

DEPARTMENT OF JUSTICE

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ACQUISITIONS			GUY BOSTON
			OLD POLICE REPORT
			POLICE
			TECHNICAL ASSISTANCE
			REPORTS
			ALPENA COUNTY (MI) -
			FEASIBILITY OF CONSOLIDATING POLICE
			SERVICES COUNTYWIDE. 31,000 POPULATION

<input type="checkbox"/> RECOMMENDATION/COMMENT	<input type="checkbox"/> LOG	<input type="checkbox"/> NECESSARY ACTION
<input type="checkbox"/> SEE REMARKS ON REVERSE	<input type="checkbox"/> FILE	<input type="checkbox"/> COORDINATE
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FORM DOJ-359 8-1-74

37469

INDIVIDUAL TECHNICAL ASSISTANCE REPORT

*In Response To a Request for Technical Assistance*

*By the*

Northeast Michigan Regional Planning  
and Development Commission

April 11, 1973

*Prepared by:*

Public Administration Service  
1313 East 60th Street  
Chicago, Illinois 60637

(Per Contract J-LEAA-015-72)

I. PRELIMINARY INFORMATION

A. Consultant Assigned:

G. Stephen Lloyd  
Senior Associate  
Public Administration Service

B. Date Assignment Received:

January 11, 1973

C. Date of Contact with LEAA Regional Coordinator:

January 11, 1973

D. Dates of On-Site Consultation:

January 29, 30, and 31; February 1, 2; and March 22, 1973

E. Individuals Interviewed:

James Burch  
City Manager  
City of Alpena

Kurt B. Ries  
Northeast Michigan Regional Planning  
and Development Commission

John Faber  
Sheriff  
Alpena County

Ed Seguin  
City Clerk  
City of Alpena

Captain Krans  
Michigan State Police  
Traverse City, Michigan

Lieutenant Sobolewski  
Michigan State Police  
Alpena, Michigan

Larry Kunze  
Police Chief  
City of Alpena

Melbourne Werner  
County Commissioner  
Alpena County

## II. STATEMENT OF THE PROBLEM

### A. Problem as per Request for Technical Assistance:

Conduct a study of the feasibility of pooling police resources within the County of Alpena, Michigan.

### B. Problems Actually Observed:

The problem observed on site differed only slightly from the problem defined in the request. The study contemplated a review and analysis of the operations of the Alpena County Sheriff's Department and the City of Alpena Police Department from the standpoint of pooling of resources. The consultant deemed it advisable to include Post 74 of the Michigan State Police in this review.

### III. FACTS BEARING ON THE PROBLEM

- A. Alpena County, the largest county in the northeast corner of Michigan's lower peninsula, had a 1970 population of 30,708, an increase of 2,152 or 7.5 percent since 1960. The 1970 census indicated that the City of Alpena had a population of 13,805, a decrease of 877 or 6 percent since 1960. Most of the growth in the County has occurred in Alpena Township surrounding the City of Alpena. The population of Alpena Township, excluding the City of Alpena, increased 36 percent between 1960 and 1970.
- B. Law enforcement needs of Alpena County residents are currently met by three police agencies: The Alpena County Sheriff's Department, the City of Alpena Police Department, and Post 74 of the Michigan State Police. The Alpena Police Department, as would be expected, limits its coverage to 7½ square miles contained in the City of Alpena. Both the Sheriff's Department and the Michigan State Police Post have concurrent jurisdiction in the 570 square mile county area outside the City, and the State Police Post coverage extends into parts of neighboring Presque Isle and Alcona Counties.
- C. The County Sheriff's Department provides basic patrol, investigation, court (criminal and civil process and liaison), and jail and detention services with a staff including the Sheriff, the Undersheriff, seven deputy sheriffs, one clerk, one cook, and one relief cook. Excluding the cooks, the Sheriff's staff is allocated to three basic shifts or watches as follows:

#### 8:00 A.M. to 4:00 P.M.

Sheriff . . . . .	1
Undersheriff (Court Officer) . . . . .	1
Deputies . . . . .	2
Clerk (Desk) . . . . .	1
<b>Total . . . . .</b>	<b>5</b>

#### 4:00 P.M. to 12 Midnight

Deputy (District Officer) . . . . .	1
Deputies . . . . .	2
<b>Total . . . . .</b>	<b>3</b>

#### 12 Midnight to 8:00 A.M.

Deputy (Desk) . . . . .	1
Deputy . . . . .	1
<b>Total . . . . .</b>	<b>2</b>

It requires only a brief look at the above manpower allocation to see that the Sheriff is hard pressed to keep one deputy in the field on an around-the-clock basis seven days per week. This limited patrol capability is inadequate to cover the 570 square miles of Alpena County.

