



CHITTENDEN COUNTY PUBLIC SAFETY AUTHORITY
Board of Directors Meeting
September 23, 2019, 8:00-10:00am
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 7/22/19**
5. **Treasurer's Report on Payments / Monthly Financial Report: Board Acceptance**
6. **Update on IXP Report, Section A Report revisions – Staffing and Station Recommendations: Board Discussion**
7. **Timeline update/discussion**
8. **Board Communications and Other Matters**
9. **Next Meetings:**
Monday October 28th 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
Monday November 18nd 8:00-9:30AM Colchester Town Offices, Third Floor Outer Bay Room
10. **Executive Session: Labor**
11. **Adjournment**



CHITTENDEN COUNTY PUBLIC SAFETY AUTHORITY
Board of Directors Meeting
July 22, 2019, 8:00am
Colchester Town Hall, 781 Blakely Road
Outer Bay Conference Room

DRAFT MINUTES

Attendees: Members: Aaron Frank (Chair – Colchester), Tom Hubbard on behalf of Kevin Dorn (Vice Chair – South Burlington), Jessie Baker (Winooski), Rick McGuire (Treasurer – Williston), and Steve Locke (Secretary – Burlington). **Others present:** Charlie Baker (Assistant Secretary – CCRPC), Geoffrey Urbanik (Colchester), Rick Hebert (WPD), Kyle Blake (BFFA), Pam Simays (BPD), Kerin Stackpole (Paul Frank + Collins), Leo Wermer (SBFD), and Jeff Barton (CPD).

1. **Call to Order** - Frank called the meeting to order at 8:01.
2. **Agenda Approval** – Baker moved to approve the agenda and Locke seconded. All in favor. Motion carried.
3. **Public Comment** – none.
4. **Approval of Minutes from 5/20/19** – Locke moved to approve the minutes and Baker seconded. All in favor. Motion carried.
5. **Treasurer’s Report on Payments / Monthly Financial Report: Board Acceptance** – McGuire reported that revenue have exceeded expenses by \$35,290 through June 30. Locke moved acceptance of the Treasurer’s Report and Hubbard seconded. All in favor. Motion carried.
6. **Update on Section A Report Revisions** – Locke reported on visit to IXP communication center outside of Atlanta. The major issue of interest was the number of dispatchers needed to serve our communities. There was discussion reviewing how that operation worked. It’s a much larger area, so some comparisons are difficult. That community has done a lot of public education for people to call 911 for every type of call. There would be a benefit when a major incident happens. How does a dispatcher monitor all of the radio channels? There may be opportunities to reduce the number of frequencies being used. They run a six-week training academy for new dispatchers. It is a very professional operation with any feedback provided in a very formal manner. They have 10-12 dispatchers on duty for their 345,000 population vs. the draft IXP report for CCPSA proposing 6 staff for our 100,000 population (with one extra for 7 total during peak). There may need to be more discussion in the report about how to deal with multiple radio channels for each dispatcher. There is discussion about looking for other operations to visit in the northeast.
7. **Notice to Proceed on Section B of Report** – This is the budgeting section. IXP is working on this. A key component is the number of dispatchers. We need to come together on this so that they can move forward. The floor plan also needs to be finalized. Including how many work stations.
8. **FY 20 Budget: Not including pre-operational expenses** – McGuire reviewed the draft budget for FY20. Locke moved approval of the FY20 Budget and Voluntary Assessment and Hubbard seconded. All in favor. Motion carried. Frank noted that there would be an amendment to the budget following ratification of the funding MPO to include pre-operational expenses largely funded through and related to capital.
9. **FY 20 Voluntary Assessments** – see above.

10. Timeline Review – Frank reviewed the timeline included in the packet. It is critical to determine the staffing number and/or technology solutions for the budget. It is the intent to get a recommendation from the police chiefs to resolve these questions.

