



To: Honorable City Council  
From: Jason Molino, City Manager *JM*  
Date: November 7, 2007  
Subject: Consolidation Police Dispatch

Attached please find a draft version of the Shared Municipal Service Incentives (SMSI) grant program, a Projected Batavia Dispatch Budget, and a memo from Darryl Sehm, Chief of Police.

The attached documents are the result of an internal study of consolidating the City of Batavia's police dispatch and records management systems with comparable systems used by the Genesee County Sheriff's Office (GCSO). The consolidation would result in the shutdown of the City's police dispatch operation, i.e., City police would be dispatched by the GCSO. The grant application asks for \$200,000 of funding for the City from the SMSI program.

### **Consolidation of Dispatch and Records Management Systems**

Over the past six months the City has been studying the logistical and financial feasibility of consolidating the City's dispatch and records management system (RMS) with the systems used by Genesee County.

### ***Genesee County Dispatch Center and New World Software***

This summer Genesee County constructed a new public safety building that included a "state of the art" emergency services dispatch center. In addition, Genesee County has acquired new computer aided dispatch (CAD) and RMS software from New World Systems. As mentioned in the attached material, one benefit of having a unified and centralized dispatch and RMS is the sharing of law enforcement information. Currently the City and County have separate and incompatible RMS. Sharing of information is limited to person to person requests. With a single, centralized RMS the same information would be available to all thereby enhancing officer safety through better field information and improving investigative outcomes. There has been concern about inappropriate access to sensitive and confidential information; however both agencies will be able to control access to their own sensitive material.

With the assistance of the GCSO, the City is conducting a controlled demonstration of the New World CAD and RMS software, including mobile software used in police vehicles. The demonstration is

intended to assess the functionality of the New World software as compared to the City's current software (IMPACT). The demonstration is nearly complete and so far no major functional differences between New World and IMPACT have been observed. A final report on the outcome of the demonstration should be complete by the end of November.

The systems differ with respect to the steps or procedures required to achieve the same result. The appearance of user screens and interfaces is different, but the end result is comparable. In all, if the City were to transition to New World system there would be little material change in functionality when compared to the City's IMPACT system. Clearly, it will take time for Batavia police personnel to adjust to the New World system, but adequate training should minimize transition problems. It should be noted that so far the GCSO has reported minimal problems with the implementation of the New World system.

Currently Genesee County dispatches the City Fire Department as well as all volunteer fire and ambulance departments in the County (with the exception of LeRoy). The New World system includes records management for fire and ambulance calls. Currently the City fire department is working with the County Emergency Management Office to create the needed modules for fire and ambulance records management. Eventually the City will discontinue its current fire records management system, Fire House. This transition is at no cost to the City other than employee time to help create the needed modules.

It should be noted that the City will avoid several capital equipment costs with a consolidation of dispatch services. One substantial cost would be the upgrade of the City's current antiquated dispatch hardware. The estimated replacement cost is between \$25,000 - \$50,000.

### ***Batavia Police Station Operations***

Ancillary police service issues emerged while studying consolidated dispatch. For example, currently dispatchers are present in the building when police officers are questioning, interviewing or processing subjects. Dispatchers provide support in terms of visual and verbal contact with the police officer and the subject. They provide a redundant level of safety should the subject become uncooperative or should the officer need to request assistance. On a few occasions dispatchers have assisted police officers with gaining control of disorderly subjects. City dispatchers have no training in restraining or detaining subjects and doing so is not a job requirement. Furthermore, as a matter of liability, the practice is not condoned by City Management. Should the City dispatch consolidate with the County there will be a need, at times, to have an additional officer to assist in monitoring subjects. This may take an officer off patrol and may reduce staffing to a level below four officers on the road. However, the City has two additional law enforcement agencies, Genesee County Sheriff's Department and NYS Trooper Troop "A", abutting the City line and the City can request mutual aid if assistance is needed on patrol.

