



2/12/2019 - 3:00 PM
Colchester Town Hall, 781 Blakely Road
Outer Bay Conference Room

Agenda

- 1. Call to Order**
- 2. Agenda Approval**
- 3. Public Comment**
- 4. Approval of Minutes from January 18, 2019 and January 28, 2019**
- 5. IXP Consulting Services Project Change Request**
- 6. Possible Executive Session: Labor Relations**
- 7. Hiring Commitment**
- 8. Process for Developing Wages and Benefits**
- 9. Board Communications and Other Matters**
- 10. Next Meetings:**
 - Monday February 25th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
 - Monday March 25th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
 - Monday April 29th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
- 11. Adjournment**



CHITTENDEN COUNTY PUBLIC SAFETY AUTHORITY
Board of Directors Meeting
January 28, 2019, 10:00am
Colchester Town Hall, 781 Blakely Road
Outer Bay Conference Room

DRAFT MINUTES

In Attendance: Board Members: Steve Locke (Burlington), Aaron Frank (Colchester), Jessie Baker (Winooski), Kevin Dorn (South Burlington), Richard McGuire (Williston); and Darren Adams (Milton). Others present: Justin Couture, Pam Simays, Judy Dunn, Emilie Thompson, Kathryn Clark, Oren Byrne, Christy Lorrain, Cole Hayes, Larry Barbeau, Nick Dethommasis, Scott Crady, Dan Gilligan, Candace Johnson, Rebecca Murray, Robert Slater, Rick Hebert, John Audy, and Caroline Earle, Fraternal Order of Police (Winooski)

- 1. Call to Order** | A. Frank called the meeting to order at 10:14AM. The Board members introduced themselves to the audience. A. Frank explained that there would be public comment on the meeting with public safety staff the past week at the allotted place on the agenda.
- 2. Agenda Approval** | S. Locke made a motion to approve the agenda and D. Adams seconded. All in favor. Motion passed.
- 3. Public Comment** | No members of the public wished to comment on items not on the agenda.
- 4. Discussion: IXP Consulting Services** | S. Locke introduced the issue that a meeting the prior week with public safety staff didn't go as intended including that there was too little listening by the lead consultant. A. Frank explained that IXP had just started in mid-December and had not yet completed any of their consultive tasks but agreed that what he heard was that there could have been more listening. Katherine Clark suggested it would be beneficial for the consultant to spend time in the different dispatch locations observing different situations, and had questions about Q/A. Board members explained that the consultant was not credentialed in all of the dispatch centers but that we would work on that. Board members explained that Q/A or quality assurance was something done in many areas and had been suggested by the prior consultant as a tool to provide ongoing feedback and training, but that Q/A did not involve observing people in their current jobs for the purpose of hiring decisions. There was a question about the number of dispatch stations and the training room in a plan shared by the consultant. It was explained by board members that the number of stations or staffing had not yet been determined and that the plan for stations shared was the closest of three initially drawn but some board members felt there could be at least space for more stations and that CCPSA could share training space with South Burlington PD as suggested. There was a question about IXP's role. Board members explained that IXP was under contract to provide consulting services and the tasks were passed out to the attendees. Also that IXP was not under contract to manage CCPSA, although the board had an option for IXP to provide an Executive Director to CCPSA under contract at the board's discretion. Dan Gilligan expressed concern about officer safety. Board members explained that the goal of CCPSA was to provide better dispatch service for our communities, for the public safety staff whose lives depend on the dispatch service, and for the folks who do the work. There was a question about the selection process for the consultant and board members explained that the board and public safety chiefs developed an RFP, and that dispatchers were invited to the interviews and deliberations and shared their perspectives with the chiefs and board members doing the rankings. Caroline Earl asked about communication and details. Board members explained that the purpose of the consulting work was to obtain details and that the board was communicating, including providing for the present meeting. Scott Crady reported that his experience with IXP staff Kevin Kearns was positive and interactive and so he felt the organization could supply staff who could

work with CCPSA.

J. Baker made a motion that CCPSA request that IXP recommend a different project lead (with experience and credentials as a dispatcher) and provides a timeline for the work of Section A of the Work Tasks by February 8th in anticipation of a special board meeting on February 12th. S. Locke seconded. All in favor. Motion passed.

5. Next Meetings:

- Tentatively for Tuesday February 12th at 2:00PM Colchester Town Offices, Third Floor Outer Bay Room
- Monday February 25th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
- Monday March 25th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room

6. Adjournment | S. Locke made a motion to adjourn, seconded by K. Dorn. All in favor. Motion passed. The meeting adjourned at 11:23AM.