11. Board Communications and Other Matters – None.

12. Next Meetings –

Monday, August 26th 8:00-9:30AM, Colchester Town Offices, Third Floor Outer Bay Room

Monday, September 23rd 8:00-9:30AM, Colchester Town Offices, Third Floor Outer Bay Room

13. Milton/CCPSA Agreement: attached to packet for information only

14. Executive session: Labor - Hubbard moved to find that premature general public knowledge of the CCPSA's labor relations would clearly place CCPSA at a substantial disadvantage, because the CCPSA risks disclosing its negotiation strategy if it discusses the proposed terms in public moved that we enter into executive session to discuss confidential communications regarding labor relations under the provisions of Title 1, Section 313(a)(1)(A), Executive Sessions, of the Vermont Statutes and Baker seconded. All in favor. Motion carried.

McGuire moved to exit executive session and Baker seconded. All in favor. Motion carried.

15. Adjournment - Locke moved to adjourn at 9:55am and Baker seconded. All in favor. Motion carried

Respectfully submitted,

Charlie Baker

Assistant Secretary

CCPSA

Statement of Net Position

Cash	31,654
Due From Town of Williston	4,612
Receivables	-
Total Assets	36,266
Due to Town of Williston	-
Fund Balance as of June 30, 2019	35,290
Current Year Change in Net Position	976
Total Liabilities & Net Position	36,266

Statement of Revenues & Expenditures

REVENUE	FY2020 Budget	Budget Adjustment	Amended Budget	Actual Through August 23, 2019	Budget Balance
Burlington	3,985	-	3,985	-	3,985
Colchester	1,561	-	1,561	-	1,561
Milton	-	-	-	-	-
Winooski	931	-	931	-	931
South Burlington	1,733	-	1,733	1,733	-
Williston	1,000	-	1,000	1,000	-
Interest Income	-	-	-	19	(19)
Prior Year Reserves	35,290	-	35,290	-	35,290
Total Revenue	44,500	-	44,500	2,752	41,748
EXPENSES					
Consultant	30,400	-	30,400	-	30,400
Insurance/VLCT	2,100	-	2,100	-	2,100
Misc/Dues	2,000	-	2,000	882	1,118
Legal	10,000	-	10,000	894	9,106
Rent	-	-	-	-	-
Equipment Ops/Repairs	-	-	-	-	-
Total Expenses	44,500	-	44,500	1,776	42,724
NET REVENUE-EXPENSES	-	-	-	976	

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).



August 2, 2019

Mr. Frank,

As I stated during the last CCPSA meeting I still have concerns with the proposed staffing model that IXP has submitted. After traveling to Sandy Springs GA and observing their staffing model I believe that we are potentially setting the dispatchers up for failure and / or creating a safety risk for Fire, Police, and EMS personnel.

My first concern is that the model being proposed will have the two fire dispatchers be the primary call takers for the center. I understand that the call volume for fire and ems calls is low compared to PD, but if those dispatchers are also taking all inbound calls for the entire center, to include PD calls, I anticipate radio traffic getting missed as well as delays. The center we toured in Sandy Springs had dedicated call takers that were not responsible for the dispatch or safety of units on the road.

My next concern is in conjunction with my first and that is the number of radio frequencies the dispatchers for Fire / EMS will need to monitor. If each agency is on separate channels even radio discipline will not help if a Burlington FF, Colchester EMT, and Winooski FF all try to call in at the same time. I worry important radio traffic will get missed which is a huge safety risk for my members and all Fire and EMS personnel that are served by this center. This will only get compounded if the fire/ems dispatcher is on the phone taking a call.

Finally, my last concern is that the proposed staffing levels do not increase once the center becomes a PSAP. Once this happens the center will be taking 911 calls that could be from all over the state and even NY and this would tie them up even more.

I understand that there are financial considerations that come into play when staffing is discussed but the safety of my members and the Police, Fire, and EMS members in the communities this center will be covering needs to be of the utmost importance when staffing decisions are being made.

Thank you for your time regarding this matter.

