



Central Vermont Public Safety Authority

"Together is Better"



MINUTES AUGUST 17, 2017

BOARD MEMBERS PRESENT: Martin Prevost, Kim Cheney, Mike, Smith, Tom, Golonka, Sam Dworkin, Douglas Hoyt

OTHERS: Paco Aumand, Bob Segar, Jim Ward, Atty Caroline Earl, Laura Hedin Ashley Hill (Montpelier City Councilor) David Delecore

CALL TO ORDER 6:32PM

AGENDA approved

MINUTES 8/2/17 approved

EXECUTIVE DIRECTORS REPORT:

Ex Dir, Written Report submitted. Incorporated as part of minutes

(a) proposed Time Line for presentation to Barre and Montpelier City Councils (1 page)

(b) Strategic Operations and Budget Plan Overview Explanation (17 pages)

(c) Notes on Open Questions (2 Pages)

ORAL SUPPLEMENT Web site has been updated by Jeffrey Tuper-Giles and fully functional, all documents loaded, suggested migrating email addresses to cite

Discussed upcoming visit to Lamoille Dispatch Center. Cheney and Simpson

Possible changes in price, availability and functions (especially CAD) for Spillman and Tyler dispatch computer systems. Burlington regional investigating other than Valcour systems.

Invoices not available.

Task list on the Time Line draft contemplates two centers standing alone with plans to merge into one facility within three years, and refining costs over time by staffing for least busy times.

Final preparation of proposed ceding document to await meeting of September 25th between CVPSA Board and Dispatchers. Document should be presented to City Councils in October.

Discussion of administrative issues: human services for dispatchers, payroll and finance, to be performed by Montpelier or other entity. Break out some costs from public safety budget, such as parking tickets and Jail monitoring. Identify procedures common to Barre and Montpelier that could be combined.



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Discussion of Authority response to Dispatcher Concerns written by Cheney and Aumand. Board approved subject to any Board member advising Cheney of needed corrections, additions, changes. To be posted on Web site and sent to Dispatchers.

Discussion of plan for presentation of ceding documents to city Councils. September Agenda discussed. Agreed next Board meeting to concentrate on revisions, corrections as needed and approval of ceding plan, subject to review following meeting of September 25 with dispatchers. Object to present plan in October

MOTION by Cheney and Seconded by Hoyt to ADJORN 7:30 PM. So voted.

Respectfully Submitted Kim Cheney, Secretary.

DRAFT
8/15/17



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Strategic Operations and Budget Plan Overview Explanation

1. **Objective** – to combine dispatch centers into one communications system.
2. **Concept of Operation** – The concept includes two centers operating together, training of personnel, supervisors in place, standardized policies and procedures, new technology, responsible to our partners
3. **Name** – Central Vermont Public Safety Dispatch Center or CV Dispatch Center.
4. **Input into Operations** – Provides for input into dispatch service delivery.
5. **Financial liability** – Financial obligations begins after the ceding of authority occurs it also mandates that sufficient **funds** must be appropriated by the members.
6. **Provision of the CV Comm Center** – Dispatch Center operates out of current facilities.
Supervisors of police and fire may act to direct the center staff in times of emergency.
7. **Responsibilities of the CVPSA** – CVPSA creates and operates the centers and sets policies and manages the staff.
8. **Responsibilities of the Members** – provide facilities and work to appropriate the necessary funds to operate. **Assets are owned by Members until they reach the end of life.**
9. **Records and Reports** – provide complete reports and records and provide information in its annual report about the operations of the CV Comm Center
10. **Management of the CV Dispatch Center** – **The CVPSA Executive Director shall oversee the management of the centers.** A supervisor position shall also be hired. The plan is to ensure supervisors are in each center. A Director of Public Safety may be hired later.
11. **Annual Operating Plan and Budget** – The Board of the CVPSA approves the budget in future years and sends them or incorporates them in the documents sent to the Councils in accordance with the Charter.
12. **Apportionment of Costs** – Initial costs apportioned among the members (parties) based on their current dispatch operating budget minus any revenue generated by their contracting partners.
 - a. **New contracts are to be generated as they expire and before July 1, 2020.**
 - b. **FY 21 will be presented to the member's legislative bodies with a revised assessment.**
 - c. **Prior to FY 21 any new revenue will be distributed based on current % allocations.**
 - d. **Current debt shall be the responsibility of the Members to determine how it is managed.**
13. **Budget Appropriation and Assessment** – Dispatch Center and CVPSA Op budget are separate but are presented in accordance with the charter.
14. **Payment of Assessment** – Same as the Charter
15. **Additional Members** – Shall be admitted based on Charter language.
16. **Withdrawal** -

- a. **One year's notice. A withdrawal dissolves the CV Dispatch Center/System.**
- b. **Members agree to take back dispatching responsibility.**
- c. **Contracted partners must decide which center to receive service.**
- d. **Any capital expense, debt or equipment owned by CVPSA shall become the responsibility of the Member(s).**
- e. **It is agreed by CVPSA and Members to work on a withdrawal transition plan to return dispatching back to where it is today.**

17. **Insurance** – CVPSA assumes liability.

18. **Fiscal Year** – July 1 -June 30.

19. **General Provisions** – CVPSA Charter is the governing document for all issues relating to the transfer, cost assessment, membership and operation of public safety services.

