



**CITY OF
MONTPELIER
MONTPELIER,
VERMONT**

Agenda for City
Council Meeting
Wednesday, January
10, 2018
06:30 P.M.

- 1) Call to Order by the Mayor
- 2) 18-014. Review and Approve Agenda
- 3) 18-015. General Business and Appearances
- 4) 18-016. Consideration of the Consent Agenda
 - a) Approval of 12/20/2017, 01/03/2018 Council Meeting Minutes
 - b) Charter Amendment filing with the Clerk
- 5) 18-017. Presentation by CVPSA
- 6) 18.018 Budget discussion

GMTA discussion

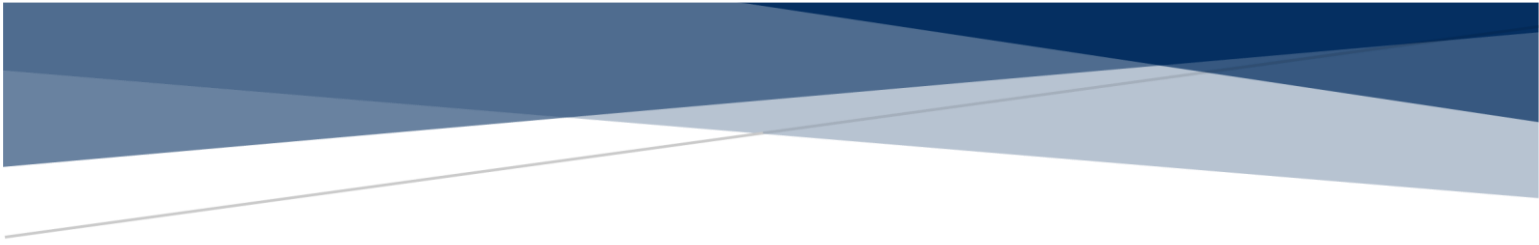
Ordinance revision discussion

eminent domain action

- 12) 18-024. City Manager's Report

Addendum to the Agenda

- 13) Adjournment
- 7) 18-019. Workshop on TIF program
- 8) 18-020. Other Business
- 9) 18-021. Council Reports
- 10) 18-022. Mayor's Report
- 11) 18-023. City Clerk's Report



CENTRAL VERMONT PUBLIC SAFETY AUTHORITY PUBLIC HEARING DOCUMENT

Budget Information Presentation 2018

Abstract

This document contains information on the Central Vermont Public Safety Authority's (CVPSA) FY 19 budget request.

Presented By: CVPSA Board of Directors

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Introduction

This document has been prepared by the Central Vermont Public Safety Authority to explain the budget request for fiscal year 2018-2019. It is intended to provide the reader with a snapshot of the budget request along with the work the CVPSA has been involved with. It also provides more detail of the individual budget line items and an explanation of each line.

Also included in this document are performance expectations with deliverables for 2018. A summary of action plans and tasks is also included. The table of contents can point the reader to relevant information.

Thank you for your previous and on-going support for our continued efforts to enable central Vermont Communities to be safer from crime, fire, and medical emergencies through thoughtful, technologically sophisticated communications and responses between emergency service providers and the community.

Budget Presentation Overview

Highlights of FY 19 Budget

- Includes;
 - Funding for an Executive Director.
 - Work on developing a single site dispatching plan and advancing a new simulcast radio system.
 - Work collaboratively with Capital Fire/Capital West.
 - Funding within technology services to pay for data circuit - \$7,250 and funding for engineering and design requirements for a new radio system.
- Sources of Revenue
 - CVPSA Reserve Fund - \$40,000
 - Barre City - \$31,800
 - Montpelier - \$28,200

Performance Expectations for 2018

- Capital Fire Mutual Aid System (CFMAS)
 - Deliverable: CFMAS Joining CVPSA
- Simulcast Radio System Project
 - Deliverable: Plan for funding and acquisition of a new system November 2018
- Single Site Dispatching Center
 - Deliverable: Plan for a single site dispatch center – November 2018
- Tracking of S.273
 - the removal of 911 call taking from the Vermont State Police and the creation of public safety planning grants.
- Public Outreach
 - Deliverable: Distribution of comments/feedback and incorporate these in plans.
- Exit Strategy
 - Deliverable: All reports and plans delivered to City Councils for action by November 2018. No action, no further work by CVPSA.

Resources

- Why a simulcast radio system?
 - <http://digital.vpr.net/post/crowded-radio-frequencies-complicate-emergency-communications#stream/0>
- CVPSA planning documents
 - www.cvpsa.org

Performance Expectations for 2018

Capital Fire Mutual Aid System (CFMAS)

Hold meetings with representatives of the CFMAS and Capital West to develop a memorandum of agreement (MOA) for joining, as a member, the CVPSA. An MOA should be developed that is mutually agreeable and beneficial to both organizations. A vote of the CFMAS membership should occur as soon as an MOA is agreed upon which should be in March or April of 2018.

Simulcast Radio System Project

The CVPSA will work collaboratively with our members and the CFMAS/Capital West Communication Committee to identify the following, which is not all inclusive;

- the need for a new radio system,
- the steps required for planning this new system including the engineering and design of new towers,
- the planning issues associated with obtaining approval for the costs of new system from all the effected communities,
- determine if grants exist for any or all the costs of a new system, and
- the issues and mechanism for bonding for this new system to include a fair and equitable cost formula.

A report/plan shall be prepared detailing the above by November of 2018.

Single Site Dispatching Center

The previous dispatching plans have focused on the CVPSA assuming management and direction of both dispatching centers. The intent of this approach was to have a phased approach for implementing new technology, sharing calls for service between the centers and further studying the transition of merging the two centers into one location. This idea has been rejected. Management and staff from both Montpelier and Barre City believe the best way forward regarding combining dispatching services to have the services housed in one location.

Therefore, a more detailed planning process will be initiated leading to report/plan for housing dispatching services in one location. This will be completed for review by the City Council's by November 2018.

Tracking of S.273, the removal of 911 call taking from the Vermont State Police and the creation of public safety planning grants.

The CVPSA believes this is significant move in terms of redefining how 911 call taking will be managed in Vermont and how public safety services may be delivered in the future. This will require a close monitoring of this piece of legislation. The CVPSA intends, through its Executive Director, to help support this legislation in a way that will enhance not hinder the delivery of public safety services in Central Vermont.

Public Outreach

The Board of Directors will hold a minimum of three public outreach meetings to garner public comments on the future of regionalization of public safety services in Central Vermont. These sessions will include an update, when appropriate of the

work of the CVPSA to date and a solicitation of ideas and comments from the public's concerns about public safety. If desired the Board of Directors will help facilitate a meeting of the two City Council's to understand their concerns about the public safety regionalization, integration and/or consolidation. The Board will produce a report of the outcomes of these meetings to be presented for public comment as these meetings occur.

Exit Strategy

Fiscal Year 2018-2019 (FY19) is a pivotal year in the life of the Central Vermont Public Safety Authority. It represents the fourth year of funding for the organization. The performance expectations are clear as they represent the addition of third municipality, work on a major dispatching problem (radio coverage and interference), a desired dispatching outcome (single site) and monitoring a legislative initiative that could have a significant impact on public safety services in Central Vermont.

The reports/plans/MOA that are to be presented are significant deliverables, but they will require action. Failure to act on the efforts contained in these documents will mean a failure to embrace the idea of integration, consolidation or regionalization (at this time) and thus should spell the end of funding for the Central Vermont Public Safety Authority. The performance expectations for 2018 are designed to coincide with the budget discussion for FY 2020. Failure to act on these plans will mean the return of remaining funding back to the CVPSA members and no new funding for FY 2020.

The information contained on the following pages represent the work effort of the Central Vermont Public Safety Authority to date.

Action Plan for the remainder of FY 18 (November 2017 – June 2018) and FY 19 (July 2018 – June 2019).

The following are tasks that the CVPSA will continue to work in fiscal year 2018 and fiscal year 2019.

FY 18

- ❖ **Work with the Senate Government Operations Committee on developing language for a “bill” authorizing planning funding for regional public safety services. (S. 273)**
- ❖ **Work with the Senate Government Operations Committee on establishing a fair and equitable funding formula for the Vermont State Police and/or a state subsidy for dispatching.**
- ❖ Continue with Capital Fire Mutual Aid District (Capital West) discussion of joining the CVPSA and prepare the necessary documents for inclusion.
- ❖ Formalize policy and procedures for dispatching and develop an implementation plan.
- ❖ Develop a coordinated training plan for dispatchers and obtain buy-in to execute this plan.
- ❖ Work on amendment to CVPSA Charter to address short and long-term governance concerns.
- ❖ Work on budget issues for FY 19.
- ❖ Continue discussions with employees on how to make dispatching a better service.
- ❖ Plan for a capital bond vote in FY 19 (March 2019) for technology improvements.
 - Determine cost for a simulcast radio system that would incurred by individual communities.
 - Determine costs for a computer aided dispatch system and how the costs would be distributed amongst the CVPSA members.

FY 19

- ❖ Seek approval for a single site dispatching center if it is determined to be cost effective.
- ❖ Integrate Capital Fire Mutual Aid District into CVPSA Board.
- ❖ Work on labor/management issues leading to collective bargaining agreement.
- ❖ Monitor and/or apply for grants relating to passage of S. 273.
- ❖ Prepare budgets for FY 20 for standalone CVPSA managed dispatch (March 2019).
- ❖ Begin planning for unified police services.

Summary of Action Plans for Calendar Years 15, 16, and 17.

The following are high level tasks that have been completed since the hiring of the executive director and the organization of the Central Vermont Public Safety Authority.

2015

- ❖ Consolidated or Regionalized Dispatching Services – The fall of 2015 was dedicated to the development of a business case (6 versions) for regionalizing dispatching services.
 - **A comprehensive review of four alternatives was undertaken.**
 - Building a stand-alone new dispatch center. (Alternative A)
 - Closing one center and dispatching out the other. (Alternative B)
 - Combining the resources and operating out of both. (Alternative C)
 - Keep things “As Is”. (Alternative D)
 - **Working together out of two locations is the best solution.**
 - Work to seamlessly connect all dispatch employees with the dispatch functions in both Cities.
 - Work to implement the necessary radio and phone systems to allow this to happen.
 - This solution creates a redundant system in case of disaster.
 - 12-18-month process and CVPSA is planning on an expected \$24K in overtime savings after fully implemented.
- ❖ Build CVPSA Organizational Structure – A considerable amount of time was spent in getting organized.
 - Hired an Executive Director
 - Joined VLCT.
 - Established our financial accountability structure: purchasing policy, financial statements and established a DUN number.
 - Developed a business plan for the organization.
 - Working on launching a web site and creating an organizational
- ❖ Outreach and Education
 - Worked with the Chiefs and members of the union to determine the issues that impact them and how might the Authority help them in providing a better public safety environment in the communities.
 - Worked to educate others on what the Authority is trying to accomplish and worked to educate ourselves about issues facing public safety. Approx. 55 individuals have been spoken to in 6 months.

2016

- ❖ FY 16 Budget request includes a Level funded budget over FY 15.
 - \$25K of additional funds over the FY 16 budget will be used to continue dispatch training and operational testing for dispatch.

- ❖ Consolidated or Regionalized Dispatching Services – This year, 2016, has been dedicated to implementing radio improvements and the development of a strategy for assuming management and direction of dispatch services.
 - Two grants totaling \$75,000 were received to purchase a radio console and install a radio bridge between the two cities allowing for better communications.
 - Ceding documents were prepared and went through an extensive Board review process.
 - **Proposal for CVPSA management and direction of dispatching presented to City Councils in December of 2016.** The Councils want more information and a refined plan.
- ❖ Outreach and Education
 - Worked with the Chiefs and members of the union to determine the issues that impact them and how might the Authority help them in providing a better public safety environment in the communities.
 - Hired a labor attorney to work with the union and employees to move a regional dispatch system forward.
 - Worked to educate others on what the Authority is trying to accomplish and worked to educate ourselves about issues facing public safety. Approx. 115 individuals have been spoken to as of November 2016.

