



**Governor Michael J. Dunleavy**  
**STATE OF ALASKA**

**ADMINISTRATIVE ORDER NO. 318**

I, Mike Dunleavy, Governor of the State of Alaska, under the authority of Article III, Sections 1 and 24 of the Alaska Constitution, and in accordance with AS 44.19.145(c), herein revoke Administrative Orders 298 and 317. Administrative Order 318 establishes and further defines the 9-1-1 and Dispatch Consolidation Working Group.

**BACKGROUND**

In an emergency, whether a natural disaster or life-threatening event, state public safety agencies must be able to communicate with persons affected and with first responders immediately, efficiently, and reliably. That communication capability must extend to all parts of the state. The State must employ a coordinated and comprehensive approach that leverages resources and expertise found within government bodies and the first responder community.

**PURPOSE**

The 9-1-1 and Dispatch Consolidation Working Group will review and provide recommendations to the Governor on related statewide and regional emergency communications efforts, and develop recommendations for public safety communications policy regarding 9-1-1 and Dispatch Consolidation. The work of the 9-1-1 and Dispatch Consolidation Working Group will be similar to, but not redundant of, the Alaska State Emergency Response Commission (AS 26.23.071). This order does not affect the work of the Alaska State Emergency Response Commission.

**MEMBERSHIP**

All members are appointed by, and serve at the pleasure of, the Governor. The 9-1-1 and Dispatch Consolidation Working Group will consist of ten voting members, and two ex officio members as detailed below:

1. The Commissioner of the Department of Public Safety or designee.
2. One rural emergency services provider.
3. One representative of the Alaska Chapter of the Association of Public Safety Communications Officials, the National Emergency Number Association, or a similar organization of public safety communications professionals.
4. The Statewide 9-1-1 Coordinator.
5. Three Mayors representing a Municipality, Borough, or City.
6. One Dispatch Manager from a Borough or Municipal Public Safety Answering Point (PSAP).

## **Appendix A**

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7. The Executive Director, Alaska Telecom Association, or designee.
8. One CEO/GM or designee of a rural telecom provider.
9. One CEO/GM or Senior Executive of a statewide telecom provider.
10. One nonvoting member, serving ex officio, who is a member of the Alaska Senate appointed by the Senate President.
11. One nonvoting member, serving ex officio, who is a member of the Alaska House of Representatives, appointed by the Speaker of the House.

### **DUTIES AND RESPONSIBILITIES**

The 9-1-1 and Dispatch Consolidation Working Group shall make consensus-based recommendations related to Enhanced 9-1-1 and AST dispatch consolidation to the Governor by September 1, 2020.

### **ADMINISTRATIVE SUPPORT**

The 911 and Dispatch Consolidation Working Group is assigned to the Department of Commerce, Community and Economic Development (DCCED) for administrative support. There is established an Executive Officer to represent the DCCED. The Executive Officer shall facilitate the meetings of the Working Group, provide administrative, policy, and technical support to the Working Group, and shall be responsible to deliver the final report and recommendations to the Governor on behalf of the Working Group.

### **GENERAL PROVISIONS**

Working Group members receive no compensation or other remuneration from the State as members of the Working Group. Members of the Working Group who are not state or federal employees are entitled to per diem and travel expenses in the same manner permitted for members of state boards and commissions. Per diem and travel expenses for members of the Working Group who are a representative of a state or federal agency are the responsibility of that agency.

The Working Group, from among its membership, shall select a Chair and Vice Chair.

The 9-1-1 and Dispatch Consolidation Working Group may create advisory-only subcommittees.

The 9-1-1 and Dispatch Consolidation Working Group will meet monthly, at a minimum. Additional meetings may be called by the Chair or a majority of the voting members. The 9-1-1 and Dispatch Consolidation Working Group and its subcommittees will use teleconferencing and other electronic means, to the extent practicable, in order to gain maximum public participation at minimum cost.

At times and locations to be determined by the Chair, the 9-1-1 and Dispatch Consolidation Working Group may convene public meetings to present information and receive comments.

A majority of the members of the Working Group constitutes a quorum for conducting business.

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Meetings of the 9-1-1 and Dispatch Consolidation Working Group or any subcommittees thereof shall be conducted, and notice of meetings provided, in accordance with AS 44.62.310 and 44.62.319 (Open Meetings Act).


Records of the 9-1-1 and Dispatch Consolidation Working Group, and all subcommittees are subject to inspection, copying, and distribution as public records under AS 40.25.110 - 40.25.220.

This order does not affect the work of the Alaska State Emergency Response Commission (AS 26.23.071).

### **DURATION**

This Order takes effect immediately. This Working Group will sunset on December 1, 2020.

Dated this 11<sup>th</sup> day of June, 2020.

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Mike Dunleavy  
Governor

## **Appendix B**

### **911 AND DISPATCH CONSOLIDATION WORKING GROUP GOALS AND PRINCIPLES UPDATED JULY 21, 2020**

#### **PROBLEM STATEMENT**

As with many public services in rural Alaska, public safety communications and dispatching have been developed and operated to provide the best service possible, given limited resources. Due to the unique nature of operating in these remote places, the logistics of serving these communities are complex and expensive for the agencies serving them, and therefore many systems lag what are normal operations in urban Alaska. How do we improve 911 services for rural Alaskans, within the resources we have and without negatively impacting 911 service in urban Alaska?

#### **GOALS**

- Provide recommendations that improve 911 for the Alaskans using it and those who operate it.
- Review and provide recommendations on proposed enhanced 911 deployment and dispatch consolidation proposals.
- Identify recommendations within the context of the state fiscal situation – what is the cost and who will pay for it.
- Ensure interoperable emergency communication, statewide, between public safety agencies, those affected and first responders.
- Minimize as much disruption to current 911 call processing as possible for those already established PSAPs.
- Minimize administrative task burden on first responders to allow their focus to be on public safety and first response.
- Identify recommendations on the E911 proposal within the context of the population served and percent of population most likely to benefit – i.e. what is the value of the proposal and to whom?
- Determine the value of the dispatch consolidation proposal that removes local dispatch services from some of the larger population centers to provide E911 services to rural communities

#### **MEASURES OF SUCCESS**

- Communication and 911 wireless location data transfer is improved between callers, public safety agencies and first responders. Define key performance indicators, such as:
  - 911 calls taken
  - 911 calls completed or dropped
  - Average response time
  - How often location data is critical in responding to a call
- Recommendation/s fit within available resources.

## **Appendix B**

### **PRINCIPLES**

- Clearly define the goal/s and how we'll measure success, aligned with Administrative Order No. 318
- Clearly define the problem using the best available data, including a map or inventory of 911 infrastructure in Alaska
- Clearly identify the costs associated with a new plan, who will bear these costs, and the plan for any kind of program to cover these costs
- Lay out a diagram of the actual operation of a 911 call – what does it take for that call to be placed, completed, dispatched and responded to?
  - What is the role and workload of each stakeholder in the process and what would a change to any single piece look like?
- Clearly understand connectivity needs: how many simultaneous calls are needed, is redundancy required and where do calls terminate?
- Ensure we include all stakeholders
- Research and use best practices
- Clearly define available resources and identify improvements that can be made within those resources

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## Appendix C

### 9-1-1 & Dispatch Consolidation Working Group: Subgroup Members

#### Research & Development Subgroup:

**Jacob Butcher, Chair**  
Communications Manager Matcom

**Hillary Palmer**  
Addressing Specialist, MatSu Borough

**Joel Butcher**  
Tech Support Specialist II, Matcom

**John Rockwell**  
Statewide 9-1-1 Coordinator

**Tammy Goggia-Cockrell**  
Retired Dispatcher, Soldotna

#### E911 Subgroup:

**Christine O'Connor, Chair**  
Executive Director Alaska Telecom Assoc.

**Ben Hanson**  
IT Director, Kenai Peninsula Borough

**Joel Butcher**  
Tech Support Specialist II, Matcom

**Bill Merry**  
Network Engineering Foreman, Voice  
Operations, Alaska Communications

**Mayor Edna DeVries**  
City of Palmer Mayor

**Hillary Palmer**  
Addressing Specialist, MatSu Borough

**Bob Dunn**  
TelAlaska

**John Rockwell**  
Statewide 9-1-1 Coordinator

**Tyson Gallagher**  
Government Relations Specialist, GCI

#### PSAP Consolidation:

**Mayor Rodney Dial, Chair**  
Ketchikan Peninsula Borough Mayor

**Brad Hanson**  
Director Community Development, Palmer

**Bernard Chastain**  
Dept. of Public Safety Major, Commissioner Designee

**Lisa Kosto**  
Senior Manager 911, Kenai Peninsula Borough

**William Doolittle**  
911 Insight, Consultant

**Christine O'Connor**  
Executive Director Alaska Telecom Assoc.

**Tammy Goggia-Cockrell**  
911 Senior Manager (Retired), Kenai Peninsula Borough

**John Rockwell**  
Statewide 9-1-1 Coordinator

**Suzanne Hall**  
Emergency Services Dispatch Shift Supervisor, Soldotna

## APPENDIX D

### Glossary of commonly used terms | Overview of Alaska's E911 surcharge mechanism | Public Safety Answering Point (PSAP) authorizing statutes | Phase II Readiness Checklist

#### Glossary of Commonly Used Terms

The e911 subgroup uses many terms specific to the emergency telecommunications community. The subgroup chose to adopt the National Emergency Number Association Master Glossary of terms to define the specialized terms used in our report. <https://www.nena.org/page/Glossary>

[\\*Items with an asterisk are revised to more accurately reflect Alaska's circumstances.](#)

Terms which will be useful in reading the e911 subgroup's documents:

- **9-1-1:** A three-digit telephone number to facilitate the reporting of an emergency requiring response by a public safety agency.
- **ALI – Automatic Location Identification:** The automatic display at the PSAP of the caller's telephone number, the address/location of the telephone and supplementary emergency services information of the location from which a call originates.
- **ANI – Automatic Number Identification:** Telephone number associated with the call origination, originally associated with the access line of the caller.
- **Demarcation Point:** A mutually-defined boundary dividing one area of responsibility from another.
- **E9-1-1 – Enhanced 9-1-1:** A telephone system which includes network switching, database and Public Safety Answering Point premise elements capable of providing automatic location identification data, selective routing, selective transfer, fixed transfer, and a call back number.
  - In areas serviced by E9-1-1, the call is selectively routed and the local 9-1-1 center has equipment and database information that allow the call taker to see the caller's phone number and address on a display. This lets them quickly dispatch emergency help, even if the caller is unable to communicate where they are or what is the emergency.
- **ESInet – Emergency Services IP Network:** A managed IP network that is used for emergency services communications, and which can be shared by all public safety agencies. It provides the IP transport infrastructure upon which independent application platforms and core services can be deployed, including, but not restricted to, those necessary for providing NG9-1-1 services. ESInets may be constructed from a mix of dedicated and shared facilities. ESInets may be interconnected at local, regional, state, federal, national and international levels to form an IP-based inter-network (network of networks). The term ESInet designates the network, not the services that ride on the network.

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- **GIS – Geographic Information System:** A system for capturing, storing, displaying, analyzing and managing data and associated attributes which are spatially referenced. See “Alaska 9-1-1 Systems & Communications Infrastructure Map,” the GIS model created by the Research and Data subgroup. <https://msb.maps.arcgis.com/apps/webappviewer/index.html?id=f4a67b697f4b48dab0668326d1fc37b6>
- **MSAG – Master Street Address Guide:** A database of street names and house number ranges within their associated communities defining Emergency Service Zones (ESZs) and their associated Emergency Service Numbers (ESNs) to enable proper routing of 9-1-1 calls.
- **NG9-1-1 – Next Generation 9-1-1:** An Internet Protocol (IP)-based system comprised of managed Emergency Services IP networks (ESInets), functional elements (applications), and databases that replicate traditional E9-1-1 features and functions and provides additional capabilities. NG9-1-1 is designed to provide access to emergency services from all connected communications sources, and provide multimedia data capabilities for Public Safety Answering Points (PSAPs) and other emergency service organizations.
- **NENA – National Emergency Number Association:** A not-for-profit corporation established in 1982 to further the goal of “One Nation-One Number.” NENA is a networking source and promotes research, planning and training. NENA strives to educate, set standards and provide certification programs, legislative representation and technical assistance for implementing and managing 9-1-1 systems.
- **Non-Service Initialized (NSI):** Wireless phones without a current service subscription are allowed to complete 911 calls with up to Phase II information (for PSAPS that have the capability), however, callback in the event of disconnection to NSI devices is not possible.
- **PSAP – Public Safety Answering Point:** An entity responsible for receiving 9-1-1 calls and processing those calls according to a specific operational policy.
- **PSTN – Public Switched Telephone Network:** The network of equipment, lines, and controls assembled to establish communication paths between calling and called parties in North America.
- **Wireless Phase 0\*:** Wireless Phase 0 9-1-1 calls are to be transmitted to the E9-1- system and routed to a PSAP regardless of whether being placed by a cellular service subscriber or non-system initialized device.
- **Wireless Phase I:** The delivery of a wireless 9-1-1 call with callback number and identification of the cell-tower from which the call originated. Call routing is usually determined by cell-sector.
  - Phase I is the first step in providing better emergency response service to wireless 9-1-1 callers. When Phase I has been implemented, a wireless 9-1-1 call will come into the PSAP with the wireless phone call back number. This is important in the event the cell phone call is dropped,



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and may even allow PSAP employees to work with the wireless company to identify the wireless subscriber. However, Phase I still doesn't help call takers locate emergency victims or callers.

- **Wireless Phase II\*:** The delivery of a wireless 9-1-1 call with Phase I requirements plus location of the caller within 125 meters 67% of the time and Selective Routing based upon those coordinates.
  - To locate wireless 9-1-1 callers, Phase II must have been implemented in the area by local 9-1-1 systems and wireless carriers. Phase II allows call takers to receive both the caller's wireless phone number and their estimated location information.
  - A wireless phone that is unable to register on a network or does not have a SIM card installed will still be able to make 9-1-1 calls, but will not be able to provide a call back number no matter the Phase I or II status of the location. Not all carriers have roaming agreements with Alaskan wireless providers, consequently roaming on rural networks by phones from other providers may not be possible. While the outside phone will be able to dial 9-1-1, it will not be able to send a callback number regardless of the Phase I or II status of the local network.

### Overview of Alaska's E911 Surcharge Mechanism

Alaska's e911 Surcharge Mechanism is authorized and defined in Alaska Statute [29.35.135 911 Surcharge](#). The statute allows a municipality to impose an enhanced 911 surcharge on wireless and landline service, not to exceed \$2.00 per wireless telephone number or landline, unless a higher amount is approved by voters. The telecommunications company must place the surcharge on customers' bills and in turn remit the collected surcharge revenue to the authorizing municipality. E911 surcharge revenue may be used for costs directly attributable to the establishment, maintenance, and operation of an enhanced 911 system.

### Authorizing Public Safety Answering Points (PSAPs) and Phase II Requests

Alaska Statute [29.35.130](#) allows a municipality to "establish an emergency services communications center" with other agencies serving the same geographic area. In areas without a "municipality," it is unclear who is authorized to self-designate as a PSAP and there is no definition of a PSAP in Alaska.

Federal regulations contained in 47CFR-Part 4 allow any entity operating as a PSAP, with the responsibility to receive incoming calls from a specific geographic area and with the equipment to access wireless Phase II information, to make a request to wireless carriers delivering calls to that PSAP to deliver Phase II data.

### Phase II Readiness Checklist

Per the Alliance for Telecommunications Industry Solutions (ATIS)

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### What is the problem the State of Alaska (SOA) is trying to solve?

**Today's Problem is still one of stark contrast between urban and rural communities:** Approximately 60,000 Alaskans in unorganized boroughs lack access to Enhanced 9-1-1 services. When you travel outside of the road system, the likelihood of not being able to contact help is still a problem.

