

Madison County and Onondaga County, NY Consolidation Study

Combined Assessment, Feasibility, and Recommendations Report



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List of Acronyms

Acronym	Definition
24/7	24 Hours a Day, 7 Days a Week
ACD	Automatic Call Distribution
ALI	Automatic Location Information
AMR	
ANSI	
APCO	Association of Public Safety Communications Officials
ASAP	Automated Secure Alarm Protocol
AVL	Automatic Vehicle Location
BAM	Budget As Modified
BOC	Backup Operations Center
CAD	Computer Aided Dispatch
CALEA	Commission on Accreditation for Law Enforcement Agencies
CBT	
CCTV	Closed Circuit Television
CHAIRS II	Criminal History Arrest and Incident Reporting System, version 2
CIP	Capital Improvement Plan
CJIS	
CNYICC	Central New York Interoperable Communications Consortium
COMT	
COOP	Continuity of Operation
CPE	Call Processing Equipment
CPR	Cardiopulmonary Resuscitation
CSAA	Central Station Alarm Association
CSEA	Civil Service Employees Association, Inc.
CSL	Civil Service Law
CTO	Communications Training Officer
CUMRS	Common User Microwave Radio System
DCJS	Division of Criminal Justice Services [New York State]
DHSES	Division of Homeland Security and Emergency Services [New York State]
DOT	
DR#	Dispatch Record Number
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Service
EOC	Emergency Operations Center
ERP	Effective Radiated Power
ESInet	Emergency Services IP [Internet Protocol] Network

Acronym	Definition
ESN	Emergency Service Number
ESRI	
FAA	
FCC	Federal Communications Commission
FD	Fire Department
FOIL	Freedom of Information Law
GBAC	
GEM	
GIO	Geospatial Information Officer
GIS	
GPS	Global Positioning System
HVAC	Heating, Ventilation, and Air Conditioning
IAED	International Academy of Medical Dispatch
IBR	Incident Based Reporting
iCAD	Intergraph Computer Aided Dispatch
IDS	Intrusion Detection System
IDT	Incident Dispatch Team
IPAWS	Integrated Public Alert and Warning System
ISO	Insurance Services Office, Inc.
IT	Information Technology
LEC	Local Exchange Company
LMR	Land Mobile Radio
MC	Management Confidential
MCI	Mass Casualty Incident
MCICS	
MCOEM	Madison County Office of Emergency Management
MCSD	
MDCN	Mobile Data Communications Network
MDT	
MESB	Minneapolis Emergency Services Board
MOU	Memorandum of Understanding
MPLS	
ms	Millisecond
N/A	Not Applicable
NCIC	National Crime Information Center
NCMC	National Center for Missing & Exploited Children
NENA	National Emergency Number Association
NFPA	National Fire Protection Association
NG-911	Next Generation 9-1-1

Acronym	Definition
NOC	Network Operations Center
NORAD	
NYS	New York State
NYSAC	New York State Association of Counties
NYSEMA	
NYSP	New York State Police
NYSPIN	New York Statewide Police Information Network
OCICS	Onondaga County Interoperable Communications System
OEM	Office of Emergency Management
OIEC	Office of Interoperable and Emergency Communications
PD	Police Department
POP	Point of Presence
PPC	Public Protection Classification
PPF	Public Policy Forum
PROC	Policy Review and Operations/Oversight Committee
ProQA	Priority Dispatch
PSAP	Public Safety Answering Point
PSD	Public Safety Dispatcher
PSIM	Physical Security Information Management
PST	Public Safety Telecommunicator
PTT	Push to Talk
PUB	Police Users Group
QA	Quality Assurance
QI	Quality Improvement
QIP	Quality Improvement Program
RFA	Request for Application
RMS	Records Management System
SAM	Street and Address Maintenance
SDO	
SICG	Statewide Interoperable Communications Grant [Program]
SJS	Spectrum Justice System
SOCPA	Syracuse-Onondaga County Planning Agency
SOP	Standard Operating, Policy and Procedure
TA	Technical Assistant
TCS	
TERT	
TFOPA	Task Force on Optimal PSAP Architecture
TICP	Tactical Interoperability Plan
TLMR	Trunked Land Mobile Radio

Acronym	Definition
TTD	
TTY	
UPS	Uninterrupted Power Supply
VoIP	Voice over Internet Protocol
VPN	Virtual Private Network
WMD	Weapon(s) of Mass Destruction

Executive Summary

Introduction

Across the country, Public Safety Answering Point (PSAP) consolidations are occurring on a regional, city, county, or multiple-agency basis. These consolidations often result in tangible improvements in service and costs savings by combining 9-1-1 call taking and/or emergency dispatch services, and sharing technology, such as Computer Aided Dispatch (CAD).

Madison County and Onondaga County have tasked Winbourne Consulting with determining the benefits of a potential consolidation of their 9-1-1 Centers, including whether a consolidation would improve service to citizens and increase the safety of First Responders. The Counties' leadership have both clearly stated their commitment to working together in the best interests of the citizens, First Responders, and staff, in the consolidation model that has the most impact. There is already a strong precedent for the two counties working together, as seen with the Central New York Interoperable Communications Consortium (CNYICC) model that includes the shared digital trunked radio system master site, run by Onondaga County and shared with the region, to include Madison.

For the reasons outlined in this report, Winbourne Consulting believes that full consolidation between Madison and Onondaga Counties' 9-1-1 Centers provides significant service level improvements to Madison County citizens and First Responders. We recommend a phased approach with specific steps that will realize immediate benefits as the counties transition to a full consolidation model.

Our Methodology

As part of our analysis for this Consolidation Study, we solicited and received surveys from Madison and Onondaga Counties' 9-1-1 staff and the First Responder communities, conducted stakeholder interviews, and analyzed operations of both Centers. From this information we developed the *Phase 1: Assessment and Gap Analysis Report*, which outlines the similarities and differences between the two centers, and this *Phase 2: Evaluation and Recommendations Report*, which provides significant detail on consolidation options, advantages and considerations of each, and recommendations to meet the goals of each county.

Consolidation Models

There are multiple consolidation models used within the 9-1-1 industry today, with nuanced variations among them. After conducting the Phase 1 Assessment and Gap Analysis Report for Madison and Onondaga Counties, Winbourne Consulting determined that two potential models of consolidation could benefit this environment and the impacts of each have been evaluated.

Shared Services Model

A “shared services model” for Onondaga and Madison Counties is defined as each county maintaining their separate physical locations but sharing technology, mapping, and where appropriate, policies and procedures to implement “best practices.” Winbourne Consulting has determined that this model is:

- Operationally and technically feasible;
- Financially feasible with clear near and long-term benefits; and
- Politically feasible, with broad support from the stakeholder community

Winbourne Consulting has determined that this model has significant benefits to service delivery for citizens and First Responders:

- **Improved First Responder Safety.** In a shared services model, Madison County first responders would have access to Onondaga County’s state-of-the-art Computer Aided Dispatch (CAD) system to improve situational awareness and officer safety, and ensure accurate communications from the field.
- **Improved Response to Citizens.** In a shared services model, Madison County citizens will benefit from better coordination of mutual aid efforts, especially in the volunteer fire service. Citizens would be better served with shared mapping between the two counties, which could lead to responders finding the 9-1-1 callers quicker. This faster response time can save lives.

Centralized Consolidation Model

A “full consolidation model” would move Madison County’s 9-1-1 services into Onondaga County Department of Emergency Communications’ primary (and backup) facility, with shared management and resources. Winbourne Consulting has determined that this model is:

- Operationally feasible but provides challenges in personnel retention;
- Technically feasible with upfront capital expenses and likely ongoing operational savings;
- Financially feasible especially when implemented after the Shared Services Model; and
- Politically feasible as an end-goal in a phased consolidation approach but would meet with a high level of resistance from stakeholders in the short-term unless there were a concerted program to clear up misperceptions and engage and involve stakeholders, and structure a Governance model to ensure that Madison County’s needs are addressed.

Winbourne Consulting has determined that the full consolidation model has significant benefits to service delivery for citizens and First Responders:

- **Enhanced First Responder Safety.** Madison County First Responders would benefit from all the advantages of the Shared CAD system described in the Shared Services Model above. In addition, Madison County First Responders will be better served by dispatchers who are

not also responsible for answering 9-1-1 calls, in alignment with the Onondaga County model, and dispatched based the “best practices” of Onondaga County.

- **Improved Response to Citizens.** In addition to all the benefits identified in the Shared Services Model, Madison County residents and public safety agencies would benefit from the use of many Onondaga County policies and procedures, which are compliant with industry standards.

Recommendations

Winbourne Consulting recommends Madison and Onondaga Counties gradually work toward a full consolidation of their 9-1-1 Centers. Our research indicates that efficiencies in both operations and cost will be realized, and the safety of First Responders, and the ability to provide excellent emergency response service to citizens, will be improved with a full consolidation.

We also realize that given the political and operational concerns surrounding a full consolidation, it is probable that this recommendation will take between two – four (2-4) years to implement. Therefore, we are recommending a multi-phased process, to be implemented over time, providing near-term benefits with operational improvements and shared technology, and longer-term cost savings and service level standardization among the counties.

Winbourne Consulting believes that this phased approach will benefit all the stakeholders, and will enable the jurisdictions to:

- Become more familiar with one another;
- Develop standardized training and procedures;
- Standardize technology (e.g., computer aided dispatch, mapping);
- Develop standardized mapping updates and dispatching processes; and
- Establish the necessary governance agreements for the longer term consolidation of the two 9-1-1 centers.

We have outlined the multi-phase approach that we recommend for Madison and Onondaga Counties, to be accomplished roughly in this order:

1. Implement immediate Operational changes in Madison County

- a. Develop and Train to a more comprehensive Policy Manual to improve operational best practices in Madison County.
 - i. Update current policies to reflect the best-practices as identified by industry standards organizations.
 - ii. Create additional policies as needed, to address gaps and the current inadequate depth of content for some of Madison County’s Operational policies.

- iii. Comply with all policies with a consistent and improved training process for current and new-hire call center personnel.
 - b. Improve communications between Madison County Dispatchers and First Responders to enhance ongoing interactions with Madison County First Responders and encourage more involvement of First Responders in 911 quality assurance.
 - c. Implement a good Quality Assurance/Quality Improvement (QA/QI) program for Madison County Police and Fire incidents, based on industry standards for QA/QI.
 - d. Increase staffing to add position for Assistant Director – Operations, with responsibility for QA/QI, and training. Consider adding two shift Supervisors to meet National Fire Protection Association (NFPA) standards. We have estimated the cost of adding the needed three (3) personnel for these roles at approximately \$173K annually.
2. **Establish Governance model for sharing data.** In preparation for Recommendation #3 below, it will be necessary to establish a governance model to address the sharing of CAD data.
 3. **Implement shared Computer Aided Dispatch (CAD).** We recommend that Madison County utilize Onondaga County's Hexagon/Intergraph CAD solution. A detailed Implementation plan to execute a shared CAD environment should be developed to further define the governance, funding, technical, and operational components necessary to successfully implement a shared CAD system between the two counties.
 4. **Expand Onondaga County's Backup Operations Center (BOC).** In a full consolidation model, the BOC will become the backup center for all 9-1-1 and non-emergency calls from Madison County. In preparation for the full consolidation recommendation, #6 below, it is recommended that further discussions occur between both Counties on the desired options for expanding the BOC, and begin the process of securing potential grant funding through NYS Department of State's Municipal Restructuring Fund grant to cover these non-recurring costs.
 5. **Develop Governance model for full consolidation.** One of the most critical aspects of a shared technology or services project is the development of an effective governance model to ensure that stakeholders have input on the amount of control, expectations, and outcome of a consolidation project. We recommend that Madison County establish a County 9-1-1 Board, under Emergency Management, and also provide representation to Onondaga County's Policy Review and Operations Committee (PROC).
 6. **Implement Full Consolidation.** Winbourne Consulting believes that the stakeholders in Madison County will be best served by a Full Consolidation of Madison and Onondaga

Counties, implemented over a two – four (2-4) year time period during which the preceding steps can be accomplished in preparation.

The exact timing of this consolidation may align with the implementation of Next Generation 9-1-1 in New York State, ensuring the most efficient upgrade of technology in both Counties.

We recommend that salary and benefits be reviewed to make sure that neither County's personnel is harmed in the process of fully consolidating.

We recommend that following the full consolidation, Madison County dispatchers still continue to dispatch Madison County Police, Fire, and EMS calls for a period of time to maintain consistency of service. Lateral movement can occur later in the process, but for the initial period, their knowledge of the local area will benefit citizens and the First Responder community. We further recommend that a complete line by line budget comparison for each center be conducted prior to an agreement to move to full consolidation.

Winbourne Consulting thanks the stakeholders of both Madison County and Onondaga County for their sincere and enthusiastic participation in this Consolidation Study.

1.0 Phase 1 – Assessment of Current Environment

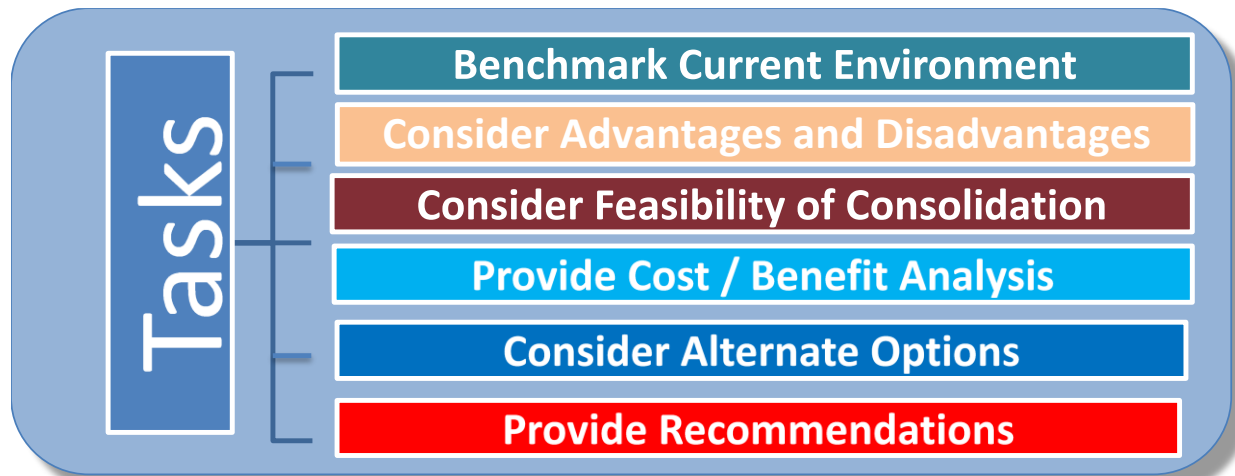
1.1 Introduction to Assessment Report

On Aug 28, 2018, Governor Andrew M. Cuomo announced a comprehensive package of 12 projects impacting 45 localities across New York through the Municipal Restructuring Fund that will streamline the delivery of local services and reduce future costs to local taxpayers. Included in these 12 projects is one that Madison County received to study the long-term management of emergency communications in Madison and Onondaga counties.¹ More information on this announcement can be found at:

NYS Press Release: <https://www.governor.ny.gov/news/governor-cuomo-announces-new-investment-municipal-restructuring-projects>

The Counties of Madison and Onondaga, New York currently operate their own 911 system. They are looking at possible consolidation or restructuring of the system including shared services within both Counties. The Counties have hired Winbourne Consulting to conduct a comprehensive study of the Counties' emergency dispatch operations, to include a fiscal analysis and an outline of possible restructuring opportunities including potential shared services and consolidation opportunities within the two Counties.

This project requires that Winbourne Consulting undertake the following six (6) primary tasks.



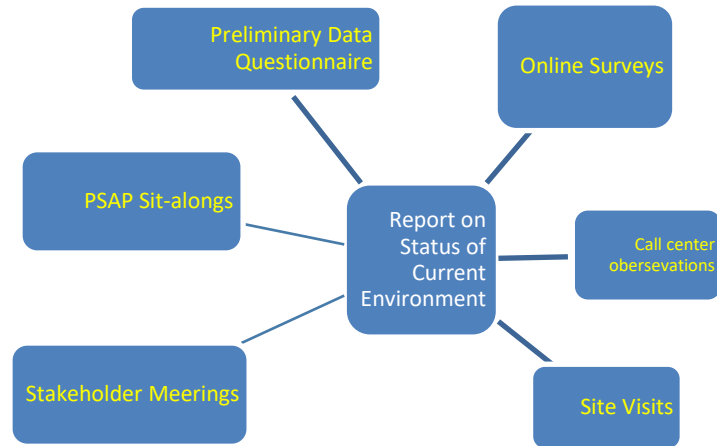


Figure 1. Description of Our Methodology

The primary goal of the Assessment is to provide a comprehensive baseline of existing conditions to identify the options for the possible partial or entire consolidation of 9-1-1 services in Madison and Onondaga Counties.

1.1.1 Winbourne Consulting Methodology for Assessment

Our methodology for conducting the Assessment involved the following steps:

- Met with Madison County and Onondaga County project teams
- Conducted Stakeholder in-person interviews and discussions to gather information about the existing systems, operations, and applications including issues, concerns, and future needs
- Prepared and Distributed a questionnaire to County personnel requesting data on:
 - Demographics
 - Call statistics
 - Radio network
 - 9-1-1 Network
 - 9-1-1 Equipment Server room
 - Technology
 - Dispatch Costs
 - Operations
- Observed operations at both Counties' primary 9-1-1 centers
- Reviewed Policies and Procedures at both Counties
- Walked through Onondaga County backup 9-1-1 site
- Conducted thorough facility analyses for both 9-1-1 Centers

- Visited each site to review call taking procedures as well as facility environments
- Conducted Stakeholder focus groups to discuss consolidation with Madison County Law Enforcement, Fire, and EMS representatives
- Met with CSEA representatives for both Madison and Onondaga Counties
- Communicated with Stakeholders to Validate Findings with each Agency
- Distributed online surveys to First Responders and Call Center staff for both 9-1-1 Centers
 - Madison County 9-1-1 Center personnel
 - Madison County Fire and EMS personnel
 - Madison County Law Enforcement
 - Onondaga County 9-1-1 Center personnel
 - Onondaga County Fire and EMS personnel
 - Onondaga County Law Enforcement
- Spoke with NY State Department of Homeland Security and Emergency Services (DHSES)

1.1.2 Assessment Areas

Winbourne Consulting, LLC collected and analyzed data for the 911 call-taking and dispatching operations from the two Counties' 9-1-1 Centers. Our data gathering activities included identifying and documenting the following areas of interest for each county:

- **Operations**
 - Center Goals
 - Workloads
 - Operations and Workflows
 - Systems and Procedures
 - Center Certifications/Accreditations
- **Personnel/Staffing**
 - Staffing levels
 - Civil Service Designations
 - Union status
- **Governance**
 - County Goals
 - Governance
 - Existing Contracts
- **Technology**
 - Commonality of Equipment
 - Technology upgrade cycle
- **Facilities/Physical Space**
 - Physical Space Requirements

- Primary and Backup sites
- Physical security
- **Financial**
 - Budget Overview
 - Ongoing Costs
 - Grant participation
- **Stakeholder Expectations**
 - Citizens
 - First Responders
 - Call Center Staff
 - County Leadership

1.2 Operations

1.2.1 Madison County Operations

1.2.1.1 Center Goals

Madison County aims to be a world-class 9-1-1 center, either on their own, or with an alliance with another exceptional 9-1-1 center. Stated goals for the Center include increasing the safety of citizens and First Responders.

1.2.1.2 Current Levels of Service Provided

In 2018, Madison County 9-1-1 answered 97% of their 9-1-1 calls within 10 seconds. They answered 98% of their non-emergency and 7-digit calls within 10 seconds. Standards in New York State, as well as National Emergency Number Association (NENA) Standard 56-005 states that ninety percent (90%) of all 9-1-1 calls shall be answered within ten (10) seconds during the busy hour. Ninety-five (95%) of all 9-1-1 calls should be answered within twenty (20) seconds.

Madison County 9-1-1 call answering times exceed the New York State, as well as the national standard.

1.2.1.3 Call Taking and Dispatch Protocols Used

Madison County 911 Dispatch Center utilizes the International Academy of Medical Dispatch (IAED) ProQA Medical dispatch software for the use of EMD protocols on all emergency and non-emergency telephone calls.

Pro-QA interfaces with the current CAD system and is used by all call takers and dispatchers for EMS calls.

In the event of a CAD malfunction the call takers and dispatchers utilize a paper card set. There is a card set is also used at the backup center.

1.2.1.4 Workloads

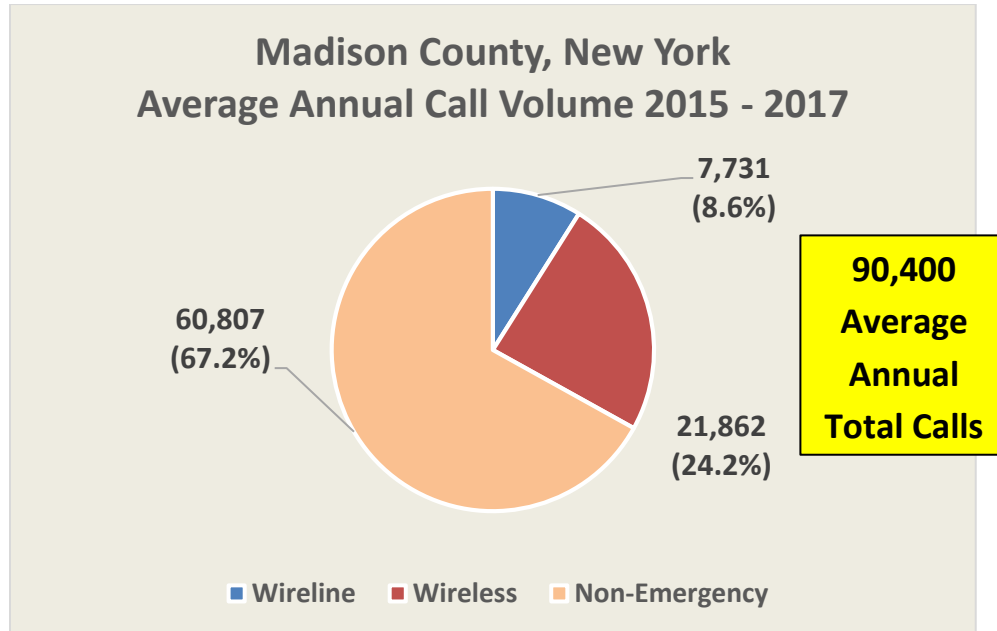


Figure 2. Madison County Call Volume

1.2.1.5 Call Statistics per Year – 3-Year Average

- Average Annual total calls received by Madison County 9-1-1 Center: 90,400
- Average Annual 9-1-1 Wireline Calls: 7,731
- Average Annual 9-1-1 Wireless 9-1-1 Calls: 21,862
- Average Annual Non-emergency & 7-digit Calls: 60,807

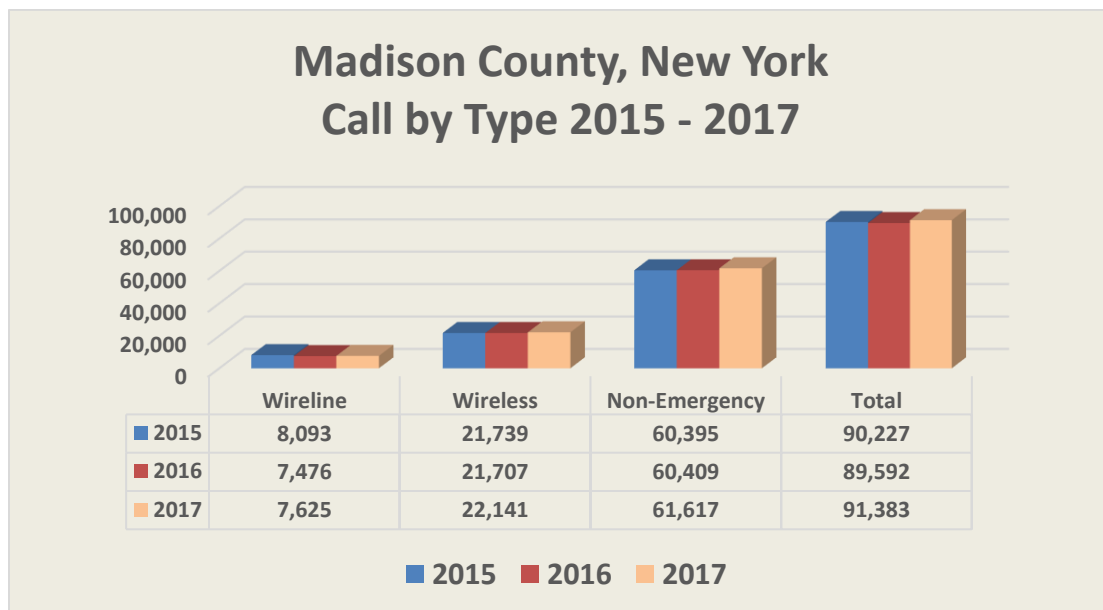


Figure 3. Madison County Calls by Type

Call Statistics show only a very slight total call volume increase in 2017. This indicates a steady call volume, with little variance over the past 3 years.

The following table (**Table 1**) shows Average Times to Process Calls and Incidents for Madison County.

Table 1. Average Times to Process Calls and Incidents for Madison County

Average Time to Process Calls	Answered Within 0-10 Seconds*	Average Time from Pickup to Dispatch
9-1-1 Wireline & Wireless calls	97%	51 Seconds
*NYS standards, and NENA Standard 56-005 defines that Ninety percent (90%) of 9-1-1 calls must be answered within 10 seconds of ringing within the busiest hour. Ninety-five percent (95%) of all 9-1-1 calls should be answered within 20 seconds.		

Madison County 9-1-1 does an excellent job answering 9-1-1 calls within the industry standard.

1.2.1.6 CAD Incidents

The following table (**Table 2**) indicates the volume of Police, Fire and EMS CAD incidents for the County, based on 2017 CAD data.

Table 2. Volume of Police, Fire and EMS CAD Incidents for Madison County

Agency	Number of CAD Incidents Dispatched 2017	Past 3-Year Average
Police	43,941	45,656
Fire	7,806	7,656
EMS	8,283	8,249

1.2.1.7 Primary Radio Channels/Monitoring Assignments

The Fire/EMS dispatcher monitors the following channels:

- County Fire
- Fire Command
- Urgent Fire
- EMS Ops1
- EMS Intercom
- Fire Intercom
- Regional Fire
- Regional EMS
- Countywide

Law Enforcement dispatcher monitors the following channels:

- County Law
- Data

- Law Car-to Car
- Urgent Law
- County Highway
- Regional Law
- Law Intercom
- Madison County Highway

1.2.1.8 Radio Traffic PTTs/Duration by Dispatch Discipline/Zones

Winbourne Consulting has been provided the following information on the radio traffic for both Onondaga and Madison Counties. The chart below uses the following terminology:

Calls: a key-up that holds a Trunked Land Mobile Radio (TLMR) channel, like a radio repeater, for a defined period of time, usually waiting for a reply. As an example, a dispatcher calls a patrol unit, the TLMR repeater stays keyed up for a few seconds after the dispatcher stops talking.

PTT: Push to Talk (PTT) is a method of having conversations on a two-way radio (i.e., each time someone keys their microphone, they can transmit). As an example, if a dispatcher calls a unit and asks it to return to headquarters that is a push to talk occurrence. If the unit acknowledges the dispatcher that is a second PTT incident. If the unit acknowledges before the repeater un-keys, it's one call with two PTTs incidents. Both Calls and PTT statistics provide an indication of how much "back and forth" there is in a Talk Group.

Calls Duration: This measures how busy a radio Talk Group is. This measure is in Hours:Minutes:Seconds. For reference, there are 8,760 hours in year.

Average Call Duration: This indicates the average length of each PTT incident.

Talk Group	MADISON			
	Calls	PTT	Calls Duration	Average Call Duration
County Law	424,335	790,301	970:32:34	0:00:08
County Fire	84,446	125,397	220:57:54	0:00:09
EMS OPS 1	68,023	105,750	128:12:55	0:00:07
TOTAL	576,804	1,021,448	1319:43:23	0:00:08

1.2.1.9 Secondary Radio Channels/Monitoring Assignments

The secondary radio channel that is monitored is the National interop's radio channel.

1.2.1.10 Call Center Capacity

The Madison County 911 Dispatch Center currently has 5 consoles on the dispatch floor. They are equipment with CAD, radio, and telephones.

Normal minimum staffing is three personnel per shift. The 2019 budget did authorize an additional two full-time Public Safety Telecommunicators. This will enable there to be four personnel on the floor during busier times.

It might be possible to add another console if the room is rearranged. Otherwise, there is not room for future growth without building expansion.

The Center has seven (7) wireline and VoIP trunk lines and six (6) wireless trunk lines. They also have five (5) ring down circuits for Oneida City PF, Canastota PD, MCSD, Hamilton PD and Chittenango PD. The Center answers Administrative phone lines. Three (3) for 9-1-1, two (2) for MSCO and one (1) for Canastota PD.

The Backup PSAP has the same PSAP.

The Verizon selective routers are located at Syracuse and Endicott, which allows trunk lines to come into the Center from two diverse locations.

1.2.1.11 Call Processing and Dispatch Methodology

The Dispatch Center is currently staffed with fifteen (15) full-time employees, two (2) part time employees and four (3) per diem employees (work minimum of 8 hours per week). They are allocated 17 full-time positions.

The Telecommunicators function as a combined call taker and dispatcher simultaneously if there is not a dedicated call taker on duty or that call taker is busy on a call. In other words, the incoming call can be received and processed by a Telecommunicator working a radio channel. If there are only three personnel working and a bio break is needed, one of the other two dispatchers has to pick up the work load.

Operational floor classifications are:

- Public Safety Telecommunicator
- Senior Public Safety Telecommunicator – who are Supervisors

Employees work an 8-hour shift, 5 days per week. They receive a one-half (1/2) hour per day paid lunch period is included the forty (40) hour work week, per the Union contract. The Union contract further states that each full-time employee is entitled to up to two (2) breaks no longer than ten (10) minutes in length each day. Shift differential premium pay is paid for all hours worked by an employee when a majority of his/her regularly scheduled shift hours occur during the second or third shift.

Employees are paid overtime, for any time worked beyond forty (40) hours per week. In lieu of pair overtime, an employee may choose to accrue compensatory time at the rate of one and one-half (1½) times all authorized hours worked in excess of forty (40) hours in a work week.

Employees bid for a shift assignment when there is an opening. Shift choices are based upon seniority.

The Dispatch Center provides service for forty-seven (47) agencies, which include Law Enforcement, Fire and EMS.

1.2.1.12 Emergency Medical Dispatch Policies

Dispatch is following the EMD standard of dispatching using the terminology of: Echo, Delta, Charlie, Bravo, Alpha, Omega for EMS calls, but they are not using the full determinant code.

1.2.1.13 Policies and Procedures Used; Best Practices

Madison County 911 Dispatch Center has a Standard Operating, Policy and Procedure (SOP) Manual. This manual covers current operational procedures for dispatch of Police, Fire, and EMS.

Policy and Procedure documents serve as an instructional resource that allows employees to act without asking for directions, reassurance or guidance. The step-by-step written procedures can also help hold employees accountable because employee expectations are documented, and their actions can be measured against the SOP.

Winbourne Consulting reviewed the documents provided. Industry Best Practice is to have a Policy and Standard Operating Procedure Manual and to test and train to it according to CALEA Standards.

The current format utilized for the SOPs needs to be updated to include an origination date and a revision date. The remainder of the SOP format is clear and easy to understand.

The National Emergency Number Association (NENA) website has Standards and Best Practices for dispatch centers. The website address is www.nena.org. The Standards listed can easily become a part of Madison County's SOP manual. Further, the Center should utilize the Association of Public Safety Communications Officials (APCO) website to obtain additional Standards and Best Practices. The National Fire Protection Association (NFPA) has Standards for dispatch centers. Their website is www.nfpa.org. The Commission on Accreditation for Law Enforcement Agencies (CALEA) has dispatch standards. Their website is www.calea.org.

The following Policies/Procedures at a minimum need to be added or the NENA/APCO/NFPA/CALEA Standard incorporated into their current SOPs.

- NENA 56-002 – Guidelines for Minimum Response to Wireless 9-1-1 Calls
- NENA 56-005 – Standard for NORAD/FAA Notification: Airborne Events
- NENA 56-006 – Emergency Call Processing Protocol Standard

MADISON COUNTY EMS RESPONSE LEVELS		
Level	Response	Mode*
ECHO	Closest Apparatus – Any (includes truck companies, HAZMAT or on-air staff)	HOT
DELTA	Closest BLS Engine (Rescue)	HOT
CHARLIE	Paramedic Ambulance	HOT
BRavo	Closest BLS Engine (Rescue)	HOT
ALPHA	BLS Ambulance (alone HOT if closest)	COLD
OMEGA	Referral or Alternate Care	COLD

*Response Mode:
 • Response Mode (Hot, Cold) is at the agencies' discretion. The use of lights and sirens is dictated by agency policy and by NYS V&T Law. The above is a recommended response mode from EMD.
 • Response mode will not be dispatched.

**Madison County EMD
Priorities 1**

- NENA 56-007 – Pipeline Emergency Operations Standard Model Recommendation
- NENA 56-505 – Guidelines for Handling Calls Regarding Missing and Exploited Children
- NENA-STA-013.2-2016 – PSAP & Railroad Interaction Standard
- NENA-INF-022.2-2017 – Protocol for Handling Calls Regarding Human Trafficking
- NENA-INF-017.2.2015 – PSAP Disaster & Contingency Plans Model Recommendation – to assist in updating your current policy
- APCO/NENA ANSI 1.107.1-2015 – Standard for Establishment of a Quality Assurance and Quality Improvement Program. Also, see NFPA 1221-23 – Review to ensure your current policy covers everything in these policies.
- NENA 53-001 – PSAP Contingency Plans
- NENA-STA-007.1 – Hearing Standard
- CALEA – states to review your policies once per year
- NENA 56-005 – Call Answering Standard
- CALEA 6.2 – Call Taking Standard
- NFPA 1221, Section 7, deals with various Fire Standards

The Madison County has a Workplace Violence policy in place and trains all personnel on the policy. The Dispatch center currently has an Active Shooter policy, but it deals with how to handle the caller. In addition, dispatch centers today need to also have a policy on how to handle an Active Shooter in a dispatch center or in the building that the center occupies.

In addition, as recommended for all 9-1-1 Centers, policies should be added to address Bullying and Ethics in the call center, and to address what to do should a terrorist threat notification be received from the Department of Homeland Security.

There is not a current Continuity of Operation Plan (COOP). The Assistant Director stated that she is currently working on developing a COOP plan.

The Assistant Director is currently working to obtain the New York State Sheriffs Association PSAP Accreditation Program for the Center.

1.2.1.14 Training

New Hire Training

New hire training starts with an Orientation, which covers the 9-1-1 Center, County complex and County services.

That is followed by 40 hours of classroom training followed by 24 hours of ride along with Police, Fire and EMS.

Floor training begins with 160 hours of Call Taker training, one-on-one with a trainer. After Call Taker training is completed, the trainee moves to Police Dispatch training for 160hrs and then

Fire/EMS dispatch training for another 160hrs. Documentation of a trainee's progress is logged into the trainee evaluation manual on a daily basis. Trainees are rotated to work all three shifts.

All CTOs (trainers) are APCO certified trainers. The Training Manual is updated yearly.

In-Service Training

All Communications employees complete a minimum of 21 hours of in-service training annually. Some of this training includes but is not limited to the following:

- TTD/TTY Devices
- Stress Awareness
- Community Relations
- Review of Agency Policies and Procedures
- Satisfy any and all applicable mandatory re-certifications, including but not limited to:
 - Emergency Medical Dispatching (EMD)
 - NYS Criminal Justice Portal/Ejustice
 - Cardiopulmonary Resuscitation (CPR)

The Madison County 911 Center utilizes the APCO Illuminations program for monthly training for EMD and for CTOs. APCO Illuminations Training Program is a service that allows agencies to obtain topic specific, at-your-desk continuing education.

1.2.1.15 Quality Assurance/Quality Improvement Practices

The Communications Center has as well-defined SOP that outlines the Quality Assurance Process (QA/QI). Currently there is not a formal QA/QI process in place and the current SOP needs to be implemented. A majority of the monitoring is done by the Assistant Director, who will listen to calls and radio dispatches via the recording system.

It is crucial to monitor all employees on the quality of emergency communications to reduce problems, limit liability and improve performance. The goal of a QA process is to objectively evaluate telecommunicator call processing and dispatch, and to correct any non-conformance issues. All of the training in the world is useless if the telecommunicator is not continuously monitored and reinforced for proper procedures. Feedback to employees is essential to ensure that job performance standards are met.

APCO/NENA together have completed a ANSI Standard for the establishments of a QA and Quality Improvement Program (QIP) for PSAPs. This Standard is an attempt to establish a long overdue QA and improvement process to all of America's 9-1-1 Telecommunicators to ensure call taking and radio dispatch actions are delivered to the highest possible standard. (APCO/NENA ANS 1.107.1-2015). This Standard can be found on the NENA website.

The APCO/NENA Standard should be reviewed to ensure all relevant data is included the current QA/QI SOP for Madison County.

1.2.1.16 Center Certifications/Accreditations

All Telecommunicators and the Assistant Director are certified in:

- National Crime Information Center (NCIC)
- eJusticeNY
- EMD Certification

The Assistant Director has the NENA CMCP Certification.

The 2019 expected cost of staff training and continuing education is approximately \$26,000.

Special Events/Seasonal Activity



Madison County hosts the Annual Madison-Bouckville Antique Week in mid-August, with more than 2,000 dealers and vendors. It is common for tens of thousands of attendees to visit the region during this time.

Winter Storm Stella struck several Counties including Madison In March of 2017. This was a snowfall of record and resulted in Presidential Declaration DR-4322.

Flooding in the County during the Summer of 2017 resulted in several roads being destroyed. This storm was submitted to Washington by NYS for a Presidential Declaration but was denied.

On August 22, 2017, Madison County experienced an EF1 tornado with maximum wind speeds of 90 MPH. According to the National Weather Service, "A tornado briefly touched down along Parker Hill Road in Georgetown, NY. The tornado did extensive damage to a forest largely composed of Norway Spruce and other softwood conifers. The tornado damage path was very narrow only being 30 yards wide and the length was about one tenth of a mile. Many large spruces were snapped consistent with low end EF1 damage."ⁱⁱ

1.2.1.17 Other Tasks Performed

The Assistant Director performs numerous administrative duties. She performs the QA/QI process, does all of the scheduling, CAD and telephone administration, and Database administration. The Center does not have any technical staff.

1.2.1.18 Tasks Performed by Staff That Should Not Be Performed by Consolidated Staff

There are no additional duties that the Madison County staff performs today that could not be absorbed by the Onondaga staff.

1.2.1.19 Other System Users

Police, Fire, and EMS in Madison County are on the County's radio system. Additional users are:

- Deruyter Schools
- County and Town Highway Departments
- County Department of Social Services
- County Probation
- County Planning
- County Solid Waste
- NYS Parole
- Department of Environmental Conservation
- Forest Rangers
- Park Police
- Oneida Indian Nation

The Madison County Dispatch Center and Onondaga Center utilize the same manufacturer for 9-1-1 Telephony system (VESTA) and share a radio system. All other systems remain separate.

1.2.1.20 Records Access (CAD, Radio/Telephone Audio)

In NYS, access to records is defined in the NYS Public Officers Law as well as NYS County Law (restricts access to certain 9-1-1 records). The Freedom of Information Law (FOIL) requests are processed consistent with the law, guided by the respective county's attorney.

FOIL requests are received by the County Administrator. The tape requests are done by the Assistant Director, who also testifies in court.

The following is extracted from the Policy on Madison County Release of Records information:

PROCEDURE:

A. TYPES OF RECORDS:

1. Formal records of the Madison County E911 Center shall consist of all radio logs, CAD blotter entries, recordings of all telephone and radio communications and all other records kept in the normal course of business. From time to time, material contained in these records may be required for reference and/or use in legal proceedings or other actions to resolve disputes relating to call taking, dispatching or public safety response. Recordings and radio logs are exempt from release under section S87(s) of the Freedom of Information Law. In addition, Statute S308 (5) of County Law specifically exempts their release of disclosure.

B. REVIEWS:

1. Emergency Reviews: Emergency reviews of recordings are defined as a request to review telephone or radio conversations for the purpose of obtaining immediate information that is necessary to deliver emergency response services to an in-progress call or that which would provide necessary lead information that would assist in the capture of a person wanted for a serious felony that has just occurred or the resolution of a life threatening situation.

- a. A request for an emergency review of a recording must come from the on-duty agency supervisor and must be made to the Madison County 911 Center on-duty shift personnel. On duty personnel will contact the Director or Assistant Director for authorization.
- b. This review can be accomplished at the dispatch position where the call was taken or where the radio transmission was received/transmitted from.
- c. Approximately thirty minutes of recorded voice time is available to the public safety telecommunicator. If the communicator is unable to provide the information needed, they will notify the Director or Assistant Director.
- d. A written request must be filed within five (5) days of the request by the agency head or designee on the approved form. This form is available upon request from the Madison County E911 Center.

2. Non-Emergency Reviews: A non-emergency review request is defined as a request for a recording to resolve disputes relating to call taking, dispatch or public safety response. Requests for duplications for court or other legal actions also fall into this category. Duplications may be reviewed at the Madison County E911 Center or the agency may elect to receive a copy of the duplication. A signed receipt will be required for release of duplication.

C. PUBLIC SAFETY AGENCY REQUEST: Requests for non-emergency reviews must be made in writing on the approved form and must come from a public safety supervisor. Information/recordings will only be released to the agency involved in the transmission. This form is available upon request from the Madison County E911 Center. Requests shall be submitted to the Madison County E911 Center Director or Assistant Director.

- D. CITIZEN REQUEST: Requests for non-emergency reviews from the general public will be honored only upon receipt of a judicial subpoena signed by a judge. Such subpoena must be addressed to the Director of the E911 Center. The approved Madison County 911 Center request form must also be submitted.
- E. RECORDS HOLDS: Records of telephone and radio communications are kept for ninety days unless a specific request is received to place a record on hold.
 - 1. Requests to hold an original recording must be made in writing by the agency head to the Director of the Madison County 911 Center on the approved form. This form is available upon request from the Madison County 911 Center.
 - 2. Holds on original recordings would normally be requested for use in legal actions. A written request for a recording hold must be accompanied by a copy of a Notice of Claim, or other similar legal action notice. Such request to hold a record is valid for a period of no longer than six (6) months, unless a follow-up request is made in writing. Agency heads/designees shall specify the duration of time that the record should be held.
 - 3. Original recordings will only be released upon subpoena served upon the Madison County Director of the 911 Center or his designee. Once a subpoena is received and on file at the Madison County 911 Center, the Director or his designee will ensure that the requested original recording is delivered to the location specified on the subpoena.
- F. RADIO LOGS: Radio logs are defined as the written or CAD entry synopsis of radio dialogue between the Madison County 911 Center public safety telecommunicators and law enforcement, fire department and EMS personnel. Radio logs and CAD Notes are exempt from public access under section S87 (2) (g) of the Freedom of Information Law.
 - 1. Public Safety Agency Request: Requests for photocopies or print-outs of radio logs and CAD entries from public safety agencies must be in writing to the Madison County 911 Center, Director or Assistant Director using the approved form. The request must be specific as to the type of information requested and date and times required.
 - 2. Citizen Request: Requests for radio logs and CAD Notes from the general public will be honored only upon receipt of a judicial subpoena signed by a judge. Such a subpoena must be addressed to the Director of the 911 Center. Unless original documents are specified, certified copies will be delivered as directed in the

subpoena. The approved Madison County 911 Center form must also be submitted.

3. CAD ENTRY REPORTS: A CAD entry is defined as the initial entry into the Madison County 911 Center CAD computer of an event or call for services reported to the Madison County 911 Center by telephone, radio or in person. Requests for CAD entry information from the general public will be honored only upon receipt of a judicial subpoena signed by a judge. Such a subpoena must be addressed to the Director of the 911 Center. Unless original documents are specified, certified copies will be delivered as directed in the subpoena. The approved Madison County 911 Center form must also be submitted.

G. MISCELLANEOUS RECORDS:

1. Public Safety Agency Request: Requests from public safety agencies for miscellaneous paperwork generated and maintained by the Madison County 911 Center will be evaluated on a case by case basis.
 - a. The release of these documents must meet the provisions established by the Freedom of Information Law and/or all other applicable laws before photocopies will be released. All requests must be submitted on the approved request form.
2. Citizen Request: Requests for specific CAD entry report will only be granted upon the receipt of a judicial subpoena signed by a judge.
 - a. If release of the requested document is approved, a photocopy fee, as prescribed by the Freedom of Information Law, may be charged.
3. All requests made to Madison County 911 Center personnel for documents and recording duplications or holds must conform to the guidelines as outlined above. No information, in any form, will be released by Madison County 911 Center personnel except under provisions as detailed above and in accordance with Freedom of Information Law and Madison County Law.

1.2.2 Onondaga County Operations

1.2.2.1 Center Goals

Onondaga County Department of Emergency Communications lists the following major goals and objectives for 2019:

- The E911 Center and all communications support systems are 100% reliable.
- Calls for assistance are answered, processed and dispatched consistent with best practices and department values.
- Operations achieve the highest degree of public safety and public confidence.
- Operational and support services meet the operational needs of member public safety agencies.
- All employees are knowledgeable and possess the requisite skills and abilities that allow them to complete their job tasks efficiently and effectively to the highest level of expectation.
- Technology is strategically acquired, implemented, and utilized to improve customer service and assist personnel in accomplishing their work more effectively and efficiently.
- Work with our Central New York Interoperable Communications Consortium (CNYICC) partners to explore cost sharing opportunities that would result in more cost effective, consistent, and efficient services to our communities.
- Seek operating efficiencies in an effort to control costs necessary to remain within the 2018 Onondaga County Department of Emergency Communications budget as modified, especially in the area of personnel costs.

1.2.2.2 Current Levels of Service Provided – 2018 Accomplishments

- Answered 95.2% of incoming emergency calls in ten seconds or less, meeting State Law and established professional standards.
- Dispatched emergency calls for service to 94 police, fire, and emergency medical service agencies.
- Operated the Onondaga County Interoperable Communications System (OCICS) that now serves more than 160 local, county, state, federal and tribal public safety and public service agencies that operate approximately 9,250 radios in service of County residents and visitors.
- Received a perfect public safety communications reaccreditation compliance review from CALEA/APCO.
- Modernized the Common User Microwave Radio System (CUMRS) to MPLS to allow for increased utilization and to bring it up to date with current and future requirements of the trunked land mobile radio (TLMR) system and NYS DHSES guidelines requiring greater

information sharing between the state's 911 centers. Project was funding for the project through a NYS DHSES grant.

- Began sharing the E911 Master Site with Oneida County providing additional cost savings for all five CNYICC (Central New York Interoperable Communications Consortium) shared master site counties. Currently working on plans to share the Master Site with a sixth county (Jefferson) in 2019.
- Continued to work with our mobile data communications network (MDCN) consultant to finalize options for replacing the current 800 MHz Data Radio mobile data system that has reached end of life.
- Working to implement Automated Secure Alarm Protocol (ASAP) that allows for a direct computer aided dispatch interface between E911 and participating alarm companies, reducing human error and speeding up the processing of alarm calls by an average of two minutes.
- Taking a major step in improving wireless location accuracy with an interface that allows E911 to obtain GPS location data from certain devices and apps.
- Implemented a full-time quality assurance/quality improvement (QA/QI) process to increase the number of reviews, particularly relating to emergency medical dispatch (EMD), missing and exploited children, working fires, and poisonings.
- Collaborating with other agencies to implement ODMAP.

1.2.2.3 Call Taking and Dispatch Protocols Used

The Onondaga County Department of Emergency Communications utilizes the Medical Priorities Dispatch System (ProQA) dispatch software for the use of EMD protocols on all medical-related emergency and non-emergency telephone calls. They utilize the same system for the dispatch of units.

Pro-QA interfaces with the current CAD system and is used by all call takers and dispatchers for EMS calls.

In the event of a CAD malfunction the call takers and dispatchers utilize a paper card set. The County utilizes the ProQA software at the backup center but if the system is down, a card set is also used.

1.2.2.4 Onondaga County Current Workloads

Onondaga County's call volume is depicted in the following chart.

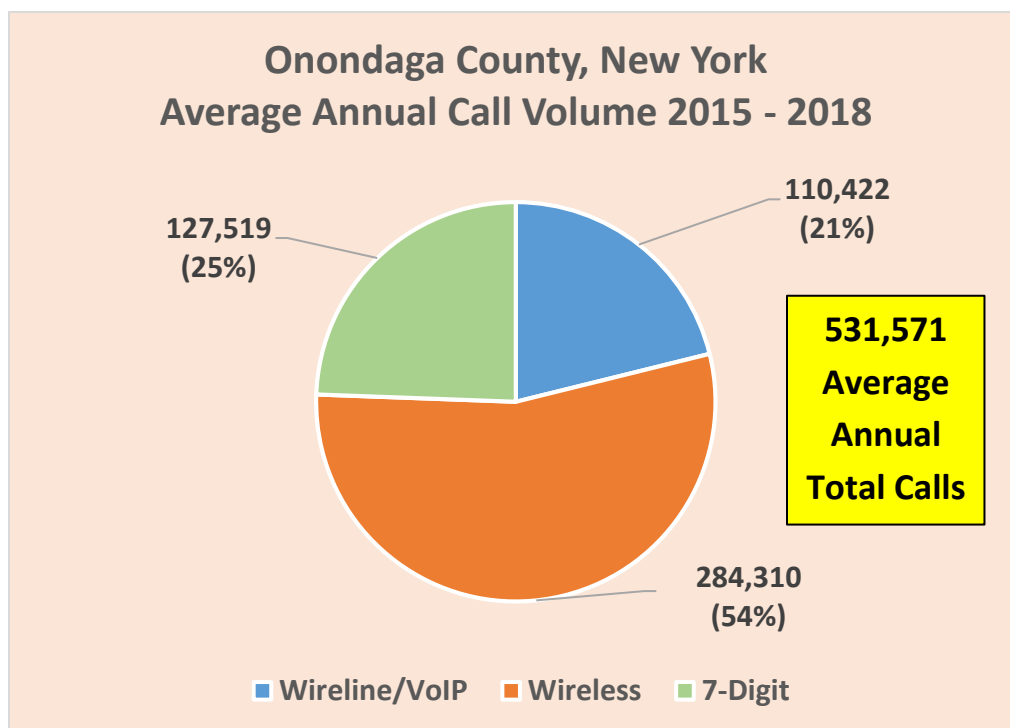


Figure 4. Onondaga County Call Volume

1.2.2.5 Call Statistics per Year – 4-Year Average

- Average Annual total calls received by Onondaga County 9-1-1 Center: 522,250
- Average Annual 9-1-1 Wireline Calls: 110,422
- Average Annual 9-1-1 Wireless 9-1-1 Calls: 284,310
- Average Annual 7-digit Calls: 127,519

1.2.2.6 9-1-1 and 7-Digit Call Answering Process

Onondaga County Department of Emergency Communications answers both their 9-1-1 lines and 7-digit lines with equal priority as they receive emergencies on both lines. The 7-digit numbers that come into the Center were used as emergency numbers pre-911 and pre-consolidation and are also used by outside the area alarm companies to call-in police, fire, and EMS emergencies. Any non-emergency service calls are routed to non-emergency “INFO” operators during peak call volume times.

NYS has concurrent law enforcement jurisdictions so citizens can choose from multiple serving departments, (i.e., town police, Sheriff, State Police) and citizens sometimes call these agencies directly with the 7-digit number, which rings in the 9-1-1 Center.

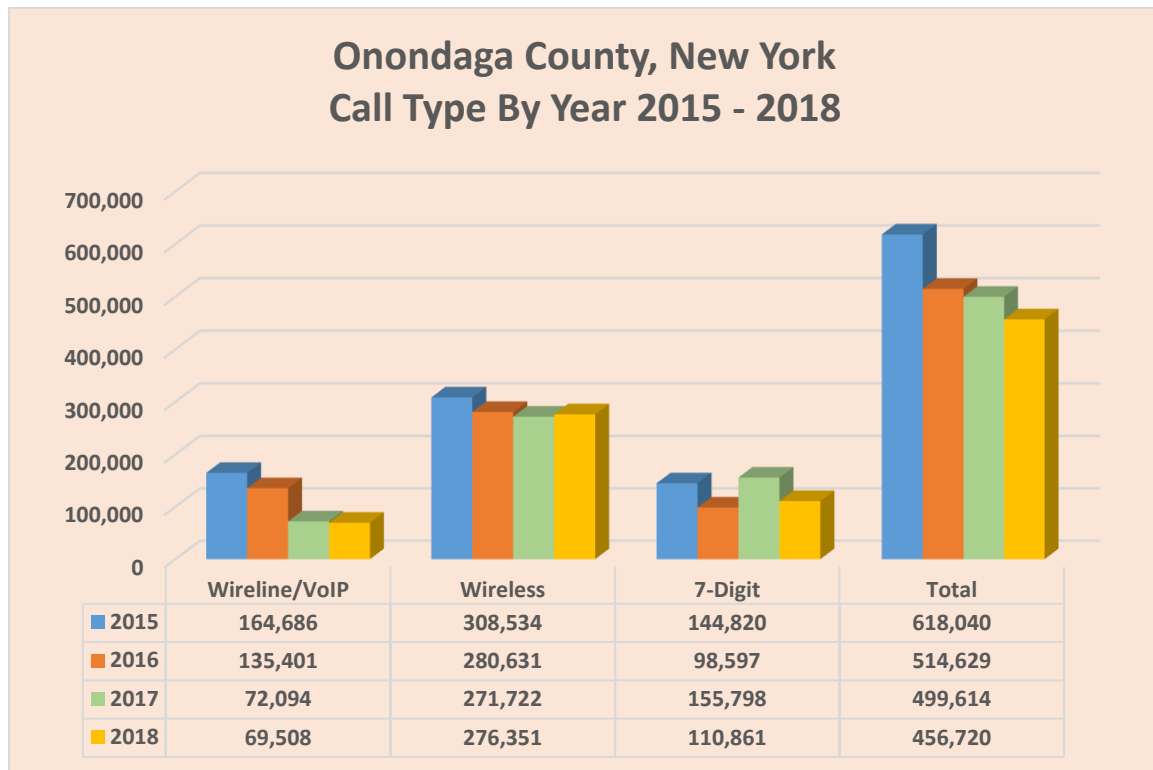


Figure 5. Onondaga County Calls by Type

The Call Statistics above reflect a change in 2017 in the call taking system's accounting for how calls are counted. In September 2016, Onondaga County made a major change in their VESTA phone system which came with new analytics software. It was determined that calls were counted very differently between the two systems. A few examples:

- Previously, abandoned calls were counted in the totals but this is now a separate report in new Analytics, and not counted in totals;
- Previously, if a call taker transferred a 911 caller to a non-emergency Info call taker, the transfer would show as two calls. The new analytics shows this as one call.

The following table (**Table 3**) shows Average Times to Process Calls and Incidents for Onondaga County.

Table 3. Average Times to Process Calls and Incidents for Onondaga County

Average Time to Process Calls 2018	Answered Within 0-10 Seconds*
9-1-1 Calls	95.2%
*NY State law (NYSRR 5202.2(b)) as well as NENA Standard 56-005 – requires that Ninety percent (90%) of 9-1-1 calls must be answered within 10 seconds of ringing within the busiest hour. Ninety-five percent (95%) of all 9-1-1 calls should be answered within 20 seconds. (No standard applies to 7-digit call answering time)	

The average time to answer takes into account all the 9-1-1 and 7-digit calls made to the Onondaga County Dept. of Emergency Communications. 95.2% of all calls are answered within 10 seconds or less, which is considered excellent.

Calls are never placed “on hold” but may queue to a recording, as described in section below. This “queue-time” is included in the statistics referenced here; it is highly unusual for a call to ever extend beyond 10 seconds before it is answered by an Onondaga County 9-1-1 call taker.

Onondaga County’s average call talk duration is 133 seconds (or 00:02:13) which includes all 911 and 7-digit calls (including EMD calls).

1.2.2.7 Automatic Call Distribution System

Like most 9-1-1 centers with more than approximately 15 seats, Onondaga County uses an Automatic Call Distribution (ACD) System. An ACD is a telephone device, integrated into the call handling system, which answers and distributes incoming calls to available call takers in the order that the calls were received. If all the available call takers are busy on a call, the caller will be placed in a queue until a call taker becomes available. When a caller is placed in the queue, they will receive a recording advising them not to hang up and that their call will be answered by the next available operator. A TDD tone will be sent advising hearing impaired of the same.

Calls might go to a queue in the event of a large incident, such as a major traffic accident or fire which generates a large number of 9-1-1 calls. If any 9-1-1 call does go into queue, the 9-1-1 Center immediately provides visual alerts with the red pole lights and wall monitors. This prompts personnel in secondary radio positions (e.g., police and fire TAs, NYSPIN, Data,) and supervisors to step in and answer calls if not busy. This process ensures that 9-1-1 calls get picked up quickly, as evidenced by the excellent average call answering times.

If an ACD system is not used, as is the case in Madison County, the caller will just hear the ring tone until the call is answered.

1.2.2.8 Peak Call Volume Process

Onondaga County Department of Emergency Communications has established a process to minimize the call answering times for 9-1-1 calls. During peak call volume times they establish one or more “INFO” (non-emergency) operators. A non-emergency (not in-progress) call is then transferred to the INFO operator (where they may wait a bit) so that we can keep our call takers open for emergency calls.

Public safety agencies maintain telephone numbers that allow citizens to call into their agency directly regarding administrative matters (e.g., copies of police reports, arrange presentations, personnel complaints). As a matter of policy, the department does not allow agencies to call forward administrative numbers to the answered 7-digit lines.

1.2.2.9 CAD Incidents

The following (**Table 4** and **Figure 6**) indicates the volume of Police and Fire CAD incidents for the County, based on CAD data.

Table 4. Volume of Police, Fire and EMS CAD Incidents for Onondaga County

Agency	Number of CAD Incidents Dispatched 2017	Past 3-Year Average
Police	419,960	421,950
Fire	47,520	49,308
EMS	77,853	77,841

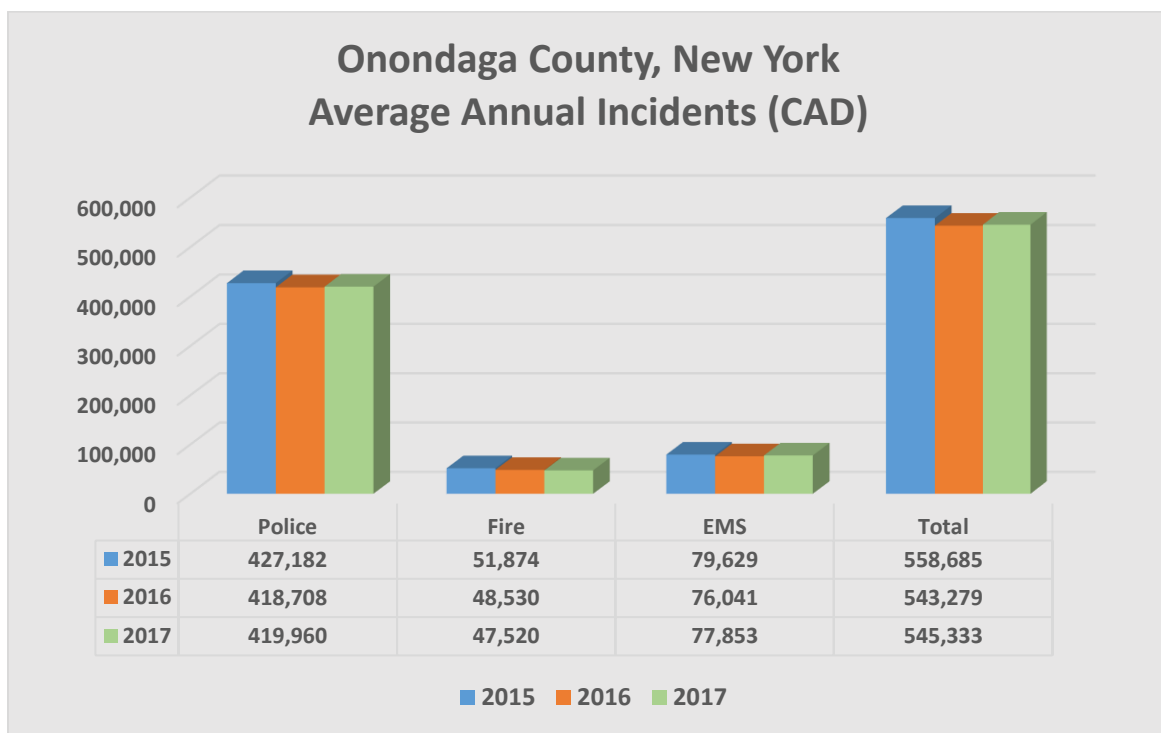


Figure 6. Onondaga County Average Annual CAD Incidents

The volume of CAD incidents have remained fairly consistent over the past three (3) years.

NOTE: The following information has become available for 2018, and is included here as supplemental data:

- 75.7% of incoming calls come in via 9-1-1 (the remainder are received via 7-digit lines)
- 79.9% of 9-1-1 Calls are from Wireless Devices
- 124,462 Incoming Calls received on Operations Lines
- 170,721 Outgoing Calls made on Operations Lines
- 22,131 Abandoned Calls (most hung-up before the end of 1st ring)

- 397 Text-to-911 Sessions
- 48,743 Alarm Center Signals Received
- 11,620 were dispatchable
- 515,182 911/7-digit calls (includes abandoned & Non-Emergency/INFO)
- Total Public Safety Dispatches = 617,704 (2017=608,603) (+1.5%)
- Police = 487,591 (2017=485,870) (+0.4%)
- Syracuse PD = 183,346 (2017=184,413) (-0.5%)
- County Police = 304,245 (2017=301,457) (+0.9%)
- Fire = 48,724 (2017=47,623) (+2.3%)
- City Fire = 21,209 (2017=20,783) (+2.0%)
- County Fire = 27,515 (2017=26,840) (+2.5%)
- EMS = 81,389 (2017=75,110) (+8.3%)
- AMR = 45,293 (2017=41,916) (+8.0%)
- All Others Ambulances = 36,096 (33,194) (+8.7%)

1.2.2.10 Radio Traffic PTTs/Duration by Dispatch Discipline/Zones

Winbourne Consulting has been provided the following information on the radio traffic for both Onondaga and Madison Counties. (Note that we have included the Madison County data here, as well as in previous Madison County section, to view the total impact of radio traffic on both counties).

The chart below uses the following terminology:

Calls: a key-up that holds a Trunked Land Mobile Radio (TLMR) channel, like a radio repeater, for a defined period of time, usually waiting for a reply. As an example, a dispatcher calls a patrol unit, the TLMR repeater stays keyed up for a few seconds after the dispatcher stops talking.

