Agenda
City of Minnetonka
Study Session
Monday, June 26, 2017
Immediately following City Council Meeting
Minnehaha Room

1.  9-1-1 Public Safety Answering Point Analysis
2.  Adjournment

The purpose of a study session is to allow the city council to discuss matters informally and in greater detail than permitted at formal council meetings. While all meetings of the council are open to the public, study session discussions are generally limited to the council, staff and consultants.
Brief Description: 9-1-1 Public Safety Answering Point Analysis

Background

The city of Minnetonka’s Public Safety Answering Point (PSAP) processes 9-1-1 and administrative phone calls on behalf of the police and fire departments and acts as the municipal after hours call center when normal business operations at other city offices have closed and residents need municipal assistance. In addition, dispatchers perform additional duties such as monitoring building security, alarm systems, video surveillance equipment, records data entry, and other duties as assigned.

Prior to 1989, PSAP services for the city of Minnetonka were provided by Hennepin County Sheriff’s Office. In 1989, a new police department facility was built and included a PSAP center operated by the city. In 2000/2001, the PSAP was relocated to a larger space within the police department. Since inception, the city has continuously invested in technology and staff to support PSAP services.

The city’s police and fire departments recently concluded an independent public safety facility study and have now moved to the design phase of a remodeled and expanded police station and new fire station. This study presented an opportunity to examine the complex operations of the PSAP center and the future of that operation. In January 2017, staff contracted with PSC Alliance (PSC) to conduct this analysis. The purpose of the study was to analyze existing and future PSAP operations provided by the city, including staffing and space recommendations. Staff also directed PSC to explore outsourcing opportunities for PSAP services. The PSAPs included in the analysis are the City of Eden Prairie and Hennepin County Sheriff’s Office.

PSAP Analysis

PSC has completed the analysis and submitted the attached report to staff. PSC identified three PSAP services alternatives for exploration and study:

1. Continue to provide PSAP services at Minnetonka and consider appropriate staffing levels and space requirements;
2. Outsource PSAP services to the City of Eden Prairie and identify required technological and business process changes that would be needed;
3. Outsource PSAP services to the Hennepin County Sheriff’s Office and identify required technological and business process changes that would be needed.
PSAP Options

There are two PSAP business process (operational) models in use today:

1. Operate the PSAP as an emergency and public safety call answering and dispatching center only; and,
2. Operate the PSAP as an emergency call answering/dispatch center and add other public safety duties and technology such as monitoring building security, alarm systems, video surveillance equipment, records data entry, and other duties as assigned to the PSAP staff.

Hennepin County’s dispatch center operates using the first business process model. Minnetonka and Eden Prairie operate using the second business process model. Understanding the operational differences between the two models is fundamental to any informed policy discussion. In reviewing the three alternatives, PSC used a SWOT (Strengths, Weaknesses, Opportunities, and Threats) methodology. The following is a summary of the SWOT assessment. (See PSAP study, Section 7, Pg. 41 – SWOT table.)

Minnetonka PSAP

Minnetonka PSAP operates continuously 24 hours a day, processing 9-1-1 and administrative phone calls on behalf of the police and fire departments. The PSAP also provides communication support to public works and performs multiple ancillary duties. (See detailed list of duties on Pg. 25 & 26 of PSAP study.)

Staffing since 2000 has included eight full time dispatchers and one (currently vacant) dispatch coordinator. An additional three to five on-call dispatchers are available to fill in as needed. These on-call dispatchers either work in other metro PSAP centers or have dispatching experience.

The 2017 PSAP operating budget is funded at $894,100. Since 2010, $617,000 in capital projects have been completed and staff has temporarily deferred implementation of a 2018 capital project totaling $90,000 pending further direction on this PSAP analysis.

Current staffing levels do not allow two dispatchers to be on duty at all times. PSC believes this staffing strategy places the city at risk and states there should be a minimum of two dispatchers on duty around-the-clock every day. This recommendation would increase FTE levels to 10 dispatchers and one dispatch supervisor. The study also recommends one additional FTE to provide police and fire Information Technology Support, regardless of the decision to maintain or consolidate PSAP services.

The current PSAP space includes three fully equipped workstations. A fourth workstation is located in a separate room. Current PSAP space is adequate; however,
analysis recommends long term to increase the space to accommodate four workstations in the same room. Renovations to the PSAP to accommodate this growth should be included in the detail design currently underway with the police and fire facilities project and cost implications to the design are currently not known. In addition to space, consideration should be given to enhancing environmental, security and electrical accommodations in a renovated facility.

**Eden Prairie Police Department PSAP**

Eden Prairie PSAP operates continuously 24 hours per day, providing service to the Eden Prairie police and fire departments. The PSAP staff also performs various ancillary duties, similar to duties performed by Minnetonka PSAP staff. Eden Prairie most closely aligns with the business processes of Minnetonka, using model #2.

Eden Prairie PSAP is authorized at 11.5 FTE positions. If Eden Prairie was selected for PSAP outsourcing, Eden Prairie staff has indicated an additional five FTEs would be requested to handle the increase in activity.

Eden Prairie PSAP space is adequate and suitable to accept Minnetonka without modification. There are currently four fully equipped workstations and the environmental, security and electrical facilities are adequate to host Minnetonka PSAP needs. Presently Minnetonka PSAP is Eden Prairie’s backup PSAP, so separate discussions with another entity would be needed if Eden Prairie provided PSAP services to Minnetonka.

Eden Prairie staff perform ancillary duties and functions similar to Minnetonka and further discussions would be needed to determine what, if any, could be redirected to Eden Prairie. Examples include city facility alarm and video monitoring, remote security access, detention door operation and monitoring detainees. Based on these conversations, supplemental Minnetonka staff would be needed to perform functions not performed in Eden Prairie.

Eden Prairie operates a different dispatch software platform than Minnetonka and Minnetonka would be required to migrate onto the Eden Prairie system or an interface solution would need to be identified. PSC has indicated this interface solution can be rather involved but can be accomplished with the right planning.

The ongoing cost of five additional staff and any technology to support technology interfaces would be the responsibility of Minnetonka; staffing cost is estimated at approximately $500,000 and technology costs are unknown without further research. Additionally, it is envisioned that Minnetonka’s state 9-1-1 allowance, currently $67,000 per year, would offset post-conversion capital upgrades for the next few years. Eden Prairie has indicated they would entertain employment applications from incumbent Minnetonka dispatchers.
Hennepin County Sheriff’s Emergency Communications Facility (ECF)

The ECF is a large modern facility located in Plymouth that opened in 2014 and operates continuously 24 hours per day, providing police, fire and emergency medical service provider communications for all Hennepin County communities except Bloomington, Eden Prairie, Edina, Minneapolis, Minnetonka, St. Louis Park and the MSP Airport. For years, the county has provided this service for larger cities like Brooklyn Park, Plymouth and Maple Grove. The ECF also provides service to the Hennepin County Sheriff’s Office. ECF staff does not perform ancillary duties and is less likely aligned with business processes of Minnetonka.

The ECF is authorized for 58 FTE positions who are involved in direct service call answering and dispatching service delivery. These positions are supplemented by additional on-duty supervisors and support staff, with a total authorized level of 70 FTEs. Daily staffing ranges from seven to 14 FTEs depending upon the projected call volume of the scheduled shift.

There are 22 fully equipped workstations and 4 workstations used primarily for training, although those can also be used for major events. The ECF can support Minnetonka operations with no modification and the ECF’s environmental, security, and electrical facilities are adequate to host Minnetonka PSAP needs. The ECF also maintains a fully functioning backup facility in Golden Valley.

The ECF does not perform ancillary duties or functions for individual communities. The thirty-seven communities who use the ECF have developed a variety of methods, procedures, technology, and staff to perform these duties. PSC believes Minnetonka can fulfill these duties with 8,760-person hours/year, using a combination of full and part time positions. Additional discussion would be needed to determine job classification and exact cost, although the preliminary estimate is $257,000.

The ECF utilizes a similar dispatch software system as Minnetonka; however, it is in a different host environment and would require an interface to connect to the Minnetonka system. The interface Minnetonka required is already in use by other LOGIS communities who use the ECF and could be accomplished with minimal cost.

In recent years, several municipalities migrated PSAP operations to Hennepin County and receive the service at no additional charge. ECF command staff have indicated there is a strong likelihood that the dispatching services would be at no cost to Minnetonka, as it is for the thirty-seven communities that use the service. Should Minnetonka decide to shift to the ECF, the city would need to make a formal request to the Hennepin County Board of Commissioners. Ultimately, the county board would make the final decision to accept the city and at what annual fee, if any. Conversion costs are expected to be minimal, although further research is needed. Minnetonka’s annual state 9-1-1 allowance of $67,000 would be redirected to the ECF and the ECF
would assume all future capital improvements. ECF command staff have indicated they would entertain employment applications from current Minnetonka dispatch staff.

Considerations

Previous PSAP consolidation studies were undertaken in 2011 and 2009. In 2011, a study was initiated by the Hennepin County Board and included all cities within the county. The 2009 study was initiated by the city of Minnetonka and examined a consolidated dispatch center with the city of Hopkins. Previous studies identified advantages and disadvantages of a consolidated/outsourced PSAP. At the completion of these studies, staff reviewed the findings and the disadvantages were too difficult to overcome and/or would not provide a significant cost benefit.

Today, the city is preparing to invest significant financial resources into the police and fire facilities by designing a modern facility that will serve our community for several decades. The PSAP is a significant investment and this independent review was essential to help staff understand both short and long-term challenges. The challenges we face today, including increased staffing and space requirements, complex local and multi-jurisdictional events, continual and more technical training, and ever rising operating and capital costs require staff to examine PSAP operations and outsourcing opportunities with greater scrutiny than in the past.

Staffing Levels and Space Allocation

Staffing the PSAP with adequate resources has always been difficult, and managing time off obligations (FMLA, sick, vacation and training) continues to be a challenge. Currently, when a dispatcher takes time off, another dispatcher will have to cover the shift on overtime. The table below is three years comparative hours.

<table>
<thead>
<tr>
<th>Overtime Analysis</th>
<th>2015</th>
<th>2016</th>
<th>Jan - May 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime Hours (Full-time)</td>
<td>1,066</td>
<td>1,718</td>
<td>657</td>
</tr>
<tr>
<td>Average/Dispatcher</td>
<td>133</td>
<td>215</td>
<td>94</td>
</tr>
<tr>
<td>On-Call Dispatcher</td>
<td>487</td>
<td>895</td>
<td>479</td>
</tr>
<tr>
<td><strong>Total hours worked</strong></td>
<td><strong>1,553</strong></td>
<td><strong>2,613</strong></td>
<td><strong>1,136</strong></td>
</tr>
</tbody>
</table>

If the city decided to maintain PSAP services, PSC recommends adding two additional full-time dispatchers. A critical question staff has had to ponder is, if additional FTE were added to the police department, would the public be best served by adding resources in this area, or in another role to meet the needs of serving the police department mission.

The existing PSAP room and physical space available for expansion of additional workstations is very limited and PSC believes the space is “maxed out”. The current PSAP
space cannot accommodate future growth as recommended by PSC. The police facility design currently underway does not include an expansion of the PSAP center, and staff believes any expansion or significant changes to the PSAP space would become cost prohibitive. The existing space also provides inadequate protection against natural or man-made disasters, as well as proper protection of PSAP technology. A significant concern is the lack of a hardened facility capable of self-sustainment. If the city decided to maintain PSAP services, PSC recommends necessary environmental, security, and electrical facilities be included in the police facility design either at an increase in overall project cost or at the expense of other functional space.

Resource Depth

Managing multiple and large-scale emergencies from the PSAP requires a staffing strategy that maximizes coverage. Peak call times can be identified and staffed appropriately; however outside of these peak times, the PSAP has less capacity to handle multiple or large-scale events. An unusual event that exceeds the PSAP’s ability to manage it places the city at risk.

On occasion, on-duty dispatchers have to leave for various reasons and finding a replacement dispatcher is challenging due to the small number who are available. This often leads to one dispatcher working until another dispatcher is located. The complexity of the technology in the PSAP and the required skill of a dispatcher does not allow non-trained dispatchers to assist. Training opportunities are also limited due to inadequate resources to back-fill when dispatchers are attending training.

Operating and Capital Costs

The city’s 2017 PSAP operating cost is $894,100 and increasing FTEs to recommended levels would increase annual costs to $1,170,000. Since 2010, $617,000 in capital improvement projects have been completed in the PSAP and $90,000 is currently deferred pending the PSAP decision. If the PSAP is outsourced, this latter project is not necessary. The life cycle of PSAP equipment is typically seven to ten years and the city will be facing significant capital upgrade costs to update 9-1-1 equipment after 2020. PSC believes within the next ten years, capital costs could be $1,000,000. These costs exclude PSAP remodeling.

Discussion Points

- **Does the council have any questions or comments on the PSAP background or service model options?**
- **Does the council have any questions or comments on the PSAP analysis undertaken?**
Recommendation

Maintaining a PSAP with adequate staffing and sufficient space and technology can be accomplished at a significant cost and a commitment to provide long-term PSAP services. The recommended staffing increase will increase the operating budget to $1,170,000 in 2018 costs. Currently, the police and fire facilities design underway does not increase the PSAP space and any changes to the space will increase the cost of the project. In addition, PSAP capital projects will continue at an estimated cost of $1,000,000 every seven to ten years.

Minnetonka dispatchers provide high quality PSAP services and community survey results consistently indicate citizen satisfaction with these services. In addition to answering and dispatching calls for service, dispatchers perform other public safety duties for staff and residents. When reviewing these options, it was critical for staff to identify the most cost-effective way to deliver safe and sufficient services that would continue to serve our needs and expectation levels.

After careful consideration, staff believes the Hennepin County Emergency Communications Facility can provide the level of service needed for our community. It has capacity to handle large, extraordinary events that may ‘swamp’ a smaller PSAP with limited resources. The ECF is staffed with professional, well-supervised staff and state of the art technology. Should the county board follow past practice of not charging the city to provide PSAP services (other than annual state 9-1-1 revenue of $67,000 for capital costs), it is the lowest cost per call/dispatch of the three options and provides several other advantages:

- Greater staff depth within the center at any given time
- Standardized call handling, dispatching protocols, and training, decreasing opportunities for error and enhancing public safety
- Improved coordination of multi-jurisdictional incidents
- Maximizes use of available public capital and operating costs for emergency communication services
- Minimum 9-1-1 call transfers to another PSAP
- Elimination of duplicate services
- More efficient dispatch collaboration for fire and Emergency Medical Services
- A more long-term cost effective solution

The ECF does have a different business process and will require the most extensive business process restructuring of the three options. Staff believes these changes can be accomplished by implementing new technology and hiring alternate positions. Initial cost estimates for supplemental staff is $257,000 per year, which is a combination of full and part time positions. Technology costs needed for the conversion is unknown and would need additional exploration; however, PSC believes it is minimal.
Should the city council look favorably upon this recommendation, staff proposes to complete the conversion by year end. Next steps include:

- Discussions with Hennepin County ECF regarding conversion requirements and costs.
- Discussions with LOGIS regarding technology conversion.
- Negotiations with Law Enforcement Labor Services (LELS) and union stewards for a fair agreement with the public safety dispatchers regarding retention prior to conversion and severance upon separation.
- Preparation of city council request to Hennepin County Board of Commissioners to accept Minnetonka into the ECF.

**Discussion Point**

- *Does the council support the next steps as outlined regarding outsourcing PSAP services to Hennepin County ECF?*

**Summary**

The attached PSAP analysis conducted independently by PSC Alliance outlines the strengths, weaknesses, opportunities and threats facing the various options to provide 9-1-1 Public Safety Answering Point solutions. Staff recommends council guidance on continued exploration of outsourcing PSAP services based on the Hennepin County ECF option. If supported, staff would further engage Hennepin County and identify needed technology conversion costs and other costs associated with the internal business process changes. Staff would report those results and a final recommendation to the council in the near future.

Submitted through:

  Geralyn Barone, City Manager

Originated by:

  Scott Boerboom, Police Chief
### Three PSAP Alternatives - Comparative Costs

<table>
<thead>
<tr>
<th></th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>Hennepin ECF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Costs - Annual</td>
<td>$1,170,000</td>
<td>$500,000 *</td>
<td>$257,000 **</td>
</tr>
<tr>
<td>Capital Costs - Annual</td>
<td>$100,000</td>
<td>Unknown</td>
<td>$2,000</td>
</tr>
<tr>
<td>Conversion Costs - One-time</td>
<td>NA</td>
<td>$230,000</td>
<td>$55,000 #</td>
</tr>
<tr>
<td><strong>Total, First Year</strong></td>
<td>$1,270,000</td>
<td>$730,000</td>
<td>$314,000</td>
</tr>
<tr>
<td><strong>Total, Ongoing</strong></td>
<td>$1,270,000</td>
<td>$500,000</td>
<td>$259,000</td>
</tr>
</tbody>
</table>

* Outsource to Eden Prairie amount reflects only contract operating costs. Costs for any ancillary duties to remain in Minnetonka are unknown at this time.

** Outsource to HC ECF assumes 8,760 hours staffing remain in Minnetonka for city staff to perform ancillary duties. Staffing would be potentially mixed clerical, technical support, and/or Community Service officer work force. No contract operating costs are anticipated.

# Costs are estimates only and would require additional analysis with HC ECF.

NOTE: Outsource scenarios anticipate that Minnetonka's $67,000 annual 9-1-1 state revenue is redirected to the PSAP outsourced services. This amount is not reflected in above costs.
June 12, 2017

Chief Scott Boerboom
Minnetonka Police Department
14600 Minnetonka Blvd.
Minnetonka, MN  55345

Dear Chief Boerboom,

Thank you for the opportunity to assist with the analysis of options regarding Minnetonka’s Public Safety Answering Point (PSAP). This letter transmits our final report which considers options for the continuing delivery of PSAP services. This letter also provides an addendum to report content based upon feedback received from Lt. Bill Wyffels of the Eden Prairie Police Department. Following internal review of a draft of the report Lt. Wyffels offered the comment below.