2017

- ❖ **Formed a dispatch executive committee to help build a structure for dispatching and build support between management and employees.**
 - Held two facilitated workshops with dispatch personnel to determine issues related to dispatch operations and working with the CVPSA.
- ❖ Prepared revised strategic dispatch operations plan and “ceding of authority” document.
- ❖ **Promoted and funded training opportunities for staff.**
 - APCO Conference (Orlando, FL) for Fred Cummings, August 2016 – Approximately \$1800
 - Flight for Fred Cummings to attend training - \$1100
 - APCO Public Safety Leader training program for Fred Cummings (Jan. 2017) - \$995
 - Crisis Negotiations for Telecommunications, June 12, 2017
 - Customer Service in Today’s Public Safety Communications Center, June 13, 2017 - \$796 for both crisis negotiations and customer service.
 - Active Shooter Incidents, June 26, 2017 – Cancelled
 - Bullying and Negativity in the Communications Center – Cancelled
 - APCO Communications Training Officer Program for Dani and Annette (June 2017) - \$838
 - APCO Communications Training Officer Program for Carrie McCool (August 2017) - \$439
 - Active Shooter Incidents, (Hartford PD) for David Rubalcaba, September 26, 2017 - \$199.
- ❖ Appeared before both City Councils with a revised dispatch plan, only moving forward with Montpelier after determining a lack of support for the plan from management and employees.
 - The plan for moving forward with Montpelier was rejected by the City management in favor of working on developing a single site dispatching center.

- ❖ Attended a meeting with Capital Fire Mutual Aid System representatives and Capital west to discuss the benefits of them joining the CVPSA. Agreed to work on a memorandum of agreement that is mutually agreeable to both organizations.

2017 Annual Report

After several years of planning the Central Vermont Public Safety Authority (CVPSA) became a reality. In 2014 a legal charter was created by the Vermont General Assembly. The proposal (House Bill 892, 2014 legislative session) was signed into law by Governor Peter Shumlin on May 20, 2014. The voters of the Cities of Montpelier and Barre approved the creation of an authority. Although the CVPSA is a separate municipality, it is accountable to the voters of Montpelier and Barre. The Authority exists for only one purpose and will have but one management goal: to enable central Vermont Communities to be safer from crime, fire, and medical emergencies through thoughtful, technologically sophisticated, communications and response between providers and community.

The proposed requested budget amount from the tax payers in both Cities for fiscal year 2018-2019 is reduced by 40% this year. While the operating funds are level funded in FY 2018-2019 from FY 2017-2018 the CVPSA is planning on utilizing projected reserve funds to lower the requested tax payer allocation. The cost allocation breakdown for both cities follows the cost model that has been adopted by both City Councils.

Prior to 2016 the Authority's Board of Directors spent much of its time assessing the dispatching services in the area and developing a plan to regionalize these services. The Board presented a two- dispatch center plan to both City Councils in December 2016. Opposition to this plan was voiced by City management and employees causing the CVPSA to re-think the proposal. During 2017 much time was spent on meeting with management and staff to determine the best dispatching solution. Consensus was that a single site dispatching solution was the preferred path forward. This change in direction was going to require more planning than could be accomplished in 8 months. Therefore, the CVPSA proposed again the two-center concept as a way of phasing in the new management structure while working on how to share calls for service and to accomplish the planning necessary to transition to a single site. This was also rejected. A third plan was developed that called for the CVPSA board to oversee certain aspects of dispatching while working collaboratively with the Montpelier City Council and staff without transferring staff to the employment of the CVPSA. Management from the City of Montpelier felt this type of oversight was not needed and in practice would be cumbersome to implement. This plan has been stalled in favor of doing more planning surrounding the development of single dispatching site.

The board is now working towards adding the Capital Fire Mutual Aid System as a member to the CVPSA. Ongoing plans will also take place in 2018 to identify a location and costs associated with developing a single dispatching facility. Everyone believes that the single site concept is the best way to achieve an integrated full service public safety dispatching system.

A major radio problem involving Canadian interference and frequency talk congestion has been identified as a significant issue for Central Vermont Fire/EMS dispatching services. Working with both Cities and the Capital West Dispatch Committee to seek a bond for a new simulcast radio system by FY 2020 will be a major focus of the CVPSA in 2018. This radio interference is the single biggest problem with communications in Central Vermont and fixing it will significantly improve dispatching and communication efficiency. The Central Vermont Public Safety Authority as a broad based governing body is uniquely positioned to help all Central Vermont communities collaboratively work on a financial solution to this radio problem.

The CVPSA web page is operational with agenda, minutes of the meetings and other planning documents available for review at www.cvpsa.org. Agendas of Board meetings and minutes are also available at both the Montpelier and Barre City web sites.

The Board of Directors and staff of the Central Vermont Public Safety Authority include the following.

Tom Golonka, Chair

Tom is a former Montpelier City Council Member appointed to the CVPSA board in August of 2014. In his professional career, Tom is a partner with Silverlake Wealth Management in Williston and Montpelier, VT. Tom serves as Vice Chair of the board of Trustees of the UVM Health Network - Central Vermont Medical Center, and a Chair of the Vermont Pension Investment Committee (VPIC). His current term expires in March of 2019.

Michael Smith, Vice Chair

Michael is a former Barre City Council member appointed to the CVPSA board in August of 2014. He is active in the Barre community and has served on both the Greater Barre Public Safety Advisory Committee and the Greater Barre Community Justice Center board. Michael works as a driver for the Ready To Go Program of Good News Garage based in Burlington. His two year term on the board expires in March of 2018.

Robert Sager, Treasurer

Bob has been a long-standing member of the efforts to bring about public safety regionalization to Central Vermont. He served on previous study committees leading up to the creation of the Authority. He was President, Vice President and Treasurer of the Barre Partnership, President of the Barre Merchants Bureau. He has also served on various city committees and is currently on the Barre Partnership's Economic Development Committee, Retail Committee and on the board of the Barre Lions Club. He is a retired business owner.

Dona Bate

Dona is a Montpelier City Council Member who was appointed to the CVPSA board in August of 2014. Dona operates her own business, dbate Speaking; where she is a speaker, trainer and facilitator. Dona brings five years of service to the public safety committee which studied the feasibility of this regional public safety authority, and which successfully advocated for its being chartered. Dona says, "regional services will benefit both residents and employees." Her current term expires in March of 2018.

Kimberly Cheney

Kim is an Attorney living in Montpelier who was appointed in August 2015 as an at large member of the Board for a term expiring in March, 2016 and was subsequently elected in 2016 for a three year term ending in March of 2019. His service as Washington County State's Attorney and Vermont Attorney General brings practical public safety experience to the board. He joined the Board saying: "Regionally managed public safety can bring communities to work together for the benefit of those

who serve and those who are served.” He also serves as Chair of the Board of Directors of the Vermont State Employees Credit Union (VSECU) and Vice Chair of the Montpelier Planning Commission.

Douglas Hoyt

Douglas Hoyt was raised in Montpelier and graduated from St Michael’s High School. He has since attained an Associate’s Degree in Criminal Justice from Vermont College and a Bachelor’s Degree in Government from Norwich University. He is also a Graduate of the FBI National Academy. Doug has retired from active law enforcement serving as Montpelier’s Chief of Police for 26 years. He was elected to the Board in March of 2015 to a term that expires in March Of 2018.

Martin Prevost

Martin has lived in Barre City since 1978 when he moved here from Montreal. He was appointed to the Board in March of 2015 and re-appointed March of 2017 for a term ending in March of 2019. He is currently employed by the Vermont Department of Liquor Control and was previously a Barre City Police Officer. He has been active in the Barre community including serving as school board member and city councilor as well as other civic boards and committees.

Samuel M. Dworkin

Sam lives in Montpelier and is an attorney working in Barre, VT for Martin and Associates. He is a 2013 Honors Graduate from Vermont Law School with a Certificate in Dispute Resolution. He was elected as an at large member of the Board of Directors for the Central Vermont Public Safety Authority in March of 2017. Sam’s three-year term expires in March 2020.

Francis (Paco) X. Aumand III, Executive Director

Mr. Francis (Paco) X. Aumand III has 39 years of law enforcement experience including service at the municipal and State levels in Vermont. Before his appointment as Executive Director for the Central Vermont Public Safety Authority, in July of 2015, he served as the Deputy Commissioner for the Vermont Department of Public Safety. Mr. Aumand also was employed as Executive Director of the Vermont Criminal Justice Training Council, and he served with the Bellows Falls Vermont Police Department for 14 years, the last 7 of those years as Chief of Police. He holds a Master of Science in Administration from St. Michael’s College, Colchester, VT.

FY 19 Strategic Budget Narrative

The Central Vermont Public Safety Authority (CVPSA), comprised of the City of Montpelier and the City of Barre, is dedicated to establishing an affordable, integrated, efficient system of public safety services (fire, police, emergency medical services and dispatching), initially for the Twin Cities and possibly for all Central Vermont. A long journey begins with the first step – creating a single dispatch system to enhance public welfare by providing rapid, coordinated response to emergencies in member communities with highly qualified personnel.

The first budget for CVPSA began in fiscal year 2016, which finished the year with an \$18,724 surplus. Fiscal year 2017 involved the receipt of \$75,000 in federal grant money to pay for of new radio equipment and a bridge allowing communication between Montpelier and Barre City. FY 18 began with a surplus that is, in part, a result of holding payment for the installation of the radio equipment.

In fiscal year 2019, the CVPSA will continue the development of a single site dispatching service. More importantly CVPSA is working to bring the Capital Fire Mutual Aid System into the CVPSA as a member. We collectively will work on developing a simulcast radio system that will improve dispatching services for fire departments within 20 Central Vermont communities. The CVPSA plans on using \$40,000 of reserve funds to offset the FY 19 operating expenses (24 App. V.S.A. Chapter 901, § 32(b)) thus reducing the amount of the appropriations from its members.

The fiscal year 2020 and 2021 budget projection at this time continues a financial status quo until a commitment by the Cities is received to move staff operations (dispatching) under the CVPSA.

The fiscal year budget for 2018-2019 (FY 19) is represented below along with projections for future years.

Central Vermont Public Safety Authority Budget Projections					
<i>Budget Summary:</i>	FY 17 Approved Actual	FY 18 Approved Budget	FY 19 Budget Requested	FY 20 Projected Budget	FY 21 Projected Budget
Expenditures					
Personnel	\$ 53,764	\$ 75,980	\$ 91,390	\$ 80,020	\$ 80,020
Operating	\$ 3,500	\$ 8,505	\$ 8,610	\$ 8,900	\$ 8,900
Dispatch Training	\$ 25,000	\$ 10,000			
Joint Operations Planning		\$ 5,515			
Total Expenditures	\$82,264	\$ 100,000	\$ 100,000	\$ 88,920	\$ 88,920
Montpelier Dispatching					
Barre City Dispatching	\$ -				
Total Dispatch Expense	\$0	\$ -	\$ -	\$ -	\$ -
Total CVPSA and Dispatch	\$82,264	\$ 100,000	\$ 100,000	\$ 88,920	\$ 88,920
Revenue	FY 17 Actual	FY 18 Actual	FY 19 Request	FY 20 Budget	FY 21 Budget
Balance on Hand	\$ 18,724	\$ 59,322	\$ 40,000		
Miscellaneous					
Montpelier CVPSA Formula	\$ 47,000	\$ 47,000	\$28,200	\$ 41,792	\$ 41,792
Montpelier Dispatch Costs			\$ -	\$ -	\$ -
Barre CVPSA Formula	\$ 53,000	\$ 53,000	\$31,800	\$ 47,128	\$ 47,128
Barre Public Dispatch Costs			\$ -	\$ -	\$ -
Total Revenue	\$118,724	\$ 159,322	\$ 100,000	\$ 88,920	\$ 88,920

Line Item Budget Explanation

FY 17, FY 18, FY 19, FY 20 and FY 21

Produced for the FY 19 Budget Request

The Charter for Central Vermont Public Safety Authority stipulates that the Board of Directors develop for review and comment a budget history for the preceding two years, a proposed budget for the next fiscal year and a budget projection for the two successive years.