20. **Operating Standards and Training** – National best practices for training following APCO, NPFA or another equivalent agency. The dispatch function must meet customer expectations.

21. **Operational Implementation Issues**

- a. **Governance** – CVPSA will govern dispatch services and budget matters
- b. **Leadership and Supervisory needs** – addresses management and supervisor needs. Senior manager shall strategically oversee dispatching, a communications manager shall oversee day to day performance and is supported by supervisors. This staffing structure will evolve over time as the concept matures.
- c. **Staffing** – depicts an organizational chart.
- d. **Labor Issues** – Identifies the Collective Bargaining Agreement (CBA) and the process for transitioning the staff to CVPSA through a model like the one contained in Act 46.

The CVPSA Board of Directors intends to manage the transition of the employees to the CVPSA in a manner that is consistent with T. 16 V.S.A. § 1802 (2016 Act 46), Transition of Employees to Newly Created Employer. Highlights include

- i. Negotiations shall begin as soon as possible after the City Councils authorize the “ceding of authority” of dispatching to begin on a date,
- ii. An employee of the Cities who was not a probationary employee shall not be considered a probationary employee of the CVPSA,
- iii. If a new agreement is not ratified by both parties prior to the first day of the transition to employment with the CVPSA then;
 - 1. The parties agree to comply with the existing agreements in place for the employees until a new agreement is reached;
 - 2. The parties agree to the provisions in the respective current contract regarding issues of seniority, reduction in force, layoff, overtime and other operational decisions until a new contract is negotiated. Until a new contract is negotiated only volunteers shall be sought to work in the other dispatch center.
- iv. On the first day, the employees begin work with the CVPSA, the CVPSA will assume the obligations of existing individual employment contracts, including accrued leaves and associated benefits with the employees of the Cities now employed with the CVPSA.

- e. **Facility, Space Needs and Equipment** - The current facilities will be used at the Cities expense. Equipment replacement plans currently in existence will be adhered to. Repairs to any equipment will be managed in the same manner as they are now. Equipment is defined in this section.
 - f. **Administrative Issues** – All work currently being performed by dispatchers will continue.
 - g. **Technology Issues**
 - i. Computer Aided Dispatch (CAD) system will be sought.
 - ii. A simulcast radio system needs to be implemented to reduce channel congestion.
 - iii. A new telephone system will be sought to connect the two centers.
 - iv. Barre City Fire Boxes will need to be monitored either by connecting them with Montpelier or transferring the monitoring to a private service.
- 22. Phased Operations Approach** – Phase 1 will mean the current centers operate the same as they do now (status quo) but under the direction of CVPSA. Phase 2, which is anticipated to start on or after July 1, 2018 will entail the centers working together as a shared workload system. Phase 3 begins the move of the centers into one facility.



Central Vermont Public Safety Authority

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CENTRAL VERMONT PUBLIC SAFETY COMMUNICATION DISPATCH CENTER **STRATEGIC OPERATIONS AND BUDGET PLAN FOR FISCAL YEAR 2018**

1. Objective

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.

The specific objectives of this plan are:

1. To enhance dispatcher's situational awareness, improve professional development and, improve working conditions to deliver an improved level of service with increased safety to the first responders and the public.
2. To create a communication system that is efficient and will deliver a uniform level of service to all public safety agencies receiving service from the centers.
3. To improve the radio system for both Cities for maximum efficiency.
4. To incorporate technological improvements to improve services effectiveness.
5. To create a service level that is based on national best practices for dispatching services and with input from appropriate public safety entities.
6. To create radio and telephone interoperability between the two centers so that all employees can communicate with all the agencies that are serviced by both centers.
7. To create sufficient redundancy within the dispatch system so that continuity of operations can always be achieved.
8. To combine the human resources of the current Barre City and City of Montpelier dispatch centers into a single bargaining unit which will be recognized by the CVPSA, and to negotiate a single successor collective bargaining agreement ("CBA") to the current CBA's existent between the Barre City and its dispatchers and the City of Montpelier and its dispatchers.

2. Concept of Operation

The current dispatching centers will initially operate in a same manner as they do now but under the management and direction of the Central Vermont Public Safety Authority. The centers will evolve into a combined system as the technology is developed and supervisory staff are identified. There will be a supervisor in both Montpelier and Barre City.

The dispatch centers will be combined into a consolidated communications system under the authority of the Central Vermont Public Safety Authority. The new Central Vermont Public Safety Communication

System (CV Dispatch Center) will operate between each center by replicating the technology in both locations. The CV Dispatch Center will be managed by a communications manager and supervisors in each location

The centers will operate by training personnel, identifying supervisory staff, and implementing standardized policies and procedures. New technology (radio, record keeping, and telephones) will be installed to allow the centers to communicate with one another and to improve efficiency. The staff will be cross trained to receive and dispatch calls for service between both Cities. Center managers will strive to work cooperatively with partners of the Central Vermont Dispatch Center.

Staffing levels and workloads will be evaluated to determine the number of dispatch positions that are needed to provide the best service.

An advisory board will be formed as necessary to guide service delivery of dispatching to the member public safety agencies and the partners.

3. Name

The Members hereby agree, to provide the services as described herein, and to create an entity to be known as the "Central Vermont Public Safety Dispatch Center" (the CV Dispatch Center).