ADDENDUM

Lt. Wyffels expressed the view that if Minnetonka were to contract for PSAP services from Eden Prairie, a net staff increase of five (5) FTE’s would be appropriate. Page 30 of our report discusses a prospective Eden Prairie staff increase of 2 to 4 people. Lt. Wyffels also indicated that increasing the staff by five, based on the current full-time dispatcher pay rate (including benefits), would bring the recurring cost closer to $500,000 vs. the $300,000 discussed at various points in the report. Lt. Wyffels wanted to be clear that costs may be higher than estimated in the report so that Eden Prairie may deliver “service beyond expectations”.

PSC believes that if Minnetonka were to further explore the outsourcing of dispatch services to Eden Prairie, the number of additional staff to be funded by Minnetonka, the duties, and the associated contract costs would be the subject of negotiations between the parties.

Sincerely yours,
PSC Alliance Inc.

J. J. Nelson

Jeff Nelson
# TABLE OF CONTENTS

SECTION 0 – ABSTRACT .............................................................................................................. 3  
SECTION 1 – EXECUTIVE SUMMARY ..................................................................................... 4-7  
SECTION 2 – INTRODUCTION ................................................................................................. 8-9  
SECTION 3 – METHODOLOGY ................................................................................................. 10  
SECTION 4 - CURRENT STATE CONDITIONS & DEMOGRAPHICS........................................ 11-18  
SECTION 5 – COMPARATIVE DATA ANALYSIS ..................................................................... 19-23  
SECTION 6 – OTHER RESOURCE INTERVIEWS ..................................................................... 24-40  
SECTION 7 – STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS ............. 41  
SECTION 8 – TABULAR COMPARATIVE MATRIX ................................................................. 42-48  

Format for 11 x 17

APPENDICES
SECTION 0 – ABSTRACT

The City of Minnetonka (City) has operated a 24-hour Public Safety Answering Point (PSAP) since 1989. Prior to that time PSAP services were received from the Hennepin County Sheriff’s Office. The City decided to establish its own PSAP 28 years ago to deliver the highest quality, customized service to its citizens and public safety response personnel. Since inception the City has continuously invested in technology and staff to support the PSAP mission. Today the City’s PSAP processes 9-1-1 and administrative phone calls on behalf of the police and fire departments and acts as the de-facto municipal after hours call center when normal business operations at other City offices have closed and citizens call with questions or need municipal assistance.

The City engaged PSC Alliance (PSC) to analyze existing PSAP operations including staffing recommendations. Additionally, the City requested an exploration of two outsourcing opportunities for PSAP services. City staff suggested that hypothetical outsourcing venues that should be analyzed were the City of Eden Prairie (EP) and the Hennepin County Emergency Communications Facility (ECF) located in Plymouth. Both Eden Prairie and Hennepin County already operate their own respective PSAPs. Today, Eden Prairie’s PSAP serves the needs of that community alone. Hennepin County’s PSAP provides emergency communications for all other Hennepin County communities except Bloomington, Eden Prairie, Edina, Minneapolis, Minnetonka, the MSP Airport, and St. Louis Park. Those named communities currently operate their own independent PSAPs. The ECF also provides dispatching and communications support to the Hennepin County Sheriff’s Office.

Besides considering various work load metrics of these three study PSAPs, PSC explored business process considerations that may need to change if the City were to outsource its PSAP services. The explored metrics included: telephone call load, radio transmissions, computer events, and staffing. In our experience across many jurisdictions there are two PSAP business process (operational) models in popular use:

1. Operate the PSAP as an emergency and public safety call answering and dispatching center only; and,

2. Operate the PSAP as an emergency call answering/dispatch center and add other public safety duties and technology such as monitoring building security, alarm systems, video surveillance equipment, records data entry, and other duties as assigned to the PSAP staff.

Hennepin County’s ECF operates using the first business process model. Minnetonka and Eden Prairie operate using the second business process model. In PSC’s opinion, having a summary understanding of the operational differences between the two models is fundamental to any informed policy discussion about outsourcing the service.
SECTION 1 - EXECUTIVE SUMMARY

2017 PSAP staffing costs are funded by the City at the level of $894,100. Included in this budget are cost of worker salaries for nine Full Time Equivalent (FTE) positions, operating supplies, services and other charges to deliver the PSAP services 24 hours per day. The prior years’ operating budget was $867,000. The PSAP supervisor’s position has been vacant since the 4th Quarter, 2016. This staff vacancy, coupled with knowledge of this outsourcing analysis, has created considerable uncertainty and anxiety for incumbent PSAP staff concerning the future of their careers with the City. Offsetting the general fund costs of PSAP operations are current outside 9-1-1 revenues of $67,000/year which comes as a form of state aid to assist with maintaining and improving specialized technology associated with 9-1-1 call delivery to the PSAP.

Except for three hours each day, minimum Minnetonka PSAP staffing is scheduled for two people on duty. During the (typically) low activity levels of 3:00 AM to 6:00 AM PSAP staffing reverts to only one person on duty. We suggest that this staffing strategy be re-visited since we think having only one person on duty places the City at risk in the event of an unusual event or worker incapacitation. Staffing two positions around-the-clock every day probably means a FTE allocation of ten Minnetonka dispatchers. In addition, we envision one additional person would provide supervisory support to the front-line dispatch staff. We also anticipate the need for some police/fire technology support, perhaps in the form of an assigned staff member who splits time between the departments.

Over the past ten years the City has invested between $750,000-$1,000,000 in the technology required to support PSAP operations. The life cycle for this equipment is typically seven to ten years and the City may be facing a significant capital upgrade cost to update 9-1-1 equipment again after 2020. Until an outsourcing decision is made one PSAP technology capital improvement (microwave radio link) has already been deferred. Police administrative staff, appropriately, hold the belief that if PSAP outsourcing were to occur, additional economy would accrue to the City from the avoided cost of not having to outfit the PSAP.

Closely tied to the operating and capital is the “value” received as the City funds and operates its own PSAP. The key question associated with the outsourcing discussion is the cost offset by value. PSC has observed that Minnetonka’s business process model makes efficient use of PSAP staff. Employees are both tasked with, and self-initiate, multiple ancillary duties to bring value to their presence even when citizens are not calling in requesting assistance. PSAP staff that we observed or met with take significant pride in their work and are committed to the community. Understandably there is no appetite on the part of incumbent PSAP staff to entertain the concept of outsourcing PSAP services.

Outsourcing PSAP services is a major City undertaking that needs to be carefully deliberated. Every reader of this report has probably experienced the frustrations of contacting a call center (banking, reservation, technology support, etc.) and requesting assistance. PSAP operations bear only limited parallels to commercial call centers but the frustrations that callers may
encounter can be very similar. For this reason, the selection of an outsourcing partner is critical.

Challenging the discussion about cost and value is the uncertainty of cost if the service is outsourced. Each of the potential outsourcing partners is unable to commit to costs pending a more complete understanding of the expected services coupled with associated negotiations. Past practice at Hennepin County has been to offer PSAP services to “dependent” suburban communities at no charge in exchange for the continuing contribution of state 9-1-1 revenue funds to the County’s budget. Under the Hennepin County service model, local interests in the setting and maintaining operating policies and procedures comes in the form of seats on a User Advisory Board (UAB). A copy of the current UAB Bylaws is included in an Appendix to this report.

Eden Prairie public safety administrators expressed the view that a strong PSAP partnership could be forged around these principles:

- A contract for service would need to be negotiated between Eden Prairie and Minnetonka; and,
- PSAP staffing for both communities could be delivered more efficiently, with added staff capacity from Eden Prairie’s PSAP with a nominal ongoing operating cost contribution; and,
- Eden Prairie expects to collect Minnetonka’s share of annual 9-1-1 revenue as an assumed condition of the contract for service.

For purposes of comparative analysis PSC independently assumed that a recurring contract cost to Minnetonka to receive service from Eden Prairie would amount to $300,000 in 2018 dollars. This cost is predicated on the further assumption that minimal changes in business process would be needed in the Eden Prairie outsourcing scenario.

If one adopts the premise that Hennepin County can provide PSAP services to Minnetonka at no recurring operating cost, then it logically flows that attention must be given to the business processes that need to change to accommodate that “free” service. PSC suggests that to maintain comparable business practices to those now offered, Minnetonka would need to staff one position 24 hours per day to handle tasks relating to City property alarm monitoring, video surveillance, and other services now delivered internally by City PSAP staff. Staffing one such a position would require 8,760 person hours/year. Using a part time hourly CSO (Community Service Officer) wage rate of $16/hour results in a personnel cost of $140,160/year.

As a part of our analysis public safety staff from the Minnetonka Police and Fire Departments were invited to complete an on-line survey expressing their views on the topic of PSAP outsourcing. Sixty-seven employee survey responses were received comprised of 7 dispatch, 3 support services, 41 sworn law enforcement, and 9 fire responses. A few responses fit more than one employment category. The general tone of the survey responses expressed skepticism about outsourcing PSAP services. Survey response data has been separately provided to the City administration.
Prior Outsourcing Lessons Learned

PSC’s experience with prior PSAP consolidation/outsourcing initiatives has identified these factors which are universal to all projects.

Degrees of Difficulty

Alternatives can be evaluated on a continuum of perceived difficulty. From a feasibility perspective, consideration needs to be given to the level of difficulty and the associated focus and energy required to accomplish the desired transition. *Commentary: Maintaining the status quo is the least difficult course of action if cost containment is not a factor. Any change will be more difficult than doing nothing.*

Organizational Change

Organizational change never occurs without some element of ‘pain’ and disruption. Even positive changes typically produce some amount of organizational pain. *Commentary: Restructuring PSAP service delivery will bring pain at many levels.*

Level of Risk

Any change in policy or operational context has some element of risk associated with it. No plan is ever perfect and every implementation has some unexpected variable(s) that can increase or decrease the risk of making the change. *Commentary: There is little risk in maintaining the status quo if suitable financial resources are available. Conversely change is associated with risk and organizational change can be expected both for Minnetonka and the PSAP providing the services.*

Duration of the Change Process

Every change, positive and negative, takes some amount of time to develop, design, and implement. How much time is a function of the scope, breadth, depth of the change, the commitment of internal staff resources to the change, and the expectations of the participants. *Commentary: Outsourcing to Hennepin County could probably be effected most quickly. By comparison negotiating suitable service expectations and contract terms, and cost with Eden Prairie is expected to take longer.*

A Comparative Table of Operating & Capital Costs

In the tables on the following page we have compiled an overview of recurring and capital cost estimates for the three scenarios under consideration.
### PSAP Operating Cost Estimates - Three Alternatives

<table>
<thead>
<tr>
<th>Personnel Costs</th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>Hennepin ECF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status Quo Scenario</td>
<td>$867,500</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Outsource to Eden Prairie</td>
<td>N/A</td>
<td>$300,000</td>
<td>N/A</td>
</tr>
<tr>
<td>Outsource to HC ECF</td>
<td>$140,160</td>
<td>N/A</td>
<td>-0-</td>
</tr>
<tr>
<td><strong>Operating Costs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$16,700</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Table Notes:**
2. Outsource to Eden Prairie suggests that all PSAP functions now performed by Minnetonka’s PSAP are outsourced with elimination of the Minnetonka PSAP staff costs. The $300,000 is based on an assumption of Minnetonka’s operating cost contribution to Eden Prairie under a hypothetical contract.
3. Outsource to HC ECF assumes 8,760 hour staffing (one person around-the-clock) of an alarm monitoring, video surveillance, information desk position at the Minnetonka PD. Staffing makeup of the potentially mixed clerical, technical support, and/or community service officer (CSO) work force would need to be determined under this scenario based on further job content analysis.
4. Operating cost reflects Minnetonka's 2017 budget for contracts, supplies, and services.

### PSAP Conversion Cost Estimates - Three Alternatives

<table>
<thead>
<tr>
<th>Conversion Costs</th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>Hennepin ECF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status Quo Scenario</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Outsource to Eden Prairie</td>
<td>N/A</td>
<td>$230,000</td>
<td>N/A</td>
</tr>
<tr>
<td>Outsource to HC ECF</td>
<td>N/A</td>
<td>N/A</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

**Table Notes:**
1. Minnetonka status quo reflects continuing locally operated PSAP at Minnetonka PD.
2. Outsource to Eden Prairie includes allowance for improving Eden Prairie's radio console connection redundancy, improving backup operations, CAD/RMS interfaces, and alarm/video system integration.
3. Outsource to HC ECF includes CAD/RMS interface development between LOGIS and County-hosted Tri-Tech software and creation of a suitable single workspace monitoring position within Minnetonka PD for a CSO to staff the alarm monitoring, video surveillance, and information desk position.
4. Both outsourced conversion cost scenarios anticipate that Minnetonka’s $67,000 annual 9-1-1 state revenue is redirected to the PSAP providing outsourced services. That revenue is not reflected in costs shown in table above.

### PSAP Capital Cost Estimates - Three Alternatives

<table>
<thead>
<tr>
<th>Capital Costs</th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>Hennepin ECF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Capital Cost Earmark</td>
<td>$100,000</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Outsource to Eden Prairie</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Outsource to HC ECF</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

**Table Notes:**
1. Minnetonka’s annual capital cost earmark assumes that $100,000 is set aside in a capital replacement fund for a ten-year period and assumes that technology used in the PSAP ‘turns over’ every ten years ($1,000,000/decade).
2. Outsource to Eden Prairie assumes that all capital costs associated with PSAP service delivery not covered by the initial conversion budget allocation are covered by Eden Prairie under the terms of the service agreement.
3. Outsource to HC ECF reflects that $2,000 annually is earmarked for upgrades/modifications to the alarm monitoring, video surveillance, information desk position within the Minnetonka PD.

From the information above, the lowest cost approach to the delivery of Minnetonka PSAP services can be achieved by outsourcing to Hennepin County. Accompanying this fiscal economy is the ability to handle significant major events due to the larger ECF staff.
SECTION 2 - INTRODUCTION

The purpose of this document is to summarize and present preliminary data, assessments, conclusions, and recommendations to City of Minnetonka’s management staff. We anticipate that this report will not (and cannot) address all of the questions which will arise from policy makers as they navigate discussions about outsourcing these important services. Rather the information contained in this report is intended to be a summary comparison of the available choices.

PSC’s experience in PSAP operations has been gained over more than four decades. This experience includes line level dispatching, PSAP supervision/management, and independent contracted consulting for single and multi-agency clients. We have learned that the issues surrounding the best operational models can be so nuanced that it becomes critical to establish a baseline of understanding concerning how the work of PSAP staff is performed to have meaningful discussions about service delivery models, their costs/benefits, and the potential impacts upon citizen expectations and business processes.

With this review, PSC re-affirms that any change in the delivery of PSAP services to Minnetonka’s constituents should be accompanied by policy level agreement on four key factors. Those factors are:

- Clear expectations concerning the needed levels of service and the cost of that service; and,
- An understanding concerning how outsourced performance will be evaluated and measured; and,
- The mechanisms that will used to establish, modify, and agree upon changes in policy or procedure; and,
- A plan concerning how services now performed by incumbent Minnetonka PSAP staff, that may not be available from an outsourced PSAP service provider, will be addressed to maintain continuity of constituent service.

Our strategy for this engagement has been to use a SWOT (Strengths, Weaknesses, Opportunities, and Threats [SWOTs]) methodology. In Section 7 we summarize our SWOT assessment. We believe that by following the SWOT process, logical conclusions will be reached by municipal policy makers which will result in the "best" ultimate outcome for the constituents concerning future dispatch and PSAP operational service delivery strategies.

We note that the City of Minnetonka has already adopted performance satisfaction “indicators” that are used to assess how well individual departments and City services are meeting the needs and expectations of the citizens. A review of published citizen satisfaction summary data, collected via recurring City administered community surveys, has identified that Minnetonka’s existing dispatch staff/processes have consistently generated citizen satisfaction ratings exceeding 95% year after year for the past five years.
In PSC’s opinion, these indicators are critical benchmarks which should be used to inform the City’s internal discussion on alternative PSAP service delivery strategies. In other words, when considering outsourcing PSAP services, policy makers may wish to ask the question, “How will a PSAP outsourcing approach impact historic indicator status?” We have found this Minnetonka specific baseline indicator information often absent in other jurisdictions where we have analyzed comparable PSAP outsourcing questions. Lacking this kind of data, outsourcing discussions in other venues often take on a purely emotional review process.

Eden Prairie has used a similar community based survey to assess citizen satisfaction. PSC was provided with Eden Prairie survey data from 2014. Eden Prairie’s 2014 data identified that 93 percent of surveyed participants identified their interactions with Eden Prairie’s Police Department as excellent or good. While no specific data relating to interactions with Eden Prairie’s PSAP staff were identified in the survey, a logical assumption could be made that some percentage of those surveyed received police department service via initial contacts with the PSAP.

PSC is unaware of any similar survey processes performed by Hennepin County for the services delivered by the ECF.
SECTION 3 - METHODOLOGY

After being retained by the City in January, we met with the Minnetonka police administration to receive direction and explain our intended approach and work plan. We received unequivocal cooperation from the police administration at every step of the analysis. Following the initial organizational police command staff organization meeting we conducted additional interviews, observations, and surveys including:

1. Meeting with a representative group of Minnetonka dispatchers to learn about their jobs, their views on outsourcing, and their recommendations for the study.
2. Interview the Minnetonka Fire Chief.
3. Interview a representative of the Minnetonka Public Works staff.
4. Meetings with staff from the City of Eden Prairie. These meetings included the dispatch supervisor, support services commander, and members of the fire command staff.¹
5. Meeting with staff from Hennepin County Sheriff’s Office ECF operational command and Sheriff’s administration.
6. Meeting with the Hennepin County Board Chair.
7. Meeting with the former Hopkins Police Chief.²
8. Meeting with the Richfield Public Safety Director/Police Chief.³
9. Separate dispatch work flow observational sessions at Eden Prairie, HC ECF, and Minnetonka PSAPs.
11. Meeting with a representative of Minnetonka’s Information Technology (IT) staff.
12. Meeting with Minnetonka’s former dispatch supervisor.
13. Development of an on-line, multi-question, anonymous survey that was made available to Minnetonka dispatch staff, law enforcement personnel, fire command staff, and police civilian support staff.