This document is intended to provide an explanation of the budget line items for the budget request of the CVPSA. These budgets provide funding to operate the CVPSA and to advance the implementation of the Central Vermont dispatching system.

Personnel Services

2016-01 - Executive Director Salary – This line item is associated with the payment of the Executive Director’s Salary. It is also intended to be expanded in time to reflect the salary of other employees. Except for fiscal year 16, it does not reflect benefits.

In FY 17 the line item includes the salary for the Executive Director.

In FY 18 this line item includes the salary of the Executive Director, it includes a projected 1.6% cost of living adjustment (COLA).

In FY 19 this line item includes the salary of the Executive Director, it is level funded.

In FY 20 this line item includes the salary of the Executive Director, it includes a projected 5% COLA.

In FY 21 this line item includes the salary of the Executive Director, it is level funded.

2018-01 - Director of Public Safety – The cost for this position has been eliminated in the budget projections.

2016-02 - FICA & Medicare – This line item includes taxes paid by CVPSA as a benefit to the employee. This cost represents 8% of the wages paid to the employee.

In FY 17 this line increased 5% due to the wage increase in the Executive Director’s salary.

In FY 18 this line continues. The increase is based on the increase of the Executive Director’s salary.

In FY 19 this line continues. This is level funded.

In FY 20 this line continues. The increase is based on the increase of the Executive Director’s salary.

In FY 21 this line continues. The is level funded.

2017-03 - VLCT - This line item includes the costs associated with belonging to the Vermont League of Cities and Towns along with paying for the CVPSA insurance that is paid as part of belonging to the league.

This category was not budgeted for in FY 16 and the cost for membership was found to \$2,058. The cost identified in FY 17 includes a slight increase (2%) in anticipation of COLA increases imposed by VLCT. The cost increase in FY 18 and FY 19 represents a level funded line item. In FY 20 and FY 21 it is anticipated that costs will increase.

2016-04 - Professional Services – This line item is intended to capture any professional services or other contractual services the CVPSA needs to engage in to advance the vision and mission of the organization.

It has been used to pay for the services of a labor attorney in FY 17 and will be used to continue those services in FY 18, 19 and 20.

This line item is taking a large jump in FY 19 as it is anticipated that professional services, especially associated with engineering and design of new towers for the radio simulcast project will have to be funded. These costs will try and be recovered as the cost formula is determined and a reimbursement schedule is identified. Other use of this line may include hiring professional services for helping to plan for a single site dispatching center.

Operating Expense

2016-05 - Equipment – This line item is intended to identify equipment that is purchased by CVPSA. An amount of \$500 was placed in this line item to begin the budget process. It is not anticipated that equipment will be purchased in FY 16.

Slight increases are projected throughout the fiscal years.

2017-06 - Training - This is line item is intended to reflect the cost of training for members of the public safety community. It is an expense that is intended to improve the efficient and effective delivery of services by the public safety community in Central Vermont. However, in FY 19 this line item is not being funded as funds are being directed into the simulcast radio project, which this enhanced radio system has been identified to fix a long standing significant problem with communications

Future budgets do not identify training as these costs should be incorporated in any funds received from the Cities for assuming functional responsibilities of police, fire, EMS or dispatching.

2018-01 – Joint Operations Planning – This is item not being funded in FY 19 and beyond.

2017-07 - Mileage Travel - This line item is a new expense and is designed to pay for personal use of vehicles for CVPSA employees and Board members. It is also intended to capture any other travel expense that is authorized by the Board.

In FY 17, \$1500 was received for this line item.

In FY 18, FY 19, FY 20 and FY 21 this line item has been reduced to \$500.

2016-08 - Office Supplies – This line item is intended to pay for any office supplies that are authorized for purchase. It includes paper, printer ink, and other office products necessary for carrying out the mission of the CVPSA.

In FY 17 this line item was reduced by 50% to \$500. FY 18 it is level funded and it is anticipated that in FY 19 and FY 20 it will slightly increase to \$600.

2017-09 - Technology Services – This line item is intended to capture all the technology cost of the CVPSA. This line item includes such things as paying for web services, purchase of software and hardware and any other technology that may be needed by the CVPSA.

In FY 17 \$1,600 was received for web services.

In FY 18 technology services is being increased to cover the costs of a data circuit that will connect the radio systems between Montpelier and Barre City.

In FY 19 the budget projection increases in anticipated of increased technology costs to further connect the two centers.

In FY 20 and FY 21 the costs are level funded.

Montpelier Dispatching - This is a line appeared in FY 18 and the 2017 annual report. It has been removed in this budget as CVPSA is not assuming dispatching responsibility.

Barre City Dispatching - This is a line appeared in FY 18 and the 2017 annual report. It has been removed in this budget as CVPSA is not assuming dispatching responsibility.

Revenue

Balance on Hand/Projected Reserve Funding – This line item includes funds that are unexpended and carried forward. These funds represent funds that are kept in reserve as authorized by the CVPSA Charter. The funds projected in the FY 19 budget are being used to offset the CVPSA operating costs thus reducing the appropriation request of tax payers.

Miscellaneous – This line item is used to capture funds that are received during the year and/or are otherwise put back into the budget to be used to offset expenses.

Montpelier CVPSA Formula – This line item represents the revenue received from the City Council approved formula used to fund the CVPSA. This approved formula calls for **Montpelier paying 47%** of the CVPSA operating expense minus the use of reserve funds and Barre City paying 53% of the CVPSA operating expense minus the use of reserve funds.

Montpelier Dispatching Costs – This line item is the cost that the Cities would be billed if CVPSA assumed dispatching responsibility it is expected to be a separate cost for the formula costs. It currently is not funded.

Barre City CVPSA Formula – This line item represents the revenue received from the City Council approved formula used to fund the CVPSA. This approved formula calls for **Montpelier paying 47%** of the CVPSA operating expense minus the use of reserve funds and Barre City paying 53% of the CVPSA operating expense minus the use of reserve funds.

Barre City Dispatching Costs – This line item is the cost that the Cities would be billed if CVPSA assumed dispatching responsibility it is expected to be a separate cost for the formula costs. It currently is not funded.

FY 19 Budget Line Item Detail

Central Vermont Public Safety Authority Budget Projections					
Expenses	FY 17 Budget Approved	FY 18 Budget Approved	FY 19 Budget Projected	FY 20 Budget Projected	FY 21 Budget Projected
Personnel Services:					
2016-01 Executive Director	\$ 60,000	\$ 61,000	\$ 61,000	\$ 64,000	\$ 64,000
2018-01 Public Safety Director					
2016-02 FICA & Medicare	\$ 4,800	\$ 4,880	\$ 4,880	\$ 5,120	\$ 5,120
2016-03 VLCT Membership and Ins.	\$ 2,100	\$ 2,100	\$ 3,000	\$ 2,300	\$ 2,300
2016-04 Professional Services	\$ 4,600	\$ 8,000	\$ 22,510	\$ 8,600	\$ 8,600
Total Personnel Services	\$71,500	\$75,980	\$ 91,390	\$ 80,020	\$ 80,020
Operating Expenses:					
2016-05 Equipment	\$ 250	\$ 255	\$ 260	\$ 300	\$ 300
2017-06 Training	\$ 25,000	\$ 10,000			
2018-02 Joint Operations Planning		\$ 5,515			
2017-07 Mileage Travel	\$ 1,500	\$ 500	\$ 500	\$ 500	\$ 500
2016-08 Office Supplies	\$ 500	\$ 500	\$ 600	\$ 600	\$ 600
2016-09 Technology Services	\$ 1,250	\$ 7,250	\$ 7,250	\$ 7,500	\$ 7,500
Total Operating Expenses	\$28,500	\$24,020	\$ 8,610	\$ 8,900	\$ 8,900
Total CVPSA Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 88,920	\$ 88,920
Revenue	FY 17 Budget	FY 18 Budget	FY 19 Budget	FY 20 Budget	FY 20 Budget
Balance on Hand /Projected Reserve Funds	\$ 18,742	\$ 59,322	\$ 40,000		
Miscellaneous					
Montpelier CVPSA Formula	\$47,000	\$47,000	\$28,200	\$ 41,792	\$ 41,792
Montpelier Dispatching Costs					
Barre CVPSA Formula	\$53,000	\$53,000	\$31,800	\$47,128	\$47,128
Barre Dispatching Costs					
Total Revenue	\$118,742	\$ 159,322	\$ 100,000	\$ 88,920	\$ 88,920



Addendum to Agenda
for
City Council Meeting

January 10, 2018

- 18-025. Appoint Tina Wood to the ADA Advisory Committee
- 18-026. Approve Findings of Fact, Conclusions of Law and Order regarding Eminent Domain of Cummings Street Property



CITY COUNCIL Agenda Item #18-025

Date: January 10, 2017

Consent ____ **Discussion** **X**

SUBJECT: Appointment to the ADA Advisory Committee

SUBMITTING DEPARTMENT: City Manager's office

RECOMMENDED ACTION: Make appointment to the ADA Advisory Committee.

RELATED COUNCIL GOAL/PRIOR ACTION: C: Public Safety - Maintain Safe Facilities
F: Quality of Life – Healthy & Welcoming Community
G: Infrastructure

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: No legal requirements; Council makes appointments to fill vacancies on City Boards and Commissions

BACKGROUND INFORMATION: The ADA Advisory Committee address access issues and monitor ADA compliance in the City. The Committee consists of nine members, up to four of which are community residents. Current community residents on the ADA Committee are Frank Shiner, Martha Roberts and Diane Richardson. Staff advertised for the open seat and received a letter of interest from Tina Wood.

SUPPORTING DOCUMENTS: Letters of interest from applicant

INTERESTED PARTIES: City Council; Applicants; ADA Committee

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", written over the City Manager's Approval line.

Tina Wood
41 State Street Ste 304 • Montpelier VT 05602 • (802)279-0031
woodtinam@gmail.com

28 December 2017

William J. Fraser, City Manager
City Manager's Office – City Hall
39 Main Street
Montpelier, VT 05602

Re: ADA Advisory Board

Dear Mr. Fraser:

I am responding to the City of Montpelier's advertisement to fill a vacancy on the Americans with Disabilities Act Advisory Committee. I am a new resident of Montpelier, but have been working at Disability Rights Vermont (DRVT) in Montpelier as a Senior Investigator for almost 18 years. One of my many job duties with DRVT is to conduct accessibility surveys, either when a complaint or concern is received by our office or in doing routine polling place surveys of Vermont's polling locations to identify any barriers to individuals with disabilities when it is time to vote. While I am not an expert in the ADA, I do have considerable knowledge about it and how it relates to access issues, and how these barriers to access affect individuals with disabilities.

In 2013 I attended a Field-Based Training Day for Vermont put on by the New England ADA Center specific to conducting accessibility surveys. In May of 2017 I attended a 2-day Community Access Monitor training session that was sponsored by the Massachusetts Office on Disability, again with the focus on surveying facilities.

I believe my work experience and my passion of advocating for individuals with disabilities would be a strong fit with this committee and that I would have much to contribute in the ongoing effort of ensuring that the City of Montpelier is accessible to all.

Thank you for your consideration.

