

# ***Consolidated Emergency Dispatch***

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## ***Recommendations for Implementation***

Town of Trumbull, Connecticut

October 2013

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## Introduction

On August 5, 2013, the Trumbull Town Council approved an Amended Resolution TC24-149, which was submitted by First Selectman Tim Herbst. The resolution established a "Task Force" for the purpose of evaluating options and providing recommendations for establishing a unified, centralized dispatch center for the town's emergency services, to include police, fire and emergency medical services. The group was given a ninety (90) day deadline for submission of the report to determine how this task could be accomplished.

RESOLUTION TC24-149 AS AMENDED: BE IT RESOLVED,

That a task force shall be empanelled comprised of the Deputy Chief of Police Glenn Byrnes, the Deputy Director of Emergency Management William Chiarenzelli, the Chief of the Emergency Medical Service Joseph Laucella and a representative from the Trumbull Volunteer Fire Departments, Long Hill Fire Department Chief Douglas Bogen;

WHEREAS, the importance of a centralized emergency communications system between Police, Fire and Emergency Medical Services is recognized;

WHEREAS, a unified, centralized emergency communications system between Police, Fire and EMS services better serves and protects the general public; and

NOW THEREFORE, That said four person task force shall be charged with making a recommendation to the First Selectman and Trumbull Town Council within the next 90 days for the creation and implementation of a unified, centralized emergency communication system between Police, Fire, and Emergency Medical Services.

The appointed members of the Task Force brought together a variety of backgrounds and experience, with many years dedicated to each discipline of the emergency services. Through numerous meetings and discussion, various models of communication centers were evaluated, to determine what options would best serve the emergency services in the Town of Trumbull as well as provide the most efficient dispatching service for the town.

Members of this group also solicited input from the personnel within their respective agencies, specifically those who had worked on this project in the past or who had served on the Central Emergency Dispatch Commission (CEDC).

In addition, information was collected from several other dispatch centers in the surrounding area, through telephone interviews, review of reports and studies, and/or personal visits in some cases. Some of the centers that were included in this evaluation were those located in: Stratford, Milford, Fairfield, Shelton, Newtown, Monroe, Easton, Danbury and West Haven. Many of these centers already have a consolidated operation and dispatch for all three (3) emergency services.

Some operational documents and financial records from these towns were compared for a more complete understanding of the personnel structure and supervision that is provided for each.

Other reports, studies, and evaluations were reviewed for the purpose of obtaining pertinent information that was deemed useful for this project. These include several studies regarding Public Safety Answering Point (PSAP) consolidation, a feasibility study for Connecticut's statewide consolidation, and other assessments of local dispatch centers in the state.

In order to meet the time limits set forth in the resolution, the goal of this Task Force was limited to identifying a concept for a unified dispatch center, with a limited number of options or alternatives. The study focused on one concept that was considered most logical, practical, and would be most likely to meet the needs of each of the emergency services. When the decision is made to pursue the suggested conceptual plan, many details would need to be resolved and various options evaluated for the final agreement amongst all those involved.

For the purpose of this report, the term "consolidated" or "unified" refers to the combined emergency services of one town, unless noted otherwise and discussed in terms of a "regional" project. The terms "dispatch center" and "center" are used interchangeably with "communication center."

In the world of emergency services, the role of the dispatcher is often overlooked and not considered as glamorous as those workers who operate in the field. The dispatcher is normally relegated to that of a secretary or telephone operator, merely providing clerical service for residents who call with a complaint or need for some other urgent attention.

In fact, the actions of the emergency services dispatcher may have a profound and substantial effect on the outcome of an incident in the field, and could seriously impact the safety of those emergency responders if critical information is not relayed to them as they approach dangerous situations and hazardous environments. Recent examples broadcast in the local and national news media include active shooters, one only several months ago and a few miles away, and active fires, one just two years ago in our neighboring city that claimed the lives of two firefighters.

The expected advantages of consolidating the dispatching services into one unified communication center would seem obvious. They include:

- Service level improvements, to include the reduction or elimination of 911 call transfers to improve response times and lower the potential for human and technology errors.
- Quicker call processing and dispatch times, which should result in faster on-scene times for field personnel.
- Sharing of physical space enables the communication between call takers and dispatchers to be virtually instantaneous.
- A single unified communication center allows for efficient resource management during major incidents from a single location rather than being fragmented among multiple locations.
- In a consolidated environment, all the participating agencies benefit from the shared technology, improved training, and additional availability of resources that may not have been financially feasible in an independent operation.
- Cost savings that may result from the elimination of redundant and expensive technology, as well as the opportunity to reduce the number of personnel dedicated to the dispatching function at multiple locations.