PTT: Push to Talk (PTT) is a method of having conversations on a two-way radio, i.e., each time someone keys their microphone, they can transmit. As an example, if a dispatcher calls a unit and asks it to return to headquarters that is a push to talk occurrence. If the unit acknowledges the dispatcher that is a second PTT incident. If the unit acknowledges before the repeater un-keys, it's one call with two PTTs incidents. Both Calls and PTT statistics provide an indication of how much "back and forth" there is in a Talk Group.

Calls Duration: This measures how busy a radio Talk Group is. This measure is in Hours:Minutes:Seconds. For reference, there are 8,760 hours in year.

Average Call Duration: This indicates the average length of each PTT incident.

ONONDAGA				
Talk Group	Calls	PTT	Calls Duration	Average Call Duration
CFC Dispatch	273,526	457,887	659:33:33	0:00:09
EMS Dispatch	261,723	391,703	583:13:42	0:00:08
SFD Dispatch	184,345	260,540	398:45:25	0:00:08
SPD NORTH 3	515,827	933,798	1,208:33:35	0:00:08
SPD SOUTH 4	536,482	960,115	1,245:00:13	0:00:08
MRD EAST 3	364,295	617,315	848:51:23	0:00:08
MRD WEST 4	552,605	923,000	1,265:46:01	0:00:08
MRD NORTH 5	562,469	934,111	1,282:27:23	0:00:08
TOTAL	3,251,272	5,478,469	7492:11:15	0:00:08

MADISON				
Talk Group	Calls	PTT	Calls Duration	Average Call Duration
County Law	424,335	790,301	970:32:34	0:00:08
County Fire	84,446	125,397	220:57:54	0:00:09
EMS OPS 1	68,023	105,750	128:12:55	0:00:07
TOTAL	576,804	1,021,448	1319:43:23	0:00:08

COMBINED				
Agencies	Calls	PTT	Calls Duration	Average Call Duration
Onondaga	3,251,272	5,478,469	7492:11:15	0:00:08
Madison	576,804	1,021,448	1319:43:23	0:00:09
TOTAL	3,828,076	6,499,917	8811:54:38	0:00:09

1.2.2.11 Secondary Radio Channels/Monitoring Assignments

The following are the secondary radio channels that are monitored:

- County Police Technical Assistant (TA) monitors MRD 1, LWIDE, and NYLAW on a primary basis and any other Talk Group (e.g., Events) that we are requested to monitor.
- Syracuse Police TA monitors SPD 1, SPD 5 (Airport Detail) and any other TG (e.g., Events) that we are requested to monitor.
- County Fire TA monitors CFC 5 (Command) and FWIDE on a primary basis and assigned TAC (fire ground) channels on a secondary basis.

- Syracuse Fire TA monitors SFD TAC 2, 3, and 4 (fire ground) on a primary basis as well as ARFF 6 (Airport Fire).
- EMS dispatcher monitors MED 10 and the NYS VHF EMS Ambulance channel on a primary basis, and the AMR dispatch TG on a secondary basis.
- All dispatchers monitor VCALL, UCALL, and 8CALL.

1.2.2.12 Call Center Capacity

The Onondaga 911 Center currently has a total 38 consoles in the 911 center. They are broken down as follows:

- There are 32 consoles on the Operations floor
- All 38 consoles in the 911 Center have CAD
- 20 consoles are for call answering
- 19 consoles are for radio dispatching
- 1 Additional large Supervisor console, for multiple Supervisors
- 6 consoles in the Training room, fully operational



Onondaga County Supervisor Console

There are currently two spare police dispatch pod positions and one spare fire dispatch pod position that could be made available for Madison County dispatch work. There is ample spare call taking positions to accommodate additional Madison personnel to answer 9-1-1 and 7-digit calls. The Operations floor contains 5,100 square feet.

The back-up center has a total of 25 consoles; 17 of these consoles are for call answering.

The back-up center is its own facility and is located adjacent to the Onondaga County EOC. The two share restroom, break and kitchen facilities. The center is kept in hot standby and is tested by the technical staff monthly and exercised/manned at least twice a year with 911 center staff.

The 911 Center has a total of 36 trunk lines for both wireline and wireless calls. Eighteen (18) of those 36 trunks come from the Syracuse tandem and eighteen (18) come from the Endicott tandem. The back-up center has an additional 12 trunk lines: six (6) from the Syracuse tandem and six (6) from the Endicott tandem. The VESTA phone system is geo-redundant and the two locations are linked via fiber and a dedicated microwave link.

The call taker positions are utilizing an Automatic Call Distribution System (ACD). This system receives and distributes calls to the next available call taker.

1.2.2.13 Call Processing and Dispatch Methodology

The Onondaga 911 Center is currently staffed with one hundred thirty-five (135) full time employees and 14 part time employees. They are allocated one hundred forty-six (146) full time employees and 14 part time employees.

Operational floor classifications are:

- Public Safety Telecommunicator
- Public Safety Dispatcher
- Supervisor of Dispatch Operations (first-line supervisor)
- Public Safety Shift Supervisor (second-line supervisor)
- Clerk II (NYSPIN operations)

The Administrative staff is broken down by:

- Executive Division, which includes the commissioner, deputy commissioner, and secretary
- Administrative Support, which contains Professional Development, Quality Assurance, Training staff, Audio Reviews/FOIL, Community Involvement, Administrative Assistant, payroll/HR clerk, and operations secretary
- Technical Services Division
- Radio Division

Assignments in the Technical Support and Radio divisions, supervisor of administrative support, professional development, quality assurance, and training staff are specialized assignments. Dispatch staff who meet the requisite requirements and possess the necessary skills, knowledge and abilities may apply for posted opportunities. In addition to specialized training, persons in these specialized assignments are required to maintain their dispatch skills and may be called on to work the operations floor during emergencies or to fill overtime vacancies.

Employees work either an 8-hour shift or 12-hour shift (volunteer basis), for up to 36 or 40 hours per week. They receive, depending on the shift length, either a 45-minute lunch or a 1-hour lunch break. Shift differential pay is paid to all employees who work between the hours of 3:00 p.m. – 7:00 a.m. Employees are paid an extra \$1.10 per hour worked during those periods. The employees who work the 12-hour shift are paid an extra \$1.00 per hour.

Employees are paid overtime at the rate of 1½ times their regular rate plus shift differential premium, if applicable, for hours worked in excess of eight (8) hours in a work day or forty (40) hours in the defined seven-day work week, per the Union contract. Communications employees work an eight (8) or twelve (12) hour shift, so they are paid overtime for working beyond the number of hours in their work week. Employees have the option of receiving compensatory time in lieu of time and half monetary compensation.

Employees bid for a shift assignment once per year. Shift choices are based upon seniority and the Centers staffing needs.

The Dispatch center serves 98 agencies, which include Law Enforcement, Fire and EMS.

1.2.2.14 Policies and Procedures Used; Best Practices

Onondaga County 911 Center has a Policy and Procedure Manual that is extremely extensive. The manual covers current operational procedures for dispatch of Police, Fire and EMS. The Center utilizes PowerDMS to seek input/review of written directives and track sign-fors to ensure review. They also use the system for in-service training and tracking CALEA compliance.

Policy and Procedure documents serve as an instructional resource that allows employees to act without asking for directions, reassurance or guidance. The step-by-step written procedures can also help hold employees accountable because employee expectations are documented and their actions can be measured against the SOP.

Winbourne Consulting reviewed the documents provided. Industry Best Practice is to have a Policy and Standard Operating Procedure Manual and to test and train to it according to CALEA Standards. The Center does meet the CALEA Standards.

The National Emergency Number Association (NENA) website has Standards and Best Practices for dispatch centers. The website address is www.nena.org. The Standards listed can easily become a part of Madison County's SOP manual. Further, the Center should utilize the Association of Public Safety Communications Officials (APCO) website to obtain additional Standards and Best Practices. The National Fire Protection Association (NFPA) has Standards for dispatch centers. Their website is www.nfpa.org. The Commission on Accreditation for Law Enforcement Agencies (CALEA) has dispatch standards. Their website is www.calea.org.

The following Policies/Procedures at a minimum need to be added or the NENA Standard incorporated into their current SOPs.

- NENA 56-005 – Standard for NORAD/FAA Notification: Airborne Events
- NENA 56-007 – Pipeline Emergency Operations Standard Model Recommendation
- NENA -STA-013.2-2016 – PSAP & Railroad Interaction Standard

Onondaga County Personnel has a County wide Harassment Policy in place, and they stated that it was not necessary to have a separate policy for Bullying. Onondaga 911 Dispatch also has a separate policy #1515, Harassment in the Workplace. The Center has investigated and taken action on any bullying type complaints received.

They have done training on Workplace Violence Awareness, Prevention & Response Training.

Onondaga 911 Dispatch does not have an Active Shooter policy for the 911 Center building. Their current policy is #2015 Aggressive Deadly Behavior and an Onondaga County Emergency Responder plan which covers how to deal with the caller and units on the scene.

What recently happened in the Aurora Illinois manufacturing plant can easily happen in a dispatch center today. All it would take is a disgruntled employee. Dispatch Centers need to prepare themselves on how an Active Shooter in the building would be handled.

The Center does have a Workplace Violence Plan in place. Part of the actions of what to do Run/Escape, Hide, Fight is covered in the Workplace Violence Training that was performed. However, specifics of what to do in the center needs to be spelled out. One of the questions to be answered is how you notify patrol units of shots fired in the Communications Center.

1.2.2.15 Training

New Hire Training

Public Safety Telecommunicator/Public Safety Dispatchers (PST/PSDs) New Hire (Call Taking) receive 280 hours of class room training and 384-464 hours of on-the-job training, which is one-on-one with a trainer, who is a Certified APCO CTO.

PSD Promotional/PSD New Hire Dispatch receives three (3) weeks of classroom training and 2 – 14 weeks of on-the-job-training, with a Certified APCO CTO for a single discipline. Three dispatch disciplines are maintained by the department: city police, county police, and fire/EMS. If a dispatcher is to be trained for a second or third discipline, he/she must undergo an additional three (3) weeks of classroom instruction and 2-14 weeks of on-the-job training for each new discipline.

Basic Call Taker training consists of classroom instruction, practical scenarios, written examinations, field observation and on-the-job training across multiple shifts.

Basic training includes but is not limited to:

- Review of Department of Emergency Communications operations, mission, philosophy, goals and objectives
- Review of Policies and Procedures
- Employee rights and responsibilities



Onondaga County Training Room

- EMD
- Applicable NYS Penal Law
- Basic call-taker techniques for police, fire and EMS events
- CAD and call entry
- Familiarization with the accreditation process
- Harassment training (sexual and workplace)
- New employee orientation
- CALEA Accreditation

All CTOs (trainers) are APCO certified trainers. When working in the trainer status they receive training pay. For every 8 hours a trainer trains, they receive 2 hours of comp time.

They have a 70% success retention rate with new hire training, in part, due to the selection process, exposure to difficult calls and Criticall, 911 dispatcher and emergency calltaker testing software (www.criticall911.com).

Onondaga 911 Dispatch has opened up the CTO training to other Counties.

In-Service Training

Annual re-training is provided to employees based on their job duties. The following topics completed annually include but are not limited to:

- | | |
|---------------------------------------|-----------------------|
| ▪ Right to know | All Personnel |
| ▪ Ergonomics and facility safety | All Personnel |
| ▪ Domestic Violence | All Personnel |
| ▪ Workplace Violence prevention | All Personnel |
| ▪ WMD | Operational Personnel |
| ▪ Missing, exploited & abused persons | Operational Personnel |
| ▪ EMD | Operational Personnel |
| ▪ Emergency Operations Plan | Operational Personnel |
| ▪ Air 1 Flight-following procedures | MRD Dispatchers |
| ▪ Rater Training | All Supervisors |
| ▪ Tactical Dispatch | TERT Members |
| ▪ Text to 911 | Operational Personnel |

Six Month Re-Training is provided to all operational employees. It consists of:

- TDD/CAP-Tel
- Project Lifesaver

Biennial Training is provided to all operational employees. It consists of:

- Cardiopulmonary Resuscitation (CPR)

CALEA: In addition to the initial training received by all new employees, all agency personnel will receive re-training in familiarization with the accreditation process prior to an on-site assessment.

1.2.2.16 Quality Assurance/Quality Improvement Practices (QA/QI)

Onondaga 911 Dispatch has a dedicated person who runs the Quality Assurance and Improvement Program. The Professional Standards Unit was created to coordinate the QA/QI program and oversee and manage the accreditation program.

Quality Assurance reviews are conducted on the following:

- Telephone calls – utilizing call entry guidelines and target times
- Dispatch calls – utilizing NFPA standards, Regional Medical Council

Usually QA is conducted on real time calls and dispatch events. A written review is conducted on each incident with the anticipated action that may need to be taken. The written review is discussed with the employee and he/she signs/dates the document. Floor supervisors conduct live QA. There is a dedicated supervisor that handles the working fire reviews on an overtime basis.

Quality Assurance reviews are completed on:

- All working fires
- Monthly on all PST, PSD and SDOs who are working as a call taker or dispatcher
- All poison calls
- As many EMD calls as possible each month
- As many LE vehicle pursuits as practical
- All TDD calls
- As many Special Operations Incidents as practical
- Any incident that results in serious injury or death to a first responder
- Any deadly use of force incident involving a dispatched law enforcement officer

1.2.2.17 Center Certifications/Accreditations

CALEA Certification

Onondaga County Department of Emergency Communications was awarded their fifth Public Safety Communications reaccreditation from the Commission on Accreditation of Law Enforcement Agencies (CALEA) in partnership with the Association of Public Safety Communications Officials (APCO). Onondaga County Department of Emergency Communications has been continuously CALEA certified during three-year certification processes since 2002. To maintain CALEA accreditation an agency must demonstrate continuous compliance with 211 public safety communications standards



developed by CALEA and APCO encompassing all aspects of operations; management and administration; human resources; recruitment, selection and promotion; training; handling of critical incidents handling; and community involvement and education. Compliance is verified through a review of written directives and documentations, and through interviews with and observations of our personnel.

In March 2017, Onondaga County Department of Emergency Communications was awarded meritorious accreditation after its second perfect accreditation (i.e., no standard issues) in a row as well as being in compliance with 100% of the other-than-mandatory standards (only 80% compliance is required)."

Project 33 APCO Certification

Onondaga County has completed all the requirements for APCO Project 33. This certification request has been submitted to APCO, and is currently being reviewed. Onondaga County is anticipating certification in the near future.

ISO Rating

The Insurance Services Office, Inc. (ISO) collects and evaluates information from communities in the United States on their structure fire suppression classification and assigns a Public Protection Classification (PPC) grade that is used by insurance companies and others as a community's investment in fire mitigation and a proven and reliable indicator of future losses. Emergency communications accounts for 10% of a fire department's ISO rating. ISO conducted an on-site review of the Onondaga County Department of Emergency Communications in 2017 in assessing the Syracuse Fire Department. An ISO field services representative reviewed Onondaga County 911's policies and procedures, training, call taking, dispatching, speed of processing, and technical systems and assigned a rating of 9.05 out of 10. The Syracuse Fire Department maintains the highest available ISO rating of Class 1.

Employee Certifications

All operations floor staff are certified in:

- National Crime Information Center (NCIC)
- eJusticeNY
- EMD certification
- CPR certification
- ANS 1.101.3 standard for handling calls for missing, abducted, and exploited children.

The agency is recognized as a National Center for Missing & Exploited Children (NCMC) PSAP partner and has been certified compliant with ANS 1.101.3.

1.2.2.18 Special Events/Seasonal Activity

Onondaga County hosts numerous large events during the year, to include events at the Syracuse University Carrier Dome, which holds nearly 50,000 spectators. In addition, the County hosts the Iron Man at Jamesville Beach, Corporate Challenge Run in Liverpool, concerts on Amphitheater & War Memorial, and events at the Landmark Theatre. Starting this year the NYS Fire Chiefs will be at the OnCenter. Over 35,000 spectators are expected to attend the Syracuse Air Show in 2019.

Onondaga County is also home to the Great New York State Fair, a 13-day event held in Syracuse every year, from late August until early September. This has become the largest annual event in New York State, with an attendance exceeding one million visitors. The Onondaga County Department of Emergency Communications anticipates and prepares in advance for this event, coordinating with the various State and local agencies to build a communications plan that ensures the appropriate and timely routing and dispatch of 9-1-1 calls and establishes communications interoperability between agencies. The Department of Emergency Communications does not specifically staff up during the fair as staffing is normally adequate. Like any other day, staffing depends on additional circumstances like weather. For example, the Center will staff up if temperatures/humidity rise and heat-related Mass Casualty Incidents (MCIs) are a potential occurrence. In 2018, call answering times ranged from 94% to 98% of 9-1-1 calls answered within 10 seconds or less, during the Fair season.

1.2.2.19 Other Tasks Performed

The Dispatch Center monitors all alarms from government buildings and volunteer Fire Departments within Onondaga County. They monitor 16 tower sites for status alarms (e.g., intrusion, fire, hi/low temperature, generator). They further monitor the microwave system alarms, the CCTV security system for the 911 facility.

The Radio Division oversees TLMR and LMR maintenance, radio console maintenance, radio caches, 16 radio tower sites, radio system administration, fire station alerting and special projects.

Technical Services supports CAD, iCAD mapping, addressing, GIS, administrative systems, networking, web page, DataRadio system and mobile computing.

Both the Radio Division and Technical Services provide a 24/7 on-call technical resource.

1.2.2.20 Other System Users

Onondaga County Dispatch Center has 160 agencies on their radio system. Those 160 agencies include public safety agencies, a number of federal, State, county, town, village, city and school districts, Probation, State Police. There are numerous public service agencies, such as Water & Environmental Protection, Water Department, Highway, Health Department, DOT, school

buses. Users of the Onondaga County Interoperable Communications System (OCICS) operates 9,400 radios within the county.

When neighboring law and fire agencies travel through Onondaga County they will roam onto the mutual aid radio system en route to the hospitals, juvenile detention facility, etc.

Onondaga County currently shares its trunked radio system core (master site) with Madison County as well as Cayuga, Oneida and Oswego Counties. This not only supports roaming between counties, providing fill-in radio coverage to neighboring counties, but it saves each county approximately \$261,374 each year. In 2020 Jefferson County will join the shared master site group, saving each county an additional \$12,801 per year.

1.2.2.21 Commonality of Equipment, Systems, and Procedures

The Madison County Dispatch Center and Onondaga Center operate on the same telephone and radio system. All other systems remain separate.

1.2.2.22 Records Access (CAD, Radio/Telephone Audio)

In NYS, access to records is defined in the NYS Public Officers Law as well as NYS County Law (restricts access to certain 9-1-1 records). The Freedom of Information Law (FOIL) requests are processed consistent with the law, guided by the respective county's attorney.

In Onondaga, requests for records can be made on their website, by mail, via email, in person or via subpoena. Requests are processed by two part-time Audio Review officers, who alternate working so that they cover Monday – Friday business hours. The Audio Review officers report to the Supervisor of Administrative Support. The Audio Review officers certify the records as true copies and may be called upon to testify in court as to their authenticity. Emergency requests (e.g., a law enforcement agency needs copy ASAP to assist in getting a warrant), the request can be processed by the supervisor's desk. The Audio Review officers are also responsible for audio retention in accordance with department policies and the CO-2 NYS retention schedule for counties.

1.3 Personnel/Staffing

1.3.1 Madison County Personnel/Staffing

Staffing levels within the Department of Emergency Communications Operations (to include call takers, dispatchers, supervisors, technical support, training, administrative, and management personnel) are listed below.

Table 5. Total Madison County Dispatch Staffing

# of Full-Time Employees (Authorized)	# of Full-Time Employees (Actual)	Part-Time Positions	Average # of Employees on Duty
17	17	6	3

Madison Dispatch Center has a total of 17 authorized personnel.

Actual Strength by Classification

Madison Dispatch Center has a total of 17 Actual personnel.

- 14 Public Safety Communicators
- 3 Senior Public Safety Communicators – who actually work a position full time

Table 6. Breakdown of Madison County Staffing by Job Description

Call Takers	Dispatchers	Supervisors	Trainers	Quality Assurance	Admin	Technical Support	Prof Development
14	14	3	3	0	0	0	0

NOTE: Supervisors and Trainers are Senior Public Safety Communicators who work a floor position as a Telecommunicator on both the radio and phones.

Table 7. Breakdown of Madison Console Positions

# of Consoles	# of Consoles with 9-1-1 Telephone	# of Consoles with CAD	# of Consoles with Radio
5	5	5	5

The Dispatch Center is currently staffed with fourteen (14) full-time employees, two (2) part time employees and four (4) per diem employees (work minimum of 8 hours per week). They are allocated 17 full-time positions. There is currently one new person who just started floor training in January of 2019.

Employees work an 8-hour shift, 5 days per week. They receive a one-half (1/2) hour per day paid lunch period is included the forty (40) hour work week, per the Union contract. The Union contract further states that each full-time employee is entitled to up to two (2) breaks no

longer than ten (10) minutes in length each day, per the Union contract. Shift differential premium pay is paid for all hours worked by an employee when a majority of his/her regularly scheduled shift hours occur during the second or third shift. Employees are paid overtime, for any time worked beyond forty (40) hours per week.

Employees bid for a shift assignment when there is an opening. Shift choices are based upon seniority.

Drug testing is part of the on new hire employee process, but tenured employees are not retested unless a problem is noticed.

Based upon the various staffing tools, the call volume and calls for service the center is fully staffed to handle the current call volume. However, there are currently, 3 Senior Public Safety Telecommunicators who also work a position (radio or telephone) full time. This violates NFPA Standard 1221 - 7.3.4.2, which states that the supervisor shall be allowed to provide short-term relief coverage. In order to meet the NFPA Standard, it is recommended that another 3 Senior Public Safety Telecommunicators be added to the staff. Some of the extra Senior Public Safety Telecommunicators could be given extra assignments like QA or other projects to alleviate the work load of the Assistant Director.

The New York State 9-1-1 Standards, Homeland Security and Emergency Services, Title 21, Chapter LX, Part 5200 of the NYS Standards Regarding Direct Dispatch of All Emergency Services addresses the supervision staffing needed in a 9-1-1 Center. Part 5202 Standards (b) states: "ALL PSAPs shall be staffed 24 hours a day, seven days a week, by a minimum of two qualified, certified call-takers/dispatchers with at least one person designated as in charge." The current number of Senior Public Safety Telecommunicators does not meet this Standard. The current staffing level for Senior Telecommunicators does not take into consideration for days off and vacation. There is not always a Senior Telecommunicator on duty when the Assistant Director is not on duty.

Based on the recommendations from this 911 Study, a decision to add additional personnel to cover any future attrition or add additional supervisory personnel to meet NFPA Standards will need to be assessed by the Director of Emergency Management.

Below are additional items addressed by (NFPA) Telecommunicator Standard 1221 (v2016):

- 7.3.1 states: "There shall be a minimum of two telecommunicators on duty and present in the communications center at all times."
- 7.3.1.1 states: "ensure that there are sufficient telecommunicators available...to meet the requirements of Section 7.4"
- 7.3.4 states: "Supervision shall be provided when more than two telecommunicators are on duty."

- 7.3.4.1 states: “The supervision shall be provided by personnel located within the communications center.”
- 7.3.4.2 states: “The supervisor shall be allowed to provide short-term relief coverage for telecommunicators.”

The Center is not fulfilling the NFPA standard regarding supervision. These standards state that a supervisor shall only provide short-term relief. The 3 Senior Telecommunicators are actively working a position while on duty and there is not one on duty 24/7.

When the issue of whether to consolidate is determined, the staffing issue should be looked at by the Center’s supervisors and management. NENA offers the NENA Center Manager Certification Program. This class covers all the basics of managing a 9-1-1 center and includes how to utilize the NENA Staffing Tool. This staffing tool will allow the supervisor to determine staffing levels based on statistical data. The tool also incorporates all of the different staffing tool models for extremely accurate data. NENA also periodically offers a Staffing Tool Workshop. Information can be obtained from the NENA website (www.nena.org).

1.3.1.1 Employee Compensation

Salary

Salary range for a Public Safety Communicator as of the 2019 Union Contract was:

- Step 1 is \$18.59 per hour to Step 12 at \$20.75 per hour

Salary range for a Senior Public Safety Communicator as of the 2019 Union Contract was:

- Step 1 is \$20.46 per hour to Step 12 at \$22.83 per hour

The Assistant E911 Director is excluded from the Collective Bargaining Agreement.

Differential by Classifications/Grades

Article 29 of the Union Contract covers shift differential. It states:

- In departments where shift work applies, shifts will be designated as first shift, second shift, and third shift.
- A shift differential premium of fifty (50) cents per hour shall be paid for all hours worked by an employee when the majority of his/her regularly scheduled shift hours occur during the second shift.
- A shift differential premium of seventy-five (75) cents per hour shall be paid for all hours worked by an employee when a majority of his/her regularly scheduled shift hours occur during the third shift.
- In the event that an employee is required to work into the second or third shift, that employee shall receive shift differential for all hours worked during the second or third shift without regard to the number of hours worked.

Differentials within Classifications (e.g., Steps)

A Public Safety Communicator is pay grade F, which contains salary steps 1 through 12. The original starting hourly rate is based upon the year an employee was hired. Meaning that each employee will have a different hourly starting salary based upon the year of hire.

A Senior Public Safety Communicator is pay grade H, which contains salary steps 1 through 12. The original starting hourly rate is based upon the year an employee was hired. Meaning that each employee will have a different hourly starting salary based upon the year of hire.

The new Union Contract was just approved by the Board of Supervisors in March of 2019 and the first salary increase appeared on the payroll date effective March 11, 2019. There will be a retroactive salary increase which will cover January 1, 2019 through March 10, 2019.

The Contract covers the terms of January 1, 2019 through December 31, 2022. Article 25 of the contract has been changed to include the following salary increases:

- Effective January 1, 2019, wage increases equate to 2.25%
- Effective January 1, 2020 wages will increase by 3%
- Effective January 1, 2021 wages will increase by 2.5%
- Effective January 1, 2022 wages will increase by 2.5%

There has not been a change to the step movement process.

Salary Enhancements (e.g., Shift Pay, Holiday Pay, Educational Incentive Pay)

There are several salary enhancements based on the Union Contract. They are:

- Overtime premium
- Compensatory time
- Shift differential
- Service credit – employees who completed 20 years of service will receive \$1,000 lump sum payment. This is a onetime payment
- Eleven paid Holidays with Holiday pay
- Attendance Incentive Bonus
- Educational Assistance amount dependent on class grades of A, B or C
- Mileage, tolls and parking reimbursement when using personal vehicle for County business
- Termination for any reason except discharge will be given ten (10) working days compensation. Terminal benefits are paid at the regular straight time hourly rate compensation.

Benefits

There are several benefits allotted to employees:

- Personal leave - vacation
- Hired before 1985 = 40 hours
- Hired after 1985 = 24 hours
- 15 years of service an additional 8 hours
- New hires hired between Jan 1 - June 30 receive = 16 hours
- New hires hired between July 1 - September 30 = 8 hours
- New hires hired between October 1 - December 31 = no leave
- Sick Leave
- 8 hours of Cancer Screening leave per year
- Shift Differential
- Bereavement leave
- Military Leave
- Jury Duty and Court Attendance
- Health Insurance/Disability Benefits
- Vision Insurance
- Workers Compensation Insurance

Retirement

The Union Contract covers retirement benefits. It states:

- The County agrees to provide Section 75(i) of the New York State Retirement and Social Security Law on a non-contributory basis for Tier 1 and Tier 2 Retirement System members covered by the Contract.
- The Country agrees to provide the applicable provisions of Article 14 and 15 of the New York State retirement and Social Security Law for Tier 3 and Tier 4 Retirement System members cover by the Contract. Such members are required by law to contribute three percent (3%) of their annual earning to the Retirement system for ten (10) years from their date of membership in the system.
- The County agrees to provide Section 41(j) of the New York State Retirement and Social Security Law on a non-contributory basis for all Retirement System members covered by this Contract. Section 41(j) allows for unused sick leave credits to be applied as additional service credit upon retirement.

Time Off

Personal leave – vacation is allocated as follows:

- Hired before 1985 = 40 hours
- Hired after 1985 = 24 hours

- 15 years of service an additional 8 hours
- New hires hired between Jan 1 - June 30 receive = 16 hours
- New hires hired between July 1 - September 30 = 8 hours
- New hires hired between October 1 - December 31 = no leave

1.3.1.2 Civil Service Designations

Job Classifications/Specifications

The following are the Civil Service job classifications for Madison County 911 Center employees. It should be noted that the Assistant Director position is civil service also, but is an appointed position. The following positions all require testing:

- **Public Safety Communicator – Full Time**

Distinguishing Features of the Class – The work involves responsibility for the telecommunication equipment/network computer database systems used in the dispatching of law enforcement, firefighting and EMS agencies, strictly adhering to all Federal Communications Commission (FCC) that encompass the use of said equipment. A high degree of accuracy, speed and alertness is required in emergency situations, while taking appropriate action in accordance with departmental, county, state and federal police/procedures and regulations. Employees in this class are required to assist with training, development and evaluation of new personnel including the development and maintenance of policies and procedures. Within the parameters of established operating procedures and guidelines, employees in this class exercise independent judgment, alertness and responsiveness in emergency situations. The employee may be required to transmit information including emergency medical services pre-arrival instructions in unique/critical situations. The job involves an unusual working environment which includes high stress dealing with life and death situations, with frustrated, angry and abusive individuals. A Public Safety Communicator also performs a variety of administrative tasks in the County's Communications Center. This class requires shift work covering both day and night hours. The work is performed on an assigned shift under the direct supervision of the Assistant E911 Director as directed by the E911 Director, and the oversight of a Senior Public Safety Communicator in accordance with established policies and procedures. A Public Safety Communicator does work as required.

- **Public Safety Communicator – Part Time.** Same job description as a Public Safety Communicator Full Time.
- **Public Safety Communicator – Temporary.** No job description listed. However, they are listed as non-competitive.

- **Senior Public Safety Communicator – Promotional**

Distinguishing Features of the Class – The work involves responsibility for supervising, directing and performing activities on an assigned shift in the County’s Communications Center. Most of the functional duties are similar to those of a Communicator; however, supervisory responsibilities distinguish the senior level position. The work is performed under the general supervision of the E911 Director and the director supervision of the Assistant E911 Director with leeway allowed for independent judgment and decision making. Supervision is exercised over the work of Communicators as assigned. The incumbent performs related work as required.

1.3.1.3 Union Status

The Madison County Dispatch Center operates under a Collective Bargaining Agreement with the Civil Service Employees Association, Inc. Local 1000 AFSCME, AFL-CIO. Madison County Board of Supervisors approved the recently negotiated CSEA White Collar contract. This new contract provides coverage for employees through 2022.

1.3.1.4 GIS/CAD Mapping

The current GIS system uses an ESRI map which populates the “shape” files into the Central Square (Positron) CAD screen. The original information is input into the County MapInfo (which is the source map) mapping system, which then populates the ESRI map. After the last CAD update the vendor stated that the configuration problem with the ESRI map not showing all the information was corrected. The CAD ESRI map still shows errors. Per Dispatch cross streets and intersections are sometimes incorrect.

The source Map, which is the County MapInfo map has the correct information in it. There appears to be a CAD configuration problem since the data does not update properly. The CAD vendor needs to be contacted and a discussion held between the CAD vendor and GIS.

When the CAD map was originally configured with streets, address points and ranges, the GIS technician added property owner names to all the addresses based on property deeds, as a nice to have. The dispatchers feel that this is essential for them to have.

It should be noted that not all property names are listed on the current map. However, adding property owner names is against all 9-1-1 Data Standards. Property Owner names on a map are not listed as part of the Data format, as this makes the database difficult to keep updated and accurate, and may therefore may provide false information at a critical time. For example, if an officer is serving a warrant and has incorrect information on who lives at an address, this could be dangerous.

Inputting property owner names violates the following Standard:

NENA-STA-006.1-2018 – NENA Standard for NG9-1-1 GIS Data Model – this is the current data Standard to follow in preparation for NG9-1-1

The Assistant Director emails mapping errors to the Fire Coordinator, who then sends the email error request via another email to the OEM Director and the GIS Technician. This is a round-about way of handling an error. The direct route would be for a Form to be electronically sent to the GIS technician. The GIS technician would date when the error was received and corrected. Once the correction is made the GIS technician would send the completed form back to the Assistant Director for recordkeeping.

1.3.1.5 Compliments/Complaints Process

The Madison County E911 website does not have a link or information on how to file a compliment or complaint.

Madison County Dispatch has an SOP that outlines citizen compliment/complaints. In part, it states:

- The opinions and attitudes of the citizens of Madison County are integral to center maintaining a strong relationship to the community it serves.
- Any citizen compliments and complain received by the Assistant Director will be reviewed and the Assistant Director may take the following action(s):
 - A copy of the compliment will be given to the employee
 - The original document will be placed in the employee's personnel file
 - The compliment will be given consideration for award applications
- The Assistant Director will review all complaints and take the following action:
 - Investigate the compliant by both speaking to the employee and the citizen filing the complaint
 - Investigate the complaint by utilizing all recorded material and speaking to other employees with direct knowledge of the incident
 - Notify the employee and the citizen of the outcome
- The compliments and complaints received over a three-year period will be analyzed by the Assistant Director who will submit to the Director a written report including the following topics:
 - Overall agency performance
 - Overall competence of agency employees
 - Telecommunicator's attitudes and behavior towards citizens
 - Determining community concerns
 - Recommendations and suggestions for improvement

1.3.1.6 Statistical Complaint Information for 2017

Not available for Madison County.

1.3.2 Onondaga County Personnel/Staffing

Staffing levels within the Department of Emergency Communications Operations (to include call takers, dispatchers, supervisors, technical support, training, administrative, and management personnel) are listed below.

Table 8. Total Onondaga DEC Staffing

# of Full-Time Employees (Authorized)	# of Full-Time Employees (Actual)	Part-Time Positions	Average # of Employees on Duty
146	138	14	19-26 varies per shift

A complete organizational chart for Onondaga County Dept. of Emergency Communications is found in **Appendix A** to this report.

Actual Strength by Classification

Current actual full-time staffing is 140 full-time employees (six vacancies). This includes an additional training class which started 3/13/19 bringing the number of full-time employees to 140.

Table 9. Breakdown of Operations Floor Staff

Public Safety Telecommunicators (PST)	Public Safety Dispatchers (PSD)	Supervisor of Dispatch Operations (SODO)	Public Safety Shift Supervisors (PSSS)
23	73	23	6

Table 10. Breakdown of Staffing for All Organizational Components

PST	PSD	SODO	PSSS
23	75	29	9

Table 11. Breakdown of Onondaga Console Positions

# of Consoles	# of Consoles with 9-1-1 Telephony	# of Consoles with CAD	# of Consoles with Radio
32	22	32	19

The Dispatch Center is currently staffed with 140 full time employees and 14 Part-time employees. They are allocated 146 full time employees. This number includes a New training class (2 public safety telecommunicators and 4 new fire public safety dispatchers).

The Operations floor is divided into working shift supervisors, supervisors of dispatch operations, dispatchers, telecommunicators, and clerks. Two shift supervisors provide overall supervision of the operations floor, supervisors of dispatch operations work as first-line supervisors and working dispatchers within the police and fire/EMS pods. Telecommunicators are call takers only and can work in the NYSPIN pod. Clerks work in the NYSPIN pod but cannot answer emergency calls. The position of Clerk II is being phased out through attrition.

Most of the employees work an 8-hour shift, which is a 36 hour work week. Some of the employees have chosen to work a 12 hour shift, which is a 40-hour work week. Shift Supervisors work an 8-hour shift.

Attrition has been relatively low, but there have been challenges in filling open positions even though the PSAP offers flexible shifts and competitive salaries and benefits. This challenge is due to the complexities in the New York State Civil Service system, as well as the Center's ability to only train six (6) personnel at a time.

Employees who work an 8-hour shift receive 45 minutes for lunch during their shift. Employees who work the 12-hour shift receive a 1 hour lunch.

Employees who work between the hours of 3:00 p.m. and 7:00 a.m. receive premium shift differential pay. Employees are paid overtime, for any time worked outside their regular schedule work week.

Employees bid for a shift once per year. Shift choices are based upon seniority, shift and Department needs.

Many of the staff also serve in volunteer [fire] positions with other county agencies, which provides a broad institutional knowledge of user requirements.

Critical Incident Debriefing is available for call takers and dispatchers after a particularly stressful 911 call or incident. This debriefing is conducted by the Peer Support Program.

This Assessment report was not intended to analyze the staffing needs for Onondaga County Dispatch. If the consolidation occurs between the two Counties, it would be important for Onondaga Dispatch to perform a staffing study. Currently, it is assumed that the number of personnel needed to staff Madison County 911 Center would also be the same number of staff needed to staff any new positions at Onondaga Dispatch Center. It should be noted that Onondaga County conducts an extensive allocation and distribution of personnel study for all organizational components as required by CALEA.

When the issue of whether to consolidate is determined, the staffing issue should be looked at by the Center's supervisors and management. Staffing tools are available through both APCO and NENA.

1.3.2.1 Employee Compensation

Salary

Salary range for Public Safety Telecommunicator for the 2019 Union Contract is:

- \$20.45 to \$22.60

Salary range for a Public Safety Dispatcher for the 2019 Union Contract is:

- \$23.69 to \$26.20

Salary range for Supervisor of Dispatch Operations for the 2019 Union Contract is:

- \$25.46 to \$28.17

Salary range for Public Safety Supervisor for the 2019 Union Contract is:

- \$28.98 to 32.08

The Secretary, Deputy Commissioner, and Commissioner are deemed as management confidential (MC) employees and are excluded from the Collective Bargaining Agreement. The salary of MC employees is determined by the Legislature.

Differential by Classifications/Grades

Article 15 of the Union Contract covers shift differential. It states:

Effective upon adoption of this Agreement by the Onondaga County Legislature and retroactive to the First Full Payroll Period after January 1, 2016, a shift differential premium of \$1.10 per hour shall be paid to all employees covered by this Agreement working a work shift between the hours of 3:00 p.m. and 7:00 a.m.

Differentials within Classifications (e.g., Steps)

There are 4 different steps in their classification salary range, Step A, Step 2, Step 3 and Step Z.

The Union Contract states in **Appendix A**:

Employees who are hired into a bargaining unit title shall be placed into Column A of the Salary Schedule in effect at the time of their hire. Lateral advancement from Step A to Step 2, Step 2 to Step 3, and Step 3 to Step Z within the Salary Schedules in effect shall be based upon the following:

- Upon successful completion of one (1) year of satisfactory service – Step 2
- Upon successful completion of two (2) years of satisfactory service – Step 3
- Upon successful completion of three (3) years of satisfactory service – Step Z

The Employer shall have the right to slot new hire employees into steps other than step A for purposes of competition in recruitment or to take into account skill or experience for the

position. All slotting provided in this section shall be subject to the approval of the Commissioner of Personnel.

Salary Enhancements

There are several salary enhancements based on the Union Contract. They are:

- Overtime premium
- Compensatory time
- Shift differential
- Twelve paid Holidays
- Mileage, tolls and parking reimbursement when using personal vehicle for County business
- Upon resignation or retirement will receive a lump sum cash payment up a maximum of twenty-one (21) days of earned/unused vacation.

Benefits

There are several benefits allotted to employees:

- Vacation leave
 - 1 through 5 years of service receives 11 days
 - After 5 through 15 years of service receives 15 days
 - After 16 years of service receives 22 days
- Sick leave
- Shift differential
- Workers Compensation
- Health Insurance/Disability Benefits
- Vision/Dental Insurance
- Civil Service Exam leave
- Bereavement leave
- Jury Duty and Court Attendance
- Military leave
- Employee Assistance Program
- Legal Assistance
- Liability Insurance
- Deferred Comp

Retirement

The Employee Handbook covers retirement benefits, the Union contract is silent on retirement. The Handbook states:

Enrollment in the New York State Employees Retirement System is available to all employees of Onondaga County. It is mandatory for all full-time, permanent employees.

Requirements and benefits vary by membership tiers described below. A detailed explanation of all tiers provided by the Retirement System is available from the department payroll clerk, the Department of Personnel or the New York State Retirement System. In most cases, social security coverage is not effective unless the employee has joined the Retirement System.

Tier II: (For employees hired between July 1, 1973 and July 26, 1976) Between July 1, 1973 and July 26, 1976, all employees who were permanently appointed in the competitive class and the non-competitive class were required to join Tier II of the NYS Retirement System. Employees appointed to the labor and exempt classes, and provisional employees had the option of joining or not joining the Retirement System. Under Tier II, the employee does not have to contribute to the Retirement System.

Tier III: (For employees hired between July 27, 1976 and August 30, 1983) Between July 27, 1976 and August 30, 1983, all employees who were appointed to full-time positions on a permanent basis were required to join Tier III of the NYS Retirement System. Full-time is defined as working a regularly scheduled work week of thirty (30) hours or more. Employees appointed to part-time, provisional, or temporary (less than one year) positions had the option to join or not join the Retirement System. Under Tier III, the employee must contribute 3% of his or her gross salary toward the Retirement System.

Tier IV: (For employees hired on or after September 1, 1983) If employed on a permanent full-time basis, your membership in Tier IV is mandatory. Otherwise membership is optional requiring the employee to sign a waiver acknowledging his or her right to membership in the Retirement System.

Employees are in all different Tiers based upon year of hire.

Time off

Vacation leave:

- 1 through 5 years of service receives 11 days
- After 5 through 15 years of service receives 15 days
- After 16 years of service receives 22 days

1.3.2.2 Civil Service Designations

Job classifications/specifications

The following are the Civil Service job classifications for Onondaga County 911 Center employees:

- **Public Safety Telecommunicator – Full Time and Part Time**
Distinguishing Features of the Class – The work involves responsibility for answering emergency and non-emergency calls for police, fire and emergency medical services and

relaying information to dispatch staff. Under the general supervision of a Public Safety Shift Supervisor, an employee in this class operates telephone communications equipment and inputs data into computer-aided dispatch systems utilizing a QWERTY style computer keyboard and provides emergency medical services pre-arrival instructions as required. An employee in this class exercises independent judgment with regard to policies and procedures that guide in reacting to criminal incidents which may involve danger to life and/or damage to property. The job involves an unusual working environment which includes high stress dealing with life and death situations, the need to remain calm in emergency situations and the need to be polite when dealing with angry and abusive people. Employees are required to work shifts that cover both day and night hours. Employees in this class are required to assist with training, development and evaluation of new personnel. The job also requires employees to leave their work environment in a clean and tidy condition at all times thus promoting a clean, safe and healthy work place. Supervision of subordinate employees is not exercised in this class. Does related work as required.

▪ **Public Safety Dispatcher – Full Time and Part Time**

- Distinguishing Features of the Class – The work involves responsibility for the transmission of emergency information and the dispatch of fire/rescue, EMS/police personnel and equipment. Under the general supervision of a Supervisor of Dispatch Operations, an employee in this class operates a variety of communications equipment including radio and telephone equipment and computer terminals to relay information and dispatch emergency personnel and equipment. Within the parameters of established policies and procedures, employees in this class exercise independent judgement, alertness and responsiveness in emergency situations. The employee may also be required to perform the duties of a Public Safety Telecommunicator, answering emergency and non-emergency calls for service from the public. The employee may be required to transmit information including emergency medical services pre-arrival instructions in unique/critical situations as directed by a supervisor. The job involves an unusual working environment which includes high stress dealing with life and death situations, requiring the need to remain calm in emergency situations, remain in control of the call and be polite in dealing with frustrated, angry and abusive people. Employees in this class are required to assist with the training, development and evaluation of new personnel. This class requires shift work covering both day and night hours. Supervision of subordinate employees is not exercised by this class. Does related work as required.

▪ **Supervisor of Dispatch Operations – Full Time**

- Distinguishing Features of the Class – The work involves responsibility for the transmission of emergency information including emergency medical services prearrival instructions as required, the dispatch of police, fire and EMS personnel and equipment and for the training and supervision of subordinate dispatchers and telecommunicators. Under the general supervision of a Public Safety Shift Supervisor, with leeway given for exercise of independent judgment in the daily operations of the center, an employee in this class operates a variety of communications equipment including radio and telephone equipment and computer terminals to relay information and dispatch emergency personnel and equipment. Employees in this class are required to assist with the training, development and evaluation of new personnel and subordinate staff by demonstrating procedures and techniques and by guiding such staff during periods of on the job training. Employees in this class also regularly perform supervisory duties and in the absence of the Public Safety Shift Supervisor will act as such; when the Public Safety Shift Supervisor is present, this employee functions as a working supervisor. Employees in this class render assistance in answering questions posed by duty staff relative to equipment, policies and procedures and also train, develop and evaluate subordinate staff. This job involves an unusual working environment, which includes high stress dealing with life and death situations and the need to remain calm in emergency situations. Employees are required to work shifts, which cover both day and night hours. The job also requires employees to leave their work environment in a clean and tidy condition at all times thus promoting a clean, safe and healthy work place. General supervision is exercised over a large number of Public Safety Telecommunicators and Public Safety Dispatchers. Does related work as required.

▪ **Supervisor of Shift Supervisor – Full Time**

- Distinguishing Features of the Class – The work involves responsibility for supervising the activities of subordinate Public Safety Telecommunicators and Supervisors of Dispatch Operations during an assigned shift at the Onondaga County Communications Control Center. Under the general supervision of the Deputy Commissioner of Emergency Communications (Operations), an employee in this class oversees the receipt of emergency and non-emergency calls from the public and may provide emergency medical services pre-arrival instructions as required, the efficient relay of information to public safety units and the dispatch of personnel and emergency equipment. Employees in this class render assistance in answering questions posed by duty staff relative to equipment, policies and procedures and also train, develop and evaluate subordinate staff. Employees in this class may also function as a training coordinator responsible for development and institution of various types of training

programs; they may also be required to monitor the activities of tower maintenance personnel and technical support personnel as well as to monitor the obligations of other contractual services provided to the Communications Center. This job involves an unusual working environment that includes high stress dealing with life and death situations and the need to remain calm in emergency situations. Employees are required to work shifts that cover both day and night hours. The job also requires employees to leave their work environment in a clean and tidy condition at all times thus promoting a clean, safe and healthy work place. General supervision is exercised over a large number of Public Safety Telecommunicators and Supervisors of Dispatch Operations. Employees do related work, as required.

The Onondaga County Department of Emergency Communications maintains specialized assignments both to provide horizontal professional development opportunities for personnel and to maintain a cadre of dispatch personnel that can supplement and support operations during emergencies and fill-in during staffing shortages. The following are specialized assignments within the department:

- Professional Standards Coordinator
- Network Communications Infrastructure Administrator
- Network Communications Infrastructure Assistant
- Public Safety Shift Supervisor/Administrative Support
- Public Safety Shift Supervisor Technical Support
- Geospatial Information Officer (GIO)
- System Administrator Mobile Data and CAD
- Technical Services Specialist
- Incident Review Officer
- Training Division Staff
- Quality Assurance Specialist

1.3.2.3 Union Status

The Onondaga County Dispatch Center operates under a Collective Bargaining Agreement with the Onondaga Local 834 of Civil Service Employees Association, Inc. (CSEA). Only the commissioner, deputy commissioner, and the secretary are not members of the union. The current collective bargaining agreement went into effect January 1, 2016 and will expire on December 31, 2019.

1.3.2.4 Compliments/Complaints Process

The Onondaga County Department of Emergency has established a mission statement, vision statement, and core values and actively encourages members of the public and public safety agencies to provide comments on the performance of the agency and its personnel. The agency

maintains an awards program to recognize positive performance and an organizational integrity process to review complaints.

The Onondaga County Department of Emergency Communications has a well-defined procedure to handle compliments and complains. Information is readily available on their website for both electronic and letter communications between the citizens and the County.

Complimentsⁱⁱⁱ

It is the policy of the Department of Emergency Communications to handle compliments received from the public [by letter or electronic mail] in the following manner:

1. The compliment will be forwarded to the commissioner's office for review.
2. A copy will be forwarded to the employee and his or her immediate supervisor.
3. The original document will be placed in the employee's personnel file.
4. Extraordinary actions that may qualify for an award (e.g., commendation, employee of the month) will be forwarded to the department's Personnel Advisory Committee for further consideration.
5. Award recipients are recognized at daily roll calls and during the annual awards ceremony held during National Public Safety Telecommunicators Week held annually during the second full week of April.

Complaints

The Onondaga County Department of Emergency Communications accepts complaints against itself (e.g., 911 Center policies and procedures) and any of its employees, and will investigate all complaints to the appropriate disposition. A complaint may be given to the department by any means to include in person, by telephone, or by letter. Anonymous complaints will be accepted.

All complaints are thoroughly investigated by the appropriate supervisor. The Complainant may receive a follow-up contact by telephone, mail, or e-mail to clarify specific issues. The supervisor will interview employees, witnesses and review reports, computer records, and telephone/radio audio recordings. At the conclusion of the investigation, a finding will be determined and the complainant will be informed of the outcome.

1.3.2.5 Statistical Complaint Information for 2017

Table 12. Onondaga County 2017 Complaints Stats

Year 2017	Total Complaints	Telephones Calls Answered/Dispatches	Ratio/Complaints
Call Taking	43	494,915	1:11,509
Dispatching	35	579,746	1:16,564
NYSPIN	1	N/A	N/A

Year 2017	Total Complaints	Telephones Calls Answered/Dispatches	Ratio/Complaints
Operations Total	79	1,077,661	1:13,603
Miscellaneous Other	8	N/A	N/A
Overall Total	87	N/A	N/A

In 2017, a total of 60 complaints were sustained. A total of 54 of those sustained complaints related directly to the call taking and dispatch functions. Of those 54 complaints, 57.4% related to call taking issues while 42.6% related to the dispatching function.

Table 13. Onondaga County 2017 Sustained Complaints Stats

Year 2017	Sustained Complaints	Telephone Calls Answered/Dispatches	Ratio of Sustained Complaints/Transaction	Sustained Complaint Rate
Call Taking	31	494,915	1:15,965	.0063%
Dispatching	23	579,746	1:25,206	.0040%
Total	54	1,077,661	1:19,956	.0050%

1.3.2.6 Customer Satisfaction Surveys

The Onondaga Department of Emergency Communications randomly sends Customer Satisfaction Surveys to persons who call for police, fire, or emergency service. Customers rate the call takers performance in the following categories (ranked 1-4 with 4 being the best service): promptness in answering; attitude of the call taker; call taker's knowledge; courtesy of the call taker; and overall satisfaction with how the call was handled by the department. The surveys may be returned by mail or electronically through Survey Monkey.

The average customer satisfaction rating for 2018 was 3.83 for all four categories (attitude, knowledge, courtesy, and customer satisfaction). 95% of the participants reported that they received excellent service when they called E911 (3.87 rating). 93% described call taker courtesy as excellent (3.85) and 91% reported the call taker as having an excellent attitude (3.83). Only one category, call taker's knowledge, fell below our 3.8 goal with 89% (3.77 rating) of the respondents reporting the call taker's knowledge as excellent.

1.4 Governance

1.4.1 Madison County Governance

1.4.1.1 *Madison County Goals, Mission, and Vision*

According to the Madison County 2018 Success Plan, the County's mission is to "Enhance the quality of our Community." Its vision is stated as "People choose Madison County for our commitment to excellence and opportunity."

Four general strategic areas of focus were identified for the initial year:

1. Satisfaction with Service – focuses on the delivery of outstanding customer service
2. Fiscal Management – relates to the County's priority to be a strong financial steward
3. Community Engagement – centers around the County's role as a vital community partner
4. Employee Success – concentrates on how the County supports the members of its workforce

Madison County Administrator Mark Scimone states, "Ultimately our focus is to ensure a sustainable Madison County where citizens can turn for high quality services, where taxpayers can expect outstanding value, and where we are able to fulfill our mission to enhance the quality of our community."^{iv}

Tactical Projects identified in the 2018 Madison County Success Plan include a focus on Budget Alignment, to include:

- Developing a program to intersect the 5-year capital program, annual budget, and legislative process
- Building a process that will secure contracts to cover emergency needs by department
- Creating an emergency purchasing process for situations that may arise for County building, roadways, epidemics, natural disasters, and terrorism

1.4.1.2 *Madison County Governance Structure*

Madison County is governed by a Board of Supervisors, with a County Chairman. Each Member of the Board of Supervisors serves a 2-year term of office, except for the Supervisors from the Town of Lenox, Nelson, Madison and Sullivan who serve a 4-year term.

The Board of Supervisors has established Committees with specific responsibilities. The E911 Center falls under the following Committee, assigned to Committee Chairman Pete Walrod:

- **Criminal Justice, Public Safety, and Emergency Communications Committee:** Responsible for the Office of the District Attorney, Office of the Sheriff (Law Enforcement Division, Corrections Division, Stop DWI, Civil Division and Pistol Permits), Assigned Counsel, Legal Aid and Judiciary, Coroner/Medical Examiner, Probation, Volunteer Firemen, Office of

Emergency Preparedness, Civil Defense, Traffic Safety Board, Fire Advisory Board, Communications and Rescue and E-911.

1.4.1.3 Madison County Office of Emergency Management (MCOEM)

Initiatives identified for MCOEM, 911 Division are:

- Service to Public and First Responders
- Staff Training and Certification
- System Upgrades
- NYSP Backup Operational
- Accreditation
- Long-Term Planning

The chain of command for the Madison County E911 Center is outlined in diagram to the below See **Appendix B** for MCOEM 2019 Emergency Management Line of Effort.

Madison County E911 Organizational Chart

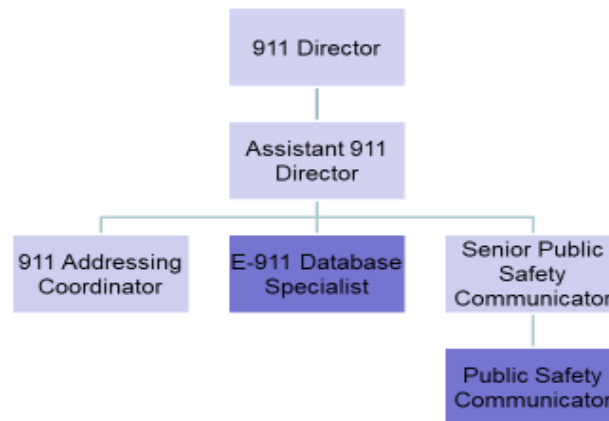


Figure 7. Madison County E911 Org Chart

1.4.1.4 Madison County 9-1-1 Mission Statement

Madison County 9-1-1 strives to provide enhanced 9-1-1 service 24 hours a day/365 days a year to Madison County and all of its political subdivisions.

Madison County 9-1-1 Objectives are to provide the highest level of service possible by:

- Creating a work ethic and environment that emphasizes professionalism and respect for each other and all our customers.
- Hiring and retaining qualified and dedicated staff while providing the best possible training.

- Answering each 9-1-1 call within 6 seconds.
- Providing appropriate dispatching services for each situation.
- Utilizing the most technologically advanced systems possible.
- Providing service in a fiscally responsible manner.
- Achieving 100% usage of 9-1-1 for emergency calls through public education.

Table 14. Madison County E911 Client Agencies/Stakeholders

Agencies Served	Police Departments	Fire Departments	Ambulance Services	Secondary Agencies
46	10	23	13	0

Madison County 9-1-1 serves the following 23 Fire Departments:

- Bridgeport FD
- Brookfield FD
- Canastota FD
- Cazenovia FD
- Chittenango FD
- DeRuyter FD
- Earlville FD
- Eaton FD
- Erieville FD
- Georgetown FD
- Hamilton FD
- Hubbardsville FD
- Leonardsville FD
- Lincoln FD
- Madison FD
- Morrisville FD
- Munnsville FD
- New Woodstock FD
- North Brookfield FD
- North Chittenango FD
- City of Oneida FD
- Smithfield FD
- Wampsville FD

Madison County 9-1-1 serves the following 10 Law Enforcement Departments:

- Madison County Sheriff's Office
- New York State Police
- Oneida City PD
- Canastota PD
- Cazenovia PD
- Chittenango PD
- Hamilton PD
- NYS DEC
- NYS Forest Ranger
- Madison County Probation

Madison County 9-1-1 serves the following 13 Emergency Medical Agencies:

- Vineall
- GLAS
- AMR
- CAVAC
- Smith's
- Georgetown
- Eaton
- SEVAC
- Madison
- SOMAC
- COCVAC
- Bridgewater
- W. Winfield

Inter-Government Relations are currently identified at the following levels within Madison County:

- Board of Supervisors
- Law Enforcement
- Towns/Villages Committees and Meetings
- Inter-County
- Highway Departments
- NYSEMA Participation
- NYS DHSES
- Tier III Program (training programs)

1.4.1.5 Inter-Municipal Agreements – CNYICC

The counties of Onondaga, Oswego, Cayuga, Cortland and Madison have formed a consortium; the Central New York Interoperable Communications Consortium (CNYICC), to improve emergency communications and interoperability among the respective counties. Madison County is participating and developing through this partnership an interoperable land mobile radio communications system (MCICS), one that immediately supports Fire, EMS and Law Enforcement, and whose design will support others, such as highway, schools, water, and other vital utility and service functions.

Operational Benefits

Operationally, this shared radio network provides reliable communications among all first responders in the region. An added benefit is the ability to roam – Madison Law Enforcement, Fire, and EMS personnel roam into Onondaga County providing an extended coverage footprint.

Onondaga County provide their personnel to maintain the master site and enhanced HVAC and electrical accommodations as well as the expertise of their technical personnel to administer it, which is something Madison would need to do if they had their own core.

Cost Savings

In addition, Madison County, as well as the other participating counties, have realized significant cost savings as a result of this partnership.

Initial Savings

Onondaga County paid for the initial core, without passing those costs on to the other consortium members; this alone is estimated to have saved Madison County approximately \$1.2M as they did not have to build a core.

Ongoing Savings

2019-2024 it costs \$326,717 per year to maintain a master site (core).

2014-2018 it costs \$334,813 per year to maintain a master site.

Each year that cost is divided by the number of counties, so the APPROXIMATE savings equals the difference between what the participating counties may have paid versus the actual payment. The actual payment per county is equal to the total cost for the year divided by the number of participating counties, as described below:

2019 = \$261,373 Estimated savings per County (5 counties)

2018 = \$267,851 “ “ “ (5 counties, Oneida Co joined)

2017 = \$248,110 “ “ “ (4 counties)

2016 = \$248,110 “ “ “ (4 counties)

2015 = \$248,110 “ “ “ (4 counties)

2014 = \$248,110 “ “ “ (4 counties)

Calculating construction avoidance costs and annual maintenance savings, the shared radio network is ESTIMATED to have saved Madison County taxpayers \$2,721,664.

1.4.2 Onondaga County Governance

Onondaga County was established in 1794 and is comprised of separate municipalities, which include the City of Syracuse, 19 towns and 15 villages. The Onondaga Indian Reservation is also located in the County. In 1962, a County Charter became effective which divided the County into 24 legislative districts with an elected legislator representing each district in the County Legislature.*^v

The County Executive, elected to a four-year term, is the chief executive officer of the County. The County Legislature, composed of 17 members (effective January 1, 2012) is elected to a two-year term and serves as the County’s governing body.

The Onondaga County Department of Emergency Services is run by an appointed County Commissioner, who reports to the Deputy County Executive for Human Services, within the Office of the County Executive.^{vi}

1.4.2.1 Onondaga County Goals

Onondaga County has identified specific goals for 2019:

- Reducing the rate of poverty
- Investing in our infrastructure
- Creating a climate that encourages economic development

Onondaga County has also identified Countywide Long-Term Goals (per the 2019 adopted budget):

- Protect and improve the health and quality of life of the community; promote opportunities for all individuals to realize their full potential; accurately and efficiently administer economic support and services to county residents in a respectful manner.
- Encourage a growing and diverse economy and vibrant, thriving community; create job opportunities, expand the tax base, and provide unparalleled service to existing businesses and businesses interested in relocating to Onondaga County.
- Safeguard and enhance natural resources for current and future generations; develop and coordinate programs, activities, and policies to reduce the County’s environmental liabilities.

- Maintain and improve vital infrastructure to enable delivery of public services; provide preventive maintenance, capital project development, rehabilitation/renovation, and space management to meet present and future needs.
- Ensure the safety and well-being of the community; create a safer community by helping offenders to become productive members of society; promote long-term public safety through the rehabilitation of offenders and the reduction of victimization in the community.
- Enhance the quality of life through diverse recreational and educational opportunities; provide important individual, community, economic, and environmental benefits.
- Establish a culture of customer service and deliver services that are responsive to internal and external needs; provide oversight to ensure fiscal integrity and accountability.

1.4.2.2 Governance of Onondaga County Department of Emergency Communications

The Executive Department of the Department of Emergency Communications consists of the Commissioner and Deputy Commissioner. The Executive Department is responsible for planning, organizing and directing the operations of the Department of Emergency Communications including the management of the Communications Center facilities, resources, equipment, and staff. The Executive Department also reviews system hardware and software and prepares specifications for the purchase of new systems as necessary and performs long-range resource planning as required. It develops and presents budget proposals for 9-1-1 Center operations and administers departmental expenditures and revenues.^{vii}

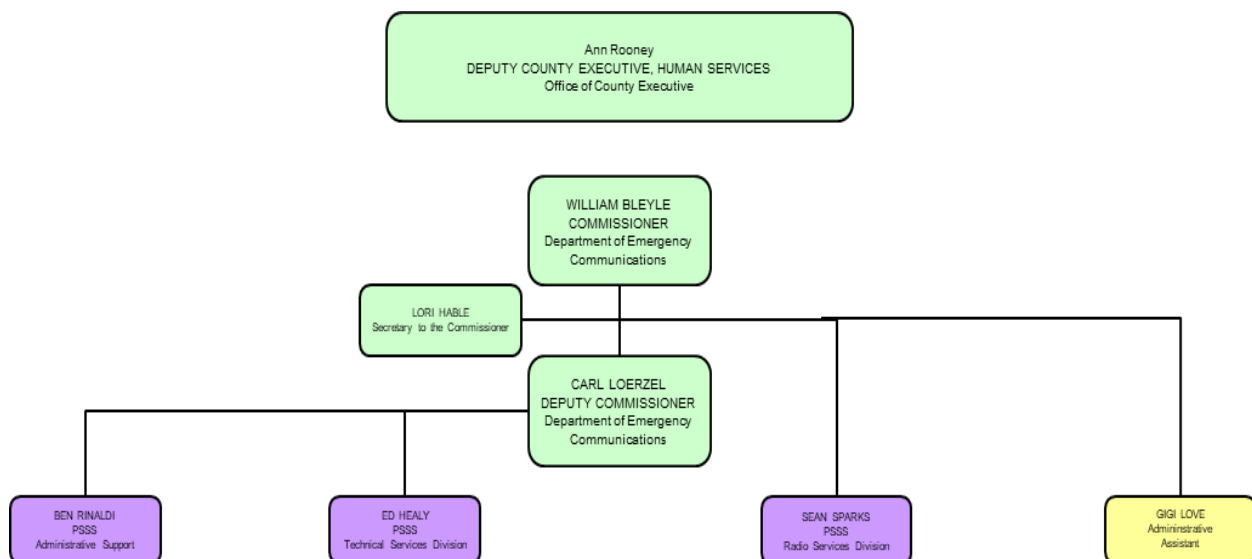


Figure 8. Onondaga County DEC Org Chart

1.4.2.3 Onondaga County Department of Emergency Communications Goals

The mission of the Onondaga County Department of Emergency Communications is to serve as the critical and vital link between the citizens of Onondaga County and the public safety agencies that serve them. The stated goals for 2019, per the 2019 E911 Goals and Objectives Report are:

1. Support Onondaga County's priorities of: reducing the rate of poverty; investing in our infrastructure; and creating a climate that encourages economic development.