Lastly, the Police Department would only be open for walk in traffic during business hours. When compared to other municipal services, such as the Clerk's Office, which has considerably more walk in traffic, any resident will still be able to obtain necessary documents in person during the work day or by mail or phone.

## **Financial Impact**

Attached are several documents addressing potential one-time transition costs and the budgetary impacts of consolidating dispatch.

### ***One-time Costs***

The majority of the technology costs (see attachment I, IT Costs) are related to costs the City will incur regardless of consolidating dispatch. For example, the current police department computers (including laptops) and mobile data terminals (MDT's) are all at least 5-7 years old and would have to be replaced over the next few years as their life expectancy have been exceeded and warranties have expired. Most of this cost can be covered by the SMSI grant.

The suggested facility improvements (see attachment I, Facility Costs) consist of better securing the facility such as improving doors and locks, improving outside lighting and security cameras replacing locally monitored cameras so that the dispatch center can monitor the premise. Again, similar to most City facilities capital improvements are in dire need and the suggested facility improvements should have been budgeted in the past. The suggested improvements will be included in the SMSI grant.

The total one-time expenses for the City is approximately \$293,000. The SMSI grant's maximum award is \$200,000 with a 10% local cash match. This would make the City's contribution to the project \$93,000 in order to cover all transition costs. It is suggested that the City designate the City's contribution (\$100,000) from the current fiscal year Contingency Fund to show the commitment of resources to the project.

### ***Projected Budgets***

Attachment J compares next year's projected dispatch budget with a full and partial year consolidation. The total operational savings, with a full year of implementation would be \$196,326. However, considering the amount of technological transition, training and facility improvements it is realistic to assume an October 1, 2008 start date. An October start date would result in a half year implementation savings of approximately \$98,000.

The attached Proposed Dispatch Budget for 2008-09 shows a comparison of the City's dispatch budget with and without consolidation. In the boxed in areas there are two scenarios showing cost savings with different implementation dates. It should be noted that the suggested budget for consolidation includes an additional Records Clerk position during the work day. This position would be needed to assist with walk-in traffic, front desk coverage, process information requests and tickets and assisting with the administering the New World software. Currently there is one (1) police officer that handles almost all police technology, CAD and RMS related issues, however having an additional employee familiar with New World systems would be a substantial benefit if the officer is not available.

In moving forward and implementing consolidated dispatch by October 1, 2008 the City's savings for the FY 2008-2009 budget could be approximately \$98,000. This is equal to a 2.14% tax rate decrease. Furthermore, in FY 2009-2010 the City could achieve another 2.14% tax decrease due to consolidation being fully implemented. Overall, if implemented October 1, 2008 consolidated dispatch would result in 5 year operational savings of approximately \$940,247.

## Personnel

As mentioned in the proposed Intermunicipal Agreement (see attachment E) the County will accept a minimum of two (2) dispatchers the City currently employs. These employees would be laid off by the City and placed on a preferred eligible dispatcher list. Under Civil Service Law the County would then be obligated to hire them as County employees. Dispatchers hired by the County will receive the pay and benefits of a County employee with the same seniority, including all current vacation and sick leave accruals. However, if LeRoy decides to move forward with consolidation before the City, the County may hire one (1) dispatcher (from LeRoy) before the City, and therefore there would only be one (1) position left for a City dispatcher to be hired by the County.

## SMSI Grant Application

Attached is draft resolution authorizing the submission of the grant application, with Genesee County as a co-applicant, and the appropriation of \$100,000 from the Contingency Fund for the project. The grant application is for a total of \$267,500 (\$200,000 City/ \$67,500 County). The grant funding would be used to offset one-time transition costs for consolidated dispatch. Essentially this resolution would act as a letter of intent to the County for moving forward with the project. Even though nothing would prevent the City, if awarded grant funding, to not proceed with the project if the City so desires, NYS would not look favorably on this action and it may count against the City in future grant requests. Of course, budgetary savings would not be achieved if the City chose not to proceed with consolidated dispatch and records management. **It should be noted that if the City does not receive grant funding, the long term financial benefits of consolidation would still outweigh the additional costs that the City would incur. There is a strong case to be made to proceed with consolidation even in the absence of grant support.**

## Conclusion

The City and County's consolidated dispatch efforts have been targeted by the New York State Commission on Local Government Efficiency and Competitiveness. The attached report and letter indicates the City and County have received multiple levels of support for continuing with consolidation efforts suggesting that this project will be looked upon favorably for funding.