Information collected from the individual interviews has been summarized in Section 6 of this report. Comments received via the on-line employee survey are contained in an Appendix to the report.

¹ In Eden Prairie, technology support for the dispatch functions is shared between a fire department staff member and the City’s internal IT staff.
² We elected to engage in discussion with the former Hopkins Police Chief because that city previously operated its own PSAP and decided to outsource the service to Hennepin County in 2012. The purpose of the interview was to identify potential lessons learned.
³ Like Hopkins, Richfield formerly operated their own PSAP. In 2013 Richfield decided to outsource dispatch and entertained contract offers from Bloomington and Edina to receive the service. Ultimately Richfield selected Edina under the terms of a multi-year contract for service. A copy of the Edina-Richfield PSAP contract is included in an Appendix to this report.
SECTION 4 - CURRENT STATE CONDITIONS & DEMOGRAPHICS

A common challenge encountered in many outsourcing studies deals with finding common, comparable data sets to compare performance from individually operated PSAPs. The data contained in the tables of this section of the report represents our effort to bring consistency to the data comparisons to the extent possible. Note that the acronym “CAD” refers to Computer Aided Dispatch (an electronic system used to manage events and resources).

Minnetonka

<table>
<thead>
<tr>
<th>Minnetonka PSAP Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Served</td>
</tr>
<tr>
<td>Land Area Served</td>
</tr>
<tr>
<td>Police Sworn Personnel</td>
</tr>
<tr>
<td>CAD Service Events - 2016</td>
</tr>
<tr>
<td>Fire Personnel</td>
</tr>
<tr>
<td>Fire Stations</td>
</tr>
</tbody>
</table>

Eden Prairie

<table>
<thead>
<tr>
<th>Eden Prairie PSAP Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Served</td>
</tr>
<tr>
<td>Land Area Served</td>
</tr>
<tr>
<td>Police Sworn Personnel</td>
</tr>
<tr>
<td>CAD Service Events - 2016</td>
</tr>
<tr>
<td>Fire Personnel</td>
</tr>
<tr>
<td>Fire Stations</td>
</tr>
</tbody>
</table>

Hennepin County ECF

<table>
<thead>
<tr>
<th>HCSO PSAP Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hennepin County Population Total</td>
</tr>
<tr>
<td>Hennepin County Land Area Total</td>
</tr>
<tr>
<td>Population Served by PSAP</td>
</tr>
<tr>
<td>Land Area Served by PSAP</td>
</tr>
<tr>
<td>Police / Sheriff Sworn Personnel</td>
</tr>
<tr>
<td>CAD Service Events – 2016</td>
</tr>
<tr>
<td>Fire Personnel</td>
</tr>
<tr>
<td>Fire Stations</td>
</tr>
</tbody>
</table>

ECF Table Notes

1) Note that this table contains entries both the entire county and separate, gray shaded, rows for PSAP demographics specific to the ECF. The shaded rows describing population and land area served by the ECF PSAP exclude communities operating their own PSAPs as identified in Section 1.

2) The 2016 CAD data represents dispatched events for the entire PSAP. As described later in this report, the ECF has divided its work load into zones which they describe as North, East, and South. Minnetonka is geographically most closely aligned with the South dispatch zone.
Current Minnetonka PSAP Staffing

The 2017 Minnetonka adopted budget authorizes a full time equivalent (FTE) Telecommunicator staff of eight plus five part time staff. The Minnetonka PSAP has the physical space capacity for three work station console positions which support telephone, CAD and radio. A fourth position is located in a separate room in the PSAP Supervisor’s office.

As depicted by the table below, Minnetonka generally operates with two Telecommunicators on duty, with staffing dropping to one person for three hours during the overnight shift. Therefore the table below reflects minimum PSAP staffing. During certain days the normal two person PSAP staffing is supplemented by up to three Telecommunicators on duty. The shifts when three person staffing occurs are random based on employee schedules.

Minnetonka PSAP Staff Minimums

<table>
<thead>
<tr>
<th>Time/Day</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>0000-0300</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>0300-0600</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>0600-2400</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Given the dimensions of the existing dispatch room, physical space for expansion of additional work stations is very limited and, in PSC’s judgement the existing space is “maxed out”.

Current Minnetonka PSAP Activity Levels

Minnetonka’s PSAP personnel process a variety of activities each day. These activities include, but are not limited to 9-1-1 calls, emergency and non-emergency administrative calls, Computer Aided Dispatch functions, emergency and non-emergency radio functions, and various other non-dispatch related data entry, video and security monitoring, and incidental functions. Telephone calls represent one, but not the only, metric relating to dispatch activity. Significant other activity occurs which is not reflected in the tables below within the Minnetonka PSAP.

Telephone call metrics are contained in this report because they are counted automatically at all three PSAPs which are the subject of this report.

Minnetonka Telephone Activity

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Call</td>
<td>18,971</td>
<td>18,977</td>
<td>19,484</td>
</tr>
<tr>
<td>Administrative Call</td>
<td>38,710</td>
<td>35,619</td>
<td>34,996</td>
</tr>
<tr>
<td>Total</td>
<td>57,681</td>
<td>54,596</td>
<td>54,480</td>
</tr>
</tbody>
</table>

Activity Table Notes
1) Minnetonka utilizes the West (formerly Positron) VIPER telephone system. These activity levels were derived from that system.

PSC believes that most of the 9-1-1 calls resulted in the dispatch of a public safety response unit and are included in the Minnetonka CAD totals shown in the above table. 64% of the overall calls handled by Minnetonka’s PSAP staff in 2016 were processed on 10-digit lines.
Another automated PSAP activity index is found in CAD (Computer Aided Dispatch) events created. A CAD is generally created when a public safety unit is dispatched or comes upon an event requiring service/intervention. However, a CAD event may not be generated when a dispatcher handles a citizen concern without dispatching a unit. Details of Minnetonka’s CAD activity levels are shown in the following table.

### Minnetonka CAD Activity

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAD Events</td>
<td>46,446</td>
<td>46,450</td>
<td>38,378</td>
</tr>
</tbody>
</table>

**Table Notes**

1) Numbers for 2014 and 2015 were collected using the former CAD system. The CAD system was replaced in 2016 when Minnetonka migrated onto the LOGIS hosted Tri-Tech software platform. Based on spot checks of activity levels over several years PSC assumes that Minnetonka’s actual CAD activity level for 2016 is higher than shown but not accurately counted due to the software transition last year.

2) Later in this report we use and estimate of 2016 CAD events of 46,448 for comparative purposes between Minnetonka, Eden Prairie, and the ECF.

because Minnetonka shares the same (ARMER) radio system platform as is used by Eden Prairie and Minnetonka, it was possible to collect a sampling of Minnetonka police and fire radio communications activity using automated tools maintained by Hennepin County. This data was sampled for a two-month period (June & July, 2016). This data set is very large so PSC prescribed the sampling period and requested the radio traffic report as a basis for comparison. We believe the June & July sampling period represents typical activity peaks for all of the PSAPs studied in this report.

### Minnetonka Radio Activity

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>June and July 2016</th>
<th>Daily Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio PTT Count</td>
<td>39,468</td>
<td>647</td>
</tr>
<tr>
<td>Cumulative Radio Call Duration</td>
<td>55 hours</td>
<td></td>
</tr>
</tbody>
</table>

**Activity Table Notes**

1) 39,468 represents the number of push-to-talk transmissions generated on the Minnetonka Police and Fire primary radio talk groups. This number represents the radio traffic both monitored and/or originated by Minnetonka’s dispatchers.

2) Radio call duration has been rounded up to the nearest hour.

3) PTT is push-to-talk.

### Current Eden Prairie PSAP Staffing

The adopted Eden Prairie 2017 PSAP budget authorizes a full time equivalent (FTE) Telecommunicator staff of ten plus three part time staff. The Eden Prairie PSAP is equipped with four work station console positions which support telephone, CAD and radio. As noted by the staffing table below, there is typically one vacant work station position even when three people are working.

As depicted by the table below, Eden Prairie generally has two Telecommunicators on duty and sometimes only one person for three hours each day. Although not shown on the table, between 10:00 and 03:00, on various days, there may be up to three (3) PSAP staff members on duty based on staff schedule rotations.
With the four existing work station consoles positions, and because the
general staffing needs are only usually two and sometimes three
Telecommunicators on duty, Eden Prairie has suitable available positions in
their dispatch center to accommodate Minnetonka without expansion.

The current Telecommunicator scheduling is reflected in the table below. Eden
Prairie generally has two Telecommunicators on duty, and like
Minnetonka, the staffing drops to one person for three hours during the
overnight shift. Also similar to Minnetonka, on certain days the two person
PSAP staffing is supplemented by up to three Telecommunicators on duty
based on the schedules and full time and part time staff complement.

**Eden Prairie PSAP Staff Minimums**

<table>
<thead>
<tr>
<th>Time/Day</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>0000-0300</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>0300-0600</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>0600-2400</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

**Current Eden Prairie PSAP Activity Levels**

Eden Prairie’s PSAP personnel process a variety of activities each day in
a fashion which is very closely aligned to the business process model used
in Minnetonka. (In fact, some Eden Prairie dispatch staff have provided part
time services to Minnetonka and are quite familiar with the similarities
between the business processes of the two communities.) These Eden
Prairie activities include, but are not limited to 9-1-1 calls, emergency and
non-emergency administrative calls, Computer Aided Dispatch functions,
emergency and non-emergency radio functions, and various other non-
dispatch related data entry, video and security monitoring, and incidental
functions. Telephone calls represent one, but not the only, metric relating
to dispatch activity. Significant other activities which are not reflected in
the tables below occurs in the Eden Prairie PSAP.

**Eden Prairie Telephone Activity**

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Call</td>
<td>20,224</td>
<td>16,458</td>
<td>18,653</td>
</tr>
<tr>
<td>Administrative Call</td>
<td>58,770</td>
<td>50,472</td>
<td>52,801</td>
</tr>
<tr>
<td>Total</td>
<td>78,994</td>
<td>66,930</td>
<td>71,454</td>
</tr>
</tbody>
</table>

**Activity Table Notes**

1) Eden Prairie utilizes the Airbus VESTA telephone system since 2015.
   These activity levels were derived from that system.
2) 2015 telephone activity levels were split between two systems in 2015.
Like Minnetonka, an automatically collected PSAP activity index is also found Computer Aided Dispatch transaction summaries. Details of Eden Prairie’s CAD activity levels are shown in the following table.

### Eden Prairie CAD Events

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAD Events</td>
<td>50,870</td>
<td>50,503</td>
<td>51,586</td>
</tr>
</tbody>
</table>

### Activity Table Notes
1) Eden Prairie has used a CAD software application from New World Systems for this entire sampling period. Therefore, while Minnetonka’s CAD counts were affected by a software platform change, Eden Prairie’s were not.

Also like Minnetonka, Eden Prairie shares the ARMER radio system platform. Therefore, the sampling of Eden Prairie police and fire radio communications activity was provided by Hennepin County. This data was sampled for the same two-month period (June & July, 2016) as used in Minnetonka to provide a comparable basis of comparison.

### Eden Prairie Radio Activity

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>June and July 2016</th>
<th>Daily Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio PTT Count</td>
<td>60,153</td>
<td>966</td>
</tr>
<tr>
<td>Cumulative Radio Call Duration</td>
<td>68 hours</td>
<td></td>
</tr>
</tbody>
</table>

### Activity Table Notes
1) 60,153 represents the number of push-to-talk transmissions generated on the Eden Prairie Police and Fire primary radio talk groups. This number represents the radio traffic both monitored and/or originated by Eden Prairie’s dispatchers.
2) Radio call duration has been rounded down to the nearest hour.
3) PTT is push-to-talk.

### Current Hennepin ECF Operational Staffing

The ECF PSAP is currently authorized for a full time equivalent (FTE) Telecommunicator staff of 58 people who are involved in direct service call answering and dispatching service delivery. The Telecommunicator staff are supplemented by additional on-duty supervisors. Physically, the ECF PSAP has the capacity of 22 primary work station console positions which support telephone, CAD and radio. An additional four work stations are used for training but can also be activated for major events.

The ECF Telecommunicator staffing ranges from 7 to 14 FTEs depending upon the shift. Because the number of work stations exceeds the typical number of on-duty Telecommunicators there is adequate physical capacity at the ECF to take on dispatch PSAP responsibilities for some additional communities. The current Telecommunicator scheduling is reflected in the table below.

### ECF PSAP Telecommunicator Minimums

<table>
<thead>
<tr>
<th>Time/Day</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>0000-0200</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>0300-1100</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>1100-2100</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>2100-0000</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>
Current Hennepin ECF PSAP Activity Levels

Telecommunicators at the Hennepin ECF have a more narrowly focused business process role than their counterparts at the Minnetonka and Eden Prairie PSAPs. At the Hennepin ECF the staff answer and dispatch calls and either take messages for, or refer callers to another number, for public safety and community information. The ECF is, therefore, primarily focused on Emergency Communications whereas dispatch personnel from Eden Prairie and Minnetonka have broader responsibilities for public safety communications, including emergencies, and field support.

### ECF Telephone Activity

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Call</td>
<td>37,394</td>
<td>245,155</td>
<td>250,959</td>
</tr>
<tr>
<td>Administrative Call</td>
<td>60,478</td>
<td>385,355</td>
<td>389,399</td>
</tr>
<tr>
<td>Total</td>
<td>97,872</td>
<td>630,510</td>
<td>640,358</td>
</tr>
</tbody>
</table>

**Activity Table Notes**

1) Since 2015 the ECF has used a shared-hosted Airbus VESTA telephone system to process administrative and 9-1-1 calls to the PSAP. Prior to 2015 Hennepin County used a different telephone platform and the call counts shown for 2014 should be considered as a partial representation of telephone activity.

2) The ECF shares the VESTA telephone system with Minneapolis, Edina, Hennepin EMS, and Allina EMS. Telephone activity levels for the ECF are counted separately from others on the shared system and form the basis of the data in the table above.

3) Telephone activity levels for 2015 are in aggregate for the entire ECF PSAP. The telephone counts are not specific to the South Main zone.

Like Minnetonka and Eden Prairie, automated PSAP activity index is also found in CAD events created. Details of the ECF CAD activity levels are shown in the following table.

### ECF CAD Activity

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAD Events</td>
<td>593,382</td>
<td>597,232</td>
<td>599,586</td>
</tr>
</tbody>
</table>

**Activity Table Notes**

1) Hennepin County uses a CAD software application from Tri-Tech. This is the same software vendor used in Minnetonka. Hennepin County hosts the Tri-Tech application on its own servers whereas Minnetonka’s Tri-Tech application is hosted by LOGIS.

2) On December 9, 2014, the ECF began receiving calls and dispatching for Golden Valley. Prior to that time Golden Valley had most recently received service from Edina.

Like Minnetonka and Eden Prairie, Hennepin County shares the ARMER radio system platform. Hennepin County provided the sampling of radio traffic for this report. This data was retrieved for the same two-month period (June & July, 2016) as used in Minnetonka and Eden Prairie to provide a uniform basis of comparison.
**ECF Partial Radio Activity**

<table>
<thead>
<tr>
<th>Type of Activity / Year</th>
<th>June and July 2016</th>
<th>Daily Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio PTT Count – South Main</td>
<td>45,970</td>
<td>754</td>
</tr>
<tr>
<td>Radio PTT County – Fire Main</td>
<td>25,226</td>
<td>413</td>
</tr>
<tr>
<td>Cumulative Radio Call Duration South Main (Law)</td>
<td>83.5 hours</td>
<td></td>
</tr>
<tr>
<td>Cumulative Radio Call Duration Hennepin Fire Main</td>
<td>59.5 hours</td>
<td></td>
</tr>
</tbody>
</table>

**Activity Table Notes:**

1) It should be noted that while law enforcement dispatching in the ECF is organized around zones, fire dispatching is typically handled Countywide from a single work station. During normal Countywide fire operations, a single Telecommunicator manages the radio traffic for all dispatched fire departments. During periods of peak fire activity such as multiple fire events occurring concurrently within the County, the on-duty ECF supervisor may re-task other on-duty staff to assist the Telecommunicator working the fire position.

2) Physically, 9-1-1 call taking and dispatching activity for the South Main zone is handled by several Telecommunicators clustered together in workstations placed in a ‘pod’ configuration.

3) PTT is push-to-talk.
SECTION 5 - COMPARATIVE DATA ANALYSIS

Using data elements collected in Section 4, PSC performed some analysis of the information and we summarize that information in this Section. For the PSAPs that form the basis of this report, we compared technology capacity, staff workload, typical phone call durations, call answering (pickup) times, radio call durations, and busy hour samples. We also made estimates of the increases that would result at Eden Prairie and at the HC ECF if the City of Minnetonka were to outsource its dispatch functions to one of those PSAPs. Again, we emphasize that there are many activities that Minnetonka’s existing dispatchers perform that are not captured in the available collected Section 4 metrics.