Respectfully,
Tina Wood



CITY COUNCIL Agenda Item #_____

Date: January 10, 2018

Consent X Discussion X **Time Sensitive** X
(outlined below)

SUBJECT: Proposed Charter Amendments for March 6, 2018 election

SUBMITTING DEPARTMENT: City Manager

RECOMMENDED ACTION: File attached charter amendments with City Clerk to replace amendments filed on January 3, 2018.

RELATED COUNCIL GOAL/PRIOR ACTION: B: Good Governance

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: Proposed charter amendments must be filed with the City Clerk, subject to a public hearing process, approved by voters and adopted by the legislature.

BACKGROUND INFORMATION: Charter Changes are being proposed to 1) amend the size of the DRB and set terms for the DRB and Planning Commission; 2) reflect the creation of the new Montpelier-Roxbury School District; 3) eliminate collections of personal property taxes for items valued under \$10,000; and 4) amend election filing deadlines to coincide with general state statute. Language filed at the last meeting was incomplete.

SUPPORTING DOCUMENTS: Attachment 1 concerning the DRB and PC membership and terms, Attachment 2 concerning the School District. Attachment 3 concerning the personal property tax. Attachment 4 concerning election deadlines.

INTERESTED PARTIES: School Officials, DRB members, Planning Commissioners

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", written over the City Manager's Approval line.

ATTACHMENT 1

§ 805. PLANNING COMMISSION

The Planning Commission shall consist of seven members appointed by the City Council ~~for two-year terms~~ in accordance with 24 V.S.A. §§ 4322-4323, as may be amended from time to time. On October 1, 2018, the City Council shall appoint four members to two year terms and three members to 1 year terms. Thereafter all terms shall run for two years. Terms shall begin on October 1 and expire on September 30. Appointments to vacated positions shall run until the expiration of the existing term. The Planning Commission shall perform such planning functions and duties as may be required by the City Council, this chapter, ordinances, or applicable State laws.

§ 806. DEVELOPMENT REVIEW BOARD

~~(a)~~ ~~(a)~~ The Development Review Board shall consist of ~~five~~ seven regular members and two alternate members, appointed by the City Council ~~for three-year terms~~ in accordance with 24 V.S.A. § 4460, as may be amended from time to time.

~~(a)~~ (b) On May 1, 2018, the City Council shall appoint three members to three year terms, three members to 2 year terms and one member and two alternates to 1 year terms. Thereafter all terms shall run for three years. Terms shall begin on May 1 and expire on April 30. Appointments to vacated positions shall run until the expiration of the existing term.

~~(bc)~~ The Development Review Board shall, upon the request of an interested person, hear the appeal of any decision or act taken by the Administrative Officer in accordance with the procedures outlined in 24 V.S.A. chapter 117, subchapter 11, as may be amended from time to time, and perform such other duties as may be required by the City Council, this chapter, ordinances, or applicable State laws.

~~(ed)~~ A quorum shall consist of a minimum of ~~three~~ four regular or alternate members up to a maximum of ~~five~~ seven regular or alternate members.

~~(ec)~~ Alternate members may serve on the Development Review Board when one or more regular members are unable to attend a meeting.

~~(ef)~~ The Development Review Board shall be further governed by rules and procedures as provided in the City ordinances.

ATTACHMENT 2

§ 102. GENERAL POWERS

The City shall have all the powers given to towns ~~and town school districts~~ by the general law; and may purchase, hold, and convey any real estate and erect and keep in repair any buildings necessary or convenient for its purposes; and may acquire, construct, and maintain such infrastructure as it may deem necessary for the benefit of the City.

§ 105. INTERGOVERNMENTAL RELATIONS

The City, through its City Council ~~or Board of School Commissioners, or both~~, may enter into agreements with the United States of America or the State of Vermont to accept grants, loans, and assistance to make public improvements, and the City may make appropriations consistent with this chapter to accomplish such purposes.

§ 509. ELECTION OF CITY OFFICERS

(a) At the annual meeting, Montpelier voters shall elect from among the City voters a Mayor for a term of two years; a City Clerk for a term of three years; a City Council member from each district for a term of two years; and other elective City officers; ~~and two school commissioners, each for a term of three years.~~ At the annual meeting there shall be elected from among the City voters members of the Board of School Directors of the Montpelier-Roxbury Unified Union School District as provided in the June 20, 2017 Articles of Agreement between the City of Montpelier and the Roxbury Town School District.

(b) Each elected city officer shall hold office until a successor has been duly elected and qualified.

§ 515. ~~[Repealed]~~ SCHOOL BUDGET VOTE

~~The school budget shall be voted as a separate ballot item at an annual meeting.~~

§ 601. Effective July 1, 2018, the Montpelier School Department will cease to exist and will be supplanted by the Montpelier-Roxbury Unified Union School District. On July 1, 2018, all City assets and property under the control of the Montpelier School Department Board of Commissioners, together with all City liabilities attributable to the Montpelier School Department, shall pass to be assumed by the Montpelier-Roxbury Unified Union School District in accordance with the June 20, 2017 Articles of Agreement between the City of Montpelier and the Roxbury Town School District.

Subchapter 6. Schools

§ 601. SCHOOL COMMISSIONERS

~~— The exclusive management and control of the public schools and of all school property of the City shall be vested in a board of seven school commissioners for terms of three years.~~

~~§ 602. ELECTION OF BOARD OFFICIALS~~

~~— (a) The Board of School Commissioners shall annually, not later than the second Wednesday after the first Tuesday in May, elect one of their number Chair of the Board, one of their number Vice Chair of the Board, one of their number Secretary of the Board, and one of their number Treasurer of the Board.~~

~~— (b)(1) The Board shall require its Treasurer and other commissioners it deems necessary to give bond to the City to the satisfaction of the Board for faithful discharge of their trust. If the Board shall require a bond with a fidelity company as surety, the expense thereof shall be paid from the School Fund.~~

~~— (2) The Board may, by agreement with the City Council, provide that its Treasurer be covered under a blanket bond to be contracted as authorized by section 910 of this chapter. In such event, an equitable proportion of the cost of such blanket bond shall be paid out of the School Fund.~~

~~§ 603. VACANCY IN THE OFFICE OF SCHOOL COMMISSIONERS~~

~~— A vacancy in the office of school commissioner with more than 90 days of unexpired term remaining shall be filled by the remaining members of the Board of School Commissioners until the next annual meeting of the City.~~

~~§ 604. SUPERINTENDENT OF SCHOOLS~~

~~— The Board of School Commissioners shall, at the meeting specified in section 602 of this subchapter or at any subsequent meeting, appoint a Superintendent of Schools who shall not be one of their number. The Board shall fix the compensation of the Superintendent of Schools; and the compensation shall be paid in the same manner as other expenses for the support of schools.~~

~~§ 605. DUTIES OF SUPERINTENDENT OF SCHOOLS~~

~~— The Superintendent of Schools shall perform such duties in connection with the public schools of the City as shall be assigned to the Superintendent by the Board of School Commissioners. The Superintendent shall annually report to the City Council such statistics as are required to be kept by law and such other information as the Board of School Commissioners shall direct.~~

~~§ 606. TERM OF OFFICE~~

~~—The Superintendent of Schools may be appointed for a term not to exceed three years. The Board of School Commissioners may remove the Superintendent of Schools for causes of incapacity, neglect of duty, or misconduct. Said Board shall by appointment fill all vacancies in such office.~~

~~§ 607. ANNUAL SCHOOL REPORT~~

~~—The Board of School Commissioners shall submit to the City Council, on or before February 15 of each year, its annual report on the status of the schools. Said report shall include an estimate of the necessary expenditures for the support of schools for the ensuing year, the amount of school income to be received from sources other than local taxation, and a recommendation of the amount of money to be raised by local taxation for the support of schools for the ensuing year. Said report shall be published with the report of City officials.~~

~~§ 608. REQUISITION OF SCHOOL FUND~~

~~—The Board of School Commissioners shall, from time to time as the same shall be required, make requisitions on the City Council for warrants on the City Treasury for such sum of money as they shall require for the payment of the expenses of the schools, which warrants in the aggregate in any year shall not exceed the amount of the School Fund established as provided by Section 613 of this subchapter.~~

~~§ 609. DEPOSIT OF SCHOOL REVENUES~~

~~—All moneys received by the School Board from tuition and other sources, except from the City Treasurer on requisition as provided in the preceding section, shall be turned over to the City Treasurer, unless specifically exempted by the City Council. The Board of School Commissioners shall have no authority to expend any money which may be received by them from any source, except such as may be received from the City Treasurer on requisition as above provided, or unless specifically exempted by the City Council.~~

~~§ 610. BORROWED FUNDS APPROPRIATED TO SCHOOL FUND~~

~~—All money received from notes or bonds issued by authority of the legal voters as provided in Subchapter 11 of this Charter for improvements relating to schools or school property shall be appropriated to the School Fund, and may be spent by the Board of School Commissioners for the purpose for which issue of said notes or bonds was authorized.~~

~~§ 611. PAYMENT OF SCHOOL NOTES AND BONDS~~

~~(a) —The Board of School Commissioners shall include in its estimate of necessary expenditures for the support of schools and its recommendation of the amount of money to be~~

~~raised by local taxation for the support of schools, which estimate and recommendation are provided for in Section 607 of this subchapter, the amount of money required for payment of principal or interest, or both on any bonds or notes heretofore or hereafter issued by the City of Montpelier for school purposes, and the amount shall be specifically designated in the estimate and recommendation by the Board of School Commissioners.~~

~~(b) The City in voting money for school purposes at any annual or special meeting shall include in the amount voted for the support of schools the amount of money needed for the payment of principal or interest, or both on bonds or notes heretofore or hereafter issued by the City for school purposes. The amount of money required for the payment of principal or interest, or both on bonds or notes as hereinbefore set forth shall be used by the Board of School Commissioners for the purpose of paying the principal or interest, or both.~~

~~(c) In case of conflict between this section and other provisions of this chapter, this section will prevail.~~

~~§ 612. FINANCIAL REPORT TO CITY TREASURER~~

~~The Board of School Commissioners shall each year, after its accounts have been audited, make available to the City Treasurer, on request, all vouchers showing money expended during the preceding year, which vouchers shall be kept by the school system.~~

~~§ 613. SCHOOL FUND~~

~~The City Council shall annually appropriate such dollar amount necessary for support of the school budget as may be voted at the annual City meeting or any special meeting duly warned and held for that purpose, all such moneys as shall be received from the State for the use of schools, all moneys and income from tuition and any other sources for the use of schools, and the income of any other property or money donated by any person to the City for the use of schools, all money as may be received from the federal government for the use of schools and money received from any source and specifically designated as money to be used for schools, the total amount of which shall be kept by the City Treasurer unless especially exempted by the City Council, and the City Council shall authorize warrants drawn on the City Treasury for the payment of the same to the Treasurer of the Board of School Commissioners, upon requisition made by such Board, at such times and for such amount, not exceeding in the total for the year the amount of the School Fund, as such requisition shall designate.~~

~~§ 614. COMPENSATION~~

~~The School Commissioners shall receive as compensation for their services such sum as may be voted to them at the annual meeting of each year.~~

§ 909. ANNUAL CITY REPORT

A full record of expenditures shall be kept and a clear statement of all receipts and disbursements of City money and of the affairs of the City generally, together with the report of ~~the Board of School Commissioners, auditors, and~~ other City officials, shall be annually published under the direction of the City Manager. A reasonable number shall be made available for distribution among the voters of the City at least 10 days prior to the annual City meeting. The report shall include estimates of receipts and proposed expenditures of the City for the ensuing year.