The Sheriff's Department occupies a facility, constructed in 1955, which includes the county jail, a centrally located office and records area, and the Sheriff's living quarters. The jail can house a maximum of 27 prisoners, but it is rare that more than 15 prisoners are incarcerated at any one time. The facility is located on county-owned land with ample room for expansion, and on several recent occasions jail inspectors from the State Department of Corrections have pointed out deficiencies which may require some future renovation or expansion. These include, among other things, the provision of a prisoner recreation area and a separate area for juvenile detention. The Sheriff has two patrol vehicles, each equipped with mobile radios. The Sheriff's radio base station operates on a primary frequency of 39.140 MHz with a secondary frequency of 39.820 MHz which are shared with other sheriff departments in northeast Michigan. The Sheriff's Department monitors radios of the Alpena Police Department, Michigan State Police, and two rural fire departments. The records system includes arrest records, fingerprint files, complaint records, traffic accident records, traffic citations, gun permits (to purchase and to carry), and gun registrations.

The 1973 budget of the Sheriff's Department totals \$122,187 of which \$94,270 is for the operation of basic services offered by the Sheriff and \$27,917 is for the operation of the jail. The appropriation is further allocated as follows:

#### *Sheriff*

County Personnel . . . . .	\$81,000
Contractual Services . . . . .	740
Commodities . . . . .	9,530
Capital Outlay . . . . .	3,000
<b>Total . . . . .</b>	<b>\$94,270</b>

#### *Jail*

County Personnel . . . . .	\$9,500
Contractual Services . . . . .	14,652
Commodities . . . . .	1,765
Capital Outlay . . . . .	2,000
<b>Total . . . . .</b>	<b>\$27,917</b>

The salary schedule for the Sheriff's personnel excluding the Sheriff and the cook is as follows:

Undersheriff . . . . .	\$4.68 per hour
Deputies . . . . .	4.08 — 4.29 per hour
Clerk . . . . .	3.84 per hour

In addition, personnel receive longevity pay of 2 percent after 8 years of service and 4 percent after 15 years of service. There is a shift differential of 15 cents per hour for duty after four o'clock in the afternoon. Other benefits, all in accordance with the union contract, include overtime at time-and-a-half after eight hours, minimum of four hours pay for every call out, 10 paid holidays, paid vacations beginning at 10 days for up to 6 years service and extending 25 days after 20 years service, sick leave of one day per month cumulative to a maximum of 120 days, and paid health insurance for employees.

New deputies are required to undergo 240 hours of basic recruit training in accordance with recently effective state law and to meet other minimum employment standards adopted by the Michigan Law Enforcement Officers Training Council. Since the Sheriff has not appointed any new deputies since the law became effective, none of the current force has received this training. However, some deputies are enrolled in law enforcement courses at Alpena Community College which also extends its services to law enforcement agencies in northeast Michigan through courses given in the field.

One deputy sheriff serves as a school safety officer for rural schools on his day off and is paid by the school system for providing this service.

Other services used by the Sheriff's Department include a narcotics kit owned by the Alpena Police, the state crime laboratory, the Law Enforcement Information Network terminal of the State Police, and breathalyzer services offered by the Michigan State Police Post.

Statistics obtained from the Sheriff's Department indicated the following work load for 1972. Except for the information on the jail, statistics are for only 11 months of 1972.