- a. Provide refresher in-service training regarding the CNY 2-1-1 source and promote its utility as a resource to connect residents reaching out to E911 for assistance in obtaining basic resources such as food, shelter, employment, or health care.
- b. Ensure that calls to E911 regarding public infrastructure problems or issues are referred to the appropriate government agency.
- c. Obtain funding and conduct a Spring or Fall flyover to provide updated aerial imagery that is used by E911 and shared with SOCPA and numerous government planning and assessment agencies throughout the county.
- d. Work with the County Executive's Office and Sheriff's Officer to explore opportunities to relocate primary dispatch operations to a new public safety center that provides synergistic public safety benefits by housing emergency communications, emergency management, police, and fire under the same roof and ensures that the technical and human resource needs of the department are met for the next 25 years.
- e. Continue public satisfaction surveys and maintain exceptional customer satisfaction ratings <3.8 (scale of 1-4) in all categories.

2. The E911 Center and all communications support systems are 100% reliable.

- a. Add a second building generator to support the main E911 generator in the event of a utility and generator failure; update or replace transfer switch as necessary; replace the building UPS with a redundant UPS with increased capacity to keep pace with increased use of technology; add an external connection for a mobile generator and to facilitate load bank testing; connect the generators to monitoring system.
- b. Conduct monthly inspections of all tower sites and document findings. Correct deficiencies, report them to the appropriate County department, or service vendor.
- c. Conduct weekly operational inspections of the Master and Prime Site equipment and ensure that updates and file maintenance is performed as required by the vendor.

- d. Conduct bi-annual tower inspections, to include climbing of the towers by the contracted tower maintenance vendor. Document findings and repair deficiencies immediately.
 - e. Complete installation of the geographically redundant backup trunked radio system Prime Site to ensure reliability of the radio system.
 - f. Complete the replacement of the Rose Hill Radio Tower (ROS) by the end of Q1.
 - g. Obtain funding to replace the Makyes (MAK) Radio Tower; determine siting options; develop RFP, and begin replacement.
 - h. Install a redundant TLMR prime site at a secondary location.
 - i. Ensure that portable radio ID lists are updated regularly by public safety agencies.
 - j. Ensure that authorized service vendors in accordance with manufacturer recommendations and good engineering practice conduct periodic infrastructure equipment preventative maintenance.
 - k. Ensure that hardware and software updates/patches are performed as necessary and in a timely manner.
 - l. Ensure that system infrastructure equipment problems and failures are being detected in a timely manner and are being appropriately addressed by service vendors.
 - m. Continue to evaluate the cyber threat potential to our systems and recommend actions when necessary.
 - n. Maintain the integrity of system code plugs and the programming of subscriber units by securely maintaining the master and ensuring that authorized programmers have access to the most recent code plugs and are programming only authorized templates. Require all programming vendors and radio shop key holders to sign a programming agreement.
 - o. Continue to fine tune the replacement HVAC system at the E911 Center.
- 3. Calls for assistance are answered, processed and dispatched consistent with best practices and department values.**
- a. Answer at a minimum 90 percent of all incoming 9-1-1 emergency calls within ten seconds of connection.
 - b. Answer 95% of all other 9-1-1 calls within 20 seconds or less.
 - c. Work with Syracuse-Onondaga County Planning Agency (SOCPA) to update GIS data sets (CAD and MDT mapping) as new information becomes available. Release a new map roll in April 2019.

- d. Continue to work with NY Alert/Everbridge (public alerting product) to resolve outstanding issues to consider implementation in 2020.
- e. Maintain compliance with all applicable CALEA Public Safety Communications standards as measured by a successful year two compliance review in March 2019.
- f. Continue to approve upon the quality assurance/quality improvement program to include meeting the new APCO/NENA QA/QI standards.

4. Operations achieve the highest degree of public safety and public confidence.

- a. Complete the Continuity of Operations Plan (COOP) to include plans for “roll over” call taking provisions, accommodating extended employee “holdovers,” and recovery/return to normalcy.
- b. Provide a concentrated public education effort focused on informing the public on our call-taking procedures, including emergency medical dispatch (EMD) to better educate the public on what to expect when calling 9-1-1 so as to alleviate concerns regarding questioning.
- c. Analyze customer questions regarding EMD protocol and implement an efficient and effective proactive response to reduce customer misunderstandings.
- d. Develop and implement a protocol regarding the use of the Integrated Public Alert and Warning System (IPAWS) in Onondaga County.
- e. Reduce the number of internal/external complaints by 2% through a full-year implementation of the QA/QI specialist assignment and the timely review of QA/QI reviews with employees.

5. Operational and support services meet the operational needs of member public safety agencies.

- a. Continue to encourage dispatch agencies to assign personnel to observe floor operations as part of academy and in-service training.
- b. Develop CBT program for public safety agencies regarding operation of subscriber beyond the primary zone (first 16 talk groups) and promote the services provided by the Radio Division.
- c. Implement agency response plan changes in less than 30 days.

6. All employees are knowledgeable and possess the requisite skills and abilities that allow them to complete their job tasks efficiently and effectively to the highest level of expectation.

- a. Provide a minimum of 24 hours of annual in-service training for all personnel.

- b. Complete APCO Project 33 training certification by no later than January 31, 2019. *[PDS]*
- c. Continue to participate in disaster preparedness and critical response (e.g., active shooter) meetings and exercises.
- d. Continue to provide verbal judo training for all newly hired call takers and dispatchers.
- e. Provide verbal judo training for all operations personnel as part of the 2019 call taker refresher in-service training program.
- f. Ensure all employees receive annual refresher training in best practices for handling calls regarding missing and exploited children.
- g. Maintain APCO certification for all Communications Training Officers (CTOs) to include re-certification training in early in the Spring of 2019 and new CTO certification training if necessary.
- h. Continue to work to develop the skills of senior staff interested in advancing to higher levels of management within the department.
- i. Achieve a new hire (probationer) retention success of 75%.
- j. Provide radio system refresher training for dispatch personnel to include topics such as fail-soft, site trunking, patching, and uses of interoperable talk groups, subscriber radio templates/operation, and handling radio system anomalies.
- k. Identify effective and cost-effective technical training to maintain knowledge and skills in the field of information technology, trunked LMR, microwave transport, and RF practices.
- l. Provide cross-training opportunities relating to the GIS and mapping function.
- m. COMTs to complete workbook requirements and file for certifications.
- n. Select one additional candidate for COMT training (if available).
- o. Update Incident Dispatch Team (IDT) members to the current NIMS standards (i.e., I-100c and IC-800c).
- p. Replace the retiring DEC Commissioner by the end of Q1 and Identify management and support positions that may experience turnover in the coming years and develop a succession plan to ensure continuity of operations.
- q. Provide cross-training opportunities within the Technical Services and Radio divisions to improve capabilities of on-call technicians and provide staffing flexibility.
- r. Develop a list of common technical issues and the priority of response requested to reduce unnecessary after-hour tech staff notifications/call-ins.

7. Technology is strategically acquired, implemented, and utilized to improve customer service and assist personnel in accomplishing their work more effectively and efficiently.

- a. Upgrade Hexagon CAD system from version 9.2 to 9.4 during Q2 and replace all related workstation hardware and servers.
- b. Replace the 800 MHz DataRadio MDCN with a broadband solution capable of supporting present and future needs, to include consideration of participating in the FirstNet national public safety broadband network program.
- c. Complete replacement of the Common User Microwave Radio System (CUMRS) to MPLS to allow for increased utilization and to bring it up to date with current and future requirements of the TLMR and NYS DHSES guidelines requiring greater information sharing between the state's 911 centers.
- d. Implement Automated Secure Alarm Protocol (ASAP) interface consistent with CAD 9.4 upgrade in Q2 and start receiving alarms from our first vendor into our computer aided dispatch system. This will help reduce the number of alarm related voice calls received.
- e. During Q1 Review hardware and software systems in place and determine need and value. Develop a lifecycle plan to be considered in 2020-2027 capital improvement planning.
- f. Continue to work with New York State on the development of an ESI Net and core services to support implementation of Next Generation 9-1-1 (NG-911).
- g. Work with Emergency Management to determine if/how PAWS (Integrated Public Warning System) should be implemented.

8. Work with our Central New York Interoperable Communications Consortium (CNYICC) partners to explore cost sharing opportunities that would result in more cost effective, consistent, and efficient services to our communities.

- a. Support the completion of the Winbourne Communications study to determine the feasibility, potential service improvements, and/or cost savings of a Madison-Onondaga regional public safety communications center.
- b. Continue to provide radio system administration support to CNYICC counties as requested.
- c. Connect Jefferson County to the Onondaga Shared Master Site in anticipation of Jefferson's TLMR implementation in 2019.
- d. Work with CNYICC and Cortland County to consider the linking of the Onondaga-Cortland master sites.

- e. Implement CAD to CAD interfaces with Oswego and then Cayuga counties allowing the sharing of call and unit status information on events that affect both counties.
 - f. Continue to invite CNYICC counties to participate in our training programs (e.g., CTO) when applicable.
- 9. Seek operating efficiencies in an effort to control costs necessary to remain within the 2019 Onondaga County Department of Emergency Communications budget as modified (BAM), especially in the area of personnel costs.**
- a. Control overtime expenses by filling position vacancies as soon as practical when authorized with the goal of achieving our authorized/funded strength by the end of 2019.
 - b. Develop a plan to address the impact of anticipated retirements in 2019.
 - c. Achieve a new hire retention success rate of at least 75%.
 - d. Continue to seek federal, state and other grant-funding opportunities.
 - e. Work with all service contract vendors to ensure that annual increases remain within operating budget and tax cap limitations.
 - f. Work with NY SICB, NYSACC, NYS 911 Coordinator's Association and CNYICC to find and promote funding streams to help offset declining wire line surcharge revenues.
 - g. Prepare for the budget impact of the legal sunset of the one dollar wire line surcharge that was specific to the bonding and maintenance of the OCICS TLMR and will expire in July 2019.

1.4.2.4 Onondaga County Department of Emergency Communications Policy Review and Oversight Committee (PROC)

A Policy Review and Oversight Committee has been established to assure regular and ongoing participation of the heads of the affiliated emergency services throughout Onondaga County. The Policy Review and Oversight Committee address circumstances in which communications/dispatching functions affect the operation of emergency services. The Policy Review and Oversight Committee meets every other month to discuss various operational policy and procedure issues directly related to communications and dispatching functions. The committee's primary role is to provide guidance through policy and operational practices review.

The PROC also serves as the Governance body for the Onondaga County Interoperable Communications System (OCICS).

All public safety and public service stakeholders have a representative on the PROC:

▪ **Fire**

- County fire agencies (outside of the City/mostly volunteer/some hybrid) are represented by someone appointed by the Onondaga County Fire Chief's Association. I also attend their monthly meetings (but do not receive the minutes because I am not a member of the group).
- Syracuse Fire Department is represented by the Fire Chief (usually delegates a deputy chief to attend).
- The Director of the Onondaga County Fire Bureau (a component of the Department of Emergency Management) represents the fire service/County Fire Advisory Board.

▪ **EMS**

- County emergency medical service agencies are represented by the Director of the Onondaga County EMS Bureau (an employee of the Onondaga County Department of Emergency Management). Deputy Commissioner Loerzel also attends the County Ambulance Directors meetings (as does the Director of the EMS Bureau).

▪ **Emergency Management**

- Emergency Management is represented by the Commissioner of the Onondaga County Department of Emergency Management

▪ **Law Enforcement**

- County police agencies (excluding the Syracuse police chief, Sheriff, and State Police) are represented by someone appointed by the Onondaga County Chapter of Chiefs of Police.
- Syracuse Police Department is represented by the Chief of Police (usually delegates the First Deputy Chief to attend).
- Onondaga County Sheriff's Office is represented by the Sheriff (usually delegates).
- New York State Police is represented by Troop D Major (usually delegates the Zone 3 Commander, a captain).
- District Attorney's Office is represented by the DA (delegates to the Chief investigator to attend).

▪ **Public Service Agencies**

- A representative (County employee from a non-public safety agency) is appointed by the County Executive.

In addition, any agency can contact the Onondaga County Department of Emergency Communications at any time in regard to issues specific to their agency.

Specific membership of the PROC include the following departments:

- Chairperson, appointed by the County Executive

- Commissioner, Onondaga County Department of Emergency Communications
- Sheriff, Onondaga County
- Chief of Police, Syracuse
- President, Onondaga County Chiefs of Police
- Troop Commander, New York State Police Troop “D”
- Chairperson, Onondaga County Fire Chiefs Association
- Commissioner, Onondaga County Dept. of Emergency Management
- Fire Chief, Syracuse
- Director, Onondaga County EMS Bureau
- Director, Onondaga County Fire Bureau
- Director, Syracuse-Onondaga County Planning Agency
- Commissioner, Onondaga County Department of Information Technology
- Representative Office of the County Executive
- Representative District Attorney’s Office

Others may be invited on an ad hoc basis as appropriate in view of issues under discussion.

A Sample of Topics Discussed during a PROC meeting include:

- Monthly Radio Stats on system activity
- Onondaga County Interoperable Communications System (OCICS) governance
- On-going project status reports
- Information Technology report – Police/Fire/EMS RMS
- Tactical Interoperability Plan (TICP) Update
- FirstNet Update

*The full Directive 0011, “Policy Review and Oversight Committee” Charter, revised 10/03/18 is attached as an **Appendix C** to this document.*

In addition to the PROC, additional groups seeking input and communication from the County stakeholders include the following subgroups:

- Onondaga County Police Users Group (PUG). These meetings are designed so that any law enforcement line officer can attend along with dispatchers from the 9-1-1 Communications Control Center. These meetings allow line officers and dispatchers to freely discuss and attempt to resolve any issues between themselves without the intervention of command personnel.
- Onondaga County Chapter of Chiefs of Police
- Onondaga County Fire Chiefs Association
- Onondaga County Central Fire Districts

- Onondaga County, County Ambulance Directors Meetings. These meetings are attended by the Commissioner or Deputy Commissioner as well as a Supervisor of Dispatch Operations from the Fire Pod. At these meetings issues concerning emergency medical dispatch procedures are discussed.
- Onondaga County 9-1-1 Status Committee. The Committee meets to discuss and resolve technical issues and to develop plans to improve the emergency communications systems. Meetings held every other month.

Topics discussed during 9-1-1 Status Committee Meeting include:

- CAD/MDT Updates
- Fire RMS
- CHAIRS II
- Radio Systems
- Verizon/VESTA
- SOCPA Updates
- Tower Maintenance and Inspections
- HyperReach Notification System
- Project Updates

1.4.2.5 Onondaga County Volunteer Emergency Services

Onondaga County is served by 58 volunteer fire/rescue agencies and 14 volunteer/non-profit emergency medical service (EMS) agencies. These agencies operate on often-limited resources, and in many cases do not have administrative support staff to keep the many different informational records and databases accurate and updated. The Department of Emergency Communications employees assist these agencies in providing information and expertise in planning their operations, equipment purchases, and interagency cooperative efforts. The 911 Center provides a representative to the County Fire Chief's Association, Central New York Fire Districts Association, Ambulance Directors, and County Ambulance Directors to provide direct support to these important volunteer/non-profit resources. In addition, the Department performs many support services, such as oversight of maintenance and repair contracts for voice/data communications, tape reviews, and assistance with communications-related issues such as paging, alerting, and station printer networks.^{viii}

1.4.2.6 Onondaga County Department of Emergency Communications' Client Agencies/Stakeholders

Table 15. Onondaga County Department of Emergency Communications Agencies Served

Agencies Served	Police Departments	Fire Departments	Ambulance Services	Secondary Agencies
98	16	58	14	10

Onondaga County Department of Emergency Communications serves the following Police Departments:

- Baldwinsville Police Department
- Camillus Police Department
- Cicero Police Department
- Dewitt Police Department
- Geddes Police Department
- Jordan Police Department
- Liverpool Police Department
- Manlius Police Department
- Marcellus Police Department
- New York State Police
- North Syracuse Police Department
- Onondaga Co Park Rangers
- Onondaga Co Sheriff's Office
- Skaneateles Police Department
- Solvay Police Department
- Syracuse Police Department

Onondaga County Department of Emergency Communications serves the following 10 divisions, comprising 58 Fire Agencies:

- | | |
|--|--|
| <ul style="list-style-type: none">▪ Division 1<ul style="list-style-type: none">• Belgium Cold Springs• Baldwinsville (NWFD)• Lakeside• Lysander (NWFD)• Northwest Fire District• Plainville• Seneca River▪ Division 2<ul style="list-style-type: none">• Hinsdale• Liverpool• Mattydale• Moyers Corners• North Syracuse• Phoenix (Oswego Cty)• Cody (Oswego Cty) | <ul style="list-style-type: none">▪ Division 6<ul style="list-style-type: none">• Amber• Naverino• Nedrow• Onondaga Nation• Sentinel Heights• South Onondaga• Southwood▪ Division 7<ul style="list-style-type: none">• Apulia• Fabius• LaFayette• Otisco• Pompey Hill• Tully |
|--|--|

▪ Division 3

- Bridgeport
- Brewerton
- Cicero
- Clay
- South Bay
- Caughdenoy (Oswego Cty)

▪ Division 4

- Delphi Falls
- Fayetteville
- Kirkville
- Manlius
- Minoa

▪ Division 5

- DeWitt
- East Syracuse
- Jamesville
- Lyncourt

▪ Division 8

- Borodino
- Elbridge
- Jordan
- Marcellus
- Mottville
- Skaneateles
- Spafford

▪ Division 9

- Camillus
- Fairmount
- Howlett Hill
- Onondaga Hill
- Solvay
- Taunton
- Warners-Memphis

▪ Division 10

- City of Syracuse Fire

1.4.2.7 Inter-Municipal Agreements

Onondaga County has a long history of working across County-lines to assist the central New York region. The Onondaga County Department of Emergency Communications works as a member of the Central New York Interoperable Communications Consortium (CNYICC) to interconnect neighboring county radio systems into the Onondaga Master Site including Cayuga, Madison, Oneida, and Oswego counties. The Radio Division provides technical support to the shared master site counties to ensure the goal of region-wide interoperable communications is met.

Participating counties are:

- Cayuga
- Madison
- Oneida
- Onondaga
- Oswego

This project is designed to function as an “interoperable land mobile radio communications system, one that immediately supports fire, EMS and Law enforcement, and whose design will support others, such as highway, schools, water, and other vital utility and service functions.”

1.5 Technology

1.5.1 Madison County Technology

The following section outlines the key technology used by Madison County E911.

1.5.1.1 9-1-1 Connectivity

Madison County's local exchange company (LEC) is Verizon, served out two (2) central offices. 9-1-1 calls come in through two (2) selective routers, one in Syracuse and the other in Endicott.

Four wireless providers serve the County: Verizon, AT&T, Sprint, and T-Mobile.

Madison County has the following number of 9-1-1 trunks at the Primary and Backup Operations Center:

6	Wireless Trunks at Primary Center
7	Landline/VoIP Trunks at Primary Center
6	Wireless Trunks at Backup Center
7	Landline/VoIP Trunks at Backup Center

There are five (5) ringdown circuits for: Oneida City PD, Canastota PD, Madison County Sheriff's Department, Hamilton PD, and Chittenango PD.

1.5.1.2 Computer Aided Dispatch System (CAD)

Madison County utilizes TriTech CAD, version 2.1.2.64, originally installed in 2014, and updated in 2019. There is a ProQA interface for emergency medical dispatch protocol. CAD is maintained by TriTech at an expected cost in 2019 of \$61,000.

1.5.1.3 Automatic Vehicle Location (AVL) Capability

AVL is in all law enforcement except Chittenango PD. Madison County has enough licenses to accommodate EMS, but Madison County has not moved forward with that yet. No fire or EMS units have AVL at this time. Madison County Highway department does have AVL.

1.5.1.4 Records Management System (RMS)

Madison County Law Enforcement utilizes Spectrum Justice System (SJS), described on the NYS Criminal Justice website (Link below) as a Records Management System designed by a team of law enforcement professionals. It is provided free of charge by the New York State Division of Criminal Justice Services (DCJS) to New York's local law enforcement agencies. Currently over 220 law enforcement agencies use SJS. It is an integrated, law enforcement Records Management System consisting of three Modules: Incident, Arrest, and Warrant.ix

The SJS system includes the following components:

- Tracking of Incident, Arrest and Warrant data
- Livescan/Cardscan Interface
- Incident Based Reporting (IBR)
- New York Data Exchange Interface (NY-DEx)
- TRACS Interface
- SOR

1.5.1.5 Mapping/GIS

Madison County uses ESRI, ARCGIS v 10.6 originally installed in 2004, with Mapinfo v 17, installed in 1999. Both were most recently updated in 2005. This is integrated in both the CAD and Call Handling systems. Maps include Address, Commonplace, road centerline, emergency service number (ESN), State police, sheriff, local law enforcement, fire, ambulance, municipalities, towers, building footprints, tax lines, and stateland.

Madison County is not utilizing and actively updating the NYS GIS Street and Address Maintenance (SAM) database at this point.

1.5.1.6 Radio System

Madison County has an existing microwave link network to Onondaga County. This network is being upgraded to an Ethernet Microwave in 2019 providing adequate capacity and redundancy for emergency communications. **Appendix G** to this report contains the Madison County Radio Tower Road Map.

1.5.1.7 Central New York Interoperable Communications Consortium (CNYICC) MPLS Network

The counties of Onondaga, Oswego, Cayuga, Cortland and Madison have formed a consortium; the Central New York Interoperable Communications Consortium (CNYICC), to improve emergency communications and interoperability among the respective counties. Madison County is participating and developing through this partnership an interoperable land mobile radio communications system (MCICS), one that immediately supports Fire, EMS and Law Enforcement, and whose design will support others, such as highway, schools, water, and other vital utility and service functions.

CNYICC encompasses agencies at the NY State level, as well as the County level, and is focused on regional interoperation issues, regardless of what system the agency uses.

1.5.1.8 Records Management System (RMS)

Madison County Fire and Law Enforcement currently do not utilize an RMS system.

1.5.1.9 911 Call Processing Equipment (CPE) and Administrative Phone System

Madison County utilizes Motorola's VESTA call handling equipment, version 7.0, service pack 1, originally installed in Dec 2017. The Mapping interface is built-in to this system.

The workstations for the CPE were also installed in Dec 2017.

This system is maintained and supported by AK Associates.

1.5.1.10 Text-to-911

Madison County citizens are able to text to 911; the Center utilizes the TCS GEMs interface to receive text messages. This is not integrated into the CPE.

1.5.1.11 Digital Logging Recording Technology

Madison County utilizes a logging recorder from Nice. They are running the Inform version 6.1.0, originally installed in 2005, and upgraded in July 2018.

13 recording channels available and used, and all radio channels (except analog) being recorded. All telephone lines and 911 trunks are being recorded as well.

Instant Recall Recording for 911 Answering Positions, Radio Consoles, and Administrative Phones is provided by Nice, Verify 6.1.0.158, all with 5 positions.

This system is maintained and supported by Wilmac, at an approximate cost of \$16,000.

1.5.1.12 Third Party Notification Systems

Madison County utilizes Everbridge/NY Alert for mass notification.

1.5.1.13 Alarm Monitoring – Commercial, Residential, County-Owned Facilities

Madison County provides alarm monitoring services for the County for duress, burglar and fire alarms. There is no medical alarm monitoring. Alarm monitoring is not interfaced into CAD. Alarms come into the Center via the alarm panel; alarm receiver is Simplex 4100, installed in the mid-1990's. Duress alarm are initiated through the County Computer system at each console.

1.5.1.14 Master Clock

Madison County uses a Spectracom Netclock model 9483, connected to all systems.

1.5.1.15 Dispatch Protocol

Madison County uses Priority Dispatch emergency medical dispatch protocol, with an interface to CAD. Maintenance and support for this service is approximately \$4,000 annually.

1.5.1.16 Mobile Data Infrastructure and Applications

Madison County supports mobile CAD for all law enforcement, but not for Fire/EMS. Users of Mobile CAD include: Madison County Sheriff's Office, Cazenovia PD, Canastota PD, Oneida PD and Hamilton PD. NYSP do not have room for it in their cars and Chittenango PD has declined

using it. The laptops allow for them to run other programs and I know they all have the ability to run data in their cars.

1.5.1.17 Networking and Connectivity

Madison County Internet Connectivity is provided by Spectrum, with 100MB symmetric bandwidth. In addition, there is a 20MB failover fiber circuit through Northland Communications. The 9-1-1 center also has separate failover connectivity via cable circuit through Spectrum.

Madison County has its own dark fiber between buildings used for data. Both Spectrum and Northland have a fiber point of presence in their data center. FirstLight is also contemplating a Point of Presence (POP) in the data center. Verizon Wireless has a presence on one of the 911 towers located on the Madison County Public Safety campus. Their fiber is used by Verizon to deliver trunk lines to the 911 center. Madison County does not utilize their fiber for any other uses.

1.5.2 Onondaga County Technology

This section outlines the technology used by the County.

1.5.2.1 9-1-1 Connectivity

Onondaga County's local exchange company (LEC) is Verizon, served out of their State Street office in Syracuse. 9-1-1 calls come in through two (2) selective routers, one in Syracuse and the other in Endicott. There are two (2) wireline end offices, one on South Salina Street, and the other on Fairmont.

Four wireless providers serve the County: Verizon, AT&T, Sprint, and T-Mobile.

Onondaga County has the following number of 9-1-1 trunks at the Primary and Backup Operations Center:

18	Syracuse to Main 911 Center
18	Endicott to Main 911 Center
6	Syracuse to Backup Operations Center
6	Endicott to Backup Operations Center

There is one ringdown circuit (tie line) for the Syracuse Fire Department.

The Onondaga County Department of Emergency Communications Technical Services Division is responsible for maintaining key technical systems to include: administrative computers, computer aided dispatch (CAD), 9-1-1 call taking systems, Mutualink and the mobile data communications network (MDCN). These systems must be maintained to be operational 24/7.

In addition, the Technical Services Division is responsible for geographic information systems (GIS) and fire department response plans.

1.5.2.2 Computer Aided Dispatch System (CAD)

Onondaga County utilizes Hexagon/Intergraph CAD, version 9.2, originally installed in 2007, and updated in 2013 with a planned upgrade to 9.4 by mid-2019. There is a ProQA interface for emergency medical dispatch protocol.

In addition to a serial interface to Zetron 2200 for dispatch/paging, CAD is interfaced to: Zetron 6/26; NYS DCJS/NYSPIN; ANI/ALI; Zoll RMS; CHAIRS-2 RMS; Fire Station Printing; Text/Email Alerting; Mobile Data; iCAD, CAD-to-CAD Hexagon to AMR Zoll, PTT from Motorola system.

Onondaga County uses the Intergraph/Hexagon's Spoke and Hub offering for some of their agencies. The "Spoke and Hub" offering provides the PSAP the ability to interact with different systems including:

- Computer-aided dispatch system
- Mobile data terminals
- Smartphones
- Records management system
- Security interfaces to technologies such as alarms, closed circuit television (CCTV), intrusion detection system (IDS), etc.

According to Winbourne Consulting's Feb 2018 white paper on CAD2CAD solutions, the following details are provided with regard to the Intergraph offering:

The Intergraph/Hexagon Spoke and Hub model is a geospatially based Incident Management system provides for graphical representation of events and areas of interest, real-time status of emergency response assets, and on-screen access to standard operating procedures (SOPs).

The Intergraph/Hexagon Spoke and Hub model's Incident Management system provides interoperability between installations and local municipalities as well as interfaces to fire alarms, automated vehicle location (AVL), mobile data Hub and Spoke Approach for CAD terminals, CCTV systems, paging, radio, mass notification systems, installation security systems, and external crime databases. Integrating incident management and physical security information management (PSIM) into one system results in a complete set of tools to manage the life cycle of an incident management event (prepare, prevent, detect, assess, respond, and recover). The COP becomes the geospatial canvas for situational awareness for the first responders, the Emergency Operations Center (EOC), and higher commands.

1.5.2.3 Automatic Vehicle Location (AVL) Capability

Onondaga County utilizes AVL for all fire, EMS, and Police. This data allows dispatchers to determine the location of emergency vehicles. In Law Enforcement, this supports Onondaga County's policy to send "closest available unit" to a priority incident for the County, but not for the City of Syracuse. For Fire and Emergency Medical calls, it is valuable if the primary unit is out of service, and a closest backup unit must be determined.

1.5.2.4 Mapping/GIS

Onondaga County uses Hexagon/Intergraph version 9.2 MR6, originally installed in 2007, updated in 2013. This is integrated in both the CAD and interfaced into the VESTA Call Handling system. Detailed maps are included for Onondaga County plus the first border towns for Cayuga, Cortland, Madison, Oneida and Oswego counties; other municipalities include major roads. Map file types are ESRI, converted with GeoMedia into Microstation Map. Onondaga County is able to dispatch to caller locations based on X,Y data provided by Automatic Location Information (ALI) delivered from the wireline data record, or by the wireless carrier. Verbal location information from the caller, providing street and/or cross-street information can also be used for dispatch; recently RapidSoS has been used to confirm and supplement the available carrier or caller-provided location.

Onondaga County utilizes and actively updates the NYS GIS Street and Address Maintenance (SAM) database.

1.5.2.5 Trunked Land Mobile Radio Network (TLMR)

Onondaga County operates a Motorola 16-site, APCO 25 Phase I digital voice radio system as part of the CNYICC network; the system is simulcast network with 15 UHF channels. The CNYICC radio network was deployed in 2010 and serves 150 agencies with 8,500 radios.

Users and dispatch operators report the voice radio system works well and provides highly reliable voice communications services.

The system was designed to provide consistent portable coverage across the County, with very good in-building coverage. All public safety agencies in the County utilize the TLMR system.

The 16 sites are interconnected via microwave, with some fiber backup.

1.5.2.6 Central New York Interoperable Communications Consortium (CNYICC)

The counties of Onondaga, Oswego, Cayuga, Cortland and Madison have formed a consortium; the Central New York Interoperable Communications Consortium (CNYICC), to improve emergency communications and interoperability among the respective counties. Madison County is participating and developing through this partnership an interoperable P25 trunked land mobile radio communications system (TLMR), one that immediately supports Fire, EMS

and Law Enforcement, and whose design will support others, such as highway, schools, water, and other vital utility and service functions.

CNYICC encompasses agencies at the NY State level, as well as the County level, and is focused on regional interoperation issues, regardless of what system the agency uses.

1.5.2.7 Records Management System (RMS)

Onondaga County RMS systems are managed by Onondaga County Information Technology (IT) Department.

Police

Onondaga County utilizes Criminal History Arrest and Incident Reporting System, version 2 (CHAIRS II), a custom Onondaga County Police RMS originally designed in the mid-1980's, and migrated from a mainframe program to a web-based application. This version was originally installed in 2016 and last updated in Nov 2018. CHAIR II is used for arrests, incidents, and reference file inquiries. CHAIRS II is owned and managed by the Onondaga County Sheriff's Department, and updated by all 15 Onondaga County law enforcement agencies. CHAIRS II is maintained by County IT out of their budget.

Onondaga County Dept. of Emergency Communications provides the interface between CAD and CHAIRS II, and enables sharing of information with overlapping jurisdictions. The Dept. of Emergency Communications is considered a "user" of CHAIRS II and does not determine which other agencies have access to CHAIRS II. The County is looking to replace CHAIRS II with a commercial RMS system, capable of data transfer capability.

Fire

A few fire departments within Onondaga County utilize a Zoll 5.03 RMS for Fire records, originally installed in 2007 and updated in Jun 2018. This is interfaced with CAD.

The Zoll (Fire) maintenance was put in the Onondaga County Dept of Emergency Communications' budget as part of the Hexagon contract, but the Dept of Communications' only role in Zoll (and CHAIRS II) is to front-end the data from CAD.

1.5.2.8 911 Call Processing Equipment (CPE) and Administrative Phone System

Onondaga County utilizes Motorola's VESTA call handling equipment, version 7.1, service pack 1, originally installed in 2002, last updated in 2016 with a hardware and software refresh. The Mapping interface is a serial ALI – CAD interface.

The workstations for the CPE are approximately two and ½ years old.

This system is maintained and supported by Verizon, with on-site technical staff located at Onondaga County 911.

1.5.2.9 Recording Technology

Digital Logging Recorder

Onondaga County utilizes a logging recorder from Nice, version 7.1, originally installed in 2006, and upgraded in Jun 2014.

There are 616 recording channels available and 382 being used currently. There are 243 radio channels being recorded, 139 telephone lines and 48 911 trucks are being recorded as well. 6 locations are capable of remote monitoring: currently Operations supervisor's office, QA Office, Training Office, and Administration utilize this capability. 911 calls are recorded by position.

Instant Recall Recording

Instant Recall Recording for 911 Answering Positions is internal to VESTA; for radio consoles, this recording is done via NICE Verify for 17 positions, not including the Backup Operations Center.

This system is maintained and supported by Wilmac.

1.5.2.10 Administrative Phone System

Onondaga County utilizes a Cisco VoIP system for all the administrative phones in the PSAP. Auto-attendant capabilities are used, as well as voicemail.

This system is maintained by Onondaga County Dept. of Information Technology as part of the countywide administrative phone system, separate from the 911 technology.

1.5.2.11 Notification Systems

Onondaga County citizens are notified via Hyper-Reach Emergency Notification System of emergency situations, missing persons (Amber Alerts), evacuation notices, or other important life-critical information. Notification is via landline, cell phone, or email; notifications via cell phone and email require pre-registration. The Department of Emergency Communications has considered the use of the Everbridge notification system provided through NY Alerts, but at this time it is not flexible enough to meet the County needs.

1.5.2.12 Alarm Monitoring

Onondaga County provides alarm monitoring services for systems owned by the County-only, as well as some fire departments, for burglar and fire alarm. Public alarms must be monitored by a private service. There is no medical alarm monitoring. Alarm monitoring is not interfaced into CAD at present, however the County will be implementing the Automated Secure Alarm Protocol (ASAP) to PSAP program by mid-2019. This is a CAD system designed by the Central Station Alarm Association (CSAA), and APCO, designed to reduce the current relay time by enabling data transfer from alarm company into CAD directly.

Alarms come into the Center via a dialup on a dedicated line; alarm receiver is Silent Knight.

1.5.2.13 Master Clock

Onondaga County uses a Spectracom Netclock model 9483, connected to CAD, Telephone CPE, Radio system, logging recorders, and internal network. A second Netclock is provided for redundancy.

1.5.2.14 Dispatch Protocol

Onondaga County uses Priority Dispatch (ProQA) emergency medical dispatch protocol, with an interface to CAD. Flip cards are used if CAD system is not functioning.

1.5.2.15 Mobile Data Infrastructure and Applications

Onondaga County Mobile Data Communications Network (MDCN) currently operates a four-site, 800 MHz CalAmp DataRadio system that is capable of 14.4 kbps throughput. This system was installed in 1995, and was fully upgraded in 2007. The MDCN provides a two-way data link between public safety field units and CAD. The system is primarily used for automatic vehicle location (AVL) and CAD text message data (such as NCIC), and allows for first responder access to electronic databases, such as CHAIRS II, NYS Dept of Motor Vehicles, and National Crime Information Center (NCIC). The MDCN reduces radio traffic by exchanging data outside of the traditional land mobile radio system (LMR). Data that is exchanged via the MDCN includes CAD call information, notes, and vehicle status updates.

The current DataRadio system has reached end-of-life, and has both coverage and bandwidth limitations that make it ineffective in supporting today's application-intensive mobile data software requirements. Practically all agencies within the County have transitioned to or also use commercial cellular networks capable of higher bandwidths and improved coverage. Agencies often use the DataRadio system as a backup to commercial cellular network services or just for AVL and/or CAD (low data rate) applications. Some volunteer fire departments do not use either the DataRadio system or cellular mobile data due to a combination of budgetary constraints and/or poor coverage from the DataRadio system and cellular carriers.

The County's DataRadio system operates in Pompey, Makyes, Rose, and Cicero, in the 800 MHz frequency band.

All mobile data units are licensed to operate at an Effective Radiated Power (ERP) of 70 Watts. This assumes a 35W mobile radio with a 3.0 dB (2X power gain) antenna. Each site uses receive diversity, providing an approximate 2 to 3 dB gain on uplink gain (mobile unit to base station).

The County has 875 DataRadio system users, with approximately 300 connected at any time.

The following agencies use commercial cellular modems:

- | | | |
|--------------------------------|-----------------------|-------------------------------|
| ▪ Baldwinsville FD
(Chiefs) | ▪ GBAC
▪ Jordan PD | ▪ Onondaga County
Sheriffs |
|--------------------------------|-----------------------|-------------------------------|

- | | | |
|-------------------------|---------------------------|-----------------------------|
| ▪ Baldwinsville PD | ▪ Manlius PD South Bay FD | ▪ Onondaga Hill FD (Chiefs) |
| ▪ Camillus PD | ▪ MAVES | ▪ SAVES |
| ▪ Cicero PD | ▪ NAVAC | ▪ Solvay PD |
| ▪ DeWitt FD | ▪ North Syracuse PD | ▪ Syracuse Fire |
| ▪ DeWitt PD | ▪ NOVA | ▪ Syracuse PD Upstate PD |
| ▪ East Syracuse Manlius | ▪ NYSP | ▪ TLC |
| ▪ EAVES | ▪ Onondaga County Park | ▪ WAVES |
| ▪ Fayetteville FD | Police | |
| ▪ Fayetteville PD | | |

The County wishes to replace the current mobile data solution with one that provides access to one commercial carrier network, with an option to change to another carrier if better for the County. In addition, a new mobile data network should provide access to Wi-Fi hotspots. The solution will include mobile user equipment, the ability to access the various networks, and customer premise equipment and software to provide device management, monitoring, and other functions.

Winbourne Consulting conducted a study of the MDCN and made recommendation for a turnkey replacement of the approximately 800 police, fire, and EMS mobile routers, at a capital cost of approximately \$2.3M - \$2.7M, and a total 10-year cost of maintenance of approximately \$1.4M. Note that these costs do not include the monthly subscription fees for each mobile router via a commercial services provider or FirstNet/AT&T.

This project is currently under consideration by Onondaga County.

1.5.2.16 Networking and Connectivity

Onondaga County has geo-redundant servers at primary 9-1-1 Center & Backup Operations Center connected via fiber and microwave link.

Onondaga County Internet Connectivity is provided by County IT Department. Connection is via fiber (primary) and microwave (backup) to the Onondaga County Civic Center Backup Operations Center. Onondaga County uses five Internet Service Providers to provide redundant connections to the internet.

Onondaga County Fiber Connectivity is provided by Lighttower and Level3 Communications, with access to both dark and lit fiber.

1.5.2.17 Text-to-911

Onondaga County currently has 14 workstations with integrated Text to 911, through VESTA 911.

1.6 Facilities/Physical Space

1.6.1 Madison County Facilities

Madison County's primary 9-1-1 Center is housed in the County jail, as part of the Public Safety Building for the County.

1.6.1.1 Facility Description

Madison County 9-1-1 Center operates in a space of approximately 675 square feet, and pays \$5,100 annually for facility rental.

All available space is used for the existing call taking and dispatch staff with no room to expand. The Center has a total of five positions, and normally staffs three people, although sometimes there are four positions staffed.



Madison County 9-1-1 Facility

1.6.1.2 Physical Security

Entrance to the facility is through a double-secured access point that is monitored and staffed 24/7. In addition, there is a small door for direct access to the Center that is used by badge-carrying personnel only. During snowy months access via this side door is discouraged as dirt, snow, and salt are more easily tracked into the Center. This door is always available as an exit to the parking lot.

There are no safety barriers, or bollards, in front of the Communications Center. The windows in the center do not have bullet-proof glass, although that is not unusual for a building of this age. Nor is there a fence that surrounds the building, which would add another layer of security.

There are 5 positions in the PSAP. All positions can be used as either a radio or call taking position.

There is no room for expansion in the 9-1-1 Center. A floor plan for the facility is provided below.

The Center recently underwent a renovation in 2018 resulting in updated consoles in the call taking area. There is a small kitchen available for the staff.

Call takers are all in close proximity so they are able to “listen in” if a fellow communications officer needs assistance. During a time of active 91-1- calls, there is noise from both the Dispatchers and the Call Takers.

The Madison County 9-1-1 Center Floor Plan is found in **Appendix D** to this report.



Madison County Dispatch Floor

1.6.1.3 9-1-1 Equipment Room

The 9-1-1 Equipment Room is accessible only through the 9-1-1 center. The equipment room is climate controlled, with dedicated electrical circuits, grounded, and UPS outlets for all the equipment, as well as for the call taking positions in the 9-1-1 Center.

1.6.1.4 Future Facility Needs

The population in Madison County has been slightly decreasing over the last decade, and as such, 9-1-1 call volume is not expected to increase significantly in the future. Current staffing levels, as noted in this report, and facility needs, are expected to remain steady for the foreseeable future.

1.6.1.5 Facility Condition

The 9-1-1 Center in Madison County appears to be well-maintained, light-filled, and in very good condition. However, the windows in the facility are not bullet resistant.

1.6.1.6 Building Systems

Mechanical Systems

The Madison County 9-1-1 Center shares mechanical and electrical systems with the County Jail. The generator powers the entire building, not just dispatch. The generator is run with a full load once per week for testing purposes. The UPS (Uninterrupted Power Supply) is located in the equipment room inside the Dispatch center.



Madison County UPS

Madison County has an Emerson Uninterruptible Power Supply (UPS), model GXT4-10000RT208. This UPS is 288 Volt, 12V/9AH, with 24 batteries. The UPS is maintained by the Facilities Department who is responsible for the maintenance contract.



Madison County Generator

Backup Electrical Systems

The County maintains one generator for the 9-1-1 operations at the Center. This is an Onan generator, model DSFV, with 175kw. The Generator is maintained by County Facilities who is responsible for the maintenance contract.

1.6.1.7 Backup PSAP Information

Madison County maintains a back-up emergency communications center at the New York State Police (NYSP) headquarters in Oneida, NY. This center is designed to be a hot standby and houses two full communications positions for both call taking and dispatch services. The Center has seven (7) wireline and VoIP trunk lines and six (6) wireless trunk lines.

This is a new back-up center, the result of a recently executed Memorandum of Understanding (MOU) between Madison County Emergency Management and the NYSP. The center has not been tested as of January 2019; a partial evacuation test is planned for spring 2019 and will be tested quarterly thereafter.

There is no cost to operate the Backup Center.

1.6.2 Onondaga County Facilities

1.6.2.1 Primary Facility Description

Onondaga County Department of Emergency Communications is in a stand-alone building on Onondaga Hill.



Onondaga County Primary Communications Center

The 9-1-1 Center is approximately 5,100 square feet and takes up roughly 1/4 of the Center building. The entire building is 18,813. The building also has administrative offices, a conference room, a training center, radio/tech services facilities, Indoor generator room, Network Operations Center (NOC), Verizon staff office, kitchen/lunch/vending rooms, exercise room, and server and equipment rooms, further described below. The 9-1-1 Center is spacious and clean, with a wall of windows overlooking an undeveloped portion of the gated/fenced complex.

A floor plan of the Call Center is provided in **Appendix E**.

There currently are a total of 32 consoles staffed in the 9-1-1 center, with the following breakdown:

- 22 consoles with 911 telephony positions
- 32 consoles with CAD
- 19 consoles with Radio

There is a supervisor pod in the center of the room, staffed with at least one supervisor.

The center is staffed with a minimum staffing level between 19 – 26 personnel; there are approximately 8 call takers or fewer on duty at any point.

There is enough space to accommodate the addition of Madison County Personnel. One position could be added for police dispatch, one for fire dispatch and one to two for call taking. The final configuration would have to be determined before consolidation.



Onondaga County Law Dispatch Section

1.6.2.2 Physical Security

Access to the facility is through a locked gate, and secure entryway. Once in the facility, access to non-public areas is also controlled and requires card access. Also, perimeter security cameras are in place. The 9-1-1 Operations Center requires badge-access. The gate is only open during normal business hours closed on weekends, and at any other point if there is a reason to do so. The building has bollards in front of it for additional security.

1.6.2.3 9-1-1 Equipment Room

Onondaga County Department of Emergency Communications has three equipment rooms:

1. Main Computer Room
2. Telco/County IT Room
3. Radio Room

Onondaga County's three equipment rooms are all within the secured access points, with additional electronic card key access for authorized personnel only. The equipment room is climate controlled with redundant Liebert AC Units.

All are climate controlled, run off UPS systems, and are equipped with F2 clean agent fire suppression systems. There are dedicated electrical circuits with redundant power supply rail in racks.

NICE recording systems, CAD and VESTA servers are operated in a geo-redundant configuration with the BOC. A redundant Trunked Land Mobile Radio System (TLMR) will also be located in the Equipment room. Radio system operates off an additional redundant UPS system and has an exterior Jones plug that can connect with the department's 50kW mobile generator stored onsite.

There is a Liebert 125 kVa UPS for all the equipment and positions. All critical circuits run through the UPS at all times. The equipment room is grounded (R56 Standard).



Onondaga County Server Room

1.6.2.4 Future Facility Needs

The Onondaga County 9-1-1 Center has existing space to accommodate at least two additional 9-1-1 call takers, and one (each) dispatcher for Fire/EMS and Law Enforcement.

1.6.2.5 Facility Condition

The 9-1-1 Center in Onondaga County has been well-maintained is in very good condition.

1.6.2.6 Building Systems

Mechanical Systems

Onondaga County Department of Emergency Operations has its own dedicated mechanical and electrical systems. The HVAC system, boilers, and hot water systems were replaced in 2017. The roof was also replaced in 2017

Backup Electrical Systems

Onondaga County Department of Emergency Communications has a Caterpillar 625kVA generator, with 2,500 gallon underground diesel fuel tank and a 50 gallon day tank. State OGS

contract ensures fuel service in the event of an emergency. In an emergency, diesel fuel is also available through County DOT. The generator is housed indoors for extended life. It is run and maintained by Milton CAT monthly and undergoes a full load bank test semi-annually. This generator works for the whole building.

The Capital Improvement Plan has a new second generator for main building in the future, along with a new redundant UPS and transfer switch.

The Tower site on the premises runs off the building generator. All 15 off-premise towers have their own 48vdc battery plant and generator. Tower generators are tested once a week.



Onondaga County Indoor Generator

1.6.2.7 9-1-1 Backup Operations Center

Onondaga County's backup operations Center (BOC) is located in the Syracuse Civic Center, adjacent to the County's Emergency Operations Center (EOC). The BOC is equipped with the same computer, telephone, and radio equipment and is capable of operating in stand-alone mode or in tandem with the primary 911 Center. The BOC is approximately 1,700 square feet.

Appendix F to this report contains the floor plan to the Onondaga County Backup Operations Center.

The BOC is kept in hot standby mode and can assume operations until the operations at the primary 911 center are restored to normal. This ensures continuity of operations should the primary 9-1-1 Center become inoperable for any reason. The BOC was activated on two occasions in 2017; the first was for 27 days (March 15 - April 10) for replacement of the HVAC system at the main 911 Center. The second occurred for two days (October 15 & 16) for the semi-annual cleaning and maintenance of the primary 911 Center and an evacuation/BOC exercise.

The floorplan for the backup operations center is provided in **Appendix [redacted]**. The BOC has 75% of seating capacity of main center. This has been handled adequately in the past with planning ahead on the timing and partial staffing of the BOC, but is not ideal in that there could be

situations where pre-planning is not possible. There is not room for expansion of this center as it is part of the Emergency Operations Center (EOC); the restrooms and the kitchens are part of the EOC, as well.

To accommodate additional staffing, such as the additional 2-3 positions needed should Madison County's 9-1-1 Center merge with Onondaga County's, additional space that is currently used by other departments could be used for the infrequent activations of the BOC. This is separate from the main space of the BOC, so is not ideal, however, an evaluation of potential reconfiguration or expansion possibilities will be needed.

1.7 Onondaga Financial

1.7.1 Madison County Financial

1.7.1.1 Budget Overview

Madison County has an annual budget of \$122M for 2019.

The 2019 Madison County Operating Budget contains the following components related to 9-1-1 and the Communications Center:

Revenues	2019 (projection)	2018	2017
Tower Rents	53,206.00	51,758.22	52,263.91
9-1-1 Wireline Surcharge	85,000.00	74,001.47*	94,030.13
9-1-1 Wireless Surcharge	160,000.00	167,786.00	125,712.00
Grants and other Misc.	656,972.00	504,434.78	663,982.55
Total	\$955,178.00	\$797,980.47	\$935,988.59
Note that expenses directly related to individual revenues are included in the above.			
<i>*Includes an additional \$44,274 that was accrued in 2018, and paid in Feb 2019</i>			

Expenses	2019	2018	2017
Personnel	1,244,497.00	1,083,670.82	1,292,261.91
CAD	61,000.00	67,135.50	95,087.00
Towers	71,600.00	151,016.78	108,151.03
Radio	715,000.00	656,805.13	643,286.56
Training	26,000.00	20,919.93	23,951.16
Phone	90,000.00	32,071.81	217,773.02
Recorder	15,900.00	0.00	12,650.00
Building	0.00	5,100.00	5,100.00
Office Expense	7,550.00	6,545.20	5,044.10
UPS	0.00	0.00	0.00
Additional Software	8,400.00	4,881.00	4,072.06
Total	\$2,239,947.00	\$2,028,146.17	\$2,407,376.84

Net Loss	-\$1,284,769.00	-\$1,230,165.70	-\$1,471,388.25
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The Madison County 9-1-1 Center relies on annual appropriations of between \$1.3M to \$1.8M from the Madison County Operating Budget.

The largest single expenditure for Madison County is Personnel, at approximately \$1.2M for 2019.

1.7.1.2 Grants

Included in the above information are two recurring grants issued annually by the New York State Homeland Security and Emergency Services (DHSES):

1. 2018 – 19 Public Safety Answering Points Operations Grant, designed to facilitate operations of the state’s PSAPs. Grant information is available for Performance Period 1/1/2019 – 12/31/2019 and will be revised in March 2019 for the 2020.

For 2019, Madison County is expected to receive \$163K from this grant; NYS had \$10M available in funding for the PSAP Operations Grant, to be distributed among all eligible counties, following a two-tiered approach:

Tier One – Pass/Fail Eligibility Requirements

Tier Two – Formula driven distribution based on specific factors, provided by applicant in the PSAP Operations Grant Program Application Worksheet:

- County population
- Land area of the county
- County crime index
- PSAP call volume index
- PSAP incidents/events recorded in CAD index
- Text-to-911
- Implementation of Automated Secure Alarm Protocol (ASAP)

More details on this Grant are found at: <http://www.dhSES.ny.gov/oiec/grants/2018/2018-19-PSAP.cfm>

Details from the Request for Applications Eligibility are provided below:

(<http://www.dhSES.ny.gov/oiec/grants/2018/2018-19-PSAP-Operations-RFA.pdf>)

It should be noted that for the PSAP Operations Grant, DHSES reserves the right to Award grants based on geographic or regional considerations to serve the best interests of the State.

Madison County’s PSAP Operations Grant worksheet for 2018-2019 states in section 3.8:

Estimate of total cost to provide 911 service in the applicant county: **\$3,334,435.00**

2. 2018 Statewide Interoperable Communications Formula-based Grant (SICG – Formula), is designed to minimize gaps in interoperable communications by aligning technology acquisitions with operational use by first responders, which provides the foundation

necessary to accomplish a high level of interoperability. The SICG-Formula Program concentrates on improving interoperability and operability of communication systems in New York State.

For 2019, Madison County is expected to receive \$502K for the SICG grant, which directly offsets the Radio Infrastructure expenses of \$502K in the County E911 Communications Budget. NYS has total funding available for 2018 SICG-Formula grant of \$45M. Note that it is expected that the Funding for the Onondaga/Madison microwave link is planned to be split between the 2016 SICG and 17 SICG.

As defined by the Request for Application (RFA), the 2018 SICG-Formula Program is available for reimbursing county expenditures for the following purposes:

- Maintenance and sustainment expenditures for LMR systems.
- Technological updates and refresh of existing LMR systems, including equipment and software.
- Build-out of new larger-scale systems and infrastructure, expanding access to radio channels and equipment for local and state agencies within a region and solutions which may aid in resolution of interoperability channel conflicts along Canadian border.
- Expansion of communications consortiums to currently non-participating counties and finalization of agreements between new and current consortium members.
- Subsequent phases of communications-related projects previously initiated; including awards to counties pursuing additional build-out of their systems where coverage and frequencies are lacking. (This will help fulfill the “network of networks” vision by completing connectivity between regions.)
- Implementation of technologies to further NG911 development in accordance with the State plan and vision (i.e., SCIP).

More details on this Grant are found at:

<http://www.dhSES.ny.gov/oiec/grants/2018/2018-sicg-formula-grant.cfm>

Details on the Request for Applications Eligibility are available at the following link (note that this information is scheduled to be updated in Spring 2018):

<http://www.dhSES.ny.gov/oiec/grants/2018/2018-SICG-Formula-RFA.pdf>

In July 2018, Madison County received a proposal to continue the multi-phased approach to upgrading the Madison County microwave network to add the NY State Troop D site for Backup Dispatch, and to upgrade the entire network to Ethernet. According to the Motorola Solutions proposal to Mr. Theodore Halpin, Jr, Director of Emergency Management, dated July 25, 2018, Phases 1 and 2 were previously completed; Phase 3 outlines the following services and capabilities:

- Replacement of two (2) radio links with Proteus MX to connect to Onondaga to Madison County
- Provide required T1 channels between Onondaga and Troop D

The total cost of this proposal is \$406,209. This project does not appear anywhere in the budget at this point. Once the State approves the project work plan the County would process a budget modification to reflect the work, and its impact on the SICG-Formula Grant funds.

1.7.1.3 Bonds

Madison County has one outstanding bond related to public safety. Public Safety Communication Upgrade Bond has the following payment terms:

- 5/10/19 – principal \$1,880M and interest payment \$99,608.25
- 11/10/19 – interest – only payment of \$51,367
- 5/10/20 – principal \$1,945M and interest \$51,367

1.7.1.4 Monthly 9-1-1 Service Charges

Madison County receives 5 phone bills monthly from Verizon, for a total of approximately \$1,723/month. This averages out to approximately \$20,676 per year for phone connectivity in the 9-1-1 center, including the cost for Verizon to provide the wireline Location database.

- Bill #1: Automatic Location Identification Database, \$958/month.
- Bill #2: Basic service charges – aprox \$185/month
- Bill #3: Basic service charges – aprox \$125/month
- Bill #4: Basic service charges – aprox \$105/month
- Bill #5: Basic service charges – aprox \$350/month

1.7.2 Onondaga County Financial

1.7.2.1 Budget Overview

Onondaga County operates on a fiscal year that is concurrent to the calendar year, i.e., Jan 1 through Dec 31st.

Onondaga County Department of Emergency Communications operates on a budget of approximately \$23M, to include payroll, overtime, part-time, employee benefit charges, supplies and materials, travel/training, professional services, interdepartmental charges, debt service, etc.

The 2019 adopted budget for the Department of Emergency Communications is broken down as follows:

Account Code – Description		2,017	2,018	2,018	2019*
		Actual	Adopted	Modified	Adopted
A641010 Total-Total Salaries	641010	7,423,134	8,041,507	8,001,507	8,272,214

Account Code – Description		2,017	2,018	2,018	2019*
		Actual	Adopted	Modified	Adopted
A641020-Overtime Wages	641020	1,331,486	1,032,950	1,032,950	1,053,608
A641030-Other Employee Wages	641030	154,840	60,000	100,000	62,001
A693000-Supplies & Materials	693000	41,225	55,808	59,553	63,541
A694130-Maint, Utilities, Rents	694130	3,184,845	3,242,553	3,265,934	3,325,146
A694080-Professional Services	694080	15,985	8,900	14,900	16,440
A694100-All Other Expenses	694100	68,335	68,383	72,983	70,199
A694010-Travel & Training	694010	19,878	26,463	26,463	28,463
A671500-Automotive Equipment	671500	0	0	0	36,434
Subtotal Direct Appropriations		12,239,728	12,536,564	12,574,289	12,928,046
A691200-Employee Benefits-Interdepart	691200	4,454,698	4,330,911	4,330,911	4,375,235
A694950-Interdepart Charges	694950	1,479,451	1,584,676	1,584,676	1,515,013
A699690-Transfer to Debt Service Fund	699690	4,516,895	4,243,063	4,243,063	4,131,512
Subtotal Interdepartmental Appropriations		10,451,044	10,158,650	10,158,650	10,021,760
Total Appropriations		22,690,771	22,695,214	22,732,939	22,949,806
A590005-Non Real Prop Tax Items	590005	3,253,000	3,277,690	3,277,690	2,494,564
A590042-Svcs Other Govts- Public Safety	590042	241,811	251,110	251,110	275,132
A590051-Rental Income	590051	119,542	116,111	116,111	128,880
A590056-Sales of Prop and Comp for Loss	590056	1,851	2,000	2,000	2,000
A590057-Other Misc Revenues	590057	129	0	0	0
Subtotal Direct Revenues		3,616,334	3,646,911	3,646,911	2,900,576
Total Revenues		3,616,334	3,646,911	3,646,911	2,900,576
Local (Appropriations – Revenues)		19,074,438	19,048,303	19,086,028	20,049,230

The monthly phone bills, included in Direct Appropriations above, is further outlined below:

- Monthly payment towards the 911 call taking equipment and support/maintenance charges \$48,309.38
- ANI ALI Database charges: \$10,680.00
- CAMA trunks - 48 of the 50 are at no charge per the tariff (The 2 that are chargeable are about \$111 each/month)
- MTA/ MUNI Surcharges \$2,392.79

1.7.2.2 Surcharge Revenue and Grants

911 Surcharge Revenue

911 Surcharge Revenues may decline in if supplemental surcharge of \$.65 is not renewed; this was originally established in 2010 in support of the buildout of the radio system, with a 10 year bond. Sunset will occur in July 2019, if not extended during this legislative session. Without this additional revenue for the wireless phones, the County will lose \$1.2M and the taxpayers in

Onondaga County would incur a greater burden of the cost of the radio network. In anticipation of this, the County is in the process of enacting a Home Rule resolution and both the NYS Assembly and Senate have introduced companion bills extending the surcharge out another ten years.

PSAP Operations Grant

Onondaga County was awarded \$191,307 under the NY State 2018-19 PSAP Operations Grant Program, administered by the NYS Division of Homeland Security and Emergency Services (DHSES).

Statewide Interoperable Communications Grant Program (SICG)

Onondaga County will receive \$1,274,666 under the 2018 SICG-formula grant program from DHSES for the time period Jan 21, 019 – Dec 31, 2020).

1.7.2.3 Capital Improvement Plan (CIP)

In addition to the annual Budget, Onondaga County's CIP is used to identify key expenditures to plan for longer term upgrades to County public facilities and infrastructure. In the 2019-2024 CIP, Onondaga County Department of Emergency Communications, outlines the following proposed and/or authorized projects.

Proposed CIP Projects

***Auxiliary Power Systems Replacement* \$668K**

Replace end of life auxiliary power systems at the E911 Main Center. This includes the building generator, auxiliary generator control panel, transfer switch, and the uninterruptable power supply.

***Computer Aided Dispatch (CAD) System Refresh* \$903K**

Project Ongoing

This project funds a refresh of Onondaga County's current Computer Aided Dispatch (CAD) system, which was installed in 2007. These computer workstations and servers were over 5 years old in 2012 and beyond their recommended lifecycle. This entails the scheduled refresh of computer hardware and the implementation of necessary software updates. This is critical to the reliability of dispatch operations. In April 2012 the contract with Intergraph, the CAD System vendor, was executed. The system has been installed. Onondaga County is currently working with Intergraph and other vendors on minor issues.

***Oblique Aerial Digital Imagery Refresh (2019)* \$300K**

Refresh oblique aerial digital imagery that was taken during a May 2014 flyover of Onondaga County. Aerial imagery is used by the Department of Emergency Communications to assist in locating emergencies and is also used frequently by the Syracuse-Onondaga County Planning Agency (SOCPA), other county departments, towns, villages and the City of Syracuse. Project

will involve a flyover of Onondaga County and bordering areas by an airplane equipped with high resolution digital camera. Flyovers will be done during the time of year (e.g., late April, early May) when there are no leaves on the trees that might obstruct camera views. Digital imagery will be stored on County servers and made available on all E911 call taking and dispatch workstations and at SOCPA. Other County departments, the City of Syracuse, towns and villages will have access to the imagery.

Public Safety Radio Tower Replacement***\$265K***

In the summer of 2019, replace the existing 200' self-supporting Makyes (MAK) radio tower, located at Makyes Road in the Town of Onondaga, will be replaced with a new 165' self-supporting SSV type radio tower meeting TIA-222 public safety communications tower standards. Once the new tower is constructed adjacent to the old tower, and antennas and feed line are installed, the old radio tower will be decommissioned and removed from the site. The Makyes tower was inherited by Onondaga County and the age or origin is unknown. It is not of public safety communications grade.

Repave E911 Center Parking Lot***\$344K***

Repave and restripe the Onondaga County Department of Emergency Communications parking lot at 3911 Central Avenue, Syracuse, New York 13215. Project includes milling, 4" of new pavement, and striping of 43,082 square feet of existing parking lot and the addition of 1,027 square feet of new area pavement. Parking lot will be 28 years old in 2019 and is used 24/7 by E911 employees and visitors. Parking lot is in a state of deterioration; some areas no longer have any sub-base.

Replacement of Mobile Data Communications Network (MDCN)***\$3.6K***

This project will replace the 800 MHz mobile data communications infrastructure, including fixed base station equipment at radio tower sites and mobile data radio modems in public safety vehicles. The end of life for the current Mobile Data Communications Network (MDCN) was December of 2017.

The MDCN infrastructure has reached its predicted end-of-life at the end of 2017. Taking into account the advances in wireless broadband communications technology and the cost of acquisition and maintenance of proprietary communications infrastructure, the project will begin by determining the most efficient, cost effective and reliable method of providing data connectivity to emergency responders and implement that solution. This included both data communications hardware as well as encryption software that meet federal CJIS standards for data security and integrity, infrastructure, and mobile data radio equipment.