Considering the financial condition the City is currently facing, structural changes in operations are needed in order to effectively recover and gain financial solvency. Consolidated dispatch services are common joint service efforts, and have been effectively implemented in Monroe County for over 20 years. In addition, Genesee County has provided dispatching services for the City Fire Department for over 20 years. This consolidation opportunity is optimal for the City because services can be maintained and costs savings can be achieved with no job loss. Consolidating dispatch is fundamental to saving future tax dollars. The police department will have to implement a new records management system, make operational changes and the two law enforcement agencies will have to cooperate and trust each other more in the future. Most importantly, however, **there will be no change in the level of service to residents when calling 9-1-1 for emergency services.**

I recommend to City Council that the City move forward with the grant application submission and with the consolidation of dispatch and records management systems with Genesee County.

<b>NYS Department of State Shared Municipal Services Incentive Grant Program 2007-2008</b>	DO NOT WRITE IN THIS SPACE	
	Application Number	Date Received

**A. Lead Applicant Information**

Name of Municipality: City of Batavia	Federal Tax ID Number: 16-6002535
Name of Chief Elected Official: Council President Frank Ferrando	Municipality Number:
Mailing Address: One Batavia City Centre, Batavia, New York 14020	Telephone Number/Extension: 585-345-6330
	Fax Number: 585-343-8182
Type of Municipality: <input checked="" type="checkbox"/> City <input type="checkbox"/> School District <input type="checkbox"/> Town <input type="checkbox"/> Fire District <input type="checkbox"/> Wage <input type="checkbox"/> BOCES <input type="checkbox"/> County <input type="checkbox"/> Special Improvement District	County or Counties: Genesee
	Senate District(s): 61 <sup>st</sup> Senate District
	Assembly District(s): 139 <sup>th</sup> Assembly District

**B. Lead Applicant Contact Person**

Name of Contact Person: Jason Molino	Telephone Number/Extension: 585-345-6330
Title: City Manager	Fax Number: 585-343-8182
Address: One Batavia City Centre, Batavia, New York 14020	E-Mail Address: jmolino@batavianewyork.com

**C. General Project Information**

Project Title (Not to exceed 20 words):

Batavia – Genesee County Consolidation of Police Information Systems and Dispatch into a Unified County wide System.

Project Description: Provide a brief summary statement that describes the project (Not more than 3 sentences):

Currently Batavia and Genesee County have separate police information systems and have separate dispatch centers. The Genesee County Sheriff's Office has recently moved into a new facility with a state of the art dispatch operations center and is installing a new integrated dispatch and police information system. The project is to merge the Batavia police information system and the Batavia dispatch operations into a county wide unified dispatch and information system.

Name of Lead Applicant: City of Batavia

**D. Co-Applicants: Other Municipalities Participating in the Grant Application**

(1) Co-Applicant Municipality: Genesee County  
Contact Person: Laurie Itjen

Federal Tax ID Number: 166002560

Address: 7 Main Street, Batavia, New York 14020

Telephone Number/Extension: 585-344-2550 ext 2204

Type of Municipality:  
 City       School District  
 Town       Fire District

Fax Number: 585-344-8582

Village       BOCES  
 County       Special Improvement District

E-Mail Address: litjen@co.genesee.ny.us

(2) Co-Applicant Municipality:

Federal Tax ID Number:

Address:

Telephone Number/Extension:

Type of Municipality:  
 City       School District  
 Town       Fire District

Fax Number:

Village       BOCES  
 County       Special Improvement District

E-Mail Address:

(3) Co-Applicant Municipality:

Federal Tax ID Number:

Address:

Telephone Number/Extension:

Type of Municipality:  
 City       School District  
 Town       Fire District

Fax Number:

Village       BOCES  
 County       Special Improvement District

E-Mail Address:

**Copy sheet as necessary to include information on additional Co-Applicants.**

Name of Lead Applicant: City of Batavia

**Part E. Intermunicipal Agreements (IMA) - See attached**

Attach a copy of any existing intermunicipal agreements or draft agreements that have been entered into for this grant application. If you do not have an intermunicipal agreement, provide a description of the Intermunicipal agreements that will be necessary to carry out the proposed activity. See application guidance for details.

**Part F. Work Program – See attached**

The applicant must attach to the application a detailed work program. The work program must contain the following information:

- A detailed description of the proposed activity.
- Specific needs to be addressed by the proposed activity.
- Objectives to be achieved by the proposed activity.
- A list of the tasks to be undertaken to accomplish the proposed activity.
- A project schedule and time line; include the proposed start date, a schedule for the completion of component tasks, and the expected date of completion.
- Maps of service area(s)
- List of grants or projects completed

Proposed Start Date:

Expected Completion Date:

**Part G. Grant Criteria Response – See attached**

The applicant must attach to the application an explanation of how the proposed activity is consistent with the specific grant selection criteria outlined in the application criteria. Applications are scored and points awarded for responses to the criteria. Answer all criteria.

**Part H. Budget Summary**

Total Project Cost:

Batavia = \$293,088

Genesee County = \$75,000

Amount of Grant Requested:

Batavia = \$200,000

Genesee County = \$67,500

Amount of Local Share:

Batavia = \$93,088

Genesee County = 7,500

Total Travel Costs:

Total Costs Supplies, Materials & Equipment:

Total Costs of Contractual Services:

Total Capital Costs:

Name of Lead Applicant:

**Part I. Budget Detail for Task # \_\_\_\_\_**

**Travel:**

Purpose	Destination	Mode	Estimated Trip Cost Calculation

**Supplies, Materials and Equipment:**

Item	Quantity	Estimated Cost

**Contractual Services:**

Type of Service	Estimated Cost

**Capital Costs: Attach cost estimates for expenses to be incurred during this task.**

Type of Service	Estimated Cost

Copy this page as necessary to include budget information on additional tasks.

Name of Lead Applicant: City of Batavia

### Part J. Estimated Cost Savings

\*\*\* Should be exclusive of the cost of the SMSI grant or any other grant. Savings should be estimated as future savings that will be realized due to the consolidation of services. For example, if two towns receive a \$300,000 grant for a shared paint striper, the savings cannot include the \$300,000 grant. It may only include the resources saved by having a more efficient shared paint striping process, such as the reduction in associated personnel costs. Savings will not be estimated based upon State resources that a municipality substitutes for local resources for purchase of a piece of equipment.

**Five Year Savings Estimate:**

Year 1 \$196,326

**Assumptions:**

one time costs of \$293,000 paid \$200,000 SMSI and \$93,000 from prior year contingency

Inflationary increase of 2.5%

Year 2 \$201,234

Year 3 \$206,265

Year 4 \$211,421

Year 5 \$216,707

Five Year Total \$1,031,954

Five Year Savings per Grant Dollar Invested

Five Year Total

Expected SMSI Grant

Savings per SMSI Dollar Ratio

### Part K. Reasonableness of Cost Certification

By submission of this application under the 2007-2008 Shared Municipal Services Incentive Grant Program, the Applicant hereby certifies that all components of the requested Total Project Costs are reasonable and necessary for the conduct of the proposed project, and that prudent analysis has been undertaken to insure that all costs are consistent with current prevailing costs for such goods or services in the geographic area benefiting from the project. Please describe how you determined reasonableness of cost and demonstrate that the Lead Applicant has the ability to sustain and complete the project within the parameters of the standard cost reimbursement contract. Attach additional sheets if necessary.