**Introduction:** Alaska Statute AS 18.65.080: The Department of Public Safety and each member of the state troopers is charged with the enforcement of all criminal laws of the state, and has the power of a peace officer of the state or a municipality and those powers usually and customarily exercised by peace officers...preserving law and order in the state.

*The mission of the Division of Alaska State Troopers is to preserve the peace, enforce the law, prevent and detect crime, and protect life and property.*

Law enforcement is a difficult job anywhere, but the Alaska State Troopers (AST) and the Alaska Wildlife Troopers (AWT) face challenges not encountered by other law enforcement agencies in the U.S. The Alaska State Troopers is comprised of posts assigned to four geographic detachments (A-D) to provide patrol, enforcement, and search and rescue to all areas of the state. The Alaska State Troopers respond to 9-1-1 emergency calls through a combination of state, borough, and local Public Safety Answering Points (PSAP's) with the state-managed PSAPs located in Fairbanks and Ketchikan.

Rural residents have called for help, only to be transferred multiple times—and sometimes, to an answering machine at a Trooper Post or Village Public Safety Officers (VPSO) office. This could cause long delays in response and if the caller is unable to give the dispatcher their **calling location**, Public Safety would be unable to respond.

With the expansion of rural broadband and the increase of cellular phone technology, 911 calls are being placed from all corners of the state. The public has come to rely on the new advanced features in its phone services, and are taking advantage of the multimedia capabilities of these devices to include text, photos and video capabilities and expect 911 call centers to be able to adapt to these new technologies. To remain effective, Alaska's 911 system must also evolve to accommodate the ways people communicate. Along with the increased availability to 911, the Alaska State Troopers need to fully support rural Alaska by consolidating to two geographically diverse dispatch centers, North, and South.

**Enhanced 9-1-1:** is the technology that automatically gives the dispatcher the caller's location

**Background:** The Department of Public Safety (DPS), uses four diverse dispatch centers, each center is configured differently and provides varying coverage and services. Instead of using one statewide integrated Computer Aided Dispatch (CAD) and Records Management (RMS) solution, AST must cobble the information together to meet its business needs. As a result, troopers must manually input data that is normally carried over from the call/incident screen.

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**Mission:** By establishing a “Statewide 9-1-1 Focus” we hope to: the Alaska Department of Public Safety’s Operation Centers will:

- Provide the foundation for statewide access to 9-1-1 calling and 9-1-1 caller location, saving lives and reducing emergency response times
- Be able to answer 9-1-1 calls 24/7 from any jurisdiction that does not have their own 9-1-1 dispatch center

And to

- Standardize business processes and coordinate the management of dispatch services statewide, saving Trooper’s time and increasing productivity. We estimate this will equate to two FTE’s
- Provide a comprehensive, geographically diverse dispatch infrastructure that will ensure the communication during a disaster

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#### What are the defined goals of the E911 project and consolidated dispatch?

***The goal of this project is to better serve Alaskans and better utilize existing resources by consolidating dispatch services from the two contracted agencies into one state-owned and operated regional emergency communications center and to provide consistent enhanced 911 services for all Alaskans.***

**Overview:** Beginning with a capital appropriation of \$3.5 million in FY2019, the Department of Public Safety (DPS) initiated a project to consolidate dispatch services for South-Central Alaska and provide enhanced 9-1-1 (e911) call-taking for unincorporated areas around the state who are underserved. This project will combine emergency communications services currently provided to DPS by the City of Wasilla Police dispatch center (MatCom) and the Soldotna Public Safety Communications Center operated by the Kenai Peninsula Borough and improve redundancy with our North Operations Center in Fairbanks

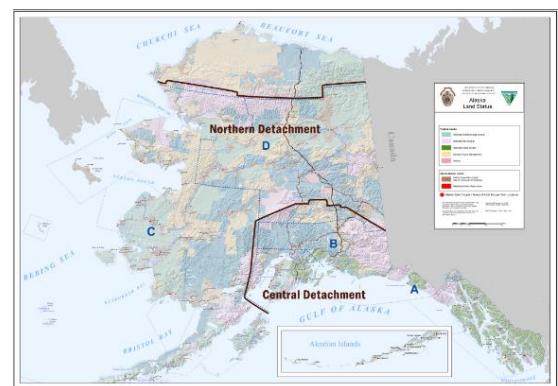
**Concept of Operations:** The Department of Public Safety plans is to provide two state-Operation Centers North – Alaska State Trooper Fairbanks Post and South – Alaska State Trooper Palmer Post.

#### Project Milestones:

- Consolidate contracted services to a Southern Operations Center in Palmer
- Implement a statewide Computer Aided Dispatch (CAD) system
- Build a Statewide GIS map to include jurisdiction boundaries
- Implement E 9-1-1 Service for Alaska's rural communities

*9-1-1 is about getting help to the caller, regardless of the incident or situation. The single most important question is, "What is the location of the emergency?" Without the location, the next question doesn't matter.*

When complete, the new South Operations Center (SOC) located within the Alaska State Troopers' Palmer Post along with the North Operations Center (NOC) in Fairbanks will provide the foundation for receiving enhanced 9-1-1, location-specific, calls from the public and dispatching the Alaska State Troopers and the Alaska Wildlife Troopers (AWT) statewide. The Alaska State Trooper SOC located in Palmer will be the primary Public Safety Answering Point (PSAP) for Central and Southern Detachments (A&B). The Alaska State Trooper NOC located in Fairbanks will be the primary Public Safety Answering Point (PSAP) for Northern and Western Detachments (C&D).



**Goals:** The goals, objectives and phases for this project is to facilitate overlapping use of resources statewide by tightening the planning, directing, and coordination's of the AST and AWT organizations.

By tightening the control within the AST, the organization can better coordinate increase resource demands across detachments. This will aid local communities during periods when Trooper shortages arises. This goal will

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drive accountability to the top of the AST and AWT organizations rather than loosely tied to local agencies with dispersant operating procedures.

The major goal for this project is to reduce the overlapping use of resources by coordinating the management of dispatch services state-wide and coordination of the AST and AWT organizations to minimize the increase of resource demands across detachments.

The proposed Southern Operations Center will provide Public Safety dispatch services for the Alaska State Troopers (AST) and the Alaska Wildlife Troopers (AWT). The intent is to better serve Alaskans and better utilize our existing resources consolidating the emergency communications services from two contracted agencies and combine them into one regional emergency operations center in Palmer.

By establishing an Emergency Operations Center in Palmer, the Department of Public Safety will:

- Provide the foundation for statewide access to 9-1-1 calling and 9-1-1 caller location, saving lives and reducing emergency response times
- Be able to answer 9-1-1 calls 24/7 from any jurisdiction that does not have their own 9-1-1 dispatch center
- Provide a comprehensive, geographically diverse, and resilient communications infrastructure that will ensure the Department has statewide communications capability during a regional disaster or other surge in demand
- Standardize, consolidate, and unify DPS emergency call-taking and dispatch operations statewide
- Usher in a new generation of operational capability with Computer Aided Dispatch, providing additional trooper safety and efficiency
- Be fiscally prudent and good custodians of public funds, reducing operating costs and deploying facilities and technologies with the lowest long-term cost of ownership
- Develop a repository of statewide street and address map data for use by state and local agency dispatch centers
- Build a foundation for Next Generation 9-1-1 that allows callers to send text and images to dispatch centers

### Why consolidate?

1. Cost of business with MatCom and Soldotna is too expensive. In particular, the additional costs of technology support and inefficient personnel scheduling.
2. MatCom is unwilling to agree to long-term capital investment strategies to avoid significant funding calls on partners (i.e., creating an enterprise fiscal structure separate from the City of Wasilla general fund).
3. For Ketchikan, the call volume (any hour of the day) did not justify dedicated dispatch personnel as well as the high capital cost to provide statewide capabilities (CAD & 911).

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#### **Why Palmer?**

1. Legislative Intent language essentially cancelled Tudor Road, a facility that was ready to bid for construction.
2. DPS had prior discussions with Palmer, successfully concluding the Training Agreement for new DPS ESD hires. Other discussions concluded that Valley Way as an ideal alternative dispatch site for DPS in case the Glenn Highway was out of service (earthquake).
3. Palmer has been a good partner with DPS, providing B Detachment facilities for 35 years.

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#### How will the SOA measure the success of these efforts?

DPS is working with local agencies to minimize the impacts and avoid disruptions in services. DPS has provided a two-year notice of the planned withdrawal from both MatCom and Soldotna dispatch centers and is negotiating appropriate compensation for the final years of existing contractual agreements.

DPS is providing opportunities for existing, qualified dispatch employees to transition to Palmer with relocation reimbursements.

#### **Operational Improvements**

Coincidental with the remodel of the new South Operations Center are efforts to review and update dispatch policies and procedures to make them consistent within DPS statewide operations. A deliverable from this process is a set of Dispatch Protocols that would be used at the Academy in training new State Troopers.

Implementation of a single CAD system with statewide access will provide for a single source of operational awareness and facilitate officer safety by electronically capturing field activity.

DPS is pursuing additional systems integration that will improve work flow for handling of criminal justice information as well as incident reporting.

#### **Statewide 9-1-1 Calling**

The ability to call 9-1-1 from a wireless (cellular) telephone and have a reliable call back number and location provided to the emergency services dispatcher is an essential component in providing public safety services. Providing statewide access to contemporary 9-1-1 calling features is a primary and measurable goal of these initiatives.

In support of the effort to bring Wireless 9-1-1 services to all of Alaska, DPS is consolidating its communications operations capable of receiving emergency calls and dispatching DPS resources statewide. The centers will leverage existing statewide radio communications capability, the new wireless 9-1-1 system, as well as a computer aided dispatch (CAD) system. The geographic diversity ensures continuous operations of DPS's emergency communications services in the event of a regional disaster, such as earthquake, tsunami, or forest fires. Implementing the CAD system and the upgrade to Wireless 9-1-1 allows for increased officer safety and better public safety services to all Alaskans.

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#### What are the defined phases and cost associated with each?

**The Planning Process:** This project started almost 10 years ago when the Alaska State Troopers and the Alaska Division of Homeland Security and Emergency Management convened a meeting with support from the Federal Office of Emergency Communications to describe the state of 9-1-1 in Alaska. The findings described the lack of Governance and the fact that many areas of Alaska did not have access to basic 9-1-1 services from a working telephone line.

The impetus for statewide planning was the 2008 New and Emerging Technologies 911 Improvement Act (NET 911 Improvement Act). Two key provisions in the ENHANCE 911 Act were the requirement for states seeking grant funding under the Act, 1) to have a statewide 9-1-1 plan in place and 2) to coordinate their grant applications with PSAPs.

The primary goal of the statewide 9-1-1 Plan is to develop an integrated 9-1-1 system serving all residents with working telephone service regardless of urban or rural location. A major consideration of this process is the analysis of system capabilities and capacities throughout the entire State of Alaska to provide consistent a level of service to all areas. Information reported in the Alaska Statewide Communication Interoperability Plan (SCIP) indicates levels of technology and phase compliance differ drastically between urban and rural areas.

State and local emergency service responders require maximal use of technology to enable rapid and accurate communication so both the people in need receive needed services and the people who respond to those needs are able perform at their highest level in order to meet those needs. The immediate goal is to deploy effective 9-1-1 services to rural areas. Assistance can also be given to the State's urban PSAPs with implementing or refining existing E9-1-1 service and transitioning into next generation (NG9-1-1) technologies by assisting in the leveraging of federal grant monies, planning processes, regulatory and technical assistance.

#### **The purpose of the Alaska Statewide 9-1-1 Plan is to:**

- Establish processes to enable effective enhanced 9-1-1 service to those areas currently without service.
- Improve coordination between local emergency communication centers, public safety organizations, telecommunications carriers, and telecommunications equipment manufacturers and vendors regarding E9-1-1 and NG9-1-1 service issues in order to improve service and assist PSAP's, municipalities, and Public Safety agencies with implementation.
- Build a cooperative and collaborative mechanism for the advancement of 9-1-1 issues.
- Enable PSAPs and municipal governments to qualify for grant funding.

**Phase I** is the upgrade to the Fairbanks Operation Center and the consolidation of the existing dispatch center in Palmer to eight operator consoles that include call queueing capabilities, radio communications through the Alaska Land Mobile Radio network and Computer Aided Dispatch. The facility will be operated 24/7 and will move the Southern and Central Alaska dispatching services for the AST and AWT from Soldotna, Wasilla, and Ketchikan to Palmer. This will create safety zones for the support of the entire state.

**Phase II** of the project will be to plan, design and implement E 9-1-1 services for areas of Alaska that are not serviced by an existing Public Safety Answering Point (PSAP). The project will include the establishment of a "Primary PSAP" capable of taking Enhanced 9-1-1 (E9-1-1) calls within the facility. This project is to document existing conditions, preform a financial analysis, and provide a request for proposal for an E9-1-1 solution.



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Aside from providing needed emergency communications services to Alaska's unorganized areas, consolidating, and owning its own emergency communications centers makes sense to the Alaska State Troopers for a myriad of reasons:

- **Administrative:** Dispatcher job descriptions, compensation, scheduling, training requirements, promotional opportunities, benefits, management, and certification history would all be standardized.
- **Technological:** Computer aided dispatch systems, records management systems, report construction and circulation, 9-1-1 call routing, call initialization, and radio interoperability.
- **Support:** Improving location informed based requests for SAR response; providing dispatch services for rural and underserved VPSO, VPO, volunteer Fire/EMS services; consistent delivery of services to specialized AST units (SERT, BHP, ABADE, ABI); ability to resource Dispatch staff to other centers or locations on an as-need or per-event basis.
- **Emergency Planning:** Plan provides for redundant communications centers for AST operations in the State of Alaska; provides alternate site for continuity of operations planning (COOP); and serves as a redundant communications center to borough centers.
- **Long Term Planning:** Allows for greater flexibility in meeting future growth / out-growth population trends within AST's Detachments.

#### ***Original Timeline: (Prior to creation of working group)***

##### *Fairbanks:*

- |  |                      |
|--|----------------------|
| • <i>Computer Aided Dispatch Software (Fairbanks)</i>    | <i>June 2020</i>     |
| • <i>9-1-1 Call Answering Implementation (Fairbanks)</i> | <i>December 2020</i> |

##### *Palmer:*

- |   |                                       |
|---|---------------------------------------|
| • <i>Facility Preparations</i>                        | <i>December 2020</i>                  |
| • <i>ALMR Console and Logging Recorder</i>            | <i>December 2020</i>                  |
| • <i>Computer Aided Dispatch Software (Palmer)</i>    | <i>January 2021</i>                   |
| • <i>9-1-1 Call Answering Implementation (Palmer)</i> | <i>January 2021</i>                   |
| • <i>Carrier E9-1-1 Call routing integration</i>      | <i>January 2021 through June 2022</i> |

## 911 and Dispatch Consolidation Working Group Responses to Questions

### 6/24/20 Meeting.

#### Budget:

On April 2<sup>nd</sup>, 2018 Governor Walker requested 9.5 Million to implement a statewide 9-1-1 service, from that request we received 3.5 million. The reduced budget requires us to proceed in a phased approach and move personal from Ketchikan to achieve operational goals.