Tower Site Shelter Rehabilitation***\$1,091K***

Rehabilitate or replace equipment at various E911 radio tower site shelters that was installed in 2006 and will be at the end of the useful lifecycle. Equipment to be rehabilitated or replaced

includes shelter doors/door hardware, HVAC equipment and controllers, DC power plants and batteries, power generators, fire/intrusion/temperature alarm sensor and controllers, and FCC/FAA tower painting and lighting.

Legislative authorization will be sought in Fall 2022.

1.8 Stakeholder Engagement

Stakeholders include anyone impacted by 9-1-1 services in Madison or Onondaga Counties, to include:

- Citizens
- First Responders
- Call Center Staff
- County Leadership

To ensure that all stakeholders have a voice in the future of 9-1-1 services for these two counties, Winbourne Consulting engaged in the multiple engagement approaches; the stakeholder meetings and surveys are detailed here.

1.8.1 Stakeholder Meetings

Stakeholder interviews were held in the respective 9-1-1 Centers, with one-on-one time, in 30 – 60 minute increments. The information gained from these stakeholder meetings helped define the Assessment data in this report, and will be used to determine the Advantages and Disadvantages of Consolidation, the Feasibility of Consolidation, and the final recommendations for this effort.

Winbourne Project Team

Meeting Participants from the Winbourne Project Team, who participated in all the stakeholder meetings in Madison and Onondaga Counties, Jan 14th – 17th, are identified below:

- Lisa Madden – VP, Business Development, NG911, FirstNet
- Sharon Counterman – Project Manager, Senior Consultant
- Pat Calamari – 911 SME, Consultant

1.8.1.1 *Madison County Stakeholder Meetings*

The Winbourne Consulting team spent 3 full days onsite in Madison County: Jan 14, 16th, and 17th, conducting a kickoff, and subsequent interviews with the leadership and staff of the Madison County Department of Emergency Management and 9-1-1 team. We asked them about their Operations, Technology, Personnel, Governance, and Facilities.

Meeting participants at the Madison County pre-kickoff meeting on Jan 14th are identified below:

Name	Title
Mike Sudol	EM Planner, Madison County EM
Nathaniel Degear	EM Student intern, Madison County EM
Douglas Shattuck	Fire Coordinator, Madison County EM
Mellissa Hannan	Assistant Director, Madison County E-911

Name	Title
Ted Halpin	Director EM, Madison County EM
Bill Bleyle	Commissioner, Onondaga County Dept. of Emergency Communications
Betty Jo Johnson	Madison County CSEA
Karen Bright	Madison County CSEA
Paul Lutwak	Dir of IT, Madison County IT
John Wolf	Madison County IT
Ed Bean	Madison County IT

Meeting participants at the Madison County kickoff meeting on Jan 14th are identified below:

Name	Title
Paul Walrod	Board of Supervisors; Public Safety Comm, Madison County
Paul Lutwak	Dir of IT, Madison County IT
Ron Bono	Board of Supervisors, Madison County
Samantha Field	PIO, Madison County
Nathaniel Degear	Student, Madison County
Mike Sudol	EM planner, Madison County
Melissa Hannan	Assistant Director, Madison County E-911
Doug Shattuck	EM Fire Coordinator, Madison County EM
Ryan Aylward	Dir of Labor Relations, Madison County Personnel Dept
Eileen Zehr	Madison County Personnel Office
Dan Degear	Board of Supervisors, Madison County
Bill Bleyle	Commissioner, Onondaga County Dept. of Emergency Communications
Betty Jo Johnson	CSEA Local 827
Roger Bradstreet	CJFS Committee, Madison County
Katherine Conrad	GIS, Madison Co Real Property Tax Map
Michael Ellis	GIS, Real Property/E911
Ted Halpin	Madison County EM

Meeting participants at the Madison County Law Enforcement meeting on Jan 16th are identified below:

Name	Title
Christopher Williams	NYSP
Todd Hood	Madison County Sheriff
TJ MacDonald	NYS Park Police

Name	Title
Daniel Gough	Colgate University
Shawn Stassi	Hamilton PD
Paul Field	NYS University Police
Matt Janczuk	Hamilton PD
Bob Mascari	District Attorney's office
Karen Zaleski	Cazenovia PD
Matthew White	MCSO/STOP-DWI Coordinator
Karl Greif	NYSP Troop D Communications
David Verne	Oneida Indian Nation Police
James Zophy	Canastota PD
Robert Lenhart	Madison Co Undersheriff
Valerie A. Brogan	HPD/Colgate
Ted Halpin	Madison County EM

Meeting participants at the Madison County GIS meeting on Jan 17th are identified below:

Name	Title
Katherine Conrad	Sr GIS, Real Property Tax, Madison County
Rebecca S. Marsala	Director Real Property/Deputy Treasurer, Madison County
Michael Ellis	GIS, Real Property/E911, Madison County
Ted Halpin	Madison County EM
Melissa Hannon	Madison County E911

Meeting participants at the Madison County Facilities meeting on Jan 17th are identified below:

Name	Title
John Regan	Madison County Facilities Director
Ted Halpin	Madison County EM

Meeting participants at the Madison County Emergency Medical Services meeting on Jan 17th are identified below:

Name	Title
John Barattini	EMS Coordinator, Madison County EM
Douglas Shattuck	Fire Coordinator, Madison County EM
Ted Halpin	Madison County EM

Meeting participants at the Madison County Fire Chiefs and Ambulance Directors meeting on Jan 17th are identified below:

Name	Title
Douglas Shattuck	Fire Coordinator, Madison County EM
David Vredenburgh	Madison County EM
Sean Vebone	Cazenovia
Matt Kowaleski	Erieville Fire
Jim McFadden	North Brookfield
Luke Dowslaw	Hubbardsville
Dan Broedel	Midstate Regional EMS Council
Brian Rhodes	Madison/Vineall/GLAS
Alex Brown	Wampsville/GLAS
Dave Hoffman	Oneida Fire Dept
John Barattini	Madison County EM
Mellissa Hannan	Madison County E-911
Dennis Fields	Oneida Fire
Paul Smith	Bridgeport Fire Dept
Jim Ostrowski	Bridgeport Fire Dept
Brad Ano	Vineall Ambulance
Terry Austin	New Woodstock Fire Dept
Ronald Fazio	New Woodstock Fire Dept
Dario Damore	Greater Lennox EMS
David Kennett	Greater Lennox EMS
Lyle Mason	Georgetown/Madison County
Tim Cowan	Oneida Fire/CC7
Roger Bradstreet	Supervisor, Town of Nelson
Kyle Sylvester/DO	SOMAC Ambulance
Bob Freunscht	Madison County EM CC3
Jason Baker	Chittenango Fire Dept
John Morone	Chittenango Fire Dept
Terry Mann	Chittenango Fire Dept
Albert Fowler	Lincoln Fire Dept
Ted Halpin	Madison County EM

Madison County Communications Center Interviews

Winbourne Consulting spent significant time with the call takers in Madison County, sitting with personnel on all 3 shifts to speak with every possible call taker and dispatcher.

1.8.1.2 Onondaga County Stakeholder Meetings

The Winbourne Consulting team spent one full day onsite in Onondaga County, Jan 15th, 2019, interviewing the leadership and staff of the Department of Emergency Communications. We asked them about their Operations, Technology, Personnel, Governance, and Facilities.

Meeting Participants from the Madison County Project Team, who participated in the stakeholder meetings in Onondaga County on Jan 14th are identified below:

- Ted Halpin – Emergency Management Director
- Pete Walrod – Madison County Board of Supervisors

Meeting Participants from the Onondaga County Project Team, who participated in the stakeholder meetings at Onondaga County on Jan 14th are identified below:

Name	Title
Bill Bleyle	Onondaga County Commissioner
Ann Rooney	Deputy Onondaga County Executive, Human Services
Ben Renaldi	Onondaga County 911
MaryAnne Calogero	Onondaga County 911
Michael Redhead	Onondaga County 911 (Training)
Michael Nesci	CSEA Labor Relations Specialist
Dan Vadala	CSEA Local 834 President
Josh Schicle	CSEA Political Action
Kevin Klimek	CSEA – Combined Services VP 911
Ed Healy	Technical Services Office
Kevin Spraker	Technical Services Office
Keith Ducett	Onondaga County 911/GIS Officer
Steve Salmons	Onondaga County 911
Kathy Annable	Verizon 911 Technologist
Gary Cunningham	Verizon 911 Technologist
Sean Sparks	Network Communications Infrastructure
Scott McInnis	Radio Systems Administrator
Phil LaFramboise	Onondaga County IT
Kevin Sexton	Onondaga County IT

Onondaga County Communications Center Interviews

Winbourne Consulting spent a few hours on Jan 15th with the call takers, supervisors, and dispatchers in Onondaga County, listening to the ongoing 9-1-1 traffic, monitoring the dispatches via headphone and CAD terminal entries, and speaking with the personnel about their capabilities, training, and operations.

1.8.2 Stakeholder Surveys

To gather feedback from Communications personnel and First Responders on the possible consolidation of Madison County Dispatch and Onondaga Dispatch, Winbourne Consulting used an online survey tool called Survey Monkey. There were different surveys developed for each County and each group. Not all questions were answered by each respondent. Respondents could skip questions or comments if they so desired. Responses have been summarized below, and categorized in a manner to identify the consistent themes. The full surveys are **Appendix H** to this document.

1.8.2.1 Madison County Surveys

Madison Communications Center Survey – Total of 12 Responses

A summary of the most common themes of the survey responses from Madison County Communications Center personnel is provided below.

Concerns with potential consolidation:

- Ability to provide a timely response to the citizens
- Having calls go into a queue and hold
- Onondaga has ambulance policy of dispatching closest unit, which could tie up a unit that needs to work in the South and gets stuck in the City
- Concern of dispatchers not knowing Madison County area
- Madison County residents not being given the service they deserve
- Taxes will increase and there will be a decrease in service
- Madison County not having a voice after a consolidation
- Travel distance for employees
- Loss of jobs
- Loss of Seniority
- Public should have a say about consolidation

Benefits of potential consolidation:

- A virtual consolidation would work depending on who would be in control
- Pay raise
- 12 hour shifts might be better
- Updated CAD

- Shared training opportunities

Suggested improvements for current environment:

- Policy and Operations Improvements
 - Improved training
 - Standardization of dispatching
 - More staffing
- Provide a better AVL, CAD, and RMS systems
 - New CAD, better mapping
 - Improved AVL capabilities
 - Improved MDT capabilities
 - Consolidation of CAD, Mapping and shared Training

Madison Law Enforcement Survey – Total of 39 Responses

A summary of the most common themes of the survey responses from Madison County Law Enforcement personnel is provided below.

Concerns with potential consolidation:

- Significant learning period for dispatchers with consolidation
- Onondaga dispatchers do not know Madison County – not familiar with roads, landmarks, etc. – loss of dispatcher knowledge
- Increase in radio air traffic
- Current dispatchers have knowledge of Madison County citizens. They provide personalized service
- Roads with same names in each County
- Less accurate information, less safe
- Possible lessening of local control
- Potential lack of commitment to the community
- Concern with migrating data from SJS system to another RMS system.

Benefits of potential consolidation:

- Level of professionalism and service would improve
- Improved equipment, technology, and staffing
- Sharing of resources would benefit all
- It would make things more efficient
- Increase to Officer safety
- Would bring strong leadership and enhanced policies
- Proved Safer system for law enforcement
- More timely and accurate information

- Better technology and training for the 911 Operators
- More accurate information for officers
- More personnel to answer calls
- Could take advantage of technology advances in CAD, RMS, CHAIRS, CNY
- Improved information received on the MDT
- Ability to use the Onondaga CAD system
- Knowledge of what is occurring in both jurisdictions
- Ability to use Onondaga's complete system
- RMS integrated with CAD
- Shared RMS system with a better distribution of Officer Safety information
- 94.59% of respondents would be willing to share CHAIRS II data if a consolidation occurred

Suggested improvements for current environment:

- Policy and Operations Improvements
 - Provide improved training for Communications personnel
 - Encourage a more professional dispatching style
 - Increase information given out over the radio
 - Increase status checks – possibly use a timer
 - Utilize a DR# so calls can be tracked with all information and notes
 - Allow communications between the two Counties
 - Hire more Communications staff
 - Give better pay for Communications staff
 - Improve Policies and Procedures – look at Onondaga's
 - Officer safety information to be broadcast over the air and not by MDT
- Provide a better AVL, CAD, and RMS systems

Implement Joint CAD system for NYSP and Madison County

- Update CAD to run DATA, DLIC and use GPS
- 57.89% of those surveyed find that MDTs and AVL would be extremely valuable to have in their vehicles
- Ability to dispatch the closest car utilizing AVL improves officer safety and increases efficiency of dispatching
- 66.67% of respondents feel that access to CHAIRS II is crucial to their agency and investigations
- 29.73% of respondents feel the current data systems are adequate, while 62.16% of respondents feel the data systems are inadequate.
- Onondaga's MDTs are superior. Current AVL in Madison County is inaccurate
- SJS system is outdated and slow. Need a reporting system linked into CAD

- SJS system limited on what it can search
- SJS is not in all vehicles

Madison Fire/EMS Survey – Total of 143 Responses

A summary of the most common themes of the survey responses from Madison County Fire/EMS personnel is provided below.

Concerns with potential consolidation:

- Lack of local knowledge
- Not knowing the dispatchers, impact on working relations
- Onondaga is extremely busy, calls are put on hold to be answered
- Different tax base
- Disruption of service
- Lack of knowledge on rural landmarks
- Would hamper response time
- Concern that radio reception would be worse in the Southern part of County
- Learning curve for all field units and dispatchers
- Slower response times
- Priorities would be affected. Onondaga's calls would come first
- Increase work load for dispatchers
- Additional time to receive accurate information
- Becoming out of touch
- Job loss

Benefits of potential consolidation:

- Better training, better CAD System, more grant funding opportunities
- Better equipment
- More information provided on a call
- Improved technology and resources
- Better staffed center
- Cheaper operating costs
- Better accountability
- More timely response to transmissions
- More information shared with agencies
- Separation of call taking and dispatching – more time for call takers
- Additional info to units verbally and on computer, more detailed and accurate
- Possibly better oversight
- Field units know their area, just need an accurate address
- Need better GPS

- Tones and Alerts from Onondaga are faster
- Cut down on unnecessary radio traffic
- Better technology
- More professional

Suggested improvements for current environment:

- Policy and Operations Improvements
 - Have Onondaga train our dispatchers
 - Dispatcher training and radio etiquette
 - Adequate supervisory personnel on each shift Better pay
 - Four dispatchers per shift
 - Additional staff
 - More oversight
 - Timely status checks
 - Staff held to professional standards
 - Provide the same information to all responders
 - Interagency training
 - Apply changes requested by agencies quickly and effectively
 - Train dispatchers to understand what units do in field
 - Consistent terminology needed
 - Adopt Onondaga's policies and procedures
 - Fix the rescue response criteria
 - Radio classes of proper use – no attitude
- Improved CAD, AVL, RMS systems
 - Need functional CAD system Better GPS and network
 - MDTs and AVL is valuable but expensive
 - More information at time of dispatch, verbal and text
 - MDTs needed in apparatus – cellular coverage is a concern
 - AVL system
 - Update the radios

1.8.2.2 Onondaga County Surveys**Onondaga Communications Center Survey – Total of 68 Responses**

A summary of the most common themes of the survey responses from Onondaga County Communications personnel is provided below.

Concerns with potential consolidation:

- Employees from one County would not be familiar with the other County

- Loss of “home town” dispatch
- Would take time for all employees to get up to speed
- Lack of local knowledge
- Questions on hiring, seniority and benefits
- Delay in call entry – unfamiliar with area
- Roads with same names in each County
- Increase work load without increase in pay
- Learning curve

Benefits of potential consolidation:

- 62.50% of respondents felt that a consolidation would benefit the residents of both counties
- Improved services for Madison County
- Onondaga provides better service
- Save money with combination of services
- Separation of job duties is a benefit
- Reduction in response time
- Centralization of services
- Speed up dispatch for mutual aid
- Madison County would benefit from the higher number of staff
- Cost sharing
- Save tax payer money
- Better training for Madison County
- Excellent training program
- 62.54% of respondents feel that consolidation would benefit the public safety agencies of both counties
- Greater flexibility during major storms or disasters
- Ability to share and offer more services
- Better communications between agencies
- New technology

Improvements for current environment:

- Pay raises in accordance with added duties of consolidation
- Transition plan if consolidating with timelines

Onondaga Public Safety Survey – Total of 30 Responses

A summary of the most common themes of the survey responses from Onondaga Public Safety personnel is provided below. Please note that only the Chief Executive Officer’s of each agency were surveyed, not all the first responders in the County.

Concerns with potential consolidation:

- Needs to be a cost benefit/short- or long-term savings
- Need for existing services to be maintained
- Potential for decrease in current services
- Need continued good relationship with management team
- Potential for decrease in quality of service
- Jobs may be lost
- Lack of local control
- Madison County residents not wanting to merge

Benefits of potential consolidation:

- Enhance police services to both Counties and reduce costs
- Inter-county communications
- Better training, resources and availability
- Cost savings to tax payers
- Better service near county borders with better response times
- Madison would receive better training and service to emergency and police agencies
- Sharing of information

Improvements for current environment:

- Need county access to CNY Leads (or whatever will be replacing it) and our own CHAIRS Terminal
- Would require extensive training for new employees
- Continuation of PUG911 meetings that Onondaga currently holds
- New policies and procedures that impact police operation must receive support of Onondaga County Chiefs Association before implementation
- Ensure dispatch protocols are enforced with a consolidation
- Consult agencies before policy changes are made

2.0 Phase 2 – Evaluation and Recommendations

2.1 Introduction to Phase 2 Report

The Counties of Madison and Onondaga, New York currently operate their own 9-1-1 system. They are looking at possible consolidation or restructuring of the system including shared services within both Counties. The Counties have hired Winbourne Consulting to conduct a comprehensive study of their emergency dispatch operations, to include a fiscal analysis and an outline of possible restructuring opportunities including potential shared services and consolidation opportunities within the two Counties.

This project required that Winbourne Consulting conduct a benchmark of the current environment; On March 28, 2019, Winbourne Consulting submitted the Phase One Assessment report, which detailed the current environment for both Madison and Onondaga Counties. Winbourne Consulting, LLC collected and analyzed data for the 9-1-1 call-taking and dispatching operations from the two Counties' 9-1-1 Centers. This Assessment report also serves as a Gap Analysis between the Counties, identifying the differences between the two environments.

This Phase Two report addresses the consolidation options that have been applied to 9-1-1 centers across the U.S., and how these experiences may apply to this project. This report also evaluates the feasibility of consolidation based on the findings from our Assessment, to include a financial review of the consolidation options. And lastly, based on our knowledge of Madison and Onondaga Counties, and our experience with previous consolidation projects, Winbourne Consulting makes recommendations that we feel are in the best interests of the Stakeholders, with regard to potential consolidation of the two Counties' 9-1-1 Operations.

2.2 Overview of 9-1-1 Consolidations

2.2.1 Nationwide

As state and local governments aspire to meet the increasing needs and expectations of its citizens, the resources available to do so are becoming more complex, and more expensive. Nowhere is this more evident than in the need for 9-1-1 call answering centers (also known as Public Safety Answering Points, PSAPs) to work together to ensure consistent, reliable, and effective emergency services for citizens at their time of need. Especially as Next Generation 9-1-1 (NG911)^x is being deployed across the country, and potential federal funding may accelerate the pace of NG911 deployments, PSAPs are evaluating operational efficiencies to prepare for the new capabilities promised by NG911. Many PSAPs are implementing models to merge and/or share Technologies, Operations, Governance, and Funding, as well as identifying efficiencies in merging their Staffing/Personnel, and their Facilities, to fully consolidate their 9-1-1 services. These consolidation models are intended to improve public safety, and increase the safety of first responders, and they often result in cost savings to the jurisdictions.

Consolidations can be done on a regional, city, county or multiple-agency basis, and may involve combining 9-1-1 call taking services, emergency dispatch services, or both. They also may involve sharing technology, such as Computer Aided Dispatch (CAD) services.

CAD-to-CAD services are often an initial focus for consolidation to address a critical need for many jurisdictions that directly impacts officer safety, and better service to citizen in their time of need. Neighboring jurisdictions often have separate CAD systems by which to track the location of the responding agencies. A key challenge for many PSAPs is the lack of timely access to personnel and resource information in neighboring jurisdictions, particularly when agency units in the neighboring jurisdiction are the closest available to the incident. When an incident occurs near the border between jurisdictional areas, dispatchers lose time by having to make phone calls to locate and dispatch the closest resources.

The table below presents examples of CAD-to-CAD regional initiatives in large jurisdictions and regions in the U.S. Each of these jurisdictions has reported on incidents aided by the CAD-to-CAD solution they use. Although these regions covered by the jurisdictions listed below are large, they contain many smaller jurisdictions.

Region	Population
Virginia: Fairfax County, Arlington County and the City of Alexandria	Over 1.6 million residents
California: Silicon Valley Regional Interoperability Project (SVRIP): 19 PSAPs in Santa Clara County	Over 1.8 million residents
California: San Diego Regional Interoperability Project: 14 public safety agencies and PSAPs	Over 1.4 million residents

Region	Population
Oregon: Lake Oswego City, the City of Portland, and the counties of Multnomah, Clackamas, Clark, Columbia, and Washington	Over 2.3 million residents
Arizona: Cities of Phoenix and Mesa	Over 2 million residents
Massachusetts: Boston, Cambridge, Brookline, Chelsea, Everett, Somerville, Quincy, Winthrop, Revere, Northeastern University, Harvard University	Over 4 million residents
California: Los Angeles Fire Department, Verdugo Fire Communications Center (dispatches for 12 fire departments), Los Angeles City Fire Department, Long Beach Fire Department	Over 11 million residents
Tennessee: Nashville Regional Information System includes 24 PSAPs	Over 1.7 million residents

In 2017, the Task Force on Optimal PSAP Architecture (TFOPA) provided recommendations to the Federal Communications Commission (FCC) on critical components central to the operation of our nation's PSAPs, to include an evaluation of the option of PSAP consolidation.

Consolidations of state Winbourne Consulting has engaged in PSAP staffing and consolidation studies, to include the following projects:

- **Milwaukee County, WI**

This project was initiated by the Public Policy Forum (PPF) for Milwaukee County Sheriff in 2016. Winbourne Consulting met with the PPF on multiple occasions to develop a consolidation strategy for the Milwaukee County Regional 9-1-1 Center. The project included interviews with all of the PSAPs within Milwaukee County and the City of Milwaukee 9-1-1 Center. There were two regional PSAPs that already consolidated and helped us to demonstrate the benefits of a countywide consolidation that included physical consolidation between the County 9-1-1 Center and several smaller PSAPs and virtual consolidation between all of the remaining PSAPs and the City of Milwaukee.

Winbourne's recommendation included a new 9-1-1 Center for the Sheriff that was capable of handling 3 to 4 additional PSAPs and a virtual consolidation of all other PSAPs within the County and City utilizing a CAD-to-CAD solution. The County is following through with our recommendations including building a new county 9-1-1 center and is in the process of implementing a virtual CAD-to-CAD consolidation joining 20 agencies for consolidated dispatch.

- **Columbus, Ohio**

In 2016, Winbourne Consulting was engaged by the city of Columbus, Ohio to help with staffing issues and to evaluate the feasibility of bringing other PSAPs into the City 9-1-1 Center. Winbourne Consulting conducted extensive interviews with the 9-1-1 management

staff, as well as police and fire dispatchers. We also interviewed dispatcher union representatives and purchasing representatives to make sure our recommendations would be acceptable to both the union and the city Human Resources Department. Our study also included physical and virtual consolidation.

Our recommendations consisted of changing the way the 9-1-1 center trained and deployed staff. We recommended the adaptation of a call taker position, a police dispatcher position, a fire dispatcher position, and a fire battalion position to handle large scale fire incidents. We also recommended that all call takers and dispatchers be filled with civilian positions, and only the fire battalion position remain as a sworn position. Our recommendation also included changing the training curriculum to fast-path the call takers and provide an upward mobility option for a call taker to become a police dispatcher, fire dispatcher and supervisor.

Our staffing recommendations allowed the Columbus City 9-1-1 Center to train call takers in 6 months, instead of 12 months, enabling them to be available to answer calls 6 months faster than before. This had the effect of reducing overtime and providing a better upward mobility option for all 9-1-1 center staff.

Prior to implementing our call taker and civilization recommendations the 9-1-1 Center spent \$3,000,000 on overtime per year and was down 40 dispatch positions. After implementing our recommendations, the 9-1-1 center has drastically reduced overtime by nearly 30%, and reduced the number of open positions. Improved training has also resulted in better staff retention.

Columbus has also added two PSAPs since our study and recommendation and has implemented a virtual CAD consolidation with surrounding PSAPs.

- **Summit County, Ohio**

The Summit County Sheriff engaged Winbourne Consulting to conduct a consolidation study in 2014 to evaluate the City of Akron and Summit County, OH's capabilities to combine dispatch operations. The County and City were already in the same 9-1-1 facility, but they ran two different CAD systems and did not share resources. Our study also took into consideration all of the other PSAPs in Summit County.

Our recommendation included consolidating the County and City of Akron 9-1-1 centers into one center with shared resources and switching from sworn to civilian call takers, police and fire dispatchers. We also recommended utilizing a CAD-to-CAD solution to virtually connect all of the Summit County PSAPs.

In 2018, Summit County and the City of Akron procured a new CAD system and have started to implement our recommendations with regard to civilian call takers and dispatchers.

- **St. Paul and Minneapolis, MN**

We were contracted by the Minneapolis Emergency Services Board (MESB) – which is a non-profit organization that supports 20 PSAPs in the St Paul and Minneapolis region in providing technical and operational support.

We conducted an extensive study which included interviews with all of the 20 PSAPs to determine their willingness to share information. Several of the PSAPs already used Tellus (FATPOT) in a one-way data sharing mode, so these PSAPs were extremely receptive to a fully integrated bi-directional CAD-to-CAD virtual consolidation solution. Our study concluded that all of the PSAPs were interested in sharing information and a bi-directional CAD-to-CAD virtual consolidation solution was preferred.

We contacted the three CAD-to-CAD providers including Tellus (FATPOT), Kologik and EDC with requirements and cost estimate requests. The results were included in a final report that we presented to all of the MESB PSAPs in March 2018. MESB is currently working with the State of Minnesota on a statewide CAD-to-CAD solution that would be funded by the State with Federal grants. The initial request has been approved by the State of Minnesota and MESB is now waiting on the funding from the state to proceed.

County-to-County PSAP Consolidations

Over the past ten years, county-to-county PSAPs consolidations have occurred in other parts of the United States, to include those listed below; these consolidations have generally been considered a success, and in many cases, improved service to the community, and saved taxpayer dollars.

- **North Dakota Multi-county PSAPs**

According to the 2016 Statewide Report,^{xi} North Dakota has only 22 PSAPs for their 53 total counties in the state because of a conscious effort to share 9-1-1 call answering and dispatch services wherever possible. One PSAP, in Devils Lake, ND serves as the primary PSAP for four (4) counties; the state's largest PSAP, in Fargo, serves 2 counties – one in North Dakota and the other in Minnesota, with one of the only multi-state PSAPs in the country.^{xii}

- **Bexar Metro Regional Operations Center, TX**

In July 2017, Bexar Metro 911 Emergency Center, in the San Antonio Texas area, began operations providing a single facility for all 9-1-1 calls in the region, to include the counties of Bexar, Comal, and Guadalupe, TX. 25 different 9-1-1 call answering and dispatch

locations have been co-located in this purpose-built facility. The Bexar Metro Regional Operations Center is recognized as a successful regional consolidation.^{xiii}

- **Upper Peninsula, MI**

In 2014, all 15 counties in Michigan’s Upper Peninsula (UP) replaced their legacy 9-1-1 system with an Internet Protocol (IP)-based emergency services system. This transition has allowed the UP region to experience shortened call wait times, increased system resiliency, and near-seamless call transfers. The Upper Peninsula “virtually” consolidated on a shared NG911, IP-based network, increasing efficiencies in the processing of 9-1-1 calls, and realizing immediate cost savings due to shared purchasing agreements between the PSAPs. They have kept all their call centers open with no change in staffing, while sharing equipment and maintenance contracts.

- **Weber and Morgan Counties, UT**

Weber Area 9-1-1 is the host county for a regional, shared CAD, RMS, and Jail Management System for Weber and Morgan Counties. Weber Area 9-1-1 serves as the host agency providing a single point of data storage for the 23 public safety agencies. This enables them to share data across jurisdictional boundaries throughout both counties in central Utah.^{xiv}

- **State of Vermont**

The State of Vermont has a population of approximately 625K residents, which is approximately 90K residents larger than Onondaga and Madison Counties combined. Vermont’s eight (8) PSAPs consolidated virtually in 2011, with a NG911 network connecting all the state’s 9-1-1 centers with a robust, geographically diverse, fully managed IP network and a shared 9-1-1 call answering service. As a result of this system, during Tropical Storm Irene, not a single 9-1-1 call went unanswered, despite the evacuation of the state’s 2nd largest 9-1-1 center and the highest emergency call volume in Vermont’s history.

New York State

Here in New York State (NYS), the Division of Homeland Security and Emergency Services (DHSES) Office of Interoperable and Emergency Communications (OIEC), manages the statewide grant programs: Statewide Interoperable Communications (SICG) Formula-Based and Targeted Grants, and the PSAP Operations Grant. These grants provide funding opportunities to one primary PSAP per county (and NYC). As a result, in most counties across NYS, where there had been multiple PSAPs, there now is a single PSAP to receive emergency calls from citizens, and to dispatch the local responding agencies. According to the New York State Association of Counties (NYSAC) May 2018 9-1-1 Services Report, “PSAP Consolidation in New York has provided more efficient 9-1-1 operations and helped law enforcement adapt to the changing nature of 9-1-1 calls.”^{xv}

On Aug 28, 2018, Governor Andrew M. Cuomo announced a comprehensive package with \$45 million in state grant funding to enable local government to “expand their ability to communicate, exchange valuable data, and streamline information to enhance collaboration and assist first responders.” This will include potentially funding 12 projects impacting 45 localities across New York through the Municipal Restructuring Fund. This initiative is designed to streamline the delivery of local services and reduce future costs to local taxpayers. Included in these 12 projects is the project that Madison County received to study the long-term management of emergency communications in Madison and Onondaga counties, resulting in this study.^{xvi} More information on this announcement can be found at:

NYS Press Release: <https://www.governor.ny.gov/news/governor-cuomo-announces-new-investment-municipal-restructuring-projects>

In New York State, consolidations have occurred with the following agencies:

- **Broome County:** Four (4) primary PSAP’s were consolidated into the Broome County PSAP, starting in 1997, with the Village of Endicott, and continuing with the City of Binghamton, the Town of Vestal, and the Village of Johnson City Police Department as the last primary agency to consolidate in 2004. In addition, The Village of Johnson City Fire Department was a secondary PSAP that consolidated into Broome County. This project is largely considered a success, yielding unified services to all citizens and agencies.
- **Onondaga County:** In 1991 there were eight (8) PSAPs within Onondaga County, each with their own 7-digit emergency number. After more than a decade of contentious debate, the 9-1-1 emergency number had not yet been implemented, largely over a concern that centralized 9-1-1 call taking would be inefficient and that it would not be responsive to needs of local municipalities. In 1992, the Onondaga County Legislature established the Department of Emergency Communications. The new department consolidated the call-taking and dispatch functions for the multiple dispatch centers serving the residents of Onondaga County.

To establish the 9-1-1 Center, the County studied 9-1-1 operations in other communities, and established task forces of public safety personnel to participate in the design of the Onondaga County system. Agreements were secured with municipal authorities throughout the County and representatives of city and county fire, emergency medical services and law enforcement agencies were assigned to the project development team. The 9-1-1 Policy Review and Oversight Committee (PROC) was established to ensure that stakeholder agencies served by the department had a say in agency policies and procedures.



Onondaga E9-1-1 Original layout, 1992

The Department of Emergency Communications opened its doors at its current location on Onondaga Hill and began dispatching law enforcement, fire and emergency medical service agencies in May 1992. Today, the Department of Emergency Communications receives and processes all emergency calls within Onondaga County and dispatches 16 police departments, 58 fire and rescue agencies and 14 emergency medical services on a primary basis, and 10 public safety agencies on a secondary basis.^{xvii}

Winbourne Consulting conducted the following Consolidation study in New York State:

- **City of Poughkeepsie and Dutchess County NY**

Winbourne Consulting, LLC was engaged by the City of Poughkeepsie and Dutchess County, NY to consider possible consolidation or restructuring of their 9-1-1 systems including shared services within the City and Dutchess County. Winbourne Consulting conducted a comprehensive study of the City's emergency dispatch operations, to include a fiscal analysis, outlining possible restructuring opportunities. We made recommendations that included immediate, short-term, and long-term changes in the operational model for the City of Poughkeepsie, to include sharing call answering and dispatch services with Dutchess County and following a five-year roadmap.

Consolidation Models

There are multiple consolidation models within the 9-1-1 industry today, with nuanced variations among them. These models are described below based, in part, on the Task Force for Optimal PSAP Architecture (TFOPA), a Federal Communications Commission (FCC) Federal Advisory Committee, Working Group 2, report dated Jan 29, 2016 and Supplemental Report dated Dec 2, 2016. Note that the implementation of the models vary slightly to fulfill the needs of the community.

Consolidation can be accomplished by the sharing of systems/technology, facilities, purchase agreements, networks, and staff/personnel. This leads to operational models as described in the following Consolidation Options:

1. Call-taking (only) Centralization: all 9-1-1 calls route to one centralized facility where they are triaged and transferred to the appropriate agencies in the jurisdictions for dispatch. This requires a call transfer for every Police/Fire/EMS call.
2. NG9-1-1 Hybrid Consolidation: separate physical locations, with shared common call handling, radio, mapping, and CAD, over a secure managed network, in a move toward NG911 services. 9-1-1 calls can be delivered to either PSAP, based on routing policies, in “surge” conditions. Examples: Boulder County Regional PSAP, and Upper Peninsula 9-1-1 Authority, MI.
3. Virtual Consolidation: a subset of the Hybrid Consolidation with separate physical locations, one management structure, same policy and procedures for call answering and dispatch, and each PSAP answers each other’s calls.
4. Shared Services Model: separate physical locations, but sharing services such as CPE and CAD servers, with a reliable, managed, redundant IP network connecting the distinct PSAPs to enable shared services. 9-1-1 calls are routed using legacy network to each individual PSAP; potentially, no sharing of call answering or dispatch services would be enabled.
5. Co-located Consolidation: sharing of physical space and at times technology, while remaining separate entities. This is a less common arrangement as it requires multiple management structures and yields less operational and financial benefits than other models.
6. Centralized Consolidation: a “full consolidation,” with existing PSAPs brought together into one facility, with shared management and resources. Staff may utilize common technology, operational policies under a single form of governance. Examples: Bexar Metro 9-1-1 District, Licking County Regional Communications Center, OH; Bergen County Public Safety Operations, NJ.

Winbourne Consulting is recommending that the Shared Services Model and the Full Consolidation Model (Options four and six) be considered by Madison County and Onondaga County, and therefore, this report will focus on the impact of each.

Table 16. Overview of Impact of Shared Services and Full Consolidation Models on Critical Components

Models/Functions	Shared Services Model	Full Consolidation
Shared facilities	No – separate facilities (primary and back up) are maintained	Yes – both call answering and dispatch are in same facility. Back up site serves both counties
Shared Systems/ Technology	CPE, CAD, Mapping, etc., Configuration of each agency’s system would need to be coordinated	All technical systems would be shared; dispatch procedures for each agency can initially be maintained, to meet existing AVL, and RMS capabilities, and service expectations. Over time, a gradual transition of policies and procedures would occur as procedures and technologies are revised and implemented.
Shared Network	NG911 ESInet; other fully managed IP network as a transition model	Yes
Shared Purchase Agreements	Yes	Yes
Shared Staffing/ Personnel	No	Yes
Shared Governance	Limited, to cover system maintenance and cybersecurity	Yes
Shared Management	No, each would maintain their own management structure	Yes

SHARED SERVICES MODEL

County ONE keeps their call taking and dispatch center and runs off of County TWO's call answering and CAD as a remote site OR County ONE runs their own CAD system and interfaces to County TWO's CAD system via a CAD2CAD type interface)

Shared Services Model refers to optimizing the operations of the agencies through systems such as CAD. Physical co-location and consolidation of technology compel agencies to address issues as an integrated business units, and provide options for service improvement by aligning on "best practices".

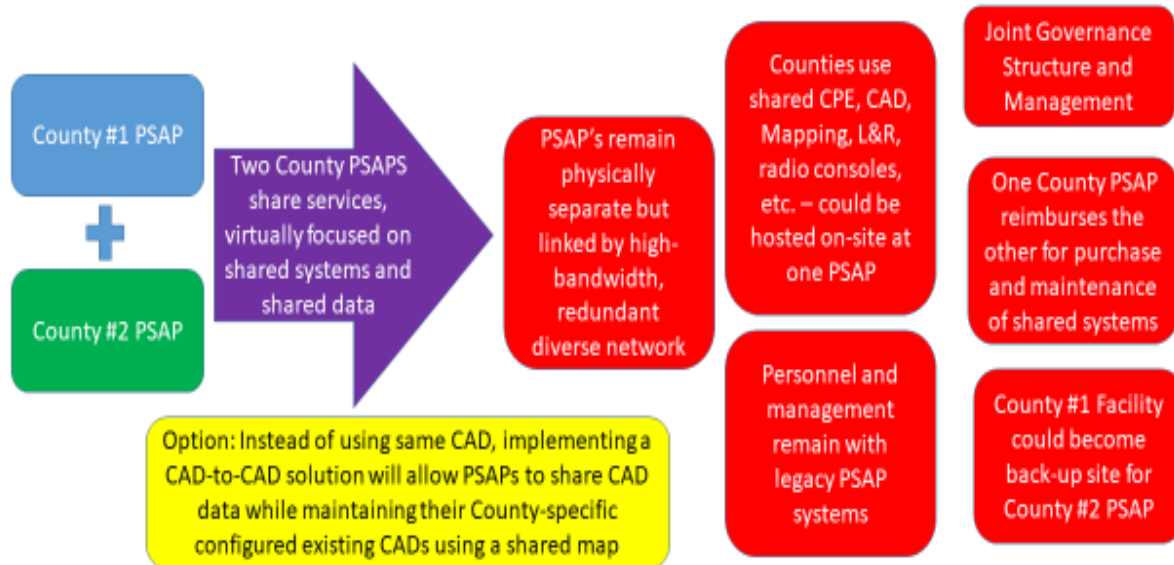


Figure 9. Model of Shared Services Option

FULL CONSOLIDATION MODEL

County ONE merges call taking and dispatch operations and personnel with County TWO and runs on County TWO's call answering and CAD systems, with systems and personnel in County TWO's center

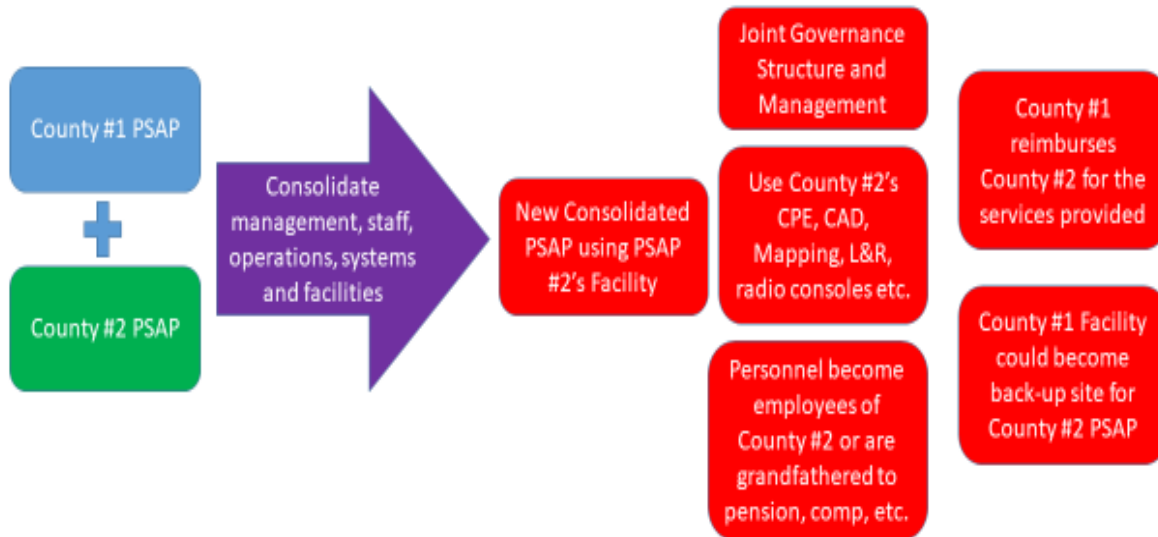


Figure 10. Model of Full Consolidation

2.3 Opportunities and Considerations of Consolidation Models

We have used the stakeholder surveys, stakeholder interviews, information obtained in the Phase One Assessment and Gap Analysis Report, and our experience in the 9-1-1 industry in identifying the impacts described below.

According to the FCC’s Task Force on Optimal PSAP Architecture (referred to as the TFOPA Report) from Jan 2016,^{xviii} entities across the country that have engaged in successful consolidations often state that the major benefits of consolidation have been increased protection of their community and first responders, with improved service, and often the realization of significant cost savings.

In some cases, consolidation results in cost avoidance, when tax payer dollars are not spent for expenses that would have been otherwise incurred. An example of this is the avoidance of having to increase staffing to meet the growing call volume or to meet required levels of Supervisors for each shift. The potential for direct cost savings are typically realized in reduced operating costs in the long-term and the result of economies of scale in staffing, technology and facilities.

In addition, the challenges surrounding a shift from a “local, familiar” 9-1-1 call taker or dispatcher who often resides in the same county as the caller and has long-time familiarity with the locality, to a perceived” call taking and dispatching environment with less knowledge of local knowledge cannot be ignored. It should be noted that technology (e.g., mapping, oblique aerial imagery, improved wireless location technology) has evolved over the past 3-5 years (and will continue to evolve) to provide much more accurate mapping and caller location data than had previously been available.^{xix}

2.3.1 Shared Services Model

Winbourne Consulting is providing potential opportunities and considerations for a shared services model. The General/Overview information, below, is paraphrased from the TFOPA Report from Jan 2016.^{xx}

**Table 17. Overview of Shared Services Opportunities and Considerations
from a Nationwide Perspective**

General/Overview	Opportunities	Considerations
Personnel/Staffing	Personnel are able to remain in current place of employment	Upward mobility of PSAP personnel is limited to current environment; staffing resources may need to be increased to address necessary levels of supervision, operations, implementation of advanced technologies such as NG911.

General/Overview	Opportunities	Considerations
Operations	Interoperability is increased with the use of common network and equipment so data and emergency calls can be transferred between the PSAPs	Requires PSAPs to collaborate, agree to modify operational policies, and spend additional time to gain consensus to move issues to conclusion that affect operations
Governance	Each PSAP can still maintain its own local governance structure	Where there is no regional 9-1-1 authority, this model requires additional cooperation and trust among the agencies to manage global and agency configurations
Technology	Common operating platforms and costs are shared among the PSAPs allowing the agencies the use of computer aided dispatch (CAD), radio, mobile data, audio recorders, mapping, geographic information system (GIS, CPE and telephony systems)	Common cyber security hygiene must be in place for both jurisdictions to ensure a secure network, and functional systems; both agencies must be able to implement and manage technologies in their center
Financial	Shared purchasing agreements may be established to take advantage of economies of scale	Difficult to implement and support if a common funding model is not established to share implementation and on-going support costs
Facility	No impact	Redundant backup centers maintained for each county

Winbourne Consulting has identified the following potential high-level impacts of a virtual consolidation of Onondaga and Madison County 9-1-1 centers on key stakeholders. For clarification, a “shared services model” for Onondaga and Madison Counties is defined as:

- **Computer Aided Dispatch (CAD):** Madison County keeps their dispatch center and runs off Onondaga County’s Intergraph/Hexagon CAD as a remote site in a “hub and spoke” model, under the terms of the Governance Agreement.
- **Shared Mapping and GIS Services:** Madison County and Onondaga County GIS Departments will work together to share and update GIS data to ensure accurate mapping of each County. Madison County will provide any GIS changes to Onondaga County for inclusion into the CAD system.
- **Training Services and Standards:** Madison County will benefit from using Onondaga County training standards and training personnel on CAD services. Appropriate Onondaga County classes would be made available to Madison County personnel. Madison is included in APCO CTO training in Onondaga County now.

- Policy and Procedures: Appropriate Onondaga County policies and procedures based on “best practices” will be implemented in Madison County for dispatch functions.
- Network Connectivity: Reliable, managed IP network connected redundantly between the two PSAPs, and the Madison County Backup PSAP. NOTE that will require a reliable network link having a latency of less than 5ms (Five milliseconds).
- Backup Sites: Backup PSAPs will remain fully operational with dual connectivity for all shared services.
- 9-1-1 Call Answering system: although both Onondaga and Madison County are currently using Motorola VESTA, and Madison County could act as a remote site off the Onondaga VESTA call handling server, this is not part of the initial definition of “shared services.” This is examined further below in Section 3, Technical Feasibility, for Shared Services.

2.3.1.1 Benefits of Shared CAD Services for Madison County

As noted earlier, a key challenge for many PSAPs is the lack of timely access to personnel and resource information in neighboring jurisdictions, particularly when units in the neighboring jurisdiction are the closest available to the incident. When an incident occurs near the border between jurisdictional areas, dispatchers lose time by having to make phone calls to locate and dispatch the closest resources.

Optionally, shared CAD interoperability can speed the incident response in a situation where there is a fire incident near the County border. Dispatchers in both Madison and Onondaga Counties will be able to alert their resources and both dispatchers would have access to the call notes and view all resources available to them, as if they were their own. This would include those located in neighboring jurisdictions. In Onondaga and Madison Counties, dispatch policies and procedures will need to be reviewed to determine the level of CAD interoperability. Both sides will benefit as call notes are updated. Dispatchers on both counties will be able to use Automatic Vehicle Location (AVL) technology to see where the trucks are. It should be noted that Madison is currently using an AVL system that is integrated into the Radio system – when it is updating location it is not “listening” to the radio transmission. Voice traffic on the radio has priority over Location transmission data, therefore frequent voice traffic results in outdated location data. A diagram (**Figure 11**) depicting an effective AVL system is shown below.^{xxi}

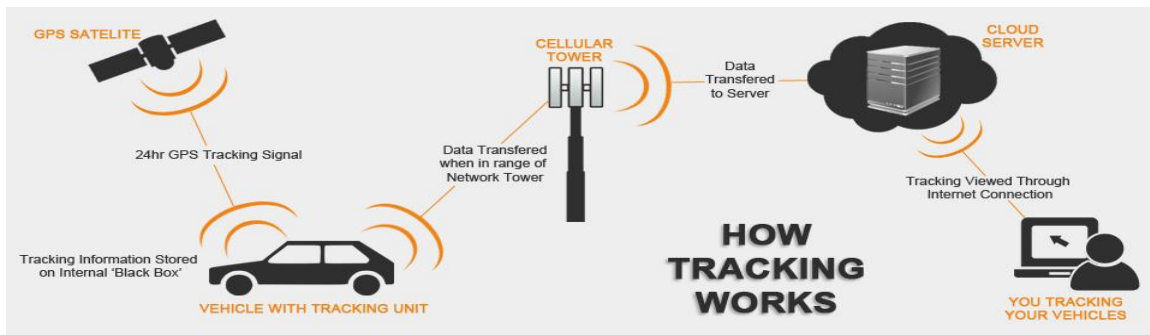


Figure 11. Diagram Depicting an Effective AVL System

The major benefits of CAD interoperability include:

- Reduction in response time
- Increased personnel efficiency
- Better coordination of mutual aid efforts, especially in the volunteer fire service
- Increased situational awareness

The reduction in response time can potentially equate to lives saved, while the increase in personnel and better coordination of resources can prove valuable to agencies with constrained funding.

Onondaga County is in the process of implementing Automated Secure Alarm Protocol (ASAP). This allows a CAD to CAD interface between participating alarm companies and the PSAP, reducing the number of incoming/outgoing phone calls (up to three or four per alarm) and saving valuable time (alarms can be dispatched up to approximately two minutes quicker). Full implementation will occur Fall 2019. Madison would be able to leverage this technology through the shared CAD.

While a shared CAD environment is most valuable to Fire and EMS where there is a high degree of mutual aid between counties, it also provides situational awareness and resources for Law Enforcement. Utilizing a shared CAD solution throughout both Counties would reduce response time and create a cooperative environment for Law Enforcement by providing a view of resources near jurisdictional borders, as well as incidents on the adjoining border that could impact each jurisdiction.

In an integrated environment, all jurisdictions can actively cooperate to provide the fastest and most comprehensive response to all types of incidents. Not only does this solution enhance the Fire and EMS mutual aid capability, but it also provides Law Enforcement with a visual of all Police and Sheriff Units in the vicinity of a major incident. In situations such as a high-speed car chase through multiple jurisdictions, the shared CAD solution prevents the use of too many units trying to follow the suspect; instead, each agency has situational awareness of all units near the suspect vehicle and they can respond more effectively. Such awareness also could

enhance the ability of law enforcement entities to engagement in predictive deployment of resources during major incidents.

Having shared CAD solution also would improve technological cooperation and coordination between all public safety agencies. For example, in anticipation of changes in 9-1-1 communications related to Next Generation 9-1-1 (NG911), a shared CAD environment would allow Madison County to benefit from all of the NG911 data utilization functionality and integration, including electronic fire/burglar alarms, panic buttons, car-telematics,¹ smartphone apps, texting, photos, video, and social media that will be implemented over the next few years.

Table 18. Benefits to Madison County Stakeholders of a Shared Services Model

Madison County Stakeholders	Opportunities	Considerations
Citizens	<ul style="list-style-type: none"> Shared CAD will enable misrouted 9-1-1 calls delivered to Onondaga to be more quickly transferred to Madison County, with data; Improved service due to the leveraging of skills gained through alliance with CALEA accredited center 	
Call Center Personnel	<ul style="list-style-type: none"> Can remain in current employment location; Integrated mapping and CAD will enable consistent location and incident tracking across counties; Dispatchers would have access to CAD notes and data for mutual aid calls originating in Onondaga 	Limited mobility in promotions, and specialized assignment; limited ability to train personnel (new hires and in-service) in a smaller call center
First Responders	<ul style="list-style-type: none"> CAD upgrade to Hexagon's I/CAD will improve exchange of information and increase situational awareness within the center and in the field; Ability to leverage other technologies, such as Mobile Data, improved Automatic 	Existing Personnel, Policies and Procedures remain in place for Dispatch; Dispatchers and Call Takers are still multi-tasking – dispatchers are still taking calls in this model drawing attention away from dispatch

¹ Car telematics refers to vehicular telecommunications technology (typically involving GPS) that makes it possible to record and map where a car is, how fast it's travelling, how a car is being driven, crash data, etc. Such data can be transmitted electronically to a central management system.

Madison County Stakeholders	Opportunities	Considerations
	Vehicle Location (AVL) and potential to share Records Management Systems (RMS)	
County Leadership	<ul style="list-style-type: none"> ▪ Maintain 9-1-1 services within Madison County; ▪ Madison County already relies on Onondaga for life saving support, such as shared radio services, hazardous materials response, and, to a limited extent, to combine special Operations Teams 	Governance must be addressed to define shared services agreement and costs
Financial	<ul style="list-style-type: none"> ▪ Cost savings with Shared Maintenance Agreements; ▪ Madison County has already determined they need to replace their CAD system so sharing Onondaga County's CAD will be 1) cheaper than replacing their own; 2) may require less long-term maintenance; and 3) is a Tier I CAD product that has more capabilities 	Initial costs to implement dual resilient network and shared CAD. Will need to increase personnel to include 3 additional supervisors
Facility	No impact	No impact

Table 19. Benefits to Onondaga County Stakeholders of a Shared Services Model

Onondaga County Stakeholders	Opportunities	Considerations
Citizens	Shared CAD will enable misrouted 9-1-1 calls delivered to Madison to be more quickly transferred to Onondaga County, with data	
Call Center Personnel/Staff	<ul style="list-style-type: none"> ▪ Ability to transfer CAD data to Madison County for inter-county incidents/mutual aid requests; ▪ Dispatchers would have access to CAD notes and data for mutual aid calls originating in Onondaga. ▪ Training/support available through Onondaga County technical staff 	<ul style="list-style-type: none"> ▪ Network management and CAD systems management will be done primarily by Onondaga County staff (and will need to be factored into the cost of services); ▪ Depending on Service Level Agreements (SLA's), Onondaga County Staff may need to travel to Madison County to resolve technical issues if not able to be resolved

Onondaga County Stakeholders	Opportunities	Considerations
		remotely although, similar to the current shared master radio site, there may be some services that Onondaga will do for Madison where they never have to go to Madison; and there may be other services for which Madison would deal directly with CAD vendor
First Responders	<ul style="list-style-type: none"> ▪ Ability to receive CAD data from Madison County for inter-county/mutual aid incidents; ▪ Shared procedures will ensure that Onondaga County First Responders will have a consistent interaction with Madison County; ▪ Common event types and coding would benefit interoperability 	
County Leadership	<ul style="list-style-type: none"> ▪ Additional confirmation of cooperation between counties; ▪ Sharing services could reduce overall cost of service to Onondaga County 	<ul style="list-style-type: none"> ▪ Need to establish governance for limited role; ▪ Need to establish agreement that addresses shared costs

2.3.2 Full Consolidation: Opportunities and Considerations

A full consolidation between Madison County and Onondaga County could be implemented over a specific period of time, in a logical phased manner to ensure that service to citizens, and the safety of first responders, is not jeopardized. It is reasonable that the following benefits would be realized in a full consolidation. The General/Overview information, below, is paraphrased from the TFOPA Report from Jan 2016^{xxii} and observations from Winbourne Consulting.

Table 20. Overview of Full Consolidation Opportunities and Considerations from a Nationwide Perspective

General/Overview	Opportunities	Considerations
Personnel/Staffing	Employees can be cross-trained and the schedules can be combined for added Personnel efficiency	<ul style="list-style-type: none"> ▪ Personnel may be required to travel to work in a different jurisdiction; ▪ Seniority and Union issues may be difficult to resolve

General/Overview	Opportunities	Considerations
Operations	<ul style="list-style-type: none"> Amplifies the commonalities in law, fire and medical dispatch; Establishes equality of service and service levels across region 	<ul style="list-style-type: none"> For very large call taking centers, appropriate geographic and tribal knowledge may not be available; Coming to a common ground on standard operating procedures can be difficult
Governance	A central, thoughtful governance structure can ensure all agencies are represented	Requires a well-planned governance structure
Technology	Can optimize the use of computer aided dispatch (CAD), radio, mobile data, audio recorders, mapping, geographic information system (GIS, CPE and telephony systems) and Database Systems	<ul style="list-style-type: none"> Emergency communications could be interrupted for all of the jurisdictions involved if proper attention is not given to redundancy and fallback planning
Financial	Often, overall cost of providing services decreases	<ul style="list-style-type: none"> Upfront capital costs to facilitate changes; Often, requires renovation or new build-out of single PSAP to accommodate additional personnel and call volume
Facility	Common facilities provide the ability to share the benefits of common support services such as janitorial, food services, office supplies, and the support infrastructure	May require build-out of primary or backup site to accommodate increased workload

Winbourne Consulting has identified the following potential Impacts of a full consolidation of Onondaga and Madison County 9-1-1 centers on key stakeholders.

By way of definition, a “full consolidation” entails the following high-level elements:

- Onondaga County Primary and Backup Operations Center will become the primary and backup centers for all calls to 9-1-1 and non-emergency lines from Madison County.
- Madison County merges call answering and dispatch operations with Onondaga County and runs on Onondaga County’s VESTA and /Hexagon’s Intergraph CAD system in Onondaga’s Center.
- Madison County personnel will become Onondaga County personnel.
- Madison County and Onondaga County GIS departments will work together but remain separate entities. Onondaga County E9-1-1 Technical Services Division has the benefit of a

GIS specialist within their department who focuses on 9-1-1 issues and would serve as the liaison to both county agencies

- Madison County residents and public safety agencies would have access to policies and procedures that are in compliant with CALEA/APCO accreditation standards
- Madison County first responders would receive access to Hexagon’s Mobile for Public Safety^{xxiii} (mobile CAD product)
- Madison County first responders would receive access to NetViewer using Virtual Private Network (VPN) access
- Madison County and Onondaga County should also consider working together to secure joint purchasing agreements for mobile connectivity (GPS with air-cards) and AVL integration for all appropriate first responders
- Madison County would have access to specialized support to include: professional development/standards, training staff, quality assurance/quality improvement specialist, radio division staff, technical services division, and audio reviews (FOIL) staff
- Onondaga County’s PROC will be expanded to include Madison County Stakeholders. Participation in Madison public safety organization meetings (e.g., police and fire chiefs’ meetings) would also be maintained. Current “open door policy” for all dispatch agency CEOs would be maintained.

Table 21. Full Consolidation Opportunities and Considerations for Madison County Stakeholders

Madison County Stakeholders	Opportunities	Considerations
Citizens	<ul style="list-style-type: none"> ▪ Greater equity of services, such as integrated text messaging, and NG911, to citizens across both counties; ▪ Greater pool of call takers in a large-scale event, such as major accident, active shooter, derecho, tornado or train derailment; a larger pool of call takers/dispatchers could be called in to if necessary and 6 position training room and 25 position backup center could operate in tandem to support an major event such as an active shooter or disaster. ▪ Benefit from CALEA-accredited call taking and dispatch policies and procedures; 	<ul style="list-style-type: none"> ▪ Perception that callers are less likely to talk with call taker who “lives nearby”; ▪ Perception of less “personal” 9-1-1 service

Madison County Stakeholders	Opportunities	Considerations
	<ul style="list-style-type: none"> ▪ Significant equipment redundancies assure resiliency/availability of center; Larger support staff and greater resources better able to keep abreast with rapidly changing communications technologies; ▪ Full-time radio division (2) and technical services division (4) staff; ▪ Resident onsite Verizon technicians (2) and Motorola service technician. 	
Call Center Personnel	<ul style="list-style-type: none"> ▪ More efficient major incident management for events affecting both counties; ▪ Madison employees would carry their job titles and seniority to Onondaga County of the transferability of function Civil Service rules; ▪ Madison personnel would have access to horizontal and vertical career development opportunities (e.g., two levels of supervisors, specialized assignments) as well as alternative work schedules (e.g., 8-hour 4/2 schedule, voluntary 12-hour schedule, six watches); ▪ Relief for meal breaks/ability to leave building for meals; ▪ Policies and procedures that provide extensive guidance on most call taking/dispatch ▪ Periodic seat rotations provide refresh opportunities; ▪ Integrated mapping and CAD will enable consistent location and incident tracking across counties; ▪ Increased skill sets through structured training with opportunities for higher levels of 	<ul style="list-style-type: none"> ▪ Collective bargaining issues will need to be resolved regarding compensation and benefits and other terms/conditions of employment; ▪ Different policies and procedures, schedules, training, and organizational structure; ▪ Addressing concerns about cross-training on geography, and familiarity of new region; Potential for pay increase and upward job mobility for Madison County, subject to negotiation

Madison County Stakeholders	Opportunities	Considerations
	<p>training (e.g., Onondaga personnel averaged 66 hours of in-service training in 2018);</p> <ul style="list-style-type: none"> ▪ Text to 9-1-1 is fully integrated with call handling system, making it consistently easy to communicate with citizens, regardless of County; ▪ Separation of call taking and dispatch functions provides more time for call takers and EMD without multi-taking; ▪ Separation of call taking and dispatch functions allows attentive focus on Dispatch and first responder interaction. 	
First Responders	<ul style="list-style-type: none"> ▪ Increased first responder safety with CALEA/APCO accreditation standards compliant operations to include consistent, professional dispatch procedures; ▪ Increased first responder safety with Mobile for Public Safety CAD and integration of RMS and CAD data; ▪ Separate call taking/dispatch allows call takers to gather additional information from callers; ▪ CAD/RMS data will be reliably distributed to officers; ▪ Improved exchange of information and increased situational awareness within the center and in the field; ▪ More efficient major incident management with knowledge of activity in both jurisdictions; ▪ Better data available on Mobile Data Terminals (MDTs); ▪ Availability of NetViewer (web based remote CAD interface) 	<ul style="list-style-type: none"> ▪ Potential learning curve for dispatchers not familiar with Madison County region; ▪ Potential learning curve for all field units and dispatchers; ▪ Loss of personal connection with “local” dispatcher

Madison County Stakeholders	Opportunities	Considerations
	<ul style="list-style-type: none"> ▪ Integration of CAD with NY State Police (NYSP); ▪ Likely migration toward more accurate AVL for Madison, to align with Onondaga County's AVL which provides location data independent of the radio system, and is therefore more reliable ▪ Dispatch-only function will allow timely officer status checks; ▪ Availability of secondary channel dispatchers that can isolate a talk group for high-risk or major tactical operations 	
County Leadership	<ul style="list-style-type: none"> ▪ Cost avoidance with likely decrease in the need for new hires for Supervisory positions; ▪ Economies of scale – administrative, building, equipment, staffing and training costs; ▪ Economies of scale for operating and capital expenditures and technologies, to include maintenance agreements; ▪ Better positioning to plan, implement and maintain rapidly changing technologies such as NG911; ▪ Better positioned to handle large scale emergencies/disasters; ▪ High level of system redundancy and resiliency; ▪ Assurance through third-party review and verification (CALEA) that services are being delivered in accordance with applicable national standards; ▪ Better trained personnel; ▪ Reduced liability due to compliance with national with national public safety standards; 	<ul style="list-style-type: none"> ▪ Governance – must be addressed whether for consolidating PSAPs or a regional ESInet consortium; Dependent on buy-in to the project for all parties involved; ▪ Repurposing of space in the Sheriff's Office.