§ 910. OFFICERS' BONDS

All officers from whom the City Manager may require bonds, or as required by State Statute, shall annually give bonds to the City, to the satisfaction of the City Manager, for the faithful discharge of their respective trusts. Such bond shall be given before the officer concerned enters upon the officer's duties. If the City Manager requires a bond with a fidelity company as surety, the City shall pay the expense thereof. The City Manager may contract for one blanket bond to cover all City officials and employees required to furnish bonds. Such blanket bond may, with the concurrence of ~~the Board of School Commissioners and~~ other boards or agencies requiring bonds from officers and employees under their control, cover ~~the Treasurer of the Board of School Commissioners and~~ other officers or employees under control of such boards.

§1102. SUBMISSION TO VOTERS

(a) When the City Council shall determine that the public necessity or interest demands improvements, ~~other than improvements relating to schools or school property,~~ and that the cost of the same will be too great to be paid out of the ordinary revenue of the City, the Council may by vote of two-thirds of its members order the submission of a proposition to make such improvements and incur debt to pay for the same to the voters of the City at an annual or special meeting warned and held for that purpose.

§1103. ~~[Repealed] SUBMISSION TO VOTERS; SCHOOL IMPROVEMENTS~~

~~When the School Board shall determine that the public necessity or interest demands improvements relating to schools or school property, or upon a petition signed by at least ten percent of the voters, and that the cost of the same will be too great to be paid out of ordinary revenue of the City, the School Board may by vote of two-thirds of its members request the City Council to order the submission of a proposition to make such improvements and incur debt to pay for the same to the voters of the City at an annual or special meeting warned and held for that purpose. The City Council shall, on receipt of such a request from the School Board or by petition, promptly order the submission of a proposition to make such improvements and incur debt to pay for the same to the voters of the City at an annual meeting or special meeting warned and held for that purpose.~~

§1106. AUTHORIZATION

When a majority of all the voters voting on such proposition at an annual meeting or special City meeting shall vote to authorize such improvements and the incurring of debt to pay for the same, the City Council ~~or, if the improvements relate to schools or school property, the School Board~~ shall be authorized to make such improvements.

§1117. USE OF UNEXPENDED BOND PROCEEDS

~~(a)~~ The proceeds of all bonds or notes shall be used for the purpose for which they were authorized. However, any unexpended balance remaining after carrying out the purpose for which they were authorized, ~~other than school purposes,~~ may, by vote of any annual or special City meeting duly warned and held for that purpose, be authorized for any purpose for which bonds may be issued, in accordance with general law, or transferred to a sinking fund established by the Council.

~~(b)~~ Any unexpended balance remaining after carrying out a purpose relating to schools or school property for which bonds or notes were authorized may, in addition to other uses permitted by law, be transferred to a sinking fund.

§1125. BUDGET SURPLUS AND DEFICIT

Unless otherwise disposed of in the manner provided by law or set in reserve by the City Council ~~or School Board~~, any surplus existing at the end of the fiscal year shall be carried forward as revenue in the General Fund ~~or School Fund, as appropriate,~~ for the next ensuing fiscal year. Any deficit existing at the end of the fiscal year shall be liquidated in the manner provided by law.

§1201. ASSESSMENT OF TAXES AND ESTABLISHMENT OF TAX RATE

(a) The City Council shall assess such taxes upon the grand list of the City as the voters at any annual or special meeting warned for that purpose have approved for the payment of debts and current expenses of the City, for carrying out any of the purposes of this chapter, ~~for the support of schools~~ and for the payment of all State and county taxes and obligations imposed by law. The vote of the City shall be upon the specific sum of budgeted tax appropriation for the support of all City departments, grants, schools, recreation, and senior citizens. The City Council shall establish a tax rate based upon the true grand list as appraised by the City Assessor, and shall deliver the same to the City Treasurer for computation and collection.

ATTACHMENT 3 – Submitted by Montpelier City Clerk, John Odum

§1201. ASSESSMENT OF TAXES AND ESTABLISHMENT OF TAX RATE

(c) For the purpose of assessing taxes upon the grand list of the City as provided in subsection (a) of this Section, an owner whose personal property does not exceed the assessed value of \$10,000 shall not be set in the grand list of the City as taxable personal estate.

Attachment 4 – Submitted by Montpelier City Clerk, John Odum

§ 510. CERTIFICATES OF NOMINATION

(a) Certificates of nomination for City offices to be filled at annual City meetings shall be filed ~~by the candidate or with the candidate's written assent with the City Clerk not fewer than 30 nor more than 40 calendar days before such meeting.~~

~~(b)(1) All nominations for City offices shall be made by certificate signed by 25 or more voters~~
in accordance with general laws of the State.

Central Vermont Public Safety Authority

Strategic Plan 20015 – 2019



Central Vermont Public Safety Authority

Strategic Plan

20015 - 2019

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INTRODUCTION

The Central Vermont Public Safety Authority (CVPSA) exists to enhance the safety and quality of life of the people of Barre and Montpelier (total population of 16,907, based on 2010 census). By combining the cities' public safety resources into a single entity, the CVPSA's intent is to provide more efficient and effective emergency response, as well as expand the education and training opportunities currently available to the men and women of public safety. The City of Barre is known as the "Granite Center of the World" and Montpelier is the state capital of Vermont.

The study of regionalizing public safety services in Central Vermont was kicked off in April 2009. Several Central Vermont community leaders gathered to discuss the need for collaboration, cooperation and consolidation given the rapidly rising cost of providing emergency services. There was optimism in the discussion room that something could be accomplished. Some in the room believed budget constraints would ultimately force Vermont communities to work together to deliver public safety services including Barre, Barre Town, Berlin and Montpelier. One person in the room mentioned that "Regionalization is going to be the future in any region specifically our region".

House Bill 892 was introduced in the Vermont Legislature in 2014, this bill created a charter establishing the creation of the Central Vermont Public Safety Authority (CVPSA). This charter was eventually passed by both chambers of the general assembly and was signed in to law by Governor Peter Shumlin on May 20, 2014. A Board of Directors of the CVPSA was established by both Montpelier and Barre and they held their first meeting on August 28, 2014.

The Board of Directors for the CVPSA received an operating budget that was passed by both Cities for FY 16. This first budget led to the hiring of a part time Executive Director. The Board of Directors subsequently worked on developing a plan to regionalize dispatching services in Central Vermont. This plan led to a funding request for dispatcher training in FY 17. The funding request in FY 17 was passed by a 72% approval margin.

Vision

The Central Vermont Public Safety Authority (CVPSA) will provide the Central Vermont area, specifically the City of Montpelier and the City of Barre, with an affordable, integrated, and efficient system of public safety services (fire, police, emergency medical services and dispatching). The public welfare will be enhanced by providing rapid response to emergencies with highly qualified personnel.

The long-term vision for public safety services involves the creation of a unified police and fire/ESM department. By working together in an environment that provides greater professional growth for the employees and encourages retention of personnel can be promoted and costs can be controlled. The merging of administration, management and supervision overseeing operational services within each community is at the center of this concept. Police and Fire/EMS will operate within the communities they do now.

The unified department concept allows for communities to receive the same personalized service they receive now while taking advantage of the services of a larger organization.

A common management structure will oversee all activities within the participating communities, promoting the routine sharing of services. Personnel and equipment can be re-directed as resources are needed. This unification of department resources has the potential to create opportunities, including a diversified career ladder for personnel, a larger department by reducing the loss of personnel between agencies and thereby retaining personnel and helping to recruit new personnel. The unified department concept allows for communities to

receive the same personalized service they receive now, while taking advantage of the services of a larger organization. This concept allows for a modular system of public safety services, so towns do not have to be connected to opt in. Centralized management allows for a greater operational focus within communities. A governance structure responsible solely for public safety can provide the necessary oversight and budget control that will lead to a high performing organization.

Statement of Purpose

The Authority will exist for only one purpose and will have but one management goal: to enable central Vermont Communities to be safer from crime, fire, and medical emergencies through thoughtful, technologically sophisticated communications and responses between emergency service providers and the community.

Principles of Operation

The Board of Directors will follow these principles to successfully implement its purpose over the next three years.

1. **Development and Expansion of Services.** Through the concept of a unified department of police and fire/EMS, services can be offered and individualized within each community. Service delivery will not be homogenized but tailored to the individual needs of a community. Management and administration of services will be centralized; therefore, promoting cost savings. This will enable a large department to operate as a small personalized department.

The cost for services will consider several variables, such as population, grand list, level of services required, and any other pertinent factor that allocates costs fairly. Costs of service can be contained in two ways: by efficient use of qualified personnel, skilled methods of operations, use of appropriate technology; and by increasing revenue from services provided to individuals in surrounding towns where permitted by law. Revenue increases by expanding services will be used for reduction in future appropriations.

2. **Employee Focused.** Embracing a goal of encouraging employee growth through career advancement opportunities, training and active participation in the decision-making process will foster employees who want to work within our unified service. The creation of a larger department will allow employees the opportunity to work in a variety of areas, on different shifts and have better promotion opportunities. Employees perform their jobs every day and interact with the people who receive their services daily. By placing decision making at its lowest level, employees will feel part of the organization. Listening to employees and including them in this decision-making process will cause them to feel comfortable in providing valuable input into making the organization a better place to work and ensure that service is delivered in an optimum way.

3. **Customer Driven Approach to Service Delivery.** Delivering what the communities want for public safety services, and developing plans, or strategies motivated by customer demand or expectations will be how we provide customer service. The CVPSA Board is committed to developing a cost sharing formula based on needs of each community that is fair to both the community and the Authority.

The CVPSA is committed to openly and accurately communicating its operating plans to all interested parties. Those plans which optimize regional services through collaboration among municipalities who participate in governance will be favored. The Authority will gather data and information, explore enhanced means of providing services, and distribute this information with recommendations to members. Recommendations for areas of improvement shall be given to members.

Implementation of the CVPSA vision can only occur when the City councils of both member Cities and other communities vote the ceding of authority over police, fire, emergency medical services

and dispatching to the Authority. The Authority must make formal separate requests of the legislative bodies of the Cities for dispatch, police, fire and emergency medical services as the Authority is ready to begin administering the services. The legislative bodies of each member City shall vote on ceding such authority to the Authority (CVPSA Charter Section 54(b)).

STRENGTH, WEAKNESS, OPPURTUNITIES and THREATS

A facilitated discussion was held with the Board of Directors and various stakeholder's in February of 2016. The notes below are the outcome of this discussion. The Board of Directors of the CVPSA uses this information in its planning for the future development of an affordable, integrated, and efficient system of providing public safety services.

One of the key points that came out of this discussion was not to move to fast. It is for this reason that Board of Directors are focused on dispatching services as a first step in providing an integrated solution. Once the management of dispatching services are turned over to the CVPSA then further plan will take place.