Respectfully,

Kyle Blake
President, BFFA Local 3044

From: Aaron Frank
To: ["Kyle Blake"](#)
Cc: slocke@Burlingtonvt.gov
Subject: RE: Letter of Concern
Date: Monday, August 5, 2019 10:53:00 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Dear Kyle,

I appreciate your comments at our last meeting and this letter. Please understand that the CCPSA Board has not agreed to a staffing model. Staffing will be reviewed further and the report will be revised with an updated staffing proposal.

My experience here in Colchester shows there are large economies of scale with staff working together across communities for dispatch. We could dispatch with eight dispatchers for two communities and about 26,000 annual calls for service. We need six dispatchers to dispatch for 16,000 annual calls for service per year without Milton.

Other matter you should consider is that the way PSAP's operate in Vermont is that incoming calls are shared; they go to the center who can most accommodate them based on the timing of the last call. So PSAP's have a way of sharing resources across the State to reduce the workload on a center that is experiencing a high call volume. So when a particular PSAP/dispatch center is very busy, it can shed PSAP calls to another PSAP.

We are in this to do PSAP and dispatch better together among neighboring communities. We appreciate that dispatch serves both the public who receive public safety services and the public safety employees who rely on dispatch to safely perform public safety services. Finance is not the primary consideration.

Please be patient while we work with the police chiefs to consider the initial draft staffing proposal and related revisions to the draft report. I will share your note to the CCPSA Board, IXP, and the chiefs considering staffing.

Thanks,

Aaron

Aaron Frank
CCPSA Board Chair

Aaron Frank
Town Manager
Town of Colchester
781 Blakely Rd. Colchester, Vermont 05446

From: [Kearns, Kevin](#)
To: [Aaron Frank](#); [Steven Locke \(slocke@burlingtonvt.gov\)](mailto:slocke@burlingtonvt.gov)
Subject: Follow-up on Issues/Questions Raised
Date: Friday, August 23, 2019 5:57:47 PM
Attachments: [image010.png](#)
[image011.png](#)
[image012.png](#)
[image013.png](#)
[image014.jpg](#)

***** Warning: This email came from an outside source. It is not internal Town of Colchester email. *****

I've gone through all the questions and comments I could find in past emails, or notes from discussions, and pulled them all together below for your review. Let me know if responding in this email fashion gives you what you need, or if you need this as a stand-alone document. Also, let me know if there are any documents or issues that you feel I was supposed to respond to that aren't covered in the material below.

Notes on the report document itself: The report document needs to be amended to be clearer on the variety of shift patterns currently in use at each agency. IXP will make this change when the revised document is issued.

Police Chief's Memo of 06/19/2019: This memo expresses a general lack of confidence in the staffing levels recommended in the report document. These concerns surface in several different ways, including concern that the base staffing level needs increasing and that more needs to be done to address staffing during normally busy hours and for special events. Each of these is discussed below.

1. IXP believes our report and recommended staffing levels do take into consideration the nature of operations in the participating agencies. We have worked in a wide variety of communications centers serving a wide variety of local community needs, and we factored that experience into our recommendations at every stage of this engagement. We often hear concerns about how a couple of simultaneous events can create overload conditions in a comm center, and indeed this can on occasion occur, regardless of the staffing level chosen for normal operations. But staffing on a routine basis for infrequent and unpredictable surges is typically economically impossible for local jurisdictions. Therefore, staffing levels are set to handle the frequent and predictable surges in workload and operational practices are put in place so that the most important work can be accomplished during the infrequent and unpredictable surges.

The recommended staffing level was based on assumptions that included an estimated number of 10-digit calls 1.5X higher than the number of 9-1-1 calls. This value was selected based on IXP's experience with other multijurisdictional and multidisciplinary centers where the regional comm centers were asked to handle a fair proportion of the overall 10-digit traffic that had formerly been handled by the stand-alone comm centers prior to regionalization. As discussed further below, it is our understanding that the Police Chiefs have now agreed to handle 10-digit calls in a manner that will reduce the overall number of calls that would end up at the regional comm center. So, this potential lowering of the total number of telephone calls being handled needs to be taken into consideration when assessing the overall staffing

levels for the center.