Funding Summary	9-1-1 CAP appropriation AMD 61971	3,535,000.00
	ALMR Console CAP appropriation	1,122,091.00
	<b>Total appropriation</b>	<b>4,657,091.00</b>

Remodel/Construction Walls, Doors, Lighting, Carpet, Electrical Workstations/Furniture	<b>Facility Preparation</b>	200,000.00
	a. Dispatch center & affiliated spaces	
	b. Access control & video surveillance	
Design/Engineering	c. Large screen displays & matrix switching	
	<b>Furnishings</b>	400,000.00
	a. Workstation furniture	
Computer Aided Dispatch Software	b. Intensive use seating	
	c. Office furniture (tables, chairs, desks, cabinets, book shelves)	
	<b>Computer Aided Dispatch</b>	730,000.00
Radio Consoles & Recording	a. Anchorage CAD	
	b. Fairbanks CAD (GIS/mapping)	
	c. DPS Anchorage Hosting CAD	
Desktop Computers/Business Software Phones	<b>Radio Consoles</b>	840,000.00
	a. Consoles & logging recorder	
	b. Tower/microwave (ABI to SATS or ABI to Tudor Tower)	
9-1-1 Call Taking system	c. Redundancy	
	<b>Telephone System</b>	100,000.00
	a. Admin call taking	
	b. Call transfers from Soldotna & MatCom	
	c. Link Anchorage & Fairbanks dispatch centers	
	<b>Information Technology</b>	160,000.00
	a. DPS/OIT WAN (including SoA, APSIN/ARMS & CAD)	
	b. Computers & Peripherals (Servers, workstations, printers)	
	c. Carrier-Provided (fiber/broadband to ABI?)	
	<b>Statewide 911</b>	1,650,000.00
	a. Carrier Preparation	
	b. Enhanced 911	
	c. Wireless 911 Phase 1/2	

4,080,000.00

The goal of this project is to better serve Alaskans and better utilize existing resources by consolidating dispatch services from the two contracted agencies into one state-owned and operated regional emergency communications center and to provide consistent enhanced 911 services for all Alaskans.

We feel we can do within the existing capital budget and anticipate an annual savings of approximately 800,000 in operating funds.

## 911 and Dispatch Consolidation Working Group Responses to Questions

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#### What IT challenges/barriers exist?

Expanded cellular service provides both opportunities and increased public expectation to access 9-1-1. New technologies including Voice over Internet Protocol (VoIP), vehicle telematics (OnStar, Ford Sync, etc.), and broadband (high speed internet) are enabling emergency calls to be placed from any connect device. While these technological improvements have benefited much of the road system communities in regards to 9-1-1 service and even Enhanced 9-1-1 service (E911); the legacy resulting from the unique operating realities and remoteness of much of rural Alaska have left many communities without access to basic 9-1-1 service from a working telephone line.

Issues to overcome include the costs associated with routing calls over long distances and public safety offices which are not staffed or equipped to receive the calls. The reality in many remote communities is that when a citizen calls 9-1-1 (in time of an emergency) the caller receives a recording indicating the call cannot be completed as dialed or the call may be routed to a voice-mail at a closed office, or transferred to multiple locations causing delays in response.

Another consideration is Alaska's vast size coupled with limited public safety resources. This regularly translates into responding emergency services (police, medical and other) often having to travel up to hundreds of miles to respond. Many of these small communities have very limited or no emergency resources available. This operating reality makes the timely and accurate flow of information in an emergency critical to saving lives. Beyond calls for outside assistance (police, fire, EMS and SAR); 9-1-1 can be invaluable in accessing medical information including poison control and emergency medical dispatch (EMD) instructions before field responders are on scene. Remote communities and villages also struggle with 9-1-1 calls that are sometimes routed to an on-call first responder instead of a trained emergency telecommunicator (dispatcher).

**Challenges:** 9-1-1 emergency telephone services is an important tool for saving lives, stopping crimes, and reporting fires and other emergencies. This service is imperative to the standard of public safety our citizens expect and deserve. Robust 9-1-1 service is also a vital part of our nations' emergency response and disaster preparedness system. The majority of the states are refining Enhanced 9-1-1 (E9-1-1) and making coordinated plans on implementation of newer technologies such as Next Generation 9-1-1 (NG9-1-1).

The status of the 9-1-1 system in Alaska is one of stark contrast between urban and rural communities. The historical infrastructure, greater economies of scale and municipal governments have provided the mechanisms necessary to provide effective 9-1-1 and E9-1-1 service to the majority of roadside citizens. Many roadside municipalities provide very capable enhanced (E9-1-1) and are already working on Next Generation 9-1-1 (NG911) service.

Challenges include:

- The lack of statewide governance and coordination means that efforts to solve 9-1-1 issues are being attempted without a support structure to solve complex technical issues.
- The rise in use of wireless communication in Alaska's remote communities has caught policy makers and 9-1-1 stakeholders unprepared in regards to E9-1-1 implementation.
- In rural areas telephone service jurisdictions overlap with emergency service areas and 9-1-1 calls are frequently routed to PSAPs located in different jurisdictions.

## 911 and Dispatch Consolidation Working Group Responses to Questions

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- All 9-1-1 services takes place at the local (Borough/Municipality) level without statewide standards for accountability; resulting in a lack of interoperability among 9-1-1 systems and interfering with coordinated planning for improvement.
- Local control of 9-1-1 services requires collective cooperation on inter-jurisdictional considerations in order to maximize effectiveness with available resources. The lack of collective cooperation results in inconsistent delivery of 9-1-1 services between jurisdictions, less accountability, and higher costs.
- Alaska statutes do not currently allow the imposition of surcharges where no E9-1-1 services are provided. The Alaska State Troopers provide 9-1-1 answering/dispatching for many remote locations; but state law does not provide a cost recovery mechanism.

**Opportunities:** Across large areas in rural Alaska, advanced telecommunication services are reaching many residents. The expansion of wireless services to rural villages and other remote communities highlighted the situation. This gives us the opportunity to establish Enhanced 9-1-1 to rural Alaska. First and foremost this will improve access to timely and effective emergency services and secondly this will align various policies with the many federal and state mandates regarding comparable levels of (telecommunications) service in rural Alaska. While many of the unique challenges providing 9-1-1 service are apparent, the opportunities to delivering Enhanced 9-1-1 to all of Alaska cannot be understated.

Opportunities include:

- Establish effective Enhanced 9-1-1 service to rural areas.
- Improve call routing to applicable PSAPs from remote communities.
- Establish three geo-diverse dispatch centers for the Alaska State Troopers
- Build Continuity of Operations between Alaska State Troopers dispatch centers
- Create Standard Operating Protocols and Procedures for Dispatch Service
- Standardize Technology for Computer Aided dispatch (CAD)
- Enhance Emergency Planning and Response
- Ensure the efficient implementation of advanced public safety technologies, as well as the efficient use of limited funds to maximize results.

Failure to seize the initiative with regards to effective Enhanced 9-1-1 planning now will leave Alaska unprepared as wireless and other telecommunication services become increasingly available across rural Alaska.

### What is Next Generation 911?

Next Generation 911, known as NG911 in the public safety community, is the future framework for 9-1-1 call delivery. NG911 is a closed digital (IP-based) 911 network that is scalable, secure, redundant, and built to meet the needs of public safety. While few states have gone fully NG911, there are states that have moved to, or are in the process of moving to, IP-based 911 systems in preparation for NG911.

The current 911 system, while reliable for the landline voice-based calls that it was built to carry 40 years ago, cannot continue to meet the expectations of consumers and public safety as our modes of communication become digitized, increasingly mobile, more affordable, and can easily send and receive multi-media information. The past decade's advancements in Voice over Internet Protocol (VoIP) services and the proliferation of cellular phones has resulted in the "retrofitting" of 911 calls from these systems into the existing

# 911 and Dispatch Consolidation Working Group Responses to Questions

## 6/24/20 Meeting.

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landline 911 system. The current 911 system is also limited in its ability to process additional data that may accompany a call, to transfer calls from jurisdiction to jurisdiction, and to accommodate the advancing technologies and applications that are becoming the everyday ways by which people communicate with one another.

Our current 911 system in Alaska needs to be replaced with a geographically based, secure digital network to accommodate changing community needs and resources. The NG911 system will need to be technologically advanced in order to handle the myriad of devices used to initiate a call for help, to be capable of dynamically routing calls based on emergency needs and critical events, to be secure and redundant, and to be built to meet the needs of a growing state and its public safety services. A NG911 system, designed and implemented with forethought, can accept any 911 call from a device capable of accessing 911 and process it effectively all the way from the caller to the public safety answering point (PSAP) to the emergency responders in the field.

### Preparing for the foundation of NextGen 9-1-1 (NG9-1-1)

#### Benefits of NG911

- It can accept 911 calls from an array of devices including traditional landline phones, wireless phones, VoIP, and other devices such as automatic vehicular crash notification devices (telematics) and video relay services.
- In addition to the call itself, other information, and media such as caller location, pictures, and data files can be sent to the PSAP from the 911 caller.
- Media received via a 911 call can be quickly provided out to emergency responders in the field. (For example, a 911 caller taking a picture of a suspect's vehicle leaving a crime scene can move from the caller to the PSAP to police officers in their patrol units.)
- It can allow the prioritizations of calls based on location. (For example, an accident on a highway that creates an overload at a PSAP can be directed to work stations dedicated to that incident, freeing up work stations for other emergencies occurring at the same time.)
- Policies for automatically re-routing 911 calls can be established in advance within the NG911 system so that 911 call management in response to a critical event can be pre-planned (i.e., re-routing 911 calls if a PSAP has to be evacuated or experiences a call overload).
- NG911 is a scalable IP-based backbone system that is robust and redundant, making it less vulnerable to system downtime or failure.
- Processing 911 calls from text messaging. While texting 911 is often seen near the top of the list of benefits of NG911, there are still questions to be answered and solutions that are being developed for texting to 911 on NG911. Some of these issues lie in determining the location of text messages and its lack of connection confirmation and real time communication. The processing of text messaging to 911 is indeed one the future benefits of NG911, yet there remains progress to be made on it.

## **911 and Dispatch Consolidation Working Group Responses to Questions 6/24/20 Meeting.**

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### **Obstacles to implementation:**

- **Governance**
- **Funding**
- **Interoperability**

### **Core Components**

- **Governance**
- **Infrastructure (ESINET)**
- **GIS for call routing**
- **Call Handling software**

## 911 and Dispatch Consolidation Working Group Responses to Questions

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Can this project be accomplished with existing members/community partners?

In some cases, Yes. The cooperative procurement of the 911 system with FNSB is one example.

In other cases, No. There is documented history of poor performance by local agencies in providing dispatch services to DPS. The additional bad faith negotiations that have taken place over the last twelve months have proven the inability of local agencies to develop collaborative agreements with DPS. Anecdotally, one center manager admitted that they had numerous dispatchers that were unwilling to operationally support DPS.

## 911 and Dispatch Consolidation Working Group Responses to Questions

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Please provide a detailed consultant's report and all options, recommendations, issues, and costs that have been identified.

There was no foundational consultant report that originated the project under consideration. Operational and fiscal planning was accomplished by DPS and Governor Walker's staff.



## 911 and Dispatch Consolidation Working Group Responses to Questions

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Accounting of cost – Dept. of Public Safety (DPS) asked for an \$800K increment to fund this project, yet they did not get it and still moved forward with consolidated dispatch; where did the money to do so come from? How could they do so without the increased money/impacts of not getting the increment increase?

The additional increment was for:

- four additional Emergency Services Dispatcher (ESD) positions in addition to the transfer of all ESD positions from Soldotna and Ketchikan to 'Anchorage' as well as
- a civilian manager of emergency communications with statewide responsibility, 3) a Quality Assurance analyst,
- a GIS analyst and
- a technical CAD/911 analyst (system administrator).

Without the four additional positions, ESD staff will be scheduled as necessary to cover operational requirements, with DPS incurring additional overtime costs.

The civilian manager role is being filled by a DPS Captain assigned to Headquarters.

A solicitation has been developed to obtain GIS support services as a professional services contract.

DPS and OIT technical staff have 'stepped-up' to support the initial responsibilities of system implementation, with dispatch supervisors and leads (ESD-II) taking additional system administration responsibilities.

## 911 and Dispatch Consolidation Working Group Responses to Questions

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Was there an equal level of scrutiny to build a unified command vs enhancement approach?

Question is unclear. DPS and public safety nationwide operate under a 'unified command' according to national standards (NIMS, ICS)

Note: DPS thoroughly examined the process of combining services with the city of Wasilla under Alaska Statutes to create a **Board of Directors**.

- The intent of the Board is to provide independent oversight of MatCom operations as a service provider of emergency communications to state and local jurisdictions. The Board will ensure the sustainability of MatCom as well as provide for transparency and equity of the services provided.

The city of Wasilla, specifically Burt Cottle and Jacob Butcher declined to combine services. This caused DPS to examine additional options to include our current plan

## 911 and Dispatch Consolidation Working Group Responses to Questions

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Does cost exceed the life of the technology?

Question unclear. Industry standard life-cycle for technical infrastructure is five years; reviewing the performance of vendor-provided applications and services should occur annually coincident with the anniversary of support and maintenance agreements and (typically) annual payment schedules.

## 911 and Dispatch Consolidation Working Group Responses to Questions

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Is it rational to eliminate local/regional resources/equipment, which the SOA will then have to purchase as well (those investments have already been made at local levels)?

The DPS initiatives under discussion do not eliminate local resources and equipment. Local dispatch centers will still be necessary to answer 911 calls originating within those jurisdictions, as well as to dispatch fire, EMS and local law enforcement agencies.

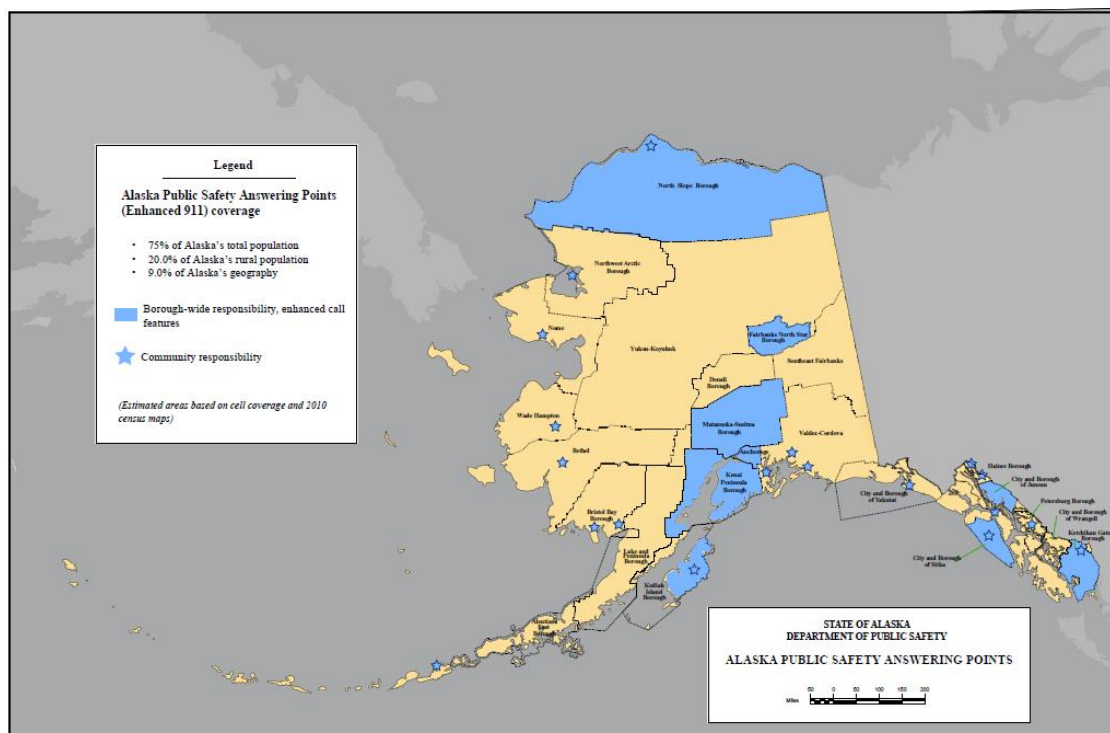
At least one jurisdiction has formally raised the issue of expending funds collected within borough areas for the benefit of areas outside the Borough (or municipality). DPS has not suggested or implied that local agencies fund any tlevel of effort or tasking in support of non-residents.

## 911 and Dispatch Consolidation Working Group Responses to Questions 6/24/20 Meeting.

Please provide baseline data to show coverage areas, gaps in coverage, current dispatch locations, as well as dispatch calls for service counts by location.

