

# **REPORT AND RECOMMENDATIONS OF THE JOINT TASK FORCE RE JOINT DISPATCH FACILITIES IN FRESNO COUNTY**

**January 30, 2007 – Final Report**

## Background

In early 2006, the Greater Fresno Area Chamber of Commerce (the "Chamber") engaged a consultant, Management Partners Incorporated (the "Consultant"), to look into the possibility of consolidating and/or integrating public safety services in Fresno County, and asked for its report and recommendations by April of 2006. For reasons included in the Consultant's reports, the law enforcement report ("Consultant Report") was issued on May 10, 2006, and the report and recommendations relating to fire and emergency medical services ("EMS") was issued on September 12, 2006.

The Joint Task Force on Dispatch Services was organized based on recommendations which resulted from a joint meeting, facilitated by Chamber CEO, Al Smith, between the City of and County of Fresno on July 20, 2006. That meeting resulted in the organization of 4 separate task forces, one of which was this Task Force. This Task Force (as were others) was comprised of one representative from each of the following: the City of Fresno, the County of Fresno, the County Sheriff's office, the Fresno Police Department, the eastern part of the County, the eastern part of the County, the Fresno City Council and the Fresno County Board of Supervisors. Each task force was headed by a Chamber leader and included a facilitator. Cindy Merzon, owner and principal consultant of Merzon Consulting, chaired this Task Force, and Judge Robert H. Oliver, of the Superior Court of California, was the facilitator. The Chamber Governmental Affairs Manager, Amy Huerta, attended most meetings, took notes, assisted in gathering information, and assisted with production of minutes and agendas for meetings. A list of official Task Force members and staff is attached hereto as "Exhibit A." Although the initial mission did not include fire and EMS, it soon became apparent that, at a minimum, the fire and EMS officials needed to be included in the discussions, and they were invited to attend the Task Force meetings.

The Task Force meetings were open to anyone who wished to attend and join the discussions. All cities in the County, fire and EMS officials, and Task Force members received notices of the time and place of meetings. Many people other than Task Force members attended, and after the first couple of meetings, Fresno City Fire, Clovis City Fire, Clovis Police Department, Fresno County Fire and Fresno County EMS attended regularly. This Task Force held its first meeting on August 24, 2006 where the Task Force agreed to invite all interested stakeholders to future meetings, and that decisions and recommendations would only result from consensus of Task Force members. Task Force meetings were held almost every Thursday morning from August 24 through October 31, and it met 2 Thursdays in November and 1 in December. On September 22, 2006, all of the task force chairs and Chamber leadership held a joint meeting at the New Exhibit Hall of the Convention Center, and invited official with all of the cities of Fresno County, the County of Fresno, and fire and EMS officials as well as law enforcement officials to attend. The purpose of this meeting was to provide information to those not regularly attending the task force meetings, to obtain feedback and encourage participation from all interested parties. Another meeting was hosted by this Task Force on October 10, 2006 with all interested law enforcement agencies from throughout Fresno County to update them on the Task Force's research, progress and need for input from the rural Fresno County cities.

# REPORT AND RECOMMENDATIONS OF THE JOINT TASK FORCE RE JOINT DISPATCH FACILITIES IN FRESNO COUNTY

January 30, 2007 – Final Report

## Research Methodology

During the initial meeting, the Task Force determined that it would begin this effort by identifying, issues, stakeholders and their interests, as a means of identifying applicable solutions or recommendations that would improve law enforcement communication services throughout the county.

In addition, the Task Force developed an overall objective to direct various information requests and to ultimately judge possible recommendations. The Task Force agreed that any recommendation must pass the litmus test that if fully implemented, the recommended action would produce a seamless dispatch system that will: enhance public and employee safety; improve response times; reduce costs; and improve operational efficiencies.

The Task Force used a systematic approach of collecting the information needed to identify needs and to fashion an informed recommendation. This process included site visits and data requests, including a survey of local law enforcement; review of several documents, including: the May 2006 Consultant Report entitled "Review of Public Safety Services, Volume 1"; the 2006 Grand Jury Report and responses by the Fresno Police Department and the Fresno County Sheriffs Department; the Fresno County staff and Hamilton Yard subcommittee report and recommendations on the use of Hamilton Yard for an integrated dispatch center; the RRM Design Group, Inc., programming and specifications documents prepared by the Fresno Police Department for an integrated dispatch center; and presentations to this Task Force by local experts on the present communications infrastructures, the differing roles of fire, law enforcement, EMS dispatchers, current and desired voice and data interoperability capabilities, and the results of benchmarking efforts on consolidated dispatch centers in California and other states. A summary of information gathered through this process is attached hereto as "Exhibit B".

## **Key findings from the research included the following:**

1. Pre-conceived opinions of most Task Force members changed as a result of the fact finding conducted.
2. A review of the emergency communications infrastructure showed us that:
  - a. Even if all of the cities in Fresno County and Fresno County agree to integrate their emergency communications systems, the California Highway Patrol and the California Department of Forestry will still operate their own independent and separate communications centers.
  - b. A significant amount of federal money provided under the Urban Area Security Initiative has been expended in Fresno County to establish interoperable voice communications for public safety service providers throughout the Fresno Urban Area Work Group (FUAWG). As a result, Interoperable voice communications for Fresno County exists today allowing agencies to have voice communications on hard mount radios throughout the

# REPORT AND RECOMMENDATIONS OF THE JOINT TASK FORCE RE JOINT DISPATCH FACILITIES IN FRESNO COUNTY

January 30, 2007 – Final Report

- county. A microwave network is currently being expanded to allow for interoperable voice communications on hand held portable radios as well. These significant improvements in voice communications county wide should ameliorate many of the concerns raised in connection with the line of duty death of Fresno County Sheriff's Deputy Josh Lancaster.
- c. The Fresno County Sheriff's Office, the Fresno Police Department and the Fresno County EMS/Fire Communications Center each utilize specific and independent Records Management Systems (RMS) and Computer Aided Dispatch (CAD) systems to manage data and dispatch services. These systems are not compatible with one another, and therefore, dispatchers from different agencies are not able to pass data between one another electronically. All three entities have either invested or encumbered large amounts of public funds to purchase and implement these systems. Although all agree that it is advisable to implement either a common system or build a bridge between the systems, work in this area has stalled due to lack of funds and due to the implementation time frame for Fresno County's new Motorola system. Fresno County must implement its new RMS and CAD systems before a bridge can be built between their system, the EMS/Fire communications system and the Fresno Police Department's system.
  - d. Without either common software or a bridge between the different systems, moving dispatchers into a single facility would result in very little, if any, efficiency gains.
  - e. The dissimilarity between law enforcement and fire dispatching needs creates tension and inefficiency where police and fire are dispatched using the same personnel. The conclusion was that it appears to make sense to have fire and EMS dispatched together and law enforcement dispatched using separate personnel. In support of that conclusion, Chief Bruegman and Chief Dyer both noted that response times for fire and law enforcement calls improved once they were separated and the Fresno Fire Department moved their dispatching function to the Fresno County EMS/Fire Communications Center.
  - f. In reviewing the risks associated with a communications center disruption, particularly in a large magnitude disaster, this Task Force concluded that our communications system should operate with at least one fully operational back-up or redundant communications center. In reviewing consolidated communications centers of other entities, this Task Force discovered that most have some form of back-up or redundancy in place.
3. A review of agency willingness to participate in an integrated communications center disclosed that, with the exception of Coalinga, Firebaugh, Huron and Kingsburg, most agencies could see the advantages of being part of an integrated communications system. Clovis, although seeing the advantages of being part of an integrated system, was only willing to offer their facility as a possible back-up location, rather than integrating their personnel into another integrated facility.

# REPORT AND RECOMMENDATIONS OF THE JOINT TASK FORCE RE JOINT DISPATCH FACILITIES IN FRESNO COUNTY

January 30, 2007 – Final Report

4. Both the Fresno County Sheriff's Office and the Fresno Police Department have detailed the need for a new communications center. The Cities of Clovis and Kingsburg have recently constructed communications centers.
5. Responses to the Fresno County Grand Jury from both the City and County of Fresno indicated their willingness to work through the review and recommendation process of the four appointed task forces.
6. Significant work has already been completed to define specifications, space and adjacency needs for a common communications center in Fresno County.
7. Benchmarking results led us to believe that there is no one solution that meets the needs of every public safety emergency dispatch operation, and that there are a number of operational approaches which have successfully been implemented by other public safety entities which meet the needs of that region.

## Decision and Recommendation Process

In 1994, Michael Brassard developed the use of a prioritization matrix to aid in narrowing down options through a systematic approach of comparing choices by selecting, weighting and applying criteria. This approach quickly surfaces basic disagreements, forces a team to focus on the best things to do, limits hidden agendas, increases the chance of follow-through because consensus is sought at each step of the process, and reduces the chance of selecting someone's pet project. The Task Force used this tool to evaluate possible alternatives for achieving its objective. The prioritization matrix developed by this Task Force is attached hereto as "Exhibit C".