Respectfully submitted,
Aaron Frank



CHITTENDEN COUNTY PUBLIC SAFETY AUTHORITY
Board of Directors
12/17/18 8:00-9:30am
Colchester Town Hall, 781 Blakely Road
Outer Bay Conference Room

DRAFT Minutes

Attendees: Board Members: Kevin Dorn, South Burlington; Rick McGuire, Williston; Darren Adams, Milton; Steve Locke, Burlington; Aaron Frank (Chair), Colchester; and, Jessie Baker, Winooski. Others: Charlie Baker (Asst Secretary), CCRPC; Emma Vaughn, CCRPC; Erik Wells, Williston; Caroline Earle, Fraternal Order of Police – Winooski, Judy Dunn – City of Burlington Dispatch Supervisor.

1. **Call to Order/Introductions** | A. Frank called the meeting to order at 8:03am.
2. **Agenda Approval** | S. Locke made a motion to approve the agenda and J. Baker seconded. All in favor. Motion passed.
3. **Public Comment** | None.
4. **Approval of Minutes from 10/22/18** | J. Baker made a motion to approve the minutes from 10/22/18 and D. Adams seconded. All in favor. Motion passed.
5. **Logo Finals: Emma Vaughn** | E. Vaughn provided a brief overview of potential templates, including for agendas/minutes and future business cards. S. Locke requested a memo template. It was the consensus of the group to move forward with the templates provided; E. Vaughn will provide them to the group in the appropriate formats including memos and lettersl.
6. **Milton Update** | D. Adams noted that Milton might not renew its dispatch services with Colchester; instead, they are considering a one-year contract with St. Albans Central for a July 1 start date. This move is related to cost savings. D. Adams noted that Milton will evaluate participation in CCPSA going forward. A. Frank noted that Colchester feels strongly that their dispatch works better with a partner. Discussion ensued about the ability for Milton to participate after the one-year contract.
7. **Treasurer's Report on Payments / Monthly Financial Report: Board Acceptance** | R. McGuire noted there is a little over \$60k in revenue to this date, with a little over \$2k in expenses. A clarification was made on the budget: For prior year reserves, the budget showed \$111,000, but the budget distributed shows \$110,512. The correct amount is \$110,512. R. McGuire will adjust accordingly. K. Dorn made a motion to accept the financial report and D. Adams seconded. All in favor. Motion passed.
8. **FY 19 Budget: Amendment Approval and Voluntary Contributions from Member Communities** | A. Frank read a proposed motion to amend the budget due to reduced member contributions. K. Dorn made a motion to approve and S. Locke seconded for the purpose of discussion. J. Baker asked if lowering the consultant expense is feasible; A. Frank explained the consultant was willing to reduce expenses without the Milton work. R.

McGuire asked if it was necessary to amend the budget. S. Locke indicated that he believes it needs to be adjusted to maintain transparency that we have lost a partner (Milton). A discussion ensued about what is lost from the consultant contract if it is reduced by \$10k to account for losing a partner. A. Frank noted that the consultant contract was budgeted at \$100k, but it's actually only about \$91,500 – so we are only removing about \$2,500 from the consulting contract. The only thing that will change is removing the study of Milton's services; there will be no reduction in services performed for the other members. R. McGuire noted he is not in favor of changing the budget, but is in favor of changing the contract. S. Locke noted that so long as we don't overspend our income, he is fine with that. K. Dorn withdrew the initial motion and S. Locke concurred. Motion withdrawn.

9. **IXP Contract Amendment** | S. Locke made the following motion: Shall the CCPSA Board of Directors approve the chair to negotiate and execute a contract change with IXP to: 1) reduce the consulting contract by \$2,560 in Part B to match the expected revenue for this task; and 2) reduce the study or evaluation of Milton dispatch/PSAP needs to the level of other communities in Chittenden County which are not funding this study. S. Locke made a motion and R. McGuire seconded. All in favor. Motion passed.
10. **FY 20 Estimate of Capital and Management Costs Overview** | S. Locke walked the group through the included [PowerPoint presentation outlining cost estimates](#). These estimates were prepared by S. Locke, A. Frank and representatives from each community at the request of the CCPSA board at a previous meeting. Discussion ensued about cost estimates, capital cost, and offsetting revenue. S. Locke noted a correction to the fifth sub-bullet on page 8: The revenue should read \$180,000 rather than \$184,000. A. Frank noted that these numbers are very close to what DELTAWRX came up with originally and that most were supported by estimates from vendors.
11. **FY 20 Voluntary Contributions – Discussion** | A. Frank walked the group through the included [PowerPoint presentation outlining cost allocations](#). R. McGuire noted that he had been thinking that CCPSA would initially only provide fire dispatch calls for Williston rather than also including police. It was the consensus of the group, upon reviewing the cost allocations, that IXP should begin the study and provide recommendations on how to proceed (whether that ends up being incrementally or in full). It was the consensus of the group to proceed with the existing scope of work for IXP, and that the process does not need to slow down. A. Frank noted that IXP may be present at the next meeting and that he expects to sign the notice to proceed today based upon this discussion.
12. **Board Communications and Other Matters** | None.
13. **Next Meetings:**
 - Monday January 28th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
 - Monday February 25th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
14. **Executive Session: Contract (if needed)** | None.
15. **Adjournment** | K. Dorn made a motion to adjourn and D. Adams seconded. All in favor. Motion passed. The meeting was adjourned at 9:09am.