### Enhanced 9-1-1 Coverage area:

- 75% of Alaska's total population
- 20% of Alaska's rural population
- 9.0% of Alaska's geography



PSAPS by Brough/City

### Phase I/II Enhanced 9-1-1 Public Safety answering Points:

Anchorage Borough PSAP (Anchorage PD)  
AST Fairbanks (Interior/Northern)  
Joint Base Elmendorf-Richardson (JBER)  
Bethel Police Department  
Fairbanks North Star Borough PSAP  
Juneau Borough PSAP (Juneau PD)  
Ketchikan Police Department  
Matanuska Susitna Borough (MatCom)  
North Slope Borough PSAP (NSB PD Barrow)  
Petersburg Police Department

Sitka Police Department  
Skagway Police Department  
Soldotna Comm Center (SPSCC) Kenai Borough  
Fairbanks International Airport  
Kenai Police Department  
Ted Stevens Anchorage Int'l Airport Police Department  
University of Alaska Anchorage Police Department

## 911 and Dispatch Consolidation Working Group Responses to Questions 6/24/20 Meeting.

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University of Alaska Fairbanks Police  
Department

### Phase 0 9-1-1 Public Safety Answering Points:

Bristol Bay Borough PSAP (BBB PD Dillingham)  
Cold Bay Health Clinic  
Cordova Police Department  
Craig Police Department  
Dillingham Police Department  
Fort Yukon Police Department  
Galena Fire Department  
Gustavus Fire Department  
Haines Police Department  
Hoonah Police Department  
King Cove Police Department  
Kodiak Police Department  
Kotzebue Police Department  
Kuskokwim Valley Rescue Squad (McGrath)

Metlakatla Police Department  
Nome Police Department  
Sand Point Police Department  
St. Paul Police Department  
Thorn Bay Emergency Services  
Unalakleet Police Department  
Unalaska Police Department  
Valdez Police Department  
Whittier Police Department  
Wrangell Police Department  
Yakutat Police Department  
AST Ketchikan  
Homer Police Department  
Seward Police Department

## 911 and Dispatch Consolidation Working Group Responses to Questions 6/24/20 Meeting.

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### Number of Telecommunicators (Statewide 2018):

Number of Active Telecommunicators	Total
Full-Time	272
Part-time	12

### Calls for Service (Statewide 2018):

Type of Service	Total 911 Calls
Wireline	73,112
Wireless	489,358
VoIP	Not Known
Other	Not Known
<b>Total</b>	562,480

## 911 & Dispatch Consolidation Working Group

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**The following questions have been received from the Governor’s 911 Working Group and transmitted to DPS for response:**

1. Please provide a map showing the proposed E911 coverage area to be obtained with the DPS proposal, to include identification of public safety personnel in those areas... e.g. Troopers, VPSOs or Tribal or municipal officers. Also include population counts in the “covered E911” areas and population counts in those areas with immediate LE resources.

Note that DPS has proposed the deployment of Wireless 911 Phase I/Phase II not Enhanced 911 which typically refers to wireline 911 capabilities requiring an ALI database and possibly a Selective Router.

DPS has previously published the proposed coverage map of unincorporated jurisdictions where DPS already receives 911 calls as the primary PSAP. The most comprehensive description of this coverage area is found in the April 20, 2020 RFP 2020-1200-4534 for a 911 Call Intake System, beginning on page 15.

Note that local jurisdictions are not required to report public safety employment to the State of Alaska. Similarly, this information is not uniformly available from other sources such as the State Fire Marshal’s office or the Alaska Police Standards Council.

The term “immediate LE resources” is unclear; please clarify the request.

2. Please provide a side by side comparison chart showing strengths, weaknesses, opportunities and threats from providing E911 coverage to the intended areas with the existing “blended” State/Local Government dispatch model vs. the new State managed consolidated facility. A synopsis comparison in chart format vs a multi-page review preferred.

Blended State/Local Model			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"><li>Established centers</li><li>Existing demarcation for most wireless carriers</li></ul>	<ul style="list-style-type: none"><li>Management &amp; operation subordinate to local government funding, priorities, CBAs</li><li>Diversity of compensation, scheduling efficiencies</li><li>In some cases, limited space for</li></ul>	<ul style="list-style-type: none"><li></li></ul>	<ul style="list-style-type: none"><li>Revenue/funding for expansion of call taking responsibilities TBD</li><li>Risk assessment of providing services outside local jurisdiction TBD</li></ul>



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	physical expansion <ul style="list-style-type: none"><li>• Diversity of existing technology platforms</li></ul>		
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State-Managed Consolidated (DPS) Facility			
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"><li>• Provides statewide operational consistency for DPS</li><li>• Unified technical platforms provide for single virtual dispatch</li><li>• Seamless surge capacity and continuity of operations</li></ul>	<ul style="list-style-type: none"><li>• </li></ul>	<ul style="list-style-type: none"><li>• Operational improvements for field operations</li></ul>	<ul style="list-style-type: none"><li>• </li></ul>

3. If consolidation of dispatch facilities saves money and increases efficiency, why was the Fairbanks facility not included for consolidation consideration? If it was, why was it not selected and how is that different from the Ketchikan State owned dispatch facility?

A minimum of two geographically-diverse facilities is required for an effective continuity of operations capability.

DPS Fairbanks dispatch supports two significant detachment geographic areas and is currently equipped with the minimum complement of technological infrastructure, including statewide radio communications, computer aided dispatch, APSIN/NCIC, ARMS, and access to contemporary E911 and Wireless 911 call taking systems, as well as cost-effective broadband telecommunications. DPS Ketchikan only supports a portion DPS operations in southeast Alaska and cannot be equipped in a cost-effective manner. In addition, staffing and recruitment concerns are mitigated by having a larger population base to draw from for entry-level ESD employees.

4. List of upgrades needed and costs associated with incorporation of the Ketchikan facility into a State managed dispatch network that would include Palmer, Fairbanks and Ketchikan.

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The cost to outfit DPS Ketchikan with a minimum complement of equipment for two positions is over \$1 million, an amount that does not fully remediate existing facility issues. This estimate includes a separate equipment shelter, equipment racks, generator/UPS, CAD, radio consoles, call taking system, and State WAN network interconnection. The facility will not accommodate any additional dispatch positions due to space constraints; thus the center would not represent an effective overflow or backup capability for a larger dispatch center. Note that the minimum redundant WAN network connection from Ketchikan constitutes a recurring cost of \$500,000 annually in addition to the increased staffing cost to have two ESD positions on-duty at all times and the associated technical support and license costs.

5. Full list of costs associated with the Palmer facility build out, to include: capital, maintenance contracts, PERS studies, software, etc. Additionally, anticipated life of the technology used and anticipated future capital or personnel needs.

The anticipated costs to occupy the Palmer center include anti-static carpeting in the center and minor facility repairs (paint, etc.) Additional site assessment was halted with the Governor's Administrative Order. The complement of new equipment and software (CAD, radio consoles, 911, etc.) was already anticipated in the capital budget for an Anchorage dispatch center, so there is no net increment (addition) due to the location change. Approximately \$5,000 was allocated for the PERS study which was mitigated when the City chose to keep one dispatcher on staff which avoided the PERS liability issues. Technology acquisitions follow State of Alaska guidelines for life cycle planning, typically five years.

6. Was the DPS paid consultant encouraged in anyway to focus on a South Central dispatch center vs a more de-centralized approach or blended approach? When was the decision made to close the State managed Ketchikan dispatch facility and why?

911Insight was engaged as a subject matter expert to assist DPS with the implementation project that was chartered in 2018. The consultant was tasked with initial negotiations with MatCom to revise the dispatch services agreement which was executed in 2020 and extended by DPS through June 30, 2021.

The consultant attended initial discussions with KPB but was excused with the negotiations became a forum for emotional arguments and attempts to discredit the consultant for work accomplished for KPB almost fifteen years prior.

7. In the 2020 Legislative Session DPS initially requested nearly a million dollars in funding for additional positions to accomplish stated goals and a few months later indicated that the additional funding was not needed. What changed and why was this change not fully considered before the funding request?

DPS requested an increment of approximately \$800,000 which would have allowed the hiring of four additional ESD positions as well as two technical support positions, a quality assurance position and a civilian manager of emergency communications. The legislature subsequently struck that funding request despite the stated need.

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Currently, the civilian manager role is being filled by a captain assigned to headquarters. The quality assurance role is not necessary because DPS will not pursue additional certification of the consolidated dispatch centers that would require a formal QA program. The technical roles are being filled by a combination of existing DPS technical and dispatch employees who have received additional training and access rights to technical subsystems. The need for four ESD positions is on hold due to the Governor's Administrative Order.

If DPS is allowed to open a consolidated center in south central, then the four ESD positions will again be necessary to match the staffing complement of DPS Fairbanks dispatch and the division of labor between the two centers (approximately 50%-50% based on service population, anticipated call volumes and commissioned headcount).

8. Does the DPS cost savings estimate accurately reflect the personnel costs and needs going forward? Will the DPS be able to provide the full level of E911 needs, data entry and dispatch needs with no new personnel needs going forward? Has the department had any internal discussions regarding "getting this project started and seeking additional funding needs in the future"?

Yes; cost savings are based on actual payroll values for existing employees and the very few open positions that would likely be filled at entry-level salary and benefits. If the positions remain unfilled, DPS will likely incur overtime costs to fill roles, but this would be mitigated by moving some administrative tasking to 'business day' personnel and adjusting shifts to meet projected demand (e.g., four on duty for days & swings, three on midnight shift).

The Department has prioritized this project as one of the most important DPS projects currently being worked on. Consequently, DPS will utilize the existing funding for the project and realign personnel and resources to make this project successful.

9. Does the DPS cost savings include any funded positions that are kept vacant?

All State departments are mandated to keep a minimum number of positions unfilled. For dispatch staffing (i.e., ESD positions), all positions are authorized and would be filled as candidates are available.

10. What areas of the DPS budget are being used to support this project and how much? Were additional funding sources identified or internal funds realigned to support this project after the legislature refused to support the DPS increment in the 2020 legislative session? If so, please list.

Project Budget Capitol Appropriation 'Enhanced 9-1-1' Reference Number AMD 61971 for \$3,535,000. Additional funding for ALMR Radio Console and infrastructure is from a previous ALMR Console Replacement project, see details previously submitted, (Page 9 of the 911 and Dispatch Consolidation Working Group Responses to Questions 6/24/20 Meeting). For the Tudor Road remodel, contingency funds were identified to meet DOT-mandated budget

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requirements. With the cancellation of the remodel, the funds have been restored to other (prior) DPS priorities.

11. Does the DPS estimated cost savings of their plan include reclassing positions and if so, has that proposal received DOA approval and/or union approval? Any like work/like pay concerns?

There is no requirement for any further re-classification. Only one position was re-classified to allow for the early hire of a dispatch supervisor position for the planned DPS Anchorage center.

12. Many telecom providers indicated that the DPS proposal will cost them millions (up to \$18 million annually) to provide wireless 911 services. Does the DPS agree/disagree that telecom providers will be burdened with additional costs?

DPS disagrees. The interpretation of federal statutes and (FCC) regulatory actions indicates that carriers have an unarguable obligation to present 911 calls to a designated PSAP. To our knowledge, no wireless carrier in the State of Alaska has demanded 'cost recovery' under the terms of CFR 47.9.10. It is presumed that the costs of 911 calling and call delivery are already included in subscriber fees.

13. Has the department considered that if even one telecom provider ceased operation as a result of increased costs due to this proposal that 911 coverage could be substantially diminished for those areas and/or increase state costs in other ways? If this was not considered...why?

Public safety is a primary purpose of state government. Law enforcement services should never be included in the same discussion as political or for-profit endeavors. Instead, DPS must focus on providing law enforcement services to the citizens of the state and not be influenced by political motivations, profit margins or concerns for private business. DPS has no control over the operations of a commercial entity or the technical choices they make. DPS has determined that several Tier 3 (small, non-nationwide) wireless carriers are unfamiliar with current networking and technical approaches to delivering Wireless 911 calls to PSAPs, and have incorrectly projected their cost burden. DPS reached out to several 3<sup>rd</sup> party providers of Wireless 911 services and asked that they make themselves available to support the small carrier implementations.

Of note, several small wireless carriers in Alaska have already received 'limited waivers' from the FCC of the obligation to provide Wireless 911 Phase I/Phase II service (Docket 07-114). These orders specifically state that the carriers have six months from the time of a valid request to deliver the location services (FCC document DA 19-463). If the situation is so dire, we would encourage the carriers to again approach the FCC with their request and justification for relief of the burden to provide Wireless 911 capabilities in rural Alaska.

## 911 & Dispatch Consolidation Working Group

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14. If additional costs are assumed by the telecom providers and those costs are passed onto consumers... will the State which subsidizes many services in unorganized Alaska see indirect costs as a result of this proposal? If the answer is unknown, why hasn't the DPS or their consultant looked into this risk?

As previously stated, the services that DPS provides should not be leveraged against business models, profit margins of private industry or political endeavors. DPS is statutorily required to provide services to these unorganized areas of the state.

Many if not all carriers in Alaska have received numerous grants to establish wireless 911 service in rural Alaska. Some of these grants are explicit in the requirement to support 911 calling, so the conclusion is that this capability has been 'pre-funded' in addition to contributing to a shorter infrastructure life cycle of equipment for carriers.

As previously stated, carriers are allowed to demand 'cost recovery' in response to a Phase I/Phase II request, but no jurisdiction in Alaska has received this request in the twenty-year history of Wireless 911 in Alaska. Likewise, the State does not control the terms or rates under which carriers provide services. We would suggest that the ability to dial 911 with all the contemporary functions and features is expected by subscribers, who are not aware of any boundaries related to technical limitations.

15. As an approximate percentage or level of importance to the DPS... how much of this project is about mitigating the administrative burden caused by ARMS and other data entry requirements vs providing E911 to unserved areas?

A goal of the project was to implement a statewide CAD system that would provide a consistent and uniform set of demand and response statistics for DPS as well as statewide operating picture. During the project, an efficient and cost-effective interface between the selected CAD product and ARMS was discovered that DPS will implement in 4Q2020. This will alleviate much of the ARMS entry burden on dispatchers, but this was an unanticipated benefit.

DPS will benefit from consistent and standardized dispatch operations statewide. Field personnel have to adjust and be retrained as they move around the state and work with different dispatch centers that support DPS field personnel. The administrative burden asked in the question has largely been mitigated through business practices and technology, but trooper and dispatcher call date entry will be even more streamlined through the use of a standardized DPS CAD and the interface with the ARMS.

16. At a February meeting between the DPS Commissioner and Rep. Ortiz / Ketchikan Gateway Borough representatives, the Commissioner stated that it was a 90% certainty that the DPS would maintain at least one dispatcher at the Ketchikan facility for administrative and emergency dispatch support. Is this still the plan? If not, what changed?

## **911 & Dispatch Consolidation Working Group**

Questions for

Alaska Department of Public Safety Reply

Version July 16, 2020

The offer of a single ESD position to remain in Ketchikan was made in response to vocal and persistent local opposition to DPS' planned consolidation. Operationally, this has no benefit to DPS as well as presenting several long-term human resource issues, such as supervision, compensation, distribution of work, and a limited career path (to name a few).

Having a third dispatch center presents numerous operational difficulties, including: consistent recruitment, training and supervision; distribution of workload; additional capital and operational costs; and no effective contribution to continuity of operations.

911 Working Group  
7/17/2020 Follow Up Questions for DPS

DPS was previously asked the below numbered questions, and the responses, in part, are noted. Follow up questions from the 911 Working Group are listed below in blue.

1. Please provide a map showing the proposed E911 coverage area to be obtained with the DPS proposal, to include identification of public safety personnel in those areas... e.g. Troopers, VPSOs or Tribal or municipal officers. Also include population counts in the “covered E911” areas and population counts in those areas with immediate LE resources.