The fact finding process was designed to first determine what the existing capacities and limitations existed for emergency communications throughout Fresno County. With this information, the Task Force was able to establish a "model" communications paradigm which would meet the Task Force objective of providing a seamless dispatch system that enhances public and employee safety; improves response times; reduces operation costs; and improve operational efficiencies for each participating agency.

To accomplish this process, the Task Force first developed a set of criteria to weigh recommendations against. Through consensus, the Task Force developed the following criteria:

1. **Reduces Response Times** including any solution which would address a 911 "Answer Delay" which is the time to answer a call, and is affected by the number of personnel, the "Receive to Save" which is the time it takes for the call taker to process the input; "Transfer to secondary PSAP" time which is the time it takes to hand the call off to another dispatch office, such as fire/EMS for dispatch services; "Save to Dispatch" which is the time it takes for a dispatcher to dispatch the call to the field.
2. **Reduces Costs** including the operational and maintenance costs, personnel costs, ongoing maintenance costs and other identified operational costs. This would also look at the initial capital investment costs of any recommendation.

# REPORT AND RECOMMENDATIONS OF THE JOINT TASK FORCE RE JOINT DISPATCH FACILITIES IN FRESNO COUNTY

**January 30, 2007 – Final Report**

3. **Improve Operational Efficiencies** including reduced response times, reduced call transfers, reduced service duplication issues, ensure redundant dispatch capabilities, and provide flexibility to reposition resources.
4. **Improve Public Safety** including reduced response times, providing appropriate staffing coverage for dispatching to respond to public safety incidents, and improve timely and seamless communications between agencies and disciplines

This set of criteria also became the foundation for the weighted decision matrix that measured the relative value of each recommendation to determine the best solution and form the basis for the recommendations made by this Task Force. The potential solutions evaluated using the weighted criteria above included:

Potential Solutions/Alternatives	Definition
A. Voice Interoperability	Ability to share voice communications over in-car and handheld radios amongst participating agencies.
B. Partial Data Interoperability	Ability to share Fresno PD data via Data911 terminals located in the FSO, Fire/EMS, and Clovis dispatch centers.
C. Full Data Interoperability	Ability to share data electronically between Motorola, Data911 and Tri-Tech or migration to a common RMS and CAD system – without people or space integration.
D. Co-Location	Dispatchers from all interested agencies located in the same space, without data interoperability or any other type of integration.
E. System, People and Space Integration	Complete integration of people, systems (including voice and data) and space for all interested agencies.

A secondary benefit of the decision matrix approach was that it allowed the Task Force to identify potential solutions by their short and long term benefits. In essence, the Task Force was able to separate immediate need from future strategic planning that met each of the criteria set forth.

### **Recommendations:**

Completion of the prioritization matrix led this Task Force to four recommendations for approval by the Fresno County Board of Supervisors and the Fresno City Council as follows:

1. **Immediate Solution:** Integrate the dispatch services for all interested agencies that share a common RMS and CAD system. Those using the Motorola system could

# REPORT AND RECOMMENDATIONS OF THE JOINT TASK FORCE RE JOINT DISPATCH FACILITIES IN FRESNO COUNTY

**January 30, 2007 – Final Report**

operate out of one facility – possibly Hamilton Yard, and those using Data911 could operate out of another facility. Continue with placement of Data911 terminals at the Clovis, EMS/Fire and Fresno Sheriff's Office dispatch centers.

2. Immediate Solution: Direct staff to begin developing the procurement process necessary to build the middleware for connecting Data911, Motorola and Tritech so that its design can be done as soon as the Motorola RMS and CAD systems are designed and ready for implementation. This will provide data interoperability, or allow different systems to share data electronically, in real time.
3. Immediate Solution: Establish a policy that no future expenditures will be made on the purchase of new dispatch system software without evaluating the potential of that software moving dispatch to complete data interoperability.
4. Longer Term Solution: Develop and implement (once data interoperability has been achieved) a plan for full dispatch system integration of space and people. This plan should provide for two fully staffed, and operational, redundant facilities to share the workload and serve as backup for one another in the event of system failure or some other catastrophic event affecting operation of one of the two facilities.

**EXHIBIT A**  
**Joint Dispatch Center Task Force Members and Staff Support**

Appointing Entity/Person	NAME	COMPANY	E-MAIL	PHONE NUMBER
County Supervisor (Larson)	Bob Waterston	FC Supervisor D- 5	<a href="mailto:kburrows@co.fresno.ca.us">kburrows@co.fresno.ca.us</a>	488-3665
City Councilmember (Duncan)	Larry Westerlund	City of Fresno Councilmember D-4	<a href="mailto:Larry.Westerlund@fresno.gov">Larry.Westerlund@fresno.gov</a>	621-8000
Eastside City Rep. (Case)	Richard Franco	Sanger PD	<a href="mailto:richard.franco@fcle.org">richard.franco@fcle.org</a>	875-8521
Westside City Rep. (Larson)	William Newton	Chief Kerman PD	<a href="mailto:wnewton@cityofkerman.org">wnewton@cityofkerman.org</a>	846-6661 Mary
City Employee (Chief Dyer)	Jerry Dyer	Police Chief	<a href="mailto:eileen.guzman@fresno.gov">eileen.guzman@fresno.gov</a>	621-2223
City Employee (Andy Souza)	Bruce Rudd	City of Fresno	<a href="mailto:bruce.rudd@fresno.gov">bruce.rudd@fresno.gov</a>	621-7770
County Employee (Sheriff Pierce)	Tom Gattie	Assistant Sheriff	<a href="mailto:Tom.gattie@fresnosheriff.org">Tom.gattie@fresnosheriff.org</a>	488-3903
County Employee (Bart Bohn)	Bart Bohn	Fresno County	<a href="mailto:bbohn@co.fresno.ca.us">bbohn@co.fresno.ca.us</a>	488-1710
Facilitator (Chamber)	Bob Oliver	Superior Court of CA	<a href="mailto:roliver@fresno.courts.ca.gov">roliver@fresno.courts.ca.gov</a>	488-3235
Chair (Chamber)	Cindy Merzon	Merzon Consulting	<a href="mailto:cindy@merzonconsulting.com">cindy@merzonconsulting.com</a>	292-2334

**Staff Support**

Staff Support	Dixie Burns	Fresno Chamber	<a href="mailto:dburns@fresnochamber.com">dburns@fresnochamber.com</a>	495-4821
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**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

1. **Site Visits.** Task Force members visited the communication centers for the Fresno Police Department (FPD), the Fresno County Sheriffs Department (FSO), the Joint Fresno City Fire Department (FFD) and the Fresno County EMS Communications Center at the Hamilton Yard, and the Clovis Police Department's (CPD) new Communications Center. The purpose of the site visits was to allow Task Force members to collect information about each facility, observe the various operations for each agency, and to learn about the similarities and differences in communications needs and service delivery currently available.
2. **Reviewed the May 2006 Consultant report entitled "Review of Public Safety Services, Volume 1".** The Consultant Report dealt specifically with many aspects of the effective delivery of public safety services. Many of these issues were outside the purview of this Task Force; however, the report did look specifically at dispatch services for law enforcement and developed a specific recommendation based on that research.

The Consultant Report discusses the County's desire to use approximately \$10 million revenue bond to build a facility at the Juvenile Justice Complex located on American Avenue in rural Fresno County. The Consultant Report also discusses the fact that the Fresno Police Department had completed the first phase of a needs assessment for a communications center. The report failed to note that the FSO, FFD, Fresno County EMS and American Ambulance (County EMS provider) had all participated in this needs assessment to provide the specifications for a county-wide communications center. It was apparent that the Consultant Report had not reviewed the Needs Assessment document as there were questions raised in the Report that had been addressed in the Needs Assessment. This information was provided to the Task Force.

The Consultant Report recommendation stated:

"Appoint appropriate management, operational and technical staff to present information about dispatch center alternatives to the Chamber of Commerce while it serves as the Public Safety Advisory Committee for evaluation and subsequent recommendations to the Board of Supervisors and City Council. Withhold a decision on the location of a combined dispatch center until sufficient information regarding pros and cons of each proposed site becomes available." (Page 11, Recommendation 4).

The Report also stated that representatives from the FFD and American Ambulance should participate in this process and that the committee should be charged with recommending an implementation plan by December 31, 2006. The Task Force has endeavored to comply with this recommendation.

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

3. **Reviewed Present Emergency Communications Infrastructure.** The Task Force received information regarding existing emergency communications infrastructures throughout the County. FPD Lt. Michael Brogdon provided a schematic flowchart of how a 9-1-1 call comes into a dispatch center. Lt. Brogdon also explained the difference between a Public Safety Access Point (PSAP) and how PSAP designation for the emergency communications centers of the FPD, FSO, and the Clovis Police Department must route emergency calls for service to Secondary PSAP designated centers such as the Fresno County EMS Communications Center. Lt. Brogdon explained that cellular 9-1-1 calls are typically received and transferred by the California Highway Patrol (CHP) PSAP to the agency that can respond the emergency. The City of Fresno is also now beginning to receive some cellular provider 9-1-1 calls that are generated within the city limits. These may also need to be transferred to a secondary PSAP, such as the Fire/EMS Communications Center if those services are needed.