## **Background**

The idea of a unified dispatch center for Trumbull's emergency services is not new. The Town established the original Central Emergency Dispatch Commission (CEDC) in 1989 through the Town Council Resolution TC12-270. This nine member board included representatives of all three of the emergency services, along with individuals appointed by the First Selectman and the Town Council.

One of the first tasks for this commission was to improve the dispatch service for the three (3) Trumbull fire departments, and the Trumbull Emergency Medical Service (EMS). In addition, new equipment was being implemented for the new 911 system and the installation required planning and coordination to accommodate the dispatch needs of all the emergency services.

Several years earlier, in 1982, the State of Connecticut formed the Department of Statewide Emergency Telecommunications (DSET) which had worked to standardize the statewide 911 system. The CEDC took on the responsibility for this task as well.

The CEDC members were successful in accomplishing their mission of creating the Trumbull Regional Dispatch Center (TRDC), located in police headquarters, for the purpose of dispatching Trumbull EMS and the three (3) Trumbull fire departments. This model remained in place for many years, and is described in more detail later in this report.

Although the CEDC stopped meeting at some point after the creation of TRDC, the group was reformed with new members and began meeting again the November 2006. The primary objective of the Commission was to establish a unified dispatch center for Trumbull's emergency services.

Just two years later, in September 2008, representatives of the Monroe Police Department obtained funding from DSET to explore the concept of a regional, multi-town PSAP consolidation that would include the towns of Monroe, Easton, and Trumbull. Officials for all three (3) towns agreed to pursue this project and the opportunity to obtain additional State funding for the construction and operation of such a combined dispatch center.

Oliver Associates of Orange, Connecticut, began a feasibility study in March 2009, and additional federal funding was requested in 2010 to offset the cost of construction for the new center. When the federal funding request was not approved, the project was tabled and the CEDC board again turned its focus toward finding a common dispatch solution for the Town of Trumbull. The CEDC meetings were suspended in 2012 after the loss of several members and the Board's inability to establish consensus between the agencies.

## **Current Operation and Organization**

For the Town of Trumbull, the State authorized Public Safety Answering Point (PSAP) is the police department. The PSAP is located on the main floor of police headquarters at 158 Edison Road, in the town of Trumbull. All E911 telephone calls are received by the police dispatch center as well as several ten-digit telephone lines for various offices within the department, including the main police information line. The Trumbull PSAP receives more than 10,000 E911 calls annually. The number of administrative telephone calls received is unknown.

This center also provides the radio dispatch service for the police department, which includes radio communication for the Animal Control Officer and the Park Ranger patrol vehicles. Various other radios are monitored within this center, some of which include: the Fairfield County police "Hotline," several DEMHS channels, the Trumbull Emergency Management frequency, FAPERN, CSPERN, and the ITAC/ICALL regional public safety communication channels.

There are other radio frequencies that are available for use in this center, but are not normally monitored or routinely used for broadcast. They include: Trumbull Department of Public Works (DPW), Trumbull EMS, Trumbull Fire Departments, and the Bridgeport Police Department.

The dispatch personnel in this center use several computers, monitors, and large screen displays for the daily operation of police communications, which include:

1. COLLECT/ NCIC, State and Federal criminal information databases
2. Computer Aided Dispatch (CAD) module of the police records management system for logging complaints and emergency calls-for-service
3. A full-screen CAD status view for monitoring all vehicles and current activity
4. CAD map view of active incidents and emergency vehicle locations
5. The E911/ Palladium information screen for emergency call detail
6. E911 map for geographic information related to incoming emergency calls
7. Several CCTV monitors for cameras inside and outside the building, including the prisoner processing room and cellblock detention areas.

In addition to the telephone and radio systems that are used in the center, the dispatch personnel are required to greet all visitors who enter the front doors of the police department at the walk-up window that faces the lobby. Since it is a secured building, visitors are allowed access and directed to other areas of the building on an individual basis, for business purposes only. Complaints being made for police attention are normally taken by officers who respond to the lobby directly to meet the complainants.