IXP's assumptions also include the industry best practice for centers of this size that all personnel are fully cross-trained so they can support any function in the center at any time. For example, even if a person is working a police dispatch position, they are fully able to handle an inbound 9-1-1 or emergency telephone call if other designated call receiver personnel are tied up on other calls or radio traffic. The full staff in the room work together as a team handling the overall workload of the room, and don't stay tunneled into only working the specific assignment of the position where they happen to be sitting.

This includes the Shift Managers, who need to be thought of as 'working managers' in that they are fully capable of jumping in at any time and handling surges in telephone call volumes, take over dispatching for a large event like a working fire, supplementing police dispatching during unusually busy periods, or just provide generalized support of the room for things like dealing with difficult callers, bringing up video resources needed to support specific incidents, and similar comm room operations issues. The Shift Managers are not "office" positions, these are your best and most skilled dispatch personnel in the center and capable of augmenting staffing for any needed function at any given time. They just happen to also have additional managerial duties to fulfill when not engaged in hands on comm center work.

The IXP report recommended a baseline staffing model with a normal staffing level of 6 personnel (the Shift Manager and 5 telecommunicators) and a 7th person during the statistically busiest hours of the week, which results in an overall staffing level of 31 personnel. Given the discussion above, and considering the feedback from the Chiefs, and based on our experience in other centers of this size and scope, IXP continues to believe this is a staffing level that could support high quality emergency communications services for the communities you serve.

However, since this staffing model is based on a number of assumptions about the inbound telephone call volumes you will experience (and these assumptions can't be validated until you begin live operations) it may be prudent to consider upping the staffing model as part of adding the 9-1-1 PSAP responsibilities, adding an additional person on duty during the busiest 16 hours of each day. This would bring the overall staffing level to a calculated 34.4 FTE and a combined 7,926 hours of non-baseline staffing coverage (the originally identified 8 hours per day for 5 days per week and the addition of 16 hours per day for 7 days per week) to work into the scheduling model to beef up staffing during the busiest periods of each week/day scenario.



Since the addition of the 9-1-1 PSAP responsibilities will follow a period of live operations, you will be better informed by actual call volume and workload statistics as you consider whether to increase staffing or not.

2. Discussion was also raised about how the regional center should handle economic impacts of large-scale special events such as the Queen City Marathon or the Burlington and Colchester Independence Day Celebrations. Specifically, should the planned up-staffing costs for these events be integrated into the overall business and

rate model and therefore passed on to all the participating agencies, or should those jurisdictions directly involved in these events pay for these up-staffing costs directly.

While IXP has seen both approaches in use in other regional dispatch settings, the most common approach is for the jurisdiction(s) directly involved in a special event paying for the overtime costs needed to support that event (and not have adverse impacts on the other agencies being served). This allows the hosting jurisdiction and the regional center to engage in a mutual planning effort to establish the staffing level needed to support the event with the clear understanding of what this would cost the jurisdiction. Assumptions about Overtime needed for these events get built in the overall financial model for the regional agency from a budgeting perspective, but these special event OT costs are not passed into the cost basis for the rate model so they don't impact rates for the other jurisdictions/agencies. Then, these OT hours are only expended if an agreement is reached with the hosting jurisdiction to cover the hours agreed to in the plan.

3. Discussion was also raised about the need for the regional comm center to occasionally utilize video feeds from the police departments' booking/holding areas or from other video sources in the context of an in-progress event. These functions were taken into consideration in both IXP's original staffing model and the further discussion in #1 above.
4. The Chiefs expressed a recommendation that Alternative 1A be selected for the facility layout and that the full 13 positions be put in place as part of the facility development phase. Once CCPSA finalizes the staffing model it wants to use you will be better able to decide if building out all 13 positions is the desired approach.