**DPS RESPONSE:** DPS has previously published the proposed coverage map of unincorporated jurisdictions where DPS already receives 911 calls as the primary PSAP. The most comprehensive description of this coverage area is found in the April 20, 2020 RFP 2020-1200-4534 for a 911 Call Intake System, beginning on page 15.

**FOLLOW UP QUESTION:** Please provide a link to, or an email copy of this. Considering that this is a multi-million dollar state project, involving a hired consultant paid nearly a million dollars, it seems reasonable to expect that the DPS knows, or should know, the areas to be served, communities served and population counts in the proposed Wireless 911 Phase I/II expansion areas. please provide that data or list why it was not considered relevant regarding this project.

**ADDITIONAL DPS RESPONSE:** Note that local jurisdictions are not required to report public safety employment to the State of Alaska. Similarly, this information is not uniformly available from other sources such as the State Fire Marshal’s office or the Alaska Police Standards Council. The term “immediate LE resources” is unclear; please clarify the request.

**FOLLOW UP CLARIFICATION:** By immediate...Active Law Enforcement in the community to be served by the proposed Wireless E911 project. The DPS is well aware of the active Trooper, Municipal Departments, VPSO and most, if not all VPO’s (Detachment responsibility correct?). Only asking for those known to the department residing in the area proposed to receive Wireless 911 Phase I/Phase II. The number of LE in each community is not needed, just if they exist or not. Additionally, do not count funded, but not filled or pending. This data is necessary to determine the true value of the Wireless 911 project.

DPS rejects the proposition that the value and availability of 911 calling is based on the population served or the law enforcement resource allocation. We also note that the location of the caller is important to all disciplines, including fire, rescue and emergency medical responders.

911 Working Group  
7/17/2020 Follow Up Questions for DPS

2. List of upgrades needed and costs associated with incorporation of the Ketchikan facility into a State managed dispatch network that would include Palmer, Fairbanks and Ketchikan.

**FOLLOW UP QUESTION:** In order to implement Wireless 911 Phase I and II, in unorganized Alaska, no upgrades would be needed at the Ketchikan facility because the Fairbanks Dispatch Center can function as a destination PSAP?

**Per William Doolittle/DPS Consultant:** All rural calls statewide could have been routed to DPS Fairbanks. The DPS Fairbanks center already utilizes the E911/W911 capabilities of the FNSB E911 system. Each dispatch center in the state generally needs call taking equipment on-premise and it can be obtained from any number of providers; so, call transfers between PSAPs is not an issue as long as there is connectivity.

Note that the above (“Per William Doolittle”) is a restatement of a separate conversation and not part of the formal DPS response to the Working Group.

**FOLLOW UP COMMENTS AND QUESTIONS:** Additionally, I would suggest that the DPS review the design plans for the Ketchikan facility. The dispatch center was designed for 4 stations (double the current amount) and was in line with DOA space allocation standards at the time it was constructed. (no response needed on this, however the inability to expand at the State Ketchikan Dispatch facility as mentioned in the DPS is not accurate.

In reference to this DPS statement: “The complement of new equipment and software (CAD, radio consoles, 911, etc.) was already anticipated in the capital budget for an Anchorage dispatch center,”

Is the amount of capital investment in the former Anchorage center (now Palmer) about what would have been spent to upgrade the Ketchikan facility to the level mentioned? What was the cost of the Anchorage/Palmer equipment/software, etc.

It seems reasonable to assume that the decision to close the Ketchikan facility was made prior to the purchase of equipment for the Anchorage Dispatch Center as some determination was made to construct a new state facility vs upgrading an existing one. Was a study done on expansion of the Ketchikan facility? If so, please provide the documentation, if not, why? When was the equipment purchased for the Anchorage Dispatch Center?

The upgrade of 5500 E Tudor Road was an upgrade to an existing DPS facility. There was no other DPS dispatch facility (i.e., Ketchikan) that provided the minimum requirements for facility readiness (space and structural integrity), broadband connectivity and access to a suitable ESD recruitment pool. As noted in project plans, DPS looked forward to a facility that could expand to as many as twelve positions extending the life of the investment. The Ketchikan facility could only accommodate four positions which is insufficient as a primary or backup DPS dispatch center.



911 Working Group  
7/17/2020 Follow Up Questions for DPS

3. Was there an equal level of scrutiny to build a unified command vs enhancement approach? **DPS indicated this question wasn't clear and didn't substantively provide an answer.**

**FOLLOW UP QUESTIONS:** Was the DPS paid consultant encouraged in anyway to focus on a South Central dispatch center vs a more de-centralized approach or blended approach? When was the decision made to close the State managed Ketchikan dispatch facility and why? Please provide details.

As previously answered, the strategic direction to consolidate DPS dispatch centers was concluded in 2018, over a year before the consultant (Doolittle) began working for DPS. The beginnings of this decision-making process began years before that in a variety of forums and under different DPS commands.

As a footnote, DPS attempted to negotiate comparable services with the City of Wasilla in an attempt to continue the dispatch services agreement. The City of Wasilla was unwilling to commit to an 'enterprise' fiscal structure which would have resulted in the dispatch center being a fully-self-sustaining organization. This requested fiscal scenario included a capital reserve to accumulate replacement funding on an on-going basis rather than to rely on probabilistic grant funding and 'cash calls' on subscriber agencies to fund capital equipment.

4. In the 2020 Legislative Session DPS initially requested nearly a million dollars in funding for additional positions to accomplish stated goals and a few months later indicated that the additional funding was not needed. What changed and why was this change not fully considered before the funding request?

**DPS RESPONSE:** Currently, the civilian manager role (one of the requested positions denied by the legislature) is being filled by a captain assigned to headquarters.

**FOLLOW UP QUESTIONS:** Please provide a cost comparison (total compensation) of the Captain acting as the "Civilian Manager/Dispatch Supervisor" vs the requested, but not funded civilian manager. Additionally, is it the intent of DPS to assign a Captain to this role indefinitely assuming the legislature fails to fund the civilian manager?, also, was the cost of the Captain position, assigned in this capacity, included in the DPS cost projections which showed an approximate \$600k savings from consolidation?

The civilian manager was necessary to provide management of the two DPS dispatch centers as well as other anticipated statewide communications roles, such as liaison with ALMR and management of DPS radio assets. The Legislature has already 'failed' to fund the staffing increment.

This Captain has other responsibilities, so the current time requirement is substantially less than intended in the budget request for a full-time civilian position. All planning and

911 Working Group  
7/17/2020 Follow Up Questions for DPS

staffing efforts are on hold given the Governor's order and the outcomes of the 911 and Dispatch Consolidation Working Group.

If DPS opens a consolidated center in south central, then the four ESD positions will again be necessary; correct?

To allow for routine scheduling with moderate overtime requirements, yes.

The original DPS increment (2020 legislature) requested \$872k for 8 positions. Per DPS response, the Civilian manager (Dispatch Supervisor) is now being filled by a DPS Captain, that likely costs far more than the manager. Additionally, per the DPS response to create a consolidated dispatch center will require 4 more ESD positions in the future. What about the two tech support positions? Are the tech support positions for data entry? Will they be needed or requested in future years? If the tech support positions are no longer needed, what changed and what is the cost for the tech positions?

The technical positions were requested to provide for a prudent allocation of technical support resources for the new technology platforms (CAD & 911 call taking) that DPS was implementing. In all cases, vendor support was seen as the primary 24/7 Tier 1 support with DPS and OIT resources available in an on-call or business day availability. This allocation of technical support is common and easily seen in the technical support organizations for other dispatch centers in Alaska and nationally.

Does the current DPS cost savings of approximately \$600k annually, reflect the 4 future needed ESD positions (data entry positions if needed) or the cost of a DPS Captain managing the facility?

Yes. The annual cost savings included consideration for the full staffing request including the eight new positions as well as allocations for vendor support contracts, travel, training and certification fees and other operational costs common to a dispatch center (office supplies, language line, etc.)

- |  |
|--|
| <p>5. If additional costs are assumed by the telecom providers and those costs are passed onto consumers... will the State which subsidizes many services in unorganized Alaska see indirect costs as a result of this proposal? If the answer is unknown, why hasn't the DPS or their consultant looked into this risk?</p> |
|--|

There is concern that DPS has not adequately considered "who pays" with this proposal and base that in part upon the DPS response: *"carriers are allowed to demand 'cost recovery' in response to a Phase I/Phase II request."* Wouldn't the cost recovery come from the state in unorganized Alaska? Why no mention in this proposal of the potential liability of this?

DPS presumed no carrier-side costs due to the lack of carrier cost recovery requests in Alaska over the last twenty years, beginning with the first deployment of Wireless 911 in

911 Working Group  
7/17/2020 Follow Up Questions for DPS

Alaska. To the best of our knowledge, no local jurisdiction in Alaska is paying any one-time or recurring carrier costs of Wireless 911 Phase I/Phase II.

In addition, federal regulations only identify the ability of carriers to request cost recovery but have no guidance on the requirement for local jurisdictions to remit these amounts.

If millions of dollars in compliance costs are assumed by carriers, in unorganized Alaska where limited taxing authority exists, this is likely to increase citizen costs and more likely, **increase state subsidies required**. If this resulted in higher telecom expenses for rural citizens, how many would end wireless services and what effect would that have on public safety? **Members of the E911 Working group strongly encourage DPS to research these concerns as they have a great potential for increasing State telecom costs in unorganized Alaska and/or increasing rural wireless costs effectively “diminishing” public safety if citizens are unable to maintain phone service due to cost.**

DPS met with Department of Law and received concurrence that there was not effective guidance in Alaska regulatory statutes or federal statutes. The State also reviewed carrier waiver requests and the clear direction from the FCC was that Wireless 911 was an effective mandate of all Commercial Mobile Radio System (CMRS) licensees.

The amounts carriers have received from other sources (state and federal grants) should also be considered with the question of whether carriers have been compensated for infrastructure costs associated with contemporary call processing; this question was provided to the Working Group by DPS for reply by the carrier association.

- |   |
|---|
| <p>6. At a February meeting between the DPS Commissioner and Rep. Ortiz / Ketchikan Gateway Borough representatives, the Commissioner stated that it was a 90% certainty that the DPS would maintain at least one dispatcher at the Ketchikan facility for administrative and emergency dispatch support. Is this still the plan? If not, what changed?</p> |
|---|

**FOLLOW UP:** We did not see an answer to this question. Is the plan to station at least one dispatcher at the Ketchikan Post for local administrative and emergency dispatch support still part of the DPS plan. not, why?

All planning by DPS for dispatch operations is on hold awaiting the conclusions of the Working Group. Otherwise, the question was previously answered:

“The offer of a single ESD position to remain in Ketchikan was made in response to vocal and persistent local opposition to DPS’ planned consolidation. Operationally, this has no benefit to DPS as well as presenting several long-term human resource issues, such as supervision, compensation, distribution of work, and a limited career path (to name a few).

911 Working Group  
7/17/2020 Follow Up Questions for DPS

Having a third dispatch center presents numerous operational difficulties, including: consistent recruitment, training and supervision; distribution of work load; additional capital and operational costs; and no effective contribution to continuity of operations.”

## 911 and Dispatch Consolidation Working Group Responses to Questions From 7/20/20 and 7/21/20 Meeting.

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### Questions submitted by email July 21, 2020

**Question #1:** Please provide a copy of the UAA Justice Department C Detachment staffing study.

**Answer:** DPS believes that the C Detachment Staffing Study is not relevant to the Purpose of Governor Dunlevy's Administrative Order AO318 which states:

#### ***Purpose***

*The 9-1-1 and Dispatch Consolidation Working Group will review and provide recommendations to the Governor on related statewide and regional emergency communications efforts, and develop recommendations for public safety communications policy regarding 9-1-1 and Dispatch Consolidation. The work of the 9-1-1 and Dispatch Consolidation Working Group will be similar to, but not redundant of, the Alaska State Emergency Response Commission (AS 26.23.071). This order does not affect the work of the Alaska State Emergency Response Commission.*

**Question #2:** If completed, what is the projected annual budget for the Southern Operations Center? If this projection doesn't exist, please provide the annual operating costs of the Fairbanks DPS dispatch center as the closest comparison?

**Answer:** Anticipated annual operating budget.

<b>TOTAL ESTIMATED ANNUAL OPERATING COSTS FOR SOUTHERN DISPATCH CENTER</b>	<b>\$ 2,918,441</b>
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**Question #3:** Of the original \$4.5M budget for the construction of the Southern Operations Center, how much of this has already been spent, and how much is currently still available funds?

**Answer:**

<b>Funding Summary</b>				
	Available Funding Auth	Actual EXP & ENC	Pending Obligation	Available Balance
911 funds	\$ 3,535,000	\$ 1,570,975	\$ 175,358	\$ 1,788,667
ALMR funds	\$ 1,122,091			\$ 1,122,091
	\$ 4,657,091	\$ 1,570,975	\$ 175,358	\$ 2,910,758

## 911 and Dispatch Consolidation Working Group Responses to Questions From 7/20/20 and 7/21/20 Meeting.

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### Questions submitted by email July 20, 2020

**Question 1:** One of DPS' goals as identified by Col. Chastain was to lift the heavy burden of the administrative tasks on the patrol troopers. Can we get a detailed list of tasks that are saturating the patrol troopers, along with any statistical data they have (or should have acquired by now) in regards to how much time is being spent on each of these administrative tasks on average?

-What, if any, work has been done to look into interfacing the ARMS, APSIN, and ALVIN databases to help reduce the duplicate work currently being conducted in these State databases. If none exists, why has this not been explored as a time-saving project for the patrol troopers?

**Answer:** DPS believes that the requested information is not relevant to the Purpose of Administrative Order 318 and is reluctant to provide internal policies and procedures in a public forum.

**Question 2:** Data or research DPS has to substantiate the claim that they can free up two FTE's worth of time through the project DPS has in place - We would either like the data to support this claim or an admission that it doesn't exist right now so we can scope out collecting that sort of data.

**Answer:** DPS believes that the requested information is not relevant to the Purpose of Administrative Order 318 and is reluctant to provide internal policies and procedures in a public forum

**Question 3:** Any documentation DPS currently has in regards to 911 phone systems in place at all PSAPs across the state - again, if DPS doesn't have this information, they need to disclose this fact so we can see about collecting that data as well.

**Answer:** The *Research and Data working group* will be surveying the PSAPS to collect this data

**Question 4:** 911 call counts by PSAP across the state. This was previously requested during/after our July 9th meeting and DPS failed to supply the data requested. If it does not exist, we need to know so we can look into collecting this information.

**Answer:** During the first week of June, DPS sends out a questioner requesting detailed data from PSAPS due prior to the FCC deadline end of July. The data is compiled and sent to the FCC to comply with the New and Emerging Technologies Improvement Act of 2008 (NET 911 Act). As of today, July 24, 2020 I have received data form the following PSAPS.