The police dispatch center is always staffed by a minimum of two (2) police department employees, normally one (1) police officer and one (1) civilian dispatcher. By requirement of the police collective bargaining agreement, the center is always staffed with one (1) police officer and, at times, a second officer will be used to fill-in for the civilian dispatcher if they are absent.

Officers may choose an assignment as a Communications Officer, based on department seniority, every six (6) months. Three (3) Communications Officers are scheduled on each of the three (3) shifts, for a total of nine (9), to cover a twenty-four hour day, seven days per week. If any one of the nine (9) positions is not chosen during the selection period, an officer(s) is assigned to cover this position for a six (6) month period.

Supervision for the center's operation is divided amongst the Patrol supervisors on each of the three (3) daily shifts. This may be a sergeant or a lieutenant; a minimum of one Patrol supervisor is scheduled on every eight-hour shift. Administrative oversight is provided by the Records Division supervisor, a sergeant, who acts as the PSAP Coordinator.

Additional services, including scheduling, training, payroll processing, purchasing, and Information Technology (I.T.) support, are all provided through the Town and other employees within the police department.

All expenses incurred by the operation of this communication center are processed through the police department budget. Although the largest expense for the operation of this center is personnel, it is difficult to calculate the exact salary costs since the 24/7 coverage for one position is provided by nine (9) officers who split their work weeks between dispatching and patrol duties.

When E911 calls are received by the PSAP, a determination is made as to the primary destination for the call. Police matters are handled by the police department dispatch personnel, who will obtain all pertinent information and deploy the necessary resources. Trumbull Police, for the past three (3) years, have averaged about 18,300 calls for service annually.

Any request for emergency medical services will dictate that the caller be transferred to the Southwest Central Medical Emergency Dispatch (CMED) center, located at Bridgeport Hospital. Police personnel will continue to monitor the call to assess whether an officer will also be dispatched as the medical "first responder," based on the department's medical response policy. CMED dispatchers then notify the on-duty Trumbull EMS ambulance crew or a mutual aid ambulance service, if necessary. The Town receives approximately 4,000 calls for emergency medical services annually.

Trumbull EMS has contracted with CMED for dispatch services since October 15, 2012 for an annual cost of approximately \$50,000. That center provides Emergency Medical Dispatch (EMD) pre-arrival instructions, Quality Assurance (QA) reporting, and other services that are required by C.G.S. 28-25b. Being the regional center that provides hospital communication for all emergency medical providers in the area, CMED is well positioned to coordinate mutual aid requests and responses.

Any emergency call received at the Trumbull PSAP that requires a fire department response will be transferred to the TRDC, where the appropriate fire department(s) will be dispatched. This center is located in police headquarters, within the same building as the police communications center, but in a separate, secured area with no direct access between the two.

For the Town of Trumbull, TRDC provides dispatching services for the three (3) fire departments: Long Hill FD, Trumbull Center FD, and the Nichols FD. The center also receives administrative and emergency calls on several ten-digit telephone lines, and dispatchers provide paging services for fire personnel to supplement the information that is broadcast on the fire radio frequency.

The TRDC center is staffed on a twenty-four hour basis with two (2) employees who are trained and certified as Public Safety Telecommunicators, as required by Connecticut General Statutes. This is the same certification held by all dispatch personnel included in all three centers discussed in this report. The TRDC is supervised by a civilian director who manages the daily operation and provides all administrative support functions, such as scheduling and payroll.

The TRDC is funded by the town's three (3) fire districts, which operate independent of Trumbull's municipal government and which have their own taxing authority. The TRDC operating budget for the 2013 fiscal year was approximately \$600,000. The center dispatches approximately 1,200 calls for the three (3) fire departments annually.

At the time of this report, the Trumbull fire departments are exploring alternatives for their dispatching service, including the possibility of contracting with a private vendor at another location. A "Request for Proposal" (RFP) was issued for this purpose, and a decision is expected to be made in the near future.

## Assessment of Current PSAP Operation

### A. Facility

The current location of the Trumbull PSAP within the police department headquarters has been time-tested and has served the Town well since the building was constructed in 1980. The communications center is situated in one secured room, approximately 18' x 24', on the first floor of the building, removed from all exterior walls. Ballistic glass provides a service window partition between this room and the public lobby at the front of the building. The center meets all the physical requirements for a PSAP as detailed in C.G.S. 28-27.

The space is adequate inside the facility for current needs and future expansion and sufficient parking is available for the nominal number of spaces that are needed for dispatch personnel. Some planning and design work has already begun for the anticipated update and expansion of the communications area to accommodate additional positions and to make use of adjoining office space that is currently underutilized.

