

BOARD MEETING MINUTES MAY 18, 2017

Present: Bate, Hoyt, Smith, Cheney, Dworkin
Paco Aumand
David Delacore

Aumand gave an oral summary of his written Executive Director's report, reference to which is made for content.

The minutes for 4/13/17 and 5/4/17 were approved.

Aumand: highlighted steps to repair BSA Web Site

Noted that Montpelier Dispatch entered all information first obtained from a caller in Valcour, but Barre did not .

Both would like CAD. Discussion about formulating a request to valcor provider to develop a CAD system that could be used on existing system on coordinate with Chittenden Regional start up to do so.

Circulated audios from Jim Ward concerning tactical fire dispatch

June dispatcher training program not fully signed up, stated reason is vacations prevent coverage and freeing up people to attend

Joe Aldsworth reported a meeting with Capital Mutual Aid Fire District at which membership with Authority was favorable discussed. Awaiting developments on ceding authority to CVPSA

Agreed to alternate Board meetings between Barre and Montpelier. June 1, 2017 meeting to be at Montpelier PD

DISCUSSION CONCERNING 2018 ACTION PLAN

Draft answers to questions posed last December by City Councils were discussed.

STRATEGIC OPERATION PLAN PRESENTED

Item 10 on draft answers to Council questions discusses proposed management plan: One City Police Chief would have operational management responsibility for both dispatch centers,

Item 21 concerning operational implementation requires discussion with Scott Cameron concerning labor issues. Merger of two City functions would be governed by rules for merging school districts in 16 V.S.A. 1802 (Act 46)

Fred Cummings, Montpelier dispatch supervisor reported willing, as the new communication manager, to serve as supervisor in Barre to help organize the new communication system when (if) ceding occurs.

To Do list:

- Develop standard protocol for processing calls

- Uniform training for all dispatchers

- Identify all data necessary for management and provide for it being collected in both units to measure performance of each center and each individual.

- Discussed budget issues concerning compensating each City for overhead costs of operating dispatcher space, lights, heat, rent etc.. Consensus was that each city uses the space for its benefit so no specific allocations are necessary. Each city uses dispatchers to produce revenue – Barre from jail operations, and Mplr from parking tickets. Amounts not deemed relevant to ceding budget, but over the next year more detailed information could be obtained to present to Councils if deemed relevant. It is possible to calculate the FTE cost of certain functions.

- Use and development of promotional flyer discussed for distribution to all municipalities, Regional Planning Commission, School Boards, Legislative bodies involved in any type of merger study for their information, and to support in general better services through regional cooperation.

- Creation of a facebook page inconclusively discussed.

ACTION re Ceding Plan: none, plan to be fully discussed at next meeting for approval or revision.

Central Vermont Public Safety Authority Board Meeting
May 18, 2017 – 6:30 PM - 8:00 PM
(Central Vermont Chamber Office, 963 N. Paine Tpk., Berlin, VT)

Regular Meeting

1. Call to Order
2. Approve the agenda.
3. Approve and Authorize Payments.
4. Public Comment.
5. Approve Minutes 4/13/17 and 5/4/17 Meeting.
6. Executive Director's Report.
7. Update on dispatching issues and continued discussions on moving forward.
 - a. Update on Dispatcher meetings
 - b. Discussion of "Why have a regional dispatch system?" information flyer.
 - c. Update/answers to questions from December joint meeting of City Councils.
8. Other Business
9. Executive Session, if necessary.
10. Adjournment



Central Vermont Public Safety Authority
"Together is Better"



MINUES OF BOARD OF DIRECTORS MEETING

MAY 4, 2017

Present: Board Members: Tom Golonka, Kimberly Cheney, Dona Bate,
Mike Smith, Martin Prevost, Douglas Hoyt. Executive Director Paco Aumand
Others: Bob Sager, David Rubalcaba, Joseph Aldsworth, Kathy Fechter

A meeting of the executive committee was called to order at 5:30 PM at the Chamber of Commerce Meeting room. Present: Tom Golonka, Mike Smith, Kim Cheney, Paco Aumand. A General discussion of plans to request Barre City and Montpelier to ceded operational control of the cities dispatching function to the Authority took place. No motions or action taken. The discussion was repeated at the Board meeting and is summarized there.