Hope

- Improve public safety
- Improve dispatching
- Increase education
- Prove our value
- Convince people that change can be good, change the environment.
- Set aside concerns and look at the big picture, take ego out of decision making
- Accomplish goals
- Capitalize on the good will
- Advanced dispatching
- People who are doing the work see that it is in their best effort for this succeed
- Integrated public safety delivery system
- Secure funding
- More towns

Concern

- Lack of knowledge of the board with the current public safety system
- People do not like change
- May not save money
- Employee security
- Hard to keep consensus
- Get bogged down with implementation details
- Could alienate stakeholders
- Continue to be transparent
- Turf battles will result in failure
- People may think that the current system is not broken
- Many moving pieces – big & small
- Don't go to fast

Strengths

- Momentum, strong vote of support from public and councils
- Operationally the two communities work well together
- Board had no preconceived opinions about fire, police, EMS – learning as they go
- Charter, governance model and cost sharing formula – much work done to create CVPSA
- Many stakeholders sitting together around the table
- Staff ...staff ...Staff....Staff

Young dedicated professional staff

Two towns similar in structure & goals
Incremental steps, taking time to build it right
Public support
Vermont in general is going to a consolidated environment
The fact that we have our own charter and we are an independent municipality

Weaknesses

Demographic differences between the two communities - support could erode over time
Geographical differences - Berlin gap in between
Some people are not informed, and they are working against us
Failure to show a product
Talk is cheap, and action is hard to come by
We have been talking for 8 years and we have little to show for it
Under representation of police and fire at our meetings and No dispatchers
Difference in police culture between the two communities
Could cost more than expected
Police officers work environment may change
- If I wanted to be a Barre City police officer, I would have applied to Barre City
If we fail to deliver on the dispatch vision, it will cause a lack of support
Cut costs vs improve service - Do the politicians in the Cities see this as a way of cutting costs
Board members who leave and having to re-educate new board members
Apathy of the public in the work of the CVPSA

Opportunities

Grant opportunity
Capital purchases – consolidate big equipment & maximize use of specialized equipment
Bulk buying
New and consistent training
New technology
Board build public service support & increase focus on public services
Improving recruitment and retention
Others are watching the development of this endeavor
Increase the level of service provided in the communities
More opportunities for partnerships
Common language
Employees can advance
Talented employees that are shared
Being a separate entity builds public safety support
Break down the barriers between management and employees

Threats

Climate change creating emergencies
Politics and budget cycle
EMS transport loss of income due to changing hospital or regulatory environment
Community perceives a loss of service which erodes support
Income transfer – potential loss and privatization
Perception that lowest will get cut
Need to keep current employees in place is a threat
Failure of staff, community or people to change
Failure of CVPSA Board to remain constant as its Board members change.
A few vocal opponents

If seen as costly it may not happen
Failure to communicate & follow its own principles

What can we do?

A clear and well publicized plan – defensible to councils
Buy-In - Build employee confidence & mutual education
First contract re-negotiation - will they see the reality that things are better?
Show job security – pay, benefits, schedules. Etc.
How are residents better off with this concept than they were before? Communicating this.

How do we bring more of the rank and file into the discussion?

Schedule rotation is a problem to attending Board meetings -perhaps different location, date, time

Problems, solutions [weary of talking about it] . . . want to see a plan
Next step is to get an Intergovernmental Agreement (IGA) in place (agreement with both city councils)
Communications in all directions
More communications with dispatch about training -Chiefs job, not Board
Need road maps
Mutual Education
How do we avoid the turf battles?
Identify where and what they are?
Pride in their organizations and identities.
What are the uniforms going to look like, what is the patch going to look like?
Show how everyone is better off today than yesterday.
This effort needs to make sense.
Trust building.

GOALS AND OBJECTIVES

1. Outreach and Education

Goal 1: Beginning on July 27, 2015 and continuing through this FY 16 the Executive Director will have met with stakeholders and interested person and establish a web presence promoting the vision and purpose of the Central Vermont Public Safety Authority (CVPSA) and the work being done by the Authority.

Objective 1.1: Meet with between 75-100 individuals during FY 16 promoting the efforts of the CVPSA.

STRATEGY

Meet with persons to educate them and inform of newly created Central Vermont Public Safety Authority. To date (November 2016) the executive director has met with approximately 115 people.

Objective 1.2: By January 31, 2016 a web site belonging to the Central Vermont Public Safety Authority will be created and published and email addresses belonging to the Authority will be established.

STRATEGY

This objective has been accomplished. A person has been put on contract to manage the CVPSA web services. The web site can be found at www.cvpsa.org.

2. Build CVPSA Organizational Structure

Goal 2: By June 30, 2016 CVPSA will be an established organization.

Objective 2.1: By November 2015 the Executive Director will apply for and receive a DUNS number so the CVPSA can apply for grants.

STRATEGY

This objective has been accomplished. The necessary documentation for applying for grants has been received and included in two grant applications.

Objective 2.2: By January 1, 2016 the Board of Directors and other interested stakeholders shall participate in SWOT analysis and strategic planning session to help define and guide the future of the organization.

STRATEGY

This has been accomplished.

Objective 2.3: By October 2015 the CVPSA shall have office space available and an address.

STRATEGY

The Central Vermont Chamber of Commerce is letting the CVPSA use office space for free. They also provide the meeting room for Board meetings.

Objective 2.4: By January 2016 the Executive Director shall produce an annual report, a FY 17 budget proposal and future budget projections and caused them to be distributed to the City Councils and arranged for the documents to be part of the annual city meetings for public vote. Thus, ensuring the organization is in place for another year.

STRATEGY

The annual report and budget was prepared on time and delivered to the City Council's.

3. Opportunities and Barriers for other Communities to join the Authority

Goal 3.1: By June 2016 the Executive Director and Board shall have a clear understanding as to why other communities in Central Vermont are not members of the Authority and what if any opportunities exist to attract other communities to either contract with or join the Authority.

STRATEGY

Meet with other communities to determine why they were reluctant to join the CVPSA. This was accomplished, and it was learned the roadblocks to joining the authority were based on the perceived loss of control over their public safety services, the unknown costs for operating the Authority and they would not be adequately represented on the Board. It is also difficult to begin talks with other municipalities about joining CVPSA because of the lack of operational responsibilities. CVPSA is not responsible for any public safety operations and therefore has nothing to offer other communities.

However, because of this goal and comments made by the City Councils and the Chiefs of Police the Board has begun talks with the Capital Fire Mutual Aid (CFMA) System (a union municipal corporation) to join the CVPSA. Thus, a new objective has been created.

Goal 3.2: By May 2018 the CVPSA will have added the CFMA as a member to the Board of Directors of CVPSA.

Objective 3.2.1: By January 2018 the Board shall meet with members of the Capital Fire Mutual Aid System/Capital West and begin working out a memorandum of understanding for Capital Fire Mutual Aid System to become a member of the CVPSA.

STRATEGY

The Executive Director has met (summer /fall of 2017) with the leadership of CFMA and Capital West. A draft memorandum of agreement (MOA) was prepared illustrating some of the conditions for joining CVPSA. The CVPSA has consulted with an attorney and determined that process to be used for CFMA joining. Legal issues are being pursued by the CVPSA to better understand the bonding issues associated with both entities in considering a new simulcast radio system. The Board has discussed tentative conditional agreements they would like to see in a MOA. The two entities need to begin formal negotiations of becoming a member of CVPSA.

4. Consolidated or Regionalized Dispatching Services

Goal 4.1: By July 1, 2017 a single dispatching system shall be established working out of two locations (Barre City and Montpelier) providing seamless dispatching services for all the public safety entities that the individual services provide today (December 2015).

Objective 4.1.1: By December 2015 the Executive Director shall produce a business case document detailing the issues, alternatives and costs for regionalizing dispatching services.

STRATEGY

This objective was accomplished.

Objective 4.1.2: By January 15, 2016 the Executive Director and the Board shall produce a budget detailing the expense of training the dispatchers to work within a single dispatching system.

STRATEGY

This was accomplished. \$25,000 was placed in the budget for training and the budget passed.

Objective 4.1.3: By March 1, 2016 CVPSA shall file a grant application with Department of Public Safety asking for funding for radio equipment necessary to equip both Montpelier and Barre City.

STRATEGY

This has been accomplished. Two grant applications totaling \$75,000 were submitted and awarded.

Objective 4.1.4: By May 4, 2016 an operational plan shall be developed detailing the roles and responsibilities of the new communication centers. This document becomes the basis to ask the City Councils to cede authority to manage and direct the dispatching services

STRATEGY

This work is ongoing and is expected to be finalized in November of 2016. The MOU has gone through different forms from a resolution with an intermunicipal agreement and operations to a ceding document and a strategic operations protocol. The Board has reviewed several drafts of the documents and will vote on the final form and send them to the City Councils. Obtaining authority to manage and direct dispatching services is a major objective.

This document was presented before the individual City Councils and before a joint meeting of the two City Councils. Numerous questions were raised causing the CVPSA to rethink the transition of the CVPSA Board assuming management and direction of dispatching. An interim plan which will not include assuming employees becoming CVPSA employees will be presented to the City Councils in 2017.

Objective 4.1.5: By July 1, 2016 the two existing centers shall begin working together under a common supervisory structure.

STRATEGY

This was an unrealistic expectation. The aspect of working together, especially under the CVPSA, cannot occur without the Montpelier and Barre City ceding the authority to do so.

A request was made before the City Councils in December of 2016 asking that the CVPSA assume management and direction of dispatching. This request was rejected and the CVPSA was asked to reconsider and modify the request and/or come back with answers to the numerous questions that have been raised.

Objective 4.1.6: By October 1, 2016 a grant award is made for radio improvement.

STRATEGY

This objective has been accomplished. The grant award occurred in July of 2016 and radio improvements were made by the end of August. However, another grant was also received to finish the project which must be accomplished by December 31, 2016.

Objective 4.1.7: By February 2017 all radio improvements shall be made.

STRATEGY

This objective is on track to be completed prior to January 1, 2017 in terms of all equipment being purchased. Installation will not be complete until a data circuit is installed between Montpelier and Barre City. As of December 2016, this circuit has been ordered.

Objective 4.1.8: Between April and July 2017 the CVPSA shall assume management responsibilities for the new Central Vermont Public Safety Communication Centers.

STRATEGY

Documents requesting the ceding of authority to manage and direct the dispatching services will be submitted in November of 2016. Budgets necessary to operate dispatching will be presented to the City Councils in December and it is expected that a vote will be held in March 2017 approving the dispatch operating budgets. This was accomplished.

A request was made before the City Councils in December of 2016 asking that the CVPSA assume management and direction of dispatching. This request was rejected and the CVPSA was asked to reconsider and modify the request and/or come back with answers to the numerous questions that have been raised. CVPSA has provided answers to numerous questions raised by employees (appendix B).

A revised "ceding" document was prepared refining the previous plan to assume responsibility for both dispatching centers. The CVPSA considered a request to combine the dispatch centers into one location but felt more time was needed to address this costly alternative. As a result, a third phase of combining the two centers was included in the strategic operations plan of the revised ceding request. The ceding request also included more detail regarding administrative, support and employee transition issues. There still was a lack of support for this plan from City management and employees and just before the CVPSA was to present the latest plan to the City Council's it was abandoned. Therefore, this objective is finished and objective 4.10 has been created.

Objective 4.1.9: Develop a task list and timeline of all the necessary steps required to complete the implementation of a Central Vermont Public Safety Dispatching System (Centers).

STRATEGY

This has been accomplished and is made part of this document in Appendix A.

However, this timeline will need to be adjusted based on new information that a newly formed executive committee (proposed in 2017) will provide. The dispatch executive committee as formed and met several times. Staff have been engaged in discussions about operational issues regarding dispatching. As a result of the numerous discussion the Chiefs of Police have recommended that a one center located outside of the police departments be considered. This has been determined to be worth while consideration but a costly one. Until solutions are found to alter the current business requirements of the police departments this alternative cannot be advanced.

Objective 4.1.10: By the Fall of 2017 develop an easy to read flyer outlining the benefits of creating a communications system in Central Vermont that is under a common governance structure and routinely operates by a working together policy.

STRATEGY

This was accomplished. It is included as an attachment to this document.

Objective 4.1.11: By July 2018 the CVPSA shall assume management responsibilities for the Montpelier Dispatch Center.

STRATEGY

A new plan calling for a more collaborative approach to manage dispatching has been created. The term “ceding” has been removed from this document. It is currently in the discussion phases with the CVPSA Board of Directors.

This document was reviewed with the City Manager for Montpelier and the Chief of Police. They were not supportive of this type of shared management responsibility. They also believe a single site location for dispatching should be the preferred alternative for dispatching. Due to the lack of employee support the Board did not take this plan to the City Council and Goal 4 has been abandoned for the revised Goal 5.

Goal 4.2: By July 1, 2019 a single dispatching system shall be established working out of a single site location providing seamless dispatching services for all the public safety entities that the individual services provide today (January 2018).