*General*

Permits to purchase pistols . . . . .	187
Permits to purchase explosives . . . . .	14
Guns registered . . . . .	113
Fingerprints taken . . . . .	279
Accidents investigated . . . . .	110
Complaints received . . . . .	1,455
Subjects transported to mental institutions and correctional facilities . . . . .	22

*Court Service*

Civil papers served . . . . .	274
Probate papers served . . . . .	577

*Jail*

Inmates booked . . . . .	575
Meals served . . . . .	8,326

- D. The Alpena Police Department provides complete police service to the City of Alpena with a 21-man staff including the chief, 1 captain, 4 sergeants, 13 patrolmen, 1 school safety officer, and 1 parking enforcement officer. The captain is in charge of patrol and investigation services, and each of the four sergeants have been assigned responsibility for a particular aspect of the Department; e.g., training and personnel, traffic, records and communications, and public information, in addition to serving as desk officers on an assigned watch. For patrol purposes, the City has been divided into two beats. A third car is assigned to radar duty.

The Department operates out of the basement of the City Hall, constructed in 1907. The area is considered inadequate. Although additional space is now available through the use of the vacated detention cell area, any expansion to include this area should be considered as a last resort in view of its basement location and the age of the overall facility.

The Department has three patrol vehicles, an unmarked vehicle, and a Cushman scooter—all radio equipped. A radio base station operates on 158.760 MHz which also serves as the Alpena Fire Department frequency. The Department also monitors the radio of the Sheriff's Department. Twenty-nine burglar alarms terminate at the police station. The record



system incorporates a master index, offense file, fingerprint file, mug shots, gun registrations, gun purchase permits, traffic accident location file, and traffic citation file. The Department is also equipped with three cameras, fingerprinting equipment, a narcotics kit, and two radar sets.

As noted earlier, the Department has only one specialized service—school safety—to which it assigns a full-time officer. The rest of the staff are assigned to general duty. However, the Department has recently been emphasizing various aspects of crime prevention including identification marking of valuables and is making frequent appearances before public groups on shoplifting and frauds, among other subjects.

All police officer applicants are given a complete examination before appointment and are required to undergo minimum training as provided by state statutes. Promotion by examination is also the rule.

The 1972–73 budget of the Department totals \$306,500 of which \$244,000 is in personal services and \$33,500 in retirement fund contributions. Salary rates excluding the chief and the captain are as follows:

Sergeants . . . . .	\$4.47 per hour
Safety Officer . . . . .	4.38 per hour
Patrolmen . . . . .	3.97 – 4.28 per hour

Benefits received by Alpena officers parallel those received by the Sheriff's deputies in most respects and are written into the union contract. One important difference is the educational reimbursement plan offered by the City. The City pays for an officer's tuition and books while attending school. If the officer does not finish, he reimburses the City for 50 percent of the cost. Several officers are attending Alpena Community College and the Chief has received advanced training at Northwestern University's Traffic Institute.

During 1972, the Alpena Police Department handled 11,458 calls, reports, and complaints. These include the following which resulted in a formal report:

Rape . . . . .	2
Robbery . . . . .	1
Assault . . . . .	58
Burglary . . . . .	133
Larceny . . . . .	356
Auto Theft . . . . .	10
Accidents . . . . .	557
Disorderly Conduct . . . . .	84
Vandalism . . . . .	196
Traffic Violations . . . . .	5,320
Fraud . . . . .	45
All other . . . . .	321
<b>Total . . . . .</b>	<b>7,083</b>

- E. Post 74 of the Michigan State Police, located in Alpena, covers Alpena County and parts of Presque Isle and Alcona Counties with 16 men including 1 lieutenant, 4 sergeants, 1 detective-sergeant, and 10 troopers. Because the State Police performs a supportive role in law enforcement activities in Alpena County, there is little conflict over jurisdiction with the Alpena County Sheriff's Department and the City of Alpena Police Department. In fact, the two departments use the breathalyzer services of the State Police, and the Sheriff's Department occasionally relies on the State Police for basic services. These are relationships which have developed over years of coexistence and are taken for granted.

Since it dispatches its own vehicles, the State Police Post staffs its radio operation around-the-clock with the complement of four sergeants who may also perform other duties while assigned to the Post.

- F. During the week of January 29—February 2, 1973, numerous discussions were held with law enforcement and governmental officials regarding the feasibility of sharing services in Alpena County law enforcement. It became abundantly clear that officials were opposed to any massive reorganization or restructuring of services. Interest centered primarily on the need for eliminating overlap and duplication in certain services which *seemed* to offer the *most* potential for cooperation or sharing. These services were identified by the consultant in a memorandum dated February 22, 1973, and were discussed at a March 22, 1973, meeting in Alpena attended by the consultant and county, city, and state police officials. The results of this meeting and the analysis and discussion relative to the recommended courses of action follow. The key objectives of the recommendations can be summarized as follows:

1. To provide more adequate police protection to the residents of Alpena County through increased patrol and field coverage.
2. To eliminate duplicating and overlapping support services and thereby reduce costs or avoid additional costs to the taxpayers of Alpena County.