A meeting of the Board as called to order at 6:30 PM. The agenda was approved. Aumand submitted his directors report and orally summarized its contents. Reference to that report for topics discussed including potential for Capital West participation (not imminent) Chittenden County regionalization (Active planning including 911 PSAP in Shelburne), Hospital EMS/Patient Transfer consolidation (In Burlington with issues of need to have paying patients both to and from BTV to make cost effective), upcoming meetings with dispatchers regarding attitudes toward the Authority on May 10 and May 16 (with facilitation by state emergency planner), 4 dispatcher training sessions in June, and review of messaging flyer prepared by Cheney and Aumand.

Smith moved and the Board voted to pay tuition of **\$199** per attendee, estimated cost of \$10,300, for dispatchers to attend June training, and overtime to enable participation after discussion with each city as to need.

More detailed discussion took place regarding renewing request to member cities to cede dispatch functions to the Authority. Included was the summary of ideas prepared by Aumand as a result of meetings with Board members (noted in directors' report) and a summary of questions submitted following joint council meeting in December 2016. Aumand reported neither city wished to resume or become a 911 PSAP, although he noted the present system results on an average 90 second delay in dispatching when compared to direct contact with either city dispatch, and some revenue would be available. **After discussion with the Board Aumand stated it would be reasonable for him to draft answers to the various questions posed by the Cities last December by the first meeting in June.**

At 7:00PM a motion was made by Bate seconded by Hoyt and voted to go into executive session for statutory reasons to discuss labor relations. At 7:20 Smith moved and Golonka seconded a motion to go out of executive session

Meeting adjourned.

Respectfully submitted: Kimberly Cheney, Secretary

CENTRAL VERMONT PUBLIC SAFETY AUTHORITY

MINUTES OF BOARD MEETING

APRIL 13, 2017

Directors Present: Mike Smith, Donna Bate, Doug Hoyt, Kim Cheney, Sam Dworkin
Others: Bob Sager, Treasurer, Attorney Kathy Fechter, Dave Rubacava, Jim Ward, Paco Aumand, Executive Director.

Meeting began at 6:35PM at offices of Chamber of Commerce, Berlin Vt. The agenda was approved.

Samuel Dworkin, of Montpelier, was welcomed as the newly elected at large Board member.

The following officers were duly elected or appointed:

Tom Golonka, Chair person (Elected)
Mike Smith Vice Chair person (Elected)
Kim Cheney Secretary (Appointed by Board)
Bob Sager Treasurer (Appointed by Board)

Minutes of February 2, 2017 were approved by vote of the Board

Bate noted the web site was out of date. Aumand agreed and would seek improvements by Tupper-Giles

Francis Aumand III , Executive Director, submitted a written report dated April 13, 2017 detailing the activities for the period March 16, 2017 to April 13, 2017 , reference to which is made for details. Mr. Aumand's oral presentation emphasized meeting including dispatchers of both Bare and Montpelier to discuss operational issue, and governance. A future 4 hour workshop is planned for dispatchers without managers present to discuss combined management issues. A neutral person will give a report on the substance of the discussion and concerns

Aumand noted, that in general the existing dispatchers do not favor a consolidate of the two cities services, All 9 participants cited their resistance to change as the major issue.

Aumand's meeting with Chiefs Faco and Bombardier concluded that both Chiefs are committed to improving services and will work together for that goal. Specifics regarding the Authority assuming operational control were not forthcoming.

Aumand noted that Mayor Luzon told him that he, Luzon, supports regionalization but the Authority needs a third municipality to become a member for his continuing support. Aumand raised the possibility of including Capitol West , actually Capital Fire Mutual Aid as the municipality parent for Capitol West, as the third municipality solely for dispatching. He noted

Chief Facos favored at least a partnership between the city the Authority and Capitol West. Discussion by the Board followed with consensus that Paco would determine if there is any interest by Capitol West in such an arrangement.