Objective 4.2.1: By November 2018 the Executive Director shall produce a plan detailing the issues, alternatives and costs for regionalizing dispatching services into a single site facility. This plan shall include a review of combining dispatching into one of the current locations.

STRATEGY

This goal and funding from the FY 19 budget request going to voters at Town Meeting in March of 2018.

5. Simulcast Radio System

Goal 5.1: By July 1, 2021 a new simulcast radio system will be in place which will improve the radio coverage, reduce interference amongst the fire services operating in Central Vermont. This project will be a collaborative project between the CVPSA and the Capital Fire Mutual Aid System/Capital West.

Objective 5.1.1: By March 2018 working with Capital West a strategy for moving forward will be determined a document detailing this strategy will be developed.

STRATEGY

For this objective to be accomplished their needs to be agreement between the two organizations that this goal is a worthy goal for both organizations to pursue.

Objective 5.1.2: By June 2018 a funding mechanism for the simulcast radio project must be determine. This funding strategy should include the costs for design and engineering and reimbursement of up front costs if they are occurred.

Appendix A - Timelines

These timelines were used to illustrate a transition to dispatching. They are currently not relevant.

Milestone(s) Timeline: 11/30/2015 - 7/2/2018

CVPSA CV Dispatch Center Transition Timeline

Date	Description
03/09/2016	Funding for Authority is Approved along with Dispatch Training
03/15/2016	Develop a Training Plan
04/04/2016	Implement the Valcour RMS in Barre
06/01/2016	HSU Grant awarded for radio improvements
08/31/2016	Implement Improvements in Radio System
11/11/2016	Establish MOU/Intermunicipal Agreement (IMA)/Operations Plan – Ceding document
11/18/2016	Telephone Improvements are determined to allow for cross communication
12/31/2016	Radio Improvements Completed
03/07/2017	Budget for Operations, Dispatch and Capital Enhancements (Telephone) Approved
06/01/2017	Labor/Management Issues Resolved - New Contract if Necessary or Personnel Rules
07/02/2017	Establish Advisory Board or like committee
07/02/2017	Start Dispatch System using the existing operational structure
07/02/2017	CVPSA Assumes Responsibility of Management/Supervision of Dispatch System
09/29/2017	Telephone improvements are implemented

TASKS

Duration

(days)	Start Date	End Date	Description
54	11/30/2015	01/22/2016	Engineer Radio and Telephone Improvements
33	12/07/2015	01/08/2016	Seek Funding for Authority and Dispatching Training
33	01/25/2016	02/26/2016	Apply for HSU Funding
283	01/24/2016	11/01/2016	Establish MOU/Intermunicipal Agreement/Oper. Plan
22	02/15/2016	03/07/2016	Develop a plan for Valcour conversion
272	03/04/2016	11/30/2016	Train dispatch personnel
394	03/10/2016	04/07/2017	Develop Performance measures
103	01/01/2016	04/12/2016	Train staff for Valcour conversion
403	04/25/2016	06/01/2017	Hire a supervisor in Barre
458	04/01/2016	07/02/2017	Establish an Advisory Board of Dispatch Stakeholders or committee
404	04/16/2016	05/24/2017	Research, write and implement dispatch policies
366	07/02/2017	07/02/2018	Hold monthly Advisory Board Meetings
444	11/02/2016	01/19/2018	Radio Improvements made creating a single system
456	07/01/2016	09/29/2017	Budget analysis done, training ongoing, call volumes monitored
425	04/03/2016	06/01/2017	Labor Management Issues Identified and Resolved
245	11/01/2016	07/03/2017	Resolve All Issues for Transfer of Dispatch to CVPSA

This timeline was developed for the second plan to assume responsibility for the management and direction of dispatching. This strategic planning document (without this timeline) was to be presented in the Fall of 2017.

<u>Tasks</u>	<u>Time Line</u>
Phase 1 Begins	July 2018
· Resolve “Ceding of Authority” Question.	October 2017
· Prepare FY 19 Appropriation.	December 2017
· Revise task list and timeline	November 2017
· Hire or contract for Human Resource and Payroll needs.	October 2017 - February 2018
· Organize a transition team of employees and stakeholders.	December 2017
· Hire supervisory position.	March - June 2018
· Agreement with Cities for information tech. support.	October 2017 - May 2017
· Ongoing work on training plan.	October 2017 - July 2018
· Training of dispatchers.	October 2017 - July 2018
· Establish unified policies and procedures, to include a Quality Assurance Program.	October 2017 - July 2018
o Begin work to identify ways to share resources.	
· Seek funding for a CAD.	March 2018
· CAD RFP, purchase and implementation.	March 2018 - August 2018
· Negotiate Collective Bargaining Contract with Staff.	ASAP after Ceding
· Ensure phone systems work together.	May 2018
o Determine specifications for a new phone system.	November 2017
· Begin transfer of calls.	
Phase 2 Begins	July 2019
· Establish the two centers are connected and working together.	December 2019
Phase 3 Begins	July 2020
Determine budget for a combined facility, stand-alone facility or co-located facility.	
Telephone connection to all departments.	
Security at the new center.	
Staffing of the police departments. How many new personnel after staff removal?	
Transfer of equipment (positions) from the police departments to the new facility.	
Radio connectivity and improvements.	
Determine how the transfer of administrative functions and jail monitoring will occur.	

Appendix B – CVPSA Response to Dispatcher Concerns

CENTRAL VERMONT PUBLIC SAFETY AUTHORITY RESPONSE TO CONCERNS EXPRESSED BY DISPATCHERS

The Authority will exist for only one purpose and will have but one management goal: to enable central Vermont Communities to be safer from crime, fire, and medical emergencies through thoughtful, technologically sophisticated, communications and response between providers and community.

Barre and Montpelier Dispatchers have attended CVPSA BOARD meetings. They have expressed strong, even hostile, disapproval of the two-city merger concept, especially if no single dispatching center is created to staff a function unified in place and management.

This document does two things. First, it restates *in italic type* the criticisms based on the reasons the dispatchers gave to the Board for their response. On occasion, several stated reasons are combined into one central theme. Alternatively, reasons are stated as directly as memory permits. Second, it contains the CVPA Board's response. The Board insists that wise and vigorous management of a merged facility – with or without a new stand-alone facility can overcome the voiced obstacles.

1. COMMENT: Several dispatchers said No benefit was perceived to occur by merger without creation of single center.

RESPONSE: The measure of an organization is the energy and the creativity of the people who work for it not the space in which they function. Management must help everyone to meet those qualities necessary for success in any venture.

2. COMMENT: Dispatchers complained the Board did not “respect” them. Various comments imply a feeling that the CVPSA has cobbled together plans without adequate thought or consultation with them which will impact the dispatchers work environment, community culture, management, supervision and possibly pay and benefits. One dispatchers complained they were being asked to walk into an “unknown”. Another said dispatching can be a high stress job, and requirements for 24/7 staffing are a disincentive for many applicants. Therefore, it is important to retain existing staff.

RESPONSE: The Authority's management goal is to have and retain people

that are proud to work for an organization that is vital to the community and who in return are appreciated for the good work they do. Managers and dispatcher's alike must feel respect for each other. This goal is achievable by allowing dispatchers to use their experience, creativity and training to come forward with ideas and procedures to improve service. Management will respect them by so doing, and they will respect management that does so.

The CVPSA is confident that dispatchers will be able to engender that respect both in the workplace and the community because of the broad support they voiced for achieving such an organization. This confidence is because most of the dispatchers filled out a questionnaire in which they identified the strength and opportunities (reproduced below) a merger would bring about. These statements are virtually identical to the goals of the authority. With agreement in principle the execution is achievable.

Strengths and Opportunities

At a recent dispatcher meeting a majority of employee's present were asked to list the strengths of a formal coordination between the two dispatch centers.

- 24/7 coverage
- Better department safety - first responder
- Shared internal and external resources
- Combined special interests
- Consistent policies and procedures
- Existing working relationships
- More staff coverage
- Levels of experience

The CVPSA accepts that communications between the Board and dispatchers could have been better. Management goals have been clearly articulated in written planning documents. However, these documents are often complex and difficult to understand how they impact individuals. These documents were not widely or effectively distributed. Discussion and concerns of dispatchers that impede reaching our goals have been and will be considered. This dialogue is ongoing and will continue by working with the dispatchers to establish their preferred method of communications.

The CVPSA acknowledges that the lack of a collective bargaining process has limited the ability to communicate with potential employees regarding pay

and benefits. Regardless, the CVPSA has embraced the model for a collective bargaining process that is contained in T. 16 V.S.A. § 1802 (2016 Act 46. school merger).

2. *COMMENT: Dispatcher “culture” among public safety workers who depend on each other is like family and it cannot be changed, by breaking up existing relationships.*

RESPONSE: All organization must adapt their culture to meet the needs of changing technology and demands for customer or community services. Otherwise they become obsolete and collapse. Dispatchers who enlarge their geographic and personnel contacts while serving public safety entities and the emergency needs of communities will always experience a bond with the fire, police and emergency medical services they are responsible for. This will not change.

The change that will occur will be that dispatchers working for the CVPSA will be part of a larger public safety community including fire/EMS and police departments from two Cities not just the one police department they are part of now. In Barre, now that fire fighters are in the same building there is a better relation and understanding of mutual needs as they have gotten to know each other. And so the “family” has expanded. This process can also occur through planned learning events educating personnel on the needs and requirements of each other and ways of getting to know one another.

Respect for the dispatcher function requires management to encourage this evolution, and respect for management requires employees to embrace it.

4. *COMMENT: Personal availability of dispatchers at each facility 24/7 is a comfort to the populations of each City. People with mental health issues frequently contact dispatchers for information and security concerns. Interaction via video would not be as effective as in person communication, even though now contact is separated by glass.*

Management’s preferred plan is a period of transition beginning with a merger of operations operating out of two facilities with a single management structure, followed by a discontinuation of one or both existing dispatching spaces and creation of a single facility. For the period of transition dispatchers will continue to function as they do now. During the transition, alternative plans can be vetted.

RESPONSE: Management's goal is to optimize the outcome of the communication for the person needing safety services or information. This goal, is more important than the medium by which that communication occurs. The goals of a management response for a 911 call, and an "in person" in facility request for a perceived emergency, usually for a less urgent situation, are similar; prompt assessment and allocation of appropriate resources to meet the event, rather than the method of communication. Personal communication would be preferred but it is not essential.

In case of discontinuation, there may be times when a City facility is not staffed. An in-person visitor to that facility will have instant video communication with a dispatcher in a staffed facility. Operational protocols will be established to ensure prompt in person response by a police officer. Various mediums of communications will be available. Visual and voice communications and personal contacts will occur. It would be possible for an in-person visitor in appropriate circumstances to hear the dispatcher communicate with the police or fire/EMS personnel regarding the response to their concern.

5. *COMMENT: Even a perfect video hook- up to enable a person at a facility not staffed by a dispatcher to communicate with one that is, would not get administrative work such as working on parking tickets or jail monitoring accomplished.*

RESPONSE: This problem only occurs when one dispatch center is collapsed into the other or a stand-alone facility is created. Initially we expect no change. However, as change occurs there are three administrative support needs that must be considered:

- i. The administrative support functions for the police will continue to be performed by dispatchers. For example, warrant control, relief from abuse orders and trespassing notices will be performed by dispatchers.
- ii. Jail monitoring can still be performed with a video feed but a quick in-person response to any jail issues cannot be performed by dispatchers who may be remotely located. Indeed, it may not be possible now if the dispatcher is engaged in crises of communications with victims and providers.

- iii. A management goal is to eliminate dispatchers performing non-dispatch functions. The ability to maintain a local lock up is a larger Barre City management issue with implications for the surrounding communities that would permit short periods of confinement rather than transport to St. Johnsbury. This issue should involve a coordinated approach involving the States Attorney, the Vermont Department of Corrections, the Vermont Department of Mental Health and other partners.
- iv. The parking functions are a City issue that needs to be performed by non-dispatchers.