Information regarding the current microwave infrastructure for Fresno County, as well as the future plans for additional sites, was presented by Gary Osmondson. Mr. Osmondson utilized a schematic diagram to show current and future sites for microwave relays through the county and provided an explanation of the difference between Ultra High Frequency (UHF) and Very High Frequency (VHF) radio communications and their uses as well as the development of 800 MHz radio channels.

The Task Force was also given a detailed explanation of the differing computer software applications utilized by the FPD System (Data911), the Fresno County EMS data system (TriTec) utilized for EMS dispatch services in Fresno, Kings and Madera counties, and the system that the FSO, and many rural law enforcement agencies that contract with the FSO, is transitioning to over the next several years, (Motorola). From the information presented, the following conclusions were drawn:

- A. Data911, Motorola, TriTec software each utilize specific and independent Records Management Systems (RMS) and Computer Aided Dispatch (CAD) systems that currently do not communicate with each other based on differing programming languages.
- B. Millions of dollars have been spent or encumbered by each agency to ensure that the systems utilized meet the needs of that agency. As an example, FSO has prioritized implementation of the Motorola system to first implement the Prisoner Track component which is an essential jail management tool. FSO will implement the Motorola CAD and RMS functions at a later date. Motorola offered the Prisoner Track component where Data911 and TriTec do not. This was a significant issue that resulted in FSO choosing Motorola over other software providers.
- C. It was presented to the Task Force that if you moved each of the dispatch consoles from each of the agencies into a single dispatch center, the

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

dispatchers from the various agencies currently would not be able to pass information to each other based on the different software platforms utilized. It was determined that to address this issue, it would be necessary to develop "middleware" or programming language that would allow Motorola, Data911, and TriTec to share information. It was also determined that the speed of data transmission is so fast that once the middleware was developed, it would be immaterial whether the FSO and FPD dispatch consoles were five feet apart, or five miles apart. The information would exchange at equivalent rates.

The Motorola, TriTec, and Data911 providers were contacted to determine the feasibility of developing such middleware. The consensus was that this could in fact be done but could not come up with a specific cost for developing the middleware. Estimates ranged from \$2 million and up.

- D. The Clovis Police Department (CPD) also presented information regarding redundancy or the capability of one communication center providing back up communications services should another center fail. CPD reiterated that they are not interested at this time in participating in the Development of a Joint Communications facility based in large part in the recent significant capital investment made to their new communications center, but would be interested in becoming a back up (redundant) center. CPD stated that they are currently working with FSO to provide communication backup capabilities for that agency. It was noted, that without significant expansion to the existing CPD facility, they would not be able to provide back up communication services for FPD based on the emergency call volume of that agency. This is critical to note, as any future plan must address the provision of an adequately sized backup dispatch center.
- E. The FPD is currently working out software licensing agreements to provide a Data911 terminal in each of the CPD, FSO, and EMS/Fire dispatch centers. Once implemented, this will give each center the capability of seeing CAD information and emergency calls for service information that FPD is responding to, to allied public safety agencies. Although this is not two-way communications, it is a stop gap measure that can provide valuable information in a real time basis to other public safety responder agencies.

**4. Explored the Differing Role of Fire, Law Enforcement and EMS Dispatchers**

Information was provided to the Task Force as to the roles of fire, law enforcement, and EMS dispatchers. An explanation was provided as to the requirements for each and to the significant differences between fire and law enforcement dispatch protocols. FFD Fire Chief Randy Bruegman discussed the recent move of the FFD dispatch function from the shared PD/FFD facility to the Fresno County EMS/Fire Communications Center. Chief Bruegman stated that a vast majority of the calls for service into FFD are medical aid calls in which both FFD and American Ambulance send responding units. The information obtained

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

by dispatchers to adequately address these medical aid calls is then shared between both Fire and EMS disciplines. Chief Bruegman summarized by stating that the Fire/EMS joint dispatch center is a symbiotic relationship in which the City of Fresno contracts with Fresno County who then sub contracts with a private entity, American Ambulance, to provide county wide Fire and EMS dispatch services. It was also the shared opinion that this symbiosis did not exist between FFD/FPD when they shared the facility because of the dissimilar missions of each agency, and the differing informational needs of each agency. Chief Bruegman and Chief Dyer both noted that response times for each agency has improved since FFD moved their dispatching function with Fresno County EMS/Fire Communications Center.

Law enforcement and fire representatives at subsequent meetings of the Task Force agreed that the dissimilarity between law enforcement and fire dispatching needs creates tension and inefficiency where police and fire are dispatched using the same personnel. To make this point, the representative from the Clovis Fire Department stated that they were currently in negotiations with Fresno County to move the fire communications to their facility.

Representatives from the various emergency communications centers also presented information regarding the specific expertise required for law enforcement dispatchers and for Fire/EMS dispatchers. It was the general consensus that it is very difficult to have personnel cross-trained as a public safety dispatcher. Examples were provided where agencies have attempted to do this without success. Of the agencies that maintain public safety (Fire/EMS/Police) dispatch centers, it was noted that they have a significantly lower call volume and provide public safety services for comparatively smaller communities than would be needed to accomplish this in Fresno County.

**5. Interoperability of Voice and Data**

Voice and data interoperability provides the ability to share voice communications and data between the allied agencies in a geographic area. Information was provided to the Task Force that a significant amount of federal money provided under the Urban Area Security Initiative has been expended in Fresno County to establish interoperable voice communications for public safety service providers throughout the Fresno Urban Area Work Group (FUAWG). The FUAWG is comprised of representatives from the City of Fresno, County of Fresno, and rural agencies representing law enforcement, Fire, EMS, and technological representatives. Interoperable voice communications for Fresno County exists today allowing agencies, utilizing the Zetron dispatch consoles located in each of the communication centers, voice communications on hard mount radios throughout the county. To add to the existing county wide radio communications capability, 200 multiplex radios were purchased which would allow a responding agency without a Zetron console to communicate with the other interoperable agencies in the County. Information was also provided to the

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

Task Force that a microwave network is currently being expanded to allow for interoperable voice communications on hand held portable radios.

The lack of voice interoperability was cited by both the Chamber Report and at the public meeting held on July 19, 2006 as an immediate need to avoid future incidents such as the line of duty death of Fresno County Sheriffs Deputy Josh Lancaster. The Task Force was very excited to learn that significant improvements have already been implemented county wide, to ameliorate many of these concerns.

Data Interoperability as it relates to dispatch function has already been addressed at length in this report. Although the FUAWG had made a recommendation that data interoperability is a priority under UASI, there has been no additional federal grant funding or local revenue to pursue this to date.

Recently, it has come to the attention of this Task Force that currently there is an initiative called the Silicon Valley Regional Interoperability Project. The sole purpose of this project is to develop solutions that will allow for the seamless sharing of both data and voice communications amongst over 30 agencies that are typical first responders, including local, state and federal agencies. It was also learned that this project is going forward with the fiscal support of both the state and federal government through grants and money allocated under UASI. Some of the goals of this project are to enhance data sharing and management, use of some of the existing infrastructure, redundancy of systems, high reliability and performance, off the shelf solutions, and open architecture standards to allow for future upgrades in hardware and software. These are just a few of the benefits a project of this magnitude can bring to a community such as ours. The sharing of data information and voice communications can bridge a gap that currently exists amongst the first responders here in County of Fresno. Additional review of this opportunity is needed.

**6. 2006 Grand Jury Responses by the Fresno Police Department and the Fresno County Sheriffs Department.**

**Fresno Police Department Response:**

The City Committee of the 2005-2006 Fresno County Grand Jury investigated the emergency communications aspect of the consolidation issue between the County and City of Fresno. For the purpose of this report, the committee only investigated the need for a Joint Communications Dispatch Center. The Grand Jury Report detailed two specific recommendations to which the City of Fresno provided written responses. The recommendations and a synopsis of the responses are included as follows. Note that the responses correlate precisely with the information and findings of the Task Force.

**Recommendations and Responses to the 2005-2006 Grand Jury Report**

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

- R1. Build a regional communications facility for the purpose of integrating all Fresno County and City 9-1-1 dispatchers with interoperability as the ultimate goal.
- Co-location may be the first step toward integration.

"The City of Fresno disagrees with Recommendation 1, but offers the following clarification: County-wide voice interoperability for hard-mount radios currently exists. Portable radio voice interoperability for all law enforcement officers county-wide will be in place by November 2006.

As previously stated, there is no plan or present capability to bridge the existing data platforms between Fire/EMS, Fresno PD, and the Sheriff's Department. Each of these entities has expended a significant amount of money in the development and implementation of these systems that meet the specific needs of their agencies. This bridge or middleware is necessary to integrate dispatch services for these disciplines.

Co-location will not address this issue. Once the data bridge is developed, and should a consolidated PSAP be established, spatial distances between the agencies become less of an issue as data is transferred."

- R2. The recommendations in the report by Management Partners, Inc. must be followed.

"The City disagrees with Recommendation 2, with a qualification. There are 12 recommendations within the contents of the Chamber Report. Many of these recommendations will not be explored under the present formation of the City/County Task Forces and go beyond the scope of the Grand Jury Report. As stated in Recommendation 2, the Grand Jury is asking the City to adopt all of the recommendations within the Chamber Report.