Aumand stated he needed the Board to develop a plan for approaching each City Council to cede operational responsibility to the Authority to manage dispatch services for FY 19. He noted that existing Vermont dispatching protocol was that dispatchers were "call takers" only, they would identify a need and advise the service providers of it which then determined the resources to deploy. For example, if there were a serious accident or fire with life threatening issues in say East Montpelier, the dispatcher would notify the East Montpelier volunteer department which would then go to the scene and request the dispatcher to notify needed resources. This model is in contrast to action dispatching in which the dispatchers obtain complete information about incident, determine the need for services, and immediately deploy the appropriate resources. In short, exercise judgment. Under this model a more efficient response is possible. Such a change requires training and commitment by both users and providers. Board discussion ensued

The executive committee is to meet, other board members are invited, and draw up a list of possible strategic opportunities and actions that would foster City Council ceding of dispatch operations without setting priorities. Ideas would be "voted" and priorities discussed at the next board meeting.

The Board voted to meet the first and third Thursday of each month beginning on May 4th.

Certification of Police officers was discussed, with apparent consensus that the Authority had other fiscal priorities.

Meeting adjourned at 8:08 PM

Memo

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

The following is my report for the period May 3, 2017 - May 17, 2017.

Administrative Issues – Update

Jeffrey Tuper-Giles is working on updating the web page.

I have worked on developing the next draft of the operations plan.

I have updated the flyer “Why a regional dispatch system”.

I have answered the questions about dispatching that were raised at the December meeting of the joint city councils.

I sat at the dispatching center in Montpelier for 2 hours on Wednesday May 10, 2017.

Meetings with the dispatchers, to discuss their concerns about the CVPSA assuming the management and direction of dispatching services, and a meeting with the dispatch executive committee were cancelled. This was due to the passing of Chief Facos’s father.

Dispatcher Trainings

The upcoming trainings may not be heavily populated with Montpelier and Barre City dispatchers. This is due in part because of vacations requiring personnel to work overtime. It also may be because the attendance at the trainings were voluntary.

Capital Fire Mutual Aid District

I have been contacted by Capital Fire about possibly joining the CVPSA. Apparently, regardless of the thoughts of Capital West at the time of our last meeting, they would like to explore what joining might entail and the possible benefits of becoming a member of CVPSA. I will be following up on this in the coming days.



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

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Summary of Questions from the Joint City Council Meeting

The following are several of the questions that were raised by people attending the joint meeting of the City Councils. This meeting was held because the Central Vermont Public Safety Authority put forth a request for the Councils to “cede authority” for dispatching services to be managed and directed by the Central Vermont Public Safety Authority. These questions are not verbatim as they have been grouped together and summarized.

How are the other services such as fire alarm monitoring, jail operations and other administrative tasks currently being performed by the dispatchers going to be performed in the future?

The dispatchers will remain working in their current locations and services will continue to be performed as they are performed today. Any changes will be made over time as needs and technology allows.

Why right now?

The Central Vermont Public Safety Authority (CVPSA) believes they are ready to administer dispatching services. By “ceding authority” with a start date of July 1, 2017, the CVPSA can begin negotiating a labor/management contract and can begin establishing administrative services. Without the vote to “cede authority” none of the prerequisite actions can occur if the CVPSA is to manage employees. Only after a budget is established can CVPSA manage for improvements and savings.

Why doesn't E 911 provide the necessary training for the Montpelier and Barre City dispatchers?

E 911 only provides training to employees of public safety answering points (PSAP's). Montpelier and Barre City are not PSAP's.

There are many issues and questions and there needs to be a multiyear strategic plan. A multiyear strategic operations plan with a budget is what CVPSA should be charged with, the current documents are vague. Why hasn't one be developed or is one going to be developed?

The operations concept of this project was to accept those plans that are currently in place within the Cities. Longer strategic plans would be developed after CVPSA assumed the management and direction of dispatching.

Who is going to manage payroll, administration and human resources?

What assurances do the dispatchers have that their current benefits will not lapse? How is payroll going to be handled?

The CVPSA planned on contracting either with a private contractor or one of the Cities for payroll, administration and human resources services. The “ceding of authority” by the City Councils in December would have been an authorization to proceed. This authorization with a project start date of July 1, 2017 would have allowed CVPSA time to enter into the necessary agreement to secure employee services and a labor/management contract.

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CVPSA wants to hire two new employees but no money in the budget?