Summary PSAP Comparisons

<table>
<thead>
<tr>
<th>Activity</th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>ECF</th>
<th>Average Per FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Calls</td>
<td>19,484</td>
<td>18,653</td>
<td>250,959</td>
<td>2,165 M EP 4,327 ECF</td>
</tr>
<tr>
<td>10 Digit Calls</td>
<td>34,996</td>
<td>52,801</td>
<td>389,399</td>
<td>3,888 M EP 6,714 ECF</td>
</tr>
<tr>
<td>CAD Events</td>
<td>46,448</td>
<td>51,586</td>
<td>599,586</td>
<td>5,161 M EP 19,338 ECF</td>
</tr>
<tr>
<td>Radio PTT</td>
<td>39,468</td>
<td>60,153</td>
<td>See Note</td>
<td>4,385 M EP 6,015 ECF ECF See Note Below</td>
</tr>
</tbody>
</table>

Activity Table Notes:
1) Data for this table aggregated from information contained in report Section 4.
2) Because we only requested radio PTT data for the South Main and Fire Main ECF talk groups, we are unable to establish suitable radio PTT averages, per FTE, for the ECF that served as valid comparisons to the data for Minnetonka and Eden Prairie.

The PSAP summary comparison table above illustrates the efficiencies achieved from having a larger aggregated workforce managing large quantities of emergency calls and CAD events. What this table does not show are the other duties, performed by the local Minnetonka and Eden Prairie PSAP staff that are not counted in the metrics of calls, CAD events, and radio push-to-talk activity.

Answering Time

We also used “Best Practice” industry standard PSAP benchmarks performance and report that assessment here. NENA⁴ has established the call answering benchmark of ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) being answered within ten (10) seconds during the average busy hour⁵.

---

⁴ NENA is the National Emergency Number Association. NENA works to establish industry leading standards, training, and certifications.

⁵ The average busy hour is defined as the one hour each day with the greatest call volume.
NENA currently recommends that ninety-five (95%) of all 9-1-1 calls should be answered within twenty (20) seconds. NENA is considering adoption of revised call answering benchmarks as follows: “Ninety-five percent (95%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within fifteen (15) seconds. Ninety-nine (99%) of all 9-1-1 calls SHOULD be answered within forty (40) seconds.”

The Tables below depict the PSAP combined answer time averages for incoming 9-1-1 and Administrative calls for June and July of 2014, 2015, and 2016 for each of the three PSAPs.

### Minnetonka Answering Time Performance

<table>
<thead>
<tr>
<th>Feature / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Answer Time Avg. .01 - 10 sec</td>
<td>96.57%</td>
<td>95.87%</td>
<td>95.35%</td>
</tr>
<tr>
<td>Call Answer Time Avg. 10.1 - 20 sec</td>
<td>2.87%</td>
<td>3.60%</td>
<td>3.93%</td>
</tr>
<tr>
<td>Call Answer Time Avg. under 30 sec</td>
<td>99.83%</td>
<td>99.89%</td>
<td>99.64%</td>
</tr>
</tbody>
</table>

### Eden Prairie Answering Time Performance

<table>
<thead>
<tr>
<th>Feature / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Answer Time Avg. .01 - 10 sec</td>
<td>97.67%</td>
<td>97.41%</td>
<td>n/a</td>
</tr>
<tr>
<td>Call Answer Time Avg. 10.1 - 20 sec</td>
<td>2.21%</td>
<td>2.36%</td>
<td>n/a</td>
</tr>
<tr>
<td>Call Answer Time Avg. under 30 sec</td>
<td>99.98%</td>
<td>99.95%</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### ECF Answering Time Performance

<table>
<thead>
<tr>
<th>Feature / Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Answer Time Avg. .01 - 10 sec</td>
<td>n/a</td>
<td>87.5%</td>
<td>81.5%</td>
</tr>
<tr>
<td>Call Answer Time Avg. 10.1 - 20 sec</td>
<td>n/a</td>
<td>10.11%</td>
<td>16.27%</td>
</tr>
<tr>
<td>Call Answer Time Avg. under 30 sec</td>
<td>n/a</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Table Notes**
1) Data for 2016 was not available.
2) The ECF commenced full operation from new Plymouth PSAP facility in 2015.

### Answering Time Discussion

Answering time performance for Minnetonka and Eden Prairie is better than the current minimum NENA best practices criteria (calls answered in less than 10 seconds and calls answered from 10-20 seconds). Answering time performance at the ECF for the two-month period examined in 2015 and 2016, did not meet the current NENA standard for answering performance in less than 10 seconds. However, the ECF did meet the NENA best practice criteria for calls answered in less than 20 seconds.
If Minnetonka were to outsource PSAP services to HCSO, expected answering time performance should be well understood as a matter of policy.

**Telephone Call Volume Increases**

The tables below show the predicted call volume increases if, based on 2016 activity levels, the Minnetonka administrative and 9-1-1 telephone calls were outsourced to Eden Prairie or the ECF. These predictions anticipate no procedural or public education campaign, and by implication no significant change in quantity, concerning the types of calls citizens should be placing to the numbers now answered locally at the Minnetonka PSAP.

**Call Volume Increase if Minnetonka Joins Eden Prairie**

<table>
<thead>
<tr>
<th>2016 Calls</th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>Combined</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Call</td>
<td>19,484</td>
<td>18,653</td>
<td>38,137</td>
<td>104.4%</td>
</tr>
<tr>
<td>Administrative Call</td>
<td>34,996</td>
<td>52,801</td>
<td>87,797</td>
<td>66.3%</td>
</tr>
<tr>
<td>Total</td>
<td>54,480</td>
<td>71,454</td>
<td>125,934</td>
<td>76.2%</td>
</tr>
</tbody>
</table>

**Call Volume Increase if Minnetonka Joins ECF**

<table>
<thead>
<tr>
<th>2016 Calls</th>
<th>Minnetonka</th>
<th>HC ECF</th>
<th>Combined</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Call</td>
<td>19,484</td>
<td>250,959</td>
<td>270,443</td>
<td>7.8%</td>
</tr>
<tr>
<td>Administrative Call</td>
<td>34,996</td>
<td>389,399</td>
<td>424,395</td>
<td>9.0%</td>
</tr>
<tr>
<td>Total</td>
<td>54,480</td>
<td>640,358</td>
<td>694,838</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

**Average Telephone Duration (Talk Time)**

The table below shows the average call duration for Minnetonka, Eden Prairie, and ECF Telecommunicators for the months of June and July 2015 and 2016. The quantity and average call duration are useful benchmarks because they can help determine the theoretical capacity of calls that can be processed by a group of answering agents. That theoretical capacity is discussed further in this section.

<table>
<thead>
<tr>
<th>2015/2016 June/July Avg.</th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>HC ECF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duration in Seconds</td>
<td>93</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sampling of Telephone Call Durations**

**Radio Traffic PTT Increases**

The data in the tables below show the anticipated push to talk (PTT) radio traffic increases under two scenarios:

- Minnetonka outsourcing to Eden Prairie
- Minnetonka outsourcing to HC ECF

**Radio PTT Increases if Minnetonka Joins Eden Prairie**

<table>
<thead>
<tr>
<th>Avg. June/July Radio PTT</th>
<th>Minnetonka</th>
<th>Eden Prairie</th>
<th>Combined</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law</td>
<td>36,262</td>
<td>57,403</td>
<td>93,665</td>
<td>63%</td>
</tr>
<tr>
<td>Fire</td>
<td>3,206</td>
<td>2,750</td>
<td>5,956</td>
<td>117%</td>
</tr>
<tr>
<td>Total</td>
<td>39,468</td>
<td>60,153</td>
<td>96,621</td>
<td>61%</td>
</tr>
</tbody>
</table>
Radio PTT Increases if Minnetonka Joins the ECF

<table>
<thead>
<tr>
<th>Avg. June/July Radio PTT</th>
<th>Minnetonka</th>
<th>HC ECF</th>
<th>Combined</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law</td>
<td>36,262</td>
<td>45,970</td>
<td>82,232</td>
<td>79%</td>
</tr>
<tr>
<td>Fire</td>
<td>3,206</td>
<td>25,226</td>
<td>28,432</td>
<td>13%</td>
</tr>
<tr>
<td>Total</td>
<td>39,468</td>
<td>60,153</td>
<td>110,664</td>
<td>54%</td>
</tr>
</tbody>
</table>

Table Notes:
1) Law PTT’s for HC ECF represent increase on the South Main talk group only.

Discussion of Activity Level Increases

If Minnetonka outsources its PSAP functions, a fundamental planning consideration will be needed to determine the capacity of the receiving PSAP to process the additional work load presented by Minnetonka. Additionally, the business process considerations need to be explored. Two examples illustrate.

Call for Police Service Example

Currently when a Minnetonka law enforcement call for service is received, the call is dispatched and radio traffic associated with the call primarily remains on the Minnetonka law talk group (channel). If the call requires multiple units and the response requires “back and forth” radio coordination, the typical practice at the ECF is to have the responding units switch to a different talk group. While this process isn’t difficult, it is different from the practices currently employed in both Minnetonka and Eden Prairie PSAP operations during normal business.

Data Inquiry Example on Individual or Vehicle

Currently in both Minnetonka and Eden Prairie data inquiries on individuals, vehicles, articles, and other “computer checks” are initiated and reported back to the field unit on the regular law talk group. With the ECF a separate position is staffed and law enforcement field personnel are expected to change talk groups to initiate this kind of traffic. During our PSAP observational time at both Eden Prairie and Minnetonka we observed those dispatchers performing additional database checks on behalf of field officers over and above data available via the Minnesota DMV and “hot file” records.

Busy Hour Telephone Call Comparison

As noted above, the busy hour reflects an hour of the busy day, of the busy month of the year. Busy hour data is one component which can be used in establishing minimum PSAP staffing. For Minnetonka’s PSAP, the busy hour data is shown in the following table.
To determine recommended minimum staffing requirements, the described Busy Hour calls are combined with an anticipated call duration. The following Table shows the average call duration of combined 9-1-1 and administrative calls for June and July of 2015 and 2016. Call duration times are used with call queuing formulas to estimate the capacity of calls/hour based upon available PSAP staffing. For Minnetonka the average call duration during the months of June and July in 2015 and 2016 was 93 seconds (1:33).

The table below shows the staff needed to process incoming calls at the Minnetonka PSAP based on 93 second call durations with variable follow-up times ranging from 30 – 60 seconds. **This data needs to be used with care and judgment because it does not account for ancillary duties performed by PSAP staff such as radio traffic, data entry, video monitoring, etc.**

<table>
<thead>
<tr>
<th>Staff Required to Handle Presented Calls Per Hour</th>
<th>93 Second Call Processing &amp; 30 Second Follow-up</th>
<th>93 Second Call Processing &amp; 45 Second Follow-up</th>
<th>93 Second Call Processing &amp; 60 Second Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Up to 15 Calls per hr.</td>
<td>Up to 13 Calls per hr.</td>
<td>Up to 12 Calls per hr.</td>
</tr>
<tr>
<td>3</td>
<td>16 - 32 Calls per hr.</td>
<td>14 - 27 Calls per hr.</td>
<td>13 - 25 Calls per hr.</td>
</tr>
<tr>
<td>4</td>
<td>33 - 51 Calls per hr.</td>
<td>28 - 45 Calls per hr.</td>
<td>26 - 40 Calls per hr.</td>
</tr>
</tbody>
</table>

**Table Notes:**

1) This table depicts the expected number of staff required to handle calls presented with an answering (queuing) time of less than 10 seconds and less than 1 caller in 100 (1:100) receiving a busy signal.
2) As per the Table above, the Minnetonka PSAP can theoretically process up to 15 telephone calls per hour with two Telecommunicators on duty during a single hour and up to 32 calls per hour with three Telecommunicators on duty during a single hour.

Eden Prairie was unable to provide the busy hour call data. Therefore, for purposes of this Report we performed comparable calculations from the Minnetonka data to extrapolate an estimate of the busy hour numbers.
For Eden Prairie the average call duration during the months of June and July in 2015 and 2016 was 70 seconds (1:10). When comparing the staffing table for Minnetonka with the staffing table for Eden Prairie note the impact that the call duration has on the required staffing.

Eden Prairie Telephone Call Staffing Table

<table>
<thead>
<tr>
<th>Staff Required to Handle Presented Calls Per Hour</th>
<th>70 Second Call Processing &amp; 30 Second Follow-up</th>
<th>70 Second Call Processing &amp; 45 Second Follow-up</th>
<th>70 Second Call Processing &amp; 60 Second Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Up to 19 Calls per hr.</td>
<td>Up to 16 Calls per hr.</td>
<td>Up to 14 Calls per hr.</td>
</tr>
<tr>
<td>3</td>
<td>20 - 40 Calls per hr.</td>
<td>17 - 34 Calls per hr.</td>
<td>15 - 30 Calls per hr.</td>
</tr>
<tr>
<td>4</td>
<td>41 - 64 Calls per hr.</td>
<td>35 - 55 Calls per hr.</td>
<td>31 - 48 Calls per hr.</td>
</tr>
<tr>
<td>5</td>
<td>65 - 89 Calls per hr.</td>
<td>56 - 77 Calls per hr.</td>
<td>49 - 67 Calls per hr.</td>
</tr>
<tr>
<td>6</td>
<td>72 - 93 Calls per hr.</td>
<td>64 - 82 Calls per hr.</td>
<td>58 - 74 Calls per hr.</td>
</tr>
</tbody>
</table>

Table Notes:
1) This table depicts the expected number of staff required to handle calls presented with an answering (queueing) time of less than ten seconds and less than 1 caller in 100 (1:100) receiving a busy signal.
2) As per the Table above, the Eden Prairie PSAP can theoretically process up to 19 telephone calls per hour with two Telecommunicators on duty during a single hour and up to 40 calls per hour with three Telecommunicators on duty during a single hour.

ECF Busy Hour Telephone Call Data

<table>
<thead>
<tr>
<th>Feature Year</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Busy Hour 9-1-1 Calls</td>
<td>76</td>
</tr>
<tr>
<td>Busy Hour Administrative Calls</td>
<td>109</td>
</tr>
<tr>
<td>Busy Hour Calls Total</td>
<td>185</td>
</tr>
</tbody>
</table>

For the ECF the average call duration during the months of June and July in 2015 and 2016 was 100 seconds (1:40). When comparing the staffing table for Minnetonka with the staffing table for the ECF note the impact that the call duration has on the required staffing.

ECF Telephone Call Staffing Table

<table>
<thead>
<tr>
<th>Staff Required to Handle Presented Calls Per Hour</th>
<th>100 Second Call Processing &amp; 30 Second Follow-up</th>
<th>100 Second Call Processing &amp; 45 Second Follow-up</th>
<th>100 Second Call Processing &amp; 60 Second Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Up to 152 Calls per hr.</td>
<td>Up to 136 Calls per hr.</td>
<td>Up to 122 Calls per hr.</td>
</tr>
<tr>
<td>10</td>
<td>153 - 174 Calls per hr.</td>
<td>137 - 156 Calls per hr.</td>
<td>123 - 140 Calls per hr.</td>
</tr>
<tr>
<td>11</td>
<td>175 - 197 Calls per hr.</td>
<td>157 - 176 Calls per hr.</td>
<td>141 - 159 Calls per hr.</td>
</tr>
<tr>
<td>12</td>
<td>198 - 220 Calls per hr.</td>
<td>177 - 196 Calls per hr.</td>
<td>160 - 177 Calls per hr.</td>
</tr>
<tr>
<td>13</td>
<td>Over 221 Calls per hr.</td>
<td>Over 197 Calls per hr.</td>
<td>Over 178 - 196 Calls per hr.</td>
</tr>
</tbody>
</table>

Table Notes:
1) This table depicts the expected number of staff required to handle calls presented with an answering (queueing) time of less than ten seconds and less than 1 caller in 100 (1:100) receiving a busy signal.
2) As per the Table above, the ECF PSAP can theoretically process up to 152 telephone calls per hour with nine Telecommunicators on duty during a single hour and up to 174 calls per hour with ten Telecommunicators on duty during a single hour.
SECTION 6 - OTHER RESOURCE INTERVIEWS

As a part of this project PSC conducted interviews with various individuals who we thought might have input, observations, or recommendations that may be relevant to Minnetonka’s deliberations on PSAP outsourcing. In the following pages, we summarize information collected from those discussions.
Meeting with Minnetonka’s Existing Telecommunicators

Existing Telecommunicators were passionate and candid about the PSAP outsourcing topic. Key impressions that we formed from our interviews with incumbent Telecommunicators include:

- They did not feel that their jobs, their longevity, or their contributions to City quality of life, public safety service delivery, and citizen satisfaction were being well understood or represented in the outsourcing discussions.
- They expressed a significant amount of pride in being a Minnetonka municipal employee and part of the public safety team.
- They were committed to the City’s customer service focus which included ‘doing the right thing, at the right time, for the right reason’.
- They loved and were very committed to their work and public safety contributions on behalf of the City. Many did not want to leave, or be forced to change jobs, in the interest of PSAP outsourcing.
- There is considerable accumulated longevity and experience in the existing Minnetonka dispatch staff.
- They were unclear how comparable service delivery would be achieved if the Minnetonka PSAP mission were outsourced.
- They believed strongly that a municipal PSAP model would be better suited to maintaining the level of service that public safety personnel and citizens in Minnetonka had come to expect.
- They did not feel well represented to police department management since the prior dispatch supervisor left to take another job in 4Q 2016.
- They provided a task list of other duties that were expected of Minnetonka’s Telecommunicators that would need to be addressed to maintain comparable levels of service if the City’s PSAP service were to be outsourced. (See list following.)

