

POLICE SERVICES STEERING COMMITTEE

Wednesday January 7, 2009

4:30pm – 6:00pm

200 North Main, Ann Arbor

Members Present:

Paul Buntun	Chief of Police, Saline
Jerry Clayton	County Sheriff
Jeff Irwin	County Commissioner
Pat Kelly	Dexter Township
Karen Lovejoy Roe	Ypsilanti Township
William McFarlane	Superior Township
Michael Moran	Ann Arbor Township
Mark Ouimet	County Commissioner
Kenneth Schwartz	County Commissioner
Brenda Stumbo	Ypsilanti Township
Patricia Vaillencourt	Village of Manchester

Members Absent: Kenneth Unterbrink

Staff Present: Mary O'Hare (Facilitator), David Behen, Joanna Bidlack, Scott Patton, Linda Wicks (Recording Secretary)

Sheriff Leadership Present: Mark Ptaszek (Under Sheriff), Lt. Jim Anuszkiewicz, Cmdr. Dieter Heren, Director Greg Dill

Others Present: Kristin Judge (BOC), Courtney Nicholls (Village of Dexter), Jessica Ping (BOC), Wes Prater (BOC), Mike Radzik (Ypsilanti Township), Rolland Sizemore (BOC)

1. Call to Order

The meeting was called to order by Facilitator O'Hare, 4:30 pm, at the Washtenaw County Building, 200 North Main, lower level conference room. Introductions were provided.

2. Approval of Minutes

McFarlane moved for approval of both the November 5, 2008, *PSSC* meeting minutes and the November 19, 2008, *PSSC* Special Meeting minutes; Buntun seconded; all in favor.

3. Citizen Participation

None.

4. Committee Check-In

Vaillencourt noted that the *PSSC* website listing in "The Calendar of Events" had retained some wording regarding prior meeting date changes. Wicks stated that this had been an issue with the *Calendar of Events* system, and has now been fixed.

5. Team Charter Review and Update

O'Hare asked *PSSC* members to review the Team Charter to determine if any changes are needed. She stated that the current membership listing will be updated after BOC appointments are completed at the January 21, 2009, BOC meeting.

Additional Team Charter changes requested:

- ✓ Under **1.4** and **2.1** - Change the wording "Sheriff's Department" to "Sheriff's Office"
- ✓ Under **3.6** - update the contact person name from Mary O'Hare to new contact

O'Hare stated that the *PSSC* Team Charter will be updated and brought back to the *PSSC* for final approval at their February 4, 2009, meeting, at which time new members will be on board.

6. 2009 PSSC Calendar of Meetings

Stumbo moved that the *PSSC* meeting time and location be changed to run 4:00pm-5:30pm held at a Zeeb Road location; Ouimet seconded; all in favor.

Bunten moved that the *PSSC* meeting calendar as proposed with the change in time and location be adopted; Kelly seconded; all in favor.

The 2009 *PSSC* meetings will be on the first Wednesday of each month, and will be added to *PSSC* member calendars and posted.

7. 2009 PSSC Workplan Discussion

O'Hare invited Sheriff Clayton to talk briefly with *PSSC* members regarding his thoughts and plans for the Sheriff's Office, before *PSSC* members discuss their Workplan Objectives.

Clayton stated that the plan for the Sheriff's Office is to work on two parallel paths: 1) Continue to provide services and explore the most efficient way to utilize resources to provide these services 2) The Sheriff's Office is now in the beginning stages of doing a complete assessment of Sheriff's Office operations, being mindful that it is the Office's responsibility to provide excellent, quality, public safety services, while being watchful of the budget. In order to achieve this, they need to know what the current status of the Sheriff's Office is, what they are doing, what they are not doing, and if there are opportunities to enhance services or to reduce cost. He stated that they are looking at every operation in the Sheriff's Office (Police Services, Corrections, Dispatch, etc.) and are planning a complete financial audit – with a goal of providing the information needed and insight toward what should comprise the overall strategic plan for the Sheriff's Office. He said that at the "end of the day" the organization may look the same from a structural standpoint, but that the purpose and mission will be substantially different – the Office will focus on delivering quality service, how direction is given to staff, and engaging in effective partnerships.

He asked that *PSSC* members have patience; that there cannot be an expectation that things will change overnight, noting however that some immediate change will be seen. One such immediate change is in the default decision making paradigm which will be "if there is an issue, we will address it, but we will challenge the status quo in terms of 'can we do it within the existing structure'? – can we provide that service within the budget?" He stated that they are not going to compromise safety, security and service, but will challenge and ask why additional resources are needed to do this.

He stated that their focus will be to communicate and to be as transparent and engaging as possible.

Clayton stated that the Sheriff's Office would like to challenge Washtenaw County to think about how we respond to crime, and what may be the best approach, indicating that the current model may not be the most effective because circumstances may have changed.