Madison County Stakeholders	Opportunities	Considerations
	<p>Decrease in the overall cost of providing 9-1-1 services;</p> <ul style="list-style-type: none"> ▪ More cost-effective use of staff 	

Table 22. Full Consolidation Opportunities and Considerations for Onondaga County Stakeholders

Onondaga County Stakeholders	Opportunities	Considerations
Citizens	Slightly larger pool of call takers in a large-scale event, such as major accident, tornado or train derailment.	Potential for call taker who is unfamiliar with region
Call Center Personnel/Staff	Additional opportunities available to personnel who want to expand to other dispatch disciplines (e.g., Madison County police or Fire/EMS); Increased horizontal and vertical opportunities for career progression	Concerns about seniority; Need to learn new territory
First Responders	<ul style="list-style-type: none"> ▪ Increased first responder safety with consistent policies and procedures between counties; ▪ Opportunities for improved interoperability between counties; ▪ Improved situational awareness for border agencies (e.g., NYSP zones 1 and 2, OCSO/MCSO, and Manlius/Chittenango PDs) 	Concerns about potential for Dispatcher may be unfamiliar with region
County Leadership	<ul style="list-style-type: none"> ▪ Additional confirmation of cooperation between counties; ▪ Model could reduce overall cost of service to Onondaga County 	

2.4 Feasibility of Consolidation Models for Madison and Onondaga Counties

Winbourne Consulting has evaluated the feasibility of the two consolidation models: Shared Services Model, and a Full Consolidation. While the technology and facility considerations are important, the determination of feasibility is best addressed by asking the following questions:

- Does it make sense Operationally?
- Would it improve service?
- Does it make sense Financially?
- Does it make sense Politically?
- Is it Technically Feasible?

To that end, we have prepared the following analysis for each of the two Models:

2.4.1 Operational Feasibility

2.4.1.1 Shared Services Model

This model provides for the opportunity of improved services and safety for Madison County Citizens and First Responders through enhanced data sharing capabilities, improved policies and procedures based on Onondaga County's Commission on Accreditation of Law Enforcement Agencies (CALEA^{xxiv}) accredited operations, and a potential shared Training environment. In addition, this model provides less disruption to the existing Madison County personnel, enabling them to remain in their present location.

This model requires an inter-governmental agreement between the Counties to identify the appropriate governance, roles, fiduciary responsibilities, and other important details of this arrangement, to ensure success. This Memorandum of Understanding (MOU) agreement would serve as a framework for sharing policies and procedures, training services, network connectivity, regional shared technology services, legal aspects, and any costs. Onondaga would make its policies and procedures available to Madison County and would provide guidance through its professional standards coordinator.

To ensure reliable operations in a shared services model, both Counties will rely on a resilient network. While there is no dedicated fiber connection between the 2 counties, Madison County currently has a 100-megabit circuit which runs over a persistent Virtual Private Network (VPN) to Onondaga. Encryption would reduce the speed, but it is expected that it would still be capable of the necessary speed to share the CAD service. In addition, there is a Microwave network used for the CNYICC interconnection between the Onondaga County and Madison County 9-1-1 Centers via the Onondaga Pompey and Madison County Mutton Hill Towers, with physical connections at both Pompey and Onondaga 9-1-1. This network provides 155 mbps speed, and limited current traffic. To ensure acceptable performance, the network will require a reliable link having a latency of less Than 5ms (five milliseconds).

Winbourne Consulting has determined that this model is operationally feasible.

2.4.1.2 Full Consolidation Model

Staffing/Call Volume

Madison County call volume is approximately 15% of the 9-1-1 call volume in Onondaga County. This additional volume could be handled without disruption to either counties' citizens with an increase of no additional call handling positions in Onondaga County.

This additional call volume can be safely dispatched with the addition of ONE additional Police/Law Enforcement position, specific to Madison County Police, and ONE additional Fire position, specific to Madison County Fire/EMS dispatch.

Union and Civil Service Considerations

As identified in the Assessment report, the Madison County Dispatch Center operates under a Collective Bargaining Agreement with the Civil Service Employees Association, Inc. Local 1000 AFSCME, AFL-CIO. Madison County Board of Supervisors approved the recently negotiated CSEA White Collar contract. This new contract provides coverage for employees through 2022, with the exception of the Assistant Director.

The Onondaga County Dispatch Center operates under a Collective Bargaining Agreement with the Onondaga Local 834 of Civil Service Employees Association, Inc. (CSEA). Only the commissioner, deputy commissioner, and the secretary are not members of the union. The current collective bargaining agreement went into effect January 1, 2016 and will expire on December 31, 2019.

Madison County Dispatch Center personnel could be transferred to Onondaga County pursuant to New York State Civil Service Law (CSL) Section 70 subdivision 2, transfer of personnel upon transfer of function. CSL Section 70, transfer of a function (e.g., public safety communications from one political subdivision to another) states that a provision shall be made for the transfer of permanent employees who are substantially engaged in the performance of the function to be transferred. Madison employees would transfer to Onondaga County in their Madison titles (e.g., Public Safety Communicator) and could perform similar duties based on a comparison of job descriptions. Provisions for promotional examination eligibility could be expanded to consider Madison titles (e.g., candidates for promotion to a supervisor of dispatch operations must have two years' experience as a public safety dispatcher OR a public safety communicator).

Pay Rate Considerations

Onondaga County and Madison County have different titles and job classifications, as well as different pay scales. It appears that, overall, Onondaga County call takers and dispatchers are

paid at a slightly higher rate than Madison County's dispatchers. A general comparison is provided below:

Onondaga County Salary Ranges

Salary range for Public Safety Telecommunicator (call taker only) for the 2019 Union Contract is:

- \$20.45 to \$22.60

Salary range for a Public Safety Dispatcher (dispatch and call take) for the 2019 Union Contract is:

- \$23.69 to \$26.20

Salary range for Supervisor of Dispatch Operations (first-line dispatch supervisor) for the 2019 Union Contract is:

- \$25.46 to \$28.17

Salary range for Public Safety Supervisor (second-line supervisor) for the 2019 Union Contract is:

- \$28.98 to 32.08

Madison County Salary Ranges

Salary range for a Public Safety Communicator as of the 2019 Union Contract was:

- Step 1 is \$18.59 per hour to Step 12 at \$20.75 per hour

Salary range for a Senior Public Safety Communicator as of the 2019 Union Contract was:

- Step 1 is \$20.46 per hour to Step 12 at \$22.83 per hour

Lifestyle Considerations

In addition to salary concerns, there is a consideration of the interest of the Madison County call takers and dispatchers to join the Onondaga County Department of Emergency Communications team. Winbourne Consulting spoke with the dispatchers in Madison County, sitting with personnel on all three (3) shifts and only a few dispatchers were enthusiastic about a potential commute to Onondaga County. However, many were open-minded to evaluating this further.

Winbourne Consulting has determined that the full consolidation model may be operationally feasible but provides challenges in personnel retention.

2.4.2 Impact to Service

Onondaga County, by virtue of its size, certifications and policies, and available budget, is able to provide an overall higher level of service to its citizens and first responders than most any

other community in the country, certainly more so than most communities can provide. That level of service could be made available to Madison County in a consolidation.

2.4.2.1 Shared Services Model

Benefit: Improved First Responder Safety

In a shared services model, Madison County first responders would have access to Hexagon's Intergraph Computer Aided Dispatch (I/CAD) system. I/CAD is considered a premier, state-of the art system, providing functionality that is not seen in less robust CAD products, such as the one currently utilized by Madison County. Madison County would benefit from the training and policies and implementation expertise that Onondaga County has developed around CAD.

In addition, Hexagon's Mobile for Public Safety product, enables law enforcement officers to improve situational awareness and safety and ensure accurate communications from the field.

Madison County First Responders will have access to any Onondaga Records Management Systems (RMS), to include the potential for CHAIRS or its replacement. In addition, sharing CAD services with Onondaga County would enable the Madison County law enforcement officials to interoperate with the New York State Police (NYSP). This was specifically requested by Madison County law enforcement during the survey conducted during the Phase One Assessment and Gap Analysis report.

Benefit: Improved Response to Citizens

In a shared services model, Madison County citizens will benefit from faster response time and better coordination of mutual aid efforts, especially in the volunteer fire service.

Citizens would be better served with shared mapping between the two counties, which could lead to responders finding the 9-1-1 callers quicker. This faster response time can save lives.

Onondaga County is in the process of implementing Automated Secure Alarm Protocol (ASAP). This allows a CAD to CAD interface between participating alarm companies and the PSAP, reducing the number of incoming/outgoing phone calls (up to three or four per alarm) and saving valuable time (alarms can be dispatched up to approximately two minutes quicker). Full implementation will occur Fall 2019.

Additionally, Madison County citizens will have access to iCAD data, which will enable citizens to see live events happening in their neighborhood, such as accidents, to help them plan their snowy morning commutes better, for example.

Benefit: Better tools for Madison County 9-1-1 Personnel

The Madison County dispatch team will have better management of incidents that pass between jurisdictions, and enhanced collaboration during major incidents.

2.4.2.2 Full Consolidation Model

The increase in personnel and better coordination of resources can prove valuable to agencies with constrained funding.

All the benefits identified in the Shared Services Model will be realized, in addition to others.

Benefit: Enhanced First Responder safety

Madison County first responders will be better served by having dedicated dispatchers, in alignment with the Onondaga County model.

Madison County First Responders will be dispatched based the “best practices” of Onondaga County but based on Madison County policy and procedures. The issue of policies and procedures for Madison County dispatch needs to be fully explored separately.

Madison County first responders would receive access to NetViewer using Virtual Private Network (VPN) access.

Madison County first responders would benefit from access to manned dedicated radio channels for tactical or special operations, major critical incidents).

Benefit: Improved Response to Citizens

Madison County residents and public safety agencies would have access to policies and procedures that are in compliant with CALEA/APCO accreditation standards.

Madison County residents, first responders, and media would have access to Onondaga’s public CAD event portal (sanitized web based CAD viewing portal that can be made available to first responders, and/or media, and/public – see <https://911events.ongov.net/CADInet/app/events.jsp>).

Winbourne Consulting has determined that both consolidation models have significant benefits and are feasible.

2.4.3 Financial Feasibility

It is expected that there will be no change in each County’s ability to collect 9-1-1-surcharge revenue with either consolidation model.

2.4.3.1 Shared Services Model

Costs associated with this model are:

- Shared Computer Aided Dispatch (CAD) Services: Madison County can replace their existing CAD, which has been identified in the Stakeholder surveys as inadequate and antiquated, with a state-of the art Tier 1 CAD. In this “shared services model” the financial impact involves the cost of becoming a “spoke” on the Onondaga County’s CAD “hub”

server, and the cost of establishing the appropriate redundant network connectivity to enable this configuration.

- Purchase (estimate) of new Hexagon's Intergraph CAD for Madison County in traditional stand-alone model: \$1.5M - \$2M (note, other CAD services may be slightly less expensive).
- Purchase (estimate) of sharing a server with Onondaga County in a "hub and spoke" model: \$350K - 500K.
- Ongoing maintenance costs would be reduced for Madison County in this environment and technical support would improve.
- Madison County would benefit from the additional functionality of a Tier 1 CAD system.
- Staffing/Personnel Costs: Madison County would need to add three (3) more supervisors to their staffing, to ensure coverage on all three (3) shifts, in accordance with National Fire Protection Association standards.^{xxv} The cost of doing that is expected to be approximately \$173K total, which includes their benefits.
- Shared Training Services: Onondaga County will not charge Madison County for new hire CAD Training classes incorporated into the Onondaga County Basic Training (7 week) training program; however, Madison County will incur the cost of materials, such as training manuals. By way of example, Onondaga County currently lets the Madison County CTOs participate in the Onondaga County-hosted APCO CTO training and only charges the pass-through cost of the APCO manual, \$78. It should be noted that should Onondaga County need to send a resource to Madison County, this cost would not be covered by Onondaga County.

Winbourne Consulting has determined that the shared services model is financially feasible, with clear near and long-term benefits.

2.4.3.2 Full Consolidation Model

Winbourne Consulting has identified the following financial considerations that may impact Madison County and Onondaga County in a full consolidation model. Madison County call volume would have an estimated impact of an increase in Onondaga County's call volume of less than fifteen percent (15%). Further analysis is needed to fine-tune these costs, but a general financial model for ongoing services in a full consolidation is for Madison County to reimburse Onondaga County for approximately 15% of the total operating budget for Onondaga County's Department of Emergency Communications, less the items that are deemed not applicable (described below). The actual percentage attributed to Madison County would need to be discussed to determine what services Madison County wants, and what is the most appropriate method of determining the cost of those services.

Onondaga County currently operates on a budget of approximately \$23M for all services provided by the Department of Emergency Communications, including the salaries and benefits

of Onondaga County employees. Winbourne Consulting has identified that in the “worst case scenario” Madison County would be responsible for the possible reimbursement of fifteen percent (15%) (based on percentage of increased call volume) of the Onondaga County budget. However, this budget, as stated, is all-inclusive of specific items that would not apply to Madison County. Of the \$23M current budget for Onondaga County, approximately \$5.3M might not apply to the “base rate” calculation for Madison County services, as detailed below:

- Onondaga County Trunked Land Mobile Radio (TLMR) infrastructure and maintenance (approximately \$900K)
- Onondaga County Land Mobile Radio (LMR) maintenance (approximately \$60K)
- Bonding for Onondaga County subscriber radios and Onondaga County microwave network and towers built/replaced (approximately \$4.2M)
- Maintenance for Onondaga County microwave network and towers (approximately \$120K)

The details of this agreement would need to be carefully analyzed. In addition, decisions would need to be made regarding levels of service that Onondaga County currently provides and Madison County may choose to do themselves. Once these service levels are determined, Onondaga and Madison Counties will be able to determine the true costs to be divided between them. Some examples are listed below:

- Does Madison County want Onondaga County radio personnel to respond to alarms at their tower sites?
- Does Madison County want Onondaga County radio personnel to maintain their tower sites, or assume oversight responsibilities for any third party-tenants at their sites?

In a full consolidation, Onondaga County’s ongoing costs will increase slightly as Onondaga County will add five (5) new positions at their Backup Operations Center (BOC) to handle Madison County’s call taking and dispatching needs, and ensure the total capacity at the BOC is reflective of potential call volume surges. In addition, Madison County will still need to maintain their radio network, to include the towers, at an additional expense.

It is very difficult at this point to determine the exact amount of savings for this full consolidation model as there will be cost savings with both counties using a single vendor for maintenance and combining these maintenance contracts.

Per Madison County’s PSAP operations grant worksheet for 2018-2019, the estimate to provide 9-1-1 services currently in Madison County is approximately \$3.33M.

Personnel Costs

Madison County’s largest single expense is Personnel; in 2018, Madison County spent nearly \$1.2M on personnel costs, to include full time and overtime pay (overtime was nearly \$100K in 2018), retirement, insurance, and other benefit-related expenses. These costs are expected to

increase if Madison County commits to staffing the additional supervisory positions, in accordance with the National Fire Protection Association standards.

Grant Funding

It is anticipated that both Onondaga and Madison Counties will continue to remain eligible for their Statewide Interoperable Communications Formula and Targeted Grant programs.

Winbourne Consulting has requested clarification from New York State Division of Homeland Security and Emergency Services (DHSES) Office of Interoperable and Emergency Communications (OIEC) on Madison County's continued eligibility for the PSAP Operations Grant, approved for \$163K for Madison County in 2019. The current criteria for Tier 1 eligibility for this grant states: "County is submitting application on behalf of PSAP(s) operating within their jurisdiction." Clarification has been requested to consider an interpretation of the language to include multiple counties "operating under a regional shared agreement." This is currently being evaluated by DHSES.

Facility Costs

The Onondaga County primary 9-1-1 Operations Center has available space for the additional staffing required for a full consolidation with Madison County.

The Onondaga County Backup Operations Center (BOC), based on its current configuration, does not have additional positions to accommodate the additional 5 positions needed to include Madison County's 9-1-1 call answering and dispatch requirements, and to ensure that the BOC is capable of handling surges in call volume. Onondaga County Facilities Department has evaluated the current BOC for expansion possibilities, and has presented two options, with the detailed cost estimate provided in **Appendix C** to this document:

- Option A – Expansion of BOC Facility, see diagram in **Appendix A** to this report.

A more complex, but potentially more desirable (than Option B) is the expansion of the current BOC. As the BOC is located in a sub-basement, and the rooms adjacent to the BOC are already used, a more significant renovation needs to be considered. The current BOC cannot be expanded to the north (the server room is there and the HV vault is on the other side of that); it cannot be expanded to the east (other wall is covered by electrical panels and the radio equipment room); it cannot be expanded to the south (that wall is covered with phone system for the whole building and radio interconnects and the 48VDC battery plant); and cannot be expanded to the west (this is Emergency Operations Center [EOC]).

Therefore, the worst case option for expansion requires a re-location of the EOC/BOC men's room at the not to exceed cost of about \$300k. Of the \$300k, Madison's share would be 60% (or \$180k) and Onondaga's 40% (or \$120k) to reflect the addition of three

(3) workstations for Madison County, and two (2) additional workstations for Onondaga County to handle the peak call volume.

- **Option B** – Addition of call taking workstations to existing BOC, see diagram in **Appendix B** to this report. This is least desirable option, especially with the auditory challenges inherent in an enclosed facility with low ceilings, but the Onondaga County Facilities team did consider this option at a cost of approximately \$10K per each of the three Madison County positions, to include furniture, installation, and electrical services. This cost is totaled at \$50K to include the additional two (2) workstations that Onondaga County requires for the BOC.

Computer aided dispatch (CAD), VESTA consumer premise equipment, and Motorola MCS7500 radio consoles could be repurposed from the current Madison County 9-1-1 Center saving substantially reducing the call taking/dispatching hardware/software costs. A rough estimate for moving and re-configuring the Madison equipment would be approximately \$200K.

This total expense of \$500K, which includes the more desirable Option A, above, may be eligible for funding through the NYS Department of State Municipal Restructuring Fund grant as it is necessary to establish a fully redundant consolidated 9-1-1 Center for Madison and Onondaga Counties.

Technology Costs

Primary Center

There are three unoccupied Dispatch positions that could be used by Madison County staff. No additional hardware or software would be necessary at the Primary center in a consolidation.

Backup Operations Center (BOC)

As discussed above, staffing at the Onondaga County's BOC should be expanded by a total of three (3) call taking positions, and two (2) dispatch positions, to deal with peak and unusual volume periods, and to accommodate the additional staffing due to the merger with Madison County, as detailed below:

- Workstation #1 (Fire) - Furniture + CAD + Radio + VESTA
- Workstation #2 (Police) - Furniture + CAD + Radio
- Workstation #3 (Call Taker) -Furniture + CAD + VESTA
- Workstation #4 (Call Taker) -Furniture + CAD + VESTA
- Workstation #5 (Call Taker) -Furniture + CAD + VESTA

The full consolidation initiative will recognize significant cost savings in that Madison County's current VESTA CPE licenses can be transferred to Onondaga County's Backup Operations Center significantly reducing start-up costs. It is likely that this same model would apply to the radio

consoles and the CAD positions, as well. (Note that costs of the furniture are included in the Facility Costs discussion above).

Winbourne Consulting has determined that the full consolidation model is financially feasible, over a period of time.

2.4.3.3 Summary, Madison County Financial Impact

We have provided estimated cost impacts for each model. It is important to note that certain costs for the shared services model can offset the costs to a later full consolidation. For example, CAD may already be shared as part of the Shared Services phase.

Table 23. Estimated Madison County Cost Impacts for Each Model

	Shared Services Model	Full Consolidation	Neither Option
Major Technology			
CPE Maintenance	\$47K	**	\$47K
CPE Replacement/Upgrade	N/A	\$50K***	Hardware refresh due in 2023, \$250K - \$450K ****
CAD Maintenance (annual)	\$40K	**	\$61K
CAD Replacement/Upgrade	\$400K	\$50K***	\$1.5M - \$2M
Recording Maintenance (annual)	\$15.9K	**	\$15.9K
ProQA Maintenance (annual)	\$4K	**	\$4K
Motorola MCCC Radio Consoles		\$50k***	
Radio Console Maintenance	\$55K	**	\$55K
Personnel/Staffing	\$173K (ongoing)	**	\$173K (required)
Network Connectivity Between Centers	N/A	N/A	N/A
Onondaga County Backup Facility Expansion to Include Furniture and Software Reconfiguration	N/A	\$500K	N/A
Madison County Facility			
Lights and Heat	\$5K	N/A	\$5100
Telephone Bills	\$20.6K	**	\$20.6K
Total Estimated Costs	\$760.5K	\$650K plus shared CAD and base charge**	\$2.28M
<p>** Part of overall reimbursement to Onondaga County for cost of service, based on total cost to Onondaga for all services, pro-rated for the % that is attributed to Madison. The exact cost will need to be discussed between the Counties' leadership and stakeholders</p> <p>*** Transfer/reconfigure existing equipment from Madison County to Onondaga BOC.</p>			

	Shared Services Model	Full Consolidation	Neither Option
**** Depending on the support term, a hardware refresh would cost between approximately \$250K (hardware refresh and 1 year of support) to \$450K (hardware refresh and 5 years of support)			

2.4.4 Political Feasibility

Onondaga County (as represented by the Deputy County Executive for Human Services and the Commissioner of the Department of Emergency Communication), and Madison County (as represented by the Committee Chairman for Criminal Justice, Public Safety and Emergency Communications and the Director of the Office of Emergency Management) have clearly stated their commitment to working together in the best interests of the Citizens, First Responders, and Staff.

There is already a strong precedence for the two counties working together, as seen with the Central New York Interoperable Communications Consortium (CNYICC) model that includes the shared digital trunked radio system master site. Onondaga County has the structure in place with their PROC and other user groups (e.g., Police Users Group, Technical Status Committee) to incorporate the Madison County stakeholders to ensure a collaborative model for determining policies and procedures for regional services.

2.4.4.1 Shared Services Model

This model represents a clear actionable step toward sharing data and services that will enhance the public safety of all first responders and citizens. Sharing services, especially CAD, will have immediate benefits for first responders in both counties. In addition, this model could be seen as a phase in a longer-term full consolidation model, expanded as operations and technology require, with the support of the Counties.

This model is widely supported by the majority of the Madison County 9-1-1 staff, and the majority of the County's first responders. Onondaga County supports this model, although the benefits to its citizens are not as evident as that of Madison County. Therefore, a clear governance structure is important for the stakeholders in Onondaga County. A shared-services model, especially with an in-common CAD system, could serve as a graduated stepping stone to a full consolidation model.

The governance model for the shared services requires a Memorandum of Understanding (MOU) agreement between the Counties to identify the appropriate governance, roles, fiduciary responsibilities, to serve as a framework for governance, sharing policies and procedures, training services, network connectivity, and regional shared technology services.

Winbourne Consulting has determined that this shared services model is politically feasible, with broad support from the stakeholder community.

2.4.4.2 Full Consolidation Model

The current Onondaga County governance model includes a Policy Review & Oversight Committee (PROC) Technical Status Group, Police Users Group (PUG), and regular participation in many professional organizations (e.g., Fire Chiefs Association, Chiefs of Police, and Ambulance Directors). If desired, Governance Models may utilize this existing structure in a Full Consolidation with either of the following models:

- Madison County could contract with Onondaga County to provide 9-1-1 answering and dispatch services.
- A Joint County initiative could be created to provide these services and have overall authority over the consolidated center serving both Madison and Onondaga Counties.

The full consolidation model aligns with both Madison County and Onondaga County goals as stated in detail in the Assessment report.

Specifically, a full consolidation supports Onondaga County's goals of:

- Investing in their infrastructure (the 9-1-1 services provided by the County are a critical piece of the public safety infrastructure, and can expand into a full NG911 ESInet public safety backbone).
- Ensuring the safety and well-being of the community (improved interoperability with the first responders and citizens for the multi-county region will enhance the safety of the community).

A full consolidation also supports Madison County's goals of:

- Satisfaction with Service (providing a higher level of service to citizens and enhancing the safety of first responders)
- Fiscal Management (reducing ongoing costs for providing 9-1-1 services)
- Community Engagement (providing an alignment with a world-class 9-1-1 service)
- Employee Success (expanded opportunities for call center personnel)

Full consolidation enjoys the support of both County administrations providing it would improve service and/or save money. However, for the full consolidation model to be politically feasible, stakeholders, such as the first responders and the 9-1-1 call takers and dispatchers, need to be supportive of this model.

Winbourne Consulting has identified this lack of support of Madison employees and a few first responders as an obstacle, albeit, in many cases that lack of support was based on misperceptions of the current operational aspects of the 9-1-1 centers. We have summarized some of these misperceptions below, based on stakeholder survey comments, and provided further information to clarify and educate on each topic.

Table 24. Chart of Stakeholder Misperceptions of Consolidation Options

Misperception of Onondaga County	Clarification
Onondaga County calls go into queue	Across the country, it is not uncommon for 9-1-1 calls to go into queue during peak volume periods when there are more phone lines ringing at a PSAP than operators available to answer them. Onondaga County employs a queue light and board system that is a management tool used to alert personnel at secondary radio positions, shift supervisors, and call takers assigned to the New York Statewide Police Information Network (NYSPIN) desk of a high volume of 9-1-1 calls. This tool allows these personnel to assist in call taking, if they are not busy, enabling Onondaga County to use those positions more effectively during periods of peak call volumes. In 2018, the average call answer speed for Onondaga was just under 6-seconds (one ring), and 95.2% of all calls were answered in 10-seconds or less. This more than exceeds NYS law and NENA standards. See Assessment Report, page 27
Madison County's call volume would overwhelm Onondaga County	Onondaga processes 522,250 calls per year; Madison processes 90,400 calls per year. Adding Madison calls would increase Onondaga call volume less than 15%; to maintain high call answering, as referenced in #1 above, Onondaga would staff in accordance with NYS law and industry standards. See Assessment Report, pages 7 and 25
Dispatch of Madison County first responders would be mingled with Onondaga, to include viewing assets such as ambulances	Governance and individual public safety agency response would establish policies used to guide dispatchers in the assignment of resources. For example, NY State Police would determine if, and when, resources can be moved from one county to the other. Madison Fire and EMS governance/response would determine if, and when, resources can be re-deployed as they do now. Onondaga currently dispatches five police zones (city north, city south, county north, county west, county east), two fire zones (city, county), and one EMS zone. It is reasonable that the integrity of the Madison police and Madison Fire/EMS zones will be maintained utilizing former Madison dispatchers.
Onondaga County cannot dispatch based on cross-streets	Onondaga dispatchers are trained to obtain cross-streets whenever possible, especially when there are duplicate street names, to avoid dispatching to the wrong location. When cross-streets are not available, Onondaga encourages dispatchers to utilize other verification techniques if practical. See Assessment Report, page 91
Dispatch channels will be merged between Onondaga and Madison	Channels for radio dispatch for Onondaga and Madison Counties will remain separate, as they currently are. If desired, Madison public safety agencies may have access to other secondary dispatchers/talk groups (e.g., data channel 2, police channel 1 to isolate serious in-progress calls such as robberies, shootings, major accidents).
Counties are very different; Madison's	Onondaga understands that the communications function is a critical component of the service that a public safety agency provides to its

Misperception of Onondaga County	Clarification
unique needs would be overshadowed by Onondaga's	community and is committed to serve all stakeholders. Onondaga 9-1-1 provides service to more than 90 public safety agencies, some urban, some suburban, and some in rural areas. The current governance model includes a Policy Review & Oversight Committee (PROC), Technical Status Group, Police Users Group (PUG), and regular participation in many professional organizations (e.g., Fire Chiefs Association, Chiefs of Police, and Ambulance Directors); An open door policy exists for the heads of public safety agencies. A publicized complement/complaint procedure allows public safety personnel and citizens to provide feedback. Callers are asked to participate in a Customer Satisfaction Survey; The governance program can be expanded or tailored to meet the needs of the Madison County residents and public safety agencies.
Onondaga dispatchers would not be familiar with the geography of Madison County	This is common concern in any PSAP consolidation but can be mitigated through training and technology. Personnel in both counties would need to receive familiarization training. CAD would need to be updated with the latest street files, maps, and common place names. Oblique aerial imagery would need to be updated. In addition, RapidSOS and other supplemental location services have been implemented nationwide, as well as in Onondaga County, to provide greater location accuracy for call takers.
Madison County workers would lose their jobs	It will be a recommendation that Madison County workers be offered a position in Onondaga County. This would benefit all Stakeholders by retaining local knowledge of Madison County, and assist in staffing a Police zone that would be specific to Madison Police, and a Fire/EMS zone that would be specific to Madison Fire/EMS. Onondaga County typically has 12 primary call taker workstations with typically 8 personnel assigned to those positions at any time. The one to two Madison employees not working dispatch would be assigned to call taking on a rotating basis. Those 13-14 call takers would be supported by another 8 dispatchers/supervisors who operate secondary radio channels, NYSPIN, and the shift supervisor's desk.

Winbourne Consulting has determined that this full consolidation model may be politically feasible as an end-goal in a phased consolidation approach but would meet with a high level of resistance from stakeholders in the short-term unless there were a concerted program as to clear up misperceptions and engage and involve stakeholders, and structure a Governance model to ensure that Madison County's needs are addressed.

2.4.5 Technical Feasibility

In both the shared services model and the full consolidation model, both Counties both need to be on the same platform to be able to share, exchange data, coordinate resources and capabilities. This is similar to the Central New York Communications Interoperability Consortium, all on the same platform on radio.

Table 25. Chart of Madison County and Onondaga County Current Technology

Technology	Onondaga County			Madison County		
	Manufacture	Version	Maintenance Renewal Date	Manufacture	Version	Maintenance Renewal Date
911 CPE	VESTA	7.1 SP1 geo-diverse	7/30/2019	VESTA	7.0 SP1 geo-diverse	Dec 2019
Text Msg	VESTA (integrated)	integrated		VESTA	GEM911	N/A
CAD	Intergraph	9.2	6/30/2019	TriTech	2.1.2.64	Dec 2019
Mapping	Hexagon/Intergraph	9.2 MR6	6/30/2019	ESRI & Pitney Bowes	ArcGIS v10.6.0.8321	2/12/2020
Police RMS	Onondaga County CHAIRS II (Custom Web-based)	2.1.12	Onondaga County IT	Spectrum Justice System (NYS)		N/A
Fire RMS	Zoll	5.03	County IT Annual July	None		N/A
Voice Radio*	Motorola ASTRO	7.18	12/31/2024	Motorola MCC7500	ASTRO 7.18	1/1/2020
Radio Consoles	Motorola* MCC7500		12/31/2024	Motorola* MCC7500		1/1/2020
Alerting/Paging (Fire/EMS)	Zetron	2600 (SFD) & 2200 (CFC/EMS) Backup paging for both through radio consoles	3/27/2019	Zetron	Part of radio system above	N/A
Logging/Recorder	NICE	7.1	Yearly	Nice	6.1.0.158 – UP1	Wilmac, renewed 2/12/2020
Instant Replay recorder	NICE	7.1 SP1	Yearly	NICE	Verify 6.1.0.158	Wilmac, renewed 2/12/2020
Alarm interface	Silent Knight	9800	Yearly	Simplex	4100	Facility Dept is responsible for contract
Master Clock	SpectraCom	NetClock 9483	No Cost/ Cold Standby	Spectracom	NetClock 9483	Part of radio system above
Generator	Caterpillar	Indoor 500 kW w/50 gal day tank & 2500 gal in-ground tank	Yearly	Onan	DSFV 175kw	Facility Dept is responsible for contract
UPS	Liebert	AP381/ 125kVA	Yearly	Emerson	GXT4-10000RT208	Facility Dept is responsible for contract

Technology	Onondaga County			Madison County		
	Manufacture	Version	Maintenance Renewal Date	Manufacture	Version	Maintenance Renewal Date
Internet Connect	Onondaga Cty IT Dept & Time Warner b/u				Spectrum	
Fiber	Lighttower & Level 3 Communica- tions		County IT		Northland Communica- tions	County IT Dept
Microwave Network	Nokia	16 site MPLS ring config; dedicated link betwn Center & backup site	Annual			
*Both counties operate a UHF P25 Motorola ASTRO TLMR system with a shared master site core.						

2.4.5.1 Shared Services Model

To share the CAD with Onondaga County, Madison County would need to replace their current CAD system and purchase Intergraph/Hexagon’s “spoke” service, running on Onondaga County’s “hub” server. This would enable current and future options for Madison County. This is similar to the environment in the Town of Poughkeepsie, City of Poughkeepsie, Dutchess County 9-1-1, and Dutchess County Sheriff’s Office – all these entities are running the same CAD application and platform and are able to transfer data.

Winbourne Consulting examined the feasibility of Madison County becoming a remote off Onondaga County’s geo-diverse Motorola VESTA call handling platform. Madison County upgraded to a geo-diverse Motorola VESTA call handling platform in late 2017, at a cost of approximately \$500K. Were Madison County to become a “remote” site off the Onondaga County VESTA server, there would initially be savings for the ongoing maintenance contract, and longer-term (3-5 year) cost savings when the current system is ready for a hardware refresh, but the majority of the cost for the 2017 upgrade would be not be recoverable.

In addition, there are significant challenges with this option of a revised VESTA configuration that reduce the benefit. The existing 9-1-1 trunks that currently terminate in Madison County’s primary and backup centers would need to be moved to Onondaga County; Madison County’s non-emergency calls would be delivered to Madison via dual redundant gateways. Another consideration is that the current New York State 9-1-1 Tariff on the CAMA (9-1-1) trunks includes 48 “free” as part of the law, for each agency; if these trunks are moved to Onondaga County, it is not clear if these “free” trunks will now be billable to Madison County.

As Next Generation 911 (NG911) is being rolled out across the U.S. and is likely to be rolled out in New York State over the next 3-5 years, if not sooner, the costs associated with moving the 9-

1-1 CAMA trunks now from Madison County to Onondaga County will not be recoverable. NG911 will provide an Emergency Services IP network (ESInet) with Core Services to enable IP call delivery for 9-1-1 connectivity and the current 9-1-1 trunks will be turned down. At that point, Madison County can then migrate their VESTA positions to Onondaga County.

Winbourne Consulting has determined that this shared services model is technically feasible.

2.4.5.2 Full Consolidation Model

In many ways, implementing a full consolidation model is ultimately simpler from a technology perspective as both centers will be merged and sharing the technology of the Host 9-1-1 center. Onondaga and Madison already share some technology, as seen in the chart, above, such as the same 9-1-1 telephony and dispatch equipment, radio system/master site, as well as logging and recording. This will enable easier training for the 9-1-1 staff; the Madison County staff will be incorporated in to the training cycles for Onondaga County.

Winbourne Consulting has determined that this full consolidation model is technically feasible, over an extended period of time (2-4 years).

2.5 Recommendations

Winbourne Consulting recommends Madison and Onondaga Counties gradually work toward a full consolidation of their 9-1-1 Centers. Our research indicates that efficiencies in both operations and cost will be realized, and the safety of First Responders, and the ability to provide excellent emergency response service to citizens, will be improved with a full consolidation.

We also realize that given the political and operational concerns surrounding a full consolidation, it is probable that this recommendation will take between two – four (2-4) years to implement. Therefore, we are recommending a multi-phased process, to be implemented over time, providing near-term benefits with operational improvements and shared technology, and longer-term cost savings and service level standardization among the Counties.

We have outlined the multi-phase approach that we recommend for Madison and Onondaga Counties, to be accomplished roughly in this order:

2. Implement immediate Operational Changes in Madison County

- a. **Develop and Train to a more comprehensive Policy Manual to improve operational best practices in Madison County.** Madison County currently has a Policy Manual but it is not complete and is not followed consistently across all shifts and all personnel. Based on the feedback from Madison County first responders, as outlined in the Phase One Assessment and Gap Analysis Report, there appears to be some lack of consistency and application of “best-practices” in Madison County’s operational procedures. Therefore, to ensure the safety of the County’s first responders, and to maximize emergency response for its citizens, we recommend the following specific actions:
 - i. **Update current policies.** We recommend that Madison County review Onondaga’s CALEA-certified policies and update to reflect the best-practices as identified by NENA/APCO/NFPA/CALEA² standards. Emulating Onondaga County’s call answering and dispatch Policies and Procedures, where appropriate, will provide Madison County citizens, call takers and dispatchers, and first responders with the opportunity to benefit from Onondaga County’s CALEA-certified operations.
 - ii. **Create additional policies.** A side-by-side comparison of the Onondaga County Policy Manual with the Madison County Policy manual is recommended (and beyond the scope of this study) to determine the gaps and the potentially inadequate depth of content for some of Madison County’s Operational policies. At a minimum, the

² National Emergency Number Association (NENA); Association of Public Safety Communications Officials (APCO); National Fire Protection Agency (NFPA); Commission on Accreditation for Law Enforcement Agencies (CALEA)

following Policies/Procedures were identified as missing in the Winbourne Consulting Phase One Assessment and Gap Report:

- NENA 56-002 – Guidelines for Minimum Response to Wireless 9-1-1 Calls
- NENA 56-005 – Standard for NORAD/FAA Notification: Airborne Events
- NENA 56-006 – Emergency Call Processing Protocol Standard
- NENA 56-007 – Pipeline Emergency Operations Standard Model Recommendation
- NENA 56-505 – Guidelines for Handling Calls Regarding Missing and Exploited Children
- NENA-STA-013.2-2016 – PSAP & Railroad Interaction Standard
- NENA-INF-022.2-2017 – Protocol for Handling Calls Regarding Human Trafficking
- NENA-INF-017.2.2015 – PSAP Disaster & Contingency Plans Model Recommendation – to assist in updating your current policy
- APCO/NENA ANSI 1.107.1-2015 – Standard for Establishment of a Quality Assurance and Quality Improvement Program. Also, see NFPA 1221-23 – Review to ensure your current policy covers everything in these policies.
- NENA 53-001 – PSAP Contingency Plans
- NENA-STA-007.1 – Hearing Standard
- CALEA – states to review your policies once per year
- NENA 56-005 – Call Answering Standard
- CALEA 6.2 – Call Taking Standard
- NFPA 1221, Section 7, deals with various Fire Standards

iii. ***Train and comply with all Policies.*** It's not enough to simply update or develop Policies for the Center; Madison County must consistently comply with those policies. This is best addressed with a consistent and improved training process for current and new hire call center personnel. Onondaga County is able to have an expansive call taking and dispatch training program for new hires, encompassing approximately nine (9) months; it is not reasonable or possible for a small center, such as Madison County's 9-1-1 Center, to staff, or fund, such a lengthy training program. However, Madison County could take advantage of training programs offered by Onondaga County:

- Madison is already included in APCO Communications Training Officer^{xxvi} (CTO) training in Onondaga County
- Madison County could participate in Onondaga County's Emergency Medical Dispatch (EMD) ProQA training

b. **Improve communications between Madison County Dispatchers and First Responders.**

In addition to the above recommendations, Winbourne Consulting recommends specific improvements designed to enhance ongoing interactions with Madison County first responders and encourage a professional environment that will benefit all stakeholders immediately. Specifically, we suggest that Madison County Dispatchers:

- Increase information given out over the radio
- Develop consistency in the type, method, and detail of information provided to first responders
- Utilize professional, standardized radio etiquette in all communications
- Increase status checks and possibly consider using a timer
- Utilize a Dispatch Record number (DR#) so calls can be tracked with all information and notes
- Broadcast Officer safety information over the air and not by MDT

These improvements can be accomplished with increased training, potentially from key Onondaga County personnel. This can also be accomplished with some formal and informal feedback among the Dispatch staff and representatives from the First Responder community.

Madison County may wish to consider a ride-along/sit-along program that would encourage a mutual understanding of the dispatcher and the law enforcement responsibilities and environment.

c. **Implement a good Quality Assurance/Quality Improvement (QA/QI) program for Madison County Police and Fire incidents**, based on the NENA and APCO standards for QA/QI. This is a logical follow-on to recommendation 1) a. iii., above, validating compliance with policies. A good QA/QI program for law enforcement (and fire) will evaluate and improve performance for 9-1-1 call answering and dispatch services.

According to the APCO/NENA Standard for the Establishment of a QA/AI Program for Public Safety Answering Points (PSAPs),^{xxvii} QA/QI should be done for Police, Fire, and Emergency Medical Dispatch (EMD). Madison County has recently implemented AQUA Ascent^{xxviii} case review software from Priority Dispatch, which will track correct emergency medical dispatcher action, as well as errors made. Although AQUA can also provide QA/QI for fire and law enforcement dispatch, Madison County is using this for EMD only; Winbourne recommends the implementation of a QA/QI program for law enforcement and fire dispatch services.

Importantly, when the QA/QI Evaluator monitors a call, they also need to review their policies, and ensure that the policies are being followed.

We believe that the role of QA/QI Evaluator is best assumed by the shift Supervisor.

d. **Increase staffing to add position for Assistant Director – Operations, and two Supervisor Positions to meet National Fire Protection Association (NFPA) standards.**

Winbourne Consulting recommends increasing staffing to add one new position for *Assistant Director – Operations*, with responsibility for QA/QI, and training. The current Assistant Director position could migrate to *Assistant Director – Technology*.

Consider adding two shift Supervisors to meet NFPA standards to ensure one supervisor is on duty for each shift. NFPA has published standards that apply to law, fire and medical PSAPs, and states that “Supervision shall be provided when more than two (2) telecommunicators are on duty.”^{xvi} Madison County has only one “supervisor” who is present during the day shift on weekdays. There is tremendous longevity and experience on the other two (2) shifts and weekend shifts, however, there is no official Supervisor role assigned during that time.

We have estimated the cost to adding the needed 3 personnel for these roles at approximately \$173K annually, which may be funded by the potential cost savings with implementing shared services for the Computer Aided Dispatch (CAD) (see Recommendation #3, below).

3. **Establish governance model for sharing data.** In preparation for Recommendation #3, below, it will be necessary to establish a governance model to address the sharing of CAD data. Specifically, both Madison County and Onondaga County need to engage in discussions to:
- a. Determine Naming conventions for responding units (both Counties’ assets need to have unique names within the CAD system, although the common-place identifiers can be used in communication).
 - b. Coordinate all code tables including call types, call priority and event types. Specifically, for event types such as Active Shooter implementing a coordinated response plan will benefit interoperability by establishing change control processes for both Madison County and Onondaga County to keep each other informed of any shared code table changes, additions or deletions. This will enable future virtual and/or physical integration
 - c. Develop processes to work toward a regional map that includes Madison and Onondaga Counties. As part of this process both Counties can start by sharing mapping updates including centerlines, oblique aerial imagery with Pictometry and other relevant map layers

- d. Establish policies and procedures for making mapping changes and working toward a regional multi-county mapping environment. Start by incorporating each other's boundaries and shared edges to enable a shared response to incidents requiring resources from both Counties
- e. Establish support expectations in a shared CAD environment. For example, CAD support can be provided 24/7 from Onondaga County with Onondaga County technicians dialing in, or, optionally, with on-site support.

4. Implement shared Computer Aided Dispatch (CAD), utilizing Onondaga County's Hexagon/Intergraph solution, in accordance with a detailed Implementation plan.

Madison County is currently using an outdated CAD system with limited functionality, as discussed in the Phase One Assessment and Gap Analysis Report. Stakeholders surveys of Law Enforcement personnel in Madison County specifically cited the need for the following, to improve officer safety and service to citizens:

- More timely and accurate information shared with officers in the field
- More data delivered to the officers' mobile data terminals (MDTs)
- Knowledge of what is occurring in both Madison and Onondaga Counties
- Integration of Records Management System (RMS) into CAD



The Hexagon/Intergraph solution, as implemented in Onondaga County, provides multiple options for a smaller dispatch center, such as Madison County, to share resources with a larger dispatch center. The Intergraph®

Computer-Aided Dispatch (I/CAD) solution that Onondaga County is running is a top of the line CAD system with integrated capabilities for call handling and dispatching, intelligent mapping, field communications, data reporting and analysis, and application integration. Madison County can take advantage of the "hub-and-spoke" configuration which allows agency collaboration but, importantly, *keeps each agency running their dispatch operations independently*. While Madison County would share Onondaga County's hardware and infrastructure, the CAD system will be set up and configured to the exact specifications of Madison County. Whether Madison County selects the I/CAD or the new browser based OnCall Dispatcher environments, there are significant savings and advantages to utilizing the Onondaga County I/CAD solution, as outlined in section 4B and 4C1) of this report.

Over 62% of the Law Enforcement respondents to the survey provided during the Phase One Assessment and Gap Analysis said the current data capability was inadequate. In this shared CAD environment, Madison County will have access to multiple options in regards to mobile computing, as requested by the Madison County Law Enforcement community, based on Onondaga County's CAD system. Improving the Automatic Vehicle Location (AVL)

and Mobile Data Terminal capabilities in Madison County, to match that of Onondaga County, will improve officer safety and increase efficiency of Dispatch. The AVL currently used in Madison County is not adequate for this purpose, and the MDT's currently in use in Madison County provide limited value. Additional capabilities that may be appropriate for Madison County to consider include:

- ***Intergraph Mobile for Public Safety*** provides first responders in the field with the insight they need to handle any incident, by making event details, location, and other data available to field personnel to improve situational awareness and safety and ensure accurate communications. The Intergraph Mobile Dashboard simplifies workflows and improves productivity by allowing field personnel to see the nearest events, view how many calls are associated with an agency or dispatch group, run license plate searches, and perform other common queries from a single screen. They can pinpoint responders' vehicles on the map. With more information on responder locations, dispatchers can better manage resources and enhance safety throughout the incident life cycle. Onondaga County has Mobile for Public Safety on their officer's MDTs.
- ***Intergraph Mobile Responder*** extends the capability of Intergraph Mobile smartphones and tablets to provide constant access to I/CAD, enabling field personnel to create events, view incident details, receive and acknowledge messages, update status, query databases, and more. Available as a native app for Microsoft® Windows® tablets, iPhones, iPads, and Android devices, it incorporates native device capabilities, such as push notifications, GPS, and camera imagery. (Note: Onondaga County does not utilize Intergraph's Mobile Responder at this time, and has no plans for implementing this in the near-future. It is included here as a future consideration only, as Madison and Onondaga Counties would need to determine if this functionality is required).
- ***Automated Vehicle Location (AVL)*** uses the GPS (Global Positioning System) signal from a field unit's vehicle to provide real-time location updates to Dispatchers who are tracking an incident. In addition, AVL provides field officers using smart devices with information on the location of their fellow officers and responding units. (NOTE: Onondaga County is not tracking individual officers at this time, but does use AVL for the vehicles.) Likewise, Incident Commanders are able to view their assets from the scene and make better-informed decisions.



Onondaga County's AVL is integrated with mobile communications through Hexagon/Intergraph's CAD. In order to realize regional resource allocation efficiencies and reduce response time, Madison County should consider incorporating AVL

technology in all resources including police vehicles, ambulances, fire apparatus. A regional AVL implementation can also take advantage of other resources such as private ambulances, snow plows, buses, etc., that can be added to the system by integrating their AVL. Nearly 60% of the Madison County First Responders surveyed for the Phase One Assessment and Gap Analysis report stated that they believed that AVL would be extremely valuable to have in their vehicles.

- Madison County should also be provided access to Onondaga County's Records Management Systems (RMS), to include the potential for CHAIRS or its replacement.

The cost of the Madison County mobile applications outlined above can potentially be a "joint purchase" with Onondaga County to affect volume discount pricing, the actual cost of these services would be borne by Madison County, solely. This is further detailed in section 4C1) of this report.

Implementing a shared CAD environment has immediate benefits to Law Enforcement and Citizens, and positions Madison County for the ultimate goal of a Full Consolidation with Onondaga County.

5. **Expand Onondaga County's Backup Operations Center (BOC)** In a full consolidation, Onondaga County's Primary and Backup Operations Centers (BOC) will become the primary and backup centers for all calls to 9-1-1 and non-emergency lines from Madison County. Winbourne Consulting identified, in the Phase One Assessment and Gap Analysis report, that the BOC, based on its current configuration, does not have adequate room in the current space to accommodate the additional 3 positions (two radio for dispatch, and one phone position for call answering) needed to include Madison County's 9-1-1 call answering and dispatch requirements.

In preparation for the full consolidation recommendation, #6 below, it is recommended that further discussions occur between both Counties on the desired options for expanding the BOC. Once in agreement, both Counties should begin the process of securing potential grant funding through NYS Department of State's Municipal Restructuring Fund grant to cover these non-recurring costs associated with expanding the BOC to accommodate the consolidation of Madison and Onondaga Counties' 9-1-1 operations.

6. **Develop Governance model for full consolidation.** One of the most critical aspects of a shared technology or services project is developing an effective governance model to ensure that stakeholders have input on the amount of control, expectations, and outcome of a Consolidation project. Therefore, we recommend that Madison County establish a County 9-1-1 Board, under Emergency Management. The responsibilities of this Board would include:

- a. Assume ultimate responsibility for 9-1-1 services to Madison County residents, and first responders
- b. Ensure the appropriate receipt and distribution of the state-wide grant funds, such as the Formula Grant funds,
- c. Solicit input from the first responders on the use of the Formula Grant funds, and other expenses that are Madison-unique that need to be approved. Specifically, Madison will need to make decisions on technology and expenditures for items such as AVL, Mobile Data Terminals, and other issues impacting ongoing radio interoperability, for example.
- d. Determine the full cost of services from Onondaga County; we have identified that Madison County will contribute roughly 15% of call volume in a consolidated center. It is important to establish the baseline for the components of Onondaga County's budget for 9-1-1 services that will be relevant as a potential shared cost between Madison and Onondaga Counties.

Onondaga County has established the PROC (Policy Review and Operations Committee) to ensure that Stakeholder agencies served by Onondaga County Department of Emergency Communications has input into agency policies and procedures. Madison County would provide representation on the PROC. At this point in the phased consolidation plan, Madison County will begin to participate in the PROC.

In addition, it would be appropriate to begin integrating Policies and Procedures between the two Counties. Some of these policies would need to be reviewed by the PROC.

7. **Implement Full Consolidation – Winbourne Consulting believes that the stakeholders in Madison County will be best served by a Full Consolidation of Madison and Onondaga Counties, implemented over a two – four (2-4) year time period during which the preceding steps can be accomplished in preparation.** This timeframe also coincides with the expected full hardware refresh of Madison County's 9-1-1 call handling system, VESTA, at which point Madison County call taking positions can be migrated to Onondaga County.

The exact timing of this consolidation should also align with the implementation of Next Generation 9-1-1 in New York State, to ensure the most efficient upgrade of technology in both Counties, and to maximize cost avoidance associated with the transfer of 9-1-1 trunks.

We recommend that salary and benefits be reviewed to make sure that neither County's personnel is harmed in the process of fully consolidating.

We recommend that following the full consolidation, Madison County dispatchers still continue to dispatch Madison County Police and Fire for a period of time to maintain consistency of service. Lateral movement can occur later in the process, but for initial

period, their knowledge of local area will benefit citizens and the first responder community.

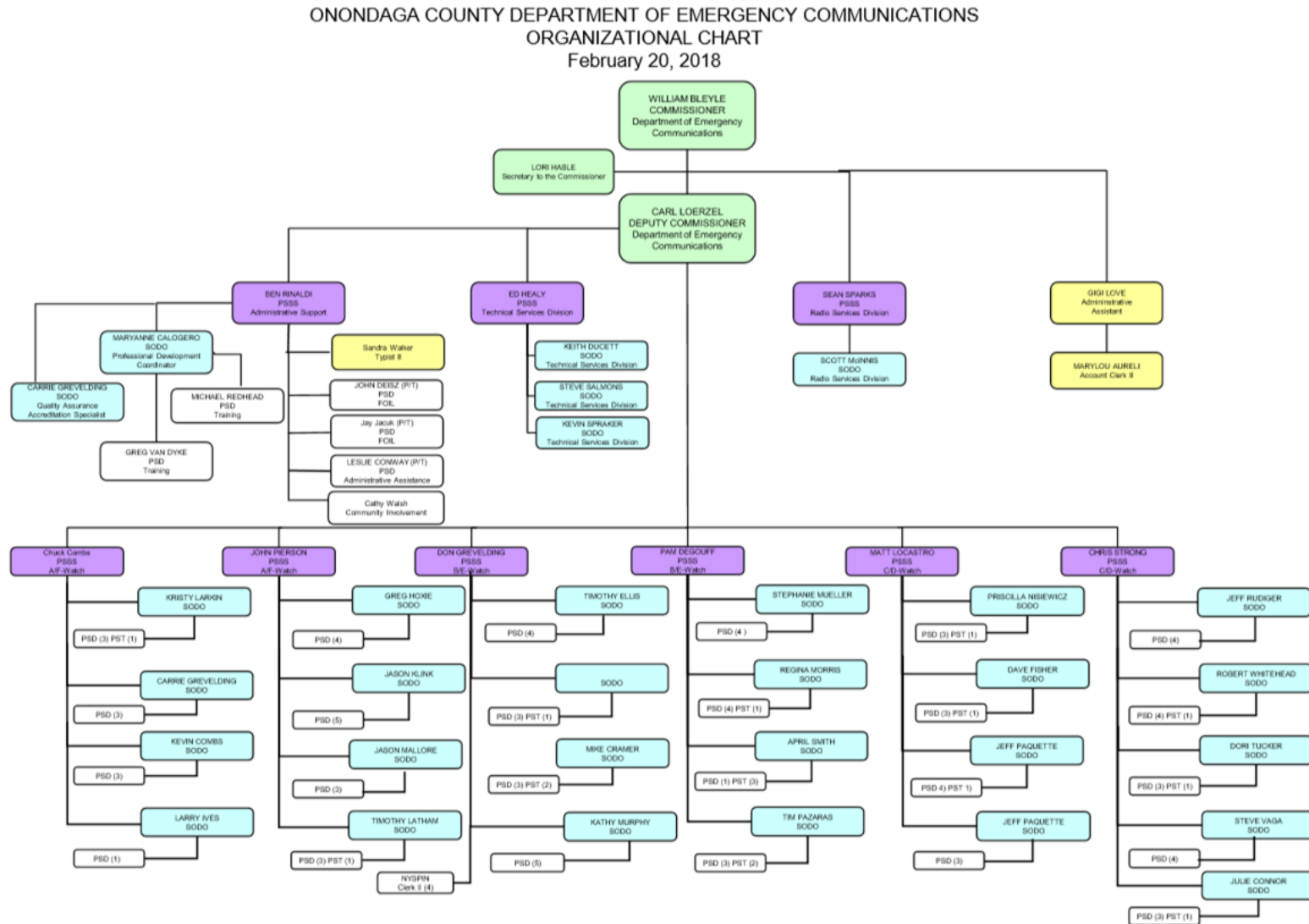
We further recommend that a complete line by line budget comparison for each center be conducted prior to agreement to move to full consolidation. This would determine:

- a. The services currently provided by Onondaga County and compare those services to needed Service Levels by Madison County. Currently, there's a difference in service levels between the two counties.
- b. What costs would Madison County still retain? For example, it could be determined that if Madison County wants to upgrade their radio system, how would that be handled?
- c. How capital projects that only affect Madison County could be handled?

2.5.1 Summary

Winbourne Consulting believes that full consolidation between Madison and Onondaga Counties' 9-1-1 Centers provides significant service level improvements to Madison County citizens and first responders. We recommend a phased approach with specific steps that will realize immediate benefits, both on their own merits and as part of a transition to a full consolidation. Winbourne Consulting believes that this phased approach will benefit all the stakeholders, enabling the jurisdictions to become more familiar with one another; develop standardized training and procedures; develop standardized mapping updates and dispatching processes, and establishing the necessary governance agreements for the longer term consolidation of the two 9-1-1 centers.


Appendix A – Onondaga County Department of Emergency Communications Organizational Chart



Appendix B – MCOEM 2019 Line of Effort

Starting Point: Jan 1 2019	MCOEM 2019 EM Line of Effort										End State Desired Conditions Dec 31 2019
	911	EM Plan Developed To 90%	Support First Responders	Internal/ External Collaboration	Inter Govt Relations	Public Preparedness	Program/Staff Development	Mitigation	Exercises	Mass Care	
	Service to Public & First Responders	EM Plan Section of the Month	Enhance Comms & Collaboration Between First Responders	Improve Comm between Staff/ First Responders/ Elected Officials	Board of Supervisors Law Enforcement	Social Media FB, Twitter Citizen Preparedness Seminars	Required Training / Education <i>Optional Training / Education</i>	Partnering with Soil & Water Active Assailant Working Group	Bakken Crude FSE Countywide Power Outage TTX Dam Failure TTX	Planning & Preparations COAD Mass Warning & Notification	Civilian Preparedness Esp. AFN
	Staff Training & Certification	Outside Review/Input	Training Center Operational	Collaboration with Outside Agencies	Towns / Villages Comm and Meetings	MCEM Website Enhancement	DHSES/NYSEMA Accreditation	<i>Critical Infrastructure Review, Planning</i>	Oneida City Flood TTX	Evacuation & Transportation	First Responder Support
	System Upgrades	Exercises Plans to Measure “Executability”	Deputy Fire Coordinators	Local Emergency Planning Committee	Inter- County Highway Departments	“One Voice” Coordinate Public Info	Staff Certifications	<i>COOP for Essential OPS</i>	COAD Family Assistance Center TTX	Sheltering	County/Town/ Village/College Preparedness
	NYSP Backup Operational		Training / Education	ZOOM Conferencing & Newsletter to Orgs.	NYSEMA Participation	Free Smoke & CO Alarm Distribution			County Dept Active Assailant & Stop The Bleed Training	Supplies & Equipment	
	Accreditation		County EOC Operational		NYS DHSES	Speakers Bureau				Re-Unification	Solid/ Established C3 -Command -Control -Comm
	Long Term Planning		Improve EMS Delivery		Tier III Program					Recovery	“One Voice” Public Information
			Volunteer Recruitment & Retention								

Appendix C – Onondaga County Policy Review and Oversight Committee

ONONDAGA COUNTY		
DEPARTMENT OF EMERGENCY COMMUNICATIONS		
DIRECTIVE 0011		
<u>“POLICY REVIEW AND OVERSIGHT COMMITTEE”</u>		
ORIGINAL DATE: 02/24/92	SUPERSEDES: 0011	REVISED: 10/03/18
EFFECTIVE DATE: 10/03/18	Page 1 of 3	
AUTHORIZED BY: William Bleyle, Commissioner 		

I. INTRODUCTION

The Department of Emergency Communications operates under the authority of the County Executive under the administrative responsibility of the Department of Emergency Communications Commissioner. A Policy Review and Oversight Committee is established to assure regular and ongoing participation of the heads of the affiliated emergency services throughout Onondaga County. The Policy Review and Oversight Committee address circumstances in which communications/dispatching functions affect the operation of emergency services.

II. PURPOSE

To state the Onondaga County Department of Emergency Communications policies, role, guidelines and membership of the Policy Review and Oversight Committee.

III. POLICY

It is the policy of the Onondaga County Department of Emergency Communications to:

- A. Establish and regularly convene a Policy Review and Oversight Committee including heads of emergency services and other organizations/agencies in the County directly affected by the Department of Emergency Communications, communications and dispatching functions.
- B. Seek the Policy Review and Oversight Committee's input on operational policies and procedures directly related to communications and dispatching functions.
- C. Call upon the Policy Review and Oversight Committee to review compliance with these policies and procedures.
- D. Call upon the Policy Review and Oversight Committee to review compliance and act as the governing body for the Onondaga County Interoperable Communications System (OCICS).
- E. Notify the Policy Review and Oversight Committee of complaints and other issues requiring Operations and Procedures review that have not been resolved through lower level channels. (See Directives 2013 and 2014.)

"POLICY REVIEW AND OVERSIGHT COMMITTEE"

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- F. Request the Policy Review and Oversight Committee's consideration and review of referred matters to aid in a final disposition. The County Executive shall be informed of the outcome of such deliberations.

IV. ROLE

The Policy Review and Oversight Committee is designed to aid in enhancing the delivery of Police, Fire and Emergency Medical Services to the residents of Onondaga County. The Committee shall share concerns and issues in this regard as they relate directly to the communications and dispatching functions provided by the Onondaga County Department of Emergency Communications. Internal management policies, procedures and authority remain the sole responsibility of the Commissioner of the Onondaga County Department of Emergency Communications. The primary role of the Committee is to provide guidance in a pro-active manner through policy and operational practices review in order to aid in the Center's mission of providing the best possible system of delivery of Police, Fire and Emergency Medical Services to our community.

V. GUIDELINES

- A. **MEMBERSHIP:** Persons serving on the Policy Review and Oversight Committee do so in their official capacities as heads of emergency services or other organizations/agencies directly affected by communications and dispatching functions, except the Chair who will be appointed by the County Executive. The Policy Review and Oversight Committee membership consists of the following, (or in their absence their representative/alternate) as well as others who may be invited on an ad hoc basis as appropriate in view of issues under discussion:

- Chairperson, appointed by the County Executive
- Commissioner, Onondaga County Department of Emergency Communications
- Sheriff, Onondaga County
- Chief of Police, Syracuse
- President, Onondaga County Chiefs of Police
- Troop Commander, New York State Police Troop "D"
- Chairperson, Onondaga County Fire Chiefs Association
- Commissioner, Onondaga County Dept. of Emergency Management
- Fire Chief, Syracuse
- Director, Onondaga County EMS Bureau
- Director, Onondaga County Fire Bureau
- Director, Syracuse-Onondaga County Planning Agency
- Commissioner, Onondaga County Department of Information Technology
- Representative Office of the County Executive
- Representative District Attorney's Office

NOTE: **A current list of Committee members shall be maintained by the Chair; copies shall be circulated to Committee members and to the County Executive.**

"POLICY REVIEW AND OVERSIGHT COMMITTEE"

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- B. TERMS OF MEMBERSHIP: Members serve during their tenure in the designated offices they represent, except the Chair who serves at the pleasure of the County Executive. Members serving in an ad hoc capacity serve until discharged by the Committee. All members serve without compensation.
- C. ATTENDANCE: Regular attendance is expected of all members.
- D. QUORUM: A quorum shall be a simple majority of the permanent membership.
- E. MEETINGS: Meetings shall be convened by the Chairperson of the Policy Review and Oversight Committee, who shall cast a vote only in the event of a tie vote among Committee members. Meetings shall be scheduled bi-monthly or as needed; in the event of member consensus that a meeting is not necessary, the regular bi-monthly meeting may be cancelled. Special meetings may be convened by the Chairperson at his or her initiative or upon written request by four (4) members of the Policy Review and Oversight Committee.
- D. MEETING RECORDS: The Onondaga County Department of Emergency Communications Commissioner shall be responsible for seeing that a meeting record is prepared after each meeting of the Policy Review and Oversight Committee. Meeting records shall be circulated to each member of the Policy Review and Oversight Committee and to the County Executive. A complete set of meeting records shall also be kept on file in the Commissioner's office.

No employee of the Department of Emergency Communications shall make or distribute to any other individual any copy of a directive or part thereof without written authorization of the Commissioner. To replace all or part of a missing or damaged directive, see the Training Department.

WHEN SITUATIONS ARISE WHICH ARE NOT COVERED BY SPECIFIC INSTRUCTIONS, STAFF SHALL EXERCISE THEIR BEST JUDGMENT IN VIEW OF THEIR RESPONSIBILITY FOR THE SECURITY AND SAFETY OF THE PUBLIC, STAFF AND VISITORS AND IN THE BEST INTERESTS OF THE CENTER.