Memo re Chiefs' Feedback to CCPSA on Phone Lines (06/20/2019): This memo discusses an approach for handling 10-digit phone lines that was discussed with the Chiefs during the June 14th conference call. In summary, each police agency will implement an AVR system on their 10-digit lines that gives the caller the immediate option to have their call transferred into the regional comm center if they feel they have an emergency. These calls would be handled at the center as if they were emergency calls and prioritized the same as inbound 9-1-1 lines. The AVR systems would also allow the caller to select other options to get to other specific resources/personnel for things such as records requests or other non-emergency business.

IXP has seen this approach work very successfully in other agencies that have joined regional dispatch centers, and we believe it can work very successfully in your setting as well. This arrangement works best when your 9-1-1 telephone system can bring these lines into a trunk group along-side the 9-1-1 trunks so they can all be managed in the single 9-1-1 telephone system environment. Since you will not be putting your 9-1-1 PSAP equipment in place until after operations go live, these lines would be integrated into the center's normal telephone system to start with and uniquely identified so it is easy to see the call is on one of the designated inbound 10-digit transfer lines. Then, when planning for the 9-1-1 telephone system is conducted with the State, work can be done to find the best integration approach available within the capabilities of the State's 9-1-1 system environment.

Email from Aaron Frank to Jeff Barton re IXP Feedback – Info for Consideration: This memo posits that the recommended staffing level of 31 personnel is probably workable given several operational assumptions:

1. Shift Managers need to be fully credentialed and skilled dispatchers and work active positions/responsibilities any time needed. IXP fully agrees with this observation, and this is discussed above with regards to the overall staffing model.
2. The balancing of information transfer techniques between personnel taking inbound calls and personnel responsible for dispatching response agencies, with a CAD system properly configured to support this process. For centers of this size, it is natural for personnel in the room to routinely interact with one another as they handle their own assigned duties and support each other. Some pieces of information are best conveyed within the CAD environment, which simultaneously conveys the information and logs the information for further use. But sometimes direct human interaction is needed to convey emergent information that is useful to others in the room. Both of these approaches are accommodated in the recommended operational model.
3. This item discusses the potential for changing how radio channels are managed so that dispatchers are focused on handling the primary dispatch channel for each agency but not responsible for any tactical channels used by the agencies. IXP has seen this approach used successfully in other regional dispatch settings, particularly for routine operations. But we do recommend that the regional comm center be capable of operating on any of the radio channels of their customer agencies so that tactical channels can be monitored/managed at the center if specific tactical events require dispatch participation.
4. This item discusses the recognition that initial operations will not involve the full volume of 9-1-1 calls that the center will experience once they are a PSAP in the statewide network. With a total staffing level comparable to current staffing levels, and the added efficiencies of all being together in a single center, on common systems, and able to cross-support any position in the center at any time, the recommended staffing should be sufficient for start-up operations. IXP agrees with this observation, and would suggest dove-tailing this with the discussion above item #1 from the June 19th Chief's memo. With so many un-provable assumptions until operations go live, starting at the 31 staffing level but having some pre-planned expansion as part of becoming a PSAP makes good sense. When it comes time to bring in the PSAP responsibilities you will have solid data on current regional workloads to better assess how much additional staffing is needed.
5. This item discusses the concept of utilizing the funding that comes with becoming a PSAP to help support additional staffing if needed when these additional responsibilities are absorbed into the center. This makes perfect sense, and aligns with the discussion above.

Letter from Kyle Blake, BFFA Local 3044 08/02/2019: This letter raises several concerns, discussed below:

1. The first concern is that the staffing model recommends having the two personnel assigned to Fire/EMS dispatching also being the first-up for call receiving. The concern is that these split responsibilities creates opportunities for important radio traffic to be

missed. This is a valid concern, and this is why the model is also based on everyone in the room being able to handle inbound calls if those one or two personnel are indeed needed to be focused on radio traffic. The combination of upstaffing during the busier hours and the Shift Manager as an added resource in the room create multiple mechanisms to allow Fire/EMS dispatching to get the level of staffing it needs when it needs it.