Clayton stated a challenge for the Sheriff's Office is recognition of what the Sheriff's Office brings to the community. He said that if we are really going to change how we deliver Public Safety services to the community, we also need to change how we measure the impact and the "value added" to the community. He stated his hope that this will influence conversations about Police Services, and that the focus will be on "value added" and how we best add value to your particular area, with less focus on the hours and dollars. He stated the need to be creative and explore how we partner with, maximize and leverage our relationships and resources with jurisdictions in the County that have their own police agencies. He stated the need to identify concretely and to recognize what the Sheriff's Office brings to communities that do have their own police agencies, indicating that the overall 'quality of life' for Washtenaw County residents is based on overall public safety services that Washtenaw County provides – that an individual may live in one community with a police agency, but they must travel into other communities as well. Clayton stated the need to get out in the community and educate, communicate and engage; talking about what individual community safety needs are and the consequences of not fulfilling these needs.

Moran asked that fleet costs be reviewed as the Sheriff's Office is auditing the expenses and determining how to move forward, indicating that the fleet costs have seemed to be out of touch with those in comparable jurisdictions. Clayton stated that fleet will be included in the analysis.

Kelly asked how the education aspect might work – through regional groups or individual jurisdictional meetings. Clayton responded that it would be all of the above; that the Sheriff's Office will need to determine what is the most effective approach, and that it can't be a single approach. He noted the value of "face to face" contact, and the need to communicate more than once to have an impact. He stated that the Sheriff's Office is committed to starting public education/communication before the end of the first quarter.

Ouimet stated his hope that when a jurisdiction is undercontracting, that the Sheriff's Office has the cache to speak up and have an impact. Clayton agreed that this is part of the education component that jurisdictions understand the consequences for both their own jurisdiction and neighboring jurisdictions of not meeting their public safety needs threshold.

Stumbo asked that a draft WC Sheriff's Office organizational chart be provided to **PSSC** members at their February 4 **PSSC** meeting (to include Sheriff leadership staff and counts for Sergeants and Deputies, Police Services only).

Stumbo inquired about Performance Reviews for the Sheriff's Office. Clayton replied that they are going to move in this direction, indicating that this may take a while and will include changing the expectations of shift supervisors, getting these shift supervisors out on the street to evaluate/coach to provide performance evaluations with meaning.

Vaillencourt stated that she is looking forward to working with the **PSSC** to get to the bare bones of what a fair price per deputy is – this is what it costs, and why; noting that this number seems to go up with everything she reads. Clayton stated his desire to take this deputy cost question and "put it to bed", suggesting the **PSSC** go line item by line item so that all agree and understand regarding what should be included and what the costs are to provide this level of service.

Bunten stated that on behalf of the law enforcement leadership in Washtenaw County, they are all committed to working with the new Sheriff.

Clayton stated that community orientation, engagement and problem solving will be a cornerstone of their operational philosophy. He stated that the Sheriff's Office will be working with contracting jurisdictions to determine what the best ways are to use the deputies they have to add value.

O'Hare asked *PSSC* members to brainstorm 2009 *PSSC* Workplan Objectives, indicating that this Workplan will guide the agenda development over the course of the year. She stated that one of the biggest Workplan pieces is working toward the new contract, indicating that there may be components of this that *PSSC* members want to talk about more fully.

- ✓ **Contract:** costs, level of service – dissect it down
- ✓ Service – what can/should jurisdictions expect? – What should be used for **performance measurements**?
 - Clayton stated the need to look at different kinds of community service not currently captured, and how this can be measured
 - Radzik noted the value of a very simple survey tool previously used – Simply asking “Do you feel safe in your neighborhood and what can we do to improve?”
- ✓ **Reporting tools** for jurisdictions/supervisors (better understanding of CLEMIS system)
- ✓ **Collaborative Agreements** – review/discuss how these are working, and how they can be improved and expanded on
- ✓ Deployment of **General Fund Deputies**
- ✓ Review/comparison of what **other Counties** in similar situations are charging for Contract Deputies (e.g., Oakland County) (review methodology, not numbers)
- ✓ **Comparison Matrix** of contract Deputies to population of jurisdiction – add calls for services
- ✓ Deeper (line by line) exploration of what **costs and numbers** actually mean – Why does it cost this? Do they have to be this way?
- ✓ **Pension** – impact due to Stock Market on costs

Lovejoy Roe reiterated her suggestion for the *PSSC* to take a fresh look at Washtenaw County Public Safety needs throughout the County, and what this could look like if there was truly a “County-wide law enforcement”.

McFarlane stated one of the challenges for the new Sheriff is to bring equity to jurisdictions.

Irwin noted that some of the County reductions may correlate into lower rising costs for Deputies. (i.e., Support Services staffing has been cut, this may reflect in less overhead for Deputy costs).

Prater stated the need to review the requirements of the Constitution of the State of Michigan.

Stumbo stated the need to determine a target date for when the *PSSC* will have recommendations ready for the BOC. O'Hare stated that the current contract, with its extension, ends December 2010. Irwin indicated his desire for the *PSSC* to have recommendations ready by the end of 2009, with a drop-dead date of April-June of 2010.

O'Hare indicated that staff will review these Workplan objectives and draft a logical sequence, bringing a draft Workplan back to the February *PSSC* meeting, along with the requested Org Chart for the Sheriff's Office.

8. Adjournment

The meeting was adjourned by Facilitator O'Hare at 5:45 pm.

Next Meeting

February 4, 2009

4:00pm – 5:30pm

Washtenaw County Western Service Center

705 North Zeeb Road

Lower Level MSU Conference Room

Approved by Committee: 4 March 2009