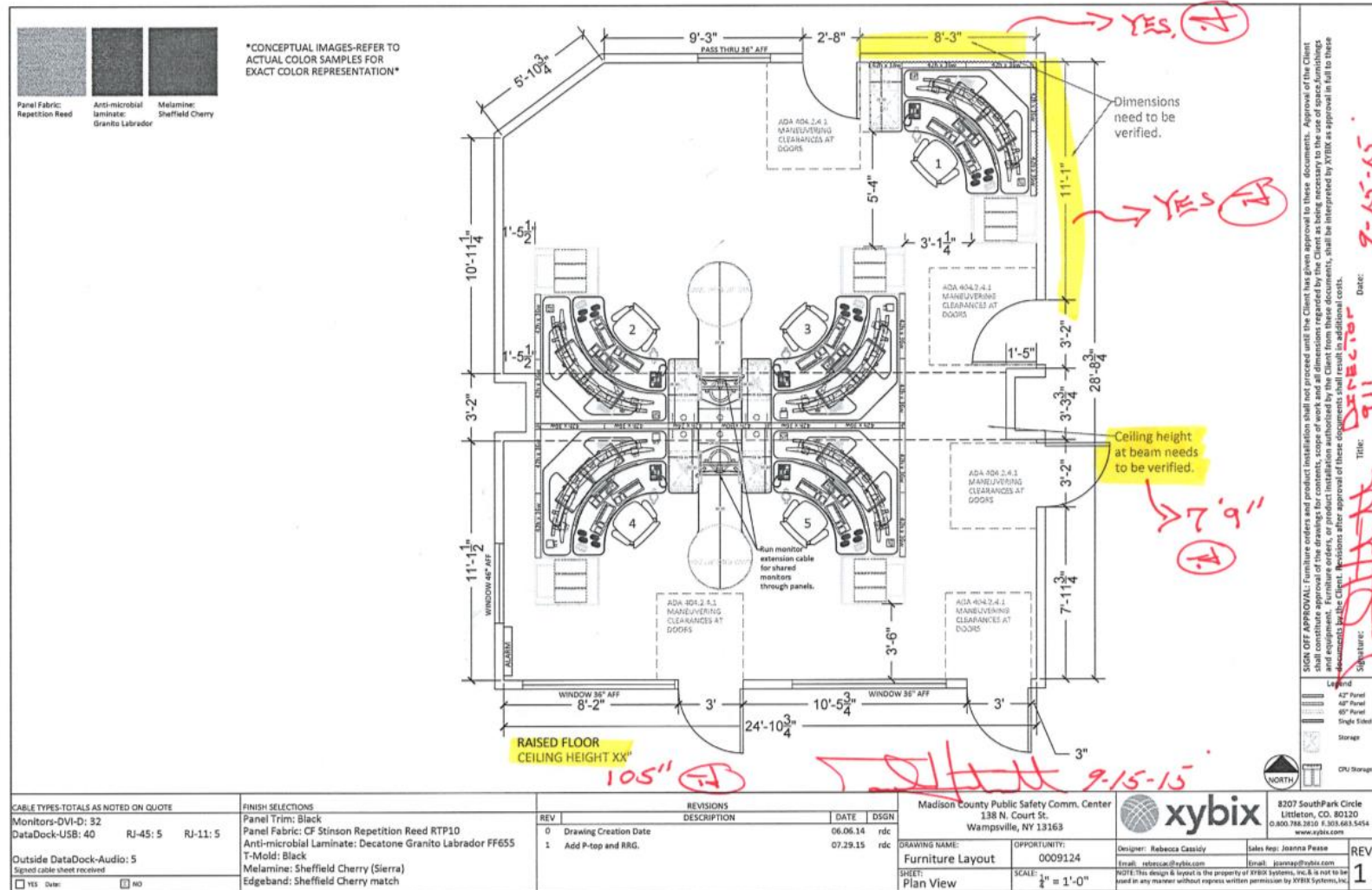
Employees having any questions concerning this Directive should contact their immediate supervisor at once.

-END-

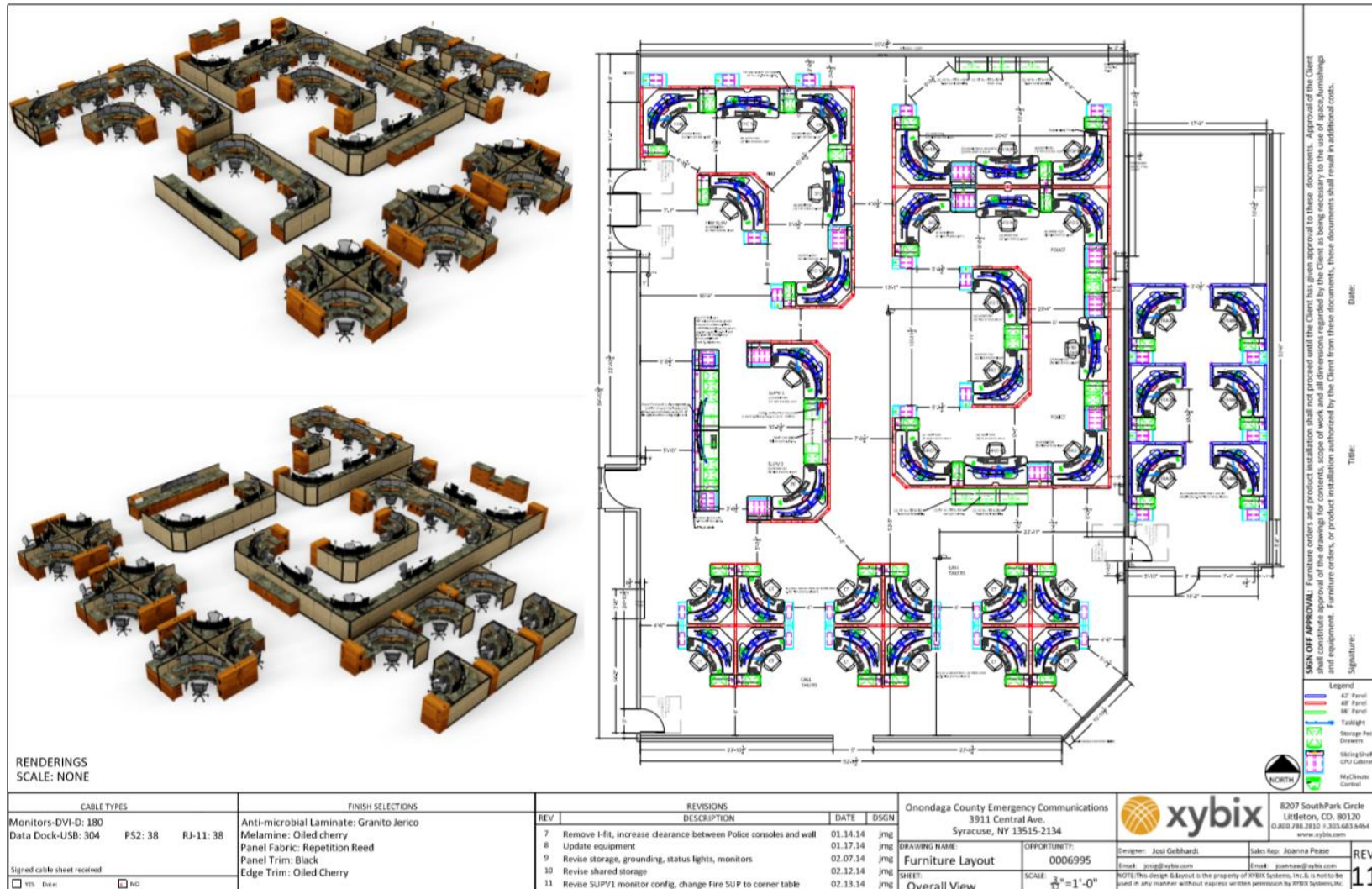
Original – 02/24/92
Revised – 12/09/00
Revised – 09/08/08
Revised - 10/03/18

CALEA STANDARDS:
2.1.4, 6.1.3

Appendix D – Madison County 9-1-1 Floor Plan

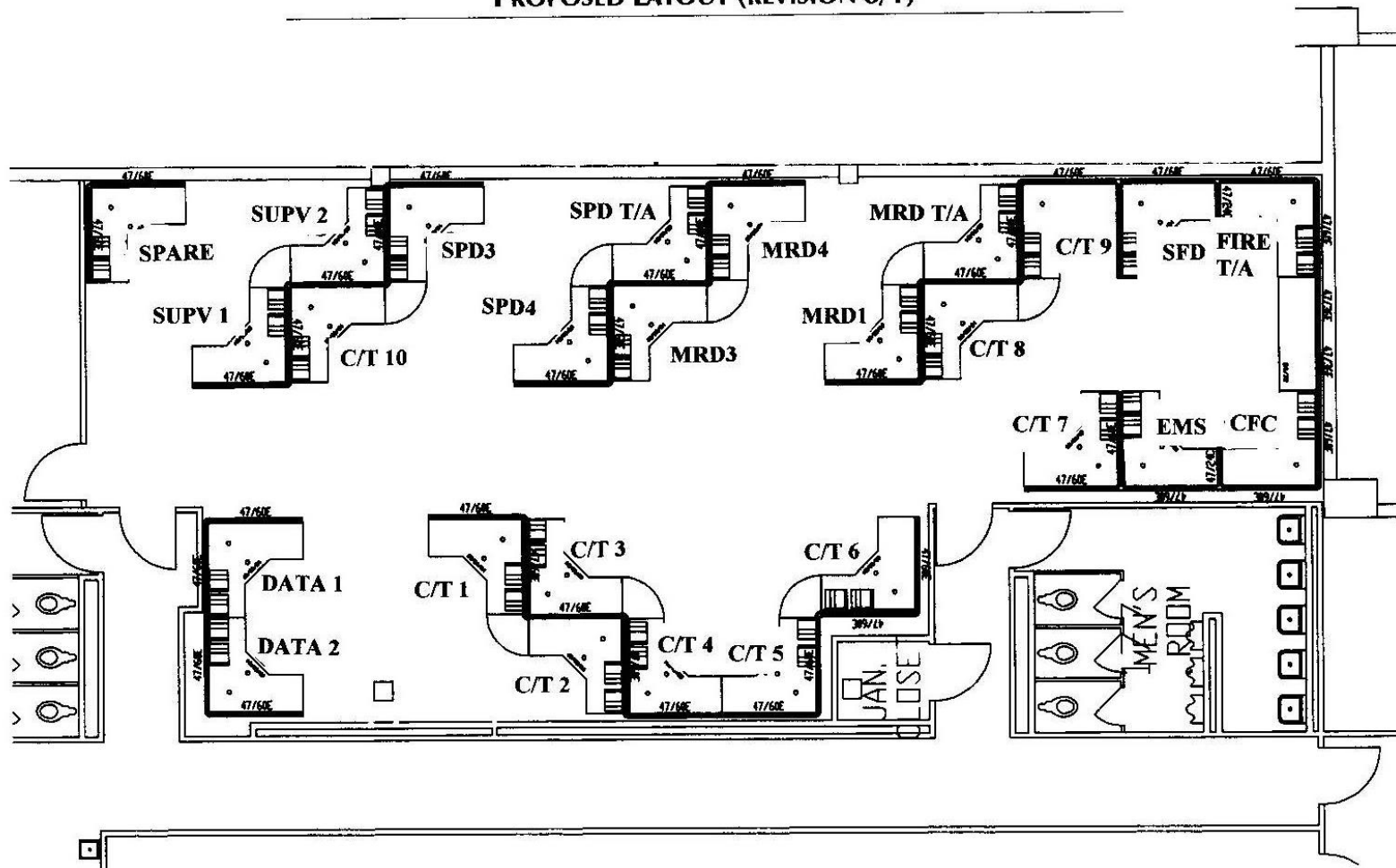


Appendix E – Onondaga County Primary Center



Appendix F – Onondaga County Backup Site Layout

**ONONDAGA COUNTY
DEPARTMENT OF EMERGENCY COMMUNICATIONS E-911
BACK-UP SITE PROJECT
PROPOSED LAYOUT (REVISION 6/1)**



Appendix G – Madison County Radio Tower Roadmap

DELETED

Appendix H – Survey Results

Appendix H to Madison and Onondaga Counties Assessment Report for Potential Consolidation

To gather feedback from Communications personnel and First Responders on the possible consolidation of Madison County Dispatch and Onondaga Dispatch, Winbourne Consulting used an online survey tool called Survey Monkey. There were different surveys developed for each County and each group. Not all questions were answered by each respondent. Respondents could skip questions or comments if they so desired. All responses were anonymous, and only edits to remove names and profanity have been made to the content.

Madison County Surveys

Madison Communications Center Survey - Total of 12 Responses

A) Question: Do you think that a consolidation virtual or physical would impact your ability to provide timely and accurate response to 9-1-1 callers? Please explain your response.

Response:

Very Likely	58.33%	7 people
Likely	9.09%	1 person
Neither Likely nor unlikely	18.18%	2 people
Unlikely	9.09%	1 person
Very Unlikely	9.09%	1 person

Comments:

- In my over 25 years we have never had to place calls in a queue. We have had a few instances in which call volume has exceeded our staff. Onondaga County is reliant on a queue, and at times have had delayed responses due to phone call handling issues. To the best of my knowledge, Madison County has never been successfully sued based on actions of the 911 center here. Onondaga County has had a few largely covered cases
- Until if and when details are provided cannot make a determination
- I think the physical consolidation would impact our ability to provide a timely response to 911 callers. Because you will be adding the call value of an entire county to an already busy call center.
- I don't believe it would delay the ability to provide timely and accurate response to 9-1-1 callers depending on how it was consolidated. If Onondaga took on the call load, without employing more employees or keeping Madison county calls separate I believe it would cause an impact. There have been plenty of occasions when callers get put on hold while attempting to transfer a call there.
- Onondaga can't handle the call volume they have right now, so how will they add even more call volume. Also, I don't believe this will be good for the Madison county people

due to Onondaga's closest ambulance policy. The rigs from the south that already have a wide area to cover may get stuck in Onondaga in the city after dropping a patient off at the hospital and then the next closest ambulance may be 30 miles + to get to the next patient. Also, Onondaga's call volume sometimes is so high compared to the amount of call takers, that the calls end up in a que and the caller is waiting sometimes several minutes for someone on the other end to pick up the phone. We do not have that here at Madison County and People that already live in the southern part of the county shouldn't have to wait even longer to talk to someone when they are already waiting awhile for a response from an officer that's coming from the other end of the county sometimes.

- Onondaga County is not going to keep the Madison County Dispatchers so every call will be delayed due to dispatchers not knowing the area Onondaga County will charge Madison County for the 911 service which will raise taxes The elected officials in Madison County need to be replaced The 911 center should not be under the Emergency Management Office. They do not know anything about the 911 center
- Madison County is very rural compared to Onondaga County. Therefore, with only one city and the rest rural communities it makes it more personable to talk to someone who knows the communities. Onondaga County has a waiting system for when they get too busy. A recording comes on and tells a person not to hang up because they are too busy to take the phone call. Here at Madison County that does not happen.
- My personal ability? Yes - I will be unable to answer the calls due to being at the unemployment office. When Madison County 911 is OUTSOURCED to Onondaga County will they be able to provide timely service to the citizens of Madison County? maybe in time.
- Why would you want services to be moved to a county that ranked in the high 30s among counties in the state from a county that was 3 2 IN THE STATE FOR SERVICES RENDERED TO ITS TAX PAYERS

B) Question: What are your concerns with a consolidated 911 Center?

Comments:

- Cost and the equality of treatment.
- Much farther travel time, are we going to be stand alone or absorbed by the other County
- The fact that a consolidation of this type has never been successfully accomplished in the entire country. And could put lives at risk if not done right.
- Losing my part time job. It would not be feasible to commute there if it was even offered.
- My biggest concerns are answered in question number 2. I am a Madison County resident and feel the same way most of the residents will. Also, I don't think it fair for our dispatchers to drive from all over our county all the way to Onondaga hill especially

in the winter. If the consolidation went through and we stayed put in Madison County and just worked hand in hand with Onondaga County, I would be okay with that but some of our dispatchers come from Oneida County and so you would be expanding their drive time and their chance of getting into an accident too and from work with the landscaping we have in Madison County with all of the deer.

- people losing job - people needing 911 having to wait due to dispatchers not knowing the area
- EVERYTHING! IT IS NOT FEASIBLE!
- I will lose my job. I like my job, if I wanted to commute to Onondaga County 911 I would have take the test to work there.
- Madison County residents will not be afforded the service that they deserve and desire for their emergencies and non-emergencies just because of the sheer size and population of Onondaga County is massive. 400000 plus residents and commuters compared to 70000 plus here.
- system cannot handle the amount of calls they already have. I do not trust that my family would get the help that they need in a timely manner when they need it if we transfer our calls to Onondaga.
- Madison county citizens and tax payers being placed in an automated que when there are not enough people to answer the amount of calls coming in. The location of the facility if a consolidation was to take place as I will not be driving to Onondaga county for a job. I do not believe a county with a population 76000 people should be consolidating with a county that has a population of 410000 and is already over taxed with the call volume they have
- MY TAXES WILL INCREASE AND THE SERVICE WILL SUFFER

C) Question: Considering that a consolidation (if even considered after this study) would take a long time to accomplish, what improvements should be made immediately in the Madison County 911 Center that would benefit your agency, the public and the first responders? (IE: Replace CAD, improved AVL capabilities, improved MDT capabilities, additional staffing, additional training).

Comments:

- New CAD, enhanced radio service such as OTA programming, better air quality in the 911 center.
- Replace CAD, improved AVL capabilities, improved MDT capabilities, additional staffing, additional training).
- There would need to be a extensive training between county agencies for law enforcement, Fire, EMS and Communications to get everyone on the same page. There are vast differences between counties in everything from CAD technology, protocols and even dispatch communications style.

- Updated CAD, AVL and MDT would be good to have updated. It would be good to have them so they can all integrate together, as well as the phone. Additional staff would also be helpful.
- Additional staffing and replacing the CAD system are number 1 in my book. I also think that we should have a set training regimen so that we get quality people in to serve the public. I then believe the rest of what your question listed as examples should happen, but definitely more staffing and improved CAD should happen.
- additional staffing, better CAD and mapping (updated Information for dispatchers to use), standardization of dispatching for all emergency units (each dept should not have their own way of being dispatched)
- Replace the CAD, improve AVL capabilities, there is improvement capabilities in every center including Onondaga who claims to better than they really are!
- 1st of all it is not a consolidation - Madison County will be Outsourcing the 911 services to another location. If that does happen, nothing will be put into the current 911 center.
- The County Supervisors need to view public safety in this county like they see other items and give it the importance that it deserves. They need to add staffing, consider better technology for our dispatchers to use, more training for the staff, and less micro management
- a new cad system and more staffing.
- Mapping. Removing the mapping person from within the 911 center and giving the duties to real property has created a number of problem after updates get but in. text to 911 should be received through our phone system it has the capability we should be using it instead of an internet base program that often looses connection . AVL should be on our cad map not a separate web-based program. flexible scheduling would be helpful to a number of employees to have the option to work something other then 8 hours set days off.
- KEEP UP WITH THE TIMES AS FAR AS EQUIPEMENT. STAFFING IS ALWAYS AN ISSUE AND TRAINING SHOULD ALWAYS BE THERE BUT WHEN YOUR SHORT STAFFED THERES NO TIME.

D) Question: What do you feel are the advantages and disadvantages of a consolidation with Onondaga 911 for the public, the first responders and for you? A Virtual consolidation is generally the merging of equipment (CAD, radio, telephony, mapping etc.). It is usually technical in nature. Often, management remains the same as well as the operation continues in Madison County 911 Center.

Comments:

- the virtual consolidation may be a possibility however the major issue will be who will be in control of the consolidated systems and how well will the agencies in our county have a voice in the use and access.
- Lost local connection with Agencies that come to the Center for assistance
- Virtual consolidation of CAD technology and Mapping could be beneficial. Madison County could also benefit from a shared training program with Onondaga County.
- I feel a virtual consolidation with Onondaga county 911 would be beneficial for Madison county as long as the equipment is upgraded and kept up to date. I think it would be beneficial to have the people that know the county continue dispatching.
- I believe the only advantages to a consolidation with Onondaga 011 for anyone would be the virtual consolidation. I think a full consolidation holds the most disadvantages to the public in regards to first responders. I just want a job and I would like to have options for different shifts, I'm perfectly fine with what we have now because I get to move positions and dispatch everything and call take and in Onondaga County, they do not have that option. I would be highly concerned for myself as far as seniority and time on the books and already scheduled vacations for myself and my fellow employees, as its not fair to make us start at the bottom when some people have been doing this job longer than some up at Onondaga County.
- 911 center should not be under the Emergency Management Department need someone who knows the 911 needs and policies to run it
- Terrible idea! It does not make sense, it will not save our tax payers any money, it is going to cost if anything because Onondaga is certainly not going to take on more employees and more responsibilities without a price tag attached. I cannot think of any advantages, there is nothing Onondaga is going to be able to do better than the employees at Madison County can do now. It is not a career center, the people who are in higher positions have been there forever and they don't look like they are leaving any sooner.
- Advantages? Are there any? Virtual - maybe Madison County could finally get the financial help that it needs.
- virtual consolidation would be good. Onondaga cad is a much more complex and robust system vs what Madison county has, but it was the difference in what the budget was for the project. there should be more experienced people providing overwatch of the center, and not people that do not have 911 experience
- consolidation is in no way... the best interest for our county. We could spend our own tax dollars on an upgraded system rather than pay another county for theirs.
- I do not see many advantages to consolidating with Onondaga county. If I was a Madison county tax payer I would be expressing my disguss at this idea. We are a county that has been growing in population we have nice equipment to do our jobs. our staffing is short but what 911 center isn't. Personally, there are many other smaller counties in this state with crappier equipment that would benefit on a consolidation.

- I SEE NO ADVANTAGE AS ONONDAGA IS A COMPLETELY DIFFERENT COUNTY. GEOGRAPHICALLY, POPULATION, ETC. COMBINING TECHNOLOGY IS GREAT AS LONG AS THIS COUNTY CAN KEEP UP WITH THE SAME CHANGES

E) Question: What do you feel are the advantages and disadvantages of physical consolidation with Onondaga 911 for the public, the first responders?

Comments:

- Space and distance. They do not have the proper space, and the distance our current dispatcher would have to travel becomes an issue.
- I see no advantages without upgraded technology
- I feel the disadvantages of a physical consolidation is again increasing the call volume into an already busy call center. Also, our separate call centers have a working knowledge our communities and our first responders.
- I'm not sure if there would be any advantages or disadvantages. As stated earlier it could impact the public if the calls aren't answered timely. or it could be a disadvantage of the dispatchers, caller takers not knowing the area.
- I don't believe there are any advantages for the public or first responders in this case because of the amount of resources that will be tied up in Onondaga County whenever an apparatus goes into the city to the hospital. We have part timers here that work full time in Onondaga County as first responders and have made various comments about how they get stuck doing calls in the city for hours. This will not work out for someone who is in the lower part of our county and the surrounding ambulances will be out of service on calls in Syracuse while our public doesn't receive the help they need. Also being put in a que on initial call due to Onondaga County not being able to handle their call volume now sometimes. Our public in Madison County doesn't wait like that, even in a major storm whether it be in the winter or the other months
- all disadvantages longer wait time, responders will be longer on calls due to going on calls in Onondaga County due to their closer car policy
- ALL DISADVANTAGES. I have not met anyone whether public or first responders who think its a good idea. There is nothing good which could come of it.
- No advantages - Disadvantages? Where to start. 911 employees will end up losing their jobs. first responders - how will the municipalities even begin to be able to pay for an outsourcing
- I have already stated these advantages and disadvantages in my previous comments and answers
- as stated in question 1. I have spent countless times on hold with Onondaga county. Placed in a que system during the lulled hours of the day let alone busy weekend hours. These are calls where tax payers are in need of emergency medical attention and they

cannot even get a voice on the phone. this is in no way the best interest of ANYONE in our county.

- I do not see any advantages. we are a small center we all know our county in a way that people from Onondaga county are not going to know it. our callers never have to wait in an automated que to speak to someone. the types of calls we handle, and take are going to be significantly different then what Onondaga county deals with. Our first responders are not going to want to work the way Onondaga county works. We are not Onondaga county.
- NO ADVANTAGES THAT I CAN SEE AND DISADVANTAGES ARE TO NUMEROUS TO LIST

F) Question: What do you feel are the advantages and disadvantages of a consolidation for you?

Comments:

- I will most likely loose my position. Onondaga County only uses part time personnel which have retired from their agency.
- I see no advantages and would quadruple travel time and vehicle wear and tear
- Need to be retrained in Onondaga County. Long travel commute, not acceptable.
- If it is a virtual consolidation, I don't believe it would have an advantage or disadvantage for me. If it was a physical consolidation it would have a very detrimental disadvantage for me. I know their positions are classified differently there, I would have to travel 45 minutes instead of 15, and would probable not be able to continue working there as it wouldn't be feasible for a part time job. Im not sure if they even accept part time positions.
- I feel the only advantage to a consolidation for me is a pay raise, 12-hour shifts, and the training and CAD being updated. Other than that I feel there are no other advantages to this at all. Biggest disadvantages would be having to drive to Onondaga County every day and the fact that I would only be a call taker instead of being able to dispatch as well until I was able to take another test and hope to move up at some point.
- all disadvantages more people out of work, Onondaga County will charge Madison County ALOT more, which means HIGHER TAXES
- NOTHING. As a matter of fact, I turned this survey in for phishing because the County doesn't really care about the employees, its the dollar signs.
- Like I said - I will be unemployed.
- I feel as if I had an emergency that it may not be answered and addressed as quickly by a larger center as there are more places for mistakes to be made
- I love my job. I love the people I work with. I know our first responders. I know my county. I do not believe there are any advantages in a consolidation that we cannot get

by investing the same amount of money into our own county that we would be paying to another county to use their services. It is not feasible. It is not saving anyone any money or giving them any new piece of mind. I also have a commute of over 40 minutes as it is to work on any given day. This would be adding another hour for me. it is in no way the best interest for me to drive that far in the harsh winters that we have to the top of a hill that is not consistently plowed.

- I personally will no longer be working for Madison county if this goes through as I will not be commuting any further then I already do.
- REFER TO # above

G) Question: What other comments do you have regarding this study? – 1 person skipped this question.

Comments:

- I don't think this information will be seriously considered, however I added my comments in the off chance that they would. Since we were not notified of this survey, myself and others reacted as if this was a phishing email.
- While in some instance's consolidation can be advantageous in a given County emergency services dispatching should be consolidated and left within the County.
- I hope that upon completion this study all finding will be released to the citizens of Madison and Onondaga Counties. Then let the citizens vote for or against the consolidation since it will impact them most of all.
- I believe the public should have a say in what happens as they are the ones that pay taxes. I am neither for or against consolidation, but I believe it would be a burden on a lot of employees that work here depending on the type of consolidation.
- I think the questions in this survey were asked multiple times with different wording which made it rather frustrating to me. I think this should be brought to a public decision and they should have a say in this since they are the ones we are serving here and they are the ones paying for all of this technically through taxes. I don't believe that my opinions matter at all but I will continue to work until someone tells me that I don't have a job. I don't believe any of us here will have jobs if this goes to Onondaga based on what inside people have said. Again, just my opinion.
- although no one in Madison county will admit that this merger is already decided on. I think the elected and working people of Madison County should stop lying. They know NOTHING about the 911 Center and how it works nor do they understand the Police, Fire and EMS workings although they have been invited to check all of them out but

refuse to. They are putting the citizens of Madison County at a HUGE risk. Maybe the result they are looking for is to have Madison County get a lawsuit for negligence!!!!

- No offense, it's honestly a waste of money and time. I was not involved because of my days off. I had no chance of meeting face to face with anyone. I have heard from both Onondaga and Madison it is very biased to show only positive towards moving to a merger. I think the money could've been spent elsewhere and helped other people in the public, instead we have a one-sided story and the people affected are left in the cold rain. I think its pointless and expect my answers will be thrown in the trash because it doesn't coincide with the ultimate goals. However, if you would like to talk further call me on my cell phone. If not, make sure you recycle.
- Why is this even being considered? This has never been done in this country. And for a very good reason. What good will it do anyone involved - Especially the citizens of both counties.
- There is a reason that no other county has done this in NYS, why should we be the "test subjects" for this. Let Madison County protect Madison County
- This 911 center is runs very well compared to some others I have seen. we have a number of our dispatchers that have been here well over 10 years and longer. we have the same issues every other center has issues with. a consolidation is not going to solve anything and in the long run would hurt Madison county. If you don't need a 911 center they might as well consider consolidating sheriff's departments road patrol and EM as we are the back bone for them.
- AS A TAX PAYER WE ARE BEING MISINFORMED AND OR NOT INFORMED AT ALL. THE COUNTY OR BETTER YET THOSE WHO ARE ATTEMPTING TO MAKE THIS HAPPEN NEED TO START BEING FORTH COMING WITH THE PEOPLE OF THIS COUNTY.

Madison Law Enforcement Survey – Total of 39 Responses

A) Question: Please provide the name of the Agency in which you work

Responses:

- New York State Police
- Madison County Sheriff's Office, road patrol
- Madison County Sheriff's Office
- New York State Police
- Village of Cazenovia PD
- Cazenovia Police Department
- Village of Hamilton
- New York State University Police-Suny Morrisville
- Colgate University Chittenango Police
- Chief ADA, Madison County District Attorney's Office
- City of Oneida Police Department

B) Question: Do you believe a consolidation of Madison County 911 with Onondaga 911 would affect your operations? Please explain your reply.

Response:

Definitely would	56.41%	22 people
Probably would	23.08%	9 people
Probably would not	15.38%	6 people
Definitely would not	5.13%	2 people

Comments:

- This depends on how operations will be conducted. To my understanding, at this time, Madison County and Onondaga County operate their radios completely different. Madison County communicates all calls over the air and Onondaga County is mostly over the computer. My main concern is the fact that the dispatchers will not know the county like ours do and will not send us to the correct location etc. This entire idea is a big officer safety issue.
- The Madison County dispatchers know the area very well and the people of the area. Having another county handle Madison County calls they would be extremely unfamiliar with the area and would take longer to dispatch calls due to this, or dispatching the proper cars due to not knowing the zones.
- I believe that it would affect my job by changing dispatch programs and policies. I believe that there would be a short learning period following any consolidation.

- Already operate on 2 separate radio systems as my zone encompasses Oneida, Madison, and Herkimer counties. Dispatchers will not be familiar with area roads, reference points, landmarks, etc which will affect efficient dispatching
- I believe it would affect my operations due to the dispatchers not having knowledge of the patrol area.
- The consolidation of the 911 systems would greatly impact my daily responsibilities as a trooper. The consolidation would decrease the dispatchers knowledge of the patrol areas. It would also take away from the knowledge the dispatchers have of the citizens that encompass my patrol areas. Based on the volume of agencies that would be included, air traffic would greatly increase. This indirect relationship could cause a delay for dispatchers to respond, causing an officer safety issue.
- Could make transactions difficult due to heavy radio traffic by Onondaga 911
- I'm sure Onondaga does things differently in many respects, so I am guessing that the road patrol would have to learn codes, etc. that Onondaga Co. uses, unless they plan on dedicating dispatchers who only handle Madison County calls; leaving the current system in place.
- I am retired from local agency. I am very familiar with both 911 Centers. Each has it's good and bad points. The Madison center is so small it can provide personalized service. The Onondaga Center leaves no questions unanswered. It is too officious compared to the Madison level of service. Could they be successfully combined. Yes, with growing pains.
- I believe the level of professionalism and service would be vastly improved, if not by the mere virtue of improved equipment, technology, and staffing.
- I believe the level of professionalism and service would be vastly improved, if not by the mere virtue of improved equipment, technology, and staffing
- I retired from a local agency and familiar with both 911 Centers. Each has it's good and bad points. The Madison center is so small it can provide personalized service. The Onondaga Center leaves no questions unanswered. It is too officious compared to the Madison level of service. Could they be successfully combined. Yes, with growing pains.
- I don't believe the merger would affect anything I do on the police end of things. It would obviously change things drastically on the 911 center end of things, but for me responding to the calls, it wouldn't change my job at all.
- Depending on the level of consolidation - I believe sharing of resources is a benefit to all, however, removing the 911 center from Madison County and moving it to Onondaga could have a negative impact. Madison County dispatchers are familiar with the county and are very good at determining where someone is when an address is not supplied, dispatchers from another county would not have that familiarity with the county.
- I believe the volume of call will interfere with both Onondaga and Madison County's ability to effectively manage effective communications. I am also certain that the level of ownership will drop off as most of the Officers have a professional and solid relationship with the Madison County Team
- It would make things more efficient and increase Officer safety
- I think it would probably affect operations in a good way
- Having dispatchers in another county dispatch law enforcement may lose some accuracy and efficiency we get from getting dispatched by those within our counties who are more familiar with the area.

- NO. If anything it would provide me with more resources than what Madison County can. Also, better and newer technology.
- The dispatchers in Onondaga County are not going to be familiar with the roads of Madison County
- This would greatly enhance communication with Onondaga County, which would be beneficial for the Task Force. Currently, the task force works periodically in Onondaga County and can not communicate effectively with our 911 center or any agency's in Onondaga County.
- This is hard to answer there are so many factors. This would affect how we do things with changes in policy & technology, but unknown if it would be good or bad. With not knowing about Onondaga's operations
- The people there now know the patrol area and have first hand knowledge of the roads/people there.
- I don't know how it would, but history shows there are always hiccup
- I currently work in Madison Co and I believe a consolidation of Madison Co 911 and Onondaga Co 911 would definitely affect operations. I do not believe it would be for the better. I do not know of the political circumstances involved, but I do know being a road Trooper it would hinder Police operations. I believe being dispatched out of Madison Co by persons who understand the area, citizens and Police personnel is safer and more efficient.
- It would affect our operations in a positive way. The State Park Police have their own 24/7 dispatch center, which Onondaga County routinely contacts directly for complaints related to State parks and state facilities within Onondaga County. The good working relationship we already have in place would migrate over to Madison County as well. I'm not indicating Madison County doesn't provide this same service, but there are several occasions that we find out about incidents on State park property after the incident has been concluded, days later or we were not notified at all.
- We have numerous roads with the same name located in different and not neighboring townships. We also have many addresses that would initially appear to be complaints in Madison County, but would in actuality be in other adjacent counties. The new dispatch would take a lot of time to learn these.
- If the consolidation is structured correctly it will be a huge benefit to Madison County and the operations of the department
- I believe it would bring in strong leadership which is lacking at the operations level as well as enhanced p.o procedures which have been vetted by years of greater experience.
- I believe the training, policies and overall professionalism would make for a much more efficient as well as a safer system for our Deputies and law enforcement as a whole.
- I believe this would definitely effect operations (especially during the transition period). It would also require Onondaga 911 accepting the existing Colgate University / Madison County 911 MOU's. An example is the initial fire alarm activation response (ie. paged as "Chief Alarm" while Campus Safety Officers investigate) due to the high fire alarm activation on a college campus).
- It really does not matter where the call taker is located, as long as the dispatchers get the proper/required information and pass it along quickly.
- If consolidation goes forward, my expectation is that it would improve on what we have at present. Any positive improvement would impact our operations in terms of notifications and communications with our after hours calls.

- Depending on how extensive this consolidation is, it will undoubtedly affect our operations. There is an unquestionable benefit to having a 911 center, and staff, locally. Our officers work closely with 911 center operators and rely on their knowledge of local people and locations. If that knowledge is lost to somebody sitting in Onondaga County, who doesn't have their pulse on things locally, that will affect our operations tremendously. I am not opposed to shared services with respect to equipment, etc. but I am not in favor of a remote operations center for 911 center activities.

C) Question: Do you think that a consolidation would provide more timely and more accurate information? Please explain your reply.

Response:

Very likely	7.69%	3 people
Likely	17.95%	7 people
Neither likely nor unlikely	7.69%	3 people
Unlikely	15.38%	6 people
Very unlikely	7.69%	3 people

Comments:

- I would need more information on Onondaga County's dispatch programs and procedures.
- I do believe it would make things more timely and accurate. Onondaga 911 has the ability to send information directly to cars. NYSP only received on air transmissions. No information is sent to the car IE: threats made, descriptions, caller info
- Not sure. At times, certain dispatchers here fail to notify over the radio of important officer safety information, such as the presence and threat of guns and knives. I am only ASSUMING that Onondaga County would probably have a better grasp on this aspect of dispatching. We also have some excellent dispatchers here in Madison County that we would hate to lose.
- Yes, Onondaga is so thorough that it can't help but be accurate.
- I think a consolidation would help get better technology and training into the hands of our 911 operators. There are various instances where information isn't obtained or given out in a timely manner, and there are instances where the radio isn't answered by dispatch and we have to call in several times. I think this is a combination of having a lack of the best technology and training. While overall, I think our dispatch center does a good job, I think with the better resources they could do better. Our CAD is also very limited in its ability. It would be a SUBSTANTIAL improvement if we could go over to Onondaga's CAD.
- as I am not aware of Onondaga Counties capabilities I cannot answer

- The personnel of the Madison County Com Center are intimately aware of the area, roads etc.
- Some of the current Madison County dispatchers are consistently unprofessional on the radio and fail to provide safety for 1st responders.
- Our dispatchers we have now need more training. Several important calls (Domestics, lost kids, etc) our current dispatchers do not provide to us important information that we need (ages of kids, weapons or alcohol use, etc...)
- I believe it would provide more accurate information to the Officers and or Deputy's responding to complaints, which would make responding to complaints safer for anyone involved. I believe currently the Madison County 911 center does not put out enough information in the CAD or via radio to deputy's that is pertinent to the complaint they are responding to and most importantly for their safety.
- Timely: I think the consolidation would have better chance to get calls out faster with more dispatchers. Accurate: I really think this depends on the dispatcher, the call taker needs to get good information and the one dispatching the information needs to get the right information out.
- If it got CAD in my car it would provide better information to me while on my way to a call.
- I believe the timeliness and accuracy of the information is comparable between Onondaga and Madison, however Onondaga County has more information related to officer safety that is relayed to the officers when they are responding to all types of calls. The Chairs system they have in place tracks all history related to the persons involved, addresses, vehicles, etc. CNY Leads also provides a wealth of information for LE investigations. Having critical information such as past resisting arrest, known to be armed prior to an officers arrival on scene is crucial in this day and technology age.
- Our smaller dispatch does a pretty good job of gleaning what information is available as well as needed. In a larger setting, Madison County agencies might get lost in the shuffle.
- Having worked in both counties, the CAD system in Onondaga would help tremendously in relaying information from the 911 center to patrols in a much more timely and efficient manner.
- It would allow for more personnel to answer calls
- Same reply as above, if things don't improve, what's the point of consolidation beyond economics.

D) Question: Do you believe that a consolidation will negatively affect dispatcher knowledge of the community?

Response:

Definitely would	34.21%	13 people
Probably would	34.21%	13 people
Probably would not	21.05%	8 people
Definitely would not	10.53%	4 people

Comments:

- There would be a loss in the knowledge of the regular persons and issues of the county. There would also be a learning curve for the geographical locations of Madison County. It would take time for this knowledge to be learned by new dispatchers.
- Dispatchers will not be familiar with area roads, reference points, landmarks, knowledge of frequent callers/complainants, etc which will affect efficient dispatching
- I believe it would because the dispatchers would not be familiar with the patrol area if they have not dispatched in their respective counties.
- see response to answer 3
- I'm not sure what this question is actually asking. If it means will Onondaga Co. dispatchers have a negative outlook of Madison County after dispatching for us, then I don't really see how that would even matter.
- The Madison dispatchers have an intimate knowledge of most of the communities. The Onondaga model doesn't use that approach.
- It is no different than someone dispatching from Wampsville that has no idea where the Hamlet of Randallsville is (this exact scenario has happened to me before). Just because the dispatchers are currently "local", does not mean that everyone working in the center was born and raised in Madison County, nor does it mean that they have direct knowledge of this community. While you may get one or two "local" dispatchers that know the area very well, nothing prevents the same thing from happening when our "local" dispatchers are sitting in Syracuse
- Yes, I do believe that if we had dispatchers from Onondaga County dispatching calls, there would be a lack of knowledge of the local area and such. I think the biggest benefit of our 911 center being local is their knowledge of the community. Our dispatchers do a great job of knowing our location if we call out with something and accidentally give a nickname of our location (i.e. Sullivan Hill, Nelson Flats) or give a business name we're in front of. They almost always know what we're talking about and can accurately put our location in. I would assume, however, that many of our dispatchers would remain the same.
- see comments in # 3
- Above
- You can still have the current dispatchers working in the same "zones".

- For a while I believe this would be true, but I would think the dispatchers would eventually learn our areas and "regulars".
- The people in communication know the people who constantly call and its nice to have it in Madison County.
- Dispatchers would be able to provide the same service that they currently serve now. Typically Onondaga County dispatchers dispatch for the same post and typically on similar shifts, so they become knowledgeable about the posts they are dispatching for.
- see above.
- General knowledge of Madison county is needed.
- Initially there may be a limited amount if degradation but that would be quickly overcome
- Anyone who dispatches/call takes may or may not have knowledge of the community they are sending people. No different then when someone new is hired. It takes some time to adjust and learn. I don't believe this is an important consideration for the most part. Even with knowledge of a certain community, doesn't translate into knowing what the situation is going to bring. Sometimes that knowledge translates into complacency and not always an advantage. The consolidation would also bring technology advances in CAD and RMS which would allows those to improve their knowledge as well.
- Initially yes but ultimately no (after Onondaga dispatchers familiar with the Madison County operational landscape)
- If the dispatcher doesn't live or never worked in Madison Co before it could have a negative affect.
- If a consolidation means a remote 911 center, with dispatchers not familiar with local people/issues/ peculiarities, then I believe that would constitute a negative result with respect to dispatcher knowledge of our community.

E) Question: Do you think consolidation would help or hinder your ability to respond? Please explain your response.

Comments:

- see above
- believe it could hinder my response due to possible mistake in the area of the call
- Neither, as long as I was dispatched adequately by either 911 center.
- Help due to the fact that NYSP in Zone 1 would be provided more in car information like the Zone 2 cars receive in Onondaga County
- see above
- I believe it would hinder my ability to respond because of the dispatcher's lack of knowledge of patrol area.
- Hinder, see response to answer 3
- Hinder due to heavy radio traffic from both counties tying up the radio air.
- Not sure.

- I think it would help in the long run.
- Help; more information would be relayed and in a faster and more concise manner.
- I think in many ways it would help our ability. Like I mentioned above, I think Onondaga's method of dispatching is more effective in the sense that they provide lots of information efficiently and their CAD is much better, allowing responding officers to be able to have the information more readily available. I also think that if a consolidation were to happen, it would help provide more staffing in the 911 center which would be a benefit to responding officers when things get busy.
- No
- Help. I worked for Onondaga County and the information received there, via MDT is far greater than here
- It would probably help. Some of the Madison dispatchers are unprofessional and unsafe.
- Indifferent
- I don't think it would necessarily help nor hinder. I think there are pros and cons to both.
- Help. It can only get better
- It may help by having better trained dispatchers but may not because the dispatchers are not from our community
- I believe it would help. The amount of information provided by Onondaga County 911 to Officers is far more superior than that of Madison County 911.
- help with better resources
- This is an unknown, I do not have enough information.
- Help
- Might take longer until knowledge of the patrol area is gained.
- If it gave me a CAD I can use in my car it would be worth it.
- Hinder, per my previous response, less accurate information, less safe
- Help. I supervise State Park Police across 20 counties within Central New York and Onondaga County is the premier dispatch operation.
- Hinder, again there may be unfamiliarity with parties involved as well as locations. current dispatch knows most of our regular customers.
- Help by getting more information faster
- Help if structured correctly
- Help, more information flow
- Help! Properly trained personnel, with proper policies and procedures and professionalism would help the officers get the information they need to respond. Seriously lacking now!
- NTR
- Neither, as long as we get the information in a timely fashion.
- So long as thorough and timely notification, it should neither help nor hinder.
- I don't see an upside to our ability to respond. A lack of dispatcher knowledge of local details could definitely hinder our ability to respond.

F) Question: What are your concerns with a consolidated 911 Center?

Comments:

- knowledge of the dispatchers of the area and people
- Too many calls for the dispatchers to handle. The two counties are too big to have one 911 center.
- Not being dispatched correctly and not being given any prior history at the location
- The learning curve of the current police officers and deputies as well as the time that it would take for a new 911 center to learn the geography, known persons to 911, and knowledge of Madison County.
- None
- see above
- Lack of dispatcher's patrol area knowledge.
- See response to answer 3
- Heavy radio traffic, dispatcher's lack of knowledge regarding patrol areas
- I have heard from people who I know in Onon. Co. that dispatchers try to get officers in trouble, circumvent procedures, and send officers to calls outside of their jurisdiction, etc. I imagine this kind of thing would also roll over into Madison County.
- I would hope it would be seamless. I also would hope that the Madison first responders could get up to the Onondaga speed quickly.
- The ability to utilize the CAD system that Onondaga currently uses
- My only concern would be having non-local dispatchers who aren't familiar with our county dispatching our calls.
- Above
- None
- I think the transition phase will encounter some issues but in the end it will probably be better.
- None
- Lack of dispatcher knowledge of the patrol area.
- NONE
- We wont be able to interact and get to know the dispatchers
- NONE
- None
- I do not now how this is going to work or what the plans are. If I had more information I could ask specific questions.
- I don't have any concerns
- That I wont get a CAD system I can use.
- See previous responses
- I have no concerns with consolidating, I would say it is a no brainer for Madison County. The main concern is how would Madison County acquire the proper equipment to operate fully with Onondaga County?

- Dispatchers lacking knowledge of the area.
- Lack of knowledge of the patrol area in Madison County. The two counties are very different in many aspects.
- loss of jobs in Madison County
- None
- How long will it take to implement and that it won't be recommended or done
- Transition / timeline.
- That it will not be staff adequately.
- Possible lessening of local control.
- As mentioned previously, I believe that a consolidated 911 Center, if it is not seated in this county, will make inter agency communication between the 911 center and public safety agencies much more difficult.

G) Question: Considering that a consolidation (if even considered after this study) would take a long time to accomplish, what improvements should be made immediately in the Madison County 911 Center that would benefit your agency and your citizens?

Comments:

- a joint cad system for nysp and Madison county
- They are not sending two cars to two car calls. Their attitude is poor and they give attitude to officers over the air. Training has slacked over the years, it is becoming an officer safety issue and they are throwing people in positions that they are not qualified for.
- I am not sure
- A more useful and expanded CAD system and a more professional dispatching style. At times more complete information is needed while being dispatched. More staffing in the current 911 would also be beneficial .
- In car notes from dispatch for NYSP. Deputies receive info but NYSP does not in Madison County.
- I believe the Madison County 911 is working well.
- An updated digital/ text CAD system should be made available for State Police
- We have some excellent dispatchers here in Madison County. However, there are some (and especially one) that is inconsiderate, unsafe, unprofessional, and even belligerent over the radio. I know of many officers who are relieved when he is working the fire and ambulance side. He never seems to get better, even after repeated complaints. I've heard of other dispatchers apologizing to officers for his behavior, even though they cannot control it. Get him squared away or get rid of him and we probably wouldn't need to consolidate.

- Increased information given out over the radio. Professional demeanor from the dispatchers, and assistance provided when asked for; when needed. The ability to utilize the current CAD system to its full potential. For example, the ability to see the pending calls, the ability to "self-dispatch", the ability to run plates in our vehicles, and the ability to use the "chat" function.
- The thing that sticks out to me the most is status checks. I think they should be on a timer and continue until any officer clears a scene no matter what type of call or what response they give. I would also like to see a better AVL system which doesn't cut out my in-car radio (data channel, car-car and EMS) and better CAD system with more capabilities. I think these technology improvements would greatly benefit responder safety.
- There are no improvements I can think of. They are very effective
- upgrade the systems, including CAD / MDT information. Go to a DR# so calls can be permanently and properly tracked with all the information and "notes".
- Analyze the current dispatchers and their practices to see if they are performing at their best in a safe manner for not only 1st responders but the public as well.
- Above my pay grade
- Dispatcher training, improved communications via in car computers
- More professionalism
- I believe patrol needs full access to the CAD to run DATA and DLIC and the GPS. I believe Madison County 911 dispatchers need to use more radio etiquette. I also believe more information needs to be gathered by dispatchers and put out to patrol, other than the bare minimum.
- CAD system in NYSP patrol cars
- More dispatchers, up to date software programs that integrate all aspects (dispatch CAD, RMS, locaters, etc.) and adding dispatch check lists for Law Enforcement. Check lists generated to establish required information.
- Hire more dispatchers
- A CAD IN MY CAR!
- To ensure they are notifying the park police dispatch center at 315-492-6422 for calls concerning all of our State Parks and Historic sites within Madison County. We may not be available to respond to all calls for service in Madison County, but the notification of the incident is appreciated.
- A standardized check list for certain calls could be utilized, thus an officer would know that all available info at the time of dispatch was asked for.
- We need an onboard CAD system similar to Sheriff's Department. Often times when responding to the same calls the deputies have way more information that we due because of the CAD.
- Allow communications between the agencies in the two counties directly, right now we operate in the dark even though we border each other

- More manpower and supervision, new CAD, total revamp of Policy and Procedure with law enforcement involvement, more training
- separation of call taker vs dispatcher
- More staff.
- Start with CAD (technology), pay for dispatchers, greater staffing, better training, and go from there.
- Additional training of current staff and increased staff

H) Question: How valuable would the addition of Mobile Data Terminals (MDTs) and Automatic Vehicle Locators (AVLs) be to your vehicles?

Response:

Extremely valuable	57.89%	22 people
Very valuable	21.05%	8 people
Somewhat valuable	15.79%	6 people
Not so valuable	0.00%	0 people
Not at all valuable	5.26%	2 people

Comments:

- AVL'S are good to have but I think that our portables should also be trackable when we are on calls out of the car including foot pursuits, attempting to locate etc.
- MDTs and AVLs are extremely valuable, however, they are already utilized by the Sheriff's Office. A more advanced system for both would be highly beneficial, as the current setup is very basic. The AVL also transmits through the radio, which interrupts sending and receiving radio transmissions.
- able to identify closest car improves officer safety and efficiency of dispatching
- I believe it would be beneficial for officer safety.
- Multiple complaints were lodged with the old administration about AVL's that went unheeded. They are useful only in trying to trap officers who become a target of administrators/bosses. AVL's are useless when other agencies don't answer their radio or make it a point to be consistently tied up and unable to answer calls in the first place. In the climate today, I can see where AVL information would be used by the public to find any and all fault of an officer in situations where that information was used. I have no use for them.
- The MDT's that Onondaga uses are superior and not having to poll units as to their status and location would be better. Just send the two closest units that are in service.
- This is a tool that is utilized all over the country and needs to be utilized in Madison County.
- The AVL we have now is terrible. I have to leave my portable radio on at all times just to hear data, car-car and EMS channels. This is a detriment to my safety because I may miss transmissions if I forget to turn my portable on, and if I do have it on my entire shift it could drain the battery when I may need it later on in the shift. I would LOVE to see a better AVL system which doesn't hinder my in-car radio and where I could see all the cars in the county.
- Onondaga's system is far more superior than Madison's. What we use here was equal to 20 years ago's technology in Onondaga.

- If they worked properly.
- These are tools which enhance patrols safety. It is important for not only dispatchers to see where you are at, but for all patrol in case a patrol officer ever hits their 50 button or is in immediate need of assistance.
- As long as we are able to have full availability to the programs, currently we are limited to many capabilities.
- The AVL's that we have now cut out all other radio channels except the one the dial is set to. It is an extreme annoyance and a danger. Time and time again while going to a hot call people have tried to reach me on car to car while my dial was set to County law and I couldn't hear them. This is not a new phenomenon or a rare occurrence. It doesn't just happen to the State Police but other agencies as well. I have gone to Madison County and my Sgt in communications and nothing has been done. If you want to upgrade/update the systems I would get a new AVL, one that doesn't make our jobs harder and one that doesn't disrupt the flow of information. At least if I had a CAD in the car the notes or updates I'm not hearing would at least be on my computer screen.
- The more tools available for the officers to do their jobs is always a good thing.
- Having the MDT availability could greatly increase productivity allowing Deputies/Officers to carry out more thorough field investigations and gain intelligence. We currently have AVL's that are so inaccurate that poling cars is still needed.

I) Question: Do you think a consolidation would provide for better communications of critical information?

Response:

Very likely	39.47%	15 people
Likely	23.68%	9 people
Neither likely nor unlikely	26.32%	10 people
Unlikely	7.89%	3 people
Very unlikely	2.63%	1 person

Comments:

- In cases of information sharing between Onondaga and Madison Counties or the police agencies in both counties that utilize the same dispatch center and programs.
- It's hard to say. Although Onondaga Co. uses civil service dispatchers, I hear they have their share of problems with certain dispatchers. Like anything or any profession, one cannot test out bad apples from getting hired.
- Onondaga's overall system is superior if it can be successfully adapted to Madison.
- without a doubt. More dispatchers = better attention to detail
- Yes, I think the resources that Onondaga County would bring would help with disseminating critical information to responders more efficiently.
- Knowledge of a county can be rather effectively managed where two will not be
- Absolutely. I have been on incidents where information was not given out, which put officers at risk

- Most of the time we only have information available to what is going on in Madison County. Being linked with Onondaga would link us to know if something is going on in a neighboring jurisdiction.
- Again a CAD system or get rid of the AVL that cuts out the radio
- I commented previously on the extensive officer safety information that Onondaga County provides and has access to, that is not available in Madison County.
- I receive numerous complaints on a weekly basis from my deputies complaining that critical, officer safety information is not relayed to them but instead sent to the CAD messages that they won't be able to access until after the call. When addressed now, the response is that the deputy should read their notes or the dispatcher didn't feel it was necessary based on their very poor policies. There have been incidents where an officer was told "there might be weapons in the house" only to read in their notes later that "the caller reports the suspect is holding what looks like a firearm". They too often think that they should determine what is important for the Deputy to know instead of giving the information out as it comes to help allow the Deputy with Critical Decision Making issues. I can't stress the importance of this enough. Recognition Primed Decision Making/Critical Decision Making is used inherently by all humans to survive and done best when all information available is provided. For law enforcement, it's NOT just what a dispatcher thinks is important.
- If it doesn't, what's the point of consolidation.

J) Question: Do you think a consolidation would provide for better Officer Safety procedures?

Responses:

Very likely	42.11%	16 People
Likely	21.05%	8 People
Neither likely nor unlikely	21.05%	8 People
Unlikely	10.53%	4 People
Very unlikely	5.26%	2 People

Comments:

- More knowledge of Onondaga County's 911 center policies and procedures would be needed to fully assess the question. Issues of status checks and providing full information of the incident prior to officers arriving on scene are some current issues.
- Again, it depends on the dispatcher. We have some excellent ones here. It could be better or it could be worse if we consolidated.
- Madison County's procedures lag behind Onondaga's procedures. It's not for lack of trying though. Onondaga's model provides a better Officer safety procedure from my experience having used both.
- Onondaga 911 policy & procedure is some of the best around, and being a part of that would increase Officer Safety
- I believe that Onondaga County procedures for officer safety are top of the line and bringing them to this county would be a great help. I think our current 911 center does a

great job checking on us and getting information, but it can always be better and I think a consolidation would be a way to make that better.

- Not all but some of the current and past dispatchers are not safe. It appears that they could care less about the 1st responders' safety. They continuously make poor unsafe decisions.
- I believe the information Onondaga County 911 puts out to their Officers is far more than Madison County 911. Some of that information is pertinent to the way an Officer responds to a complaint or how they handle that complaint.
- See above- CHAIRS, CNY Leads, gps mapping technology.
- Currently there are little or no procedures in affect.
- See above
- Since there are present concerns about this, the expectation is that consolidation will adequately address all law enforcement concerns.

K) Question: What do you believe would be a negative impact on a consolidation, if any?

Comments:

- knowledge of the area for dispatchers
- Too large of an area. Dispatchers not knowing the area.
- Dispatchers not knowing the area very well especially on traffic stops if something was to go wrong
- The consolidation would lessen the knowledge of the geography, known persons to 911, and knowledge of Madison County by the dispatchers.
- Potential lack of commitment to community if not personally invested in area of responsibility / lack of knowledge of community (more rural than urban)
- Knowledge of patrol area.
- See response to answer 3
- Heavy radio traffic, dispatchers lack of knowledge regarding patrol areas
- We would lose some good dispatchers!
- I don't think the personnel would mesh immediately. The learning curve for the Madison people might be steep. I'd like to see them given plenty of training.
- N/A
- Unsure
- The amount of call volume is adequate for the current structure. Combining the agencies will overload the dispatchers.
- None
- If the bad dispatchers were kept and not retrained / forced to be competent.
- None if done correctly
- No
- I don't believe there would be any.

- knowledge of patrol area
- I am not aware of any as of right now.
- None
- We would lose employees who know the patrol area and people who live here.
- Rushing out whatever gets chosen and then having to do a million updates and the system failing all the time.
- Less knowledge of patrol area
- No negative impact, other than hopefully there will be no employees lost in the transition
- Dispatchers lack of knowledge of the terrain, landmarks and, hazardous areas due to weather, etc.
- Loss of jobs in Madison County
- I don't believe there is much negative. I realize some may have to travel further for work or some may not keep their jobs. Traveling further would be minimal and those who may not retain their positions are likely the ones that shouldn't be doing this job to begin with.
- Dispatcher not knowing the local problems.
- Loss of control.
- As outline previously in this survey.

L) Question: What RMS benefits would you expect with a consolidation?

Comments:

- Unsure
- Integrated into the CAD system and be very user friendly.
- State Police does not have RMS available
- I'm not sure what RMS benefits are.
- None
- The ability to utilize Onondaga's system in its entirety
- Unsure
- N/A
- Improved communication
- I would suggest that SJS remains.
- All that apply
- Mdt avl and ability to chat with dispatch for business use only
- LEADS would most defiantly be beneficial
- better equipment
- The ability to better share information
- clear up radio traffic
- Less overhead cost

- None. We don't use County SJS.
- Better communication of critical information
- Right now we, use SJS. I think a system that all agencies can have access too in some fashion would be the best solution for everybody.
- do not think my agency would be affected by that
- Shared RMS system with a better distribution of Officer Safety information
- I'm not an EMS person
- There are essentially zero RMS benefits with the current system. Anything would be an improvement but knowing what Onondaga has it would be a huge benefit for case preparation, investigations, intelligence etc...
- Not sure.
- N/A
- RMS is a totally local decision and I wouldn't expect any benefits from consolidation.

M) Question: Do you feel the current SJS system is adequate?

Responses:

Yes	41.67%	15 people
No	50.00%	18 people

Comments:

- SJS is serviceable, however a report system that is linked into a CAD systems and can input information into a report automatically would save time and increase productivity.
- Outdated
- Extremely outdated and slow
- The old SJS was much easier to navigate. The web-based SJS is not as user-friendly as the old SJS is a good system. Onondaga's is far too overblown. platform, which the State Police still use. I think it is adequate, but the old platform was better.
- The SJS system is out of date and is very difficult to search after the fact. From the strict standpoint of usage, it is adequate to enter a report into the system, but finding it after is a nightmare
- I think our current system is adequate
- It is easy for the officers to complete the reports and all appropriate data is captured. TE was an example of misguided leadership. UPMs turned into hours versus the thirty minutes of the past.
- we need to go to a LEADS based system. It's very difficult to extract "full" information or research other peoples cases with the same MO. It's easier to work on and "solve" cases with LEADS. It's easier to reach out and find out what Officer or Detective may know about cases.
- Its a simple yet solid system that rarely has issues.
- Outdated system

- It works
- It's limited on information that can be searched, which includes a basic phone number.
- Very outdated and limited capabilities.
- Many of the drop-down options are not used and are time consuming. SJS is primitive and I slow. It is not user friendly. (If I want to check what an individual is in the system for in the past I have to retype his info again and again.)
- Would like to have access in vehicle
- Its adequate, but it would be nice if interfaced with other programs.
- There are many options in car that cannot be completed and have to be filled out at station, even after complaint was "completed" in car. Many more minor issues I do not have space to elaborate on.
- Could be updated
- Its antiquated, non-searchable by other agencies, not easy to use.
- It's outdated, antiquated. It doesn't allow for case prep, investigations, intelligence gathering and sharing of information. You can't set up alerts and watch's and often have are unable to learn about critical events or dangerous people from your neighboring jurisdictions.
- N/A
- N/A
- Out of date, no importable information to DA's Office, and doesn't really communicate well as a universal platform.
- While there are improvements that could be made to the SJS platform, I do feel that it is functionally adequate. One of the huge challenges to moving away from SJS is the migration of data to any potentially new RMS system. Without the ability to migrate data, we essentially would need to run two systems, if we were to change. That is to say we would have to continue to run SJS while also running whatever new RMS system we took on.

N) Question: CHAIRS II is an information gathering database used to assist in a multitude of investigations. Would you be willing to share data if a consolidation was suggested?

Responses:

Yes	94.59%	35 people
No	2.70%	1 person

Comments:

- I don't know how the system works, but I know they have used it for years. I'm not sure if or how sharing information would impact anything negatively.
- Chairs is overly complicated. SJS is fine.
- I think shared data is beneficial for everyone.
- Criminals don't have borders so why should we? I think the public would be very upset if they found out agencies don't share information like we should and the crime they

reported went unsolved even though an Onondaga County agency may have the criminal's whereabouts or even in custody because they did the same thing over there.

- It is not my place to speak for my agency.
- I would recommend going to the statewide RMS
- While I am not generally opposed to the sharing of data, committing to such at this early stage is an impossibility. Within the bounds of what we can ethical share in prosecuting cases.

O) Question: Do you feel that access to CHAIRS II is crucial for your agency and investigations?

Responses:

Yes	66.67%	24 people
No	25.00%	9 people

Comments:

- I have not heard of any large number of connections between Syracuse crime/suspects and Madison County crime/suspects. I may be wrong, however as I have not looked into any data. It may be more cost effective to network with other officers and investigators in Onondaga County when working a case.
- It would help but isn't crucial.
- Unsure-I'm not familiar with CHAIRS II
- The more information the better
- unsure of what the program can do so I can't comment
- We don't use it a lot if at all
- It provides more information that we currently do not have access too
- Information sharing in very important, but I do not know what chairs II is.
- Better information I would like to be a part of.
- We do not have it now and I feel we get by just fine.
- CHAIRS is a great tool and all agencies should have access to it.
- From what I have heard, yes!
- More information sharing is beneficial, but it must be applied correctly, if we are to share it should be statewide
- Not crucial, but very handy
- It's better than what we have

P) Question: Do you feel current data systems are adequate?