The center's radio and telephone systems are housed in utility rooms that are located on the lower basement level of the building, with service access provided via conduit between the two floors. Emergency power is provided for the center by an in-house generator and UPS system. All utilities are funded through the police department's budget, with maintenance provided and paid by the Town's Department of Public Works.

The HVAC system in the Communications Center is considered to be inadequate for future operations and expansion, due to the serious fluctuations of temperature throughout the day and night hours and the need for an increased number of heat-generating computers and electronics that will be required.

The existing two dispatch positions operate on a Motorola *Centracom Gold Series* console that is approximately twenty (20) years old. This console uses push-button style controls and has been discontinued by the manufacturer. Several computers and monitors are located on and around the console as equipment has been added for new systems over the years.

By the nature of the law enforcement service, the cellblock and prisoner processing areas are essential components of a police building. In Trumbull, the police building has eight (8) traditional cells, in addition to the booking area and the secured "sally port" entry garage. Whenever prisoners are being detained, the personnel in the Communication Center are required to monitor them through the use of video and audio devices mounted in the center.

## B. Technology

The Trumbull PSAP currently has the radio equipment for all three (3) emergency services, including fire and EMS, as well as an existing radio transmission tower for these frequencies located immediately alongside the building. Although officials from each of the emergency services have expressed concern over their respective radio systems and the need for improvements and upgrades, that subject is beyond the scope of this report and will not be covered here.

In addition to the E911 trunk lines, the PSAP is already connected the State's high speed fiber Public Safety Data Network (PSDN) that will serve the future needs of the Communications Center. Numerous telephone lines also feed into the police PSAP for non-emergency and administrative purposes. All radio transmissions and incoming telephone lines are captured by a *Verint AudioLog* recording unit that is housed in the adjoining Records Division office and accessed by authorized users through the department's data network.

In the current configuration, the officers and dispatchers in the police department's Communications Center serve as the "switchboard" operators for police headquarters. Without direct dial telephone line extensions for the police department, all in-coming calls are answered in the PSAP. The calls handled in the center should be limited to those that are essential to the operation of the emergency services and the deployment of resources to provide that service, particularly with the expectation of an increased call volume in a consolidated center.

The existing PSAP should be relieved of the switchboard operation either by the incorporation of a newly designed telephone system that allows for direct dialing to each office in the police department, or through the implementation of an "auto-attendant" feature to sort and redirect routine calls to their desired destination.

The police department currently uses a records management system from *NexGen Public Safety Solutions*, which includes a module for computer aided dispatch (CAD). This application is provided at both of the dispatch positions and provides a call-taker data entry screen, a full-screen CAD display for tracking unit status, and a mapping view for incident locations and automated vehicle location (AVL). The police patrol vehicles are equipped with mobile data terminals (MDTs) and access a mobile reporting module through the use of cellular modems for data and GPS.

The *NexGen* CAD module is capable of supporting fire and EMS dispatching and interfaces with third party systems such as *FIREHOUSE Software* and *emsCharts*, both of which are being used in Trumbull. By continuing and extending the technology now in operation with the police department, both fire and EMS vehicles could take advantage

of this system to provide dispatching services and mobile data communication. With additional effort to leverage the resources already available within the Town, the CAD system could be expanded to include GIS data and enhanced mapping features to be utilized by emergency responders, e.g. hydrant locations.

### C. Personnel

The Trumbull PSAP, located in the police Communications Center, is normally staffed by one (1) police officer and one (1) civilian dispatcher. The officers are members of the police union, Local 1745 of AFSCME Council 15. The collective bargaining agreement for the officers includes provisions that cover the assignment of one "Communications Officer" for each shift, and the schedule (on/off rotation) that each officer works for his chosen six-month shift.

During each shift selection process, an officer who chooses the Communications assignment is immediately scheduled for training, as required by C.G.S. 28-30. This training includes: the Public Safety Telecommunicator course, the AT&T E911 system familiarization program, and the NCIC/COLLECT certification course, which are normally scheduled over a two (2) week period. Additional online training is also provided for the required NIMS courses, and soon a three (3) day Emergency Medical Dispatch (EMD) course will be added. After this training and the initial six-month assignment, an officer may choose not to continue in this position and may never work in the Communications Center again.