2. The second concern relates to the number of radio channels being handled for the Fire/EMS environment. Again, this is a legitimate concern, which is why the recommended model identifies two positions working in tandem to support the Fire/EMS side of the business. And since these two positions are only the 'first-up' for handling inbound calls, but not the only positions that will take calls, there is significant flexibility in the room at any given time to make sure that Fire/EMS incidents get the resources they need when they need them.
3. The last concern has to do with the plan not identifying a staffing increase when 9-1-1 PSAP responsibilities are added. As discussed in other topic areas above, the staffing model was based on the anticipated call volumes that would be experienced with 9-1-1 PSAP responsibilities in place. So that call volume is already in the model. Also as discussed in other topic areas above, it may be prudent to make some slight adjustments to the model to provide more confidence in the regional approach, and making those adjustments after live operations are in place and solid statistical information is available will make it easier to identify the specific staffing level changes needed as 9-1-1 PSAP operations are integrated into the model.

Again, I believe this material responds to each of the things you are looking for, but if there is something else needing response, please let me know.

Kevin



Kevin Kearns, PMP
Director of Public Safety Consulting
IXP Corporation
Princeton Forrestal Village
103 Main Street
Princeton, NJ 08540
206.979.1313 *Mobile*
kkearns@ixpcorp.com
www.ixpcorp.com

Tackling the toughest challenges in public safety.



The information contained in this email may be confidential and/or legally privileged. It has been sent for the sole use of the intended recipient(s). If the reader of this message is not an intended recipient, you are hereby notified that any unauthorized review, use, disclosure, dissemination, distribution, or copying of this communication, or any of its contents, is strictly prohibited. If you have received

From: Aaron Frank
To: [Kevin Dorn \(KDorn@sburl.com\)](mailto:Kevin.Dorn@sburl.com); [Jessie Baker](mailto:Jessie.Baker); [Rick McGuire](mailto:Rick.McGuire); [Darren Adams \(dadams@miltonvt.gov\)](mailto:Darren.Adams@miltonvt.gov); [Steven Locke \(slocke@burlingtonvt.gov\)](mailto:Steven.Locke@burlingtonvt.gov); [Kearns_Kevin \(KKearns@IXPCorp.com\)](mailto:Kearns_Kevin@IXPCorp.com)
Cc: [Jeffrey Barton \(jeffrey.barton@colchesterpdvt.org\)](mailto:Jeffrey.Barton@colchesterpdvt.org); [Wright_Jannine.M. \(wright@bpdvt.org\)](mailto:Wright_Jannine.M.(wright@bpdvt.org)); "Rick Hebert"; [Shawn Burke](mailto:Shawn.Burke); [Patrick Foley](mailto:Patrick.Foley)
Subject: Staffing and Station Recommendations for Consolidated dispatch/PSAP
Date: Wednesday, September 11, 2019 7:03:00 PM
Attachments: [image001.png](#)

CCPSA Board and Kevin Kearns of IXP:

Steve Locke and I accepted invitations to meet with police chiefs/delegates including Burlington's DC Wright, Colchester's DC Barton, Winooski's Chief Hebert, South Burlington's Chief Burke, and Williston's Chief Foley. They met regarding staffing and stations for consolidated PSAP dispatch services in our communities.

We agree with their recommendation and rationale. After a follow-up with DC Barton the recommendation on staffing of the Chiefs/Chief delegates are:

1) IXP proposal (pasted below for reference) of 31 calltakers/dispatchers FTEE's plus 5 calltakers/dispatchers FTEE's for a total of 36 calltakers/dispatchers.

Estimated Staffing Levels	Positions to Cover	Shift Pattern	Hours to Cover	NAWH per EE	Calculated EE Count
Shift Managers	1	12-hour pairs	NA	NA	4
Telecommunicators/CTO (24X7)	1	8-hour shifts	8,760	1,700	5.2
Telecommunicators (24X7)	4	8-hour shifts	35,040	1,700	20.6
Telecommunicators (busiest 16 hrs X 7)	1	Could vary	5,840	1,700	3.4
Telecommunicators (busiest 8 hrs X5)	1	8-hour shift	2,086	1,700	1.2
Total Estimated Staffing					34.4

Also below, bolded for effect, are the recommendations on the center capacity and initial equipment.