Task List as Provided by Minnetonka Telecommunicators

- Weekly Pager test for Police Department personnel
- Weekly Fire Department pager tests
- Routine ERT pager tests
- Answering calls for all City Departments after hours and on weekends
- Monitor radio activity for numerous surrounding agencies, relaying pertinent and immediate information as needed to our Officers to ensure their safety and the welfare of the citizens of Minnetonka
- Notify on call Captain or Chief of weather warnings and critical incidents in the city
- Monitor weather conditions via STAC and updating current weather conditions in Minnetonka to NWS and surrounding agencies expediently
- Assign case numbers to CAD incidents
- Do in-house information searches for Officers and to surrounding agencies when requested
- Entering alarm information for residents and businesses in Minnetonka
- Assist cleaners when requesting access to Police Department
- Page out and direct Public Works on call staff after hours for various emergencies
- Maintain current Solicitor compliance/non-compliance list
- Maintain Willoughby Way Parking Permits
- Contact Xcel and Centerpoint directly to report lines down, power outages, storm damage, etc., for Officers, Fire Personnel, and the Public on request.
- Maintain and update City deer list.
- Calling people on the deer list when there is a deer available and logging activity and response.
- Obtaining appropriate MnDOT, Hennepin County Maintenance, and/or designated animal removal service 24/7 for animal death related incidents.
- Running vehicle and driver’s license checks for Officers.
- Running Criminal History and Record checks for Hopkins Police Officers upon request.
- Entering all traffic stops in CAD and constantly updating event and verifying Officer status.
- Entering, updating, and deleting HRO’s and OFP files kept in dispatch.
- Sending teletypes from other agencies to Officer MCD’s when appropriate.
- Entering in CAD, updating, and deleting NCIC files.
- Entering, updating, and cancelling NCIC wants, hits, and other tasks.
- Run and print all information on arrestee-driver’s license, vehicle plate, CAD event, Criminal Record.
- Reopening, relaying incident details and adding information to closed CAD events at Officer request.
- Run Criminal Histories and Criminal Records immediately upon request from Patrol 24/7.
- Assign Court dates 24/7.
- Notarize warrants and other necessary documents 24/7.
- Monitoring/responding to alarms at Public Works buildings.
- Monitoring/responding to alarms at Williston Center and both Ice Arenas.
- Monitoring/responding to alarms at all of the Burwell House buildings.
- Monitoring/responding to Panic Alarms at City Hall, Council Chambers, and Booking area.
- Monitor City Council Chambers on camera when in session.
- Monitor Minnetonka School cameras when needed.
- Monitor/respond to alarms at City Beach buildings.
- Monitor Lobby, conference rooms, lobby interview rooms, and parking lot cameras.
- Monitor cameras 24/7 for several different covert operations at Investigators request.
- Monitor all door activity for the City-Police, Fire, Williston Center, Public Works, etc.
- Send response to alarms tripped at Public Works.
- Control all door access to main Police Department building.
- Monitor cells in booking area when occupied.
- Assist in booking when needed—pat-down, urine tests, etc.
- Monitor cameras for all booking activity—cells, intoxilizer room, main booking area, sally port, etc.
- Monitor cameras in booking area to ensure Officer Safety.
- Monitor cameras and alarms at City Beach buildings.
- Monitor generator for Police, Fire, and City buildings—ice arena, city hall, community centers, meeting rooms.
- Monitor the ATS alarm.
- Entering and updating phone numbers into phone system.
- Receiving and confirming status of Matt’s towing impound releases.
- Confirming Hit requests/sending Hit confirmations 24/7.
- Entering animal Impounds.
- Entering and updating status of animals in lost and found book in dispatch for citizens upon request.
Meeting with Minnetonka Fire Chief

Chief Vance explained his prior experience with dispatch regionalization during our interview with him. Chief Vance thought that the level of service provided by Minnetonka's Telecommunicators was high and that it served his department well. He explained the ongoing efforts at cross training Telecommunicators and the PSAP's role in supporting the Incident Command/Incident Management protocols being utilized by the Minnetonka Fire Department. He believed strongly that the effectiveness of the fire department was impacted by competent PSAP service delivery and he expressed the view that outsourcing the service should be based on mutually negotiated, understood, and agreed upon service delivery criteria “part of the deal.”

The fire chief also indicated that he thought potential benefits of outsourcing included:

- Better staffing (improved staff to call/radio traffic ratio)
- Lower cost per call or dispatched event
- Improved staff training
- Better supervision
- Improved ability to handle major events
- Better situational awareness from shared radio communications
- Better dispatch coordination due to situational awareness of other nearby events
- Better scheduling of dispatch resources
- Better pay/benefits for dispatch staff
- Improved, leading edge technology
- Better career path opportunities for dispatch staff

The fire chief also identified another benefit of outsourcing dispatch services to the ECF. Under the current Minnetonka paging radio system architecture, staff radio paging is generated from a single radio site. With this configuration, the radio coverage footprint is limited by that single site design. The ECF uses a four-site simulcast radio paging architecture for fire department alerting and notifications. This expands the reach and penetration of the fire paging system across a larger geographic footprint within Hennepin County.
Interview with Minnetonka Public Works Supervisor

PSC was referred to Darrin Ellingson of the Public Works supervisory staff to discuss the concept of PSAP outsourcing. The supervisor expressed confidence in the current services received from existing Telecommunicators. The supervisor had no strong position on the topic of outsourcing PSAP services provided that the services and procedures included suitable means/methods to address public works department business processes. During normal business hours, public works operates with little involvement from dispatch under routine conditions. After hours and during exceptional events (e.g. storm damage) public works may have a greater need to interact with dispatch or other personnel such as a representative in the City’s Emergency Operations Center (EOC) to coordinate clean up. Occasionally under the current operating practice, public works may be notified of hazardous conditions (e.g. icy street intersections) by Minnetonka’s dispatchers. A communications method to replace these notifications would need to be considered if PSAP services were outsourced.
Meetings with City of Eden Prairie Staff

PSC met twice with City of Eden Prairie public safety staff. In both discussions the City staff were interested, enthusiastic, and accommodating. We formed the opinion that Eden Prairie’s public safety management was very willing to work to find ways to become Minnetonka’s outsourced PSAP provider of choice. Discussions about outsourcing included:

- Service levels
- PSAP staffing levels
- Technology integration
- Cost
- Service models & agreements
- Agency compatibility and existing cooperative efforts
- Community values

We offer a few comments and impressions on each of these topics below.

Service Levels

Eden Prairie staff shared the view that organizationally they observe a similar constituent focused orientation and a “service beyond expectations” philosophy with Minnetonka. Eden Prairie staff expressed no pre-conceived notions or limits on how service could or should be delivered in support of Minnetonka’s PSAP needs. Eden Prairie’s dispatch supervisor, and several Telecommunicators, have familiarity with Minnetonka’s policies and procedures having worked for Minnetonka’s PSAP part-time in the past. The PSAP supervisor and Police administration articulated several examples of similarities between the two communities.

Staffing Levels

Telephone, radio, and CAD activity levels from Minnetonka were shared with Eden Prairie staff. Discussions about staffing were open-ended. In general, the principal of having a minimum of two Eden Prairie Telecommunicators on-duty 24/7 and three (or more) during periods of peak activity was an objective if Minnetonka elected to receive service from Eden Prairie.

Technology Integration

Minnetonka’s telephone calls could be processed by Eden Prairie’s existing VESTA equipment with minimal reconfiguration. Minnetonka’s radio communications could be integrated into Eden Prairie’s consoles via the ARMER network. Since 2010, Eden Prairie operates using CAD/RMS (Records Management System) software from New World Systems. This is a different software platform from what Minnetonka has recently migrated to via its relationship with LOGIS. Eden Prairie was open to entertaining having Minnetonka migrate onto the New World software suite. Since Eden Prairie plans to continue to operate New World software, the City also would entertain having Minnetonka explore a CAD-to-RMS and/or CAD-to-Mobile interface to allow similar field and investigative functionality for Minnetonka’s public safety staff to preserve their use of LOGIS services and still integrate with Eden Prairie’s dispatch operations. Experience has
demonstrated that these interface discussions can be rather involved but can be accomplished with the right planning.

Like Minnetonka, Eden Prairie also performs video monitoring from the PSAP (e.g. municipal complex, shopping mall, schools, etc.). Eden Prairie is willing to integrate Minnetonka’s video monitoring needs but this issue requires further technical discussions. Eden Prairie also monitors some security and other alarms directly in the PSAP. Planning for security/alarm system upgrades is underway to replace the existing Eden Prairie system.

PSC suggests that the topic of PSAP backup services receive further planning consideration if Minnetonka seeks to outsource to Eden Prairie. In the event of a failure or condition at the current Eden Prairie PSAP which made service delivery impossible, a well-developed back strategy is needed to protect the public safety needs of both communities.

**Cost**

Eden Prairie staff expressed the point of view that they were not interested in ‘making money’ on a potential PSAP outsource relationship with Minnetonka. Instead, they viewed the potential outsourcing partnership with Minnetonka as an approach to supplement PSAP staffing and thereby improve service for the benefit of both communities. While detailed budgets are beyond the scope of this analysis, Eden Prairie suggested that if they were to receive Minnetonka’s state 9-1-1 allowance (currently about $67,000/year), that should be sufficient to help offset post-conversion capital upgrades for the next few years. We also held general discussions about the additional PSAP staff that might be needed to support Minnetonka’s call load and Eden Prairie staff envisioned that the workload increase might increase their dispatch staff by 2-4 people. Eden Prairie would entertain applications from incumbent Minnetonka dispatchers provided they went through the City’s normal human resources processes. Eden Prairie does entertain “lateral” applications from experienced and qualified job candidates.

**Service Models & Agreements**

We discussed the forms of PSAP outsourcing arrangements. Eden Prairie believes that a contract for service, perhaps with an initial term of five (5) years, would be a suitable vehicle to memorialize the understandings associated with PSAP service delivery. Under this arrangement, Eden Prairie would retain responsibility for PSAP operations, staffing, technology, etc. Eden Prairie public safety staff also contemplated that radio technology support could be provided to Minnetonka as is now done internally within Eden Prairie by a member of the fire department staff.
Agency Compatibility & Existing Cooperative Efforts

Eden Prairie staff point to several, successfully operating, cooperative ventures with Minnetonka as examples of willingness to collaborate on the PSAP outsourcing front. These examples include the Southwest Regional Training Center, SWAT & Crisis Team cross training, Southwest Hennepin Drug Task Force, and existing fire and police mutual aid agreements. Eden Prairie staff expressed the view that Minnetonka public safety administrators would have direct, personal contact and influence in the development of policies, procedures, and PSAP service delivery expectations.

Community Values

Finally, Eden Prairie expressed the position that they think they offer community values which are already currently aligned with Minnetonka’s. This was expressed repeatedly and by everyone in the Eden Prairie meetings. Public safety staff consultation with the Eden Prairie City manager indicated that he was open and willing to consider an outsourcing partnership to deliver service to Minnetonka.
Meeting with Hennepin Sheriff’s ECF Command & Administration

PSC met with Capt. Hughes and Major Storms to discuss the Minnetonka PSAP outsourcing initiative. They provided background on the ECF and the communities receiving PSAP services via the Sheriff’s dispatch system. They offered cooperation and a willingness to provide information needed for PSC to conduct the analysis. Major Storms asked that HCSO staff be afforded the opportunity to review HCSO / ECF specific report information before it was made public. PSC agreed to do this.

The Sheriff’s User’s Advisory Board (UAB) and its role in policy and procedure creation and service quality process was explained by County staff. At the time of the meeting, the metrics contained in this report had not yet been obtained from any of the three PSAPs. There was general discussion on the call and dispatch activity loads that Minnetonka might present based on population, geography, and public safety staff size if PSAP service were to be delivered from the ECF to Minnetonka. Some re-arrangement of dispatch zones may need to be considered to balance the call loads and staffing would need to be evaluated. Preliminary thinking was that law enforcement dispatch would be conducted on the South Main dispatch zone. Minnetonka's fire communications would be added to the existing Countywide fire main serving all other fire departments dispatched from the ECF.

Major Storms reported that the Sheriff’s position was that the dispatching services from the ECF should be free to participating entities as it is for 37 cities that use the service. The philosophy is that residents pay for the ECF anyway via the County tax base and they should take advantage of the benefits and investments in the ECF and its staff. The ECF administration has been working continuously to have appropriately recruited, trained, and supervised staff available to serve the needs of the communities and the public safety users.

The ECF would not be able to integrate certain PSAP functions (now provided locally) to Minnetonka if they elected to receive PSAP services. Examples of these functions include alarm and video monitoring, remote security access, maintain solicitor’s registry, assist with matron and local sally port operation, monitor detainees in short term holding, answering citizen questions about policies, special events, etc. The position of the Sheriff’s command staff is that other communities now receiving ECF services that formally operated a local PSAP have been able to successfully bridge similar procedural changes.

The ECF would entertain applications from Minnetonka dispatch staff subject to the normal requisites and processes of the positions applied for. The ECF has laterally hired some staff for both front line Telecommunicator and ECF supervisory positions.
Meeting with Hennepin County Board Chair

PSC met with the Hennepin County Board chair (Commissioner Callison) and her aide to discuss Minnetonka’s PSAP outsourcing initiative. We explained that Minnetonka was considering three options:

- Continue to operate a standalone, City staffed PSAP.
- Outsource to receive PSAP services from Eden Prairie.
- Outsource to receive PSAP services from Hennepin County’s ECF.

Key discussion points flowing from that meeting include:

- The County’s recent past practice has been to receive interested suburban communities and deliver service from the ECF, operated by the sheriff’s department, at no cost.
- A request by the City of Minnetonka to receive PSAP services from the ECF would require County Board review and ratification. The topic of cost, if any, would need to be debated and decided by the County Board.
- The process for Minnetonka to request ECF service should be via a formal City request, to Commissioner Callison as the County Board representative for the geographic area which includes Minnetonka. Such a request would need to be before the Board in the third Quarter of 2017 for consideration as part of the 2018 budget setting process.
- The chair believes that the ECF could do a satisfactory job of serving the PSAP needs of Minnetonka and that serving the City from the ECF makes sense.
- The chair believes that other communities receiving PSAP services from the ECF are satisfied (examples include Hopkins and Lakes area communities).
- Minnetonka’s added call volume, size, and activity level would be significant for ECF and would need appropriate consideration.
- The ECF facility had been built to accommodate additional suburban communities now operating their own PSAPs.
Meeting with Former Hopkins Police Chief

PSC met with former Hopkins police chief Mike Reynolds to discuss lessons learned in Hopkins transition from local self-dispatch status to a community receiving dispatch service from Hennepin County. In the 2011 to 2012 time frame, Hopkins determined that it needed to make significant investments in certain dispatch technology. Competing budget pressures caused the City to revisit the option of receiving free dispatch services from Hennepin County and avoid the capital costs of the PSAP technology upgrades. At the time, Hennepin County was still dispatching from its former Golden Valley location.

The City convened a work group that established methods and procedures to transfer the PSAP services to the County. One of the strategies adopted by the City was to staff a person at the police department during daytime business hours. This person would handle walk-up traffic and assist with other duties and be the point-of-contact for non-dispatched call referrals from the County. After hours, the police lobby remains open and citizen’s walking in for service can pick up a telephone and reach the dispatcher to have a Hopkins officer dispatched to meet them.

Reynolds felt that the PSAP transition achieved its objective. Dispatch services were successfully moved to the County and the City was able to re-purpose more than $300,000 annually to other City priorities. Reynolds retired from the city in the fourth quarter of 2016 and believes that dispatch service from Hennepin County continues to work well for citizens and public safety personnel in Hopkins.
Meeting with Richfield Public Safety Director/Police Chief

PSC met with Richfield Police Chief/Public Safety Director Jay Henthorne to discuss lessons learned in Richfield’s transition from local self-dispatch status to a community receiving dispatch service from the City of Edina on a contract for service basis. Richfield approved construction of a new municipal complex in 2008. The building was occupied in 2011 and included a PSAP from which the City dispatched its police and fire services. Richfield had previously examined the topic of outsourcing its dispatch services several times before. Options considered included consolidation and contracts for service.

In 2012 Richfield found itself needing to update certain PSAP technology. Costs to do this were competing with other City priorities and funding streams. Based on prior assessments that the City had participated in, the City Council and public safety administrators felt that the time had arrived to outsource PSAP services. From their prior exploration of various options, Richfield decided that it wanted to partner with a municipal agency for dispatch services.

Richfield invited service proposal submissions from Bloomington and Edina. The cost of the Bloomington proposal was considerably more, for similar service, than that proposed by Edina. Edina and Richfield entered into negotiations and subsequently established a 3-year service contract that was approved by elected officials of each community in the fall of 2013. (A copy of Edina/Richfield dispatch service contract is attached as an exhibit to this report.) The initial contract required that Richfield pay capital costs of the conversion, transfer its recurring 9-1-1 state revenues to Edina and pay recurring fees of approximately $14,000/month for dispatching services during the first two years. Richfield’s chief indicates that he will recommend renewal of an updated contract in the coming weeks to elected officials.

Richfield’s chief indicated that the principal lesson learned is to continue staff engagement throughout the life of the contract for service. He reports that during the initial transition there was a high level of public safety supervisory staff involvement from his department with the City of Edina. After operations got underway some of those planning meetings and regularly scheduled discussions fell by the wayside. Those meetings have recently been reinstituted and he feels that the shared PSAP service arrangement is effectively meeting the needs of his citizens and public safety personnel at reduced cost. Director Henthorne also observed that the City of Richfield made a concerted effort to help place every dispatch employee that wanted a job. Some staff retired, a few took other positions in the City, and Henthorne brought in other Human Resource professionals from other government and private agencies in a “job fair” environment to help place staff.
Observational Visit to the Minnetonka PSAP

PSC conducted a dispatch work flow observational session for approximately two hours during an evening shift on April 6. Temperature was cool; outdoor conditions were dry. Two Minnetonka PSAP Telecommunicators were on duty during our visit. One employee had been serving Minnetonka for fifteen years and the other had less than one year of experience with the City. PSC “plugged in” to observe the telephone and radio traffic, alongside the senior Telecommunicator.