Name of Lead Applicant: City of Batavia

### **Part L Municipal Resolution and Certification – See Attached**

The Lead Applicant and all Co-applicants shall submit with the application copies of the resolutions in support of this grant application.

- Resolutions are attached/included with this application.

I hereby affirm under penalty of perjury that information provided on this form and attached statements and exhibits is true to the best of my knowledge and belief. False statements made herein are punishable as a Class A misdemeanor pursuant to Section 210.45 of the Penal law.

(Print Name)

(Print Title)

(Signature)

(Date)

### **Part M. Application Submission Checklist**

The application packet should include the original application form with Parts D through Part M completed and **four** copies should be submitted to Department of State.

- Completed Application
- Extra Sheets containing information on additional Co-Applicants, if applicable (Part D attachments)
- Intermunicipal Agreements (Part E attachments)
- Work Program (Part F attachments)
- Grant Criteria Response (Part G attachments)
- Budget Details (Part I attachments)
- Estimated Cost Savings (Part ) attachments)
- Reasonableness of Cost Certification (Part K attachments)
- Municipal Resolutions (Part L attachments)

# **Draft Draft Draft Draft**

## **Issues for City-County Discussion & Agreement**

**Revised 9/4/2007**

### **Definitions**

1. **System** – The New World CAD/RMS computer system. Individually, the components of the system will be referred to as the CAD system, or just CAD, and the RMS.
2. **Agency Administrator** – The City of Batavia employee designated as the daily manager of New World operations, both RMS and CAD. This person is responsible for the overall support and operation of the system as used by the City.
3. **System Administrator** – The Genesee County employee designated as the daily manager of New World operations, both RMS and CAD. This person is responsible for the overall support and operation of the system.
4. **Center Manager** – The Genesee County employee responsible for the day-to-day management and operation of the dispatch center.
5. **BPD** – Batavia Police department
6. **GCSO** – Genesee County Sheriff's Office

### **General Issues**

7. **County Costs**
  - Support and maintenance for all system software
  - All system licenses
  - All costs associated with dispatch operations
8. **City Costs**
  - New computers for BPD Headquarters
  - Monthly charges for Verizon Air Cards for all BPD vehicles with MDT's
  - New MDT's for BPD vehicles
  - Maintenance of MDT's and computers at BPD Headquarters
  - All costs associated with connecting computers in BPD Headquarters to system servers on the County's network
9. **Data Conversion** – The County agrees to populate the system with both CAD and RMS data from the City's IMPACT system. The City will pay the full cost of importing IMPACT data into the system. The

County will work with New World to insure that the data is imported properly and made available consistent with agreed upon security.