This process for police officers serving in the Communications Center creates turnover at an unreasonable and unnecessary rate that is inefficient, with an extraordinary amount of work time lost to training for what could be a somewhat temporary assignment. It also results in the placement of officers, sometimes compelled, in an assignment for which they may not be well suited. This works against the desired objective to establish a consolidated emergency communications center staffed by dedicated long-term professionals.

The civilians who work in the PSAP are all police department employees and members of the UPSEU, Local 424, unit 7 (MATE). Although this contract designates the number of hours each of the dispatchers will work each week, there is no language that addresses the schedule or shift rotation (days on/off).

In the short term, the union contracts mandate that these employees remain in place unless and until an agreement is reached through negotiations for other personnel arrangements.

As described earlier, the supervision provided for the PSAP is now divided amongst operational (Patrol Division) and administrative (Records Division) supervisors in the police department. There is no one person that is responsible for the overall function of the Communications Center, an absolute necessity when considering expansion for inclusion of all the emergency services.

Furthermore, the lack of policy and procedural documents for dispatching protocols lend to inconsistent practices between each of the shifts. It is the experience and knowledge of the regularly assigned personnel in the center, both sworn and civilian, that allows for the successful operation of the center on a daily basis. This will not be the case if new personnel are introduced into the center with the additional, expanded responsibilities.

#### D. Call Processing

The existing E911 system that includes three (3) centers handling some portion of the Town's emergency dispatching is cumbersome and inefficient. The PSAP personnel are burdened with the process of receiving and transferring calls to other centers, then initiating an additional telephone call if all three services are required for an emergency response.

This process creates unnecessary delays and requires the callers and dispatchers to repeat information and duplicate messages, all of which make it susceptible to errors. The current system not only makes communication more difficult, but much more complicated and costly.

Any modification to the current system should establish new standards to streamline and expedite call processing, from the time the call is received through the time the emergency responders arrive at the designated location. Consideration should be given to exploring accreditation for the center as a way to establish and maintain these standards, from one of the various professional organizations that provide such a certification, such as the *International Academies of Emergency Dispatch* (IAED), or the *Association of Public-Safety Communications Officials* (APCO).

## Recommendations

### A. Short Term

1. The Communications Center should remain in its current location at police headquarters. This building is just over thirty (30) years old and has essentially all of the necessary and/ or required systems in place already. This includes a dedicated and fully equipped room that is currently used for police dispatch, an emergency generator, an uninterruptible power supply (UPS), telephone and radio systems for all three emergency services, and computer networking with an existing computer aided dispatching (CAD) system, as well as access to the State's latest Public Safety Data Network.
2. Redesign the existing center to accommodate the additional personnel and technology necessary for receiving and processing calls for all three emergency services. This would include four (4) dispatch workstations equipped with an identical array of computer, telephone and radio consoles to facilitate the interchangeable operation of cross-trained call-taker/ dispatchers. Preliminary plans have already been obtained by the police department for this purpose and have determined that the existing dispatch room can accommodate the four (4) positions as proposed. Although there is a cost estimate included for these proposed renovations, there is no timeline provided for completion of the project.
3. Identify a new Communications Director to assume the responsibility for the new center. This person will guide and coordinate the transition of personnel and systems during the renovation of the new center, facilitate the relocation of fire and EMS dispatching to the consolidated center, then guide the operation of the new center by:
  - a. Establishing the necessary policy and procedures,
  - b. Providing a training and certification process, and
  - c. Acting as liaison with representatives of each of the emergency services.

The position may be well served by a civilian employee, rather than a sworn police officer, with experience supervising an emergency dispatch center. The new employee, appointed within the police department as a division head, would potentially be capable of supporting other duties in the department, dependent upon the qualifications that exist. A ranking officer with a diverse background within the emergency services would also be capable of fulfilling this position as well.