Activity levels throughout the observational period were steady. Discussion (PSC’s questions/staff answers) were regularly interrupted by incoming phone calls and/or radio traffic. Both 9-1-1 and administrative calls were processed during the observational period. The two on-duty Telecommunicators worked collaboratively to service the public and the police field units. Several incoming phone calls were received which did not require dispatch of a field unit. Telecommunicators handled these calls courteously by providing the caller with specific information relative to their request and based on conversations we observed the caller seemed satisfied with the responses they got. PSAP staff seemed to have a good, well memorized grasp of Minnetonka’s geography. We observed no reliance on maps to process calls except to demonstrate how they worked when asked questions.

PSC observed multiple instances where the Telecommunicators entered post call processing data into the computer, which in our opinion, were intended to help “round out” the records management files and offload certain report functions from police field personnel. Dispatchers were also observed monitoring adjacent community law radio traffic to maintain situational awareness.

PSAP Telecommunicators observe the same shift rotation period as the police field personnel. Telecommunicators feel that this approach contributes to teamwork and establishes both an employee bond between the PSAP personnel/field officers/supervisors and helps develop a business practice “rhythm” that allows PSAP staff to know what is expected by officers and vice versa. The interviewed Telecommunicators feel that the level of communication between field personnel, including the fire department staff, is very good. Telecommunicators were “in touch” with the City’s values and mission statements. The interviewed staff easily recited those policies and describe how they brought their individual contributions forward in meeting those objectives. Interviewed Minnetonka employees reported that the PSAP had been working considerable overtime particularly since the departure of the PSAP supervisor in 2016.

Physically the facility was adequate with limited space for expansion. The layout of the dispatch room places work stations in opposite corners (3 corners equipped with work stations). HVAC noise in the facility is a real distraction to communication and both PSC and the staff hosts had to speak louder when HVAC blower was running than when it shut off.
Observational Visit to the Eden Prairie PSAP

PSC conducted a dispatch work flow observational session for approximately two hours during an evening shift on March 23. Temperature was cool; steady rain falling outdoors. Two Eden Prairie PSAP staff were on duty during our visit. Both employees have previously worked part time at Minnetonka’s PSAP. Our host for the Eden Prairie visit was the PSAP supervisor. PSC “plugged in” to observe the telephone and radio traffic, alongside the supervisor who was working to fill a regular PSAP shift. Both staff members described their familiarity with Minnetonka’s PSAP and the similarities in terms of department operations.

Activity levels throughout the observational period were relatively low. Discussion (PSC’s questions/staff answers) were easily achieved due to slow activity, probably resulting from the rainy conditions. Both 9-1-1 and administrative calls were processed during the observational period. The two on-duty staff members worked collaboratively to service the public and the police field units. Incoming phone calls that we observed primarily resulted in the dispatch of police field units.

PSC observed multiple instances where the Telecommunicators entered post call processing data into the computer. Our host demonstrated the functionality of the CAD, records management, and other available IT tools available in dispatch. These tools were used by dispatch in processing an event involving potential damage to a vehicle in an apartment complex. Examples of how Eden Prairie has automated its internal staff communications, policies, informational bulletins, and other department operational procedures were demonstrated.

Staff demonstrated the video surveillance capabilities available in dispatch as well as alarm monitoring systems. Discussion about staff recruitment, selection, training, and evaluation/supervision focused on selecting the “right” candidates for the job. Incumbent employees appear to have good longevity with the City.

Physically, the facility was well laid out. Two (of four) work stations were staffed during our visit. Typical peak staffing at Eden Prairie fills three of the four work stations. The 9-1-1 telephone system was recently upgraded. It uses the same manufacturer’s hardware as is used by the Hennepin ECF but the software resides on servers physically located in Eden Prairie. Backup (PSAP failure) communication is currently provided by Minnetonka. Informal staff discussions about backup from Edina, have been floated in concept were Minnetonka to outsource its PSAP.
Observational Visit to the Hennepin ECF PSAP – South Law Main

PSC conducted a dispatch workflow observational session for approximately two hours during an evening shift on March 23 (prior to the visit to Eden Prairie). Temperature was cool; weather conditions were dry. Our ECF PSAP observation occurred at the South Main law channel workstation cluster and then at the fire dispatch position.

During our ECF visit a public tour was taking place and selected staff were also relocating to conduct a backup test using equipment at the old Naper Street facility. Three Telecommunicators were staffing the South Main law channel workstations. Our South Main host at the ECF was an experienced Telecommunicator having worked both for Hennepin County and in another PSAP outside Minnesota previously. During the time we were “plugged in” with this employee we observed the processing of a mixture of both 9-1-1 and administrative telephone calls. 9-1-1 calls were handled effectively and our host kept a despondent caller on the line until Hopkins police arrived to assess and intervene with the caller. We observed competent, considerate treatment of this caller and good interviewing skills exhibited by the Telecommunicator. CAD event records were promptly entered and frequently updated with remarks as calls progressed.

Most administrative calls from the public were either given referrals or told to call the local law enforcement agency back during regular business hours. Several calls were received from police field users asking when the mobile data communications system would be restored to operational status. A few callers were seeking information from the local police agencies and one call was received from a person in a local police station lobby. PSC’s observation was that generally administrative callers did not seem to understand that they were not speaking to the local police representative unless informed of this by the dispatcher. In a few cases the Telecommunicator took call back messages for officers.

Radio traffic on the South Main talk group was steady. Discussion occurred about procedures used to dispatch Golden Valley Police compared to the procedures used with other agencies on the South Main. It appeared that calls for Golden Valley may be subjected to some different processing protocols compared to other agencies. Dispatch staff expressed a preference to have everything done the same for all law enforcement agencies.

Physically, the facility has ample space to accommodate Minnetonka’s PSAP needs. Business process reviews and a clear understanding of procedures requiring change would be essential if Minnetonka were to outsource to the ECF. Our South Main host explained that the existing telephone system was a source of frustration inasmuch as it took what they considered to be a long time to be connected to a caller. We observed a few instances of this condition.
Observational Visit to the Hennepin ECF PSAP – Countywide Fire

Our visit to the Fire work station occurred following our time spent on the South Main talk group. Our Fire host at the ECF was also an experienced Telecommunicator having worked both for Hennepin County and in another Hennepin County independent PSAP previously. During the time when we were “plugged in” with this employee fire dispatch activity was very slow. Several administrative calls were handled principally by referral or message taking. Some officers continued to call in asking about the restoration of their mobile data computers.

The Minnetonka Fire Department has been working with the City PSAP staff to refine and implement certain incident command methods and procedures. The Minnetonka Fire Chief has invested time and training for his staff in adopting incident command “Blue Card” processes. The Fire Chief believes that preserving the Blue Card protocols in an outsourced environment with the ECF providing dispatch services would be important.
Meeting with Minnetonka’s Former PSAP Supervisor

Minnetonka’s former PSAP supervisor took a full-time dispatch position with St. Louis Park. The supervisor explained the efforts, investments, and pride he had during Minnetonka career to establish the PSAP as an integral part of the public safety service delivery system. Generally, the PSAP supervisor felt that while he bore responsibility for the successful delivery of PSAP service he had limited autonomy and fiscal responsibility for PSAP operations.

Meeting with Minnetonka IT Staff Member

Minnetonka’s IT staff work closely with the PSAP because of the technology intensive nature of PSAP operations. IT staff have made significant investments in delivering technical solutions in response to City goals and objectives, which currently depend upon the ability to monitor systems at the PSAP. How this monitoring would be accomplished in an outsourced environment is unclear. The increasing use of video surveillance, site access control technology, alarm monitoring, and other support system has increased the importance of the PSAP to the City’s mission.

Further, the IT staff have worked closely with LOGIS and City public safety staff to implement the automated CAD, RMS, and other information systems used to deliver constituent service.

If the Minnetonka PSAP were to be outsourced, it is envisioned that a staffed (24/7) work station would need to be established to monitor the video, alarm, and security systems now handled by dispatch. Further, IT staff time would need to be allocated concerning the needed interfaces between the host PSAP (Eden Prairie or ECF) and Minnetonka’s existing software applications.

While Minnetonka’s municipal alarm monitoring could be outsourced via contract to private or other “central station” style services, it is less clear how existing 24/7 video surveillance might be accomplished if the Minnetonka PSAP were to be closed since these services may not be provided by monitoring companies. Establishing a location within the Minnetonka municipal complex, or on Minnetonka’s existing IT network, is expected to be least costly from a technology perspective provided that suitable staffing could be provided.
SECTION 7 - STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS (SWOT)

In tabular form below PSC provides a SWOT summary assessment of the existing Minnetonka PSAP and the outsourcing alternatives.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Minnetonka</th>
<th>Eden Prairie (EP)</th>
<th>ECF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td>Motivated, committed, seasoned PSAP work force that consistently receives favorable public “indicator” performance reviews. Contemporary technology and effective use of dispatch staff for other, non-emergency communications function. A history of more than two decades of adaptive service delivery on behalf of public safety and constituents.</td>
<td>Motivated, committed, seasoned PSAP work force. EP is interested in contracting its services to Minnetonka in a fashion which is collaboratively negotiated between the parties. EP is experienced as a recipient of PSAP services having formerly received its dispatch from Richfield in the ‘80’s. Technically sophisticated community that makes use of contemporary technology. Most closely aligned with business processes of Minnetonka.</td>
<td>A large modern facility and work force already being paid for via the Hennepin County tax base. Good capacity to handle large, extraordinary events that may ‘swamp’ a smaller PSAP with limited staff. Professional, well supervised staff and state of the art technology. The lowest cost per call/dispatch of the three options notwithstanding business process modifications.</td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td>Delivering this service on a recurring basis costs the City more than $900,000 in 2017 dollars. Arguably having a local PSAP may not yield the highest efficiency in terms of Emergency Communications transactions but efficiency must be evaluated in the context of value. Arguably the highest cost approach to PSAP service delivery</td>
<td>Expected to be less costly than Minnetonka operating its own PSAP but more costly than ECF. Will require that Minnetonka either move onto EP’s CAD system or develop interfaces between existing LOGIS software and EP. Less capacity to handle extraordinary events compared to ECF due to smaller staff. The impact of future major capital (technology) upgrades upon Minnetonka is unclear.</td>
<td>Will require the most extensive business process restructuring for Minnetonka. Policy and procedure is established by the County with advisory input for user groups. Customized service delivery now known to Minnetonka residents and staff may change.</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td>If Minnetonka decides to retain its PSAP it presents an opportunity to recruit new supervision and re-double its commitment to its staff.</td>
<td>EP is interested in having Minnetonka as a partner to reinforce its own standing as an independent PSAP and improve service to both communities.</td>
<td>An opportunity to reduce recurring operating expense assuming the County Board authorizes Minnetonka’s no cost participation.</td>
</tr>
<tr>
<td><strong>Threats</strong></td>
<td>There will be an ongoing need to continue to refresh technology used in PSAP service delivery. The 9-1-1 answering equipment may need to be upgraded in approximately 2020. Competing pressures for operating and capital funds will challenge City policy makers to continuously reflect on the “value” question.</td>
<td>As with Minnetonka, EP will need to upgrade/replace its systems in the future. A long term contractual relationship, or advance agreement on capital cost allocation, may help buffer unexpected expenses for Minnetonka. Future legislative pressures may re-surface bringing scrutiny on small PSAP efficiency.</td>
<td>System managers need to resist complacency in blended service delivery environments. There is some risk to independent communities in having all the PSAP service “eggs in one basket”. A large organization may create a more attractive target for service disruption.</td>
</tr>
</tbody>
</table>
SECTION 8 - Tabular Comparative Matrix

A comparative matrix of factors used in the preparation of this analysis, formatted for 11 x 17 inch paper, is included in the following pages.
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Minnetonka Internally Provided PSAP Service</th>
<th>Eden Prairie Outsource</th>
<th>Hennepin County Outsource</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATIONS</td>
<td>Meet with local representatives of each Minnetonka, Eden Prairie, and Hennepin County to obtain their input on the process.</td>
<td>Task Completed: Report Narrative provides additional information.</td>
<td>Task Completed: Report Narrative provides additional information.</td>
</tr>
<tr>
<td>Interview agency heads for needs and problems with their own dispatch capability plus anticipated problems if an outsourced PSAP service delivery model is implemented.</td>
<td>Task Completed: Minnetonka’s primary concern revolves around maintaining adequate staffing, training and the associated costs.</td>
<td>Task Completed: Eden Prairie reports good success with recruitments, training, retention, and staff longevity. They view dispatch staff as integral to City operations.</td>
<td>Task Completed: HC ECF has been working to recruit and maintain both line and supervisory staffing to deliver suitable services.</td>
</tr>
<tr>
<td>Evaluate existing call receipt and dispatch processes to identify records requirements, similarities, differences, and procedural concerns.</td>
<td>Task Completed: Minnetonka’s existing dispatch procedures are listed in the narrative report.</td>
<td>Task Completed: Based on ‘sit-along’ and staff interviews, Eden Prairie’s call receipt, dispatch, record keeping, and procedures are very similar to Minnetonka’s.</td>
<td>Task Completed: Based on ‘sit-along’ and staff interviews, HC ECF functions primarily as an emergency call center and dispatch facility. Other arrangements to provide ancillary duties now provided by Minnetonka dispatchers in the event of ECF outsourcing.</td>
</tr>
<tr>
<td>Identify current best practice communications procedures, practices, training, and equipment for consideration. Examples include CALEA, NFPA, and IAED.</td>
<td>In-Progress.</td>
<td>In-Progress.</td>
<td>In-Progress.</td>
</tr>
<tr>
<td>Examine options for data inquiries and record entries under scenarios with and without a PSAP in Minnetonka.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: See Technical Interfaces category below (and in following row) concerning software choices.</td>
<td>Task Completed: See Technical Interfaces category below (and in following row) concerning software choices.</td>
</tr>
<tr>
<td>Explore influence which existing computer systems may have on outsourced service delivery.</td>
<td>Task Completed: Minnetonka today relies upon Tri-Tech public safety software suite via LOGIS. Recently completed transition to this new software for City staff.</td>
<td>Task Completed: Eden Prairie has used New World public safety software suite since 2010. Minnetonka would either need to migrate to New World or interfaces would need to be implemented between New World CAD and Tri-Tech Records and Field Based Reporting under a scenario where Minnetonka dispatch is outsourced to Eden Prairie.</td>
<td>Task Completed: HC ECF uses locally hosted Tri-Tech software for CAD (vs. LOGIS hosted for Minnetonka). Interfaces would need to be deployed between HC ECF CAD and LOGIS to maintain Minnetonka’s Records and Field Based Reporting procedures.</td>
</tr>
<tr>
<td>Assess how dispatch records can be promptly and conveniently obtained at the department level.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: Preceding task describes needed interfaces/options.</td>
<td>Task Completed: Preceding task describes needed interfaces/options.</td>
</tr>
<tr>
<td>Analyze current alarm monitoring equipment and protocols.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: Eden Prairie performs similar monitoring for local facilities using different equipment from Minnetonka.</td>
<td>Task Completed: HC ECF does not provide alarm monitoring. Under a scenario where Minnetonka outsourced, either alarm monitoring would need to be outsourced or methods, procedures, technology, and staff would need to be developed for 24/7 service delivery if dispatch were closed.</td>
</tr>
<tr>
<td>Explore options to handle “walk-in” traffic for the City.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: The existing ‘ring down’ telephone now in Minnetonka lobby would need to be re-programmed to dial Eden Prairie.</td>
<td>Task Completed: The existing ‘ring down’ telephone now in Minnetonka lobby would need to be re-programmed to dial HC ECF.</td>
</tr>
<tr>
<td>Consider how outsourcing will impact the emergent communications needs and relationships for the public works department within the City.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: Eden Prairie performs similar public works support within their community as Minnetonka does. We anticipate that having EP provide secondary public works talk group (channel) monitoring may be negotiated.</td>
<td>Task Completed: HC ECF does not monitor or communicate with local public works fleets except in extraordinary (emergency management) situations.</td>
</tr>
<tr>
<td>Meet with user groups in existing venues. Follow up with an electronic, end-user, written survey.</td>
<td>Task Completed: Results of surveys for Minnetonka were previously transmitted. This data is being compiled as a separate exhibit. N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Focus Area</td>
<td>Minnetonka Internally Provided PSAP Service</td>
<td>Eden Prairie Outsource</td>
<td>Hennepin County Outsource</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>IMPACTS UPON THE MINNETONKA FIRE SERVICE.</strong></td>
<td>Task Completed: MFD has been working steadily with PSAP staff to adapt, update, and train on procedures of interest to the fire service. No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: Eden Prairie follows similar strategies as MFD. Also because EPFD has staff who are heavily involved with PSAP technology support, there is a close working relationship between PSAP and fire operations. Similar support to Minnetonka anticipated if service is outsourced from Eden Prairie.</td>
<td>Task Completed: HC ECF uses a standardized, countywide set of fire dispatch procedures. Petitions for change or adaptation need to be vetted by the HC User’s Advisory Board (UAB).</td>
</tr>
<tr>
<td><strong>IMPACTS UPON THE CITY’S EOC (EMERGENCY OPERATIONS CENTER) IN THE EVENT OF OUTSOURCED PSAP SERVICES.</strong></td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: Needed EOC communications pathways could be established if outsourced to Eden Prairie.</td>
<td>Task Completed: Needed EOC communications pathways could be established if outsourced to the ECF.</td>
</tr>
</tbody>
</table>