Furthermore, the recommendations of the established Task Forces may materially differ from the recommendations of the Chamber Report. By committing to this recommendation, the City might possibly be in an untenable position as to the Task Force recommendation, should they differ."

**Fresno County Response:**

**Findings**

- F1: The functions of dispatching public safety employees and emergency services are basically the same at each dispatch center.**

Fresno County partially disagrees with the finding. The most significant difference in dispatching is the use of 10-code system by law

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

enforcement. The 10-code is the use of several codes that translate to various messages. These codes may be different from law enforcement agency to law enforcement agency. The fire departments and ambulance agencies do not use codes in the dispatching of calls; rather, they use "clear text." Clear text is verbally stating what action is being taken instead of using the code which represents an action. This allows all parties to understand what is being said.

**F2: The Fresno County Sheriff, Fresno Police Department and American Ambulance have separate dispatch centers handling similar emergencies.**

- **Fresno County Sheriff:**
  - **Receives 9-1-1 emergency calls originating within Fresno County**
  - **Dispatches County fire calls to the California Department of Forestry (CDF)**
  - **Dispatches County ambulance calls to CDF per existing protocol.**

Fresno County disagrees partially with the finding: a.) The Sheriff's office receives calls originating in the unincorporated areas of Fresno County and in those incorporated areas that have been contracted to the Fresno County Sheriff's office.

Fresno County disagrees partially with the finding: b.) The Sheriff's office transfers fire calls to Fresno County Fire and North Central Fire Protection District.

Fresno County disagrees partially with the finding: c.) The Fresno County Sheriff's office transfers fire and ambulance calls to Fresno County Fire and North Central Fire Protection District per existing protocols. If a fire, medical, and/or law enforcement response is required, the appropriate public safety services from each of the appropriate disciplines responds.

- **Fresno Police Department:**
  - **Receives 9-1-1 emergency calls originating within Fresno City**
  - **Dispatches City fire calls to American Ambulance**
  - **Dispatches city ambulance calls to American Ambulance**

Fresno County disagrees partially with the finding. The fire calls and ambulance calls are transferred to the Fresno County EMS Communications Center and not American Ambulance.

- **American Ambulance:**

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

- **Dispatches Fresno City Fire Department**
- **Dispatches ambulance service within Fresno City in addition to Fresno, Madera and Tulare Counties.**
- **American Ambulance has a contract with Fresno County for Emergency Medical Services (EMS).**

Fresno County disagrees partially with the finding. The Fresno County EMS Communications Center dispatches the Fresno City Fire Department and 13 other ambulance providers in Fresno, Kings, and Madera Counties. The dispatch center is the Fresno County EMS Communications Center and not American Ambulance dispatch. American Ambulance is only contracted to staff the communications center for the County of Fresno.

- F3: Existing dispatch centers use their own range of radio frequencies.**
- **The City and County dispatchers and first responders are unable to communicate with each other except by land line phones.**
  - **Response time to county islands is often delayed when no mutual aid agreement exists.**

Fresno County disagrees partially with the finding. The statement regarding mutual aid is not accurate in regards to Emergency Medical Services. The Fresno County EMS Communications Center dispatches the closest ambulance to the medical incident regardless of geopolitical boundary lines. This includes neighboring jurisdictions and counties. Since the Fresno County EMS Communications Center is the centralized dispatch center for all ambulance responses in Fresno, Kings, and Madera Counties, the closest ambulance is sent regardless of county, city, or district jurisdiction. Only law enforcement and fire agencies have jurisdiction/boundary issues.

The Fresno Sheriff's Department and Fresno Police Department have entered into a local mutual aid agreement called an "instant aid agreement." This agreement was developed and entered into by joint agreement with the Sheriff and the Fresno Police Department Chief. Similar agreements between the Sheriff and the Chief's of all other police departments in Fresno County exist. These "instant aid" agreements provide for the closest unit, regardless of agency of primary jurisdiction, to respond to emergency incidents upon request of the initial responding agency.

Although different public safety agencies do have different radio frequencies as issued and licensed by the Federal Communications Commission (FCC), a few examples of multi-agency communication

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

capabilities include: the implementation of a countywide "link channel" a number of years ago; car to car frequencies such as CLEMARS and NALEMARS; installation of multi-frequency radio channel controllers (Zetron) for the dispatch centers of the Sheriff's Department and the Fresno Police Department; and the installation of dual band radios in virtually all law enforcement patrol units in Fresno County.

**F4: The lack of radio interoperability hinders communication between agencies.**

- **Homeland Security is concerned with first responders' inability to communicate with multiple emergency agencies nationwide.**

Fresno County agrees with the finding.

**F5: At the Fresno Police dispatch, instances have occurred where there are not enough "lines" available to handle the 9-1-1 calls, and they must be queued while waiting for a dispatcher to answer.**

- **Callers could, in a worst case scenario, receive a busy signal and have to place another call.**
- **For the Sheriff's dispatch, volume is less and busy signals do not occur.**

Fresno County is not able to respond to this finding regarding 911 call overload issues at the Fresno Police Department due to inadequate knowledge of their operation.

**F6: The Fresno Police Department is scheduled to accept all cellular 9-1-1 calls originating within the city limits sometime in 2006.**

- **These calls are anticipated to increase call volume by 10 to 40 percent.**
- **Space, additional staffing, as well as equipment will be a problem in the current location.**
- **The State recommends that all calls be relayed within 10 seconds.**
- **During peak hours, the City's dispatch can take up to 20 seconds per call.**
- **Cellular volume has not been factored into this response time.**
- **The national standard is to have 95 percent of all calls be successfully transferred to the responding agency within 10 seconds.**

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

Fresno County is not able to respond to this finding regarding cellular 911 calls to the Fresno Police Department due to inadequate knowledge of their operation.

**F7: The City and County agencies involved agree on the need and feasibility for a centralized dispatch center.**

- **There is no written agreement between the City and County for the consolidation of the dispatch centers.**
- **Location is the major disagreement between the city and County.**

Fresno County partially agrees with the finding. The Chamber of Commerce has been facilitating meetings between the City and County. A location has not been decided. There are numerous issues to be resolved, including governance, finance, facilities, operations and staffing.

**F8: In March 2006, a needs assessment was completed by the RRM Design Group for the City; the County reviewed the report.**

Fresno County agrees with the finding.

**F9: The Greater Fresno Area Chamber of Commerce hired Management Partners, Inc., to review public safety services and make recommendations for improvement.**

- **The first phase of the report was completed in May 2006.**
  - **Dispatch Services is one of ten sections in the report.**

Fresno County agrees with the finding.

**Recommendations**

**R1: Build a regional communications facility for the purpose of integrating all Fresno County and City 9-1-1 dispatchers with interoperability as the ultimate goal.**

- **Co-location may be the first step toward integration.**

Recommendation has not yet been implemented. The Fresno City Council and Fresno County Board of Supervisors have conducted a joint meeting to discuss dispatch services. Task groups were identified to review potential sites and capabilities and return to another joint meeting of the City/County within 90 days with recommendations to move forward. Some of the issues to be resolved involve co-location and consolidation. True cost savings will be achieved through consolidation.

**R2: The recommendations in the report by Management Partners, Inc. must be followed.**

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

Recommendation is being analyzed. The Fresno City Council and Fresno County Board of Supervisors have conducted a joint meeting to discuss the integration of various public safety services. Task groups were identified to evaluate and make recommendations regarding, 1.) property and evidence storage, 2.) dispatch, 3.) prisoner processing, and 4.) governance. Discussions have focused upon the inclusion of all 15 cities in Fresno County. These task groups will return to another joint meeting of the City/County within 90 days with recommendations to move forward.

The responses to the recommendations within the 2005-2006 Grand Jury Report were discussed at length in the Task Force fact finding and are consistent with the recommendations contained within this report, a copy of which shall be provided to the Grand Jury upon publication and approval.

**7. Reviewed the RRM Design Group, Inc., programming and specifications documents prepared by the Fresno Police Department.**

In June of 2003, the Fresno Police Chief Jerry Dyer published the 2025 Public Safety Needs Assessment (PSNA). This document statistically analyzed the law enforcement needs of the City of Fresno through the year 2025 and created a strategic plan that identified personnel, equipment, and facility needs for this agency relative to population and geographic growth of the City of Fresno. In November of 2003, Fresno Mayor Alan Autry and the Fresno City Council empanelled the Public Safety Commission as an independent review of the PSNA, to conduct public hearings on capital needs identified in the PSNA, and to deliver a report with their recommendations to the Fresno City Council for both police and fire.

In March 2004, the Public Safety Commission recommended among other items, that the City of Fresno Police Department had a present and future need for a new emergency communication facility. In February 2005, a committee of Fire, Police, Sheriff's Department, Public Works, and Redevelopment Agency members conducted interviews of qualified architectural firms from around the State to develop a needs assessment for several capital projects including a Joint Dispatch Center. As a result of the interviews, the RRM Design Group, Inc. (RRM) was hired to prepare an exhaustive Spatial Needs Assessment of a proposed Joint Communications Center that would house Fire, EMS, FPD, and FSO emergency dispatch operations.

