Edward J. Collins Jr. Center for Public Management
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PROFESSIONAL SERVICE AGREEMENT
TOWNS OF GRAFTON, HOPKINTON, HUDSON, MARLBOROUGH, SOUTHBOROUGH AND WESTBOROUGH
DISPATCH EVALUATION AND REGIONALIZATION OPTIONS STUDY PROCESS

Study Community Metrics

Municipality	2020 Population	2020 Total 911 calls
Grafton	19,664	3,497
Hopkinton	18,758	2,995
Hudson	20,092	4,380
Marlborough	41,793	11,176
Southborough	10,450	2,023
Westborough	21,567	8,735
Total	132,324	32,806

Collins Center

- Collins Team has core competencies that include: gathering and assessing end-user requirements; technology transition and support; understanding operational requirements as well as corresponding policy and procedures
- Collins Team has specific expertise in 911 communications systems in Massachusetts including 911 PSAP Center Operations, IT including CAD and RMS, Radio system and feasibility studies and Security systems

Thomas J. Kennedy
Qualifications

- Provided the vision, planning, funding, and key personnel to oversee the development of three State Police regional dispatch centers in Central and Western Massachusetts from 1992 to 1996
- Completed nineteen (19) feasibility studies for a total of forty-two (42) communities
- Provided project management services to establish or add communities to Regional Emergency Communication Centers

Meeting Agenda

- Meet principals of the project team
- Review the statement of work and identify any additional direction for administrative process regarding the contract
- Review project deliverables, and timeline.
- Arrange Point of Contacts for each community and timelines for PSAP visits and interviews

Process

- Survey
- Interviews
- On-site Assessments
- Analyze all aspects of current communications centers operations including technology, training and procedures
- Assess possible RECC sites to receive 911 calls and provide dispatch services to public safety agencies and units
- Assist with the best match for the municipalities in this study

Study Process

Interviews:

- Utilize a standardized list of questions for the interviews that will elicit the needed information for the study.
- Conduct a structured interview with each Chief and any designated personnel at a time that is most convenient to them. (phone or in-person)

Site Visits:

- Assess communication and IT systems
- Examine current costs and potential RECC costs to join
- Call volume
- Physical plant and layout
- Info on operations, staffing, training and supervision

Study Process

Equipment:

- current technology, radio systems, telephone systems and software being utilized.
- how a regional center would affect interoperability of communications on a local, regional, and statewide basis.
- the ability to share currently separate applications between each town such as, but not limited to, CAD systems, mapping systems, and radio systems.
- compatibility of current radio systems, mapping, telephone and related equipment at each current center and identify required equipment at new regional center.

Study Process

Staffing:

- personnel structures and costs.
- number of personnel working each shift as well as specific job descriptions.
- the core and supplemental services provided by current communications personnel.
- Staffing Requirements

Facility Analysis

- Number and classification of employees
- Space requirements
- Call volume and surge capacity
- OSHA and ADA Requirements

Operational Review

- Written dispatch protocols
- NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, specifically Chapter 7
- Association of Public-Safety Communications Officials (APCO) best practices.
- A checklist will be developed for these purposes.

Study Process

Functional Requirements

- Dispatch area for specific number of workstations/positions
- Utility/phone systems
- IT/radio room
- Office Space
- Employee area
- Meeting space
- Storage area
- Ability to provide 911 call surge capacity.

Study Process

Financial:

- personnel structure and costs at the current PSAP and at any RECC of interest and the personnel costs for staffing of a regional center.
- the one-time and recurring operational and capital costs of consolidation and the financial impact on each community.
- costs to maintain or increase other public safety services, such as lock-up-up monitoring expenses, administrative duties, and walk-in traffic.
- one-time and annual financial resources, as well as requirements associated with such funding, from the MA State 911 Department to provide ongoing support and sustainability into the future.

Timeline

Event	Month 1	Month 2	Month 3	Month 4	Month 5
1. Kick-off Meeting	XXXXX				
1. On-Site Visits, Interviews with Personnel, and Data Collection	XXXXX	XXXXX	XXXXX		
1. Analysis and Preparation of Report			XXXXX	XXXXX	
1. Review of Draft with the Town				XXXXX	
1. Completion of Final Report					XXXXX
1. Presentation of Report (Upon Request)					XXXXX

Benefits of RECC

- The top five cited Benefits of an RECC as believed by the interviewees are as follows:
  - **Standardized/use of the same dispatch protocols**
  - **Resources – more dispatch personnel for major events and increased surge of 911 calls**
  - **Cost Savings, Financial Support – state contributions to center development and recurring costs**
  - **Enhanced Mutual Aid**
  - **More efficient service to the public within dispatching and emergency response**

Concerns

The top five cited Weaknesses/Concerns of an RECC as believed by the interviewees are as follows:

- **Labor issues – seniority**
- **Keep out the dynamics of politics**
- **Not having anyone at the PD window or to monitor prisoners**
- **Loss of local knowledge, i.e., landmarks and etc.**
- **Need updated dispatch protocols**

Transition Recommendations

- The top five cited recommendations for a successful transition to a RECC:
  - **Need open communications/transparency**
  - **Work out labor / union issues**
  - **Provide a greater level of training opportunities**
  - **Transition training:**
    - **Dispatch protocols (P&Ps and radio codes)**
    - **Local knowledge-landmarks, repeat callers and responder nuances**
    - **Management coordination meetings**
    - **Ride along with public safety personnel from new community**
  - **Requires a clear Implementation Plan**

Role of State 911 Department

- Policy and Incentives to Regionalize Emergency Communications
- Support and Incentive Grants
  - Call volume and population
- Regional Development Grants
  - Equipment – Start up and replacement costs
  - Transition Awards

Present Nationwide Efforts

- Regionalization of 911 Dispatch Center
- Next Generation 911 – Receipt of 911 information from varied communication mediums
- First NET – Interoperability of public safety communication systems

Thank you

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