**911 and Dispatch Consolidation Working Group Responses to Questions**  
**From 7/20/20 and 7/21/20 Meeting.**

<b>Alaska PSAPs</b>	<b>Wireless</b>	<b>Wireline</b>	<b>VOIP</b>	<b>Abandoned Calls</b>	<b>Total</b>
Anchorage Borough PSAP (Anchorage PD)					
AST Fairbanks (Interior/Northern)	unknown	unknown	unknown	2950	121186
Bethel Police Department					
Bristol Bay Borough PSAP (BBB PD Dillingham)	unknown	unknown	unknown	unknown	unknown
Cold Bay Health Clinic					
Cordova Police Department					
Craig Police Department	157	unknown	unknown	20	177
Dillingham Police Department	unknown	unknown	unknown	391	1575
Fairbanks North Star Borough PSAP					
Fort Yukon Police Department					
Galena Fire Department					
Gustavus Fire Department					
Haines Police Department					
Hoonah Police Department					
Juneau Borough PSAP (Juneau PD)					
Ketchikan Police Department	938	4226	unknown	369	5164
King Cove Police Department					
Kodiak Police Department	unknown	unknown	unknown	882	4372
Kotzebue Police Department	unknown	unknown	unknown	unknown	409
Kuskokwim Valley Rescue Squad (McGrath)	unknown	unknown	unknown	unknown	30
Matanuska Susitna Borough (MatCom)	5654	34340	2048	2981	42042
Metlakatla Police Department					
Nome Police Department					
North Slope Borough PSAP (NSB PD Barrow)					
Petersburg Police Department					
Sand Point Police Department					
Sitka Police Department					
Skagway Police Department	unknown	unknown	unknown	134	7992
Soldotna Comm Center (SPSCC) Kenai Borough					
St. Paul Police Department					
Thorn Bay Emergency Services					
Unalakleet Police Department					
Unalaska Police Department					
Valdez Police Department					
Whittier Police Department					
Wrangell Police Department					

**911 and Dispatch Consolidation Working Group Responses to Questions**  
**From 7/20/20 and 7/21/20 Meeting.**

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Yakutat Police Department					
Homer Police Department					
Kenai Police Department					
Seward Police Department					



**From:** Rodney Dial  
**To:** [Russell, Annamarie \(CED\)](#); [Demboski, Amy L \(CED\)](#); [heather.cavanaugh@acsalaska.com](mailto:heather.cavanaugh@acsalaska.com)  
**Subject:** Fw: Clarification on Questions for DPS from Consolidation Sub-Committee Meeting - DPS Response  
**Date:** Monday, August 3, 2020 3:55:22 PM  
**Attachments:** [Emergency Comm Center Budget DRAFT 5-27-2020a.pdf](#)  
[Emergency Communication Centers Org Chart Draft 31JUL20.pdf](#)

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Could you please forward to the Consolidation subgroup for consideration for tomorrows meeting?

Thank you  
Rodney

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**From:** Rodney Dial <rodneyd@kgbak.us>  
**Sent:** Monday, August 3, 2020 3:36 PM  
**To:** Jacob Butcher <jbutcher2@ci.wasilla.ak.us>  
**Subject:** Fw: Clarification on Questions for DPS from Consolidation Sub-Committee Meeting - DPS Response  
FYI

Rodney

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**From:** Roberts, Richard R (DPS) <richard.roberts@alaska.gov>  
**Sent:** Friday, July 31, 2020 4:55 PM  
**To:** Rodney Dial <rodneyd@kgbak.us>  
**Cc:** Rockwell, John V (DPS) <john.rockwell@alaska.gov>; Chastain, Bernard A (DPS) <bernard.chastain@alaska.gov>; Demboski, Amy L (CED) <amy.demboski@alaska.gov>; Cavanaugh, Heather A. <Heather.Cavanaugh@acsalaska.com>; Morgan, Leon O (DPS) <leon.morgan@alaska.gov>; Price, Amanda (DPS) <amanda.price@alaska.gov>; Russell, Annamarie (CED) <annamarie.russell@alaska.gov>

**Subject:** RE: Clarification on Questions for DPS from Consolidation Sub-Committee Meeting - DPS Response

Mayor Dial,

In trying to determine the best way to answer your questions, I have attached an organizational chart that depicts what the DPS plan for the DPS dispatch consolidation model. It shows positions being transferred from Ketchikan and Soldotna, to the South Central Center. It shows the four dispatch positions that DPS asked for that was removed during the legislative session, as well as a supervisory position, quality assurance position and two IT related positions. An existing DPS captain position, occupied by me, is organizationally assigned to oversee dispatch / operations center business as a part of my assigned duties. Without that position, I am supervising dispatch operations more directly than envisioned.

I have also attached the budget for the DPS dispatch component that outlines costs and anticipated savings. When DPS pivoted from building the center in Anchorage to Palmer, the DPS plan was to absorb existing City of Palmer dispatchers to make up for the loss of the four positions asked for in

the DPS budget. The costs for running the center, whether in Anchorage or Palmer (with the addition of Palmer dispatchers) is planned to be paid for using operating funds currently being spent on DPS' contract with the City of Wasilla and the agreement with the Kenai Peninsula Borough. The cost of the new positions was already calculated in the overall savings highlighted on page one of the budget sheet.

These two documents should best answer some of your questions.

The cost savings detailed on the budget projection includes:

- four additional Emergency Services Dispatcher (ESD) positions in addition to the transfer of all ESD positions from Soldotna and Ketchikan to 'Anchorage' as well as
- a civilian manager of emergency communications with statewide responsibility, 3) a Quality Assurance analyst,
- a GIS analyst and
- a technical CAD/911 analyst (system administrator).

-R

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CAPTAIN RICK ROBERTS  
OPERATIONS SUPPORT BUREAU  
DEPARTMENT OF PUBLIC SAFETY  
907.269.5645  
[RICHARD.ROBERTS@ALASKA.GOV](mailto:RICHARD.ROBERTS@ALASKA.GOV)

**From:** Rodney Dial <rodneyd@kgbak.us>

**Sent:** Tuesday, July 28, 2020 4:15 PM

**To:** Roberts, Richard R (DPS) <richard.roberts@alaska.gov>

**Cc:** Rockwell, John V (DPS) <john.rockwell@alaska.gov>; Chastain, Bernard A (DPS) <bernard.chastain@alaska.gov>; Demboski, Amy L (CED) <amy.demboski@alaska.gov>; Cavanaugh, Heather A. <Heather.Cavanaugh@acsalaska.com>

**Subject:** Re: Clarification on Questions for DPS from Consolidation Sub-Committee Meeting  
Captain,

As we explored consolidation costs and the prior statement of the DPS from the 7/17 working group questions...

***"If DPS is allowed to open a consolidated center in south central, then the four ESD positions will again be necessary..."***

Mr. Rockwell stated that the DPS intends to make the 4 Palmer dispatchers State employees and cover that expense with the savings from exiting the contracts with MatCom and the Kenai Borough.

If this cost is paid by the savings... then the State will not "save about \$700k" as stated by the DPS Commissioner. Additionally, the costs of the manager have not been adequately addressed. Per Major Chastain in prior meetings, the DPS did not consider the cost of the

Captain towards this project, however since the Captain is doing the work of the previously requested full time Civilian Manager that the legislature denied, it should be included.

It also seems reasonable that the quality assurance position... which the DPS said was necessary earlier this year, should be included at least as a future funding need, as it will be impossible to provide Emergency Medical Dispatch (EMD) pre-arrival and post dispatch instructions without it.

Additionally, the tech positions requested... will they be funded with the savings as well? This is necessary for the data entry element of this proposal...right?

All that to say I propose we update DPS cost projections for the final report because the inference was that DPS could consolidate into a state dispatch facility AND save \$700k, when in reality DPS is proposing to use most or all of the savings in furtherance of this project.

I was also looking for DPS Goals from consolidation. As per Mr. Rockwell DPS was not prepared to discuss that at the meeting.

Clarification on the 18 dispatchers in the State proposal. Considering leave, vacancies, training, etc, what is the average expected number of dispatchers available per shift for the two proposed dispatch centers?

Final concerns as mentioned by three members was that proposed DPS staffing levels are insufficient to cover the consolidated areas.

Thank you

*Rodney Dial*  
*Mayor*  
*Ketchikan Gateway Borough*  
[rodneyd@kgbak.us](mailto:rodneyd@kgbak.us)  
907-220-6861

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**From:** Roberts, Richard R (DPS) <[richard.roberts@alaska.gov](mailto:richard.roberts@alaska.gov)>  
**Sent:** Tuesday, July 28, 2020 3:46 PM  
**To:** Rodney Dial <[rodneyd@kgbak.us](mailto:rodneyd@kgbak.us)>  
**Cc:** Rockwell, John V (DPS) <[john.rockwell@alaska.gov](mailto:john.rockwell@alaska.gov)>; Chastain, Bernard A (DPS) <[bernard.chastain@alaska.gov](mailto:bernard.chastain@alaska.gov)>; Demboski, Amy L (CED) <[amy.demboski@alaska.gov](mailto:amy.demboski@alaska.gov)>; Cavanaugh, Heather A. <[Heather.Cavanaugh@acsalaska.com](mailto:Heather.Cavanaugh@acsalaska.com)>  
**Subject:** Clarification on Questions for DPS from Consolidation Sub-Committee Meeting

Mayor Dial,

I wanted to obtain clarification on the questions you would like DPS to answer from today's meeting.  
Can you send us your questions so we can review them and gather proper information?

Thank you.

-RICK

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CAPTAIN RICK ROBERTS  
OPERATIONS SUPPORT BUREAU  
DEPARTMENT OF PUBLIC SAFETY  
5700 E. TUDOR ROAD  
ANCHORAGE, ALASKA 99507  
907.269.5645  
[RICHARD.ROBERTS@ALASKA.GOV](mailto:RICHARD.ROBERTS@ALASKA.GOV)  
SPTAOC 132 FBI NA 270



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Alaska Department of Public Safety  
Emergency Communications Centers  
Capital and Operating Budget Projections  
as of May 27, 2020

Notes

Capital Costs			
	Tudor Road	Common Elements	Valley Way (Palmer)
Construction/Remodel	ABI Remodel (\$1,700,000)		
Computer Aided Dispatch System		TriTech CAD (\$700,000)	
Workstation Furniture		6 Positions (\$300,000)	
Radio Consoles		6 Positions (\$500,000)	
911 Call taking System		911 System (\$840,000)	
IT Infrastructure		6 Positions (\$300,000)	
<b>TOTAL</b>	<b>\$1,700,000</b>	<b>\$1,540,000</b>	<b>\$0</b>
<b>Capital Cost Savings</b>	<b>\$1,700,000</b>		

Operating Costs	
<b>Existing Centers</b>	
NOC - Existing Salary & Benefits	\$1,970,884.00
MatCom Contract	\$1,900,000.00
SPSCC Agreement (Split Staffing)	\$875,767.00
Ketchikan - Existing Salary & Benefits	\$796,135.00
<b>Total</b>	<b>\$5,542,786</b>
<b>Consolidated (Two Centers)</b>	
NOC - Salary & Benefits	\$1,970,884.00
SOC - Salary & Benefits	\$2,035,961.00
Travel (new allocation)	\$30,000.00
Contract Services (new allocation)	\$572,000.00
Commodities/Supplies (new allocation)	\$40,000.00
<b>Total</b>	<b>\$4,648,845</b>
<b>Annual Operating Cost Savings</b>	<b>\$893,941</b>

Alaska Department of Public Safety  
Emergency Communications Centers  
Annual Operating Budget Projection

**Personal Services**

Northern Operations Center	\$ 1,970,884.00
Southern Operation Center	\$ 2,035,961.00

<b>Subtotal Personal Services</b>	<b>\$ 4,006,845.00</b>
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**Travel**

\$ 30,000.00
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**Contractual Services**

Vendor Support: Radio Consoles & Logging Recorders	\$ 85,000.00
GIS Support Sevices	\$ 60,000.00
Dispatch Protocol/QA: Licenses, Certification	\$ 80,000.00
Vendor Support: Computer Aided Dispatch	\$ 65,000.00
Vendor Support: 911 System	\$ 60,000.00
Training Courses/Professional Development	\$ 50,000.00
Inter-PSAP Broadband Network	\$ 50,000.00
Network, Server & Desktop Support (OIT)	\$ 50,000.00
Telecommunications (WAN)	\$ 60,000.00
Language Line Translation Services	\$ 12,000.00

<b>Subtotal Contract Services</b>	<b>\$ 572,000.00</b>
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**Commodities/Supplies**

\$ 40,000.00
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<b>TOTAL ESTIMATED ANNUAL OPERATING COSTS</b>	<b>\$ 4,648,845.00</b>
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Fill Status	PCN NO	JOB TITLE	LOC	DESC	BU	CODE	SAL	SCHED	RANGE	STEP	TOT SAL	TOT BENE	TOT PREM	PP GRAVE	MTHS GRAVEYARD	AMT PP SWING	MTHS SWINGSHIFT	AMT OVERTIME	AMT UGF	PP OT HRS
Filled	10-5047	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 49,758			15 A	\$ 39,538	\$ 3,816			0	0	0	3816	\$ 92,112	100
Filled	12-1078	Er Svc Disp II	GP	Fairbanks	GP	103	\$ 62,028			16 E	\$ 44,904	\$ 8,558			0	0	0	4722	\$ 115,490	100
Filled	12-1080	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 51,033			15 A	\$ 40,407	\$ 7,536			10	3836	0	3816	\$ 98,976	100
Filled	12-1081	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 61,360			15 G	\$ 44,374	\$ 7,791			12	3720	0	3816	\$ 113,545	100
Filled	12-1082	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 49,758			15 A	\$ 38,538	\$ 3,816			8	3069	0	3816	\$ 92,112	100
Filled	12-1103	Er Svc Disp II	GP	Fairbanks	GP	103	\$ 50,268			15 A	\$ 39,402	\$ 5,676			0	0	0	3816	\$ 95,286	100
Filled	12-1119	Er Svc Disp II	GP	Fairbanks	GP	103	\$ 63,508			16 E	\$ 44,883	\$ 7,023			6	2301	1860	4722	\$ 115,414	100
Filled	12-1167	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 66,587			15 K	\$ 45,306	\$ 5,074			0	0	0	5074	\$ 116,567	100
Filled	12-1171	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 51,033			15 A	\$ 39,015	\$ 3,816			0	0	0	3816	\$ 93,864	100
Filled	12-1242	Er Svc Disp II	GP	Fairbanks	GP	103	\$ 59,876			16 D	\$ 44,264	\$ 9,002			12	4444	0	4558	\$ 113,142	100
Filled	12-1428	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 49,608			15 A	\$ 39,874	\$ 7,536			0	0	0	3816	\$ 97,018	100
Filled	12-1442	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 51,033			15 A	\$ 39,363	\$ 4,746			0	0	0	3816	\$ 93,864	100
Vacant	12-1458	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 49,608			15 A	\$ 39,482	\$ 3,816			0	0	930	3816	\$ 95,142	100
Filled	12-1507	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 53,081			15 B	\$ 40,558	\$ 5,881			0	0	0	3816	\$ 91,906	100
Filled	12-1508	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 51,638			15 B	\$ 40,014	\$ 5,881			6	1927	0	3954	\$ 96,530	100
Filled	12-1632	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 51,638			15 B	\$ 38,293	\$ 3,954			6	1927	0	3954	\$ 97,533	100
Filled	12-1633	Emergency Dispatch Supervisor	SS	Fairbanks	SS	99	\$ 99,902			18 P	\$ 56,214	\$ -			0	0	0	0	\$ 94,885	100
Filled	12-1775	Er Svc Disp I	GP	Fairbanks	GP	103	\$ 53,751			15 C	\$ 40,136	\$ 4,095			0	0	0	4095	\$ 156,116	100
							\$ 1,076,471				\$ 792,580	\$ 101,833						\$ 97,982	\$ 1,970,884	
Filled	12-1005	Er Svc Disp I	GP	Ketchikan	GP	100	\$ 66,120			15 L	\$ 45,445	\$ 5,912			2	826	0	5086	\$ 117,477	100
Filled	12-1007	Er Svc Disp I	GP	Ketchikan	GP	100	\$ 62,028			15 J	\$ 45,227	\$ 9,423			12	4652	0	4771	\$ 116,678	100
Filled	12-1241	Er Svc Disp II	SS	Ketchikan	SS	99	\$ 77,707			16 M	\$ 49,957	\$ 5,474			0	0	0	5474	\$ 133,138	100
Vacant	12-1420	Er Svc Disp I	GP	Ketchikan	GP	100	\$ 51,473			15 B	\$ 39,888	\$ 5,709			0	0	1871	3838	\$ 97,070	100
Filled	12-1427	Er Svc Disp I	GP	Ketchikan	GP	100	\$ 53,808			15 D	\$ 40,923	\$ 6,140			6	2012	0	4128	\$ 100,871	100
Vacant	12-1459	Er Svc Disp I	GP	Ketchikan	GP	99	\$ 78,475			15 P	\$ 50,600	\$ 7,333			0	0	1436	5897	\$ 136,008	100
Filled	12-1488	Er Svc Disp I	GP	Ketchikan	GP	100	\$ 48,893			15 A	\$ 39,186	\$ 6,414			6	1806	6	3705	\$ 94,493	100
							\$ 438,504				\$ 311,226	\$ 46,405						\$ 795,135		
Filled	12-1117	Er Svc Disp I	GP	Soldotna	GP	100	\$ 50,206			15 B	\$ 39,414	\$ 5,709			6	1871	0	3838	\$ 95,329	100
Filled	12-1329	Er Svc Disp I	GP	Soldotna	GP	100	\$ 57,872			15 F	\$ 42,609	\$ 6,582			4	0	2157	4425	\$ 107,063	100
Filled	12-1403	Er Svc Disp I	GP	Soldotna	GP	100	\$ 62,028			15 J	\$ 44,357	\$ 7,087			0	0	2326	4771	\$ 113,482	100
Filled	12-1404	Er Svc Disp I	GP	Soldotna	GP	100	\$ 51,398			15 B	\$ 39,626	\$ 5,085			0	0	0	3838	\$ 96,109	100
Filled	12-1419	Er Svc Disp I	GP	Soldotna	GP	100	\$ 53,254			15 C	\$ 40,288	\$ 4,945			0	0	969	3976	\$ 98,467	100
Filled	12-1444	Criminal Justice Tech I	GP	Soldotna	GP	100	\$ 39,660			10 A	\$ 33,331	\$ -			0	0	0	0	\$ 72,991	0
Vacant	12-1470	(reclassified from OAI)	GP	Soldotna	GP	100	\$ 49,983			15 B	\$ 38,980	\$ 4,773			0	0	935	3838	\$ 93,736	100
Vacant	12-1624	Er Svc Disp I	GP	Soldotna	GP	100	\$ 48,821			15 A	\$ 38,146	\$ 3,705			0	0	0	3705	\$ 90,672	100
Filled	12-1630	Er Svc Disp II	GP	Soldotna	GP	100	\$ 60,492			16 E	\$ 42,842	\$ 4,584			0	0	0	4584	\$ 107,918	100
							\$ 473,714				\$ 359,573	\$ 42,480						\$ 875,767		
							\$ 1,988,689				\$ 1,463,379	\$ 190,718						\$ 3,842,786		