6. *COMMENT: The Authority structure is unstable, tentative, and could change so any municipality joining the system now could become dissatisfied and leave. Unnecessary disruption of operations, and employees is the likely result of the plan.*

RESPONSE: This risk is inherent in all present operations. Both Barre and Montpelier have contracts with other towns for fire/ems dispatching which support operations. The existence of this possibility is not limited to the Authority plan. It is precisely why the Authority must knit its municipal members into a well-functioning, economically bound, well supplied, and well-trained operation so it can plan for the future and provide secure employment.

Appendix C - Why have a Regional Dispatch System?



Central Vermont Public Safety Authority
"Together is Better"



WHY HAVE A REGIONAL DISPATCH SYSTEM?



WHAT WE HAVE TODAY

- Two dispatching centers find difficulty routinely working together as they are separate with different management.
- No agreement yet on common policy and procedures.
- One City can't seamlessly help the other.
- No coordinated computer displays of maps, location of need, or availability of equipment (CAD*).
- No effective intercity communications.
- Radio interference and dead spots exist.
- No effective intercity dispatch phones
- City dispatchers not trained to work with the other city.
- Inefficient communications between cities, towns and State Police in Central Vermont.

A BETTER TOMORROW

- Two dispatch centers working together and sharing calls for service.
- All dispatchers responding and delivering service the same way.
- Improved technologies with visual displays, identifying resources and logging of incidents.
- Development of simulcast radio system that would remove dead spots and prevent jamming of messages.
- Connecting telephone system between the two dispatch centers.
- Equally trained dispatchers where everyone knows what to do and where to send resources.
- Working together guarantees 2 positions staffed for both Cities 24/7.
- Career opportunities for dispatchers.
- Other towns will be anxious to join a high functioning dispatch system.
- A management system and plan dedicated to dispatching.
- Shared capital costs and increased likelihood of federal funding in support of interoperable communications.

FOR MORE INFORMATION CONTACT:

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* https://www.youtube.com/watch?v=-oNKUbog_o



MEMORANDUM

To: Montpelier City Council

From: Stephanie Hainley
Gail Henderson-King

Date: January 5, 2018

Re: Montpelier TIF – Viability Findings and Next Steps

At next week's Council meeting, we will discuss Tax Increment Financing (TIF), our findings about District viability in Montpelier, and next steps. **It is our determination that Montpelier does have a viable district and should proceed to preparing a TIF District Plan and obtain State approval.** It is our intent to explain how we got to this finding and hear Council's questions and feedback. This will be best done in a conversation and with a critical look at a few of the variables and factors that went into the analysis and the remaining issues. To be thoroughly prepared for that conversation, we have prepared the following memo to give Councilors some background to be well-informed beforehand. (We apologize for the length, but we trust you will appreciate the context!)

To move forward cooperatively, some of our materials are confidential and a portion of the conversation needs to be in executive session to protect the privacy of some property owners and given the sensitive nature of the information that could impact the City's position in real estate negotiations.

At next week's meeting, we will address the following questions:

- 1) What is TIF?
- 2) What was Phase I and its purpose?
- 3) What is Phase II? What is a vote to proceed to Phase II? And what *isn't* it?
- 4) What questions did White + Burke need to answer to assess viability? And what did W+B find?

- 5) What questions does City Council need to answer to feel confident in proceeding to Phase II?
- 6) If proceeding to Phase II, what are the next critical steps?

This memo will address Questions 2-6. (Materials to answer “What is TIF?” can be found on the City’s website and will be presented for the public at the meeting.)

What was Phase I and its purpose?

In Summer 2017, the City Council authorized us (White + Burke) to determine TIF-readiness and begin the strategy and data collection to prepare for the creation of a TIF District. This was Phase I of our work. To do this, we:

- reviewed past planning initiatives,
- gathered data,
- met with various community members,
- met with the State,
- began financial modeling,
- analyzed need, cost, and timing of infrastructure,
- analyzed timing and value of potential private projects, and
- ran hypothetical scenarios to assess viability.

It is this work that led us to the ultimate finding that Montpelier has viability and to recommend that Montpelier proceed with the creation of a District.

What questions did White + Burke need to answer to assess viability? **And what did W+B find?**

As stated above, we have found that Montpelier has viability to create and make good use of a TIF District. To make this determination, we needed to answer the following questions:

- Are there private development projects that wouldn’t happen or would happen less desirably without public infrastructure assistance?
- What projects could be done that have sufficient increment to repay debt?
- Will these projects meet the statutory criteria?
- How can the City manage the cash flow?

Infrastructure Demand and Project Viability

After gathering the data, we determined that there are many infrastructure limitations that are hindering private development investment and that a TIF District could be a critical tool to catalyzing those projects, adding property value to the grand list and to the

vibrancy of the City. There are several key infrastructure projects that would have public benefit and that would allow for property owners to expand or build new residential and commercial spaces who would not otherwise be able to do so.¹

For example, the Capitol Plaza is planning to build an 84-room hotel behind its existing hotel. To do this, though, they will need additional, structured parking. The cost of downtown parking would be impossible for the private project to bear and would result in no development or a much smaller project. This would not be maximizing the potential downtown density and usage that the City has identified as a goal. A parking deck with additional public parking could not only catalyze the hotel project, but also benefit other downtown businesses and property owners.

Another example is Sabins pasture. Although it has long been discussed as an optimum site for housing, Barre Street does not have sufficient water and sewer capacity nor the appropriate streetscape and road capacity to make that project possible. The additional cost of that infrastructure could not be borne by the development project itself. With the City investment into the infrastructure, the project could be viable for the property owner and the incremental tax revenue from the housing development could be used to pay down the debt service.

While the details of each project would be analyzed and negotiated closer to the time of construction, our analysis shows that it is viable. This is all that is required to establish the district. Once the tool is authorized, the City can entrepreneurially pursue individual deals and determine whether or not to proceed with a particular project at that time.

These private development projects range in size, scale, and timing. In a TIF District, investment into infrastructure can occur over ten years, so some of the projects identified are always more speculative than others. To address this, the projects are divided into three tiers based on impact, planning stage, financing, and design.

Sufficient Increment

Viability greatly depends on the projects' scope and timing. We ran many scenarios through the financial model to determine if the increment was sufficient to repay debt service. Some of these scenarios worked and some did not. Running additional sensitivity analyses will be part of Phase II to determine exactly which projects to include in the Plan. To give Council a sense of those considerations, please see Attachment B – a

¹ A full description of the private development projects and needed infrastructure being considered can be found in Attachment A for City Council. This is marked confidential for the sake of property owner privacy.

matrix of outcomes based on various input scenarios. (This is marked confidential because it includes assumptions and factors that could impact the City's future negotiation with property owners. We would like to discuss this range and gather feedback from the Council in executive session.)

Montpelier is also in the fortunate situation of having a private development project needing infrastructure in the very short term – Capitol Plaza. The terms of how the City will invest in infrastructure to support this project and incentivize other development are yet to be determined. And this will greatly impact the way the District is created. So as part of Phase II, it is our recommendation that the City simultaneously pursue development agreement negotiations with Capitol Plaza to explore the viability of that particular deal and its impacts on the TIF District. (This is addressed below in the last section of the memo and we will need to discuss in executive session.)

Statutory Criteria

State statute requires that TIF District projects meet three of five project criteria: a need for infrastructure investment that cannot be borne by the municipal General Fund, creation of affordable housing, remediation of brownfields, creation or expansion of a business that creates jobs, and enhancing transportation

Montpelier is an unusual municipality because although there is more market demand for housing, retail, and office than most other cities and towns in Vermont, there is also greater infrastructure impact and demand because it is the capital of the State. With the large number of non-taxable properties, it is nearly impossible for the City to add infrastructure that would incentivize more private investment using the general fund; the additional strain on the taxpayer would be politically unpopular and a potentially unreasonable ask. This meets the TIF statutory criteria of need. The projects identified in our initial due diligence would also address issues of transportation and could potentially create jobs – meeting two of the other statutory criteria.

Cash Flow

Cash flow is one particularly challenging aspect of TIF. In most cases, infrastructure needs to be built before properties are developed. So there are inherently years within TIF Districts where debt service needs to be paid, but incremental tax revenues have not yet been realized. During those years of deficit cash flow, the municipality must borrow intra-municipally or capitalize a sinking fund to cover those first few years. Over the course of the District's life, however, there should be sufficient incremental revenue to pay the annual debt service and repay the source that covered those initial years. When

municipalities have more costly infrastructure projects being done at the beginning of the District, those early cash flow deficits can be quite high and tricky to cover. This is something we have evaluated in Montpelier and will need to explore more fully in Phase II.

General Note about TIF Districts

As with any economic development tool, the key is in *how* it is used. Our assessment is merely a review of how a District *could* work in Montpelier. We do not have a crystal ball; rather, we are working with the data we have today. How the projects unfold and how the investments are made will depend on City management, City Council, the voters, and the community stakeholders. And just having a District does not require the municipality to use it. Every district starts with a general menu of options and over the course of ten years, the municipality may choose to use it in a variety of ways to leverage growth and improve vitality.

What is Phase II? What is a vote to proceed to Phase II? And what isn't it?

Phase II includes further evaluation of possible infrastructure projects to catalyze private development, further conversations with local stakeholders, the submission of a Letter of Intent to VEPC, the development of a TIF District Plan for City Council, and the VEPC application. There are myriad steps in all of these processes, which will be further explained at Wednesday's meeting.

By approving our Phase II contract and authorizing the City management to proceed, Council is:

- Approving the continuation of data gathering, analysis, and due diligence
- Tasking us to come back to Council with a TIF District Plan Draft
- Giving the green light to continuing the process and pursuing setting up a TIF District in good faith.

This is NOT:

- A vote for any specific infrastructure project
- A vote to incur any debt
- A commitment to any particular property owner to build specific infrastructure
- An approval to add infrastructure to be paid for by the operating budget
- A final chance for input

What questions does City Council need to answer to feel confident in proceeding to Phase II?

As Councilors, you will likely have a range of questions for us. To start, we think there are a few key things you will want to know or offer as feedback in order to proceed to Phase II.

- Is the range of infrastructure and private development projects generally consistent with the City's planning and economic development goals?
- Are these the types of projects in which you may want to invest over the next five to ten years?
- Do there seem to be sufficient options of configurations that could develop into a reasonable Plan?

We will be happy to address these questions and any concerns at the meeting, with the opportunity to return to Council on January 24 with any additional information.

If proceeding to Phase II, what are the next critical steps?

If Council decides to proceed to Phase II, City management and White + Burke will dive deeper into the analysis to select the appropriate slate of projects that will allow the City the most flexibility and opportunity to use the TIF tool in a viable way.

Most importantly and most urgently, the City will need to dive more deeply into the Capitol Plaza project, which is the most real and timely. To do this, the City will need to pursue a development agreement to determine the feasibility of the project and see how it could be incorporated into a TIF District.

All development agreements will go through the City Council and would be separate from the process of creating a TIF District. While they are related and the terms of the development agreement would be incorporated in a TIF District Plan, they must happen separately and concurrently. This is typical in municipalities when a project is very close to construction, but is dependent on municipal infrastructure support.

If the City Council agrees with this approach, White + Burke can act as a consultant in the development agreement negotiations and will prepare a separate contract for those services. This could be presented at the meeting on January 24.

Materials Attached

We appreciate your attention this phase of work and look forward to a productive conversation on January 10. We have provided the following materials in a separate confidential PDF for your review.

- Attachment A: Project Descriptions
- Attachment B: Scenario Development and Sensitivity Analysis
- Attachment C: TIF District Comparison