**SITE**

<p>| Establish space requirements for the outsourced services.               | Task Completed: No near term change anticipated if dispatch remains in Minnetonka. For the longer term if PSAP remains in Minnetonka recommend larger space to accommodate four (4) fully equipped workstations in the same room with consideration to larger monitors and optimal ergonomic viewing angles. | Task Completed: Existing Eden Prairie PSAP is suitably sized to accept Minnetonka without modification. | Task Completed: Existing HC ECF PSAP is suitably sized to accept Minnetonka without modification. |
| Explore cost of new construction or commercial space if no municipally owned space appears to be available or its use is impractical. | Task Deferred. | N/A Eden Prairie’s existing PSAP space is adequate to support Minnetonka. | N/A HC ECF existing PSAP space is adequate to support Minnetonka. |
| Compare and rank environmental, security, and electrical accommodations at potential outsourced sites and compare to City’s facilities. | Task Completed: If PSAP remains in Minnetonka, larger PSAP space with necessary environmental, security, and electrical facilities should be part of the architectural planning. | Task Completed: Eden Prairie’s environmental, security, and electrical facilities are adequate to host Minnetonka’s PSAP needs. | Task Completed: HC ECF’s environmental, security, and electrical facilities are adequate to host Minnetonka’s PSAP needs. |
| Estimate leased lines and other site dependent interconnecting costs.   | Task Completed: No change anticipated if dispatch remains with Minnetonka. | Task Completed: Further dispatch console route redundancy to from EP PSAP to the HC Golden Valley (or ECF) location should be explored. | Task Completed: No changes contemplated. |
| Evaluate backup PSAP service delivery options under the outsourced models. Compare to existing City backup strategies. | Task Completed: No change anticipated if dispatch remains with Minnetonka provided that St. Louis Park (existing backup site) continues to partner with Minnetonka for this function. | Task Completed: If Eden Prairie assumes Minnetonka’s PSAP responsibility, additional discussion and planning is needed to properly establish a backup technology plan. | Task Completed: No change contemplated given existence of Hennepin County’s back out (backup) facility in Golden Valley. |</p>
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Minnetonka Internally Provided PSAP Service</th>
<th>Eden Prairie Outsource</th>
<th>Hennepin County Outsource</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TECHNICAL INTERFACES</strong></td>
<td>Investigate alternative communications capabilities now available in the Minnetonka PSAP and may not already exist at Eden Prairie and Hennepin County.</td>
<td>Task Completed: Technologies and services used in Minnetonka are comparable to those used in Eden Prairie. HC ECF does not monitor alarms, monitor video surveillance feeds, or do RMS tasks.</td>
<td>Task Completed: Radio and telephone technology used at Hennepin is the same (manufacturer) as used at Eden Prairie. PSC does not contemplate obstacles to voice communications service delivery from HC ECF to Minnetonka.</td>
</tr>
<tr>
<td></td>
<td>Task Completed: Technologies and services used in Eden Prairie are comparable to those used in Minnetonka. Detailed review of software interfaces, if a decision is made to share data between New World CAD and LOGIS Tri-Tech, will be needed. Detailed equipment compatibility for security, video, and alarm systems will need further exploration.</td>
<td>Task Completed: Minnetonka confronts choices. They are: either move RMS/FBR functionality onto Eden Prairie New World software or commission interfaces between New World and existing LOGIS hosted Tri-Tech software. Given recent, time consuming transition that City invested in Tri-Tech, the interface may seem more appealing.</td>
<td>Task Completed: If PSAP service is outsourced to ECF, suitable interfaces to County’s CAD and LOGIS hosted RMS/FBR would be essential to maintain continuity of operations and business process efficiency.</td>
</tr>
<tr>
<td>Evaluate dispatch software compatibility for outsourced options. While Eden Prairie and Minnetonka are served by LOGIS, Hennepin County’s PSAP IT functions are handled separately.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
</tr>
<tr>
<td>Establish radio console requirements including integration and control of required Minnetonka capability into the outsourced venues.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: Radio control ‘folders’ now used in Minnetonka could easily be made available to Eden Prairie’s PSAP. A determination will be needed if Minnetonka will retain their own paging infrastructure (fire) or migrate onto Eden Prairie’s low band paging infrastructure in an outsourced environment.</td>
<td>Task Completed: Radio control ‘folders’ now used in Minnetonka could easily be made available to the ECF PSAP. Fire paging would need to migrate to Hennepin’s VHF paging system which would require re-programming MFD pages. MFD chief believes there may be some advantage in migrating to Hennepin’s paging system due to larger geographic coverage footprint.</td>
</tr>
<tr>
<td>Establish level of compatibility between fixed radio stations, dispatch consoles, microwave/fiber backbones, and mobile/portable radios operating in a single system environment. Estimate lifecycle replacement for key fixed radio infrastructure.</td>
<td>Task Completed: Within 10 years, Minnetonka could anticipate capital expenditures to refresh current PSAP and other non-shared, stationary PSAP systems up to $1,000,000. These costs exclude PSAP remodeling/relocation if a decision is made to continue to house the PSAP locally. These capital equipment expenditures could be substantially reduced if the PSAP service is outsourced.</td>
<td>Task Completed: Within 10 years, Eden Prairie is expected to refresh many of its stationary PSAP systems. Eden Prairie police management has suggested that these costs would be borne by the City. An offset to be determined by that City would be for transferring Minnetonka’s share of the state 9-1-1 fee reimbursement annually.</td>
<td>Task Completed: Within 12 years, the ECF is expected to refresh many of its stationary PSAP systems. Based on past practice, the cost of these capital upgrades would be borne by the County and offset by transferring Minnetonka’s share of the state 9-1-1 fee reimbursement annually.</td>
</tr>
<tr>
<td>Determine what equipment should be used to answer 9-1-1 and administrative calls and establish a disposition strategy if the City determines that it wants to outsource PSAP services.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: See focus area discussion in the next row. If PSAP outsourcing is moved to Eden Prairie, then City’s investment in VIPER phone equipment will probably be stranded. A few other metro area PSAPs use VIPER but have no known need for parts or additional equipment.</td>
<td>Task Completed: See focus area discussion in the next row. If PSAP outsourcing is moved to the ECF, then City’s investment in VIPER phone equipment will probably be stranded. A few other metro area PSAPs use VIPER but have no known need for parts or additional equipment.</td>
</tr>
<tr>
<td>Assess if telephone equipment from the City PSAP should be re-purposed.</td>
<td>Task Completed: No change anticipated if dispatch remains with Minnetonka.</td>
<td>Task Completed: If Minnetonka PSAP service is outsourced to Eden Prairie, then calls would be processed on that community’s existing VESTA 9-1-1 system with minor reconfiguration.</td>
<td>Task Completed: If Minnetonka PSAP service is outsourced to the ECF, then calls would be processed on the County’s existing VESTA 9-1-1 system with minor reconfiguration.</td>
</tr>
<tr>
<td>Clarify if upgrades are needed to City answering equipment to implement impending Next Generation compliance mandates.</td>
<td>Task Completed: The City’s VIPER system is expected to be Next Generation compliant when the State of Minnesota implements an interim SMS text solution later in 2017. Some incidental software changes may be needed. Note that the State of Minnesota has not a date for full Next Generation network compliance and so the SMS text approach is considered an interim step.</td>
<td>Task Completed: The Eden Prairie VESTA system is expected to be Next Generation compliant when the State of Minnesota implements an interim SMS text solution later in 2017. A server modification may be needed. Eden Prairie PSAP management is aware of this. Note that the State of Minnesota has not a date for full Next Generation network compliance and so the SMS text approach is considered an interim step.</td>
<td>Task Completed: The ECF VESTA system is expected to be Next Generation compliant when the State of Minnesota implements an interim SMS text solution later in 2017. A server modification will be needed and ongoing. ECF PSAP management is actively developing protocols and policies to handle interim SMS text messaging. Note that the State of Minnesota has not a date for full Next Generation network compliance and so the SMS text approach is considered an interim step.</td>
</tr>
<tr>
<td>Focus Area</td>
<td>Minnetonka Internally Provided PSAP Service</td>
<td>Eden Prairie Outsource</td>
<td>Hennepin County Outsource</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------</td>
<td>-----------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>STAFF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify current and projected five (5) year activity levels for law, fire, medical calls.</td>
<td>Task Completed: The narrative report identifies various estimates of work load increase based on known metrics provided by Minnetonka.</td>
<td>Task Completed: The narrative report identifies various estimates of work load increase based on known metrics provided by Eden Prairie.</td>
<td>Task Completed: The narrative report identifies various estimates of work load increase based on known metrics provided by the ECF.</td>
</tr>
<tr>
<td>Compare current staffing levels with work loads; estimate staffing required for an outsourced PSAP by hours of the day and day of the week.</td>
<td>Task Completed: See focus area below and narrative of the report for more descriptive information on current work load metrics.</td>
<td>Task Completed: If Eden Prairie assumes Minnetonka PSAP duties, Minnetonka should contemplate an increase of three (3) FTE positions at Eden Prairie to ensure adequate busy hour staffing and provide for minimum of two on-duty in the PSAP 24 hours per day. Cost allocation of staff to be negotiated by the parties.</td>
<td>Task Completed: If Hennepin County assumes Minnetonka PSAP duties, Minnetonka the ECF staff have indicated that they will need to re-evaluate PSAP work loads and zone assignments. It is unclear if additional Telecommunicator staff would be retained to support Minnetonka at the ECF but, based on past practice, it is assumed that the County would fund these positions.</td>
</tr>
<tr>
<td>Identify number of required work stations in the outsourced environment.</td>
<td>Task Completed: If dispatch remains with Minnetonka, recommend four (4) work stations in the local PSAP room.</td>
<td>Task Completed: If Minnetonka service is outsourced, Eden Prairie’s existing four (4) work stations are adequate.</td>
<td>Task Completed: If Minnetonka service is outsourced, HC ECF’s existing 22 work stations are adequate.</td>
</tr>
<tr>
<td>Identify staff efficiencies/inefficiencies resulting from outsourcing compared to status quo operations.</td>
<td>Task Completed: Based purely on the count of telephone calls and dispatched events having Minnetonka operate its own PSAP is least efficient when compared to outsourcing to Eden Prairie or HC ECF. However the counted calls and dispatched events do not discuss the City’s performance “indicators” and constituent satisfaction, both of which are discussed in further detail in the narrative report.</td>
<td>Task Completed: Based purely on the count of telephone calls and dispatched events having Eden Prairie contract to provide PSAP services to Minnetonka would be more efficient than having Minnetonka operate as it currently does. Minnetonka should consider incorporating measurable “indicators” in any contract for service with Eden Prairie. Indicators and constituent service are discussed in further detail in the narrative report.</td>
<td>Task Completed: Based purely on the count of telephone calls and dispatched events having the ECF assimilate PSAP services for Minnetonka would be the most efficient, and even more efficient (strictly on a cost per transaction basis) than having Minnetonka operate as it currently does. Indicators and constituent service are discussed in further detail in the narrative report and should be a key consideration in policy discussion about outsourcing to Hennepin County.</td>
</tr>
<tr>
<td>Task</td>
<td>Details</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>---------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Identify impact of process reorganization (i.e. Minnetonka may have some duties now performed by dispatchers that might not easily transition in an outsourced environment).</strong></td>
<td>Task Completed: If PSAP outsourcing occurs, further staffing analysis is warranted to address supplemental records entry (now performed by dispatch), alarm and video monitoring, IT support, radio reconfiguration and maintenance issues, and selected other tasks. This may result in a mix of clerical, community service, and other staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: A starting point for PSAP outsourcing contract negotiations with Eden Prairie could be to minimize the impact on existing City operations to the extent possible. EP police administration indicate that they would entertain such an approach and work with the City to negotiate the details.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: This work focus category is expected to be one of the most significant areas needing understanding and resolution if PSAP services are to be outsourced to the ECF. Communities are generally expected to adhere to/adopt ECF policies as a part of receiving service. Considerable attention should be focused on the existing business process aspects to Minnetonka if service is outsourced to the ECF and the impact on past constituent performance indicator satisfaction should be well understood.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Compare existing pay, benefits, and job descriptions of communications personnel. Document areas of consistency and discrepancy and suggest how differences can be reconciled.</strong></td>
<td>Task Completed: Minnetonka’s PSAP job description is most like Eden Prairie’s as are pay and benefits.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: Eden Prairie’s PSAP job description is most like Minnetonka’s as are pay and benefits.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: The ECF PSAP job description is similar to Minnetonka’s. The work focus for telecommunicators at the ECF is on Emergency Communications call processing. Minnetonka’s PSAP job attributes are more wide ranging.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Compare existing work rules, schedules, labor considerations, and other factors governing existing staff and make recommendations.</strong></td>
<td>Task Completed: Minnetonka is presently operating on a year-by-year labor contract with the bargaining agent representing dispatchers pending a City decision on the direction of outsourcing. If PSAP services are to be outsourced factors of incumbent employee severance, re-training, and/or outplacement will need to be determined. Generally the pay scales and scheduling of Minnetonka staff is similar to what is used in Eden Prairie and at the ECF.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: Eden Prairie PSAP staff are not represented by a collective bargaining group. EP police administration has indicated that incumbent Minnetonka PSAP employees could competitively apply for potential PSAP job openings in EP. EP has hired employees laterally from other agencies in the past.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: ECF staff are represented by a collective bargaining group. ECF management has indicated that incumbent Minnetonka PSAP employees could competitively apply for potential PSAP job openings at the ECF. The ECF has hired employees laterally from other agencies in the past.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Identify appropriate internal PSAP staffing levels for an in-house (Minnetonka operated) PSAP scenario.</strong></td>
<td>Task Completed: If dispatch remains with Minnetonka, PSC recommends that PSAP supervisor position be filled and front line dispatch staff be increased to a total of ten (10) FTE. The best practice objective should be minimum PSAP staffing of two (2) around the clock. This is addition to a supervisor providing dispatch oversight and support. Having ten FTE’s will help achieve a minimum of two (2) staffed workstations around the clock. A shared staff approach to fire and police technology support will continue to be important.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: N/A if PSAP remains in Minnetonka.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Completed: N/A if PSAP remains in Minnetonka.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Focus Area</td>
<td>Minnetonka Internally Provided PSAP Service</td>
<td>Eden Prairie Outsource</td>
<td>Hennepin County Outsource</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------</td>
<td>------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>FISCAL</strong></td>
<td>Estimate capital investment required for each recommendation or combination of recommendations. Task Completed: PSC recommended that earmarked capital funding for microwave radio equipment replacement (the link between Williston water tank and HC Golden Valley site) be deferred pending a decision on PSAP outsourcing. Minnetonka may also consider moving slowly in replacing budgeted conventional LMR equipment upgrades for the same reason.</td>
<td>Task Completed: See content below and in report narrative.</td>
<td>Task Completed: See content below and in report narrative.</td>
</tr>
<tr>
<td></td>
<td>Estimate recurring and/or maintenance cost for each recommended improvement. Task Completed: Recurring/maintenance costs expected to continue per past practice.</td>
<td>Task Completed: Generally it is anticipated that recurring/maintenance costs would become the responsibility of Eden Prairie.</td>
<td>Task Completed: Generally it is anticipated that recurring/maintenance costs would become the responsibility of County except as they pertain to the single position (CSO) monitoring position.</td>
</tr>
<tr>
<td></td>
<td>Estimate savings in initial and recurring cost for each recommended change. Task Completed: If Minnetonka closes its PSAP, arguably its communications operating budget of approximately $900,000/year would go to zero following completion of the conversion. Conceptual outsource operating costs are shown in the columns to the right.</td>
<td>Task Completed: Assume that Minnetonka’s contract price for service from Eden Prairie is $300,000/year. Also assume that EP’s service delivery model most closely mirrors services now performed by Minnetonka. A 4-5 year recurring payback is anticipated after capital costs to make the transition are retired.</td>
<td>Task Completed: Assume that Minnetonka’s contract price for service from the ECF is $0/year. Minnetonka would need to consider staffing, or modifying business processes, for certain functions now performed by dispatch (e.g. alarms, video surveillance, supplemental data entry, data entry, etc). Assume recurring cost of $200,000 to support these functions using lower paid, less specialized staff. Consider that existing Minnetonka PSAP business processes would change most significantly under the ECF outsource model.</td>
</tr>
<tr>
<td></td>
<td>Describe options and cost allocation for system capital investment and operating cost. Task Completed: PSC recommended that earmarked capital funding for microwave replacement (the link between Williston water tank and HC Golden Valley site) be deferred pending a decision on PSAP outsourcing. Minnetonka may also consider moving slowly on budgeted conventional LMR upgrades for the same reason.</td>
<td>Task Completed: PSC recommends that $30,000 in one time capital be earmarked to harden Eden Prairie’s primary radio console connectivity. The primary obligation for this cost would be negotiated with Eden Prairie. Capital earmarks, from Minnetonka, for the following should also be considered: - Enhance EP backup capability $100,000 - CAD/RMS/Mobile Interface fees $60,000 - $40,000 for integration of Minnetonka’s alarms, video surveillance, and other ancillary systems into the Eden Prairie PSAP.</td>
<td>Task Completed: PSC recommends that $30,000 in software interface development be earmarked to allow for exchange of ECF CAD data with Minnetonka’s RMS and mobile systems (and vice-versa). Minnetonka should also earmark $25,000 to establish a single workstation monitoring facility, perhaps staffed by City CSOs, to deal with video surveillance, alarm monitoring, data entry, and other incidental tasks now handled by City PSAP staff. Ongoing operating costs become an ECF responsibility.</td>
</tr>
<tr>
<td></td>
<td>Estimate impact which joint purchase of equipment, maintenance, and consumables might have on cost versus continued independent purchases by the City. Task Completed: Nominal impact on purchase of equipment, maintenance, and consumables would occur under a joint purchase scenario. Equipment purchase is already substantially derived from blanket, multi-agency contracts. Maintenance costs are determined by equipment complexity and formulas. Consumable costs are minimal.</td>
<td>Task Completed: Becomes the fiscal responsibility of Eden Prairie as the receiving PSAP.</td>
<td>Task Completed: Becomes the fiscal responsibility of the ECF as the receiving PSAP.</td>
</tr>
</tbody>
</table>
APPENDICES

- Richfield’s PSAP Contract with Edina
- Hennepin County User Advisory Board Bylaws
  - Graphic Showing Existing Dependent Communities Dispatched by ECF
To: Mayor and City Council

From: Jeff Long, Chief of Police

Date: September 3, 2013

Subject: Agreement to Provide Dispatch Services and Emergency Communications for the City of Richfield

Agenda Item #: IV.J

Action ☒
Discussion ☐
Information ☐

Action Requested:
Approval of agreement to provide dispatch services and emergency communications for the City of Richfield.

