PROSECUTOR'S TASK FORCE ON REGIONALIZED POLICING

SUBCOMMITTEE NO. 2

EXPANSION/STANDARDIZATION OF
COMMUNICATIONS AND
POLICE RECORDS MANAGEMENT

Subcommittee No. 2 Members:

William Stahl, Chair, Director of County Dept. of Public Health & Safety
Brian Levine, Mayor of Franklin Township
William King, Chief of South Bound Brook Police Department
Robert Palmer, Director of Montgomery Township Police Department
Greg Bonin, Administrator of Branchburg Township
David Hollod, Administrator of North Plainfield Borough
Douglass Rue, Somerset County Emergency Services Training Academy
Robert Klingel, Director of County Management Information Services
Robert Dinsmore, Warren Township PBA 235
Thomas Brown, Raritan Borough
Richard Rose, Branchburg Township
Mark Rossman, Franklin Township
David Frauenheim, Somerset County Communications

SYNOPSIS

Consolidating police communications under the guidance of Somerset County Communications would provide radio interoperability, allow for a global positioning system (GPS) that would automatically designate the closest available unit and thus potentially lower the response time to priority calls for service.

A unified records management system will allow for the exchange of information across jurisdictional boundaries, provide standardization throughout the entire county police department, establish a uniform definition of a “call for service” (CFS), and improve officer and citizen safety. Additionally, a unified system will provide ease of data exchange and meet the State requirement to provide police records data to the New Jersey Data Exchange project (NJDex).

Background: Currently, the Somerset County Communications Center provides full service dispatch to seven municipalities and to the Sheriff's Office and Prosecutor's Office. In addition, the Center is the main 9-1-1 Public Safety Answering Point (PSAP) for sixteen municipalities and provides fire dispatch to thirty-five fire departments and eighteen EMS organizations including all Basic Life Support (BLS) and Advanced Life Support (ALS) provided by Somerset Medical Center. The Communications Center handled over 160,000 calls for service including 70,000 emergency 9-1-1 calls in 2011.

There are a number of municipalities that are in various stages of exploring or migrating to the County Communications Center based on the need to consolidate, deliver shared services or to provide for budget relief. If additional agencies migrate to County dispatch, facilities, equipment and personnel must be evaluated to ensure continuity. The Department of Public Health and Safety, Communications Division, has established a Communications Coordination Committee which meets bi-weekly to discuss the needs of the Center. The Committee is comprised of the Director of Public Health and Safety, Communications personnel, Office of Emergency Management (OEM) personnel, the County Fire Coordinator and a municipal Chief of Police. The collective knowledge of these emergency responders will provide valuable guidance to the Communications Center.

The Committee's second year meetings have resulted in the development of a plan for the Communications Center expansion. The plan addresses both short and long-term needs relating to issues such as technology, personnel, vicarious liability, and the costs of expansion.

TECHNOLOGY SECTION

There are a number of items that need to be updated, purchased and or installed relative to the Communications Center expansion including fifteen additional consoles, Computer Aided Dispatch stations (CAD), and the integrated Records Management System (RMS) for each of the new consoles. At least fifteen additional Info-Cop licenses, which are used for access to the State Division of Motor Vehicles and Automated Traffic Warrant System, will need to be purchased. There is a need to purchase fifteen additional computers and monitors with internet access to provide access into a myriad of web-based programs that are used on a daily basis. Historically, local municipal dispatch centers relied on county dispatch as their backup communications center. As each of the local centers ceases operations, there is a continuous need to ensure that the system is equipped with adequate redundancy so as to avoid a system-wide failure. This will require a redundant high speed internet line, firewall, backup CAD/RMS server, backup domain controller and additional bandwidth. The Communications Center utilizes a phone system from Intrado Systems which integrates administrative phone lines with the existing 9-1-1 trunks. To enable the expansion of this phone system onto the additional fifteen consoles which will be purchased, there is a need to add fifteen more integrated phone positions as well as additional 9-1-1 circuits. An IP based phone system will provide the opportunity to back up the phone system to another Intrado core such as the New Jersey State Police. Ring-down circuits will be needed to be installed at each precinct which will allow for emergency phone calls to be placed directly to the Communications Center. In addition to the