4. Input into Operations

Input from appropriate public safety entities will be received by the Board and management regarding the dispatch service delivery. It will also be necessary to execute the necessary management and control agreement with the Vermont Department of Public Safety/Vermont Crime Information Center to ensure the police departments continue to receive the criminal justice information necessary to perform their jobs.

5. Financial Liability

The financial obligations of the CVPSA and the Members shall not commence until the effective date of the ceding authority document. This ceding authority document, operation plan and budget plan shall be the formal request for the legislative bodies to vote on ceding such authority to the CVPSA. This requirement is consistent with 901§ 54 (b) "Ratification" of the Central Vermont Public Safety's Charter. After the vote and upon the commencing date of ceding authority and sufficient funds have been appropriated by the Members to the CVPSA Board of Directors the CVPSA shall assume direction and management responsibility for dispatching services.

6. Provision of the Central Vermont Public Safety Dispatch Center (CV Dispatch Center)

The CV Dispatch Center, operating out of the Barre City Police Department and the Montpelier Police Department, shall provide direct services to Members and partners.

When necessary, the CV Dispatch Center personnel shall receive direction from recognized police and fire supervisors as necessary to carry out the service in an emergency.

7. Responsibilities of the CVPSA

The Board of Directors of the CVPSA shall oversee and direct the creation of the CV Dispatch Center as an operational entity, including all matters pertaining to its furnishings, operating equipment and operational policies and procedures except as otherwise noted herein, in accordance with the provisions and requirements of the Annual Operational Plan and Budget. All CV Dispatch Center staff shall be employees of the CVPSA. The CVPSA Board of Directors, through its Director of Public Safety or other senior manager, shall have sole responsibility and authority to oversee, direct, manage and supervise the operations of the CV Dispatch Center, and to hire, set the compensation for, supervise, discipline and terminate all CV Dispatch staff in accordance with all labor agreements.

8. Responsibility of Members

The Members shall provide the facilities located within their cities necessary to operate the Central Vermont Public Safety Dispatch Center(s) and shall work to appropriate the necessary funds to operate the Center(s). The members agree to work with the CVPSA to ensure that equipment is maintained in a manner that allows for the continued operation of the centers. Costs for repair and maintenance shall be paid first by the CVPSA based on the budget provided by the members. Cost overruns shall be identified and payment shall be negotiated by the CVPSA and the Members.

Assets and equipment currently owned by the Members shall remain owned by the Members. When an asset reaches its end of life and needs to be replaced it shall be replaced at the expense and direction of the CVPSA.

9. Records and Reports

The CVPSA Board of Directors shall ensure the creation and maintenance of complete records of all meetings, decisions, directives, policies, procedures, operations, financial transactions, and all other records and reports pertinent to the business of the CV Dispatch Center. All records shall be maintained in accordance with the requirements of Vermont's Access to Public Records Law, Title 1 V.S.A. § 316.

The CVPSA Board of Directors shall include in its annual report information summarizing the activities operations and finances of the CV Dispatch Center during the prior fiscal year. The operations of the CV Dispatch Center shall be included in the CVPSA annual audit.

10. Management of the CV Dispatch Center

The Board of Directors of the CVPSA shall appoint a Director of Public Safety in accordance with the CVPSA Charter, 901 § 16, who shall oversee the operations at the direction of the Board. In the absence of a Director of Public Safety ~~(a senior manager from the current management structure of the Members public safety departments shall be identified to provide management services to the center and report to the CVPSA Board of Directors. An additional supervisor shall be hired so that a supervisor is in each of the dispatch centers. The Executive Director position, if retained, shall serve as a liaison between the Board and the operations when so directed by the Board.)~~ the Executive Director shall provide management services to the center(s) and report to the CVPSA Board of Directors. An additional supervisor shall be hired so that a supervisor is in each dispatch center.

11. Annual Operating Plan and Budget

The CVPSA Board of Directors shall deliver to the Member legislative bodies the “Annual Operating Plan and Budget” for the next fiscal year in accordance with the time requirements and manner as outlined in the CVPSA Charter 901§ 28, Budget Appropriation and Assessment.

The Annual Operating Plan and Budget shall delineate all anticipated revenue and costs. Including the number, classifications and compensation of CV Dispatch Center staff, all anticipated non-labor expenses and a list of capital expenditures.

Material deviations from the plan and budget for reasons of emergencies, or otherwise, shall be reported to the legislative bodies of the Member Cities in a timely manner which shall consider the need, if necessary, to amend the plan and budget.

12. Apportionment of Costs

The Members, City of Barre and the City of Montpelier, shall share all costs of the CV Dispatch Center.

Initial costs shall be apportioned among the parties based on their current dispatch operating budget minus any revenue generated by their contracting partners.

In subsequent years, the CVPSA Board of Directors, shall apportion annual operating costs, including any ongoing debt obligations, in the “Annual Operations and Budget Plan”, which is submitted in accordance with the CVPSA Charter 901§ 28, Budget Appropriation and Assessment, to the Members legislative bodies. Annual operating costs apportionment shall be based on the anticipated cost of dispatching that each City would have paid had they not ceded operational authority to CVPSA.