Responses:

Yes	29.73%	11 people
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No 62.16% 23 people

Comments:

- The current SJS data system is serviceable, however searching beyond date of an incident or a name is not user friendly
- I don't know which DATA systems are being referred to here. If things like CLEAR fall into that category, then yes, I would say they are adequate
- It's doing fine
- We need the ability to run data in the car and search databases in the car; in the field
- eJustice is an adequate data system which always works well for me
- I can't use my brand-new tuff-books, because of Window's 10
- outdated use newer databases
- CAD is not being used to its full potential SJS works and TRACS works sometimes
- Unsure what data systems you are referring too
- Technology is advancing quickly, and it would be nice to have one system that would be a one stop shopping for RMS, so information would only need to be entered once and then it would populate into all other forms the officers utilize. Then there would be no need to retype and duplicate work and save the officers time completing reports.
- NO, State Police system has limited functionality with D group and other large searches in car, allowing for only a limited response. Very different from Portal on PC access
- No currently used by this department
- See above
- The data systems are essentially non-existent. There is very little information that can be gained during an incident and often times with manpower issues and policy restrictions, data that 911 might have they won't search for and provide
- But could be better
- Way behind the times

Madison Fire/EMS Survey – Total of 143 Responses

A) Question: Please provide the name of the Agency in which you work

Responses:

- Munnsville Volunteer FD
- Georgetown Volunteer Fire Dept.
- CAVAC
- North Brookfield Fire Midstate EMS
- Oneida Fire Department
- SOMAC
- Morrisville fire Department
- Eaton fire department
- Georgetown
- North Chittenango Fire Co
- GLAS
- Hamilton Fire Department
- Bridgewater Fire Co. and Ambulance
- Cazenovia Fire Department
- Bridgeport Fire Department
- Madison Fire Dept
- Cazenovia fire dept
- Hubbardsville Fire Department
- Madison County Emergency Management 30 years Chittenango Fire Dept 50 years
- Wampsville Volunteer Fire Department
- Erieville fd
- Erieville Fire Department
- Smith Ambulance Service Inc.
- Village of Caz
- Caz Fire
- Chittenango/Cazenovia
- N/A
- Canastota Fire
- Madison Fire Department Madison Ambulance
- Village of wampsville
- Canastota Fire Department
- DeRuyter Fire Department
- Greater Lenox ambulance services
- Munnsville fire department
- Chittenango fire
- Wampsville Fire Department Greater Lenox Ambulance Service
- Vineall Ambulance, Greater Lenox Ambulance Service

- CANASTOTA Fire and Greater Lenox Ambulance
- Munnsville
- Munnsville FD
- North Chittenango Fire Company
- Madison County Sheriff
- Hamilton police dept
- Erieville FD
- Bport fd
- Waves Ambulance North Bay Fire Department
- Hubbardsville
- Hubbardsville Fire Dept
- Morrisville Fire District
- Oneida City Fire Department Greater Lenox Ambulance
- Madison Fire Department
- Greater lenox
- City of Oneida FD
- Madison County 911
- Erieville
- SEVAC
- North Brookfield Fire
- SOMAC (Southern Madison County Volunteer Ambulance Corps, Inc.)
- Northbrookfield
- Smithfield Volunteer Fire Department
- Newwoodstock fire department
- Lincoln
- lincoln vol fire comp
- Oneida Fire Canastota Fire Deputy Fire Coordinator Car 7
- Madison County Sheriff's Office
- Smithfield fire and rescue
- Madison County 911 center
- Leonardsville Fire Department
- Chittenango Fire Department
- City of Oneida Fire Department

B) Question: Do you believe a consolidation of Madison County 911 with Onondaga 911 would affect your operations? Please explain your reply.

Response:

Definitely would	47%	67 people
Probably would	25%	36 people
Probably would not	21%	21 people
Definitely would not	7%	7 people

Comments:

- Provided the dispatchers who manage the calls are competent, and the mapping systems are up to date, it really shouldn't matter how far away the dispatcher is. The keys are management and competence
- Our dispatchers know our issues and our area's that we have to deal with. Onondaga County dispatchers don't, and probably don't care
- Your question is parallel to asking me if the Madison County DOT were to consolidate with Onondaga County DOT - would that affect our operations. We have to use the roads in both Counties. Inasmuch as the Onondaga County DOT could care less about CAVAC's operations, the existing Madison County Office of Emergency Management or Onondaga County 911 have no interest in our operations either. You should have provided an answer that neither would or would not to this question. I understand the purpose of your survey is to focus on a consolidated 911 Center. Unfortunately, that's somewhat akin to asking someone whose house is on fire for their opinion on their residential phone service provider. At that moment in time, they have bigger problems and don't care about their phone service provider
- Both positive and negative, by being involved in a first-class operation (joining with OCFC) vs loss of local control and knowledge base of our dispatch personnel
- Concern with not local dispatch not knowing local information
- If the two agencies were to consolidate, I see only positive affects to Madison County Agencies. Better training, better Cad System, more grant opportunity. If the merger were to happen, I would prefer to see the current Wampsville location remain, due to its proximity to Oneida (being the largest user of the system)
- As long as there are no changes it will be ok
- Local dispatchers familiar with the area has to be an advantage. Onondaga county is already very busy. don't know enough to make an educated statement
- I think it would affect it for the better. Better trained personnel
- People in Onondaga county do not know our roads and some of the roads in both counties are the same. They don't know what our people are like
- I think that the dispatchers should be familiar with the area that they are sending responders to. A map on a computer is not match for firsthand knowledge of an area.
- I don't think they would know your end of the county
- There are some very needed changes to be made in The Madison County Communication Center.
- Better equipped with well-trained Dispatchers with a more modern CAD system will provide more efficient results and needs requested from the scene.
- It is good to know the person on the other end of the radio is familiar with our area, people and dept.
- I don't think it would affect our operations
- Would be an improvement. Onondaga County is running a state-of-the-art center and its would greatly improve not only the way we are dispatched but the way our dispatcher are trained and supervised. We would also access to a better CAD system.
- First thing I don't believe we are looking to consolidate with Onondaga County. :-) However consolidated with Onondaga County I feel isn't in the best interest of Madison County. Madison County is such a rule area and our dispatchers that currently work at the 911 center know the ins and outs in all these back roads, side roads, nicknames for certain locations, etc etc that

Onondaga County dispatchers we'll have a hard time dispatching emergency vehicles to some of these locations. I also have a major concern with the added emergency phone calls that will be coming in to the Onondaga 911 center. I have experienced in the past while making a emergency call to the Onondaga 911 center I was placed on hold for the next available dispatcher. So with the added amount a phone calls I'm not sure and I don't believe the anyone can honestly say that this would get better or not happen anymore. In conclusion I know I'm only one person Sharon my views and opinions however I'm sure I'm not the only one that feels the same way. I just feel it would be a huge mistake and bad deal for our County and the 911 employees!

- Most Dispatchers here have local ties and therefore have a better understanding of the local area and are better able to guide responders in, a dispatcher in another county can only go on the information provided, and most people in this day and age cant even tell you the name of the road thats next to the one they live on
- If we want something changed will take longer if it's even possible
- If Madison combines with Onondaga for a combined dispatch, Madison first responders will lose the connection to 911 Center. Madison has a unique feel and could be an all-star center with some more professionalism both in the center AND from the responders.
- Bigger is never better
- It would be an improvement
- Onondaga is busy with multiple calls and seems to be a lot of waiting when going to Onondaga for mutual aid. There is allot of unnecessary radio traffic in mad county as is. Onondaga is even worse
- If all were talking about is where the people are sitting answering the phones and then doing the appropriate dispatch, i don't see how it matters where the location is
- Worker would be over taxed. Loss of a personal attachment. people would not be as fialmor.with our area.
- I see no issue with consolidation if we can reduce county expenses and increase available resources. If services won't be affected, then there should be no reason to not move forward.
- The bigger the area that is encompassed under the agency the lower the probability of that agency to be able to help/know that area. They will only know the areas where most activities happen. That leaves the smaller, less populated areas hung out to dry. Great for Syracuse...not great for Canastota/Brookfield/Chittenango/Erieville and so on.
- Madison county is more rural county and no were near the same tax base. Plus we are a community driven county that know are neighbors and are most generally related. I feel we would lose are identity and be forced to operate like them were it becomes a job instead of because we care.
- It will slow down the translation of calls and resources in our county.
- I feel it would cause interruptions in service like they have In Onondaga county where they put u on hold
- More coverage and less response deserts in theory
- Bigger isn't always better somebody gets left out and it's always the little guys that get left out.
- Policies and procedures would have to change. Cost every agency money in training
- The majority of personnel at the [REDACTED] Co. believe this consolidation would result in a more favorable change, to include better dispatching techniques, more reliable information, and a better relationship with the 911 center and the emergency agencies.
- Onondaga county has a high enough call volume and probably no familiarity with little rual Madison County

- Yes the don't know our county and I have work in there county and use them system there are delays in there dispatch
- That's a yes and no answer, yes because Onondaga county gives out more detail on call prior to arrival so we know what we are going to, And no because as long as we get alerted quickly then everything else will be the same response wise.
- It would be great for the county fire and police as well as the citizens of Madison County. Unfortunately, Madison County 911 is light years behind Onondaga County, and it effects every aspect of the emergency service response in this county.
- As long as personnel was given accurate information, I do not feel it would affect my operations.
- Onondaga County is already extremely busy with their own county and putting another county on top of it will just delay our responses
- This is kind of an unknown, until a consolidation was officially announced and a true idea of how the layout of daily operations were outlined, the only way that operations would really be disrupted for us, is if delays in 911 call taking and dispatch became an immediate issue. We tend to try to be self-sufficient in our operations level, contacts and resource are more available for us as compared to other departments.
- It's all supposed to be done by mapping.
- Would hamper response time
- We would lose the ability to have face to face interaction with the dispatcher that we work with
- Being in a small, rural area, there are landmarks that assist our dispatchers in giving us call information. People unfamiliar with the area would not have this.
- Those who dispatch for Onondaga likely live in that area. Our dispatchers at Madison county are familiar with the roads and our frequent callers, making it easier to navigate a call with very little information.
- Onondaga Dispatch do not know the roads out this way, and some of our roads have the same name as theirs, they do not know how long it takes us to get to our patients at the longest end of our district
- I worry that Madison county would go by the way of other mergers. Leaving our county out in the cold after the merger.
- There would be a greater lag in being able to augment change or necessary updates due to the complexity of the structure. Some method of safeguarding the ability of Madison County to have their needs be addressed and not placed on the back burner dealing with a much larger municipal entity is one of the largest fears. A combined system would be paid for ?? Done by population?, Use? Equal sharing? payment to integrate and update CAD?
- Being an EMT with Vineall ambulance, we need precise directions and addresses and situations. With our own local 9-1-1 personnel, we can get a better understanding of the situation occurring before we arrive, due to it being more personal, less commercial. Madison county is one of the only counties that are not in combination with heavily populated areas. Everyone there is familiar with the area, and can give a better definition of the crisis at hand
- Waves Ambulance staffs Minoa Ambulance who does a lot of mutual aid to Madison County. The information that we receive from both Madison and Onondaga County 911 is different. Under one 911 Center the information would be more clarified. Along with only having to contact one 911 and not two centers to get dispatch information
- Dispatchers from another country would not be familiar with the location we operate in. I also have to question the time from call being taken to dispatch time
- We are having enough trouble in the southern part of the cunty with reception, or the lack of such!!!!

- Because the dispatcher that we have at are 911 center know the area and the ones from the other county don't not
- It would greatly improve operations.
- As a Firefighter/Paramedic with over 20 years' experience in commercial EMS, volunteer fire/EMS and Professional Firefighting in Onondaga county I believe a consolidation would allow Madison county agencies access to improved technology and larger resources.
- I just don't see why this is even a reasonable suggestion to combine services. If anything, update our cad system and have Onondaga county train our dispatchers.
- Consolidation would give all agencies better access to updated technologies.
- unsure of effect on day to day operations. But i do believe some of the resources they have will help with response to calls.
- Geography, knowledge of county SOPs, call volume, access to additional needed resources.
- I think it will be more efficient and quicker
- Would be not cost effective to do this.
- It may due to inconsistencies between counties and napping issues.
- The lack of employees to except both Onondaga and Madison County phone calls could over whelm them!
- I believe that the radio traffic that is already a problem for Madison would only get worse with the extra dispatches with another county
- We would have to learn the "way" they do the dispatch, but we should be able to be dispatched from the North Pole as long as they give us the info we need and do what we need done when we ask.
- If your looking to cut money take away a few em members don't need them all
- I believe that due to the current state of the Madison County 911 center and knowing how good Onondaga County is there could be nothing but improvements if they merge.
- The whole counties response time would be affected by them taking over the 911 calls. This would also include the police and ambulance side also. When someone is calling 911 every second counts . By putting this in their hands could be wasting important time. We have put a lot of money into our 911 center. We have great people there that do an outstanding job. Let's keep our 911 center where it is.
- I work fire police and trying to understanding is going on in Madison county is hard enough without trying to listen to a whole different county operation going on at same time
- There would be a very large learning curve that would take place on both sides of the radio that I feel would be a very large obstacle to overcome
- Would Onondaga 911 dispatchers know Madison County well enough to dispatch or would there be dispatchers on duty from each county?
- I think the system is great the way it is now. I think consolidating the two countries will slow down dispatch times. Which will slow down response times.
- As long as we get timed and phones are answered should be no change
- Our county dispatch is the best around.
- Concern that we will not be able to respond as need if our residence are put in the Q and have to wait to speak to an operator. Our current 911 operators answer immediately.
- Onondaga county is not familiar with our operations and areas just as Madison county would not be familiar with theirs.
- I BELIEVE THE LOCAL DISPATCHERS ARE MORE ACCLIMATED TO THE AREA AND MAKE FOR A MORE FAMILIAR RESOURCE. I KNOW ITS EXAGGERATED BUT I AM SURE THAT WE COULD GET

DISPATCHERS FROM CHINA THAT COULD DO THE SAME THING FROM THERE THAT ONONDAGA COUNTY WILL BE DOING.

- It may give us a better staffed center. It would have an impact on our relations with dispatch, many of us know and work together.
- ***Onondaga*** The information I've been led to believe is that there would be more personnel, which seems to be Madison county's down fall
- It is a bad idea and shouldn't happen. It's all about the money and not saving someone's life!!!!!! When is all this crap going to end and leave it alone and leave it where it is!!!!!! If [REDACTED] [REDACTED] was still there this subject would never have come to a debate!!!!!! When does the fire and ems service become a game and the communities are your pawns and you don't give to s--- about the people!!!!!!!!!!!!!! Leave it as it is and add more jobs to Madison County Fire Dispatch and actually,ake jobs and don't take them away!!!!!!!!!!!!!!
- How much more can Madison County farm out? Seriously why not just close the entire county complex and farm EVERYTHING out to Onondaga County. This is absolutely ridiculous and whoever came up with this proposal should be let go. If Madison County is so intent on taking jobs and services away from Madison County residents then dissolve the County, tear down the entire county complex and give the property to the Village of Wampsville. Then the 47% of the village which is tax exempt can get sold and go back on the tax rolls! How well do you think Onondaga County operators know the roads and locations in our county? Will emergency services know the difference between Clock Road and Klock Road. How about See her Road? Why did the tax payers spend millions on your 911 radios? Who came up with this hairbrain idea? Some worker who lives in Onondaga County?
- With any change, comes a learning curve and some resistance. New radio procedures would take some time to learn but the overall radio effectiveness would increase for the better.
- Slower response times and confusion.
- Onondaga 911 center has enough of their own departments to handle without adding an additional agencies from Madison County.
- I understand the gain of extra man power available with this merge but you are going to have to change either Madison or Onondaga counties call signs and other thing to be able to work properly. And in the first year or two there would be a very large miscommunication between responders and control
- probably delay in alerting departments
- It is my understanding that consolidating with Onondaga County will give us access to more monitors, more dispatchers and a cheaper operating cost.
- I stayed in Onondaga county with a fire department while I attend college and toured and watch how the dispatch center ran I believe that if Madison County was added to there call volume Madison County would be pushed aside as we are not important enough so calls would be dispatched long after the call for help causing even long wait times for potentially severe calls such as heart failure and structure fires
- It would affect our operations because we would be a smaller dispatch center being blended into a very large system. Our ability for representation in matters of dispatch procedure and policy would more than likely fall on deaf ears.
- Given the way the communication system is set up, the priorities would be effected. I'm sure that Onondaga calls would take priority over Madison's. Further, you would have dispatchers working who would probably not be familiar with the geographic areas. This plays a big factor when the dispatcher is familiar with the area when taking a call and dispatching.

- We live in very small towns. Dispatchers in Madison county are familiar with this. Some roads you can't even drive down and are seasonal and they know this. People that are not familiar with gebarea would struggle getting services in a timely manner
- Communicators not familiar with Madison County locations sitting in Onondaga Cty
- Onondaga County is not the smart merger you are comparing a large county to a whole county that is smaller than one of Onondaga county's cities. They are not aware of rural needs
- In terms of practicalities and mechanics of getting the job done, I would not expect too much change. The additional volume and subsequent experience Onondaga has may give ideas to streamline some processes in Madison. However, Madison in many ways understands the needs of more rural communities and that experience should be respected. The main difficulties working in Madison county come from the policies and actions of the immediate directors in the center and lack of treating dispatchers as competent adults handling a high stress job
- There wouldn't be a separation of calls, and Onondaga County dispatchers aren't familiar with Madison County.
- Dispatchers would know the area as well as the current dispatchers
- Everything that we do related to dispatch and call disposition would be greatly improved. This includes dispatcher/call taker training, CAD and staffing
- I believe a consolidation would definitely affect our operations in a positive manor. I believe there would be better accountability and more timely response to transmissions even during peak call volumes or large incidents
- Our 911 center dispatchers live and work in the County, that is the best way to serve the citizens is to be right there with your citizens, to know the streets and know the communities. They have a better understanding of the communities, the county, than someone that is not even in our county. The public is not interested in any excuse of delay of dispatching or us being sent to the wrong address. Our dispatchers know certain addresses that have a history of violence
- I feel the person dispatching should have a basic knowledge of the general area to which they are sending units
- The dispatcher don't know this area
- I am under the understanding that there will be no difference in service to our service by dispatch
- We already work with many departments from Onondaga County
- I have worked multiple agencies one having a dispatch center in another county and it did not affect operations
- For the better, become more professional, efficient with radio traffic, better information
- It may or may not. But, a dispatcher that is not familiar w/ the general areas that they are dispatching for may cause confusion when the dispatcher is receiving info. from a caller or transferring information to responding agencies. Example: Bearpath Rd. and West Rd. are both actually State Route 46. However, I would expect that the CAD system would be able to manage/differentiate that
- The training and equipment that Onondaga county could share would make dispatching easier and much more efficient. Madison county lacks in training and equipment

C) Question: Do you think that a consolidation would provide more timely and more accurate information? Please explain your reply in the comments.

Responses:

Very likely	10%	12 people
Likely	14%	16 people
Neither likely nor unlikely	18%	21 people
Unlikely	30%	36 people
Very unlikely	28%	33 people

Comments

- There may be more information shared to agencies, and probably delivered more timely, due to having the proper staffing.
- Our dispatchers and 911 center do a great job even for being under staffed. I believe it would hurt our operations and service if anything.
- I would hope it would bring definite issues to light that may not be answered in a survey.
- The outcome of a consolidation would most likely be a positive thing. Under our current system one dispatcher takes the call and also dispatches the call. It almost seems as the dispatchers are shortening up the information that we are given so that they can answer the next call.
- Many Madison County dispatchers know the area and can describe details to help responders
- Onondaga has wait times now with the current call volume.
- Onondaga gives more info in dispatch. Both verbal and on text. Why don't we get that here. Can't be that hard
- You only get in information the person wants to give the dispatchers
- I have to say that it's unlikely for the sole fact that there are terms and names of certain locations in the county that locals are familiar with in Madison County. The dispatchers that we currently have are very familiar with those particular locations and do not have a delay when given a off the map reference for say. I feel that a dispatcher from over 30 miles away that is only relying on a map and a CAD system does not know or understand where some of these locations are so therefore it would take further questioning of the call taker to understand where the actual location is.
- Same as above
- Not sure would have to know more details on the consolidation
- It's very pathetic that the police have more info the majority of the time on a EMS or fire call then we do!!!!
- Onondaga County is already extremely busy with their own county and putting another county on top of it will just delay our responses Madison county would be put on hold and they would get to the call when they could after they took care of their out county first
- I believe more information needs to be given. ie names are helpful or description of building.
- I'm not sure how a consolidation would affect this in a positive way.
- Our dispatchers do a great job. What is the point of outsourcing jobs?
- Madison County does not have accurate accounting of call receipt times as compared to actual dispatch times, I have witnessed changes in data that gets inputted to defer any sort of wrong doing. There seems to be a lack in oversight, or rigidity of correcting problems. Mistakes happen, but they should not be repeated. Possibly a larger agency would have better training programs, better oversight??

- I think that will depend on the CAD system and the information that can be taken from callers about there location and situation to better inform responding units of whats happening.
- I believe that transferring calls to Onondaga county would delay dispatch from the call volume they receive alone
- The lack of their knowledge of Madison County Roads could delay and or hinder our response time!
- It should not make any difference; the info is the info no matter where it goes. Any trained and staffed dispatch center should give accurate and timely dispatch info.
- Given better training and more staff to answer calls and run the radio I believe we would get not only more accurate info but get it faster also. We constantly have dispatchers leave out pertinent information when they have it right in front of them. A few examples: 911 dispatched us to an address on Broad Street for an alpha call for fall injury. Thats the only info we got. The ambulance was ahead of me in the fly car and could not find the address. I asked 911 over the radio if he had a business name (Its the business district) and or better location of the patient and he said "sure do, its on the sidewalk in front of the post office". Ambulance 513 drove right past the patient with people standing around him. It was winter, very cold he slipped on the ice and was in about an inch of water in severe pain. Not only should we have gotten the pertinent location info that was left out we should not have been dispatched alpha to a person that just fell on find the ice and was in severe pain in middle of winter outside in a puddle of water to boot. 911 dispatched us to an evaluation after an MVA in Earlville, alpha to the elementary school. Just before arriving on scene the dispatcher said that law enforcement could not find the driver of the vehicle and to stage. We acknowledged and staged at the entrance and could see a car crashed into the woods to the right. A sheriffs unit parked to my right in the fly car and got his tactical gear on and loaded his rifle, a trooper parked on my left and got out and pointed the rifle right over the hood of the fly car I was sitting in pointing it at the vehicle in the woods. I asked the Sheriff to my right if there was something we should know and if we were in a safe place or not. He said he did not know where the driver is so he has no idea if we are safe or not. I asked him what all the weaponry was for and he said the driver has a loaded rifle and he had no further info at this time. I then called the 911 center for more info and they basically refused to tell me anything. The dispatcher said "We would not have sent you there if it was not safe". I hung up as i was getting nowhere. The state police then had us get people out of the local homes and to the firehouse for safety with the ambulance. Just then they guy came out of the woods about 100ft from us under gunpoint by about 10 officers. We were certainly not in a safe area. Come to find out this was a pursuit and crash and they also found a 5 gallon bucket full of handguns in the car presumed to be stolen. The dispatchers knew exactly what was going on and held that info from us. A major safety issue at best. We would not have staged there but at the Firehouse where we had some cover. We would have had better staffing and preparedness had we known this was what it was and not just an evaluation after an MVA. This is 2 of the best examples but there are countless more incidents like this that have happened in the past and continue to this day. They need much much better training to say the least. This is utter incompetence and only a matter of time before somebody gets hurt or killed.
- No it would not be more timely or accurately. There would be a lapse in getting the calls to the right departments .
- I do because the Onondaga County Dispatchers are not familiar with areas in Madison County
- Yes it would only help us to consolidate with an accredited 911 center with a state of the art cad system

- If Onondaga 911 has a larger staff and can be more effective than yes but why can't the provisions be made to hire for dispatchers and call takers in the Madison county 911
- I think that the current dispatchers are good at what they do. I do believe that there is room for improvement with the professionalism of some of the dispatchers. I have the fortunate opportunity of working in both counties and there is a difference in dispatching. If the current system is able to be enhanced, then this is a win, win.
-
- Latter comment.
- You are going to have dispatchers that are so used to a urban and suburban operations that I feel that things are not going to go well when they are forced to quickly adapt to rural operations
- You need to know the area that you are dispatching for.
- You only get the information that the person knows when they call and with dispatchers now it's more likely to know of the person already
- The ability to share the Intergraph CAD system alone would make a world of difference. It is more reliable than what Madison uses and always has more detailed information that we can use throughout the incident to do our job better
- The dispatchers wouldn't know how these dept work
- I think it would provide more timely and more accurate information. We attended the informational meeting at the OEM in Wampsville and we where told the Onondaga County 911 is a world class Center. I think with a Center like Onondaga County and the outstanding training they already have, is that it can only benefit Madison County
- I have worked in Onondaga county for 15 years and believe there is more radio discipline and standards in which they follow, the information is accurate and timely
- I do know that other counties do receive much more call information initially during many incidents than we typically do. Both over the radio and from IAR and through related e-mails. It is also very frustrating when Police agencies get much more information with the initial report than Fire or EMS do. As someone that has called 911 and someone that is close to the process it does seem that many of the incidents take extended periods of time before Fire and EMS responders are alerted as compared to Police agencies

D) Question: Do you believe that a consolidation will negatively affect dispatcher knowledge of your community? Please explain your reply in the comments.

Responses:

Divinely would	45%	63 people
Probably would	25%	34 people
Probably would not	20%	28 people
Definitely would not	10%	14 people

Comments

- Some of the local dispatchers, key word being some, are familiar w/ some of the local intricacies that out of county dispatchers may not be

- Most people in Onondaga County don't even know where Madison County is or have heard of many of our towns. One issue is the weather. You can be in Onondaga County and the sun is shining and then come to the southern part of Madison County and it will be snowing. They won't know or probably even care
- While enroute to a call, our provides currently have the option to call Madison County 911 for additional information. Their knowledge of the community positively contributes to the call
- Depends on how this takes place, if total transfer to Onondaga Co., then the local knowledge base will be lost until it is relearned by new staff. If a partial transfer, or virtual consolidation occurs, then it is not as important
- Yes a dispatcher not from our area would not likely know our territory and unusual -special-situations we may be presented with
- It may, if dispatchers from the Madison County area were not used
- Not all the dispatchers now know everybody's community
- Most dispatchers will not know the ins and outs of the county, so it won't matter if outside personnel from another county come in
- They don't know the roads
- not knowing our end of the county
- See above
- Most of the current Dispatchers don't have a knowledge of our Districts now.
- The dispatcher will do the same job for the same residence just from a different location.
- We have very good dispatchers and that is what is needed in this instance.
- It should not made a difference if we are give the correct address at the time of dispatch. Most of the dispatchers now do not have a detailed knowledge of the departments that they are dispatching. There are a few dispatchers that have detailed knowledge of the community they live in.
- Dispatch won't know our area or have time to get details on calls
- Part of our current training is putting the dispatchers in the field. Local police and fire have long term relationships with our current dispatchers. From discussing this with CURRENT ONONDAGA dispatchers - they relay on mapping technology... while there maps may be more advanced, there is still a place for a well trained and informed dispatcher.
- Onondaga county could care less about the Geographic's of the DeRuyter area.
- We are a border county and already interact with Onondaga County dispatch on a regular basis.
- It probably would but again i don't believe that matters, the dispatchers job is to assess the call and dispatch the proper authority then provide appropriate information. I don't believe the dispatcher needs an extensive knowledge of the community to do that job
- This was one of my thoughts. Having personal on dispatch familiar with the county helps in situations with dispatch, resource allocation, and area landmarks.
- Just because they can read a map doesn't mean they know the community and the people
- How could a dispatcher that doesn't live in our community know our community
- Our dispatchers know the area they work in
- Everybody has google earth
- As I explained in the previous question I believe it will negatively Affect the dispatchers knowledge. For the reason that some of the dispatchers the Madison County currently employs have lived in Madison County have grown up in Madison County and currently work in Madison County they understand the local terms for locations And I'm not talking about something as similar as the bear path but more as to the knowledge of previous names for certain establishments. For example if was to tell the dispatcher that I do not know the address to the

location and I was to explain that it's the old white elephant someone from Onondaga County would not understand that I am near Center Street in Canastota. Another example would be if I was to tell a dispatcher in adare county that I was located near the old herb phillip sons warehouse in Oneida, They would know that I was down near scanandoa street near Vineall in the flats

- Dispatcher would not be from the area. Dose not have the knowledge and the intercasys of the area.
- The dispatchers from the Onondaga County area are not familiar with the Madison County area far as geography and how towns operate.
- From our understanding, dispatch information is based on the computer system including google map verification. The issue we constantly experience is being dispatched to the wrong address, having to argue with the dispatcher that the location we have arrived at is not the dispatched address. We know our geographical locations, we just need accurate addresses and dispatchers who are willing to take feedback and see that said feedback makes its way into a change.
- We now have dispatchers who work from other counties as it is. Who know nothing about our county. All of them go off there computers for answers. Not knowledge of the actual county.
- Onondaga County is already extremely busy with their own county and putting another county on top of it will just delay our responses Madison county would be put on hold and they would get to the call when they could after they took care of their out county first
- From personal experience, I truly believe that you will not find a dispatcher familiar with all communities, regardless of consolidation or not. Madison county has dispatchers that are familiar with areas that they know and there are locations they have never even traveled. Familiarization with any community is not part of the civil service application requirement, all dispatchers have to learn this in on the job training.
- I think some of the Madison county dispatchers are familiar with Hamilton to a degree
- Need to have better GPS
- Madison County dispatchers know Madison County. Plain and simple.
- There wouldn't be dispatchers in our community so how would people become educated?
- although not all Madison county dispatchers reside in the county ...but for the ones that do there is always residual information these people bring to the table. name recognition, location recognition, water issues, unique things that cannot be gained from a map or database. etc etc. I think it imperative should a consolidation occur that some attempt be made to employ a certain amount of Madison County residents.
- Like I had stated previously, Syracuse is a far away district. They handle more call volumes, bigger areas, and more districts. Easily a wrong dispatch could occur. Worse yet, they could also put call takers on hold, a rare occurrence for anyone in this county. Another great thing is 90% or greater of the dispatchers at the 9-1-1 center are 1:1 with the responding back agencies. If you have further questions on the call, they are able to answer quickly and efficiently. It also helps that these men and woman usually belong to a local agency who they dispatch for, so they understand their SOP and SOG procedures and calls. Understanding more than what could be offered from another county
- Who in the Onondaga County 911 Center knows anything about Madison's a county or the City of Oneida? Most likely not many. It would take an extremely long time to get to know the area verses just looking on a computer screen for an address to pop up. This happened years ago

with Time warner Cable dispatching Oneida Rescue for an emergency call and the call was in the city of Utica. Lots of time was wasted.

- There's only so much you can relay from a map, having direct knowledge of the area is always beneficial
- Nothing against the dispatchers in Onondaga County, this would be uncharted territory for them.
- Most dispatchers live in the northern part of the County and don't know the southern end very well
- With current EMD training and CAD tech this is a non-issue
- Currently dispatchers are not 100% familiar with the entire county
- I don't believe the current dispatchers know the entire area that they dispatch in besides what they see on the CAD system. They may know their hometown area and some surrounding areas but don't have first hand knowledge of every road and street
- Our Madison county dispatchers are familiar with their county. Many of them are residents of our county and are aware of the resources available.
- Many of our Madison County dispatchers live in our community so they are familiar with the roads. If we have questions on the locations they are able to answer accurately because they are not relying on Google Maps. They know because they live there.
- CAD system will give all the details they need to pass on, will definitely be an improvement from what we have now
- As I stated above their lack of the knowledge of Madison County Roads would definitely impact our dispatch times as well as patient care.
- Dispatchers would not be able to personally know the area's that are covered by particular departments. As well as road closures may not get the attention for 911 center.
- Local info comes from local association with the location. No one knows all about all locations. With GIS and other programs there is a lot of information that the dispatchers can get that know nothing about an area. A competent person that cares about the work they do will learn over time what local info they will need.
- I have been in EMS over 25 years and trained EMD Dispatchers for over 10 years in my prior job. It is my feeling that I should be able to go to any dispatch center and be shown how to use their software and then be able to dispatch any unit to any call without any knowledge of the area. This is because following the policy / rules will get the proper information on every call regardless of geography. If the dispatcher always confirms the address, (incident may not be at the address on the alley screen) , gets / confirms a callback number, the closest cross street if available, is a business or a residence, if there is a special entrance to use, what floor they are on if a business or home with more than one floor etc.. I could go to any dispatch center in the country and dispatch units. Over time dispatchers will get some geographical improvements but they are not necessary given a call taker with some common sense. Also, given the current availability of electronic mapping etc..any dispatcher should be able to cross reference or give better directions in any district. They do not need to be experts in geography in all areas they serve. The dispatcher of course needs to relay this pertinent info to the responding units for it to be worth while. In my opinion, the dispatchers are so far under trained, short staffed now that any consolidation with a bigger 911 center should improve service greatly.
- Our 911 dispatchers know our areas and know who to call in response for more help. If they took over our response and getting help would be slowed
- Increasing workload of dispatchers and calltakers in an already busy system

- The dispatcher on duty may not know Madison County well enough to dispatch to a location accurately
- Because the Onondaga Dispatchers do not have knowledge of Madison County
- We are on the other end of county in a very rural area don't think it will be big impact but some to knowledge of area
- Nothing beats local knowledge
- They don't live in our community or even our county
- Madison county does not operate like Onondaga county does
- Not one dispatcher knows every area in our county and all the info is on maps
- Many of our dispatchers know our community's and know who is frequent and where are trouble spots are
- There may be some instances where knowledge of the area of incident may help
- The dispatchers off Onondaga County don't have a clue where roads and things are in Madison County and don't need the stress of taking on something that shouldn't be their problem in the first place!!!!!!
- Serious? That's just a stupid question
- I understand that there is great concern over this issue. I do not think that this will be an issue. 911 centers throughout the Country have dispatchers that are unfamiliar with geographical areas that dispatch just fine. It is no different than a new dispatcher starting, they may be unfamiliar with this county as well.
- Again they are going from their regular urban and suburban operations to add a lot more rural operations
- they don't our county
- Not all of our dispatchers live in county as it is. Being behind a desk with the same information, but in a different building location should not affect their knowledge of the community. It comes down to how dedicated the people are to being involved in the community.
- There are too many roads in both counties that are named the same I believe this will lead to the wrong fire department or EMS agency's getting dispatched
- The current staff is from within Madison county and understands the differences among the different areas
- Dispatcher not familiar with the geographic area
- Someone that doesn't know the area would struggle getting services to the people that need it
- Many of the calls coming into Madison county rely on the dispatchers knowing the community, common nicknames and slang for different areas and buildings, and nature of different roads (especially in relation to winter challenges). This is drilled extensively in probationary training
- Dispatchers are likely to know more about the county where they live and work
Wouldn't know the area as well or know what we are talking about when we respond with someone's name
- Many of the current dispatchers don't know my community. There are street mispronunciations as well as general unfamiliarity with the area. Not sure if they are not using the publicly available mapping applications that are now available to everyone or why we still deal with this issue. Today, with the Internet and instant communications (both voice and data), it really doesn't matter where the dispatch center is
- Our 911 center dispatchers live, work in the county they are very familiar with each community. As well as what mutual aid we have in our neighboring counties that we rely on, our current 911 center dispatchers do a great job

- Our dispatcher live in the communities that they are dispatching for
- They don't know us
- With the aid of technology, they should be able to get exact location details
- I think that the knowledge would only get better. The training from Onondaga County would roll over into Madison County. Combining the two, would be good for everyone. The benefit would be that the dispatchers here in Madison County would get better training and most likely state of the art equipment to work with. They would be taught by a Nationally looked at Center to help them
- dispatchers are trained to use the CAD system just because you work within the county doesn't mean you know the county
- As mentioned above, dispatchers that are familiar with the area typically know many small details about districts/response areas such as roads, residences and businesses, certain individuals, and typical dept. responses during certain times etc. Just small details that may help them as well as responding units
- If the cad system is working properly then it shouldn't be an issue. It's up to the fire departments to know their own district not the dispatch center. If you need more info on a place in your district, then put it in the cad
- With today's information technology data is readily available, including mapping, cell phone location, box alarms, etc. Some believe it is important that the dispatcher is intimately knowledgeable of the area, however I believe most are familiar with their town/village and don't have knowledge of the other areas of the county now. This is something that is developed after years of experience. So, I don't know if it really matters with today's technology

E) Question: Do you think consolidation would help or hinder your ability to respond? Please explain your response.

Comments:

- Provided the information is accurate and communicated in a timely fashion it shouldn't have a true impact
- Again they don't know our issue's or operation's like our dispatchers do. So it would only hinder
- Neither. Similar to the comments to question 3, our ability to respond reflects Agency policies formulated to function independent of the policies of the Madison County OEM. Your question implies the existence of a phantom working relationship between the County and the Agency that does never existed. In my nearly 2 decades with CAVAC, there has never been a County initiative to help an agency's ability to respond. Your asking this question is the latest example. There was never a survey, initiative or similar endeavor asking what the County OEM could do to help CAVAC's ability to respond
- It will help, because we will have enough staffing to adequately operate a 911 center
- help possibly more professional and more dispatchers doing only one job not trying to manage multiple emergencies at same time
- I see no reason why it would hinder any Madison County Agencies ability to respond
- No

- I don't think it will affect it one way or the other
- A smaller less busy dispatch has the ability to become familiar with 5be people on the front line
- Help
- Hinder they don't know how long to get to area
- Unsure. I would hope that the county wouldn't do anything to the detriment of the responders and taxpayers of the county.
- Hinder
- Don't believe it would hinder it, but I'm not sure it would help it either
- Not at all
- No, as long as we got at least what we're getting now as far as information I feel as though it would not hinder our ability to respond.
- NO, it should improve with better and more accurate information.
- Hinder, lack of local knowledge will play a huge role here
- I don't think it would hinder our response
- More detailed and accurate information at the time of dispatch would only improve our response.
- I'm sure in some cases in would help.
- Yes, it's still a business and regardless what we are told they will keep 1 more than minimum to keep the place running. When the big call comes in, all resources will be applied to that and that puts out the potential that other areas could suffer the consequences
- Yes, if we ask for quickest way in the person won't know area
- Hinder... our voice as responders will be gone. Current Onondaga fire chiefs can not get any adjustments made when they have requests. Onondaga operates as if they are the ones in charge of the emergency, when in fact the responder is the one in charge of emergency scene. Onondaga dispatch will suggest and or give responders tasks instead of the fire chief on scene. This operating out side there scope of responsibility.
- Hinder-you're already making it too complicated
- Nether
- Help. Their system is much more modern and we receive our tones and alerts from Onondaga County am average of 2-3 minutes faster than Madison County already. And they provide more info in their dispatch screen on IAR
- 911 wait times would be a bad thing. Dispatch wait times would be a bad thing
- We will still respond. The fact that the dispatcher may not know our area could be a problem as when you work an area for a long time you get used to the cycles and the habits of it's citizens so information gathered could be different than what we are used to
- The consolidation of the call center shouldn't effect response at all as long as its staffed accordingly
- Believe it would cause life threatening delays
- I am happy with our current dispatch office. I would hope to see no difference in effectiveness
- Hinder
- Consolidation of the dispatch system doesn't get more members in our firehouses.
- Hinder. Slower Dispatch time and coordination of resources
- Hinder. We have dispatchers that can tell us where we need to be and even know our phone numbers
- Hinder
- Should help

- I don't for say believe that it will hinder our ability to respond because you still have the same people on the apparatus and in the ambulances that's not changing. I think what with it will do is delay
- Hinder
- wouldn't effect our response
- In the beginning it would hinder the response. After some time it would only hinder when trying to get more detailed information about the area responding.
- It would do neither.
- Hinder due to call volume
- Need to know more details
- Help- for reasons stated previously.
- Hinder because if you have 2 structure fires at opposite sides of Madison county your potentially looking at around 20 agencies now add in an Onondaga one and you have a lot of resources with a ton of radio traffic to orchestrate
- Hinder
- Hinder
- I am hoping that it will help
- It would definitely help this county and every citizen in need.
- Help
- It will hinder it because you would have people a county away taking and dispatching call to a county they do not know and don't care about
- Assuming that emergency information is adequately received and relayed in a timely manner, disruptions in response should be minimal. Dying numbers in volunteers is killing responses more than a consolidation will effect it.
- I think it would help. Onondaga county has been way ahead of us for years. Madison county got a bunch of s--- when they purchased this system. Thanks to the leadership at the time.
- No
- Hinder
- I do not think it would hinder our ability to respond, but I do think it would delay us getting pertinent call information in a timely manner.
- Definitely hinder because if there is a consolidation I am going on strike
- Would hinder, they do not know area
- Unsure at this point
- I think the response to this questions depends on the way the consolidation happens, is it going to be as it is now? IE the city of Syracuse dispatch is different than the county or is it going to be integrated into their existing system?? I think the later would be extremely problematic. However if just the physical location of the dispatchers change and nothing else you would probably see a better end product, because of using better databases, better training, better oversight.
- Hinder due to high volume of calls being taken
- Hinder
- Hinder. Longer respond times due to inaccurate or not enough information. It would turn into a production line instead of an emergency situation
- Possibly help

- I do not believe so. Everything would be dispatched the same just through different counties. Maybe having a new dispatcher and not knowing the area might be a different outcome and different info than usual.
- Would it hinder my direct ability to respond, I don't think so.
- Definitely hinder
- Hinder it dispatch from other county
- No
- Absolutely help
- Hinder
- I believe it would help placing the CLOSEST appropriate unit on scene benefiting the public.
- At this time, I think it would be a hindrance
- Definitely hinder
- Help. By following Onondaga counties model it should cut down on unnecessary radio traffic
- Help
- Hinder. I am afraid of the delay.
- Help
- It would hinder.
- May hinder
- It would hinder. They are slow enough as it is and to double or triple the incoming calls would make it worse.
- Definitely hinder with the chance of calls overwhelming the Onondaga County 911 call center and their lack of knowledge of Madison County Roads.
- I believe in certain situations it could greatly hinder the response, as well as mutual aid from non-box alarm departments
- It shouldn't make any difference as long as the dispatch center personnel are properly staffed and trained.
- Onondaga county is way too busy. Our 911 needs to stay period
- Not at all
- There is no question it should help us respond. There are so many things wrong with the current 911 center that I would never stop typing to describe it all. I do not have the time. There has to be something better out there. It's the worst example of a 911 center I have seen in almost 30 years of service.
- All the departments would be hindered by the response. The call volume would hinder our response.
- Harder not knowing who is in dispatch when and if I need help as fire police
- It would be a hindrance
- Neither
- Don't know.
- Hinder
- Shouldn't be affected as long as there is a timely alert
- Hinder. Smaller center give a better service
- Hinder. Concern we will not get notifications in real time when you will now have a much greater volume of calls to answer than what our county currently deals with. How can it take anything other than longer to get notified.
- Hinder for the reasons I've already stated.
- I SEE NO CHANGE IN RESPONSE FOR ME

- It can only help our county
- Hinder
- Nether, has no bearing on our agency's response.
- If the call is handled faster and more effective than yes....if not, then why are we losing an in county office!
- It would hinder the response time because Madison County should be Madison County Dispatch and not another county
- Obviously hinder
- My answer would be indifference because if the dispatchers are better at what they do, then my response would be better and vice versa if worse. I think that there center is better overall which would make my job better.
- Hinder
- Hinder as I feel there will be miscommunication and misunderstanding
- hinder, probably lag in dispatching
- No, I do not. Road patrol only sees this as a positive. More people, more technology, more accountability and more professional.
- It will cause more trouble than good
- Hinder because we would be operating with the potential of people not having familiarity with the area and the agencies
- Would stay the same.
- Hinder. We maybe told to go in the wrong place. Or time for dispatch would be hindered by backup of calls.
- Hinder
- Hinder
- Hinder my response. It would take longer for Onondaga County to figure out where the call is and who responds
- All depends on how it is organized and implemented (and the cross training done in the process
- Hinder due to increased radio traffic
- Obviously this would be a great benefit to all county agencies. This fact is more noticeable to the agencies that border and routinely deal with Onondaga County. Other nay-saying agencies in the county honestly do not have anything to compare Madison County to
- Help, I believe Onondaga County operates in a safer manner having specific individuals assigned to specific channels. They are able to keep better track of units and allow for increased safety of responders
- hinder, if consolidated the center becomes very large bloated like big government, a lot of people and bigger chance for delays look at some of the major us cities in 911 times from call taking, dispatching
- Hinder. Again the dispatchers know their neighbors
- Hinder
- No
- NO, we respond just find now
- I believe it would help with my experiences in both counties
- help, better communication skills provide short and precise info
- It has the potential for both depending on many factors. Dispatcher training and knowledge, robust/functional cad systems and adequate staffing, management and Quality Control practices

- Help and dispatchers would be better trained to get the call out and they would have better tools to use
- I don't see where it will affect our ability to respond, once we are dispatched performance rests on our shoulders, not the 911 center

F) Question: What are your concerns with a consolidated 911 Center?

Comments:

- Additional time in receiving accurate information
- You'll be taking away an important part of our county's operations, and I don't think you'll get as good of service
- I have no concerns with a consolidated 911 Center. I believe the operators in a consolidate center will use the limited resources at their disposal to provide the best service to the agencies. I understand the purpose of your survey is to focus on a consolidated 911 Center. Unfortunately, that's somewhat akin to asking someone whose house is on fire for their opinion on their residential phone service provider. At that moment in time, they have bigger problems
- I have very few concerns with a consolidated center, either partial or total
- expense and loss of control
- The benefits and down falls to both Madison County and Onondaga County?
- None. Plenty of precedent across the country for this model
- I do not have any at this time
- Moving to a larger more busy dispatch center will meet less attention given to calls
- None
- Delay in patient care
- No concerns
- becoming out of touch with each community, lack of knowledge of the county, wrong dispatches, delay in being dispatched. look at <https://cnycentral.com/news/local/911-commissioner-5-minute-dispatch-delay-blamed-partly-for-fiery-death-right-in-Baldwinsville-NY> Onondaga county NY
- You are trying to put more responsibilities on fewer people
- How we operate
- Loss of jobs
- None, I think it benefits everyone
- not necessarily a concern but there would need to be some education in the county as to what Onondaga expectations are
- none
- The only real concern is the quality and the quantity of the information being transferred and it being done in a timely fashion
- People at the Madison county 911 center loosing their jobs
- None

G) Question: Considering that a consolidation (if even considered after this study) would take a long time to accomplish, what improvements should be made immediately in the Madison County 911 Center that would benefit your agency and your citizens?

Comments:

- Dispatchers that have experience w/ fire/ems/police activity. And, management improvements / house cleaning
- under staffing
- The Madison County OEM should refocus its efforts on working with the agencies in the County. Part of that focus would involve processes to quickly make as much information as possible to an agency being dispatched at the time the agency is being dispatched and continue as any new information is made available. I would be glad to elaborate should the County express a sincere interest in working with the agencies
- 1) Staffing 2) Training 3) Adequate supervisory personnel each operating shift 4) Functional CAD system 5) Mission Statement that defines the operational goals of supporting field operations
- appropriate staffing additional training
- More dispatchers. Dispatcher training and radio etiquette. Upgrade and better use of the CAD System
- Training
- Add some more dispatchers so they're not cross working sheriff and Fireside so they're dedicated to one or the other
- Get rid of the battalions and put all radio freq on network
- Radio communication with the fire department's
- Training. Less horseplay on the radio. More pay for the job that you are asking dispatchers to do. You won't get quality employees to work for nothing. It is a job with many responsibilities and should be compensated as such.
- a longer time frame to get out
- Should be brought up to par with Onondaga county 911
- More staffing in the center. The same information passed to all responding agencies, this has been an issue for years.
- The Fire Departments should be getting the same information as the Police as EMS, better communication from dispatcher to whatever agency they are communicating with and more staffing.
- A new CAD system and Dispatcher training.
- Things seem to be working well as far as I am concerned.
- For EMS calls get the right info from the caller for what response we are responding to
- Better training of all employees and all employees held to a high set of standards with the proper discipline if the policies are not followed. In reality the way we dispatch as compared to Onondaga County as call taker and dispatchers but with such a small level of employees I'm not sure that this is possible.
- More staffing. Stop using grant money for studies and use it to fix some of the issues like starting with a cad system!
- Most training of new and existing Dispatchers should be done while not sitting at the 911 desk. A qualified sitting Dispatcher can't do a good job training and do his/ her job in a timely manner
- Dispatch gets frustrated with agencies because of how quickly things happen and they are short handed. Each dispatcher needs less to do making them more attentive to radio activity
- Up dated cad system, reinstate map person, four dispatchers per shift.

- None
- Give names of the owners if we're we are going
- More info from dispatch. Allow us to respond for mutual aid when Onondaga alerts us, not wait for Madison County to catch up. Fix the rescue response criteria.
- More info at dispatch. Verbal and text. More we know at dispatch the better. Shouldn't have to ask for more info to find out there is an actual fire or no injuries.
- Better technology, more staff, better training for the dispatchers
- i don't have enough knowledge, and neither does most fireman, to come to such a conclusion
- Am not sure
- Please don't make us ask for any additional information. If you get info from caller please update us.
- N/A
- More professional dispatchers and radio vocabulary. Hold proper radio procedure classes to prevent poor communication.
- A better cad
- They all do a fantastic job
- Dont know
- How about getting ahead of the 8 ball and actually having the ability to talk to conjoining agencies in other districts. There is a huge delay in a huge issue with talking to Oneida county from Madison County. Also relaying pertinent information to the call. I have been on many calls within the last 20 years where the police department has found out information that the fire and EMS should have known. I once responded to a serious injury accident to find out that it was actually a fatal accident with the patient not breathing before our arrival and it was told to the police department not EMS and Fire.
- A more effective emergency management system.
- Being able to hear the ambulance on our monitors. Responded several times to station ro find out after got there that ambulance is already left for call.
- Being able to talk to Vineall directly. Getting all the information let the dispatcher has, Not just some of it. Dispatch signing tac channels.
- CAD system to provide more information in text dispatch.
- Dispatchers who provide accurate and updated information. Dispatchers who do not make us 'fish' for additional information. We have witnessed police agencies receive more relevant and updated information to the same call that we are responding to then what is relayed to us. We have responded to 'assist the police' calls, arrive on scene, to find no police units, and upon contacting 911 find out that the police cleared the scene several minutes prior and 911 never updated us. We need accurate info with regular updates.
- Getting all the information on dispatch
- Dispatchers without an attitude!!! Upgraded equipment. More training on PROPER radio communication.
- They should start working with Onondaga and try and learn their ways so they can provide better services prior to a full consolidation.
- Better training of current staff
- Stop trying to sell out and make people lose their job just because you want to fill your pockets with money how about you go out and talk with the county fire, ems and police agencies and see what they would like and stop hiding behind your desk
- Better dispatcher training program, more over site in job performance, standardization of dispatch information, work toward an accreditation of the 911 center

- Better dispatching. Names , building descriptions, broadcasting what each department is supposed to respond with and follow box alarms.
- How can u make better after putting 20 million dollars in it.
- I think how they currently operate is beneficial to our agency and it's citizens.
- Changes in radio protocols to improve interagency communication.
- Firing [REDACTED] does not understand his job as head of 911. He is also head of Emergency Management, in an MCI he would have to choose where he would rather be because both his jobs dictate that he be somewhere different.
- Being able to listen to fire when on a call
- More staffing and training for dispatchers.
- more oversight. There is a common issue that keeps occurring. Not all information obtained by the call taker is given to response agencies and many times different information is given to Law vs Fire, or Ambulance vs Fire. Some how this has got to improve! Vital pieces of information helps response agencies make decisions IE everyone is out of the house, Also I think that 911 dispatch should be assigning tac. channels to response agencies that are on network. More latitude given to dispatch supervisors in regards to getting appropriate services to the public when warranted. I.E. SEVAc and Eaton might be in service but instead of waiting for them to figure it out dispatch a known service to a Delta or Echo until someone actually gets to the patient.
- Get rid of [REDACTED]
- None, they are fantastic. Don't do a consolidation.
- Interoperable capability with other countries on the same systems not two or three different radios and frequency to run one call.
- By listening to Onondaga counties incidents they seem ran very well and everything is understood and clear with no confusion.
- I don't see any current issues
- Use the right material for the job at hand!!!!
- No closing it cause they do a great job
- Na
- Bring Onondaga dispatchers to Madison County to show them how to do things properly.
- More employees
- MDT, Automatic assigning of tactical channels by 911, and an assigned single Dispatcher per channel (not one monitoring multiple channels). Also mandating units call in service so the 911 center actually knows what units are available and when.
- Cad system for sure and possibly retraining of our dispatchers to better serve emergency responders
- Increase staff
- Reduction of unnecessary radio traffic. Assignment of TAC channels by 911 center for all major incidents
- I feel information isn't given the same to all responding units. From personal experience the cops have been given different info then us when responding to the same location
- I think we should change our call signs Like example Cazenovia 130 too caz car -1 and. Cazenovia 131 too caz Engine 1
- I think that our 911 center is doing a great job with the resources we have available to us. Additional staffing so our dispatchers aren't beaten down with overtime would be an improvement
- Interagency training

- Apply changes our departments submit quickly and effectively not as they are now
- Training of dispatchers to understand what we do in the field.
- Consistent EMD dispatching
- No consolidation is needed.
- Additional call takers could help out. I know as being a past Dispatcher sometimes it was difficult to run MCI's and then have a Major Fire at the same time! Or to be dedicated to several police agencies at the same time.
- Unknown
- Properly staff and train the personnel to do the job. Assure that there is a way to correct the issues that have been discovered.
- Assignment of tac channels
- Communications are horrible. We need to have consistency between all agencies and dispatchers. We pray the one guy that works at Oneida County is on so we are safe and get proper information. Most dispatchers will not check on you for hours. We call back in service and get a time from dispatch and then hours later when a 911 call comes in they say "SOMAC, your second call" . Wow does this create confusion with our crews. I call dispatch and ask what the second call is and they say the one i just dispatched. Come to find out they still have us out on the prior call that was hours ago. 2 things, they did not mark us in service and or complete when we called and got a response earlier and they did not status check us for hours on a call??? Terminology is not consistent at all between dispatcher and or agencies. What one person says may mean one thing in their minds and something completely different in somebody else's mind. One dispatcher uses "Affirmative" several times per radio transmission and it gets very confusing to people who know and use it appropriately. Several do this but the one is real bad. OEM says when we "Acknowledge" a call it means we have a full crew for the ambulance. Crews will say they acknowledge the call and then later say they have no crew and to flip it to next available. If we knew the agency did not have a crew to begin with we could start heading that way and close the gap on high priority calls we know we are mutual aid for. Dispatch needs to have accurate meaning here also. There should be no confusion here but there certainly is. Crews say after being alerted for a call that they are "Out of Service". To me as a dispatcher i would notify the next available service mutual aid as the primary ambulance is not available. I have done this before in dispatch and got burned when the primary crew told me they were out of service when asked if they could clear the hospital for a call. Come to find out these guys are calling "responding" when they say "Out of Service". The Madison County Dispatcher every time they hear an ambulance call "Out of Service" says "You are responding at..." and gives them a time. They are allowing this to happen then, by not confirming. I can tell you right now if a SOMAC ambulance calls out of service it means they are not available for a call due to either being broken down, out for service or on a transfer or standby. It does not ever mean we are responding to a 911 call. If we all do not know this or use the proper terminology it will eventually lead to somebody not getting an ambulance. The dispatcher should never assume and correct anybody automatically on the radio. Instead they should be asked if they are out of service or responding to the call. I understand what they mean but its poor communications and adds to confusion when we are using a system that depends on availability of units. If they say they are out of service then they are not able to respond to the call, period. Some things just have to be black and white. I could go on and on and on and on about inconsistency of communications but for now it needs to be said that this needs to be one of the top things that can be fixed right away and should have already been fixed long ago. You do not need a consolidation to standardize your communications. Second: Dispatchers need to

be relaying pertinent information to crews especially if they already have it at hand. When we ask about it and get an answer immediately they certainly did not make a phone call and get back to us for info they did not get in the first place, it was obviously right in front of them. They need to stop withholding information from crews when law enforcement is involved also. It's always a secret. This is the most important time we need to be aware of what is going on. In other counties EMS is advised of suspect / vehicle info / direction of travel etc..for safety reasons. Not only is this better for the crews safety but better for the community safety as there is an extra set of eyes out there to say the least. I cannot tell you how many times in Oneida County (I have worked / lived in for over 25 years) an EMS crew spotted the suspect and notified law enforcement and helped get them in custody. Not only did that improve public safety but it avoided the crew from coming into contact with an armed individual most times because they knew direction of travel and description. This also allows the crews to not accidentally come in contact with the individual at large or get in the way of the law enforcement at the scene and or en-route to same. If we no nothing about it, it's not our fault when we show up and get screamed at by law enforcement, its not our fault when they shoot us but its too late for us. We had no idea and got trapped. See my prior comments about the chase and crash and armed individual we came to close to when this info was refused to us. We have a loaner radio from the county after HPD accidentally ran over one of our radios on scene after a crew dropped it. This radio has Madison County Police MRD in the scan list. Already in a few weeks the crews will not give that radio up and want all of them to have this capability. Already I have called my crews that were on calls to tell them to avoid the incident area in our district. Because i had that radio in the office for the day. This was a man with a gun threatening use and about a dozen cars responding. Law staged at Big lots in the Village and the residence was off rt 12 in the town. One of my crews was advised to avoid both areas of law enforcement activity and take a different route than rt 12 back from Utica. In this case the dispatcher did not need to do anything at all as we heard the dispatch info. We do not need transmit capability or any other law enforcement channels on our radios. This will avoid many of the problems we are having with communications as we would know right away what is going on. There would be no "notify SOMAC the guys coming at them" in example and the dispatcher forgetting to relay the info to us or not have the manpower to do so being short staffed. We would already be monitoring the main channel. In Oneida County we are on scene for officer needs assistance calls when they call for an ambulance most times before 911 even dispatches us. Many times they would say never mind, Kunkel is pulling up now. We were safely staged in the area because we knew what was going on having MRD in our radios and already headed that way when the officer called for us. The dispatching of EMS some times during these hectic times never even occurred. As the officer asked for an ETA on EMS that has yet to even be notified we were pulling up. The officers absolutely loved these quick responses and the fact we never got in their way as we knew what was going on. I cannot stress enough how important it is to hear Police MRD on our radios. One time it was an officer down and shot and we had 2 ambulances on the scene that had been cleared by other officers to come in before the Fire department ambulance was even toned out. We were en-route to the trauma center before the fire department ambulance even left the station. Never in 20 years working at Kunkel in the City of Utica did any crews get hurt due to listening to County Police MRD. We were listening so we were able to avoid it to start with and only assist others in need in a much quicker / safer fashion. We need Police MRD in all our radios!!!! We can then work on getting the dispatchers and other agencies on the same page with communications.

- If we have to make a bigger 911 center than do it. Lets upgrade everything that needs to be done to give these 911 operators all the best stuff they need to operate.

- make communications better for all fire police to their IC and to 911 if they need emergency help while on their post
- Adoption of Onondaga county dispatching policies and procedures
- Standardization
- Nothing it is great the way it is now.
- Better info when receiving call any detail helps
- EMS system status with AVL just like Onondaga County
- GIVE OUR DISPATCHERS THE TOOLS THAT ONONDAGA COUNTY HAS NOW.
- More dispatchers and an updated Cad system
- Giving all info to everyone
- All the call information. To often police receive information that we do not. There is no reason for this, all agencies should receive the same call information
- I believe that the hiring of additional personnel would solve the bulk of the issues, along with PD,FD and ems all getting the same critical information!!
- How can you improve something your taking away from Madison County!!!!!! The community, first responders, ambulance companies and fire departments all should have a say in this situation. Have a meeting so everyone has a say not just one person who doesn't care!!!!!!
- I think our 911 oppressors do a great job. Benefit them by leaving their jobs alone.
- Replacing the current CAD system, cost savings of equipment purchases, and the implementation of MDT's in apparatus.
- MDT's systems in trucks
- hire more dispatchers
- Activating the AVL system in CAD, activating the messaging system in CAD, activating the plate running system in CAD for ejustice... activating every useful tool that we do not have access to that can make communication and doing our job safer and easier.
- Hire more employees and better mapping system
- Improve dispatcher training and updating box alarms and the ability to review box alarms
- NONE. I am not in favor of consolidation.
- Hire people that are from Madison county and know the area b
- Update the radios, computers, and information that is needed to keep the 911 center making it easier for us to respond
- Consider a different shift structure that gives more time off to even out job stress (such as four 10 hour days and then 3 off which rotates pass days so everyone is more equal). Better staffing. Better accounting in the center for available EMS resources so time is not wasted in getting appropriate assistance enroute to calls.
- Separation of Fire tones from Medical tones so Firefighters aren't alerted to Medical alarms if they don't want them.
- The CAD system needs to be changed out immediately. We need all calls that we are dispatched to to make it to our station. Currently, if we get dispatched to a structure fire, part of the CAD system locks up and nobody gets notified via email
- pay dispatchers more money, hire a few more, keep upgrading the cad system when needed. Our Madison County Dispatchers are leaps ahead of other counties in the quality, professionalism they do at their job every day
- Streamline the staff at our 911 center by having supervisors also operate as dispatchers
- No

- I can't think of anything at this exact Moment
- Police and Fire should be getting same information. Box alarms should be properly dispatched
- MDT's and AVL units would help tremendously, timely status checks, further information as to what caller states
- classes for dispatchers and communication director how to streamline system and hold them to professional standard professional
- Realizing that 98% of the Fire and EMS coverage in the county is all volunteer, agencies should be alerted prior to the dispatcher getting every intricate detail over the phone to improve response times. Better training for dispatchers possibly? Providing the same info. to Fire and EMS that Police agencies receive with the initial report. Improve the accuracy of incident times in relation to after incident reports. Be consistent with dispatch info. EX. Alerting a Fire Dept. and Ambulance for a "Critical Injury" MVA w/ the initial alert and repeating the incident as a two car MVA w/ unknown injuries. Totally conflicting info. from the same dispatcher for the same incident. Improve the amount of time it takes to get radios repaired and or re-programmed. It really shouldn't take months when they are used for emergencies and could impact communication capabilities
- Training ASAP. Money for a new updated cad. Leadership change. A seasoned dispatcher [REDACTED] needs to be in charge of the day to day operations as he is very knowledgeable and seems to know how things should/need to work. He also isn't scared to make a decision to make change for the better
- Provide the same information to all responders, not just law enforcement

H) Question: How valuable would the addition of Mobile Data Terminals (MDTs) and Automatic Vehicle Locators (AVLs) be to your vehicles?