internal redundancy specified above, backup communications capabilities will be needed to be implemented at an offsite location such as the Morris County Communications Center. There is the need to provide for some basic communication capabilities at the five regional precincts headquarters. Additionally, there will be a need to purchase a global positioning system (GPS) that will enable the dispatchers to select and dispatch the closest available unit to a call for service. The GPS system should be robust enough to accommodate police, fire, EMS, transportation and DPW units. Currently data is supplied via phone lines known as T-1 lines. This method is expensive due to the recurring monthly fees, and it is less effective because it is subject to weather related failures. The best solution would be a robust microwave system linking radio towers and data circuits thus saving on redundant costs and providing a more stable system of delivery.

BUDGET:

- *CAD/RMS - $20,000 x 15= $300,000*
- *Consoles - $10,000 x 15= $150,000*
- *PC/Monitors- $800 x 15= $12,000*
- *Info-Cop - $1200 x 15= $18,000*
- *Intrado - $32,000 x 15= $480,000*
- *Domain Controller - $5,800*
- *Firewall - $8,000*
- *Backup CAD/RMS Server - $22,677*
- *Ring-down Circuits - $150 per month*
- *Data Conversion - $40,000 per agency x 8= $320,000*
- *Microwave Links/fiber/T1to carry data - $3,000,000*
- *Backup Communications Center - $500,000*
- *GPS- $750,000*
- *Basic Communications Capabilities at each precinct - $300,000*

PERSONNEL SECTION

Operations Manager: The Operations Manager would be responsible for the day-to-day operation of the Communications Center to include employee scheduling, personnel issues, and radio and paging problems with the various emergency service organizations. At present, those responsibilities are undertaken by the Director of the Department of Health and Public Safety. Creating the position of Operations Manager would enable the Director to oversee the entire Department. Shift Supervisors would report to the Operations Manager who, in turn, would report to the head of Public Health and Safety.

Staffing: Should all 21municipalities decide to migrate to County dispatch, the total Call For Service volume (CFS) will ultimately determine how many additional dispatchers will be needed to properly handle the additional workload. Current staffing levels may be adequate if a small agency with CFS volumes of 10,000 to 12,000 made the transition to County dispatch. However,

the addition of multiple small agencies and/or a large agency such as Franklin with a CFS volume of 120,000 will require staffing levels to increase. Personnel assessments involve a delicate balance of providing effective daily coverage in an arena with little predictability without overstaffing each shift. The personnel section consists of several position categories including Dispatchers, Supervisors, Support Staff, Assistant Radio Technicians and a Systems Manager.

Budget: *Dispatcher II starting salary - $35,840 x 30= $1,075,200*

> **Note:** salaries do not reflect the cost of fringe benefits which will need to be calculated at the time of implementation.

Supervision: Span of control per the Incident Command System component of Presidential Directive 5 (National Incident Management System) is the number of subordinates that one supervisor can effectively manage. This number can range between three and seven with the ideal ratio being five. Should we have to increase staffing to accommodate the additional municipalities, it will be necessary to add supervisors to each shift. This will ensure the accountability and proper training of new staff, and it will provide the assistance necessary to subordinates throughout the shift. One cannot stress enough the importance of proper supervision when handling life and death calls for service. There is an overarching vicarious liability factor directly correlated to proper supervision and training of personnel. Much of the current litigation relative to emergency response or responders centers on the lack of proper supervision or proper training.

BUDGET:

- *The cost for additional supervisors would be approximately $6,000 each, which is the difference between their current Dispatcher I salaries and that of a supervisor.*

Support Staff: The current table of organization of the Communications Center would need to reflect the Regional Communications Center's need to include staff as well as precinct administrators and records personnel. The number of supervisors, dispatchers, and records personnel (responsible for daily discovery and OPRA requests) as well as payroll and support staff are included in the total. Administrative workload including long-term projects such as narrow-band, radio and 9-1-1 tape recordings, standard operating procedures, and training initiatives will require additional managerial positions to provide for the requisite oversight.