Current debt such as pension liability debt, and employee accrued leave liability shall be the responsibility of the Members to determine how it is paid. The CVPSA will be responsible for all debts associated with employees after the personnel become employed by the CVPSA.

Beginning July 1, 2020(fiscal year 2021), the CVPSA shall negotiate new contracts with the dispatching partners whose contracts end prior to or on July 1, 2020. Thus, the FY 2021 budget shall be presented to the member legislative bodies with a revised assessment formula.

Prior to FY 21 any new revenue generated by the CV Dispatch Center shall be distributed based on the current percentage allocation used for CVPSA operations budget.

A summary of actual FY 16 costs, Actual FY 17 costs, budgeted FY 18 costs and estimated FY 19 costs are included with this document as *Appendix A*.

13. Budget Appropriation and Assessment

The CVPSA shall annually assess on each Members its proportionate share of the net costs of operating the CV Dispatch Center in accordance with the annual budget approved by the CVPSA Board of Directors. The approved budget shall be submitted for review and comment by the member legislative bodies. The budget for operating the CV Dispatch Center along with the operational budget of the CVPSA shall be presented to the voters of the Members community in accordance with the CVPSA Charter Chapter 901 § 28(b)(1), Budget Appropriation and Assessment.

14. Payment of Assessment

The payment for the net annual costs of operating the CV Dispatch Center shall be assessed to each Member in a warrant the Treasurer of the CVPSA issues to each Members legislative body. This assessment shall be performed annually, on or before July 1 and the assessment is to be paid in a schedule established by the CVPSA Board of Directors all in accordance with the CVPSA Charter Chapter 901 § 31, Collection.

15. Admission of Additional Members

New member municipalities shall be admitted as members of the Central Vermont Public Safety Authority as stipulated in the CVPSA Charter Chapter 901 § 49. This section is not intended to preclude agencies or departments of a municipality from contracting with the Authority for services.

16. Withdrawal

Any Member may withdraw from ceding authority to the CVPSA to administer dispatching services by providing at least one-year written notice and after a vote by their legislative body. A withdrawal by one member effectively dissolves the Central Vermont Public Safety Dispatch Center (CV Dispatch Center) as a system forcing the other municipality to take responsibility to manage and direct their own dispatching center. Contracted partners must choose which dispatch center they will receive services from. Upon the dissolving of the CV Dispatch Center the Member Cities agree to honor any contracted agreements with partner public safety agencies that were negotiated with the CVPSA.

This section is not intended to supersede the CVPSA Charter 901§ 48, withdrawal of a municipality, and does not mean that a Member is withdrawing from the CVPSA.

Any City Manager of a Member that has presented withdrawal from the CV Dispatch Center to its appropriate legislative body for action shall immediately notify the other Member(s) and the CVPSA Board of Directors of such pending action.

Any pending capital expense, debt, or equipment owned by the CVPSA that is crucial to the operation of a dispatch center shall become the financial responsibility of the individual Members.

The CVPSA and Members agree to collaboratively work together on a withdrawal transitions plan to return dispatching service to where it was before ceding of authority for CVPSA to administer the service occurred.

17. Insurance

The CVPSA Board of Directors shall assume the liability for operating the CV Dispatch Center and shall maintain insurance coverage to cover liabilities incurred by the CV Dispatch Center. The cost for such insurance shall be presented in the Annual Operating Plan and Budget.

18. Fiscal Year

The fiscal year of the CV Dispatch Center shall begin on July 1st and end on the following June 30th.

19. General Provisions

The CVPSA charter is the governing document for all issues relating to the transfer, cost assessment, membership, and operations of public safety services.

20. Operating Standards and Training

The CV Dispatch Center shall work towards delivering a professional dispatching and communication service that meets, to the extent possible, the training and operating standards of the Association of Public Communication Officials (APCO), applicable NFPA standards or equivalent agency.

Policies and procedures shall be created that meet national best practices regarding public safety dispatch standards. The CV Dispatch Center shall operate, to the extent possible, delivering a service that meets the service expectations of the contracted partners (customer driven approach to service delivery).

21. Operational Implementation Issues

a. Governance

The CVPSA Board of Directors will establish the budget for the new system and work with the City Councils as necessary to ensure the two dispatch centers operate efficiently and in a cost - effective manner. The CVPSA will provide, to the City Councils and taxpayers, yearly budget estimates based on the requirements contained in the CVPSA charter.

To ensure that the Central Vermont Dispatch Center maintains its ability to receive, use and disseminate criminal justice information the necessary management and control agreement will be entered with the Vermont Crime Information Center. This scope of this agreement will include the use of all computers, electronic switches and routers, mobile data computers, and manual terminals which interface directly with VLETS / NCIC will be under the oversight of criminal justice agencies.