Suzanne Hall – Comments for working sub-group meeting 08/04/20

### DPS Response Highlighted in Yellow

Questions for the DPS –

\*Ref the annual operating budget Projection – is “Dispatch Protocol/QA: Licenses, Certification” referring to EMD? - YES

\*What is the timeline for implementing EMD? What will be done to provide EMD service to callers in rural areas if EMD is not implemented right away? We have not yet created a timeline for Emergency Dispatch Protocols. The first step is to perform a gap analysis on current staff qualification and determine approach. Our plan has been to work with the Association of Public Safety Communication Officials (APC) to establish a training schedule for EMD certification.

Example: accidental overdose call in a rural area not covered by an ambulance service. Health Aid is not answering the phone. Patient needs Narcan and CPR instruction. If EMD is not to be implemented immediately, what are the plans for calls like this? Currently, if the health aide is not available in that village, we call the regional on call for that area. This varies by region of the state and by the Corporation that is responsible for health care in that area.

\*Capt Roberts sent the organizational charts dated 11/21/19 this week. Is this still the current projected organizational chart? Was the new position listed directly under the Captain Position not eliminated or do I understand this incorrectly? If the Captain is providing those duties, are those projected hours spent on dispatch administrative tasks billed to the communication centers? The organization chart submitted is the most current. The Program Manager listed under the Captain position is an anticipated position. The Captain position is supporting the existing dispatch center supervisor in Fairbanks. Previous to the captain being assigned this role, this oversight was assigned to a lieutenant in Fairbanks. The plan is for there to be a supervisor over both dispatch center supervisors who will then report to a DPS captain. Without the second center, supervision of the Fairbanks dispatch center is being done by a DPS captain.

\*My understanding of the two centers is that at any given time, they should be able to handle overflow calls from each other fluidly. Does this mean that when one center is overwhelmed with phone calls, the additional calls would roll to the other center? YES, depending on the 911 call software. Does this mean that ESDs in both centers will need to maintain situational awareness relative of each other to be able to process calls? By implementing a single Computer Aided Dispatch system with two locations, each center will be aware of the overall call stack.

\*I cannot recall which document listed the proposed shift coverage, but confirm that it is anticipated to staff the SOC with 4 ESDs on days and swings and three on graves? Is this inclusive any supervisors? How many radio channels are anticipated to be in use at a given time? Three channels (A, B, NCIC). Will it be an expectation that those in a radio position will also be taking calls? Yes, this is the same way calls are handled in most centers.

\*DPS mentioned using national standards to determine the staffing level of 18 in each center. APCO Project RETAINS was used to calculate the staffing numbers <https://retains.apcointl.org/> Which standards were used? Can you provide a link to the studies and the call volumes or statistics used to demonstrate that 18 ESDs is adequate, especially in the SOC? We have had difficulty in determining some call volume metrics because the two centers currently providing this service to DPS reports they are not able to provide those metrics. Our information is based on our best determination of call volume in different areas of the state.

Below is based on the number of staff needed to operate three console positions.

	<b>Estimate Staffing Needed for Coverage Positions</b>	
<b>Steps</b>	<b>Hours needing coverage: 24 hours</b>	
<b>A</b>	Total number of consoles that need to be covered for this position	3
<b>B</b>	Number of hours per day that need to be covered	24
<b>C</b>	Number of days per week that need to be covered	7
<b>D</b>	Number of weeks per year that need to be covered	52
<b>E</b>	Staffing Factor based on Holoday/Vacation/Trailing Ect...	1
<b>F</b>	Total Hours needing coverage = A x B x C x D x E	26208
	<b>Employee Availability:</b>	
<b>G</b>	Net AvailableWork Hours - Average	1669
<b>H</b>	Full Time Equivalent base estimate (FTE) = F ÷ G	15.7028
<b>I</b>	Turnover Rate - (RETAINS) worksheet	19%
<b>J</b>	Full Time Equivalent required to accommodate turnover, prior to any adjustments based on quality indicators: FTE = H x (1+ I)	18.6864

\*\* Shift Supervisor can cover as needed

Per page 4 of the 7/17/20, follow up questions, the DPS projects needing an additional 4 ESDs. Confirm this is a total future projection of 22 ESDs? No, total of 18 ESDs. +What is the time line for these? This question has not been resolved. Legislative changes and the current AO working group process has put this tasking on hold.

Outstanding Questions for DPS dated 8/10/2020

DPS Replies (in blue) 8/14/2020

6/24/2020 Working Group Questions:

1. **Please provide a detailed consultant's report and all options, recommendations, issues, and costs that have been identified.** DPS ANSWER: There was no foundational consultant report that originated the project under consideration. Operational and fiscal planning was accomplished by DPS and Governor Walker's staff.

This answer does not address the second part of the question. Please provide all options, recommendations, issues and costs that have been identified. This is not limited to the request for a consultant's report; rather, this includes what DPS has identified as "all options, recommendations, issues, and costs" of this project and alternatives.

As stated in the South Operations Project Summary; Beginning with a capital appropriation of \$3.5 million in FY2019, the Department of Public Safety (DPS) initiated a project to consolidate dispatch services for South-Central Alaska and provide enhanced 9-1-1 (e911) call-taking for unincorporated areas around the state who are underserved. This project will combine emergency communications services currently provided to DPS by the City of Wasilla Police dispatch center (MatCom) and the Soldotna Public Safety Communications Center operated by the Kenai Peninsula Borough and improve redundancy with our North Operations Center in Fairbanks.

When complete, the new South Operations Center (SOC) located within the Alaska State Troopers' Palmer Post along with the North Operations Center (NOC) in Fairbanks will provide the foundation for receiving enhanced 9-1-1, location-specific, calls from the public and dispatching the Alaska State Troopers and the Alaska Wildlife Troopers (AWT) statewide. The Alaska State Trooper SOC located in Palmer will be the primary Public Safety Answering Point (PSAP) for Central and Southern Detachments (A&B). The Alaska State Trooper NOC located in Fairbanks will be the primary Public Safety Answering Point (PSAP) for Northern and Western Detachments (C & D). *(See 6.24.2020 911 Work Group Handout.pdf).*

To achieve this DPS, reviewed many options to include:

- Partnering with the city of Wasilla and MatCom. We spent several months working a business Plan to create a unified dispatch center managed by a board with equal representation.
- When the MatCom partnership was rejected by Mayor Cottle, we then proceeded to build our own dispatch center utilizing our ABI building at 5500 E. Tudor Rd. Anchorage. Our plan was to start with 6 desks/consoles with the ability to expanded as needed up to 12 desks/consoles.
- Through the 2020 budget process DPS received legislative intent language to stop construction on the ABI buildout and continued with negotiating an agreement with Palmer.
- Other considerations included building out Ketchikan, *(See attachments)*

#### Why Palmer?

- Legislative Intent language essentially cancelled Tudor Road, a facility that was ready to bid for construction.
- DPS had prior discussions with Palmer, successfully concluding the Training Agreement for new DPS ESD hires. Other discussions concluded that Valley Way as an ideal alternative dispatch site for DPS in case the Glenn Highway was out of service (earthquake).
- Palmer has been a good partner with DPS, providing B Detachment facilities for 35 years.

#### Why consolidate?

- Cost of business with MatCom and Soldotna was too expensive. In particular, the additional costs of technology support and inefficient personnel scheduling.
- MatCom in particular was unwilling to agree to long-term capital investment strategies to avoid significant funding calls on partners (i.e., creating an enterprise fiscal structure separate from the City of Wasilla general fund).
- For Ketchikan, the call volume (any hour of the day) did not justify dedicated dispatch personnel as well as the high capital cost to provide statewide capabilities (CAD & 911).

DPS has been able to support all options within the existing budget. Otherwise, DPS respectfully suggests that the ability to aggregate hundreds if not thousands of hours of internal discussions, correspondence and analysis is not available within the context and timeline of the current Working Group.

#### Working Group Response to DPS Questions dated 7/17/2020

2. **Can DPS provide the technical specifications required for connectivity that was referenced in the Working Group responses to the 7/17/20 DPS questions. If so, what are those technical specifications?** See “Carriers on working group” response to question 1, second paragraph.

The specific DPS/OIT protocols, ports and network configuration is security-sensitive information. The vendor’s minimum bandwidth recommendation for computer aided dispatch is 100 Mb from the server environment to the PSAP. OIT & DPS experience with the DPS Peger Road implementation is that this amount is sufficient to support CAD as well as telephony, APSIN/NCIC and numerous other desktop applications. Note that SATS is the primary transport for ALMR and this (SATS) is also considered another available resource for network reliability (i.e., redundancy).

#### 911 Working Group Follow Up Questions for DPS dated 7/17/202

3. Question 1 “Follow Up Clarification” (page 1 of 6; bottom paragraph). The Working Group asked DPS **what communities have “active law enforcement” to be served in the proposed wireless E911 project (phase I/II areas)?** By active law enforcement it was clarified to mean active Trooper, municipal departments, or VPSO (not number count, just which communities are served), and the Working Group asked not to count funded, but unfilled positions for community that are served.

## Executive Officer/Facilitator Follow Up - Solicitation for Answers from DPS

DPS ANSWER: DPS rejects the proposition that the value and availability of 911 calling is based on the population served or the law enforcement resource allocation. We also note that the location of the caller is important to all disciplines, including fire, rescue and emergency medical responders.

DPS did not answer the question; there was no assertion in the question that the value or availability of 911 calling is based on population served or the law enforcement resource allocation.

Several communities in Alaska have a municipal police presence in Alaska. All communities without a municipal police department are covered by the Alaska State Troopers (AST). Many smaller communities have or use Village Police Officers (VPO's) to provide basic law enforcement services. Some communities employ a Tribal Police Officer(s) instead of VPO's or a combination of VPO and TPO. The DPS is not able to know from one day to the next which communities have VPO's or TPO's working in them.

The Department of Public Safety does not know from one day to the next which communities have Village Police Officers (VPO's) or Tribal Police Officers (TPO's) working in them. This is not something that DPS has control over. Communities hire and fire VPO's and TPO's frequently. DPS has no statutory authority over this process. Because these employees work for the village or the tribe, DPS has no control over reporting or an ability to know the status of each of them within the state. There currently 45 Village Public Safety Officers (VPSO's) around the state.

When a call for service is received in communities covered by the AST, a trooper with responsibility for the area will call known contacts in the community to either assist, respond, or provide information while a trooper prepares to respond to the community. In the absence of any other law enforcement entity in a community, troopers have utilized other community members with whom they have built relationships with to provide information, assistance, or response to events while other resources are marshalled to respond. Troopers assigned to oversee law enforcement in rural communities are expected to develop or maintain relationships in each community to which they are assigned so they are able to coordinate response to incidents and calls for service.

The following communities have Alaska State Troopers posted in them:

Anchor Point	Glennallen	Nenana
Aniak	Haines	Nome
Bethel	Healy	Palmer
Cantwell	Hoonah	Petersburg
Coldfoot	Hooper Bay	Prince of Wales Island
Cordova	Juneau	Selawik
Delta Junction	Ketchikan	Seward
Dillingham	King Salmon	Sitka
Emmonak	Kodiak	Soldotna
Fairbanks	Kotzebue	Saint Mary's
Galena	McGrath	Tok

## Executive Officer/Facilitator Follow Up - Solicitation for Answers from DPS

Togiak	Cordova	North Slope Borough
Unalakleet	Craig	Palmer
Valdez	Dillingham	Petersburg
Wrangell	Fairbanks	Saint Paul
	Fort Yukon	Sand Point
Two other Western	Galena	Seldovia
Alaska communities are	Haines	Seward
being considered for new	Homer	Sitka
trooper post	Hoonah	Skagway
locations. These include:	Juneau	Soldotna
Ambler	Kenai	Unalaska
Saint Michael	Ketchikan	Valdez
	King Cove	Wasilla
Communities with Municipal	Klawock	Whittier
Police Departments	Kodiak	Wrangell
Anchorage	Kotzebue	Yakutat
Bethel	Metlakatla	
Bristol Bay Borough	Nome	
(Naknek/ King Salmon)	North Pole	

4. Question 2 “Follow Up Comments and Questions” (page 2 of 6). The Working Group asked:  
In reference to this DPS statement: “The complement of new equipment and software (CAD, radio consoles, 911, etc.) was already anticipated in the capital budget for an Anchorage dispatch center,” **Is the amount of capital investment in the former Anchorage center (now Palmer) about what would have been spent to upgrade the Ketchikan facility to the level mentioned? What was the cost of the Anchorage/Palmer equipment/software, etc.**  
It seems reasonable to assume that the decision to close the Ketchikan facility was made prior to the purchase of equipment for the Anchorage Dispatch Center as some determination was made to construct a new state facility vs upgrading an existing one. **Was a study done on expansion of the Ketchikan facility? If so, please provide the documentation, if not, why? When was the equipment purchased for the Anchorage Dispatch Center?**

DPS ANSWER: The upgrade of 5500 E Tudor Road was an upgrade to an existing DPS facility. There was no other DPS dispatch facility (i.e., Ketchikan) that provided the minimum requirements for facility readiness (space and structural integrity), broadband connectivity and access to a suitable ESD recruitment pool. As noted in project plans, DPS looked forward to a facility that could expand to as many as twelve positions extending the life of the investment. The Ketchikan facility could only accommodate four positions which is insufficient as a primary or backup DPS dispatch center.