Information / Background:

The City of Edina was approached several months ago to provide a proposal for emergency dispatching services for the City of Richfield. Edina, Bloomington, and Hennepin County submitted proposals. Currently, Richfield has its own in-house Emergency Communications Center.

Richfield has informed Edina that they are interested in moving forward with a contract for the provision of emergency dispatching services. Staff has determined a timeline for the transfer of services from Richfield to Edina, and has researched the impact on Edina in the following areas:

1. Call Volume
2. Impact on staffing needs
3. Technology needs and costs

Call Volume:

Richfield will handle administrative calls during business hours, therefore only 9-1-1 and non-emergency calls (such as burglar or fire alarms) would be routed to the Edina PSAP during those hours. After hours administrative calls would be routed to the Edina PSAP, but those calls are typically minimal.

• The number of police and fire Computer Aided Dispatch (CAD) events processed annually would be increased by approximately 45,000 per year, including traffic stops and fire calls.
This will expand call volume for all three cities (Edina, Golden Valley and Richfield) to approximately 125,000 per year.

- 9-1-1 trunk line and non-emergency call volume has not yet been received.
- Richfield will handle routine hot files and criminal history checks in-house during business hours and possibly as late as 10pm. The Edina PSAP will handle hot files queries and criminal history checks after-hours.

**Staffing Needs and Costs:**

Based upon the increased call-load generated by consolidation, it is recommended that 2 additional full-time dispatchers be hired to maintain minimum staffing levels as follows:

- Three dispatchers on-duty during peak hours (approximately 2 p.m. to 2 a.m.)
- Two dispatchers on-duty during non-peak hours.
- The staffing minimum ensures that a consistently high level of service is provided.

For this staffing level, Richfield will pay Edina a base charge of $14,058 per month in beginning December 1, 2013 through 2014. For calendar year 2015, and subsequent years, Richfield shall pay Edina, in equal monthly installments the *revised base charge of $12,363 per month, adjusted by Edina on January 1st each year as follows: (1) increased labor costs for operation of the E.C.C. under Edina’s labor Agreements and (2) the rate of increase, if any, over the previous year in the implicit price deflator for government consumption expenditures and gross investment for state and local governments prepared by the Bureau of Economic Analysts of the United States Department of Commerce. Adjustments in the base charge shall be prospective.

The Edina PSAP hopes to hire current Richfield dispatchers to fill the new positions.

*Golden Valley is expected to seek dispatching services from Hennepin County beginning January 1, 2015, resulting in lower overall call volume and reduced staffing needs for the Edina PSAP. The revised base charge is calculated based upon a reduction in staff by 2 full-time positions.*

**Technology Needs and Costs:**

Edina will incur certain up-front costs to provide service to Richfield. These costs include: MCT, AVL (automatic vehicle location) and Resource Monitor licenses and software, CPU and monitor, map conversion or creation, training, radio programming, 911 transition and staff support including IT support. Richfield must pay 100% of the above mentioned costs. Edina will bill Richfield as costs are incurred and Richfield will reimburse Edina within thirty days of receipt of a properly itemized bill. Many transition expenses can be paid for with Richfield 911 funds.

**Contract:**

Staff recommends that the Council approve this contract to provide 911 Dispatching Services to the City of Richfield for the next three years.
AGREEMENT BETWEEN EDINA AND
RICHFIELD FOR THE PROVISION OF DISPATCH
SERVICES AND OPERATION AND MAINTENANCE OF
THE EMERGENCY COMMUNICATIONS CENTER

AGREEMENT made this _______ day of ___________, 2013 by and between the City of
Edina, a Minnesota municipal corporation ("Edina") and the City of Richfield, a Minnesota
corporation ("Richfield").

WHEREAS, the governmental units signatory hereto are empowered by law to provide and
contract for police, fire and emergency dispatch services, and, by virtue of their respective needs
and geographic proximity, find it in their common interest and for their common benefit and the
benefit of their citizens for Edina to provide dispatch services to Richfield utilizing the Edina
Emergency Communications Center ("E.C.C."); and

WHEREAS, Richfield desires that Edina receive and dispatch Richfield police, fire and
emergency radio calls; and

WHEREAS, Edina desires to handle such police, fire and emergency dispatch calls for
Richfield; and

WHEREAS, this Agreement is made pursuant to Minn. Stat. §§ 436.05 and 471.59 and
should not be construed as creating a joint municipal police department.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties
agree as follows:
1. **Dispatch Services and Operation and Maintenance of the E.C.C.** Commencing on or about December 1, 2013, Edina shall operate the E.C.C. for its own use and shall provide dispatch services to Richfield as follows:

   A. Edina, by using its personnel and facilities, will handle the receiving and dispatching of all police, fire and emergency calls for Richfield and Edina.

   B. Edina will supply police radio dispatch equipment and personnel to operate and maintain the radio dispatch equipment for the E.C.C. On termination of this Agreement, all equipment shall be the property of Edina.

   C. The E.C.C. shall be operated by dispatchers who shall be employees of Edina. Community service officers trained to provide back-up relief may be used to supplement dispatchers. All dispatch personnel needed to staff the E.C.C. shall be hired by Edina through its normal hiring procedures. The E.C.C. shall be supervised and managed by employees of Edina who have been assigned by the Edina Police Chief to these responsibilities. The Police and Fire Chiefs for Richfield and Edina or their designees shall meet as needed to address issues concerning provision of dispatch services or operation of the E.C.C.

   D. Edina and Richfield shall each maintain insurance coverage or equivalent pooled self insurance coverage in the minimum amount of the liability limits established in Minn. Stat. Ch. 466, which shall protect both Cities from any and all claims that might be made against either or both Cities as a result of the operations or the services set forth herein.

2. **Initial Costs.** Edina will incur certain up front costs to provide service to Richfield. These costs include: MCT and CAD Resource Monitor licenses, software, AVL (automobile vehicle location) units, CPU and monitor, conversion or creation, training 911 and radio transition, staff support including IT support. Richfield must pay 100% of the above mentioned costs. Edina will
bill Richfield as costs are incurred and Richfield will reimburse Edina within thirty days of receipt of a properly itemized bill.

3. **Payment for Dispatch Services and Operation and Maintenance of the E.C.C. for 2013.** Subject to the payment of initial costs pursuant to Paragraph 2 herein and any unbudgeted expenses pursuant to Paragraph 5 herein, for calendar year 2013, Richfield shall pay Edina Fourteen Thousand Fifty-eight ($14,058.00) Dollars per month ("Base Charge"). Payment shall be due in advance on or before the first day of each calendar month. For calendar year 2014, and subsequent years, as long as Edina is providing dispatch service for the City of Golden Valley, Richfield shall pay Edina, in equal monthly installments the Base Charge adjusted by Edina on January 1st each year as follows: (1) increased labor costs for operation of the E.C.C. under Edina’s labor Agreements and (2) the rate of increase, if any, over the previous year in the implicit price deflator for government consumption expenditures and gross investment for state and local governments prepared by the Bureau of Economic Analysts of the United States Department of Commerce. Adjustments in the Base Charge shall be prospective.

For calendar year 2015, and subsequent years, if Edina is not providing dispatch service for the City of Golden Valley, Richfield shall pay Edina, in equal monthly installments $12,363 ("Revised Base Charge") adjusted by Edina on January 1st each year as follows: (1) increased labor costs for operation of the E.C.C. under Edina’s labor Agreements and (2) the rate of increase, if any, over the previous year in the implicit price deflator for government consumption expenditures and gross investment for state and local governments prepared by the Bureau of Economic Analysts of the United States Department of Commerce. Adjustments in the Base Charge shall be prospective.
4. **9-1-1 Funds.** As additional compensation for services provided hereunder, effective January 1, 2014 Richfield shall assign to Edina all 9-1-1 funds it is entitled to receive pursuant to Minn. Stat. § 403.11. Edina shall deposit the 9-1-1 funds received from Hennepin County on behalf of Richfield in a separate account established for that purpose. The 9-1-1 funds so deposited shall be the sole property of Edina, and shall be used at the sole discretion of Edina, subject only to the provisions of Minn. Stat. § 403.113. The 9-1-1 funds shall not be credited towards amounts owed by Richfield pursuant to Paragraphs 3 and 4 of this Agreement. Richfield’s 911 funds received in 2013 which are assigned to Edina, however, shall be credited towards Richfield’s costs for map conversion or creation, and transition expenses pursuant to Paragraph 2 of this Agreement.

5. **Unbudgeted Expenses.** Certain expenses for provision of dispatch services, and operation and maintenance of the E.C.C. are not reasonably foreseeable, such as capital expenditures due to equipment failure, equipment repairs and replacement, software upgrades, software licensing, unexpected need for overtime hours, implementation of recommendations made by consultants for unanticipated needs, changes in required services due to new legislation. This listing is for illustrative purposes only, and not intended as a limitation on reimbursement for unanticipated expenses. Edina will notify Richfield in writing of any such unanticipated expenses when the expenses are realized. Within thirty days of receipt of a properly itemized bill, Richfield shall reimburse Edina in the amount of thirty six percent (36%) of such expenses during such time as Edina is also providing dispatch service to Golden Valley and forty three per cent (43%) if Edina is not providing dispatch service to Golden Valley.

6. **F.C.C. Licenses.** Current F.C.C. licenses held by Richfield and Edina shall
remain the property of the license-holder. Richfield and Edina will fully cooperate with each other as necessary for providing for the joint use and sharing of radio frequencies.

7. **Term of Agreement.** This Agreement shall be for an initial term of four (4) years, commencing on or about December 1, 2013, with automatic one-year renewals thereafter. The agreement may be terminated by either party after the initial term upon a twelve (12) month advance written termination notice delivered by either party to the other party.

8. **Termination Fee.** If Richfield terminates this Agreement at the end of the initial term or anytime thereafter, Richfield shall pay to Edina the actual cost incurred by Edina caused by the termination including: unemployment compensation, and termination benefits required by any applicable labor agreement or City Policies.

9. **Indemnity.** Each party is responsible for its own acts and omissions and the results thereof to the extent authorized by law. Minnesota Statutes Chapter 466 and other applicable law govern the parties’ liability. To the full extent permitted by law, this Agreement is intended to be and shall be construed as a “cooperative activity” and it is the intent of the parties that they shall be deemed a “single governmental unit” for the purposes of liability, all as set forth in Minnesota Statutes § 471.59, Subd. 1a (a); provided further that for purposes of that statute, each party to this Agreement expressly declines responsibility for the acts or omissions of the other party. In addition to the foregoing, nothing herein shall be construed to waive or limit any immunity from, or limitation on, liability available to either party, whether set forth in Minnesota Statutes, Chapter 466 or otherwise.
10. **Assignment.** Neither party to this Agreement may assign its interest in the Agreement without prior written approval of the other party and subject to such conditions and provisions as the other party may deem necessary.

11. **Amendments.** This Agreement may be amended from time to time as the parties deem necessary. No amendment shall be effective unless agreed to in writing by the parties.

12. **Entire Agreement.** It is understood and agreed that the entire agreement of the parties is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof as well as any previous agreements presently in effect between the parties relating to the subject matter hereof.

13. **Severability.** If any term of this Agreement is found to be void or invalid, such invalidity shall not affect the remaining terms of this Agreement, which shall continue in full force and effect.

**IN WITNESS WHEREOF,** the parties have executed this Agreement the day and year first above written.

**CITY OF EDINA**

BY: ______________________________
James Hovland, Its Mayor

AND _____________________________
Scott Neal, Its City Manager

**CITY OF RICHFIELD**

BY: ______________________________
Debbie Goettel, Its Mayor

AND _____________________________
Stephen Devich, Its City Manager
HENNEPIN COUNTY SHERIFF’S OFFICE
PUBLIC SAFETY COMMUNICATIONS
USER ADVISORY BOARD BYLAWS

General Purpose

The purpose of the Hennepin County Sheriff’s Office Public Safety Communications Users Advisory Board (UAB) is to advise the Sheriff on matters related to the Countywide Public Safety Communications Program including PSAP policies and procedures, enhancements of the Communications Facility and performance of the Communications Systems. The UAB will serve as a forum for reviewing user suggestions for improvements concerns and complaints and for representing the interests of individual users with the Sheriff on such matters.

Duties and Responsibilities

The following shall be the duties and responsibilities as defined by the membership, consistent with County Board Resolution No. 82-3-84 (R) attached as Appendix A.

1. Assist the Sheriff in the development and ongoing review of the communications program policies and procedures to provide maximum support for police, fire and emergency medical service users.

2. Make recommendations regarding the performance of the dispatch center personnel and system users, as appropriate.

3. Advise and assist the Sheriff, other County agencies, and the County Board on matters relating to the enhancement of the Hennepin County Sheriff’s office Communications Facility.

4. To review and vote on whether or not to implement procedural changes as recommended by the respective SOP groups from the Police and Fire Users as well as recommendations that may be brought up before the board.

5. Advise County Administration through their membership and participation in this Board regarding all matters relating to countywide radio issues.

Membership

The members of the UAB shall be made up of the contingent outlined below. The composition is intended to reflect the operational focus of the UAB, and is not intended to preclude additional participation by representatives of dependent and/or independent agencies when issues of concern to all municipalities are considered. Such issues include the development of system enhancements and the joint purchasing and maintenance of communications related equipment.
Appointments:

The Chairperson of the UAB will notify all appointing Associations prior to each Association’s first annual meeting, and indicate to said Associations the requirements for membership. The Chairperson will coordinate between appointing Associations to ensure no single municipality holds more than two voting memberships. The Chairperson position will be rotated between Police and Fire on a yearly basis.

1. **Fire Service:** Two representatives of fire departments, which are dispatched by the Sheriff’s Office, one representative from an independent fire department which would be appointed by the Hennepin County Fire Chiefs Association President.

2. **Police Service:** Two representatives of police departments, which are dispatched by the Sheriff’s Office, one representative from an independent police department would be appointed by the Hennepin County Chiefs of Police Association President.

3. **Municipal Administration:** Two city administrators, whose police or fire service is dispatched by the Sheriff’s Office, will be appointed by the Metropolitan Area Managers Association President.

4. **Sheriff’s Office:** Two representatives of Hennepin County Sheriff’s Office, one from the Communications Division and one from the Sheriff’s administration, will be appointed by the Hennepin County Sheriff.

5. **Past Chairperson:** The previous Chairperson of the UAB will be a voting member for one year.

6. **County Administration:** One representative of County Administration will be appointed by the County Administrator, and will be a non-voting member.

7. **Other Members:** Other members of the UAB would be elected by the eleven existing members (see items 1 through 5 above), and will be non-voting members.

   1. One representative from a municipality which is not dispatched by Hennepin County.
   2. One representative from the Emergency Medical Service Council.
   3. One representative from the police and one representative from the fire Standard Operating Procedure Committee.
Term of Membership

All Association appointed members (see Membership items 1 through 3 above) shall serve for one year and may be appointed for successive terms. All other members shall serve at the pleasure of the appointing authority.

Meeting Members

The UAB will meet on the first Wednesday of the designated month at 9:00 a.m. Evening meetings, special meetings, change, or cancellations of a regular scheduled meeting will be at the call of the Chairperson. Roberts Rules of Order will be followed at all regular meetings.

1. **Quorum:** A majority of voting members will constitute a quorum.

2. **Voting:** Any voting member unable to attend a meeting may delegate his voting rights to his representative. No voting member shall cast more than one vote per motion. No proxy or absentee voting, other than outlined above, will be permitted.

3. **Minutes:** Minutes of all meetings will be recorded by Hennepin County Sheriff’s Office and sent to all Hennepin County Public Safety Departments, dependent and independent.

Officers

The officers of the UAB shall consist of Chairperson, Vice-Chairperson, and Past Chairperson. The initial Chairperson and Vice-Chairperson shall be elected by a majority of the voting membership and serve for one year. Thereafter, only the Vice-Chairperson will be elected. The Chairperson for each succeeding year shall be filled by the Vice-Chairperson. The Past Chairperson of each succeeding year shall be filled by the Chairperson. The new Past Chairperson will continue to participate with UAB as a voting member.

1. **Election:** The election of the Vice-Chairperson shall take place at the January regular schedule meeting.

2. **Chairperson Responsibilities:** The Chairperson shall conduct the meeting of the membership, appoint committees, and communicate with appointing authorities and associations.

3. **Vice-Chairperson Responsibilities:** The Vice-Chairperson shall perform the duties of the Chairperson in that officer’s absence.

4. **Past Chairperson Responsibilities:** The Past Chairperson is responsible for providing continuity from one year to the next, and for assisting the other officers in the fulfillment of their duties.
Vacancy

Member vacancies shall be filled by the original appointing authority upon written request of the Chairperson. Members failing to attend or be represented at three consecutive regular meetings will result in that member's seat to be declared vacant.

Amendments

Provisions of these bylaws may be altered, amended, or revised at any regular or special meeting if approved by two-thirds of all voting members. Proposed amendments shall be submitted to the membership thirty days prior to the meeting at which such amendment will be voted on.

These bylaws were initially approved at the April 29, 1987 meeting of the Hennepin County Sheriff’s Office Public Safety Communications Users Advisory Board by unanimous vote of those members present, and subsequently amended June 30, 1993, December 29, 1993, January 25, 1995, March 26, 2003, May 24, 2011 and July 7, 2015. A signed copy of the bylaws is on file with the Sheriff’s Office.

Dated this 7th day of July 2015.

By _________________________________
Chairperson UAB