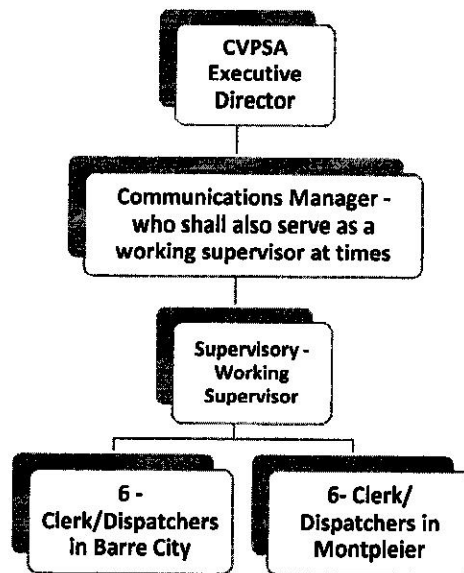
b. Leadership and Supervisory Needs

The Central Vermont Public Safety Dispatch Centers will be lead on a day to day basis by a Communications Manager. One supervisor shall be appointed to help oversee the operations at the Barre City Communication Center. The Communications Manager shall be an employee of the CVPSA and to a named senior manager. A current senior manager will be appointed to oversee the dispatching centers, and shall remain an employee of the City. This senior manager will report to the board on dispatching matters. However, the board will not exercise supervisor control over this manager. The communications manager shall report to the senior manager and the supervisor shall report to the communications manager. Management and supervisory personnel shall be hired by the CVPSA and operate under personnel rules adopted by the CVPSA. Staffing shall grow based on the dispatching service growth and/or available funding. In phase 1 the centers shall operate in the same manner as the operate currently.

c. Staffing

The following is an organizational chart that conceptualizes the startup staff levels of the new system.

Central Vermont Public Safety Dispatch Center(s)
Proposed Structure for FY 19, effective July 1, 2018



d. Labor Issues

The model for employee transition the CVPSA will look to emulate is the one contained in Act 46. As soon as both cities have made the decision to cede authority the CVPSA Board would appoint a negotiations council for negotiating with the future representative of the employees;

The Fraternal Order of Police (FOP) has agreed to establish a new bargaining unit and represent the future employees.

The FOP will gather signatures or take the necessary actions to establish that employees desire to be represented by the FOP. The FOP will then petition the CVPSA to voluntarily recognize it as the employee's representative.

The CVPSA Board would recognize FOP as representative of a new bargaining unit composed of dispatchers from Barre and Montpelier.

CVPSA and FOP would begin negotiating a new contract for the dispatch unit per 21 VSA Chapter 22, Vermont Municipal Labor Relations Act.

The CVPSA Board of Directors intends to manage the transition of the employees to the CVPSA in a manner that is consistent with T. 16 V.S.A. § 1802 (2016 Act 46), Transition of Employees to Newly Created Employer. Specifically, the CVPSA Board will;

- Appoint a negotiating committee,
- Recognize the representatives of the Employees as the authorized individuals to negotiate for the employees,
- Negotiations shall begin as soon as possible after the City Councils authorize the “ceding of authority to begin on a particular date,
- An employee of the Cities who was not a probationary employee shall not be considered a probationary employee of the CVPSA,
- If a new agreement is not ratified by both parties prior to the first day of the transition to employment with the CVPSA then;
 - The parties agree to comply with the existing agreements in place for the employees until a new agreement is reached;
 - The parties agree to the provisions in the respective current contract regarding issues of seniority, reduction in force, layoff, overtime and other operational decisions until a new contract is negotiated. Until a new contract is negotiated only volunteers shall be sought to work in the other dispatch center.
 - On the first day, the employees begin work with the CVPSA, the CVPSA will assume the obligations of existing individual employment contracts, including accrued leaves and associated benefits with the employees of the Cities now employed with the CVPSA.

e. Facility, Space Needs and Equipment

The current facilities will be used. Montpelier and Barre shall provide the facilities located within their cities necessary to operate the Central Vermont Public Safety Communication Center(s). The CVPSA will not be charged space fees for use of the facilities.

Montpelier will be equipped with three (3) console positions and Barre City will be equipped with three as well. A new radio console will be purchased for Montpelier to bring it to 3 positions. A bridge will be installed allowing for radio communication between the two centers making interoperability possible.

Equipment shall be replaced as it nears the end of its life cycle. All equipment will remain owned by the respective City. Any equipment replacement plan in place currently within the Cities shall be adopted by the CVPSA. In the absence of a plan one will be developed.

Any equipment failure shall be fixed and/or repaired in the same manner as is in place today. Emergency equipment malfunctions will be handled in the same manner as it managed today. The costs of repair shall be paid for out of the respective dispatching budgets. The CVPSA and the Cities agree to work together to ensure that all equipment necessary for dispatching is operational, repaired when necessary and costs for such repair shall be paid for out the current budgets. In the event of a catastrophic equipment failure where a significant cost is incurred (beyond the available budget) the CVPSA and the Cities shall work together to determine the

manner of paying for the repair. For the purposes of this plan equipment and assets are defined as all equipment necessary to operate the dispatch centers and includes, but is not limited to; computers (all information technology equipment, hardware, software and servers), telephones, radio (to include consoles and receivers and transmitters) recording devices, and furniture

f. Administrative Issues

All current administrative issues including jail monitoring and security monitoring will be incorporated into the work functions of the Central Vermont Public Safety Communication Center(s).

g. Technology Issues

i. Computer Aided Dispatch (CAD) system

The CVPSA acknowledges the current Valcour records management system (RMS) is not built for the dispatch function. Valcour has been designed as a law enforcement records management system. It does not produce the dispatcher efficiencies that a CAD does. The CVPSA plans to implement a CAD in the future as funding becomes available and as the Valcour RMS advisory board allows.

ii. Radio

A simulcast radio system is needed to relieve the radio channel congestion. The CVPSA will work to secure the necessary funding to implement a simulcast radio replacement project.