The ideal staffing plan includes a supervisor in each dispatch locations answering to a communications manager. This would require two (2) new employees. there is no budget for new employees. They would be employed over time and would be incorporated in future CVPSA budgets as funding became available. Any new employees should not be incorporated into City budgets but should be a financial responsibility of CVPSA.

Who is going to support IT, around the clock emergency support?

Information technology needs would be supported in the same way they are supported today by the Cities. It is not the intent of CVPSA to change how support is provided instead the CVPSA wants to build upon this support. The first step in the building process is to evaluate how equipment is serviced in the current environment.

How is aging infrastructure going to be replaced?

A capital equipment replacement plan would be developed or adopted in the same manner that it is today.

What plans does CVPS have for implementing a capital budget to include consideration for long term equipment replacement cycles?

A capital equipment replacement plan would be developed or adopted in the same manner that it is today.

How are phones going to be replaced, who is going to pay?

Telephones necessary for connecting the two dispatch centers would be replaced through a request for proposal process. The telephone replacement project would be an expense of the CVPSA and funded through the CVPSA budget process.

Dedicated dispatch channels are what is needed, CVPSA does not have a plan to implement?

CVPSA has been working with personnel involved in putting together the needs of simulcast radio system. The CVPSA supports a simulcast radio system and seeks to find funding for such a project. However, the CVPSA cannot assume this type of expense without assuming management and direction of dispatch operations.

No baseline to measure against to show improvements. How far does CVPSA plan to go on implementing best practices?

CVPSA plans to go as far as it can with implementing best practices and performance measures. The CVPSA needs to understand the budget restrictions associated with implementing best practices. For, example implementing an accreditation program, while a best practice, may be cost prohibitive. Performance measures need to be developed based on what not only currently exists but obtaining data that exists within the current information systems.

Regardless, these are goals of the CVPSA and can only be achieved by implementing a management structure where both dispatch centers report to a

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single entity and where that entity can provide a budget for improvements. That entity is the CVPSA.

Shouldn't our software support us and is CVPSA going to pay for it and how?

Yes, the CVPSA believes that a computer aided dispatch system (CAD) that is interfaced with the Valcour records management system (RMS) is needed. CVPS would have to budget for a CAD system in the future.

Is CVPSA going to ensure that training is kept up to date?

Yes.

There is an opportunity to improve firefighter safety. There has been discussion that this effort will save money. The goal should be to improve the role of dispatchers and technical level of dispatching to include tactical dispatching. If it is about saving money then, what is the gain?

The gain has been identified through efficiencies that will be achieved by connecting the two dispatcher services. The gain is immediately found by providing a redundant service for both Cities. The gain is found in sharing calls for service between the two centers that may result in limited overtime expense. The gain is found in providing a standard level of performance by creating policies and procedures that both centers follow. The gain is found in providing ongoing training to all dispatchers.

Service in the two cities are very different. How does the work load get shared because they work under two different environments? Montpelier inputs data for parking, will that change?

Inputting parking information in Montpelier will not change just like jail monitoring in Barre City will not change for dispatchers in Barre. The operations concept identified the need for the two centers to operate as they do today but be connected so that calls for service could be shared and that each could back each other up.

A training protocol, and operations protocol should be in place first. What is the path forward?

The path forward was believed to be obtaining authorization by the City Councils to proceed. This authorization was to come with a vote to "cede authority" to the CVPSA to manage and direct dispatch services. The training and operations protocols would be worked on by existing management. It is important to remember that current management would not be excluded from providing input into dispatching services. Funds (\$25,000 in FY 17) have already been received to institute training for dispatchers.

The following is information the City Councils wanted to see if they were to consider moving forward.

- When do we see that the money Montpelier has put in pays off?
- They (City Council) want to see a more detailed plan.
- Montpelier has outstanding service the goal was to improve efficiently not to improve services, how does this investment pay off?

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- When should we re-convene? No decision was made at the joint meeting. Paco should meet with the Chiefs and City managers and come back to the City Council's with a reaction to the joint meeting.

The CVPSA has instituted a dispatch executive committee to lead us in engaging the dispatch employees in the discussion of how do we effectively work to share calls for service. The dispatch executive committee is also responsible for instituting training for dispatchers and helping to develop a more detailed implementation plan.