4. Although this new Director would work under the hierarchy of the police department, it will be necessary to establish a multi-agency Policy Board consisting of one representative from each of the emergency services, and a member of the Office of Emergency Management. These individuals would provide the Director all relevant procedural material that is necessary for the dispatching needs of their respective services. These members would also serve as the sole liaison between each service and the Director for policy issues, complaints, procedural changes, etc. It is recommended that this Board meet monthly after the new center is created to discuss and resolve any routine matters for that period. Urgent matters would be handled on a daily basis.
5. Continue the relocation of the fire dispatching service from the police building to an outside provider in order to maintain a continuity of service during renovation of the existing police dispatch room. The current fire dispatch room is tentatively planned to be used as "swing space" during the renovation to utilize the existing consoles and equipment. Later, it remains to be determined what components will be used or repurposed in the new center, e.g. E911 system.
6. Approve the design plans, obtain funding, and begin the renovations for the new center. Transitional planning and execution will require experienced project managers and dedicated I.T. personnel for this complex process and to ensure no interruption of service.
7. Negotiate a long-term funding model or formula for the three (3) fire districts to pay the Town, on a predetermined schedule, for providing the dispatch service. This funding would need to include consideration for all aspects of the service provided by the Town, including: personnel, utilities, technical support, CAD software licensing, systems maintenance, etc. The Town would be expected to assume all financial responsibility for the expenses related to the physical structure of the center.
8. Add personnel to staff the third position in the newly renovated PSAP, with the primary responsibility for fire and EMS call-taking and dispatching. Although the combined call volume would not dictate the need for a two stage operation, with separate and exclusive call-taker and dispatcher functions, some division of duties would be prudent, i.e. the police officer should be responsible for the police radio communications.

The Town will have to consider two (2) options for this position:

- a. Hire additional full-time and part-time Town employees to provide this coverage on a 24/7 basis. With this option, the full-time employees would likely mirror those currently staffing the civilian position under the police department and will also be part of the MATE union. By merging schedules with those existing employees, alternate rotations may be used to minimize the number of additional employees needed for this coverage. The cost to the Town for these additional employees is estimated to be approximately \$300,000 annually.
- b. Contract with an outside agency to provide personnel that are specifically trained and certified for the purpose of dispatching emergency services. Entering into such a contract for a defined period of time may serve the Town's interest when negotiating reimbursement from the Town's three (3) fire districts. Also, each of the three (3) fire districts may consider this option more desirable in order to clearly define the cost of the service, rather than calculating percentages of various expenses. A contract for personnel services to fill this position is estimated at \$240,000 per year.

Following the initial transition, it is recommended that the Town staff all three (3) positions on all three (3) shifts in order to attain a level of confidence and familiarity in the new multi-agency environment. In the future, the third employee may not be necessary on the midnight shift unless the Town decides to pursue a larger plan to expand the center, as described below.

## B. Long Term

9. Transition the police department's Communications Officers out of the dispatching function and into other roles in the police service, through union negotiations. The officers in this position, as it currently exists, serve no purpose that is required for a sworn police officer, and the personnel are far better utilized to bolster the patrol force in the field. The Communications Officers' duties are essentially interchangeable with the civilian dispatchers, yet they carry a certification level and pay grade that is significantly higher than required for this position. While it should not be the primary consideration, redeployment of the sworn personnel provides the Town with a potential savings of over \$200,000 annually.

This transition of the officer from the dispatch function, and the full civilianization of the center would have other implications regarding scheduling and supervision that would have to be addressed as well. They include:

- a. The benefit of adjusting the civilians' workweek schedules for a more evenly balanced and efficient distribution of employees and work hours. This could be accomplished by utilizing a more common schedule used in emergency services, such as a 5/2:5/3 rotation, along with an alternating "relief" shift.
- b. The requirement to provide for an on-duty supervisor inside the police building on a 24-hour basis. This is necessary not only for the various demands of the police service, but to provide supervision for the Communications Center after regular business hours, on weekends, holidays, and in the absence of the Director. By negotiating a change to the supervisors' schedule, as described above, the impact of the additional personnel could be minimized.

10. In 2010, the State of Connecticut put forth legislation (P.A. 10-125) that would have mandated cities and towns to consolidate (combine) their PSAP operations by grouping a minimum of three (3) municipalities, by July 1, 2016. Although this legislation did not become law, the State continues to show a strong desire for regional or multi-town PSAP consolidation. For this reason, any plans for the future of the Trumbull PSAP should take into consideration the possibility of regionalization, starting with the Trumbull-Monroe-Easton project that was explored and studied by Oliver Associates from 2009 to 2011. At that time, the major cost benefit for the consolidation was an annual State subsidy of about \$200,000 annually, in addition to other funding that is available for renovations. This should not be dismissed, since Monroe, Easton and Trumbull all share similar issues with emergency dispatch, and the combined call volume would not be unmanageable.

## Conclusion

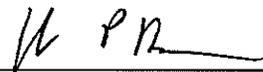
There is no doubt that one consolidated dispatch center for police, fire and EMS in Trumbull would enhance the quality of communications, provide a more efficient operation, and improve the service provided.