However, this may take time. The CVPSA will work to reduce this radio congestion by working with the Capital West Communication Group to implement the use of the incident command system for incidents and train fire departments on expected radio etiquette.

iii. Telephones

Telephones need to be connected between the two centers for the two centers to communicate with each other and calls for service transferred. The CVPSA will work to secure funding to enable the acquisition of a new phone system. Programable numbers, switching capabilities and a system that allows for voice over internet protocol (VOIP) shall be part of the scope of work in this replacement project. Redundancy of the telephone service shall be a consideration in connecting the two centers.

iv. Barre City Fire Boxes

The fire boxes currently monitored by the Barre City dispatch center must either be replaced with a private service or they need to be connected to Montpelier.

22. Phased Operations Approach

Implementation of the CV Dispatch Centers will occur in phases.

Phase 1 shall begin on or about July 1, 2018. The management and direction of dispatching by the CVPSA shall be the first step. Dispatching services shall operate as they do now during Phase 1.

The benchmarks for this phase shall include the following;

- The appointment of a supervisor.
- The appointment of a communication manager.
- A signed collective bargaining agreement with employees or an interim agreement.
- Completed training of dispatchers.
- Implementation of standardized policy and procedures and performance measures.
- Installation of necessary technology for the centers to work together (technology may include telephones, visual and audio services, mapping)
- Operational testing of equipment and systems to ensure that calls for service and other administrative services can be effectively and efficiently transferred. This is being planned regardless of the move to one facility. The transfer of calls will help the two dispatch centers work together. This is being planned to ensure there are two operational centers in case one is effected by a catastrophic event.

Phase 1 completion anticipated by July 1, 2019.

Phase 2 shall commence upon a decision that necessary technology, training and standardized operating procedures are in place to begin sharing workload between the two centers.

The benchmarks for this phase shall include the following.

- Cross training of personnel in the workings of both dispatch centers.
- Transition of calls between the two centers. The sharing of the workload shall be done slowly and in a systematic manner. It shall begin after an evaluation, to include employee feedback, to ensure that it can be done effectively. Calls shall be handled between the two centers beginning with the least busy hours.

Phase 2 completion is anticipated within 18 months of acquiring the technology to properly connect the two centers.

Phase 3 includes the merging of staff into one facility.

Appendix A - Operational Budgets – Needs to be updated

Dispatch Budgets FY 18

Personnel	Montpelier	Barre	Combined	
Police Comm Salary and Wages	\$ 379,188	\$ 338,896	\$ 718,084	
Overtime	\$ 56,878	\$ 105,076	\$ 161,954	
Training P/R		\$ 4,000	\$ 4,000	
Part Time Dispatchers		\$ 6,000	\$ 6,000	
Dental	\$ 2,940	\$ 2,370	\$ 5,310	
FICA/Medicare	\$ 31,700	\$ 34,729	\$ 66,429	
Health Ins	\$ 102,140	\$ 95,890	\$ 198,030	
Flex Spending Account	\$ 1,750		\$ 1,750	
LT Care Ins./Disability	\$ -		\$ -	
Life Ins	\$ 5,454	\$ 3,042	\$ 8,496	
Retirement	\$ 32,051	\$ 35,214	\$ 67,265	
Unemployment	\$ 933	\$ 1,000	\$ 1,933	Barre City Estimate by FXA
Worker's Comp	\$ 15,642	\$ 14,500	\$ 30,142	Barre City Estimate by FXA
Tuition Reimbursement	\$ 1,000		\$ 1,000	
Sub Total Personnel Expenses	\$ 629,676	\$ 640,717	\$ 1,270,393	
Equipment/Operating				
Parking Fee	\$ 1,716		\$ 1,716	
Uniforms	\$ 2,100		\$ 2,100	
Office Supplies	\$ 2,800	\$ 2,250	\$ 5,050	
Postage	\$ 50		\$ 50	
Operating Supplies	\$ 3,100		\$ 3,100	
advertising	\$ 800		\$ 800	
Tele Cell & Pager	\$ 8,400	\$ 3,900	\$ 12,300	
Tele VLETS	\$ 4,300		\$ 4,300	
VIBRS Charge/computer access		\$ 8,400	\$ 8,400	
Dues/Sub/Meetings	\$ 500		\$ 500	
Training/Recruitment	\$ 5,000	\$ 2,500	\$ 7,500	
Prop& Liabi ins	\$ 7,790		\$ 7,790	
Police Comm Equip Rep & Maint/office EQ	\$ 26,150	\$ 4,000	\$ 30,150	
Clothing /Uniforms		\$ 2,500	\$ 2,500	
Equip Operation -Comm (computer)		\$ 3,500	\$ 3,500	
Dispatch Console Maint.		\$ 1,750	\$ 1,750	
copier	\$ 1,130		\$ 1,130	
travel/trans	\$ 2,000	\$ 1,000	\$ 3,000	
Mach & Equip		\$ 2,000	\$ 2,000	
Vision (Glasses)		\$ 1,200	\$ 1,200	
Pension Principal	\$ 1,275			
Pension Exp	\$ 11,559			
Sub Total Equipment Expense	\$ 78,670	\$ 33,000	\$ 98,836	
GROSS TOTALS	\$ 708,346	\$ 673,717	\$ 1,382,063	
Revenue	\$ 316,793	\$ 61,000	\$ 377,793	
NET TOTAL	\$ 391,553	\$ 612,717	\$ 1,004,270	