#### IV. POSSIBLE COURSES OF ACTION

A. After discussing with city and county officials several areas in which pooling of resources could produce outstanding service improvements and economies, the following appeared to exhibit the greatest potential for implementation:

1. City—County Law Enforcement Building.
2. Centralized Records and Communications Center.
3. Pooling Other Auxiliary Services.
4. Centralized Crime and Traffic Analysis.
5. Joint Roll Call and In-Service Training.
6. Cooperative School Safety and Police-School Relations Program.

Discussions at the March 22 meeting in Alpena indicated that officials were primarily interested in the first three alternatives. Therefore, the discussion which follows concentrates on these areas.

## V. RECOMMENDED COURSE OF ACTION

### A. City-County Law Enforcement Building

The building housing the Alpena County Jail, Sheriff's office, and Sheriff's living quarters was constructed in 1955 and is structurally adequate for the foreseeable future. The portion of the building in which the Sheriff maintains his living quarters contains approximately 1,640 square feet and has a living room, kitchen, one bath, and three bedrooms. The office area (Sheriff's office, entrance, public area, and general office area) contains approximately 900 square feet. The total building including jail, garage, office area, and Sheriff's living quarters contains approximately 6,400 square feet of space.

The City Police Department is located in the basement of the City Hall, constructed in 1907. Additional space is now available through the use of the vacated detention cell area. However, the cost to renovate this area would probably be nearly as great as the alternative discussed below.

It is proposed that the Alpena Police Department vacate its location at the City Hall and move to the Alpena County Sheriff's facility. The Police Department would essentially occupy the area now used for the Sheriff's living quarters. Several steps are necessary before this move can take place. They include:

1. Vacation of this area by the Sheriff and his family.
2. Remodeling and expansion of this area as well as renovation of the office area.
3. Provide an alternative for prisoner feeding.
4. Establish ground rules for maintaining the area used by the Police Department and the common areas shared by the Police Department and the Sheriff's Department.

Michigan law contains no stipulation that the Sheriff maintain living quarters at the jail. In fact, the Sheriff owns a house in the community and evidences an interest in vacating his jail quarters. Some additional and continuing compensation may be necessary to effect this transition.

The expense of remodeling and expanding the Sheriff's living quarters for use by the City Police Department should be borne largely by the City except in the case of contemplated joint use areas where the County should participate. The joint use areas would, at a minimum, include the central office area and a joint roll call/in-service training room. The city building inspector and local construction experts should be consulted on the cost of renovation and necessary expansion.

With respect to prisoner feeding, the most appropriate method would be to use the food service available next door at the Alpena City Hospital with food delivered three times daily via warming cart, or other means, to the jail. Both the State Department of Corrections and hospital officials should be consulted. Corrections officials would want to ensure that the food would be at least equal to what is now being prepared in the jail kitchen. In terms of cost, it was reported that each hospital meal is prepared at a cost of approximately \$1.70 including labor, food, and other direct and indirect expenses. Using the 1972 volume of 8,326 meals served at the jail, the hospital could conceivably have charged \$14,154. This figure compares with the Sheriff's direct costs of \$14,300 (\$8,000 in cooks' salaries and \$6,300 to reimburse the Sheriff for food purchases at \$.75 per meal). Hospital charges could be reduced provided that hospital officials agreed to absorb some of the labor costs and other direct and indirect expenses. However, the point that should be recognized is that this method of prisoner feeding is no more costly than the present method. Further, by relieving the Sheriff of the responsibility of prisoner feeding, one important step will have been taken toward achieving better and more economical law enforcement in Alpena County.

Since the Police Department will be using a substantial portion of the renovated facility, it should be charged a share of maintaining this facility based on the amount of space it uses.

**B. Records and Communications**

Although location in the same building will not ensure cooperation in other services, it would be unfortunate if the City and County did not take advantage of this unique opportunity to serve residents of the area more effectively and economically through a centralized records and communications center.