Jim Ward attended the meeting and not only asked specific questions but presented the following questions in writing. This is the response to his written questions.

Question #1 Will the CVPSA commit to this essential level of tactical fire dispatch?

It was the intent (and will be if a new ceding of authority request is put forward) of the CVPSA to adopt policies and procedures that ensure the best practices associated with fire dispatch are implemented in a new dispatch system.

Question #2 How many different Computer Aided Dispatch (CAD) systems were considered before deciding on Valcour? The Valcour records management system (RMS) used by both the Barre City and Montpelier Police Departments are not a CAD system. When Barre City PD switched from the Spillman CAD/RMS there was not a competitive bid process for the new system. Therefore, no other systems were considered

Did the CAD system go out to bid? No, the Valcour RMS is a system used by most Vermont municipal police agencies in the state. Barre City transitioned to Valcour because Montpelier PD and other PD's in the state use it. I am not familiar with Barre City's purchasing policies but I believe that because it is used by so many Vermont municipal police agencies and because it is cost effective that it probably would have past any sole source requirements associated with purchasing such equipment.

What measures have been taken to assure that our CAD system doesn't meet the fate of the CASD system that the Michigan municipal managers spoke about? None, Valcour is not a CAD. This does beg the question concerning what is needed to effectively operate a fire dispatch center. CAD is a technology best practice and one piece of technology that needs to be adopted. The Burlington Fire Department is currently testing a CAD software that will become part of the Valcour system.

Also, the CVPSA was attempting to acquire authority to manage and direct dispatching and implement change over time. The CVPSA was trying to recognize that the dispatching system currently in place has been in place for some time and that change and a capital infusion of funds should occur slowly and gradually. Our plan was first to train dispatchers, and implement standardized policies and procedures for both fire and police dispatch.

Question #3 Dedicated fire dispatch centers provide improved safety at a higher cost. The plan to operate two centers was the least expensive plan. The Board of Directors of the CVPSA felt that maintaining a similar dispatch concept that is in place today would be the most cost effective way of moving forward and the best way of implementing change. CVPSA believes improving the dispatch service would be better achieved by placing dispatch under an organization that has the sole purpose of governing public safety functions. The current and future expectations of the dispatcher function is they will provide the same administrative services they provide today, being a secretary to the police chiefs is not one of those services. The inference in this question is that firefighter safety will be in jeopardy if the CVPSA takes over responsibility for dispatching. Nothing can be further from the truth. At the heart of the CVPSA dispatching proposal is the need to train dispatchers and implement policies and procedures that will recognize the uniqueness of police and fire dispatching. If CVPSA is not given the authority to manage and direct dispatching services, then the status quo will continue or change will occur within the individual Cities and not in a coordinated manner.

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Strategic Operations and Budget Plan Overview Explanation

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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** – ~~Director of Public Safety or an Executive Director shall be responsible to the CVPSA Board for operational accountability. A senior manager employed currently with either Montpelier or Barre City shall be identified to oversee day to day operations. This manager will report to the CVPSA on dispatching issues. A communications managersupervisor position shall also be hired. The plan is to ensure supervisors are in each center. is also planned for in the future.~~
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 or another equivalent agency. They 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. Executive Director and 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 and 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 to begin on a particular 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.

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- e. **Facility, Space Needs and Equipment** - The current facilities will be used at the Cities expense.

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f. Administrative Issues – All work currently being performed by dispatchers will continue.

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g. Technology Issues

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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~~ 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.

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

1. Objective

The objective of the Authority's request to cede control of dispatching services to it, is to combine public safety dispatching currently being performed in Barre City and Montpelier into one communications system operating within both locations. The two centers will operate sharing the telephone, radio dispatching and administrative functions in both communities.

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.

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2. Concept of Operation

~~The current 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 current dispatching centers will initially operate in a similar 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 current 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 operation of the centers centers will operate by entail the training of personnel, the identification identifying of supervisory staff, and the implementation implementing standardized of policies and procedures, along with the installation of a 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 the service delivery of dispatching to the member public safety agencies and the partners.