On August 16, 2005, the Fresno City Council approved an agreement with RRM in the amount of \$146,303 to initiate the Assessment. The Fresno Police Department, Fire Department and Fresno County all contributed funds for this phase of the Needs Assessment.

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

Over the next six months, RRM conducted site inspections, interviewed hundreds of employees, and looked at industry standards and comparable law enforcement and fire agencies for similar spaces to analyze the space needs for Fire and Police operations through the year 2025. RRM also worked with staff from the Fresno County Administrative Office, Sheriff's Office, Emergency Medical Services and others to analyze space needs for a combined emergency services communications center that would meet the needs for the entire county.

The result of this effort was a final report which was presented to all the participating agencies, the Fresno City Council and to the Fresno County Board of Supervisors in March and April of 2006. The second phase of this process was also approved by the Fresno City Council. The second phase will allow RRM to create design specifications and site standards for this project. Initially, the anticipated date to finish Phase II was December 2006; however, building specifications and site standards for the Joint Communications Building were put on hold by FPD since July 19, 2006 pending the outcome of this Task Force's recommendations.

As part of the Task Force review, the needs assessment prepared by RRM was distributed and to discussed by the Task Force members. Each of the identified needs of FFD, FPD, FSO, and EMS as presented to the Fresno City Council and the Fresno County Board of Supervisors was discussed to determine the adequacy of the preliminary design and equipment specifications.

**8. Review of the Hamilton Yard Staff Report by Fresno County**

During the Joint City & County meeting held on July 20, 2006, a subcommittee was formed at the request of Supervisor Susan Anderson to look at a specific location as the site of a consolidated communication center. The site was located on Hamilton and Maple Avenues and is an existing Fresno County facility yard. The site, located south of the Fresno County Fairgrounds, currently has several County operations on it as well as the Fresno County EMS/Fire Communications Center. This center, built by American Ambulance in 1993 through an agreement with Fresno County, will revert to County ownership in 2009. American Ambulance is currently submitting a proposal to continue to provide emergency medical services for Fresno County.

On September 28, 2006, this Task Force received a Fresno County staff report on this subject. The report had been reviewed by Fresno County Supervisor Anderson and Fresno City Council Member Dages. The staff report entitled "Joint Dispatch Center, Common Features of Conceptual Alternatives "A" and "B", suggested that the facility could be constructed for a total project cost of approximately \$10,000,000.

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

As proposed in this staff report, this estimate would include no land costs, a design/build contract for the facility, environmental clearance, and installed equipment to include 70 consoles, contract management, contingency funds, and financing costs.

Under the County proposal, this project would provide a single story facility utilizing concrete block or tilt up panel construction with raised interior floors in the dispatch area. This concept would utilize the existing space of 9,140 square feet and construct an additional 10,620 square feet of space which would comply with the Essential Service building requirements mandated by the State of California. There was no proposal to retrofit the existing space to meet these requirements but would rather utilize the 9,140 square feet of space currently being utilized by American Ambulance for support services for the new facility. These two separate buildings would have to be physically separated, under the Essential Services mandate, to ensure that they would not have to be brought up to these standards requiring each of the 70 consoles to be located in the 10,620 feet of new construction, or to retain to private contracting of EMS/Fire dispatch services for the County in the existing facility and locating the proposed consolidate law enforcement dispatch services in the second building.

No mention was made in the proposal as to the relocation costs for existing County functions on that site. This Task Force received and discussed the proposal as it was explained by County Administrator Bart Bohn. Notably, the proposed square footage in this report was approximately 45,000 square feet smaller than what was recommended by the study completed by RRM Design Group.

**9. Preparation, Distribution and Review of a Law Enforcement Communications Survey sent to all Law Enforcement Agencies in Fresno County.**

As part of the fact finding process, a survey was sent to law enforcement agencies throughout Fresno County to determine the level of need and interest in participation in an integrated communications center as well as to understand the variety of dispatch functions and operations throughout the County.

<b>Responses Received From:</b>	<b>No Responses Received, but FSO Provides Dispatch Services:</b>	<b>No Responses Received From:</b>
City of Clovis Fresno County Sheriff's Office City of Fresno City of Kerman (dispatched by Fresno)	City of Fowler City of Mendota City of Orange Cove City of San Joaquin City of Parlier	City of Coalinga City of Firebaugh City of Huron City of Kingsburg

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

County SO) City of Parlier (Dispatched by Fresno County SO) Reedley Police Department Sanger Police Department Selma Police Department		
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Detailed survey results are attached hereto as "Exhibit D"

**10. Benchmarking: Review of Consolidated Dispatch Centers in California**

The Task Force also conducted empirical research into other consolidated law enforcement and fire dispatch centers in California and outside the State. Although few of consolidated dispatch centers exist, the Santa Cruz Consolidated Emergency Communication Center was presented as a possible model should an integration model be recommended by this Task Force.

The Santa Cruz Consolidated Emergency Communications Center (SCCECC) is a Joint Powers Authority (JPA) providing public safety and 911 dispatch services for the County of Santa Cruz, and the cities of Santa Cruz, Watsonville, and Capitola. SCCECC also provides services to nine (9) fire districts, American Medical Response West (the local paramedic and ambulance transport provider), and County Animal Control Services.

SCCECC is the primary Public Safety Answering Point (PSAP) for Santa Cruz County with the exception of Scotts Valley Police and the University of California at Santa Cruz. SCCECC acts as the secondary PSAP for these agencies and maintains a fully equipped and operational Alternate Site in Watsonville.

The facility opened on June 19, 1996. SCCECC occupies a 2,750 square foot Communications Center with thirteen dispatch consoles. The center is equipped with state of the art equipment: Watson furniture, Printrak Premier CAD, Motorola Centracom II CRT radios, Motorola Centralink 911 system. SCCECC is also the Emergency Operations Center for the County of Santa Cruz. Staffing consists of 43 dispatchers, 2 shift supervisors, 3 program supervisors, 2 program managers, administrative assistants, and the General Manager.

Other consolidated communications centers that were explored included the Santa Clara County Communications Center (Santa Clara). This center is owned and managed by the City of Santa Clara, but contracts for dispatch services for all law enforcement agencies excluding Palo Alto, as well as Santa Clara County fire and emergency medical services. Each entity contracts with the Santa Clara dispatch center for its services. A scale of service rates is used depending on the additional staffing, activity rate of the new city or service, and the impact it would have on the center.

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

The communication center is staffed with all non sworn personnel. The only time that sworn personnel are reused at the center is when a large scale event is going to take place or is the process of happening and a representative from a particular department is needed to make decisions which are out of beyond the centers ability. Staffing is done in house and most of the dispatchers are trained to handle police, fire, or EMS calls.

The Santa Barbara Police Department in California operates a Combined Communications Center which dispatches Police and Fire emergency calls for service for the City of Santa Barbara. It is presently overseen by a Lt. in their Patrol Division through the Police Department and staffed with dispatchers trained in both disciplines, however many dispatchers specialize in either police or fire calls. Santa Barbra City Fire also maintains the City's paramedic services and dispatches medical aid emergency calls through the Fire dispatch system.. This Center is funded through the City budget process and appears to be similar to what Fresno had through 2004.

The Los Angeles Sheriffs Office currently employs two dispatch centers based on the size and geographic needs of this agency. One dispatch center acts as a backup for the other. The Los Angeles County Facility currently only dispatches for its own agency and utilizes the same radio and CAD equipment throughout.

Louisville Metro Police Department (Missouri) operates a consolidated communications center referred to as "MetroSafe." MetroSafe includes a number of agencies such as the Louisville Metro Police Department, Louisville Fire & Rescue, Louisville Metro EMS, Local Government Radio and Rural Fire Districts as well. It also has a linked radio to outside jurisdictions which they call "MotoBridge". MetroSafe is operated as a City facility with separate contracts for Rural Fire Districts and other entities that wish to participate. The fees for these contracts are set by the City and the contracts are renewed every three years. A majority of these agencies dispatch by voice only, however, the City of Louisville is implementing a CAD system for their use and as yet do not have any smaller agencies interested in using this technology.

The St. Louis County Police Department Communications Center (Missouri) dispatches for approximately 40 smaller law enforcement agencies. They do not dispatch for any Fire or EMS. The Communications Center, radio equipment, and transmission equipment is owned by St. Louis County. Emergency communication services for other law enforcement agencies are provided through fee for service contracts between the agency and St. Louis County. They have six individual radios channels, each with a backup. Designated radio channels are exclusively used by the St. Louis County Sheriff's Office as the largest agency in their service area, while one is shared by smaller municipalities. If one radio channel fails, the other radios can take over the traffic.

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

The St. Louis County Sheriff's Office maintains their previous Communications Center for redundancy if a backup is needed. Many of the smaller jurisdictions utilize different equipment for their patrol cars, however this equipment must be compatible with their radio system, and if an agency wants to contract with them, their equipment must be compatible. They do not currently have CAD capabilities for their field units.

Indianapolis Metropolitan Police Department (Indiana). Major Dan Hughes is currently the commander of their joint communications center. The City and County of Indianapolis are currently moving towards a full consolidation of law enforcement services. Currently, the Sheriff's Office operates their joint communications center with input from both City Fire and Police Departments. This operational approach began in 1996, when all communications functions moved into a single, county-owned building. All of the radio equipment, CAD and dispatch terminals are the same for every participating agency. The equipment and upgrades are provided by a committee called "MECA" (Metropolitan Emergency Communications Administration) and given to all participating agencies to maintain consistency.