CONTACT:
Aaron Frank, CCPSA Chair
afrank@colchestervt.gov | (802) 264-5509

MEMO

Date: February 6, 2019
To: CCPSA Board
From: Aaron Frank
Re: **CCPSA / IXP Contract and Consulting Process**

IXP has responded to the CCPSA Board's request to "recommend a different project lead (with experience and credentials as a dispatcher) and provides a timeline for the work of Section A of the Work Tasks" IXP has proposed that Kevin Kearns becomes our project manager and that he be joined by Michelle Kessler. Kevin is the person who has been doing the radio work and meeting with our Fire and EMS folks. Michelle has been a dispatcher and dispatch manager as we requested and as noted in her attached resume. A project change request from IXP including an updated timeline is also attached.

Several CCPSA Board members were interested in the process for IXP's consulting work that has been authorized. The authorized scope of work is attached.

The process for the remaining portion of Section A of the consulting work is not clear in the project change request and timeline. We should discuss this together.



MICHELLE KESSLER *Consultant*

Michelle is a Consultant with IXP Corporation who brings over 29 years of law enforcement experience to IXP. With an impressive background in senior-level police communications management and records management administrative experience, Michelle brings a combination of skills and experience to assist municipalities, corporations, utilities, colleges and universities with their communications and administrative challenges. Michelle joined IXP after retiring from the City of Phoenix Police Department in June of 2014 where she had been

employed since 1985.

RELEVANT EXPERIENCE

- City of Detroit, MI: The City of Detroit implemented a new public safety software suite. Michelle was the Records Management Business Analyst responsible for documenting existing workflows and processes in the ongoing RMS implementation for the Detroit Police Department.
- Lake County, IL: Michelle was responsible for the Lake County Emergency Telephone System Board (ETSB) Consolidation Study, to include the evaluation of all Communication sites within Lake County. Interaction with the various teams and organizations to include ETSB boards, PD and Fire agencies to incorporate information from legislative changes within the State of Illinois. Coordination of meetings and presentations of material gathered to include staffing and financial model.
- Galveston County Sheriff's Office Communication Center, TX: Michelle was part of the consulting team that conducted an assessment for the Galveston Sheriff's Office to help determine proper staffing levels and aid in the best communications with all entities associated with the County Sheriff's Office. She assisted in providing tailored solutions to improve the County's emergency communications.
- Phoenix Police Department, AZ: During her time with Phoenix PD, Michelle held the titles of RMS Administrative Manager, Communications Shift Manager, Communications Administrative Supervisor, Communications Supervisor, and Communications Operator. She managed the installation of technical systems necessary for 9-1-1 and radio operations to include the Bureau's first computer-based telephone system. She also conducted a staffing study/audit of the Peoria Police Communications personnel and implemented the Bureau's first complete re-bid process, which is still in use today. Michelle established a base study for calculating staffing needs. This study was incorporated into the Association of Public-Safety Communications Officials International (APCO) project RETAINS, which is APCO's method for helping agencies determine proper staffing levels. A member of the Department's Infrastructure Committee, Michelle also collaborated with Information Technology Bureau on common issues. She received numerous commendations and recognitions for outstanding performance for special projects and job functions. Michelle was also a member of the RMS Project Management Team assisting in all aspects of the coordination, selection, and implementation of a new commercial off the shelf Records Management System.