Dispatch Budgets FY 16

Personnel	Montpelier	Actual	Barre	Actual	Combined	FY 16 Actual
Police Comm Salary and Wage:	\$ 327,103	\$ 345,262	\$ 487,929	\$ 298,426	\$ 1,160,294	\$ 1,131,617
Overtime	\$ 45,000	\$ 67,301	\$ 84,257	\$ 84,461	\$ 196,558	\$ 236,019
Training P/R				\$ 977		
Part Time Dispatchers				\$ 9,562		
Dental	\$ 2,873	\$ 2,414			\$ 5,287	\$ 2,414
FICA/Medicare	\$ 27,155	\$ 29,546		\$ 28,619	\$ 56,701	\$ 58,164
Health Ins	\$ 75,009	\$ 77,531			\$ 152,540	\$ 77,531
Flex Spending Account	\$ 1,437	\$ 881			\$ 2,318	\$ 881
LT Care Ins./Disability	\$ 150	\$ 7			\$ 157	\$ 7
Life Ins	\$ 4,310	\$ 4,264			\$ 8,574	\$ 4,264
Retirement	\$ 24,365	\$ 28,853			\$ 53,218	\$ 28,853
Unemployment	\$ 697	\$ 768			\$ 1,465	\$ 768
Worker's Comp	\$ 12,495	\$ 13,251			\$ 25,746	\$ 13,251
Tuition Reimbursement	\$ 1,000	\$ 121			\$ 1,121	\$ 121
Sub Total Personnel Expenses	\$ 521,594	\$ 570,199	\$ 572,186	\$ 422,045	\$ 1,663,979	\$ 1,553,891
Equipment/Operating						
Parking Fee	\$ 1,200	\$ 1,200			\$ 2,400	\$ 1,200
Uniforms	\$ 2,100	\$ 1,098			\$ 3,198	\$ 1,098
Office Supplies	\$ 2,500	\$ 1,764	\$ 5,500		\$ 9,764	\$ 7,264
Postage	\$ 50	\$ -			\$ 50	\$ -
Operating Supplies	\$ 300	\$ 302			\$ 602	\$ 302
advertising	\$ 800	\$ -			\$ 800	\$ -
Tele Cell & Pager	\$ 7,465	\$ 4,617	\$ 5,500	\$ 618	\$ 17,582	\$ 10,735
Tele VLETS	\$ 4,328	\$ 1,249			\$ 5,577	\$ 1,249
VIBRS Charge/computer access					\$ -	\$ -
Dues/Sub/Meetings	\$ 100	\$ 30			\$ 130	\$ 30
Training/Recruitment	\$ 2,800	\$ 1,611	\$ 500		\$ 4,911	\$ 2,111
Prop& Liabi ins	\$ 15,683	\$ 16,919			\$ 32,602	\$ 16,919
Equip Rep & Maint	\$ 17,956	\$ 14,888			\$ 32,844	\$ 14,888
Radio Maintenance				\$ 983		\$ 983
Clothing/Uniforms						
Equip Operation -Comm (computer)			\$ 1,750	\$ 183	\$ 1,750	\$ 1,933
Dispatch Console Maint.						\$ -
copier	\$ 1,120	\$ 1,083			\$ 2,203	\$ 1,083
travel/trans	\$ 500	\$ -			\$ 500	\$ -
Mach & Equip	\$ -	\$ -	\$ 2,000	\$ 1,012	\$ 2,000	\$ 3,012
Vision						
Pension Exp	\$ 11,691	\$ 11,691			\$ 23,382	\$ 11,691
Sub Total Equipment Expense	\$ 68,593	\$ 56,452	\$ 15,250	\$ 2,796	\$ 140,295	\$ 74,498
GROSS TOTALS	\$ 590,187	\$ 626,651	\$ 587,436	\$ 424,841	\$ 1,804,274	\$ 1,628,389
Revenue	\$ 334,019	\$ 334,019	\$ 71,964	\$ 71,964	\$ 740,002	\$ 740,002
NET TOTAL	\$ 256,168	\$ 292,632	\$ 515,472	\$ 352,877	\$ 1,064,272	\$ 888,387

Note: Benefits for Barre need to be added.

Dispatch Budgets FY 17

Personnel

	Montpelier	Barre	Combined
Police Comm Salary and Wages	\$ 372,080	\$ 328,683	\$ 700,763
Overtime	\$ 46,890	\$ 96,000	\$ 142,890
Training P/R			
Part Time Dispatchers			
Dental	\$ 2,750	\$ 2,368	\$ 5,118
FICA/Medicare	\$ 30,585	\$ 31,532	\$ 62,117
Health Ins	\$ 78,658	\$ 92,452	\$ 171,110
Flex Spending Account	\$ 1,275		\$ 1,275
LT Care Ins./Disability	\$ 287		\$ 287
Life Ins	\$ 4,298	\$ 2,889	\$ 7,187
Retirement	\$ 29,537	\$ 36,056	\$ 65,593
Unemployment	\$ 802		\$ 802
Worker's Comp	\$ 14,117		\$ 14,117
Tuition Reimbursement	\$ 1,000		\$ 1,000
Sub Total Personnel Expenses	\$ 582,279	\$ 589,980	\$ 1,172,259