Both these recommendations assume all five communities are a part of CCPSA for PSAP and all dispatch calls (fire, rescue, and police).

These recommendations have a fiscal impact. The recommendations were not based on fiscal considerations, rather the chiefs/chief's delegates recommendation on starting staffing/equipment. The recommendations come after review of IXP recommendations and site visits to multiple PSAP/dispatch centers with police chiefs, dispatchers, police officers and fire/rescue personnel.

I will include this information for discussion at the next CCPSA Board meeting after which we can clarify to Kevin Kearns of IXP about how to build staffing and equipment models.

Aaron

Aaron Frank
CCPSA Chair

PS: Many thanks to the chiefs/delegates and all who attended the numerous site visits which lead to these recommendations.

On Sep 10, 2019, at 12:27 PM, Deputy Chief Jeffrey Barton <jeffrey.barton@colchesterpdvt.org> wrote:

Aaron, as you are aware, the police chiefs met on September 10, 2019, to further discuss staffing issues relative to the proposed consolidated dispatch center. This discussion occurred after trips to three regional dispatch centers, one in Georgia, and the other two in Massachusetts. It should be noted that this trips included both fire and police chiefs, dispatchers, and union representatives. All involved had the opportunity to speak with the management of these centers, the local emergency services chiefs, and the dispatchers on the floors of the centers as well.

After this meeting, the chiefs came to the following consensus:

The center needs to have two full time call takers, not call takers that are also responsible to switch and become a fire dispatcher upon the first fire call.

The center needs to have one full time dispatcher for the Burlington Police Department, one that handles the South Burlington Police Department and the Williston Police Department, and a third that handles the Colchester and Winooski Police Departments.

There needs to be a full time fire dispatcher to handle the multiple fire departments going through this center.

There needs to be a floating tactical dispatcher available at least during the identified busy times to assist in any of the police/fire operations that may be taking place.

2) The center should be built to accept the maximum capacity of 13 desks, with a minimum of ten (10) being fully equipped.

The chiefs are reviewing the document prepared by Mr. Kearns from IXP and I am awaiting feedback from them and will forward that to you when it is received.

Please let me know if you have any further questions.

Jeffrey Barton
Deputy Chief of Police
Colchester Police Department
835 Blakely Road
Colchester, Vermont 05446

PH: 802-264-5555
FAX: 802-264-5550

CCPSA Board Work Tasks

2019-2020

DRAFT 9/20/19 Option 2: Lease Purchase

<u>Month</u>	<u>Task</u>
September	CCPSA Board provides capital cost inputs to IXP on # stations CCPSA Board provides inputs to IXP on # of dispatchers
October	CCPSA Board provides input to IXP on average cost per dispatcher/manager
October *	IXP delivers final reports including capital and operating costs to CPPSA
November	CCPSA Board develops FY 21 budget and FY 21 onward capital funding
November *	CCPSA Board Recommendations to their local governments on funding Exec Director with FY 20 funds and signing MOA promising FY 21 funds.
December	Local Govt. Decisions on funding and sign MOU
December *	CCPSA Board authorizes lease purchase for communities who signed MOU

** indicates possible second CCPSA meeting*

CCPSA Board Work Tasks

2019-2020

DRAFT 9/20/19 Option 2: Lease Purchase

<u>Month</u>	<u>Task</u>
January	Sign Lease, approve building improvements Sign Agreement for management services or hire Executive Dir
February 2020	CCPSA Exec. Director begins work Begin Hiring process for Managers
March	Building upfit done Install furniture and systems
April	Managers begin at least part time Systems Testing Offers to first communities Dispatchers
May	Training to first communities dispatchers
July	Service Begins 7/1/2020