CERTIFICATIONS/AFFILIATIONS

- Past Chapter President of the Association of Public-Safety Communications Officials (APCO)
- National Emergency Number Association (NENA)
- Cooperative Law Enforcement Award; Shannon's Law Education and Enforcement Operation Steering Committee
- Introduction to Law Enforcement Inspections and Audits, 2010
- West Point Leadership, 2005
- Introduction to Crime Analysis, 2003
- AZPOST Introduction to Emergency Management, 2003
- Enlightened Leadership, 2001
- Cooperative Law Enforcement Award
- Shannon's Law Education and Enforcement Operation Steering Committee

EDUCATION

Webster University, Masters of Public Administration, 2009

Arizona State University, Certified Public Manager, 1993

Northern Arizona University, Bachelor of Applied Science, Interior Design, 1981

IXP-CCPSA Consulting Contract Works Tasks

A. Prepare operational outline for Regional Dispatch/PSAP (within an incremental growth model) including the following issues/areas:

1. Develop a process to transition up to five separate dispatch centers into one consolidated regional dispatch center with limited disruption, including recommending any services that should remain with the local communities.
2. Develop a process to handle phone calls from different CCPSA member communities based on input previously received from police chiefs (and to be provided to selected consultant) regarding what processes must stay at local police departments, what processes should be handled by regional dispatch, and processes on which decisions must be made including:
 - a. 9-1-1 calls
 - b. business lines
 - c. non-emergency calls for service.
3. Consider current dispatch center policies, procedures and practices (to be collated by a single contact at CCPSA by CCPSA) for the hired consultant and develop/recommend public safety communications policies and procedures that are consistent with industry best practices and standards.
4. Review current CAD/RMS systems and make recommendations for future use.
5. Recommend appropriate staffing levels and shift configurations for consolidated dispatch center that considers the following factors and provide an explanation of the methodology used to determine results:
 - a. PSAP requirements
 - b. 9-1-1 call volume
 - c. radio traffic
 - d. non-emergency phone activity
 - e. Number of officers on per jurisdiction
 - f. Training, Management, and QA/QC
6. Recommend best strategy to transition current workforce into new consolidated center, understanding the need to retain current dispatchers in local dispatch until their communities are dispatched by regional, training and possible joint employment by local and regional dispatch for a period of time, and within the constraints of applicable labor laws and in consultation with CCPSA's labor attorney
7. Recommend best call-taking strategy (one stage with combined PSAP/dispatch positions or two stage with separate PSAP and dispatch positions) for a combined PSAP/Dispatch Center given expected call volume.

IXP-CCPSA Consulting Contract Works Tasks

8. Provide recommendations on the most efficient way to incorporate the use of existing technology, including the following:
 - a. 9-1-1 customer premises equipment,
 - b. computer-aided dispatch (CAD),
 - c. recording equipment,
 - d. radio equipment,
 - e. networking
 - f. workstation equipment
 - g. fire alarm monitoring system

9. Evaluate the designated space and provide recommendations for configuration based on the operational and staffing requirements, including:
 - a. comfort
 - b. security
 - c. utilities
 - d. technology
 - e. environment needs
 - f. console position, configuration and planned assigned use
 - g. adjacency access such as lockers, break room, storage, and access to restrooms

10. Using information provided by a single representative of CCPSA, including a list of all member community public safety radio channels, their current use, frequency licenses, and approximate coverage per channel, provide recommendations on radio system(s), head end, microwave, back-haul, frequencies, licensing, the reuse or repurposing of existing (in place) equipment and frequencies, considering end of useful life of current equipment, replacement and upgrades. (This should not be an ultimate radio system for CCPSA but rather one that will be sufficiently robust, efficient, and effective until such time as CCPSA determines if it wishes to develop, or own, or operate a radio system covering all of its member communities. CCPSA does not plan on even such an endeavor until CCPSA has been operating with all its member communities.) Please note however, that CCPSA prefers copper back haul vs. internet back haul for resiliency purposes.

11. Provide recommendations for an emergency backup dispatch center to ensure continuity of operations, based on an understanding of centers previously operated by CCPSA member communities, understanding that the PSAP function need not be backed up.

12. Review alarm ordinances in the six member communities, to be provided as a single package to selected contractor by CCPSA, and provide recommendations including: a) any proposed changes to individual municipal alarm ordinances and b) whether to repeal individual municipal alarm ordinances and replacement with a common regional alarm ordinance (a power which CCPSA has).

PROJECT CHANGE REQUEST

Customer Name: CCPSA	Request Number: PCR001
Project Name: CCPSA Consulting Phase	Project Director: K. Kearns
Project Code: 00167.P00	Issue Date: February 4, 2019
Request Name: Project Realignment	Prepared By: K. Kearns

Reason for Change:

Subsequent to the initial meetings and project presentation conducted on January 22nd , CCPSA requested that "IXP recommends a different project lead (with experience and credentials as a dispatcher) and provides a timeline for the work of Section A of the Work Tasks by February 8th in anticipation of a special board meeting on February 12th".