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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 ~~the legislative bodies of the Members cede authority for the direction and management of the dispatch services of the~~ ceding authority document. This ceding authority document, ~~and 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, and

~~shall coordinate the services of first responders providing emergency service on behalf of the Members.~~

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.

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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 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 ~~and the Advisory Board~~ 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, or an Executive Director who shall oversee the operations at the direction of the Board and hire and supervise the personnel of the Authority. 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 located in each of the dispatch centers.

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11. Annual Operating Plan and Budget

The CVPSA Board of Directors shall deliver to the Members 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.

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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, ~~budgeted~~ Actual FY 17 costs, ~~and estimated~~ ~~budgeted~~ FY 18 ~~costs~~ 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.

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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.

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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) 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

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The ~~Authority Board~~ 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.

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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.

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b. Leadership and Supervisory Needs

-The Central Vermont Public Safety Dispatch Centers, in time, 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 answer to either the Executive Director of the CVPSA or another yet to be named senior manager. The future will envision a communications manager and two supervisors' one overseeing the Montpelier Communications Center and one overseeing the Barre Communications Center. Staffing shall grow based on the development of the systems concept dispatching service growth and/or available funding. In phase 1 the centers shall operate in the same manner as the operate currently.

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c. Staffing

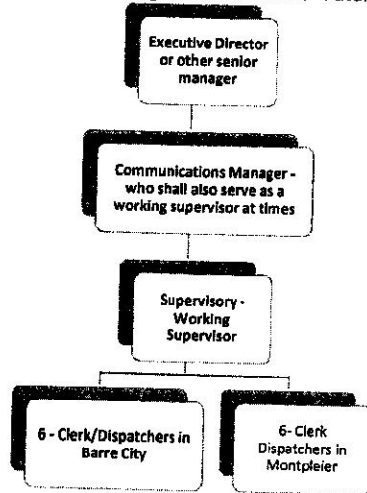
The following is an organizational chart that conceptualizes the startup staff levels of the new system.

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Central Vermont Public Safety Dispatch Center(s)
Proposed Structure for FY 198, effective July 1, 2018~~7~~

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Desired Organizational Chart - Future



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d. Labor Issues

The employee transition model 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;

~~F.O.P.~~ The Fraternal Order of Police (FOP) has agreed to establish a new bargaining unit and represent ~~is the future employees members.~~

~~F.O.P. would~~ The FOP will gather signatures or ~~do whatever take the~~ else it deemed necessary actions to establish that the employees desired to be represented by it ~~upon transition to the new entity the FOP.~~ The FOP ~~F.O.P. would will then petition the~~ CVPSA to voluntarily recognize it as their ~~employees~~ representative.

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

CVPSA and ~~F.O.P.~~ FOP would begin negotiating a new contract for the dispatch unit per 21 VSA Chapter 22, Vermont Municipal Labor Relations Act. ~~Hopefully negotiations could start soon after the first of the year with the objective of having a new contract in place by July 1, 2017.~~

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.

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- 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.

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If a new contract is not negotiated/ratified before the transition date to employment with CVPSA (July 1, 2017) the Board and Union will work to have an agreement in place whereby the Board and Union could agree to comply with the provisions of the existing Barre and Montpelier contracts until a new agreement was reached between F.O.P. and CVPSA. Act 46 deals with this issue by saying that the new employing entity, on the first day of its existence (July 1, 2017 in this case) 'shall assume the obligations of existing individual employment contracts, including accrued leaves and associated benefits, with employees of the realigning districts'.

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.

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

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The CVPSA acknowledges the current Valcour records management system (RMS) is not built for the dispatch function, it is 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.

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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.

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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.

Why are Barre City radios quiet compared to others? To Do

iii. Telephones

Telephones need to be connected between the two centers in order 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. Programmable 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.

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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.

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22. Phased Operations Approach

Implementation of the CV Dispatch Centers will occur in phases.

Phase 1 shall begin on or about July 1, 2018⁶. This phase shall include the bringing of the dispatch services under the management and direction of dispatching by the CVPSA shall be the first step. Dispatching services shall operate individually as they do now during Phase 1.

The benchmarks for this phase shall include the following:

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- The appointment of a senior manager to oversee the operations.
- 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 transferred.

Phase 1 completion anticipated by July 1, 2018.

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 with 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.