Equipment/Operating

Parking Fee	\$ 1,200		\$ 1,200
Uniforms	\$ 2,100		\$ 2,100
Office Supplies	\$ 2,800		\$ 2,800
Postage	\$ 50		\$ 50
Operating Supplies	\$ 300	\$ 2,400	\$ 2,700
advertising	\$ 800		\$ 800
Tele Cell & Pager	\$ 8,650	\$ 3,300	\$ 11,950
Tele VLETS	\$ 3,362		\$ 3,362
VIBRS Charge/computer access		\$ 8,400	\$ 8,400
Dues/Sub/Meetings	\$ 300		\$ 300
Training/Recruitment	\$ 3,800	\$ 6,500	\$ 10,300
Prop& Liabi ins	\$ 7,200		\$ 7,200
Equip Rep & Maint	\$ 26,078	\$ 5,500	\$ 31,578
Radio Maintenance		\$ 750	\$ 750
Clothing /Uniforms			
Equip Operation -Comm (computer)		\$ 2,500	\$ 2,500
Dispatch Console Maint.		\$ 1,750	\$ 1,750
copier	\$ 1,130		\$ 1,130
travel/trans	\$ 800	\$ 1,000	\$ 1,800
Mach & Equip	\$ -	\$ 2,000	\$ 2,000
Vision (Glasses)		\$ 1,110	\$ 1,110
Pension Exp	\$ 11,691		\$ 11,691
Sub Total Equipment Expense	\$ 70,261	\$ 35,210	\$ 105,471

GROSS TOTALS \$ 652,540 \$ 625,190 \$ 1,277,730

Revenue \$ 360,402 \$ 71,964 \$ 432,366

NET TOTAL \$ 292,138 \$ 553,226 \$ 845,364

<u>Tasks</u>	<u>Time Line</u>
Phase 1 Begins	July 2018
• Resolve "Ceding of Authority" Question. • Prepare FY 19 Appropriation. • Revise task list and timeline • Hire or contract for Human Resource and Payroll needs. • Organize a transition team of employees and stakeholders. • Hire supervisory position. • Agreement with Cities for information tech. support. • Ongoing work on training plan. • Training of dispatchers. • Establish unified policies and procedures, to include a Quality Assurance Program. - o Begin work to identify ways to share resources. • Seek funding for a CAD. • CAD RFP, purchase and implementation. • Negotiate Collective Bargaining Contract with Staff. • Ensure phone systems work together. - o Determine specifications for a new phone system. • Begin transfer of calls.	October 2017 December 2017 November 2017 October 2017 - February 2018 December 2017 March - June 2018 October 2017 - May 2017 October 2017 - July 2018 October 2017 - July 2018 October 2017 - July 2018
	March 2018
	March 2018 - August 2018 ASAP after Ceding May 2018 November 2017
	July 2019
	December 2019
	July 2020
Phase 2 Begins	
• Establish the two centers are connected and working together.	
Phase 3 Begins	
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.	



Central Vermont Public Safety Authority

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**CENTRAL VERMONT PUBLIC SAFETY AUTHORITY RESPONSE TO NEGATIVE
COMMENTS 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*

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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 ~~are~~ 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 based on the fact that a majority of the dispatchers filled out a questionnaire in which they identified the strength and opportunities (reproduced below) a merger would bring about. These statement are virtually identical to the goals of the authority. With agreement in principle the execution is achievable.
(See employee workshop comments below)

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

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- Existing working relationships
- More staff coverage
- Levels of experience

~~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).~~

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.

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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 For example, Barre dispatchers report that fire fighters are now in the same building which leads to better relationships and understanding of mutual needs as they have gotten to know each other and 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

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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.

~~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.~~

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.*



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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.*

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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.

August 17, 2017

Memo

To: Board of Directors
From: Francis X. Aumand III, Executive Director
cc:
Date: August 17, 2017
Subject: Executive Director's Report

The following is my report for the period August 3, 2017 – August 17, 2017.

Administrative Issues – Update

I have met with Jeffrey Tuper-Giles and he has agreed to keep the web site up to date and make any changes that we wish. He is agreeable for another one-year contract. He also is suggesting that we consider moving all our emails to a Gmail account. This will cost \$70 per person per year. It will make it easier to receive emails on multiple devices.

I am trying to arrange a visit with the Lamoille County Dispatch Center.

I spent time updating the strategic operations plan and tried to develop an implementation timeline.

I spent time with Kim Cheney working on a Q&A response to dispatcher concerns. This will be discussed at tonight's meeting.

I met with a representative from Spillman Technologies concerning our CAD needs. They are one of the final two vendors in the Burlington procurement process. I also spoke with Steve Locke regarding the Burlington CAD purchase and he informed me they are still negotiating with the vendors.

Dispatcher Workshop - This is being tentatively rescheduled for September 25, 2017.

Dispatch Executive Committee Meeting - No meetings have been scheduled.

Capital Fire Mutual Aid System, Inc. – Nothing new to report. I reached out to Scott Bagg today but have not heard back from him regarding the invoicing questions.