A countywide police records and communications center should be established. It would have the capability of providing countywide routine and emergency communications services; the receipt, processing, and safekeeping of all police records; and the coordination of interagency data concerning crime and traffic related statistics, records, and operational information necessary for a comprehensive, integrated approach to law enforcement problems throughout Alpena County. It is conceivable that in spite of its dependence upon state policy, the Alpena Post of the State Police could participate in the program certainly with respect to police communications and possibly in the area of police records. In fact, the post commander supports the concept of a central communications center.

A central police service telephone number for emergency police service should be established, with the dispatch center assigning field units of the Sheriff's Department, the Police Department, and the State Police. The communications center should also serve as the control for the Law Enforcement Information Network (LEIN).

The economics of personnel, equipment, and housing costs and the opportunities for improved service are so important that the effort required to centralize the records and communications operations will be quite worthwhile. The following table indicates the costs in salaries alone necessary to staff the Sheriff, City Police, and State Police records and communications operations.

<i>Agency</i>	<i>Staff</i>	<i>Cost</i>
City Police	4 Sergeants at \$9,300	\$ 37,200
State Police	4 Sergeants at \$13,008	52,032
Sheriff	1 Clerk-Matron at \$7,571	32,969
	3 Deputies at \$8,466	
<b>Total</b>	<b>12</b>	<b>\$122,501</b>

The above expenditures do not include the cost of personnel required to relieve designated dispatch personnel for lunch nor do they include associated fringe benefits, equipment maintenance costs, or commodities and supplies involved in the operations.

It is conservatively estimated that a staff of seven could provide the same service around-the-clock. Two persons would be assigned on the day shift except on Sunday and one each on the evening and night shifts at all times. Three persons would be assigned to relief duty. Each person assigned to the records and communications center would also be responsible for detention and jail services and the police desk including centralized records.

With respect to staffing and administering the records and communications center, there are several alternatives as follows:

1. Assign administrative responsibility to the Sheriff, and staff the operation with Sheriff's personnel.
2. Assign administrative responsibility to the Sheriff, and staff the operation with a combination of Sheriff's personnel and Police Department personnel. Appoint a records and communications supervisor reporting to the Sheriff.
3. Assign administrative responsibility to a records and communications supervisor reporting to the Sheriff, Police Chief, and State Police Post Commander acting as a committee. The center would be staffed with an equal number of Sheriff's and Police Department personnel in addition to the records and communications supervisor.

It is recommended that the second alternative be chosen to administer and staff the records and communications center. This alternative has the following advantages:

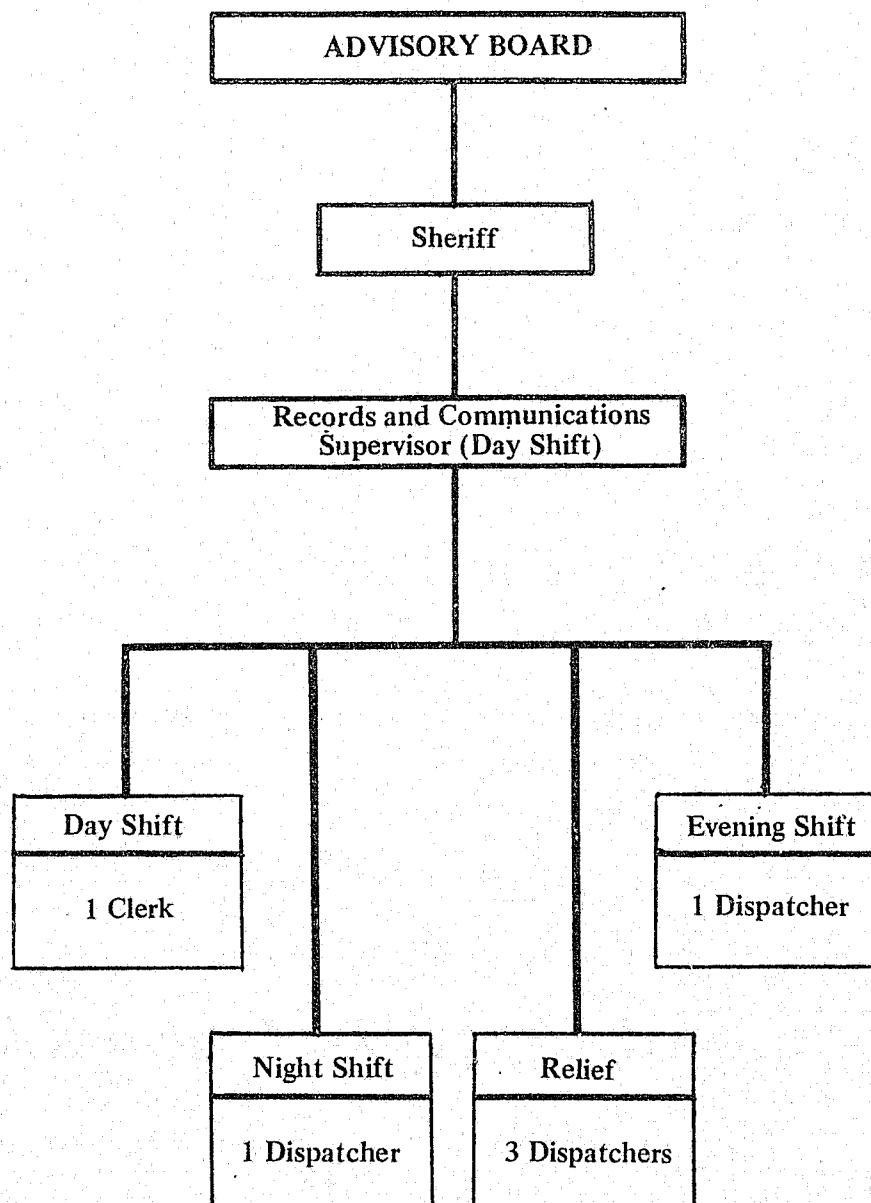
1. Administration is centralized.
2. Constant supervision and evaluation is ensured with the appointment of a records and communications supervisor.
3. By staffing the center with an equal number of Sheriff's and Police Department personnel, each department would be able to free some of its manpower for field duty.

The advantage to the State Police Post, if it wishes to be included in this arrangement, is obvious. State Police personnel now performing dispatch duty would be available for field and patrol duty.



One other element is recommended. It would be appropriate that an advisory board be formed to include representatives of the three departments participating in the program. The board should consist of the City Manager, City Police Chief, a member of the County Board, the Sheriff, and the Commander of State Police Post 74.

Including the advisory board, the organizational arrangement and staffing pattern would appear as follows:



The radio system would consist of three channels:

1. Channel 1 would be the working channel for the Sheriff's Department and the Police Department with all Sheriff and Police Department units transmitting on 39.740 MHz and receiving on the base frequency of 39.640 MHz. These frequencies were recommended by the Kelly Scientific Corporation in its 1971 study of *Police Communications and Data Access in the State of Michigan*. Alternatively, the present Sheriff's frequency of 39.140 MHz could be used.
2. Channel 2 (39.820 MHz) would be the regional channel shared with other departments in Alcona and Iosco Counties.
3. Channel 3 would be the State Police channel incorporating the base frequency 42.58 MHz and the mobile frequency 42.74 MHz. Sheriff and Police Department units would monitor through mobile monitor receivers.

A fourth channel (153.80 MHz) for after-hours dispatching of the City of Alpena Public Works Department vehicles should also be added to the console.

The cost of converting to this system cannot be estimated at this time except that it is known that the Police Department would be required to convert from high band to the low band working channel, add the regional channel, add mobile monitor receivers for the State Police channel, and change its mobiles and portables accordingly. The cost to the Sheriff's Department would include the change to the new low band channel and the addition of mobile monitor receivers for the State Police Channel. The cost to change the Sheriff's base station and console to incorporate the new channel and the State Police channels should be shared by the three participating departments.

With respect to financing other elements of the system, the following is recommended:

1. *Personal Services (Salaries and Benefits)*
  - a. Records and Communications Supervisor. Shared in accordance with the estimated work load by the three participating departments.

- b. Other personnel. Paid by their respective departments with some reimbursement by the State Police based upon estimated work load.

## 2. *Operational Costs*

- a. Maintenance of base station and console equipment. Shared in accordance with estimated work load by the three departments.
- b. Mobiles and portables. Maintained by each department.
- c. Supplies. Purchased by Sheriff and a portion reimbursed by the Police Department and State Police.