As a backup, the prior Indianapolis County Sheriff's Office system is available to fall back on, as well as other departments being available to cross-dispatch. Major Hughes also stated that the difficulties of merging the two agency's communications operations consisted mainly of conflicting policy and procedures as well as resolving pay and benefit parity issues through the unions.

The Houston Police Department (Texas) operates a consolidated emergency communications center. The communications center is managed by the City of Houston with a civilian manager. This center has been in existence since 2002, and it took about 3 years to plan and build. The facility was built as part of a design/build approach with the dispatch equipment provided as part of a capital lease. The City is in the process of buying the building and equipment through a series of specified lease payments. Currently the Communications Center dispatches for City Police, Fire and EMS functions as well as the "Greater County 911," which consists of smaller law enforcement and fire agencies in the County. Each agency is separate from one another and pays a fee based on their proportional fee based on operations, maintenance, debt services and deferred maintenance costs. Agencies that utilize CAD use the same system and all agencies share compatible radio systems, frequencies, and equipment. Presently, the Consolidated Communications Center does not have a backup system that could accommodate the volume of calls that the center processes.

Fauquier County Joint Communications Center (Virginia). Fauquier County is located in the northern portion of Virginia and has a population of approximately 60,000 residents. Approximately ten years ago, Fauquier County merged their emergency communications services with the Warrenton Police Department. To accomplish this, the two entities combined their equipment into a County-owned

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

commercial building. Initially, the communications center was managed by a Board of Directors, however the operations is now county-managed and operated. The entity and each of their service provider agencies have recently upgraded to an 800 MHz radio system. The consolidated center recently implemented a CAD system; however, none of the field vehicles have computers yet. The County's old Communications Center is their backup system and each participating agency, based on pro rata share, contributes to the cost of operating the facility.

Alachua County, in central Florida, is home to 225,000 people and includes the City of Gainesville. Alachua County operates their "Combined Communications Center" that provides all emergency services dispatch functions for the Alachua County Sheriff and Fire, Gainesville Police, and Fire Departments, and the City of Waldo Police Department. All of their radios and equipment are integrated under a trunked, 800 MHz system, but only the Police and Sheriff's Department patrol units have CAD systems in their cars. The County and City can act as backup if necessary. This operation has been combined for about 6-7 years and shares the cost for operating and maintaining the center. The Fire Departments provide paramedic services for the cities and county as well.

On September 26, 2006 Washington, D.C. unveiled their \$110 million dollar metropolitan Unified Communications Center (UCC) which provides primary dispatch functions for the Washington D.C. Metropolitan in one consolidated building. The UCC is a state-of-the-art communications center, which during an emergency, will serve as the National Capital Region's hub for emergency response.

The UCC consolidates key public safety communications functions of the Metropolitan Police Department; DC Fire and Emergency Medical Services and the DC Emergency Management Agency. The UCC will also house the Mayor's Emergency Command Center, and in the event of a regional emergency, the UCC will serve as the command center for regional law enforcement agencies and EMS first responders. Additionally, this advanced facility can host regional and federal authorities during national emergencies.

Also housed at the UCC is the Mayor's Citywide Call Center which citizens reach when they request city services such as trash removal, potholes, bulk pickups, and recycling. Residents may also use this call center to report a missed scheduled service, inquire about city agency phone numbers and hours of operation, and pursue other customer service-related items.

The UCC was designed with employees in mind. The 127,000 square foot center includes a child development center, a fitness center, a stress reduction room, a bright cafeteria and a terrace retreat overlooking the city. The UCC took eight years to build and involved the coordination of numerous government agencies and community partners.

**EXHIBIT B**  
**Joint Dispatch Task Force**  
**Summary of Information Gathered During the Process**

The collective information received from the benchmarking process is that there is no one solution that meets the needs of every public safety emergency dispatch operation, and that there are a number of operational approaches which have successfully been implemented by other public safety entities which meet the needs of that region.

## EXHIBIT C - Joint Dispatch Task Force PRIORITIZATION MATRIX

CRITERIA WEIGHT	1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE
1 Reduces Response Times	X	10.00	10.00	10.00	10.00		10.00	10.00	10.00	70.00	0.38
2 Reduces Costs	0.10	X	0.20	1.00	0.10		1.00	0.20	0.20	2.80	0.02
3 Reduces Call Transfers	0.10	5.00	X	1.00	0.20		5.00	1.00	0.10	12.40	0.07
4 Reduces Redundant Dispatched Services	0.10	1.00	1.00	X	0.20		1.00	0.20	0.10	3.60	0.02
5 Dispatches Closest Unit - Emergency Calls	0.10	10.00	5.00	5.00	X		1.00	0.20	0.10	21.40	0.12
6 Removed Criteria 10/26/06						X				0.00	0.00
7 Ability to Reposition Resources	0.10	1.00	0.20	1.00	1.00		X	0.20	0.10	3.60	0.02
8 Improves Timely & Seamless Communication	0.10	5.00	1.00	5.00	5.00		5.00	X	1.00	22.10	0.12
9 Provides Redundant Dispatch Capability	0.10	5.00	10.00	10.00	10.00		10.00	1.00	X	46.10	0.25
<b>COLUMN TOTALS</b>	0.70	37.00	27.40	33.00	26.50	0.00	33.00	12.80	11.60	182.00	1.00

CRITERIA WEIGHT	1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE
1 Reduces Response Times	X	0.20	0.10	5.00	0.10					5.40	0.06
2 Partial Data Interoperability	5.00	X	0.10	5.00	0.10					10.20	0.12
3 Full Data Interoperability	10.00	10.00	X	10.00	0.10					30.10	0.35
4 Co-Location	0.20	0.20	0.10	X	0.10					0.60	0.01
5 System, People and Space Integration	10.00	10.00	10.00	10.00	X					40.00	0.46
<b>COLUMN TOTALS</b>	25.20	25.20	10.30	30.00	0.40	0.00	0.00	0.00	0.00	86.30	1.00

CRITERIA WEIGHT	1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE
1 Reduces Response Times	X	0.20	0.10	0.10	0.10					0.50	0.01
2 Partial Data Interoperability	5.00	X	0.20	0.20	0.10					5.50	0.08
3 Full Data Interoperability	10.00	5.00	X	5.00	0.20					20.20	0.28
4 Co-Location	10.00	5.00	0.20	X	0.20					15.40	0.22
5 System, People and Space Integration	10.00	10.00	5.00	5.00	X					30.00	0.42
<b>COLUMN TOTALS</b>	35.00	20.20	5.50	10.30	0.60	0.00	0.00	0.00	0.00	71.60	1.00

## EXHIBIT C - Joint Dispatch Task Force PRIORITIZATION MATRIX

		1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE	
<b>Reduces Call Transfers</b>													
1	Voice Interoperability	X	1.00	0.10	0.20	0.10						1.40	0.02
2	Partial Data Interoperability		X	0.20	5.00	0.20						6.40	0.10
3	Full Data Interoperability	10.00	5.00	X	10.00	0.20						25.20	0.40
4	Co-Location	5.00	0.20	0.10	X	0.20						5.50	0.09
5	System, People and Space Integration	10.00	5.00	5.00	5.00	X						25.00	0.39
<b>COLUMN TOTALS</b>		26.00	11.20	5.40	20.20	0.70	0.00	0.00	0.00	0.00	0.00	63.50	1.00

		1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE	
<b>Reduces Redundant Dispatched Services</b>													
1	Voice Interoperability	X	0.20	0.10	1.00	0.10						1.40	0.02
2	Partial Data Interoperability	5.00	X	0.20	5.00	0.20						10.40	0.15
3	Full Data Interoperability	10.00	5.00	X	10.00	0.20						25.20	0.37
4	Co-Location	1.00	0.20	0.10	X	0.10						1.40	0.02
5	System, People and Space Integration	10.00	5.00	5.00	10.00	X						30.00	0.44
<b>COLUMN TOTALS</b>		26.00	10.40	5.40	26.00	0.60	0.00	0.00	0.00	0.00	0.00	68.40	1.00

		1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE	
<b>Dispatches Closest Unit - Emergency Calls</b>													
1	Voice Interoperability	X	10.00	0.10	10.00	0.10						20.20	0.22
2	Partial Data Interoperability	0.10	X	0.10	5.00	0.10						5.30	0.06
3	Full Data Interoperability	10.00	10.00	X	10.00	0.20						30.20	0.33
4	Co-Location	0.10	0.20	0.10	X	0.10						0.50	0.01
5	System, People and Space Integration	10.00	10.00	5.00	10.00	X						35.00	0.38
<b>COLUMN TOTALS</b>		20.20	30.20	5.30	35.00	0.50	0.00	0.00	0.00	0.00	0.00	91.20	1.00