In summary, it is recommended that the Town:

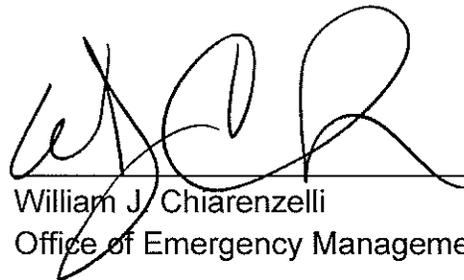
1. Maintain the PSAP in its current location in police headquarters
2. Redesign the current center to accommodate future needs
3. Identify and appoint a new Communications Director
4. Form a multi-agency Policy Board
5. Continue the temporary relocation of fire dispatch
6. Obtain funding and perform renovations
7. Determine funding model to be used between the fire departments and the Town
8. Provide additional personnel for the expected increase in workload
9. Consider replacing the police officers with fully cross-trained civilian staff
10. Explore plans for regionalization as the next step

For the Town of Trumbull, a consolidated emergency communications center is a logical decision, and should be pursued as soon as practical. Some of the preliminary planning has already begun and many of the stakeholders have already agreed to the concept in principle. In the interest of public safety, it would be wise to follow these plans to create a center that will effectively serve as the crucial communications link that emergency responders require, and the public has come to expect.

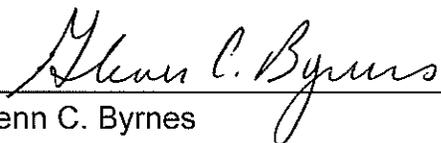
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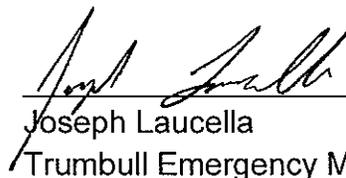
Douglas Bogen  
Trumbull Fire Departments



William J. Chiarenzelli  
Office of Emergency Management



Glenn C. Byrnes  
Trumbull Police Department



Joseph Laucella  
Trumbull Emergency Medical Service

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[International Academies of Emergency Dispatch](#)  
[National Association of State 911 Administrators](#)  
[National Emergency Number Association](#)  
[911.gov](#)

## Participant Profiles

### **Douglas Bogen**, Chief, Long Hill Fire Department

*Chief Bogen has been a member of the Long Hill Fire Department for over thirty (30) years, and has served as Chief for almost three (3) years. He is a State certified Fire Instructor, Incident Safety Officer, Emergency Medical Responder, and once served as a member of Trumbull EMS. He holds numerous certifications and training achievements in the fire service and currently serves as the 1<sup>st</sup> Vice President of the Fairfield County Fire Chief's Plan.*

### **Glenn C. Byrnes**, Deputy Chief, Trumbull Police Department

*Deputy Chief Byrnes has been a member of the Trumbull Police Department for twenty-eight (28) years and is currently the Operations Bureau Commander. He has served in various other assignments in the department including Administration, Professional Standards, and Investigations. He holds a Master's Degree in Criminal Justice from Sacred Heart University and is a graduate of the FBI National Academy. He was a member of Stratford EMS for more than twenty (20) years, and also served on the CEDC Board for five (5) years.*

### **William J. Chiarenzelli**, Deputy Director, Trumbull Office of Emergency Management

*Deputy Director Chiarenzelli retired from the Westport Police Department after serving thirty-eight (38) years, including thirteen years as Chief. His tenure in that department also included the operational oversight of Westport EMS. He attended Housatonic Community College, and the New England Law Enforcement Institute, and holds numerous certifications in policing and FEMA programs. He previously served with the Westport/ Weston Health District and was also the Emergency Management Director for the Town of Easton. He has been the Deputy Director for Trumbull OEM for seven (7) years.*

### **Joseph Laucella**, Chief, Trumbull Emergency Medical Service

*Chief Laucella is serving in his first year as the Chief of Trumbull EMS. He came to Trumbull after nineteen (19) years with the Echo Hose Ambulance Service, including nine (9) years as Operations Manager. He was also a thirteen (13) year firefighter with the Shelton Fire Department and spent ten (10) years working as a Public Safety Officer at Fairfield University. He is a State certified EMS Instructor and has a Bachelor's Degree in Justice and Law Administration from Western Connecticut State University. He holds numerous certifications in EMS and FEMA programs.*