BUDGET:

- *Fulltime Administrative Assistants - $34,000 x 2= $68,000*
- *Operations Manager- $75,000*
- *Records Clerks - $35,000 x 5= $175,000*
- *Quality Assurance/Training - $55,000*

Assistant Radio Technicians: Our current radio technician has a number of responsibilities beyond those of radio repair. These responsibilities are much more aligned with those of an engineer. He has become an integral part of the planning and engineering aspects of the

Communications Center. His knowledge of radio systems and the overall complexity of them require that his talents not be exhausted on tasks that could otherwise be completed by a mechanically inclined individual at an entry level salary. As additional municipalities migrate to the County Communications Center, the task of repairing and programming additional radios - - which could top 5000 - - will be amongst the many that the Center's personnel undertake. The volume of repair, installation, and programming, coupled with regular maintenance of our system, will require additional assistance in the form of assistant radio technicians.

BUDGET:

- *Two Assistant Radio Techs - $90,000*

Systems Manager: The Communications Center uses several disparate software programs on a daily basis to accomplish tasks. They include QED-CAD/RMS, 9-1-1, Intrado integrated phone system, Avaya, Info-Cop, NCIC Blue, Fleet-eyes, R-911, Check-Point VPN, EMS Charts, Page-Gate and Blackberry. The County MIS Department has been very accommodating by providing one point of contact to assist us with managing these disparate systems. Many of the program vendors are from out-of-state, and they use remote access to address software issues. This being the case, many times it is necessary for Communication Center staff or that of MIS to spend hours working with the vendor to fix a problem with software. Moving forward it will be necessary to have full-time MIS staff assigned to troubleshoot and maintain all of the technology associated with the Communications Center. It may be necessary to have additional MIS representatives assigned to each precinct.

BUDGET:

- *Systems Manager - $55,000*
- *Assistant MIS representatives - $50,000 x 2= $100,000*

RADIO SYSTEM UPGRADES

The current County UHF trunking radio system provides excellent coverage throughout most of the County. For those areas that have degraded coverage, a plan for upgrading infrastructure is being implemented. With the influx of additional emergency services, more frequencies will need to be acquired and licensed. Additional mobile and portable radios capable of operating on the trunking system for those agencies that have yet to migrate to the County radio system will be needed. At present necessary talk groups and operational and tactical channels for all of the proposed five precincts for the countywide police department are in place, but additional radio infrastructure to include backbone and frequencies must still be provided.

RENOVATIONS TO COMMUNICATIONS CENTER

There are currently fifteen dispatch console positions located in the Communications Center. The influx of additional municipalities will require the Communications Center to expand into the

Somerset County Prosecutor's Office Evidence Vault. Through said expansion, the Center would gain enough raised floor space to place fifteen additional dispatch consoles there to satisfy long term needs.

The Evidence Vault is divided into three separate areas. The first area, closest to the Communications Center, is evidence storage. The middle section houses records and the area furthest from the Communications Center stores evidence. The communications center will ultimately need at least two of those areas. The first section will house dispatch consoles and the second area will provide for a new Emergency Operations Center (EOC). A new EOC will be necessary because the current space will be needed for support staff.

County Facilities and Services has already vacated the space and Engineering is working with a vendor to provide the architectural drawings for HVAC, electric panel, lighting, raised floor, suspended ceiling and phone patch relocation. The below cost does not include the infrastructure work which was ongoing as part of the expansion of the Communications Center.

Budget:

- *Renovation - $50,000*

Police Oversight: Dispatching via GPS will frequently require units to be dispatched across patrol districts and precinct boundaries. Those routine assessments should be made by an authorized police officer. Covering that assignment 24/7 will require the services of at least five ranking officers from the patrol division which should be borne from the budget of the countywide police department.