The records portion of the records and communications operation should be centered around a master index file which would include names of all individuals involved in traffic and criminal matters in Alpena County. The fingerprint files should also be merged. Initially, the State Police should be left out of the central records system.

Aside from the master index and the fingerprint file, all other records of the two departments should be kept separate.

Financing of the records system would be essentially on the same basis as the communications system. Purchase of a central file for the master index and the fingerprint file should be shared by the two departments.

## C. *Other Auxiliary Services*

These services include the identification services of fingerprinting and photography, storage of evidence and recovered property, and purchasing and equipment maintenance.

As part of its records and communications operation, the records and communications center should be responsible for fingerprinting and identification photography and evidence and recovered property storage. In short, one agency should be responsible for all identification, fingerprinting, and photography and for the safekeeping of evidence and recovered property.

D. *Formalizing the Relationship*

The arrangements for implementing and administering the program of police services covered above must be incorporated in a contract document which would provide a strict itemization of the kind, level, and quality of services to be performed as well as organizational and financial considerations. The contract instrument must be written so that acceptable service conditions are reasonably assured, and the contract should contain at least the following basic provisions:

1. *Nature of the Arrangement*

The opening section of the contract should identify the parties involved, describe the nature of the service or function to be performed, explain the need for entering into the arrangement, and cite the legal authority for the undertaking. Several sections of Michigan law provide the means for solution of common problems through intergovernmental cooperation. These include Act 35 of the Laws of 1971 (M.S.A., Sec. 5.4081 and 5.4082) and the Urban Cooperation Act of 1967 (M.S.A., Sec. 5.4087 and 5.4088).

2. *Work to be Performed*

The level of service to be provided should be clearly set forth.

3. *Organizational Arrangements*

The organization of the program of shared services including the composition of the advisory board should be clearly established.

4. *Financial and Reporting Responsibility*

The contract should set forth the allocation of costs between the parties and the method of determining these costs. The contract should specify the items covered in the costs such as salaries, supplies, equipment expenses, and overhead. The contract should contain provisions relative to keeping accurate records, issuing financial and work load reports, and stipulating the manner and time of making payments. Provisions should be included for the periodic review of financial arrangements.

5. *Limitations*

The contract should set forth precisely any limitations or restrictions imposed upon the performance of the service.

6. *Duration, Termination, and Amendment*

The contract should clearly state the duration of the arrangement, the circumstances under which the participants may withdraw, and the procedures to be followed in amending the contract provisions.

E. *Conclusion*

The important question, of course, is whether the quality of basic police field services would be improved through sharing one building and the centralization of the supportive services. Without question, pooling of resources can be expected to have the following beneficial effects on basic field service operations:

1. Free personnel in police agencies to augment basic local patrol service.
2. Provide a basis for more effective use of basic patrol personnel through improved planning for more realistic distribution and deployment patterns.
3. Make possible the development and availability to all departments of skilled specialists (i.e., records, communications) to aid in performing basic field operations.
4. Make available, in immediately retrievable form on a 24-hour basis, records and analysis of appropriate kinds to be used as a basis for assistance to field units.
5. Provide a basis for effective areawide communications essential to combat areawide criminal operations and at the same time prevent communications systems from becoming so overcrowded with individual frequencies as to be ineffective.

Governmental and law enforcement officials in Alpena County have a unique opportunity to structure their police services using the most modern organizational and administrative techniques available.

Alpena County's program of shared services could become a model for other Michigan communities. The critical question is whether officials will perceive this opportunity and initiate the plan which will enable them to build upon it. The fact that officials have called for this brief study provides ample evidence that they have perceived this opportunity.

What are the next steps? It is recommended that a committee be immediately formed to consist of the same principals recommended for the advisory board mentioned earlier. The tasks of the committee would include:

1. Review of this study by the committee.
2. A resolution by the committee to accept or reject the concepts recommended by this study. What is to be considered is whether the concepts make sense, not to approve or reject the organizational, staffing, and financial arrangements recommended.
3. Transmission of the committee's resolution to the governing bodies within the service area, in this case the County Commissioners and the City Council, and to State Police officials.
4. Once the resolution has been approved, the committee should develop detailed design and implementation plans for final approval by the respective governing bodies.

**END**

7. 10/10/10