Contract Reference: Agreement Between the CCPSA Board and IXP Corporation Dated October 22, 2018

Description of Change:

IXP Project Director Kevin Kearns will assume the project lead; and IXP Consultant Michelle Kessler (resume attached) will assist in the remainder of the work on Section A.

A revised timeline is also attached.

This change shall be effective immediately upon full execution of this Project Change Request.

Price/Payment Terms: This PCR does not change the price or payment terms established in the base contract.

Ramifications: Following execution of this PCR001, the remainder of Agreement will continue in full force and effect with the changes set forth herein.

For: IXP Corporation

Name: Lawrence D. Consalves

Title: President & COO

Signature: 

Date: 2/4/19

For: CCPSA

Name:

Title:

Signature:

Date:

PROJECT CHANGE REQUEST

Customer Name: CCPSA	Request Number: PCR001
Project Name: CCPSA Consulting Phase	Project Director: K. Kearns
Project Code: 00167.P00	Issue Date: February 4, 2019
Request Name: Project Realignment	Prepared By: K. Kearns

Revised Project Plan

Task Name	Start	Finish
Chittenden County Dispatch/PSAP	Tue 12/18/18	Tue 4/16/19
Notice to Proceed	Tue 12/18/18	Tue 12/18/18
Initial Onsite Visits	Tue 12/18/18	Fri 1/25/19
Complete the Collection of As-Is Information	Mon 1/28/19	Thu 3/7/19
Law Enforcement Operations Overview Write-up	Mon 1/28/19	Fri 2/1/19
Radio Systems Information	Mon 1/28/19	Thu 2/28/19
Identify Point(s) of Contact	Mon 1/28/19	Fri 2/1/19
Gather and compile any written documentation	Mon 2/4/19	Fri 2/15/19
On-Site Interviews as Needed	Thu 2/28/19	Thu 2/28/19
Coordinate Finger-printing or other CJIS Clearance issues to allow Comm Center visits to take place	Mon 1/28/19	Fri 2/8/19
Comm Center Operational Visits	Tue 2/26/19	Wed 2/27/19
Compile documentation into Draft Report format	Mon 3/4/19	Thu 3/7/19
1st Workshop - Current State and Future Ops Vision	Fri 3/8/19	Tue 3/12/19
Develop Workshop Briefing Deck	Fri 3/8/19	Fri 3/8/19
Deliver Briefing	Tue 3/12/19	Tue 3/12/19
Develop Detailed Plans/Strategies	Wed 3/13/19	Wed 4/3/19
Operations Analysis and Write-up	Wed 3/13/19	Wed 3/27/19
A.1 - Transition plan for Dispatch centers	Wed 3/13/19	Wed 3/27/19
A.2 - Handling of phone calls from different jurisdictions	Wed 3/13/19	Wed 3/27/19
A.3 - Develop/Recommend SOPs	Wed 3/13/19	Wed 3/27/19
A.5 - Staffing levels and shift configurations	Wed 3/13/19	Wed 3/27/19
A.6 - Strategy for transition of existing workforce	Wed 3/13/19	Wed 3/27/19
A.7 - Best call taking strategy for combined PSAP/Dispatch	Wed 3/13/19	Wed 3/27/19
A-12 - Review alarm ordinances in 6 communities	Wed 3/13/19	Wed 3/27/19
Technology Analysis and Write-up	Wed 3/13/19	Wed 3/27/19
A.4 - Review Current CAD/RMS systems	Wed 3/13/19	Wed 3/27/19
A.8 - Recommendations on existing technologies	Wed 3/13/19	Wed 3/27/19
A.10 - Recommendation on radio systems	Wed 3/13/19	Wed 3/27/19
Facilities Analysis and Write-up	Wed 3/13/19	Wed 3/27/19
A.9 - Evaluate designated space	Wed 3/13/19	Wed 3/27/19
A.11 - Recommend options for backup center	Wed 3/13/19	Wed 3/27/19
Develop Cost Estimates	Wed 3/27/19	Wed 4/3/19
Assembly of Draft Final Report	Wed 4/3/19	Mon 4/8/19
Internal Document Review/Editing	Mon 4/8/19	Wed 4/10/19
Develop Briefing Material	Wed 4/10/19	Fri 4/12/19
Deliver Final Report and Briefing	Mon 4/15/19	Mon 4/15/19