## EXHIBIT C - Joint Dispatch Task Force PRIORITIZATION MATRIX

Ability to Reposition Resources		1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE
		1 Voice Interoperability	X	5.00	1.00	5.00	0.20	0.20				
2 Partial Data Interoperability	0.20	X	0.20	5.00	0.20						5.60	0.10
3 Full Data Interoperability	1.00	5.00	X	5.00	0.20						11.20	0.21
4 Co-Location	0.20	0.20	0.20	X	0.10						0.70	0.01
5 System, People and Space Integration	5.00	5.00	5.00	10.00	X						25.00	0.47
<b>COLUMN TOTALS</b>	6.40	15.20	6.40	25.00	0.70	0.00	0.00	0.00	0.00	0.00	53.70	1.00

Improves Timely & Seamless Communication		1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE
		1 Voice Interoperability	X	5.00	1.00	5.00	0.10	0.10				
2 Partial Data Interoperability	0.20	X	0.10	5.00	0.10						5.40	0.07
3 Full Data Interoperability	1.00	10.00	X	10.00	0.10						21.10	0.27
4 Co-Location	0.20	0.20	0.10	X	0.10						0.60	0.01
5 System, People and Space Integration	10.00	10.00	10.00	10.00	X						40.00	0.51
<b>COLUMN TOTALS</b>	11.40	25.20	11.20	30.00	0.40	0.00	0.00	0.00	0.00	0.00	78.20	1.00

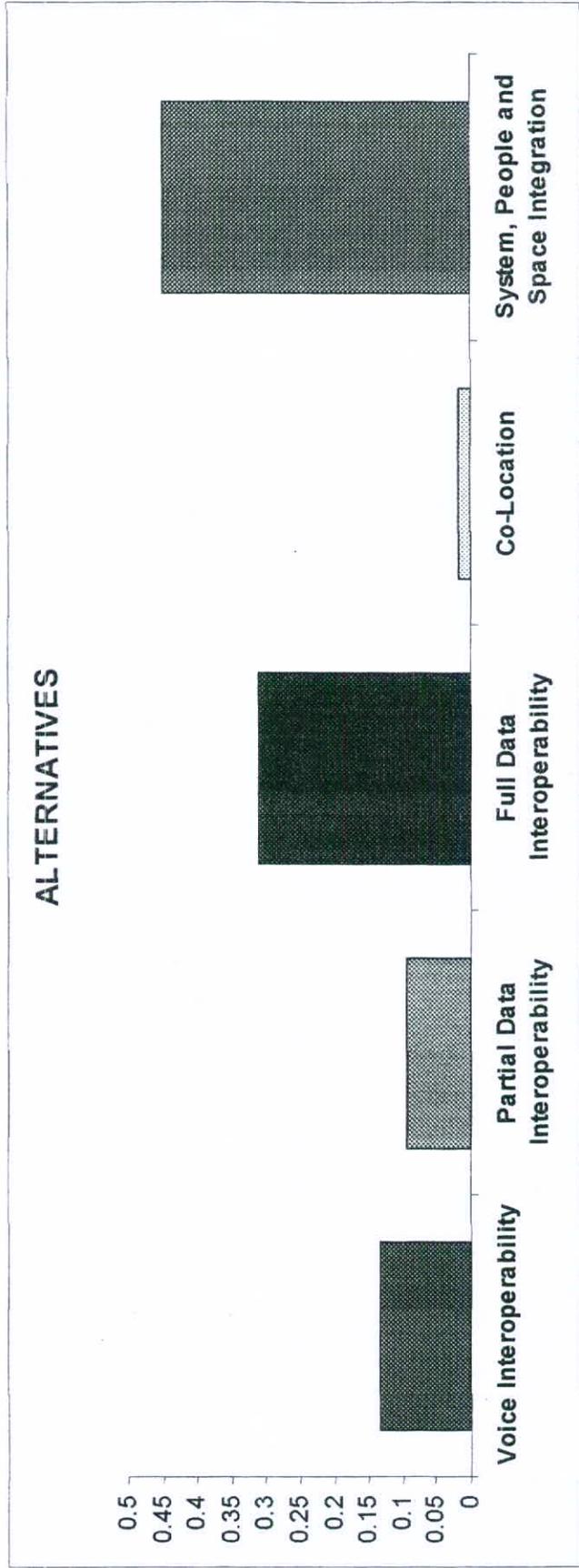
  

Provides Redundant Dispatch Capability		1	2	3	4	5	6	7	8	9	TOTAL	DECIMAL VALUE
		1 Voice Interoperability	X	10.00	1.00	5.00	0.20					
2 Partial Data Interoperability	0.10	X	0.10	5.00	0.10						5.30	0.08
3 Full Data Interoperability	1.00	10.00	X	5.00	0.20						16.20	0.24
4 Co-Location	0.20	0.20	0.20	X	0.10						0.70	0.01
5 System, People and Space Integration	5.00	10.00	5.00	10.00	X						30.00	0.44
<b>COLUMN TOTALS</b>	6.30	30.20	6.30	25.00	0.60	0.00	0.00	0.00	0.00	0.00	68.40	1.00

**EXHIBIT C - Joint Dispatch Task Force  
PRIORITIZATION MATRIX**

<b>SUMMARY MATRIX</b>	<b>Voice Interoperability</b>	<b>Partial Data Interoperability</b>	<b>Full Data Interoperability</b>	<b>Co-Location</b>	<b>System, People and Space Integration</b>
Reduces Response Times	0.02	0.05	0.13	0.00	0.18
Reduces Costs	0.00	0.00	0.00	0.00	0.01
Reduces Call Transfers	0.00	0.01	0.03	0.01	0.03
Reduces Redundant Dispatched Services	0.00	0.00	0.01	0.00	0.01
Dispatches Closest Unit - Emergency Calls	0.03	0.01	0.04	0.00	0.05
Removed Criteria 10/26/06					
Ability to Reposition Resources	0.00	0.00	0.00	0.00	0.01
Improves Timely & Seamless Communication	0.02	0.01	0.03	0.00	0.06
Provides Redundant Dispatch Capability	0.06	0.02	0.06	0.00	0.11
<b>COLUMN SUM</b>	<b>0.133477036</b>	<b>0.093422544</b>	<b>0.308630455</b>	<b>0.016715438</b>	<b>0.447754527</b>

# EXHIBIT C - Joint Dispatch Task Force PRIORITIZATION MATRIX



# EXHIBIT C - Joint Dispatch Task Force PRIORITIZATION MATRIX

Criteria developed by the Joint Dispatch Task Force on 10/5/2006

These criteria were used for the 9 criteria listed above in the gray box under "Criteria Weight."

## A. Reduce Response Times includes:

1. "911 Answer Delay" which is the time to answer the call, and is affected by the number of personnel.
2. "Receive to Save" which is the time it takes for the call taker to process the input.
3. "Transfer to secondary PSAP" which is the time it takes to hand the call off to another dispatch office, such as fire/EMS, for dispatch services
4. "Save to Dispatch" which is the time it takes for the dispatcher to dispatch the call to the field.

NOTE: it would be helpful to diagram a service tree to help visualize.

## B. Reduce Costs – need to look at both:

1. Operational Costs which includes personnel, space and other operating costs.
2. Capitol Investment Costs

## C. Operational Efficiency includes:

1. Reduces response times
2. Reduces call transfers
3. Reduces redundant service dispatched
4. Ensures dispatching the closest unit
5. Provides redundant dispatch capabilities
6. Provides flexibility to reposition resources

## D. Public Safety Improvements

1. Reduces response times
2. Provides appropriate staffing coverage for dispatching to respond to public safety incidents
3. Improves timely and seamless communication between agencies and disciplines.

### VALUES

10 MUCH MORE VALUE  
 5 MORE VALUE  
 1 EQUAL VALUE  
 .20 LESS VALUE  
 .10 MUCH LESS VALUE

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**EXHIBIT D**  
**Joint Dispatch Survey Results – Fresno County Cities and Sheriff's Office, October 2006**

Question	Respondent	Clovis	Fresno	Reedley	Sanger	Selma	County Sheriff's Office	Fowler; Kerman; Mendota; Orange Cove; Parlier; San Joaquin	Coalinga Firebaugh Huron Kingsburg
1. Do you have a dispatch operation? What is dispatched?									
• Law Enforcement	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No - Services provided by the Fresno County SO.	Yes
• Fire	Yes	Yes	No	Yes	Yes	Yes	Yes	N/A	NR
• Emergency Medical Services	No	No	No	No	Yes	Yes	No	N/A	NR
• Public Works	No	No	No	No	Yes	Yes	No	N/A	NR
• Code Enforcement	Yes	Yes	Yes	Yes	Yes	Yes	No	N/A	NR
• Other – Please List	Animal Services	Animal Services	Call Diversion Unit	No	No	No	No	N/A	NR
2. How many calls you're your dispatch operation process annually? Type of calls:									
• Law Enforcement	63,129	650,000	47,507	44,000	37,366	358,706	358,706		
• # Transferred	None	0	0	Not tracked	380	1365 to Fresno PD	1365 to Fresno PD	N/A	NR
• Fire	1604		576	100	468				
• # Transferred	None	33,000	0	Not tracked	0	1258 to Fresno Fire	1258 to Fresno Fire	N/A	NR
• Emergency Medical Services	5118			1200	1842				
• # Transferred	5118	N/A	N/A	Not tracked	1024	2335 to EMS	2335 to EMS	N/A	NR
• Public Works	Approx. 180			800-900	168				
• # Transferred	None	N/A	N/A	Not tracked	0	N/A	N/A	N/A	NR
• Code Enforcement	Included in L.E.		600	1200 – 1300	156				
• # Transferred	None	N/A	0	Not tracked	0	N/A	N/A	N/A	NR