Responses:

Extremely valuable	32%	43 people
Very valuable	20%	28 person
Somewhat valuable	30%	42 people
Not so valuable	11%	15 people
Not at all valuable	7%	9 people

Comments:

- We run a BLS rescue only and are covered by a commercial ambulance service
- CAVAC only has two ambulances and responds to an average of 2.3 calls per day. We currently use cellular system GPS capabilities which has proved sufficiently reliable and accurate. Most of the time our ambulances are sitting in the garage. Having to purchase and maintain MDTs and AVLs would be a complete waste of money. No business that operates two trucks that are on the road 4 to 6 hours per day could justify spending the money required for MDTs and AVLs. This question is a perfect example of the disconnect between the Madison County OEM and the Agencies. It's ludicrous
- I have used MDTs in different areas I have worked and most all of them no longer use them on a daily basis. The idea to eliminate verbal communications is nice but technology issues make these a hit and miss option. The technology available with this system is better used on major calls and should be available to command staff and county personnel only. Also, not being able

to hear who has arrived on scene makes it difficult for the OIC to assign and monitor incoming units. AVLs are a different topic. Both good and bad can come from this technology. The good is being able to monitor locations of units by dispatch personnel, and to send the closest units to emergent calls based on geographical location versus fixed base district boundary lines. The bad part of this is being kept out of your district doing multiple calls in other locations because you are the closest unit

- Additional information and less radio traffic
- I think MDTs would be a benefit to all agencies, as well as for the Communication Center. Less Radio traffic and unnecessary use. AVLs would be of little use to the Fire agencies but could be beneficial for the dispatch of "closest available" for the EMS agencies and dispatchers
- AVL is important to get the closest ambulance to the call
- All Personnel should know where they are at times so it should make it easier for them to
- One more thing to break or distract drivers and crews
- Lived without them this long
- It will free up valuable air time and better allow the center to provide the closest apparatus for the incident, especially in ambulances.
- MDT's would provide the call taker information and we could communicate easier with the 911 center especially during busy times. AVL's would aid the dispatchers in providing resource quicker and closer to an incident.
- With AVLs probably more value on the police side as they seem to screen their calls. MDT's would be helpful as a way to get more accurate information. Sometimes when data is given data over the air we lose some detail
- In Madison County our ambulance agencies don't usually roam and usually are in a house. So the County should know if we're out on a call or not and therefore should know our location at least 90% of the time.
- MDTs would help, many Departments can't justify the expense of their own to use 2 or 3-times a year. AVL is purely ridiculous, why would Dispatchers need the extra task of looking to see where a responding vehicle is. This is for Law enforcement. Getting accurate cross streets to responders is way more important, and I have seen, very recently, where the nearest cross street given was in fact the farthest one away
- Poor gps and network reception in our district, no value
- While this would be a great idea, this is not the reason we should consolidate
- Less radio traffic. Too many people talk too much
- Not sure why such technology is even being considered, however there's always some value to location information
- Knowing as much as you can about a call only helps your response. Vehicle locators will help in safely locating EV's especially in situations when you can't use the radio (i.e. being held at gun point)
- It would allow us to pull up the information
- Provided that MDT's granted access to vital fire related information.
- I think it would be quite valuable to the county it would reduce all the nonsense radio traffic that we have now. Because nobody will discipline the abusers of the radio system in this county.
- It would just be another thing the officer will have to worry about and not provide much benefit.
- MDTs would help reduce radio chatting and when used correctly a great resource as well
- It would give us real time up to date info on call
- As long as the county buys them, I think it would be good asset.
- MDTs yes. AVLs not so much.

- We already have this equipment in our vehicles.
- I approve of MDTs because it would decrease radio communication and allow all responders to get the same information, rather than the dispatchers having to give it separately to fire, law, and EMS. AVLs do not make sense. All of our agencies are in quarters when in service
- tremendous real time information can be obtained by responders instead of tying up radio air. MDT. The AVL may be more important to the Police than Fire.
- Already have them
- We would instant information that we need instead of calling in to get it
- Increases safety giving real time updates Sends closest appropriate unit Shows other incoming units Reduces unnecessary radio traffic
- Mdt more important for real time data
- We have started using lamResponding and vehicle tracking is vital to us as it shows what is enroute and their ETA
- We would know exactly where to go and would know where our vehicles are at.
- Provides let information, mapping, and call details crucial to appropriate preparation prior to arrival. In addition, it allows call info to be readily available to crews
- However, I would like to see our County work more on upgrading our current radio system to include the use of more tac channels as well as enhancements for EMS as we were forgotten in the original radio study
- Internet coverage would be a concern for the MDT's as most running off cellular network connections
- Anything that can be used to cut down on radio traffic and assure that the message is received is an addition to good communication
- This needs to happen
- MDTs: Extremely Valuable: AVLs not so much, described below: About 20 years ago when i was doing ride time for my Paramedic class i rode at NAVAC ambulance in Onondaga County. Even back then they had MDT's in the ambulances. We never talked to the dispatcher for status changes. When we were responding we hit a button on the dash and the dispatcher would answer for instance "SOMAC 512 en-route at 1226". Thats it, the time was already documented so we did not have to worry about the dispatcher forgetting to mark our status change. Furthermore regarding communications this brings up another issue that is easily fixed with a bit of training. When a dispatcher answers a crew they should never just be answering with a time. They should always answer like i have in quotes above. They do not have to repeat all the info unless its pertinent, but at least the unit # they are talking to so you know its for them. I have heard way to many times a dispatcher just give a time when someone calls on the radio. Once it was a call for law enforcement and when my crew later asked for an ETA on law said they did not know you needed law. The crew responded with "You gave us a time when we called for law". The dispatcher replied "The last radio

transmission was broken up so i just gave a time because I was not sure what you said". Well for one, if you are not sure then you ask the last unit calling to repeat because they were broken up. This could have gotten somebody killed. In this case it did not but a prime example of what not to do. Second this dispatcher just gave a time and did not repeat the unit number that he was giving the time to so they crew being in trouble should have confirmed that was for them by immediately confirming that time was for them and they were responding law. This has happened many times at Madison County and crews thought the time was for them when in fact listening to tapes would prove that it was for another unit. This is further complicated by having 2 channels to monitor for call info. Channel one dispatch and channel 2 EMS ops. Once i was responding to an MVA in the fly car with one of my ambulances that was delayed due to weather so i may have been quicker. I beat them by a few minutes and when i called on scene the dispatcher gave me a time. So i thought. Later when i cleared the dispatcher was confused and said he was not aware I was on scene at all. I said i called on scene and you gave me a time. Come to find out my portable radio was on the wrong channel when i called on scene. The time he gave was for another unit but i had no idea as he just gave a time. If he would have said "1911, Earlville 150" then I would know that time was not for me and repeated that I was on scene until i heard a time followed by (SOMAC, 511). Again a simple thing that leads to lots of mis-communications and safety issues for crews. I do not believe AVL's would be the best for SOMAC unless they are done in a certain way. 99% of the time if not out of service on a call they would show at our base and be of no additional value other than knowing we are responding from base. When mobile which would be a very small % of the time may not help much as we are getting the call in our district anyway. If there is a closer ambulance from another agency they can respond and take care of the patient until we get there. Giving a dispatcher too much info backfires frequently in my experience. Could it be done? Yes, but not without some work on policy and use. For instance, in Oneida County they do not use the AVL to dispatch law, only if there is no answer on status checks or no answer from the zone units and they have to use AVL to find the closest car and secondary means of getting a hold of them. When i was [REDACTED] I and the DO flat out refused AVL's in our ambulances along with Vineall Ambulance for one. There is too much going on in the background that 911 does not need to be aware of for dispatch purposes. Kunkel, Vineall and even COCVAC have their own dispatch and SOMAC has this capability if need be but it has not been a necessity as of yet. This is utilized though during large events. We would be on SOMAC channel primary if involved in the event. If there were AVL's the dispatcher would need much more info on what ambulance is to respond to a certain call as it would be too complicated to give them status updates at every move. We have 4 units so it would be a problem that somebody with one or 2 would not have. During our busy times we have multiple BLS units and sometimes only the fly car ALS. This will change in an instant throughout the day as we do things like multiple sports standbys, the farmers's market in the village with a

volunteer crew that is not signed off to do 911 calls yet but can do a standby or PR event and not transport but call for another unit that is cleared for transport etc... During the 4th of July Parade will have all 4 units staffed and 2 are cut off from certain areas during the parade, not all are ALS etc... we have a game plan that we need to just advise the county which ambulance is responding, not allowing them to make the decision and cause confusion sending the wrong one as closer may not mean they have access and are the proper level to respond for one. Since 911 is not our private dispatcher they do not need to know our every move like our Kunkel dispatcher did. They only need to be aware what units are in service or at this point when we are not at the ALS level and BLS only as an agency. I can see them constantly sending the wrong unit on calls due to them being fueling before a standby, the wrong level of service etc... What happens when we are on the way back from a transfer to Syracuse and we are closest to the call? Are we going to be dispatched? That is going to massively change things as far as crews go, they will not be doing Syracuse trips if they are gonna get stuck on a call in Syracuse or on the western busy part of Madison County for one. I do not know if its still the same in Onondaga County or not but when I did my ride time at NAVAC they would not hit the in service returning button until in their own district as to not get dispatched on a call in Syracuse when they have a contract like SOMAC does to cover their own district. I was told if they went in service leaving the ER in downtown Syracuse they would be dispatched on the call if closer when there is a commercial service (AMR) available. There was no guarantee the primary ambulance service for the area would end up doing the transport though. I agree closest unit helps the patient but there is a lot to consider here besides that. There is a lot that can go wrong here having AVL as primary decision maker in the 911 center. I have only discussed some of it in the interest of time. If they were all County run ambulances then it would be necessary. It works for the 10 or so ambulances Kunkel has as they have their own dispatcher that is being constantly updated on unit status. This is just not possible at SOMAC to keep the 911 center properly advised to make the right decision on units, they have enough to worry about. Maybe i am wrong, further discussion would be absolutely necessary

- We could have all the data we need to operate right in front of us. Example the closet cross streets. The closet fire hydrant or water supply. The structure size and what its made of
- not sure what you are talking about
- MDT would free up radio traffic and space and provide another means of communication with the ability to have access to information. I am familiar with MDT and AVL as I have worked for an agency that uses both
- Just don't think it would help
- WE DONT HAVE VEHICLE COMMUNICATIONS WITH THE COUNTY SO MDTs AND AVLS ARE USELESS TO US
- Just another thing to go wrong

- We at hvfd have added iPads in 2 of our apparatus and have found them to be very useful, so the additional information and networking that can be done with MDTs would be extremely helpful
- Waste of money!!!!!! I am responding provides this information to responders!!!! See waste of money that could be used to increase the size of Madison Counties 911 building and communication center!!!!
- How would this help response times? You propose to close the 911 center and farm it out then want to install MDT's?
- MDT's reduce radio traffic and enhance mapping capabilities, something that will help this county dramatically
- I think this would be very nice but it may get confusing when there is a large number of apparatus in one place.
- show where the closest first responding vehicle is
- Running data through CAD would make everything easier for both dispatch and road patrol. Having the AVLs show up in CAD instead of on a separate operating system... also simpler
- MDTs would work best could help cut down on unneeded radio call outs AVLs not need in this county
- MDTs would be helpful because we could get information on and during an incident. AVLs would not be useful because we do not position outside of our station houses
- Will work for locating the nearest police agency for response to an incident. Not so with the fire and ems service
- They may not work properly in rural areas giving inaccurate information back
- MDTs would be a huge help in eliminating unnecessary radio traffic, especially during busy times or on calls such as structure fires when many apparatus are responding. AVLs will help most on police and EMS calls in being able to dispatch the closest available unit without polling or waiting for radio response regarding availability of a staffed unit
- A consolidation of CAD systems would be Extremely valuable
- Valuable but expensive for individual department
- AVL's would definitely help the incident commanders know what they have coming, where and when they will arrive
- I think both MDTs and AVLs are extremely useful in receiving updated information in regards to calls, being able to view hydrant locations as well as specific building information, and providing directions to calls out of district. The amount of information that is available to have at your fingertips is extremely beneficial
- We would now know who is responding, especially with mutual aid and getting a better game plan as we arrive on scene
- have worked four agencies 3 of which have MDT's and AVL they are easy to use and tremendous help to providers, also a lot less unnecessary radio traffic. great help for mutual aid calls also which are more and more common, put hydrant locations and fill sites in place with preplans, would highly recommend it
- reduce communication on airwaves and make instant updates on the screen for the commander or leaders in charge to see

- AVL's wouldn't be of particular value in my opinion being a FD. But, MDT's may be of some value if they are used properly and offer more accurate and detailed information than what is being transmitted to us at this point
- Have them already and they are great for numerous reasons
- MDTs would be great for sharing information, however I don't see what use AVLs would be for the fire departments, they would show the vehicles in the firehouse most of the time

Onondaga County Surveys

Communications Center Survey - Total of 68 Responses

A) Question: E911 Assignment (please check one)

Response:

Operations Shift Supervisor	9.09%	6 people
Dispatch Supervisor (SDO)	21.21%	14 people
Dispatcher (PSD)	43.94%	29 people
Call Taker (PST)	15.15%	10 people
NYSPIN Clerk	1.52%	1 person
Tech Staff (all)	3.03%	2 people
Admin (PSD,SDO,PSS)	6.06%	4 people
Admin Staff Other	3.03%	2 people

B) Question: How long have you been employed here at Onondaga E911?

Response:

5 years or less	26.87%	18 people
6 to 15 years	25.37%	17 people
16 to 24 years	35.82%	24 people
25 or more years	11.94%	8 people

C) Question: Are you aware that Onondaga and Madison counties are studying the potential consolidation of their 9-1-1 centers?

Response:

Yes	100%	67 people
No	0.00%	0 people

D) Question: Do you feel that a consolidation would benefit the residents of one or both counties?

Response:

Yes	62.50%	40 people
No	39.06%	25 people

Comments:

- I'm not interested in more work
- I believe the residents of Madison County would see improved services overall, but at first the lack of geographic familiarity may cause problems. I don't see an upside for the residents of Onondaga, the increased work load can only be a negative for them unless the center is increasing staffing
- Employees from the one county would not be familiar with the other county - could result in delays in response
- The rising costs of keeping up with technological advances and public expectations affect both counties. However, Onondaga is situated better to survive these exponentially rising costs. Although skipping some CAD updates/upgrades could serve as history repeating itself, Onondaga has an established backbone for Madison County Dispatch to be brought on board with. We already share the radio system, with some rents and utilities coming from Madison, the shareholders in Madison look to move light years ahead from where they are. Although much work will be needed, as Madison is lacking a GIS foundation for the county & infrastructure to allow MDT in the Police, Fire, and EMS world, the responders in Madison Co seemingly gain in many areas. As a transplant to Onondaga Co, I do not feel the residents of Madison County will lose that "hometown" dispatch center affect. The residents in Onondaga may gain, as monies received for dispatching Madison will show in the budget shell game as incoming revenue. Hopefully this will open new doors and allow the center to move quicker seeking out new technologies and also performing all recommended CAD upgrades. Would the merger open Onondaga and Madison Counties to new revenue streams, as participants in consolidation efforts at the local, state, or federal level? Some grants are exclusive to combination departments, maybe this would aid in future efforts to secure funding for new facilities or technological advancements, thus benefiting both counties
- Onondaga has a better facility so could potentially benefit residents of Madison
- It is always hard to combine because you now have employees who have never been to Madison county handling calls for an area that they are not familiar with. Large learning curve with geography, police and fire dispatch policies. The residents will suffer until all are up to speed. I don't see any issues with the Onondaga side of it as that will go on as normal and Madison county employees worked into the force once they pass the training
- Onondaga provides a much better service overall
- With the combination of services, less facilities and combination of equipment seems that it would save money
- I think both will benefit. The funding for new technology will be offset by the cost that Madison will pay Onondaga to dispatch. Madison will be able to benefit from the new technology that is current at Onondaga and any upgrades in the future
- Things in Onondaga are operating just fine. On our end changes aren't necessary. I can't speak for other counties however
- A CITIZEN CALLING INTO 911 EXPECTS THE CALL TAKER TO KNOW THE AREA THAT THEY ARE CALLING FROM AND COMMON PLACES THAT THEY ARE CALLING FROM - HAVING TWO COUNTIES GOING TO 1 CENTER COULD CREATE UNEXPECTED DELAYS FOR THE CALLER TRYING TO EXPLAIN WHERE THEY ARE TO SOMEONE WHO IS NOT FAMILIAR WITH THE AREA THEY ARE CALLING FROM
- I THINK WITH HOW ADVANCED THE TECHNOLOGY IS AND HOW ORGANIZED THE OPERATIONS ARE AT ONONDAGA, THAT THE RESIDENTS OF MADISON COULD BENEFIT FROM A MORE

STRUCTURED 911 SYSTEM WHERE PSTS AND PSDS HAVE SEPARATE JOB DUTIES AND AREN'T TASKED WITH BOTH AT THE SAME TIME

- I think a sharing of services would be more beneficial
- I don't know
- It takes a long time to become familiar with all the roads and common places in your own county. Citizens often don't know where they are and they name landmarks and stores etc. instead of addresses, that we know only because it is in the county where we live and work. I feel if we get similar calls for a county, we are not familiar with, it could have an impact on the timeliness of the call entry. It also takes a long time to become familiar with all the police/fire/ems agencies rules and regulations. All departments handle calls differently. Some go on certain calls while others don't
- Staffing, agency specific policies/procedures and jurisdictional boundaries are problematic enough, adding another agency to further thin out our resources will only complicate things more rather than help
- I have lived in Onondaga county my entire life and know it very well. I am not familiar with Madison county and do not feel confident that I could provide the same level of service to Madison county citizens
- Onondaga has a larger center with more resources. I feel that once everyone was trained and comfortable the response time for calls in Madison County could be reduced
- Newer technology would help enhance response for Madison County residents. (ie - SMS technology, Rapid SOS, and I believe more efficient response plans for Fire/EMS)
- IT WOULD FURTHER CENTRALIZE OPERATIONS
- Onondaga is better suited with resources to provide the best service going forward for both counties
- I think it would probably benefit the residents of Madison County but not sure how it would benefit Onondaga County
- I do not know the landmarks or streets of Madison County, and vice versa. Sometimes callers do not know where they are, and don't always have a cell wph2 for location. knowledge of landmarks and things around them help us to sometimes get their location
- I FEEL LIKE ITS POSSIBLE. HOWEVER, I FEEL LIKE IT WOULD BE DIFFICULT WITH BEING UNFAMILIAR WITH THE AREA TO SERVICE THE PUBLIC THE BEST WAY POSSIBLE
- Both counties!
- I believe it will benefit Madison County residents as Onondaga has more staff and support to handle emergencies. I'm not sure it will help Onondaga County residents
- I think it would speed up dispatch when the counties are working together for mutual aid
- The residents of Madison County would benefit due to a higher number of staff members on during a shift in which we have dedicated call takers and dedicated dispatchers. Coming from a prior center that dispatches and takes calls at the same time I have seen how the Onondaga Model of Call taking only or dispatching only has worked. Also, Onondaga would benefit with a possible increase in staffing which would allow for more bodies on the floor and a faster answering on emergency and non-emergency calls
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- MAKES SENSE - UPGRADES ARE EXPENSIVE- WHY NOT SHARE THE COST
- Better communications and staffing
- There is a lot of variable but technology comparison with the systems we currently have I think that would be the plus for the residents
- I DON'T HAVE ENOUGH INFORMATION TO FORM AN OPINION...
- I FEEL AS THOUGH IT WOULD CREATE MORE WORK FOR US WITH NOT GETTING PAID ANYMORE
- I checked yes but this is 60/40 to the yes for me. I think overall it would be a benefit to start consolidating public safety operations regionally but initially the lack of knowledge of each other's counties is a downfall. This consolidation will be difficult logistically without input from all players involved
- I do not have solid facts. I am a fire chief in Onondaga county and the fire chiefs I speak to in Madison county say that they are offered a horrible service. Most of the meetings I attend the Madison chiefs cant wait for them to be dispatched from Onondaga. In our fire dispatch area in Onondaga we deal with Madison on a daily basis. They never seem to have the staffing to operate the same way we do here in Onondaga. It seems a much better service can be provided from Onondaga even being a whole county away
- I FEEL IT WOULD HELP MADISON COUNTY RESIDENTS BECAUSE WE HERE AT ONONDAGA ARE MORE WELL TRAINED AND HAVE THE MAN POWER IN THE CENTER TO HANDLE ALL EVENTS
- It would benefit Madison county with upgraded resources and larger work force but I see no benefit for Onondaga county
- Consolidation of service between both agencies with provide a better service to the residents and strengthen both agencies (eliminate duplication of service) making sure everyone has the latest technology
- Onondaga county is busy and big enough. With trying to consolidate we would have to try to learn all of Madison county, and I have never been there at all, so trying to learn their whole county will be difficult. Trying to learn their county quick enough to where I am helping out the people that call in a timely fashion will be a challenge, along with learning all their rules within their own county and within the jurisdictions within their county
- Save tax payers money
- IT WOULD BE DIFICULT FOR THE EMPLOYEES TO BECOME COMPLETELY FAMILAR WITH THE LOCATIONS ,STREETS, BUSINESSES AND ECT IN BOTH COUNTIES. THIS IS NOT A BENEFIT TO THE RESIDENTS. IF THIS SAVES THE COUNTIES MONEY DUE TO ONE BUILDING ECT I ALSO KNOW THE RESIDENTS WILL NEVER SEE THE SAVINGS SO ONCE AGAIN , NO BENEVIT TO THE RESIDENTS
- I feel this could be beneficial if it is administered appropriately. There are a lot of unanswered questions in regard to hiring, seniority, training that we have not been able to have answers to at this point as a center. I think if all of these concerns can be addressed without causing any harm to employees that are already in place, I am all for it. If any of these points would cause any unwarranted changes to the status of the individuals already in place, then there should be no consolidation whatsoever, regardless of how much money is saved. There are more important factors than money
- Although I have not heard any ideas but the area, we would be covering would be huge. They only have a few employees, and to join with us would not benefit them as a department. I refer to the Sheriff's department and Clay merger. Things were promised to the citizens like lower taxes and better police coverage and neither happened. The residents know the vote did not work
- Consolidation would allow us as public servants to more effectively coordinate our resources to provide services to both sides of the county line

- I think our training, policies and standards are far above and beyond what Madison County has due to the small size of their center. If there are cost savings involved in the merger then obviously that is a benefit as well
- Having a strong geographic knowledge of the area you are receiving phone calls from and dispatching responders to is key and beneficial to a call taker or dispatcher. Combining operations from two counties might take this crucial skill away from the employees
- I THINK IT WOULD LOWER COSTS FOR THE COUNTIES
- If done right - yes there are lots of benefits
- I feel that these two counties are just far enough away from each other that consolidation would not be the answer but maybe some shared services instead. (CAD, etc.)
- I FEEL THERE WOULD BE A DELAY IN CALL ENTRY BY ONONDAGA TAKING CALLS FOR MADISON COUNTY RESIDENTS, ESPECIALLY IF THE MAP IS NOT WORKING PROPERLY. I WOULD BE CONCERNED ABOUT THE FINANCIAL COST TO TAXPAYERS IN BOTH REGIONS, IN REGARD TO TRAINING, RADIO NETWORKS, ETC
- Each different organization has employees that know the community they live in. I have limited knowledge of the other municipality, and have no desire or interest in learning more
- I believe it will benefit Madison County residents because of the level of our service here in Onondaga County and it would neither benefit or not benefit the residents of Onondaga County
- Madison County residents would benefit as Onondaga County has been fortunate to have full support of the County Executive and County Legislature for funding to do with Technology such as the radio system, CAD system, phone system etc. Madison has not had adequate funding available to them. Onondaga has a more thorough training program and could offer in my opinion better service to the residents of Madison County
- Possible on the Madison side. With dedicated call takers and dispatchers already in place for Onondaga our model allows for concentrated efforts at each level of service
- I feel that consolidating the Madison and Onondaga centers would provide a much greater level of service to the citizens of Madison County. Onondaga is simply able to have more resources and technologies available to them that can only benefit the citizens of Madison
- I feel consolidation would benefit the taxpayers of Madison County but would have little to no benefit to those of Onondaga County
- There should be an economic benefit to both Counties

E) Question: Do you feel that a consolidation would benefit the public safety agencies of one or both counties?

Response:

Yes	61.54%	40 people
No	36.92%	24 people

Comments:

- Different levels of training and questioning between the counties - could result in problems from call taking to dispatching with employees and agencies not being on the same page
- I do not see any benefits

- Many discussions have taken place off line regarding the anticipated gains for Public Safety agencies in Madison County. The ability to use MDTs in the vehicles throughout Madison Co & coverage for such is sought; dedicated data position would be a new feature; flexibility in the event of a major event or storm (personnel, monitoring radio channels, etc) is expanded for Madison County (both 911 as an agency & user agencies in Madison); Oneida City Fire is chomping at the bit for Onondaga Co to take over dispatching for their agency; Fire Dispatchers monitoring working fires for Madison County agencies would be a benefit realized early on. These are merely the tip of the potential iceberg, as everything else would be theorizing. No discussion or presentations have been made in Onondaga, similar to those held in Madison County
- If Madison continues to dispatch their own units with no change to their agency policies and procedures, I see no change. if Madison units and agencies are expected to adapt Onondaga policies and procedures, this could be a hassle for their agencies
- Only people it is helping is Madison county to save money (potentially)
- Onondaga is able to offer more services and provide faster resources than Madison because we're better staffed
- I feel the combination of protocols would help the agencies, including those that respond near the county line
- I believe this is the way of the future. With technology the way it is you will be able to take a 911 call or dispatch from anywhere. Putting two counties in one building and sharing resources will help both counties with cost of technology and save money on the need for several directors
- Same answer as previous question
- AS FAR AS POLICE/FIRE/EMS AGENCIES - I DO NOT BELIEVE THEY WOULD BE EFFECTED AT THE ONSET OF THE MERGER. AS FAR AS THE 911 CENTER - I BELIEVE THAT WE WOULD BE NEGATIVELY IMPACTED. THERE IS ALREADY AN EXTENSIVE AMOUNT OF COMMON PLACE NAMES - ROADS - MULTIPLE ROADS WITH THE SAME NAMES IN DIFFERENT TOWNS - AS WELL AS TERMS THAT ARE NOT TRUE COMMON PLACES (IE. LYNDON CORNERS) WHICH THE EMPLOYEES WOULD HAVE TO MASTER IN ORDER TO SUPPLY QUALITY SERVICE TO THE CALLERS. FURTHERMORE - KNOWING THE INS AND OUTS AND POLICIES OF THE AGENCIES THAT EACH CENTER ALREADY SERVES IS A PRETTY LARGE WORKLOAD, TO ADD ON ANOTHER WHOLE COUNTY WOULD MAKE MASTERING THE POLICIES OF THOSE AGENCIES MUCH HARDER - WHICH WOULD NOT ALLOW US AS CALL TAKERS TO PROVIDE EFFICIENT SERVICE TO THOSE CALLING IN EMERGENCIES. FURTHERMORE - EMPLOYEES TEND TO WORK AT JOBS THAT ARE WITHIN REASONABLE DRIVING DISTANCE TO THEIR JOB. DUE TO THE LOCATION OF THE TWO CURRENT CENTERS - IT WOULD BE ASSUMED THAT MOST OF THE EMPLOYEES WOULD BE FROM ONONDAGA COUNTY - NOT FROM MADISON. DUE TO THIS THERE WOULD BE VERY FEW PEOPLE FAMILIAR WITH THE SOUTH EASTERN SIDE OF MADISON COUNTY AND COULD CAUSE VERY DELAYED ENTRIES WHEN TRYING TO LOCATE SOMEONES ADDRESS OR LOCATION IN THAT AREA
- UNSURE - I DON'T KNOW HOW MADISON DISPATCHES FIRE/POLICE, AND SINCE MOST SOPS ARE ESTABLISHED WITHIN THE DEPARTMENTS AND NOT BY THE 911 CENTER, I DON'T KNOW HOW MUCH WOULD REALLY CHANGE
- I don't know
- They could share services such as evidence technicians, SWAT teams, hostage negotiators etc...
- see above
- The counties merging together would make it easier for the agencies to contact each other and work together. Smaller agencies might now have access to more resources

- Newer technology would help enhance response for responding agencies (ie - upgraded radio system and CAD technology and ability to formulate more efficient response plans for Fire/EMS)
- BETTER COMMUNICATION BETWEEN AGENCIES
- Again, I feel it would benefit Madison more
- I think to bring new people in and try to put them into our seniority list and bump some people would not be great. It would affect out time off, which is already hard to get on days. It would affect our overtime. And then see number four above
- FOR THE SAME REASON GIVEN IN QUESTION 4
- It will allow us as a center to examine new technologies and hopefully get better equipment, using the consolidation as a reason. I'd hope that we could get an updated / new center also
- More resources would mean a better product for the public
- Consolidation is the way of the future no longer can we operate small standalone operations. Madison agencies would benefit from a higher number of staff members processing their calls- reducing delays- and also bringing new technology to the agencies of Madison County
- THERE SHOULD BE A SPOT TO ANSWER UNSURE-
- Better training and staffing
- Again with technology and what we currently have the ability to do (CAD, Mobile Data, Responses) and several other items plus a bigger staff I think it will be better for them in every aspect accept it would take time for them to get used to the way we do things
- Anything to start reducing the duplication of services regionally is a plus
- Read above
- I FEEL THAT IT WOULD BENEFIT THE MADISON COUNTY AGENCIES BECAUSE AGAIN WE ARE VERY WELL TRAINED IN ALL ASPECTS OF DISPATCHING AND MONITORING EVENTS AS THEY ARE HAPPENING. ALSO I FEEL WE ARE MORE ADVANCED
- Again, I only see Madison County agencies benefitting
- It would streamline the services both agencies provide
- I feel that adding additional people to the mix may help public safety agencies by having more people available/trained to assist them in dispatch
- I feel that with having to learn all of their rule and geography of their county will be time consuming and will cause problems between the public safety agencies involved
- WITHOUT ANY INFORMATION PROVIDED, I AM ASSUMING THAT MADISON COUNTY POLICE AGENCIES WOULD BENEFIT DUE TO MORE OFFICERS AVAILABLE IF EMERGENCY OCCURES
- Once again, if administered properly, the combination of facilities, training and experience could benefit agencies we serve
- Fire controls in both counties would probably benefit as they work hand in hand a lot. Police would be lost in the shuffle. No benefit there
- Interagency communication and coordination can be difficult at times and by consolidating the dispatch centers that would be vastly improved
- Same as #4
- Serving numerous fire departments and police agencies in Onondaga county alone already, we must learn and adapt to multiple different policies and procedures that vary from agency to agency. Adding additional agencies to the workload of dispatchers could create confusion
- MADISON WOULD HAVE ACCESS TO OUR TECHNOLOGY AND VICE VERSA
- Again - if done right – yes
- I FEEL MADISON WOULD POSSIBLE BENEFIT FROM THE CONSOLIDATION, SINCE THEY WOULD BE GAINING/ OBTAINING USAGE OF THE CURRENT RESOURCES OF THE ONONDAGA COUNTY

SYSTEMS AND NETWORK. THE ONLY BENEFIT FOR ONONDAGA IS THE ABILITY OF GREATER STAFFING LEVELS

- No comment
- Public Safety Agencies in Madison County will benefit because of our level of service offered in Onondaga County
- Agencies both police and fire in Madison County have a great deal of respect for Onondaga Counties professionalism and some have voiced their desire to be on the Onondaga County system
- Possible on the Madison side. Onondaga already maintains multiple agencies and works under higher volume considers with dedicated call takers and dispatchers
- Similar to my previous statement
- I don't see any possible benefit to agencies
- Fear that some jobs may be lost

F) Questions: Assuming that your contractual benefits were unaffected by a consolidation, do you feel that a consolidation would benefit you or your co-workers in any way?

Responses:

Yes	22.39%	15 people
No	68.66%	46 people

Comments:

- I see no benefits to Onondaga employees
- Would be additional responsibility and stress without any contractual benefits
- Interesting question, however difficult to answer without answers to other questions. Would Madison County employees be cross trained to dispatch other positions with Onondaga County? If so, a potential benefit would be additional employees to complete swap shifts (switches) with and obtain days off not otherwise granted via vacation, comp, or personal time. Exposure to a smaller merger with Madison County prior to potential future mergers would be a benefit as exposure to the process (i.e. regional dispatch center in the future, merging with Cayuga Co and/or Oswego Co). Potential benefit by merging is expediting/pushing the need for a new Emergency Communications Center or Emergency Services building (which we are being told is gaining steam in Onondaga County ... OCSO, EM, 911, State DOT, etc), as we are busting at the seams in a tired building. More personnel in Onondaga County could result in the increase of administrative positions (tech, training, radio, etc), which benefits Onondaga employees and possibly even have tech support on off-shifts with increased personnel load.
- if consolidated and expected to cross train for Madison policies, agencies, etc. there should be wage increases to accommodate the extra work load
- I believe this would actually increase our work load slightly. I don't believe we're going to see many of Madison's personnel are going to take the position in Onondaga, and those that do might not make it through our training process
- Without an increase in pay it wouldn't benefit myself or my coworkers in any way. An increased workload for no more money doesn't make any sense

- I think it will benefit Madison more than Onondaga. Madison would most likely be paid more by coming to Onondaga
- More policies/procedures to learn and know, more geographical area and landmarks to learn and know and we most likely would not see a pay raise
- Same answers as previous
- Future contractual negotiations
- IF THE CONTRACT STAYS THE SAME BUT THE WORKLOAD INCREASES - I DO NOT BELIEVE THERE WOULD BE MUCH BENEFIT FOR THE EMPLOYEES AT EITHER CENTER. PLUS SENIORITY WOULD BE EFFECTED, PEOPLE AT EITHER CENTER THAT ARE ON THE VERGE OF MOVING TO A SHIFT THAT THEY HAVE BEEN WAITING FOR AND ARE UP TO MOVE COULD NOT BE PUSHED BACK DUE TO THE MERGER
- WHILE WE ALL KNOW EVERYONE LOVES OVERTIME, I THINK CONSOLIDATION WOULD CREATE A LARGER STAFF BASE TO ULTIMATELY ELIMINATE THE EXCESSIVE NEED FOR OVERTIME AND ORDERING OF STAFF, ESPECIALLY DURING SUMMER AND ON HOLIDAYS. I ALSO FEEL THAT EVERYONE CAN LEARN SOMETHING FROM EVERYONE, SO DESPITE HOW ADVANCED/LACKING EACH CENTER IS IN ANY GIVEN AREA, WE ALL HAVE SOMETHING DIFFERENT TO BRING TO THE TABLE AND THAT IS ALWAYS VALUABLE
- Depending on assignment location, this may mean longer drive times, additional planning around home life to accommodate a new work location
- Possibly by expanding the role of calltakers to take on tasks currently done by Madison County
- Even if it does not affect our benefits, it will be more policy and procedures to learn, more geography to learn, more officers to dispatch (we become familiar with our officer's voices and can tell when something is wrong in just their tone) , a larger call volume and could affect our seniority which we have worked long and hard for
- I personally feel it would complicate our already stressful career even more so than it already is. I fear this would create more work and hardship on our employees without any gain
- We would have new liability because we are not familiar with the geography. Knowing landmarks can mean the difference in getting accurate locations
- At first I feel it would be difficult for Onondaga workers. We would need to learn maps and agencies for an entirely new county. A lot of us have no experience outside of our county and I believe it might be hard for some of our employees that have been here for many years to be able to catch up. However, once we learned the new areas and agencies, I don't think much would change for us. Our call volume is much higher than that of Madison and I think we could absorb the excess without too much difficulty. I do believe the benefits are greater for the citizens of Madison who should get improved service and their employees who would receive a pay raise whereas Onondaga employees will have new things to learn with no compensation
- I am not certain how the consolidation would benefit the employees of Onondaga County. Only effect I could foresee is if the location of the dispatch center were to change
- We have to learn another county's geographic & policy and procedures with no increase in pay and with Madison county employees coming here several of our employees will lose their seniority
- IF BENEFITS ARE UNAFFECTED THEN THERE WOULD BE NO BENEFIT
- Not sure if we will benefit by this consolidation. We continue to take on more responsibility with ever increasing technology with no increased pay or benefits
- More employees are better but we would need a bigger center and I wouldn't want it to affect my seniority

- Contractual is fine, but again what about people bumping me who may have more seniority? I'd loose out on days off and overtime. I've been here for 17 yrs, and its still hard to get days off and overtime on "b" watch. When people retire, it gives me a chance to move up. To have new people come in, it pushes me back
- IF NOTHING CHANGES CONTRACTUALLY I DONT SEE HOW IT WOULD BENEFIT MORE
- I'm unsure on this topic
- Taking on additional work I believe all of us should receive an increase in pay. Provided that occurs, I see no downside
- Consolidation would benefit myself and my coworkers because this would allow more bodies on the floor to help answer emergency and non emergency calls
- I AM NOT SURE HOW IT WILL AFFECT THE EMPLOYEES OF ONONDAGA COUNTY- WITHOUT KNOW THE WORKLOAD FOR MADISON CO
- with more responsibility should come more benefits and money
- Only thing I believe it would do is increase the numbers in the union but not change anything contractual
- I DON'T HAVE ENOUGH INFORMATION TO FORM AN OPINION...
- WOULD GENERATE MORE WORK FOR THE SAME PAY
- I don't see enormous benefits to employees from a consolidation
- In the contract we are in now a consolidation would only allow increased work without compensation. When I accepted this job almost 20 years ago, I was not told I need to know the geography of another county like I know Onondaga now. Also we need to learn about multiple new agencies for police, fire and ems, new policies and many other topics without compensation
- A Both agencies have employees with a wealth of knowledge (years of service), so this would bring everyone together for the better of those we serve. T THIS POINT I AM UNSURE IF IT WOULD BENEFIT OR BE NON BENEFICIAL
- I do not feel there would be any benefit to me or my co workers as this may bring on additional j
- I don't feel that it will benefit us at all only for the fact that we all know what we are doing, know the geography, know the rules within each jurisdiction and feel confident with the job we do in our county. it will feel like basically starting all over to learn a new county and all their rules, that will get frustrating to people, especially to some of my co-workers who have been
- Bigger pool of members here for years. job duties, fielding additional complaints etc.
- I CAN'T THINK OF ANY BENEFITS AS AN EMPLOYEE BY CONSOLIDATING. I DO REALISE IT WILL BE MORE RESPONSIBILITY FOR THE EMPLOYEES AND MORE LIABILITY. EXAMPLE : EMPLOYEES WILL BE TAKING EMERGENCY PHONE CALLS IN 2 COUNTIES NOW AND WILL NEED TO BECOME MORE FAMILAR WITH A WHOLE NEW COUNTIES LOCATIONS AND STREETS. SAME FOR A DISPATCHER. ALSO ADDING OTHER POLICE AGENCIES MEANS THERE WILL BE MORE POLICIES TO LEARN FOR EACH POLICE DEPARTMENT IN REGARDS TO WHAT THEY DO OR DON'T RESPOND TO AND HOW THEY WILL BE DISPATCHED. IT IS ALSO DIFICULT TO ANSWER QUESTIONS REGARDING THE CONSOLIDATING WITHOUT BEING GIVEN INFORMATION. ITS JUST ASSUMPTIONS AT THIS POINT
- I am indifferent on this. Time will tell
- I still think their employees would get lost working with our employees. They run their county on very few people. Depending on if they need to learn our policies/procedure and we learn theirs will determine if we can learn enough to keep running efficiently with others on board. (either county)
- Yes, we would have increased ability to provide services to the county

- I don't know that it would be a benefit for the employees of Onondaga County, but I also don't see where there's a harm in it for us and there is certainly a benefit for the employees of Madison as our pay and benefits are better than there's. The only downfall for Madison's employees would be the drive
- IF THE CONTRACT DOES NOT CHANGE I WOULD NOT THINK THE WORK FLOW FOR ONONDAGA WOULD CHANGE MUCH
- unknown - would have to look into the logistics of this
- I DO NOT BELIEVE ONONDAGA WOULD BENEFIT TO THIS CONSOLIDATION. WE WOULD BE TAKING ON ADDITIONAL RESPONSIBILITIES, TO AN ALREADY OVERWORKED WORK LOAD
- No comment
- No there would be no benefit to Onondaga County Workers and no impact as long as if employees from Madison came in with no Seniority and or Title guarantee
- Not really it would be an increased work load, (though how much is not exactly know)
- Unsure at this point and with the information I have been given
- In a building already much too small for the current operation, adding even more would make things even worse

G) Question: From your personal point of view, what personnel/human factors should be considered as a part of this study?

Comments:

- Pay raises in accordance with added duties and responsibilities Time and cost of retraining for some employees Seniority issues arising from combining agencies
- Both centers have a numerous staff member who could offer suggestions or ideas for this merger. Understanding Madison Co pushed for the funding of this study, Onondaga County has been involved from the beginning. Following discussion with elected officials in Madison County, they indicated this was also being pushed by the former County Executive in Onondaga County. A human factor which should be explored is more transparency for employees of both counties. While Madison County employees had the itinerary for Winbourne consultants' weeks before the on-site visit, most Onondaga County employees were unaware. Openness with information and communication should be a must. As a former part-time Madison County employee, I'm familiar with their training program, processes, still remain in touch with multiple responders within Madison County and this topic is met with emotion at almost every discussion point that it comes up at. Our main site could handle Madison Co operations in a short term solution, however that would leave no expansion/growth potential in the event of a major incident. In addition, our current BOC is too small for our current operations, let alone add any staffing from Madison Co. I'm sure others are taking this opportunity to discuss needs from a financial aspect, due to perceived increase workload
- What kind of consolidation? Working separate jobs for separate pay in the same building, bad for morale. Retraining to work the same job in the same building for no pay increase, not fair. Need to understand, employees sometimes are not willing to change, especially employees with more service time in the job. Depending on where the consolidated site location is, need to consider those who may now have an extended commute, etc.

- It is rumored that only a few of the Madison county folks want to come over here. They still need to pass our CTO classroom and OJT portions of our training to retain their jobs
- Travel distances for employees coming from Madison county. Training differences. Increased workload for personnel. I think an overall pay increase and additional vacation time should be considered for all employees to help offset the added stressors this will bring
- How the seniority would be worked out
- Travel for employees from 2 counties to 1 location
- Travel time, pay, and benefits
- LOCATION OF CONSOLIDATION AND EASE OF MERGING
- KNOWLEDGE OF GEOGRAPHY. AND UNFORTUNATELY THERE WILL BE INEVITABLE "US VS THEM" MENTALITY OF THE EMPLOYEES COMING FROM THE DIFFERENT CENTERS. ESPECIALLY WHAT POLICIES WOULD MERGE OVER AND WHAT POLICIES SOME EMPLOYEES WOULD HAVE TO LEARN OVER TO CONTINUE DOING THE JOB THAT THEY ARE ALREADY DOING
- HOW THE TRANSITION MIGHT GO WHEN MERGING TWO COUNTIES OF EMPLOYEES WHO PERFORM THE "SAME JOB" BUT IN AN ENTIRELY DIFFERENT WAY. I FORESEE THE ADJUSTMENT PERIOD WHILE WE FIND MIDDLE GROUND COULD CAUSE TENSION FOR THOSE WHO DO NOT EMBRACE CHANGE WELL. EMPLOYEE PAY RATE SHOULD ALSO BE CONSIDERED FOR INCREASE AS WE WILL NOW BE RESPONSIBLE FOR TWO ENTIRE COUNTIES, WHICH WOULD MEAN ADDITIONAL TRAINING AND RESPONSIBILITY FOR EVERYONE.
- Location assignment for personnel scheduled to work. Shift schedules now versus what would be made available. Commute times
- A large enough facility for the expanded operations staff so that people are far enough apart to hear callers and units without nearby staff being too loud
- There are some senior employees here who have a hard time with change. Adding even more responsibility on them could be very difficult for them. We already have many police/fire/ems agencies that we serve. Adding more on just seems like too much
- work schedules, time off, staffing, location of said joint operation if we were to have one, which then complicates commuting
- Will this change out seniority at all? Is this opening up for every other surrounding county to come on board? How will the other county employees be brought on? Will they go through the training we provide here?
- Stress levels - transplanted Madison employees having a hard time fitting in or dealing with the call volume here - Onondaga employees having a hard time learning another county and agencies
- Impact on employees from Madison county having to adjust to new CAD and Radio Systems (assuming that the systems Onondaga uses would be used in consolidated center), travel time for employees to/from place of employment
- Seniority is a concern. I don't want to move further down the list because outside personnel are moved into the center
- Besides things listed above, travel. Is Madison employees going to have to travel in the winter to Onondaga County? This could be cumbersome and costly in gas and mileage. Also, this would add more time to their work day with longer travel times to and from work
- I FEEL LIKE IT MAKES EVERYTHING MORE COMPLICATED WHICH IS UNNECESSARY . I GUESS I WOULD HAVE TO HEAR HOW IT WOULD BENEFIT EITHER COUNTY TO CONSIDER IT BEING A POSITIVE CHANGE
- Ensure that everyone - here and those coming in from Madison - receive the same pay and benefits. Ensure everyone has the same level of training

- Policy and Procedures would have to be relearned or adjusted. There would be a lot of change and some people are not open to change
- Changing of the shifts to allowing people to go onto 12 hour shifts to work for better floor coverage
- The impact on the staff of Madison county. added stress to Onondaga county employees
- The distance an employee has to travel to work, knowledge on the geographic part of Madison. When we take a call for Madison it will take a little longer to process at first if someone is not familiar where they are and our people are not familiar with Madison. Plus I would assume some training for the dispatchers to get used to what each other does and set up. I am not sure how many people work there but I do know our training is different so that would have to be considered to ensure everyone is on the same level
- OFFICE LOCATION, SENIORITY, SHIFT HOURS, TRAINING
- INCREASED PAY DUE TO INCREASED WORK LOAD
- This biggest factor is the learning curve. The consolidation would create a need to learn new geography and agency familiarization
- People from Madison need a career option. People from Onondaga need a contract adjustment and compensation. What happens if the Madison employees can't pass our training levels? what happens if the Onondaga employees can't come up to par on the new counties policies and geographical area? Do we have enough radio space to support the added transmissions? We have trouble now in the busy times with users getting "doinked" on the radio and now having service
- THERE WOULD HAVE TO BE MORE STAFFING TO COVER THE ADJACENT COUNTY. ALSO INCOMING NEW HIRES WOULD BE FACED WITH POTENTIALLY LEARNING BOTH COUNTIES
- If a true consolidation, then this will put a lot of extra geography on the MRD dispatchers and anyone answering phones
- 1) A transition plan with a timeline should be laid out for their employees that offers them the opportunity to transition through the ranks (Call Taker, PSD, SODO) etc. 2) The employees of both agencies should be aware in advance on how the training, deployment of Madison County employees will be handled. 3) How will the union handle the transition (adding Madison County)
- Location of the Center/travel to and from work
- From my perspective, I think taking experienced employees into consideration should be considered. Some people have been here for quite a few years and they might get frustrated trying to learn a whole new county and their rules when they feel so confident with our county. Also, some of us have never been to that county and will struggle with geography for a while until we finally learn their county which won't benefit the callers or the agencies depending on us to get the calls in for the right location and in a timely fashion
- Effect on overtime allotment and space within the center
- Seniority, time off, training hours, promotions or lack thereof with new employees currently holding those positions
- Someone is going to have to drive a long way. Even if we move our building east somewhere and they joined us, many of them would have a huge drive and our west people would have a huge drive. We are centrally located now. (at least for our county)
- Increased staffing and training concerns. Any consolidation would require personnel being incorporated which would mean training, retraining and incorporation. This will lead to increased stress on the personnel of both centers. In addition, it should be made clear how consolidating centers would impact operations on the floor regarding overtime staffing,

- seniority, vacation time availability, and other factors that would change on both sides of the county line
- Pay raise, we would be taking on more responsibility
 - Drive time to work, considering the effects of winter. Number of employees having to work each shift
 - SHIFT SCHEDULES, LOCATION OF THE 911 CENTER- ADDITIONAL DUTIES, MAP KNOWLEDGE
 - Work load, district knowledge
 - Are the Madison County Dispatchers expected to move into Onondaga County? That would be disruptive to their lives
 - THE ADDITIONAL STRESS OF EVERYONE LEARNING AND IMPLEMENTING NEW/ADDITIONAL WORK PLANS. WILL CALLS FROM MADISON ONLY GO TO MADISON EMPLOYEES TO GO IN THE GENERAL QUEUE FOR ALL TO ANSWER?
 - Length of drive to work
 - additional positions and staffing would have to be added in order for a successful consolidation to take place
 - If consolidation did occur those employees from Madison County would need to drive to Onondaga to work and possibly relocate to be closer to work
 - If consolidation did occur those employees from Madison County would need to drive to Onondaga to work and possibly relocate to be closer to work
 - Logistics to include current limitations as to the building size and inability to expand either site to an appropriate location to house a consolidated center. Additional personnel under one roof will create need to expand operations layout as well as break room, training facility, locker room, bathrooms and increase need for additional spaces for debriefing
 - Space
 - Staffing

Onondaga Public Safety Survey - Total of 30 Responses

(Note, only the Chief Executive Officers of each agency were surveyed, not the individual first responders in Onondaga County.)

A) Question: Please provide the name of your Agency

Response:

- Bridgeport Fire Department
- New York State Park Police
- Town of Geddes Police Department
- East Syracuse Fire Department
- Brewerton Volunteer Fire Department Ambulance, Inc.
- Skaneateles Fire Department
- Baldwinsville Police Department
- Syracuse Police
- Marcellus Ambulance Volunteer Emergency Services
- WAVES
- Delphi Falls Fire Department
- Liverpool Police Department
- Onondaga Hill Fire Dept.
- Apulia Fire Co., Inc.
- Tully Fire District
- Greater Baldwinsville Ambulance Corps.
- Fayetteville Fire Department
- Camillus Police Department
- Navarino Fire Department
- Town of Cicero Police Department
- Lakeside Fire district
- Nedrow
- Onondaga District Attorney's Office
- Town of DeWitt Police
- North Chittenango Fire
- New York State Police
- Howlett Hill Fire Department
- Belgium-Cold Springs FD
- Robbins

B) Question: Type of Agency

Response:

Police	33.33%	10 people
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78

Fire	50.00%	15 people
EMS	30.00%	9 people

C) Question: How many personnel does your Agency have in each of the following classifications?

Response:

Full Time Sworn	55.17%	16 people
Full Time Civilian	58.62%	17 people
Part Time Sworn	48.28%	14 people
Volunteer	75.86%	22 people

D) Question: My Agency would support a regional merger of 911 Centers if (check all that apply)

Response:

Service provided to my agency improved	68.97%	20 people
There was a cost-benefit/short or long term saving	55.17%	16 people
Existing services could be maintained in the face of escalating costs	65.52%	19 people
I would not consider a consolidation under any circumstances	3.45%	1 person
I do not have an opinion on consolidation	6.90%	2 people

Comments:

- I currently work in an Agency that utilizes Onondaga County and Madison County. I believe the merger would greatly benefit Madison County and assist the Park Police with our operations between the two counties
- Any new additions should not affect or limit the way we operate now. For example excessive radio traffic, limited tac channels, unable to contact the dispatch center, delays in dispatch, delays in answering 911 calls
- Strongly support if local services are not affected and location remains in Onondaga County
- I believe consolidation would enhance police service to our respective communities and reduce cost

E) Question: What services do you currently receive from your county 911 Center that would absolutely need to be maintained if a merger were to occur?

Comments:

- n/a
- To ensure County dispatch centers are notifying the park police dispatch center at 315-492-6422 for calls concerning all of our State Parks and Historic sites within Madison County. We may not

be available to respond to all calls for service in Madison County, but the notification of the incident is necessary

- Dispatch
- 911 calls and dispatching calls. Chiefs notifications. TAC channel monitoring on larger events
- Dispatch and communications
- CAD system MDT system
- All existing services provided by the Onondaga County 911 Center
- Dispatch, data, TA
- MDT CAD
- Accessibility
- Fire rescue
- The Onondaga County 911 currently provides excellent dispatch services. I do not want to see any decrease in the current services
- MDT
- Fire/EMS dispatch and support
- Timely dispatching, knowledge of area. Good relations with the emergency management team
- High quality communications and dispatching
- MDT Maintenance Better 911 Dispatching
- Dispatch, data, mobile command vehicle response, IT assistance, the ability to roll non-emergency calls over to 911 center during non-business hours
- Timely dispatch to alarms and responsiveness when talking on the radio. Presently; the service is effective when needed
- Dispatch, Data
- For my dept. Better MDT control by 911 or EM .the Dept should not burden the cost
- The current services are appropriate and should be maintained
- Monitoring of Primary Channels and sub channels during details, search warrants, raid details
- I would not want give up the current services we are provided by Onondaga Co. 911. Also, would want Channel 3 kept for my agency and Manlius PD
- Looking for better service
- Call taking & Dispatch
- All current call taking and dispatching services as well as support services need to be maintained
- Important notes on calls, prompt response from dispatchers when calling, reliability of radio communications
- ACME Plumbing

F) Question: What service needs that you do not currently receive from your 911 Center would yield a benefit to your agency if provided by a merger of the two centers

Comments:

- Accurate dispatch information
- Access to CNY Leads (or whatever will be replacing it) and our own CHAIRS Terminal
- N/A

- Volunteer staffing management. For example, programs like Active 911 or I Am Responding should be monitored at 911
- None
- Nothing
- N/A
- Unknown
- intercounty communication
- internet based accessible information
- none
- N/A
- Better CAD program
- Not sure
- Call integration for reporting Easier ways to use technology that is available to our agency A better culture at the 911 center
- Additional dispatchers working the DATA Channel
- N/A
- N/A
- MDT system. I removed ours due to cost, mandates
- N/A
- Enhanced Communications between Narcotics Enforcement Units in both counties
- NA
- Better service
- We are well served by our 911 center. Not aware of any services that we are not receiving at this time
- I can't think of anything we're lacking
- Bill's Boat Rentals

G) Question: What benefits do you see to the consolidation of the Madison and Onondaga 911 Centers?

Responses:

- Better training, resources and availability
- See above answer to question 4. The benefit would be great with our agency working within both counties every patrol shift
- None
- Madison County should save money. Madison employees will make more money. Easier transition and handling of calls without delay between the counties. Hopefully this give Onondaga enough employees to have its own bargaining unit
- Lowering costs for the county, but would it effect the communications on agencies?
- Nothing
- do not have enough information to comment on this
- Cost savings to tax payers
- Interoperability

- better responds time
- I would imagine there might be a cost saving
- N/A
- Inter county mutual aid communications improvements
- Possible cost savings. We don't border Madison County. We border Cortland County
- Not sure if there is any? Possible cost savings?
- Long term costs
- Cost savings and sharing information
- The main benefit would be cost to both Counties. For those depts. that border Madison County; I am sure communication would be more streamline when working a mutual aid incident
- Enhanced communications for police and quicker information as an adjoining county
- Not many for my department
- Cost savings/information sharing
- Better service near county borders and response times
- A fair share of suspects that commit crimes in our jurisdiction reside in Madison County
- Madison 911 center would receive better training and better service to emergency and police agencies
- Better communication across county lines
- Cost reduction for providing this service for both counties
- Cost savings for both counties
- Reduced expenses

H) Question: What concerns do you see if the two centers were to merge?

Response:

- nothing at this time
- None
- I do not see the benefits of a merger of these two entities
- Madison standards being brought up to Onondagas, they are a bit behind the times. Onondaga employees being overwhelmed
- The effect on agencies
- Reduction in local knowledge of Onondaga County
- Potential loss of service to members in the field because dispatchers may be required to monitor a much larger area than they are at present
- cost/decreased services
- none
- I believe there could be a decrease in services
- Two different background trying to form one new will be hard
- Seamless communications between different county mutual aid departments
- Mainly time delay for dispatching
- Decrease in quality
-
- Same culture that is currently at the 911 center now
- Potential to add radio traffic to current channels depending how the system is designed

- Not knowing how it would all work out or what the plan would be, my only concern would be a decrease in service that we are already used to; both with timely dispatch and the responsiveness of our needs when on an alarm. Presently; the 911 is very effective in working with the agencies when there is a serious incident; I would only hope that following a merger, that service would be maintained
- call delays from location issues
- Personal coverage, redundancy for power backup
- None at this time
- Overall management. MOU would be needed and core personnel have to maintain continuity between center personnel
- I would hope that the merger would not effect on Co. 911's CALEA accreditation status
- None
- Issues with Madison County not being happy with the services they receive after the fact which would eventually impact the Onondaga County 911 Center and the Onondaga County tax payers
- Decline in services provided
- Jobs may be lost

I) Question: Do you see any potential obstacles to consolidating the 911 Centers?

Response:

- nothing at this time
- Obtaining the proper equipment to outfit each agency to be on the same operating platform
- I do not know enough about the proposed merger to make a comment regarding potential obstacles
- I'm not sure what the cost and savings are but there is a learning curve to every transition, and I am sure there will be some resistance somewhere
- Unsure
- Lack of local control
- There would need to be a substantial cost savings with no loss of service for this to be supported and successful
- MDT system
- None
- No
- Yes, different ways of running and different backgrounds
- None at the services level
- Can one dispatch center handle a large event and still handle the smaller ones without delay?
- Should not be
- The current 911 Commissioner and employees (Onondaga County) do an outstanding job. Need to make sure that any employees from Madison County meet or exceed the standards set by Onondaga County
- Radio traffic. If we are to share a common frequency, radio traffic and the constant talking, just to talk on the radio, would have to be addressed. It appears that when listening, there is a lot of unnecessary use of the "air-time". Adding another County to the mix may hinder true priority

transmissions. Again; this is without truly knowing what the thoughts and plans are when considering the merger

- None
- No
- Just would require additional training, new employees would require extensive training
- None other than growing pains. Similar to the start of Onondaga 911
- None
- Madison county residents not wanting to merge
- Location of dispatch centers and dispatcher's knowledge of the counties
- Potential political devices

J) Question: What suggestions do you have for a governance model that would ensure that your agency has input to policies and procedures if a consolidation were to take place?

Response:

- A program that would fix issues immediately and a procedure to implement
- To continue PUG 911 meetings that Onondaga currently holds
- None
- I don't want to take on the way Madison County offers service there. I like the service that is provided in Onondaga and I don't want to go backwards, My experiences with Madison show they are behind the times with the service they provide and the equipment they have
- Making sure there is a point of contact for any concerns and maintaining current service at the level it is currently at
- Local commissioner for Onondaga County
- Policies and procedures that impact police operations must receive the support of the Onondaga County Chiefs Assoc. before implementation
- Committees filled by organizations that use the center, not made up of all county employees
- None
- I would recommend that they continue with the procedures that are currently in place in Onondaga County
- N/A
- Ease of communication with upper level management when making suggestions about service issues
- One with minimal political interference
- Make sure that the dispatching protocols are being enforced at both the 911 center and by the departments using the system. As long as i have been a chief there has never been any type of training for chief officers or policies that have been sent out so people that are operating incorrectly can change
- Continue to use the Police Users Group and PROC
- Keep it simple. Both Counties aren't a major city where 20-30 incidents going on at each time. Don't over complicate the process/model, just to try to be one up on another 911 model. Address the needs of our communities that we serve and build the model around that...keeping it as simple as possible
- utilize same concepts currently in place and incorporate Madison County agencies

- That is for the legal to answer
- Maybe just informational meeting or q and a
- PROC , Chiefs and Sheriff's through a central PROC and expanding the Police Chiefs Association to both Madison and Onondaga where grievances and concerns can be addressed and rectified
- Having our DPD PUG representative part of the meetings of this consolidation process
- Before any changes are made to policies consult the agencies first
- Continue with the current system which allows the Fire Chiefs and Ambulance Directors to p
- Surveys like this or round table meetings with the Chiefs provide input into the operations model

Endnotes

End Notes:

ⁱ <https://www.madisoncounty.ny.gov/2280/911-Study>

ⁱⁱ <https://www.weather.gov/bgm/pastSevereAugust222017>

ⁱⁱⁱ <http://www.ongov.net/911/comps.html>

^{iv} Madison County NY Success Plan: <https://www.madisoncounty.ny.gov/DocumentCenter/View/4730/Madison-County-Success-Plan-?bidId>

^v <http://www.ongov.net/about/governmentalOrganization.html>

^{vi} <http://www.ongov.net/executive/>

^{vii} Per the 2017 Onondaga County E911 Annual Report:
<http://www.ongov.net/911/documents/2017E911AnnualReport.pdf>

^{viii} *ibid*

^{ix} <https://www.criminaljustice.ny.gov/ojis/sjsinfo.htm>

^x NG911 is an industry/government initiative to modernize the nationwide 911 public safety emergency communications system in light of the evolution of mobile consumer communications devices and applications. NG911 will expand users' ability to call 911 from a phone and to transmit text, images, video, and data to the 911 PSAP. In addition, the NG911 system will provide a dedicated emergency communications and data transfer capability among public safety agencies.

^{xi} https://www.legis.nd.gov/files/committees/64-2014%20appendices/17_5152_03000appendixc.pdf

^{xii} https://www.legis.nd.gov/files/committees/63-2013nma/appendices/15_5163_03000appendixd.pdf

^{xiii} <http://gotdsi.com/bexar-metro-article/>

^{xiv} <https://www.cnn.com/2014/10/22/globe-news-wire-weber-area-9-1-1-to-host-a-spillman-system-for-multi-county-data-sharing.html>

^{xv} New York State Association of Counties. 9-1-1 Services Report; Funding 9-1-1 Services in NYS, May 2018

^{vi} <http://ocgov.net/oneida/sites/default/files/E911/Funding911Services/Funding%20911%20in%20NYS%20-%20NYSAC%20Report%20-2018%282%29.pdf>

^{xvii} Discussion with, and information provided by, Onondaga County Commissioner William Bleyle

^{xviii} https://transition.fcc.gov/pshs/911/TFOPA/TFOPA_FINALReport_012916.pdf

^{xix} <https://www.fcc.gov/public-safety-and-homeland-security/policy-and-licensing-division/911-services/general/location-accuracy-indoor-benchmarks>

^{xx} https://transition.fcc.gov/pshs/911/TFOPA/TFOPA_FINALReport_012916.pdf

^{xxi} April 2019 Winbourne Consulting Newsletter

^{xxii} https://transition.fcc.gov/pshs/911/TFOPA/TFOPA_FINALReport_012916.pdf

^{xxiii} https://www.intergraph.com/assets/plugins/sgicollaterals/downloads/MobileDispatchPubSafety_AppSheet.pdf

^{xxiv} <http://www.calea.org/>

^{xxv} National Emergency Number Association, Center Manager Certification Program (CMCP) at www.nena.org references National Fire Protection Association (NFPA) Standards. The course is called Center Manager Certification Program (CMCP).

The National Fire Protection Association (NFPA) has published standards that apply to law, fire and medical public safety answering points (PSAPs) and emergency communication centers (ECCs).

NFPA Standard 1221, Section 7.3.4 speaks specifically to supervision, detailed below:

7.3.4* Supervision shall be provided when more than two telecommunicators are on duty.

7.3.4.1 Supervision shall be provided by personnel located within the communications center who are familiar with the operations and procedures of the communications center.

7.3.4.2 The supervisor shall be allowed to provide short-term relief coverage for a telecommunicator, provided that the telecommunicator does not leave the communications center and is available for immediate recall as defined in the policies and procedures of the Authority Having Jurisdiction (AHJ)

^{xxvi} <https://www.apcointl.org/training-and-certification/disciplines/communications-training-officer/>

^{xxvii} https://cdn.ymaws.com/www.nena.org/resource/resmgr/Standards/APCO-NENA_ANS_1.107.1.2015_Q.pdf

^{xxviii} <https://prioritydispatch.net/aqua/>