Summation: The expansion of the Communications Center does not involve just hiring dispatchers, but requires a review of our entire operation and its assimilation into the operation of the five precincts of the countywide police department. It will be necessary to evaluate each of the aforementioned areas of concern each time additional municipalities seek to join County dispatch.

FINAL BUDGET:

Technology:

- *CAD/RMS:* *$300,000*
- *Consoles:* *$150,000*
- *PC/Monitors* *$12,000*
- *Data Conversion:* *$320,000*
- *Info-Cop:* *$18,000*
- *Intrado:* *$480,000*
- *Domain Controller:* *$,5,800*

- *Firewall:* *$8,000*
- *Backup CAD/RMS Server:* *$22,677*
- *Backup Communications Center:* *$500,000*
- *Precinct Communications:* *$300,000*
- *GPS:* *$750,000*
- *Ring Down Circuits:* *$150 per month*

Personnel:

- *Dispatcher II: $35,840 x 30* *$1,075,200*
- *Operations Manager:* *$75,000*
- *Additional Supervisors: $6000 x 4* *$24,000*
- *Administrative Assistants:$34,000 x 2* *$68,000*
- *Records Clerks:$35,000 x 5* *$175,000*
- *Assistant Radio Techs: $45,000 x 2* *$90,000*
- *Systems Manager:* *$55,000*
- *Assistant MIS Techs: $50,000 x 2* *$100,000*
- *Quality Assurance/training:* *$55,000*
- *Assistant Radio Techs:$45,000 x 2* *$90,000*

Radio Systems:

- *Mobiles and Portables:* *$3500 per additional radio*
- *Microwave Links:* *$3,000,000*

Renovation/Expansion

- *Renovation of vacated evidence room into dispatch area* *$50,000*
  This number does not reflect the cost of ongoing infrastructure upgrades already in progress or recurring maintenance and personnel costs.

Capital:	***$5,919,977***
Recurring:	***$1,807,350***
Contingency 5%:	***$386,366***
Total:	***$8,113,693***

DEFINITION OF TERMS

ALS- Advanced Life Support

Backup CAD Server- Server capable of storing backup data in the event of a catastrophic failure of the main computer

Backup Communications Center- Communications Center capable of handling full dispatch services in the event of a catastrophic failure of the 9-1-1 center

BLS- Basic Life Support

CAD- Computer Aided Dispatch

CFS- Call for service typically requiring a response from an emergency service

Check Point VPN- Software that creates a Virtual Private Computer Network

Consoles- Desks designed specifically to accommodate the necessary electronics for dispatch purposes

Data Conversion- Converting existing police records data into a format that will be recognized by the current records system

Domain Controller- Computer that stores usernames and passwords

EMS Charts- Emergency Medical Service records reporting system

EOC- Emergency Operation Center

Firewall- Computer that protects the 9-1-1 center software from unauthorized entry

Fleet Eyes- Software used to track the availability of ambulances

HVAC- Heating, Ventilation, Air Conditioning

Info-Cop- Software that provides the 9-1-1 center with the ability to search license and registration records

Intrado- Company that provides integration of 9-1-1 phone lines and plain old telephone service

IP- Internet Protocol

Microwave Link- System that connects radio towers and allows for the delivery of data and voice transmissions

MIS- County Management Information Services

NCIC Blue- Software that connects to the National Crime Information Center

OPRA- Open Public Records Act

Page Gate- Software utilized to dispatch fire and EMS personnel

QED- The County's computer aided dispatch vendor

Reverse 9-1-1 Notification system that utilizes existing phone numbers in a particular geographic area

Ring Down Circuit- Phone typically placed outside police headquarters that connects directly to the 9-1-1 center without having to dial the number

RMS- Records Management System

SOP- Standard Operating Procedure

Span of Control- The number of subordinates that one supervisor can effectively manage, typically 3 to 5 employees

UHF- Ultra High Frequency range utilized for radio communications

VHF- Very High Frequency range utilized for radio communications