EMS = Emergency Medical Services

LE = Law Enforcement

NR = No Response

**EXHIBIT D**  
**Joint Dispatch Survey Results – Fresno County Cities and Sheriff's Office, October 2006**

Question	Respondent	Clovis	Fresno	Reedley	Sanger	Selma	County Sheriff's Office	Fowler; Kerman; Mendota; Orange Cove; Parlier; San Joaquin	Coalinga Firebaugh Huron Kingsburg
<ul style="list-style-type: none"> <li>Other</li> <li># Transferred</li> </ul>		Included in L.E. None	148,000 50,000	N/A	N/A	N/A	N/A	N/A	NR
3. What is the average queue time for dispatched calls? Type of call:									
<ul style="list-style-type: none"> <li>Law Enforcement</li> </ul>		3.4 min.	Code 0: 1:87 min. Code 1: 8:25 min.	8 min average priority 1,2, 3	3-5 min.	5 min.	Priority 1 CFS 1:37 minutes Priority 2 CFS 17:07 minutes Priority 3 CFS 28:94 minutes	N/A	NR
<ul style="list-style-type: none"> <li>Fire</li> </ul>		1.1 min.	N/A	5 min.	5 min.	1 min.	1 min.	N/A	NR
<ul style="list-style-type: none"> <li>Emergency Medical Services</li> </ul>		1.1 min.	N/A	N/A	5 min.	1 min.	1 min.	N/A	NR
<ul style="list-style-type: none"> <li>Public Works</li> </ul>		2.0 min.	N/A	N/A	10-15 min.	10 min.	N/A	N/A	NR
<ul style="list-style-type: none"> <li>Code Enforcement</li> </ul>		Included in L.E.	N/A	3 min.	10-15 min.	10 min.	N/A	N/A	NR
<ul style="list-style-type: none"> <li>Other</li> </ul>		Included in L.E.	N/A	N/A	N/A	N/A	N/A	N/A	NR
4. Identify the number of shifts and dispatchers/call takers per shift per day.				*Note: there is an overlap of 5 hours per day on shifts.			*Note: there is an overlap of some shifts resulting in 2 employees per shift.		
<ul style="list-style-type: none"> <li>Sunday</li> </ul>		3 shifts; 2-3 employees per shift	7 shifts 8-19 employees per shift	3 10-hr shifts*, 1 employee per shift	3 8-hr shifts 1 employee per shift	5 8-hr. shifts*, 1 employee per shift	3 shifts, 14 employees per day, 4 to 5 employees per shift	N/A	NR
<ul style="list-style-type: none"> <li>Monday</li> </ul>		3 shifts; 3-4 employees per shift	7 shifts 8-19 employees per shift	3 10-hr shifts*, 1 employee per shift	3 8-hr shifts 1 employee per shift	5 8-hr. shifts*, 1 employee per shift	3 shifts, 14 employees per day, 3 to 5 employees	N/A	NR

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**EXHIBIT D**  
**Joint Dispatch Survey Results – Fresno County Cities and Sheriff's Office, October 2006**

Question	Respondent	Clovis	Fresno	Reedley	Sanger	Selma	County Sheriff's Office	Fowler; Kerman; Mendota; Orange Cove; Parlier; San Joaquin	Coalinga; Firebaugh; Huron; Kingsburg
• Tuesday		3 shifts; 3-4 employees per shift	7 shifts 8-19 employees per shift	3 10-hr shifts*, 1 employee per shift	3 8-hr shifts 1 employee per shift	5 8-hr. shifts*, 1 employee per shift	3 shifts, 12 employees per day, 3 to 5 employees per shift	N/A	NR
• Wednesday		3 shifts; 3-4 employees per shift	7 shifts 8-19 employees per shift	3 10-hr shifts*, 1 employee per shift	3 8-hr shifts 1 employee per shift	5 8-hr. shifts*, 1 employee per shift	3 shifts, 14 employees per day, 3 to 5 employees per shift	N/A	NR
• Thursday		3 shifts; 3-4 employees per shift	7 shifts 8-19 employees per shift	3 10-hr shifts*, 1 employee per shift	3 8-hr shifts 1 employee per shift	5 8-hr. shifts*, 1 employee per shift	3 shifts, 11 employees per day, 3 to 4 employees per shift	N/A	NR
• Friday		3 shifts; 3-4 employees per shift	7 shifts 8-19 employees per shift	3 10-hr shifts*, 1 employee per shift	3 8-hr shifts 1 employee per shift	5 8-hr. shifts*, 1 employee per shift	3 shifts, 14 employees per day, 4 to 5 employees per shift	N/A	NR
• Saturday		3 shifts; 3-4 employees per shift	7 shifts 8-19 employees per shift	3 10-hr shifts*, 1 employee per shift	3 8-hr shifts 1 employee per shift	5 8-hr. shifts*, 1 employee per shift	3 shifts, 14 employees per day, 4 to 5 employees per	N/A	NR
5. What duties do your dispatchers/ call takers perform?	Clerical duties, records checks, warrant checks, pawn entries, CLETS training, CLETS entry.		N/A	N/R	Lobby traffic, record entry, process reports for the D.A.	Stolen/ stored/ repossessed, missing persons, court orders, lost/ stolen license plates, criminal histories and completion of Disposition of Arrest forms on retainable offenses.	CLETS entry, CLETS training, warrant checks, records checks, some clerical functions	N/A	NR

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**EXHIBIT D**  
**Joint Dispatch Survey Results – Fresno County Cities and Sheriff's Office, October 2006**

Question	Respondent	Clovis	Fresno	Reedley	Sanger	Selma	County Sheriff's Office	Fowler; Kerman; Mendota; Orange Cove; Parlier; San Joaquin	Coalinga Firebaugh Huron Kingsburg
6. If merging all dispatch operations was recommended, would this be advantageous to your organization?		Yes	NR	Yes	Yes	Yes	Yes	N/A	NR NR
Explain advantages and disadvantages of a merger.		See Below	NR	Centralized	See Below	See Below	See Below	See Parlier comments below.	NR
Survey completed by:		Mark Rau	Lt. Mike Brogdon	Joe Garza	Richard Franco	Lt. Myron Dyck	A/S T. Gattie	Sanger Chief Newton	NR

**Answers to Question 6b – Explain the advantages and disadvantages to your organization of a merged dispatch operation.**

Clovis – As the Chief of Police, I have place a high value on decentralized policing services where responsiveness to community and local accountability is fixed in close proximity to the citizens paying for that service. In that regard, I do not see an advantage in joining a centralized communications center serving the entire County. As long as Clovis can continue to finance and support our own operations, I think it best that we continue to do so. Also, we have made recent substantial capital investment into a modern communications center that will meet our needs now and into the future. It would be difficult to suggest to our public that it would be in their best interest to abandon those facilities. In regard to Clovis Fire Department dispatching, the city is working toward, a contractual agreement between the City of Clovis and Fresno County Emergency Medical Services to provide Fire dispatch services through the County's vendor, American Ambulance. This agreement would constitute a trial project which would allow the City to determine if such an arrangement would work best for our community on a long-term basis. At issue is the need to have dispatchers trained in the fire dispatch disciplines and dedicated in whole to fire and medical calls and the use of fire service computer aided dispatch software. We have also provided a 500 square foot area within our communications center as a secondary Public Safety Answering Point (PSAP) for the Fresno County Sheriff's Department and the agencies they dispatch. That center is currently under development. I certainly support efforts of other agencies to seek consolidation of dispatch services and I am appreciative of the County's willingness to allow us to utilize their software services supporting law enforcement Computer Aided Dispatch. – Sincerely, Jim Zulim, Chief of Police.

Parlier – Our greatest asset is keeping in touch with FSO (Fresno Sheriff's Office) area 3 units. We both assist each other on calls. A disadvantage is response time from dispatch – we prefer that they separate the channels. It is extremely important to be heard by the committee regarding services received by our city. Ishmael Solis, Chief of Police

Sanger – Advantage – More manpower to cover major incidents. Projected Disadvantage – Bigger queue times. Richard Franco

Selma – Finding qualified dispatchers is a challenge for all agencies in the County. Merging dispatch operations could require fewer dispatchers countywide. Lt. Myron Dyck  
 EMS = Emergency Medical Services  
 LE = Law Enforcement  
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**EXHIBIT D**

**Joint Dispatch Survey Results – Fresno County Cities and Sheriff's Office, October 2006**

Fresno County Sheriff's Office – The Sheriff's Office currently partners with over forty (40) other public safety agencies which utilize the Sheriff's CAD and/or RMS and/or Dispatch functions. As more agencies, working the same geographical area, join together there will be an increased awareness of each others calls for service and activities. Also issues regarding officer safety and public safety should improve. – Tom Gattie

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