10. **Administrators** – The City will designate an Agency Administrator as the point of contact for all system issues. This person will be responsible for the day to day management of the system as used by the City. The County will designate a System Administrator who will be the point of contact for all system issues. See definitions above.
11. **New World Installation** – The County will work closely with the Agency Administrator to perform the initial installation of system software on all City computers in order to transfer knowledge about the installation process to the City. The County will be responsible for final testing of initial installations and will ensure proper operation. The City agrees to assist the County with new releases, testing, enhancements, program fixes, and modifications involving City computers, although the County retains final responsibility for the proper operation of system software on those computers.
12. **City Requests for Changes & Enhancements** - The City may, from time to time, request changes or enhancements for the system. The Agency Administrator will direct requests to the System Administrator, who will submit them to New World for cost estimates. Upon receipt of a cost estimate and verification that funds are available the Agency Administrator and the System Administrator must agree that the change is acceptable before it is implemented. If there is no agreement, the matter shall be referred to the Chief of Police and the Genesee County Sheriff. If the Chief and the Sheriff cannot agree, the matter will be referred to the Enhanced 911 Operations Board.
13. **County Requests for Changes & Enhancements** - The County may, from time to time, propose changes or enhancements for the system. The System Administrator will submit them to New World for cost estimates. Upon receipt of a cost estimate and verification that funds are available the Agency Administrator and the System Administrator must agree that the change is acceptable before it is implemented. If there is no agreement, the matter shall be referred to the Chief of Police and the Genesee County Sheriff. If the Chief and the Sheriff cannot agree, the matter will be referred to the Enhanced 911 Operations Board.
14. **Funding Changes & Enhancements** – Decisions on funding changes and enhancements requested by the City will NOT depend on the availability of funds from the County. If a change is approved, but County funds are not available, the City may fund the change or obtain funds from an outside source. Changes and enhancements proposed by the County will be funded by the County.
15. **City Computers** – The City agrees that the computers on which the system is installed will conform to hardware and software requirements set forth by the County. In particular, the County must approve the security software and protocols used by the City for both fixed and mobile units. The approval shall not be unreasonably withheld.
16. **Agreement** – The City and County will enter into a user agreement that will define the relationship between them relative to the City's participation in the system. The term of the agreement shall be twenty (20) years. After 20 years the agreement will automatically renew annually unless either party provides six (6) months notice of termination. The agreement may be modified or amended through the production of a document duly executed by both parties.
17. **Termination** – The City may terminate the agreement with six (6) months notice. The County reserves the right to purge all of the City's records from the system upon termination. Upon notice of termination, the County will work with the City to transfer City records, but the City will bear any costs associated with the transfer. The County will not be obligated to restore City records should the City choose to resume its participation at some later time.
18. **Public Education** – The City and the County will engage in a public education campaign to inform the public of any changes relative to police services. The campaign will include newspaper articles, joint

press releases, and joint press conferences. Both parties will make every effort to provide uniform information.

## **RMS Issues**

19. **Data Security** – The City will have exclusive and full control over access to City data, i.e., only the City will have the ability to apply security to sensitive and confidential City records. Examples include investigation tracking and case management records, sealed and juvenile records, and report narratives associated with these records. The City agrees to share all other records with other participants in the system.
20. **Initial Training** – The County will provide RMS training for up to 35 people. Training will be provided for both mobile and fixed station users. The County will provide CAD training for up to 5 City employees if BPD dispatching is still a City function at the time the training is required.
21. **Ongoing Training** – The County will make RMS training offered in the County available to City employees at no charge. The City will be responsible for the initial training of BPD new hires.
22. **Network Connectivity** – The City will be responsible for the cost of any hardware or software necessary to connect computers at BPD Headquarters and MDT's to the system servers on the County's network. The City will pay for supporting and maintaining the connection between these computers and the County's network.
23. **Problem Reporting** – The Agency Administrator will promptly report to the System Administrator on all system malfunctions, breakdowns, failures, or other performance problems and procedural difficulties. Upon request from the System Administrator, the Agency Administrator will generate written narrative reports of any problem. If the City believes that an unresolved problem is not being resolved in a timely manner the problem will be referred to the Center Manager. If the City continues to believe the problem is not being resolved in a timely manner, the situation will be referred to the BPD Chief of Police and the Genesee County Sheriff. After consulting with staff, they will determine a course of action for resolving the problem.
24. **City Use of New World** – The City will adhere to County protocols, policies, procedures, and security requirements for the use and operation of the System. The County will issue these policies and procedures in writing after consulting with the City.
25. **End User Support** – The City will provide support to its employees for the day-to-day use of the system.

## **Dispatch Related Issues**

26. **Dispatch Protocols & Procedures** – The BPD Chief of Police shall determine dispatch protocols and procedures for BPD units. The Chief may change these protocols and procedures from time to time by notifying the Center Manager in writing (email or paper). The Genesee County Sheriff and the BPD Chief of Police shall make every effort to standardize policies, procedures, and practices.