The questions in bold were not answered.

The furnishings and equipment for the Anchorage dispatch center have not been purchased.

The amount of capital investment (technical equipment, not including facility remodeling) for Tudor Road is the same as for the Palmer option (approximately \$2.3 million) and is based on

implementing six fully-equipped dispatch positions in either scenario. Ketchikan was not considered a viable option since the facility would not accommodate a minimum build-out of six dispatch positions.

The recurring and non-recurring costs to operate Ketchikan going forward as a minimally-staffed (two x 24/7 dispatch positions) was determined not to be cost-effective. The one-time capital cost was identified as over \$1 million which did not fully remediate facility issues, but provided a stop-gap implementation of a separate equipment shelter as well as the minimum technology complement for ESD operators (i.e., same furnishings and technical capability as DPS Fairbanks and a future DPS Anchorage center). The monthly recurring costs to provide the minimum bandwidth to the Ketchikan facility (100 Mb) was quoted at \$20,000 (\$240,000 annually).

5. Follow up question under #4. **Please provide a cost comparison (total compensation) of the Captain acting as the “Civilian Manager/Dispatch Supervisor” vs the requested, but not funded civilian manager. Additionally, is it the intent of DPS to assign a Captain to this role indefinitely assuming the legislature fails to fund the civilian manager? Was the cost of the Captain position, assigned in this capacity, included in the DPS cost projections which showed an approximate \$600k savings from consolidation?**

DPS ANSWER: The civilian manager was necessary to provide management of the two DPS dispatch centers as well as other anticipated statewide communications roles, such as liaison with ALMR and management of DPS radio assets. The Legislature has already ‘failed’ to fund the staffing increment. This Captain has other responsibilities, so the current time requirement is substantially less than intended in the budget request for a full-time civilian position. All planning and 911 Working Group 7/17/2020 Follow Up Questions for DPS staffing efforts are on hold given the Governor’s order and the outcomes of the 911 and Dispatch Consolidation Working Group.

The questions were not fully answered. It may be helpful to quantify the time allocation and cost of the time that the Captain spends on this portion of his duty (in relation to the entire PCN and work allocation).

The dispatch center is supervised by an Emergency Dispatch Supervisor in Fairbanks. This supervisor used to report to a trooper lieutenant and now reports to a trooper captain. The trooper captain spends up to 10% of his time in dispatch supervisory administrative tasks.

Questions submitted by email July 21, 2020:

6. Page 1, question 1: **Please provide a copy of the UAA Justice Department C Detachment staffing study.** DPS ANSWER: DPS believes that the C Detachment Staffing Study is not relevant to the Purpose of Governor Dunlevy’s Administrative Order AO318 which states:

***Purpose***

*The 9-1-1 and Dispatch Consolidation Working Group will review and provide recommendations to the Governor on related statewide and regional emergency communications efforts, and develop recommendations for public safety communications policy regarding 9-1-1 and Dispatch*

*Consolidation. The work of the 9-1-1 and Dispatch Consolidation Working Group will be similar to, but not redundant of, the Alaska State Emergency Response Commission (AS 26.23.071).*

This answer is insufficient. AO 318 states “The 9-1-1 and Dispatch Consolidation Working Group will **review and provide recommendations to the Governor on related statewide and regional emergency communications efforts, and develop recommendations for public safety communications policy regarding 9-1-1 and Dispatch Consolidation.**” The DPS is limiting the scope beyond what the Governor himself has established. The scope of the Working Group is to review and provide recommendations to the Governor on “related statewide and regional emergency communication efforts, and develop recommendations for public safety communications policy regarding 9-1-1 and Dispatch Consolidation.” Staffing, budgeting, and costs (both internal to the SOA and potential costs to external stakeholders) are relevant data in order for the Working Group to give the Governor a well vetted recommendation on these policies.

The C Detachment staffing study is currently confidential and deliberative. DPS is waiting for the Governor’s approval to release this document to the public.

7. Question 1, page 2: **One of DPS’ goals as identified by Col. Chastain was to lift the heavy burden of the administrative tasks on the patrol troopers. Can we get a detailed list of tasks that are saturating the patrol troopers, along with any statistical data they have (or should have acquired by now) in regards to how much time is being spent on each of these administrative tasks on average? What, if any, work has been done to look into interfacing the ARMS, APSIN, and ALVIN databases to help reduce the duplicate work currently being conducted in these State databases. If none exists, why has this not been explored as a time-saving project for the patrol troopers?**

DPS ANSWER: DPS believes that the requested information is not relevant to the Purpose of Administrative Order 318 and is reluctant to provide internal policies and procedures in a public forum.

The Governor has expressed interest to relieve administrative burdens on patrol troopers relevant to this Working Group. This information is critical to allow the Working Group the opportunity to evaluate if this project can do that, and to fully fulfill the Governor’s request for policy recommendations. DPS is encouraged to answer the questions as fully as possible.

Upon officer request or automatically based on OPM, the dispatch centers open ARMS cases and transfer the available information (i.e., complainant, location, incident type, named individuals, vehicles, property descriptions, closing disposition and officer notes). Dispatch also completes APSIN/NCIC queries, the results of which are transferred to the officer. ‘Non-reportables’ are historically those officer responses that did not justify a full narrative incident report (e.g., animal complaints, suspicious circumstances, complainant gone on arrival, etc.), but which are now mandated by federal DOJ requirements (i.e., public contacts). Lacking mobile data capability, the officers must reserve time during their shift to stop (at a location with connectivity) and catch-up on reporting requirements.

DPS will be implementing a CAD-to-ARMS integration with the TriTech CAD deployed in DPS Fairbanks which will fulfill most of these requirements. Officers will still need to provide their



narrative report as well as associate incidents, locations, persons, vehicles and property, but this information will have been transferred to ARMS either at the dispatcher request or at the time of closing disposition, saving keyboarding time on the part of both dispatchers and officers.

#### ARMS DATA

- a) An average number of overall ARMS incidents for the state for the last three years (2017, 2018, 2019).
  - a. 90,359
- b) An average number of overall ARMS incidents for B detachment for the last three years (2017, 2018, 2019).
  - a. 18,991
- c) The average number of non-reportable ARMS incidents that for the state for the last three years have annually (2017, 2018, 2019).
  - a. 72,524 (Statewide)
  - b. 15,214 (B DET only)

\*This data is incomplete and does not include non-reportable incidents or calls for service that were taken and were not exported from Computer Aided Dispatch (CAD) systems that are owned by the City of Wasilla, City of Fairbanks, and Kenai Peninsula Borough.

Further integration of primary systems (i.e., APSIN, ALVIN and courts) must be carefully considered and planned. DPS has been migrating applications away from the current mainframe platform and intends to fully retire this environment. Further integration must receive appropriate business-case scrutiny and funding. Note that DPS does not 'own' these cooperative platforms, thus the affiliated state agency must make their own IT portfolio decisions.

DPS has been investigating the merits of a centralized 'records division' that would administer routine paperwork that does not have a 24/7 data entry and update requirement. DPS has not completed this planning effort.

8. Question 2, page 2. **Data or research DPS has to substantiate the claim that they can free up two FTE's worth of time through the project DPS has in place - We would either like the data to support this claim or an admission that it doesn't exist right now so we can scope out collecting that sort of data.**

DPS ANSWER: DPS believes that the requested information is not relevant to the Purpose of Administrative Order 318 and is reluctant to provide internal policies and procedures in a public forum.

DPS failed to answer this budget/staffing question. AO 318 clearly tasks the Working Group to "provide recommendations to the Governor on related statewide and regional emergency communications efforts, and develop recommendations for public safety communications policy

regarding 9-1-1 and Dispatch Consolidation;” key components to make recommendations are budget and staffing information.

The estimate of “2 FTE’s” was based on a multiplier of the number of ‘non-reportable’ ARMS cases in B Detachment (see answer to question 7) that would be completed by virtue of the CAD-to-ARMS interface times the average duration for an officer to complete these lower-priority reports. “2 FTE’s” was admittedly a casual reply and not a formal business case.

Overlooked in this discussion is the rejection by MatCom and SPSCC of the DPS requirements for officer support in creating and updating ARMS reports as well as the APSIN/NCIC tasking normally associated with cases. In particular, both agencies have resisted the workloads presented by DPS’ Judicial Services Unit which are the primary point of entry for protective orders and warrants. DPS is the State’s repository for these court documents in state and national databases, including the on-going integrity of the information through periodic validations of database entries. Last year, SPSCC (Lisa Kostos) demanded that DPS remove these tasks from their center “by December 15th.” DPS attempted to relocate the administrative position provided as part of the operating agreement with the Kenai Peninsula Borough, but SPSCC objected indicating that the position was still necessary. KPB also rejected DPS’ request for remote access to the logging recorder in able to process court requests for call records which would have reduced workload for SPSCC.

**Ketchikan Dispatch Discussion Points  
(February 6, 2020)**

**Summary**

- Call volume and workload from A Detachment (South-East) insufficient to justify 24-hour operations and dedicated Emergency Services Dispatch staffing.
- Cost to upgrade existing facility not feasible given current condition and remediation requirements for flooring, roof, electrical, mechanical and construction requirements.

**Scenario if Moving Forward to Maintain Ketchikan Dispatch**

- Continue development of South-Central facility with primary responsibility for supporting A and B Detachments
- Upgrade 7366 N Tongass Hwy facility for 24/7 operation primarily supporting (former) E Detachment, with technical capability consistent with other statewide dispatch centers.

**Assumptions**

- A. 24/7 operation requires minimum two people on shift at all times: minimum ten PCNs (five ESD-II and five ESD-I), net increase in staffing (from seven to ten).
  - Minimum staffing required in case of multiple simultaneous calls, relief needs and personnel safety after hours.
- B. No ESD Supervisor in Ketchikan; supervision to be provided by ESD Supervisor in South Central (Palmer) facility.
- C. Completion of facility upgrades to support equipment and personnel complement for 24/7 operations.
- D. Technology upgrades to provide statewide computer aided dispatch and statewide 911 call taking capability.

**Facility Analysis**

Requirement/Remediation	Discussion/Notes
1. Update engineer's report on building deficiencies.	<ul style="list-style-type: none"><li>• Last A/E facility review completed in 2004.</li></ul>
2. Expand the current equipment room.	<ul style="list-style-type: none"><li>• Required for minimum equipment, UPS and HVAC space.</li><li>• Minimum 10'x15' (150 sq ft)</li><li>• Alternative is to deploy separate equipment shelter adjacent to existing building.</li></ul>

**State of Alaska – Department of Public Safety  
Emergency Communications Office**

<b>Requirement/Remediation</b>	<b>Discussion/Notes</b>
3. Replace flooring with anti-static carpet or tile.	<ul style="list-style-type: none"> <li>Required for static suppression.</li> </ul>
4. Shore up the equipment room floor to increase load (weight) capacity to handle servers, batteries, etc.	<ul style="list-style-type: none"> <li>Unknown cost to remediate.</li> <li>Defer; establish separate equipment shelter.</li> </ul>
5. Design/install new electrical service to accommodate increased power loads.	<ul style="list-style-type: none"> <li>Last electrical engineer's review in 2004.</li> <li>Generator power needed for dispatch center and equipment as well as UPS for transition to generator power.</li> </ul>
6. Review/modify the cooling distribution.	<ul style="list-style-type: none"> <li>Last mechanical engineer's review in 2004.</li> <li>Need additional cooling for IT &amp; telecom equipment; included in shelter estimate.</li> </ul>
7. Replace existing open rack with two four-post racks with UPS and power distribution.	<ul style="list-style-type: none"> <li>Purchase and install replacement IT/telecom equipment racks for new equipment complement.</li> </ul>
8. Move the two (2) two-post radio racks from attic down to remodeled equipment room.	<ul style="list-style-type: none"> <li>Move and install equipment from attic into new shelter.</li> </ul>
9. Redesign/upgrade Dispatch room.	<ul style="list-style-type: none"> <li>Need to update furniture requirements for ergonomics and expanded desktop requirements (monitors and peripherals).</li> </ul>
10. Improve network connectivity/increase bandwidth.	<ul style="list-style-type: none"> <li>Need to extend OIT broadband to facility; minimum 100MBps, ideally up to 1 Gb availability.</li> <li>Need carrier and path redundancy.</li> </ul>
11. Provide Computer Aided Dispatch capability	<ul style="list-style-type: none"> <li>Extend two positions of new TriTech CAD system to Ketchikan Dispatch, provide end user training to dispatchers.</li> </ul>
12. Provide E911/Wireless 911 call taking capability	<ul style="list-style-type: none"> <li>Extend two positions of new 911 system to Ketchikan Dispatch, provide training to dispatchers.</li> <li>Implement broadband interconnection with Ketchikan Police Department for E911/Wireless 911 call transfers.</li> </ul>
13. Workstation PCs and Monitors	<ul style="list-style-type: none"> <li>Six (6) PCs with large-screen monitors and peripheral equipment: CAD, mapping, 911, APSIN/NCIC/ARMS.</li> <li>Requires redundant broadband connectivity to SoA core network.</li> </ul>
14. Implement full Radio Console functionality (MCC7500E)	<ul style="list-style-type: none"> <li>Requires upgrade to backroom equipment capability and UPS power.</li> </ul>

**State of Alaska – Department of Public Safety  
Emergency Communications Office**

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<b>Requirement/Remediation</b>	<b>Discussion/Notes</b>
	<ul style="list-style-type: none"><li>• SATS/Broadband connectivity included in minimum broadband interconnection requirements.</li></ul>

**Additional considerations**

- A. Still need minimum staffing in Palmer: fifteen ESD and one ESD Supervisor, total sixteen (16) to support B and E Detachments. Note: these are the two most dense (population) service areas as well as the ‘busiest’ detachments.

<b>Position Description</b>	<b>Planned (two centers)</b>	<b>Including Ketchikan (three)</b>
ESD Supervisor	2	2
ESD-II	6	11
ESD-I	30	35
<b>Total PCNs</b>	<b>38</b>	<b>48</b>

- B. Salary & benefit cost of staffing Ketchikan with ten PCNs
- a. Approximately \$1,000,000 annually (currently (\$753,000)).
- C. Limited pool of qualified employees (i.e., southeast Alaska); ESD-I and ESD-II position turnover typically 20-30% annually.
- D. Administrative staff will be working outside their job classifications if assigned to dispatch; likely objection to dispatch assignment without appropriate compensation. Note premium wages paid for ESD classification.
- E. Insufficient dispatch center tasking and staffing; dispatchers will need to contribute to administrative tasking (i.e., “make work”).
- F. Physical separation of dispatch centers removes advantages of operational awareness as well as impairing supervision and quality assurance goals.
- G. Limited access to on-site technical support; requires travel from Juneau or Anchorage.
- H. Net increase in one-time and annual recurring costs to outfit and maintain facility.
- a. Additional dispatch personnel costs = \$250,000/year
  - b. Incremental vendor support costs for two CAD/911/Radio positions = \$25,000/year
  - c. Additional travel requirements for OIT & DPS technical support.
  - d. Incremental cost of minimum telecommunications requirements = \$100,000 - \$150,000/year

**State of Alaska – Department of Public Safety**  
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- I. Does not improve continuity of operations (i.e., additional dispatch center beyond 1+1 redundancy and geographic diversity provides no statewide benefit).
- J. Fragments now-consolidated A Detachment operations; this would be only detachment with two dispatch centers.
- K. Increases complexity of call routing (both emergency and non-emergency calls for service).
- L. Impairs long term DPS cost savings and operational efficiencies
  - a. Additional difficulty providing quality assurance reviews coincident with performance evaluations.
  - b. Lower emergency call volume reduces proficiency, fewer opportunities to develop experience-based learning.
  - c. Difficulty and cost of continuing education opportunities for Ketchikan-based dispatchers.

## Ketchikan Outfitting Costs 02-06-2020

## Facility Construction

A/E Design	\$	20,000	200 sq foot dispatch center, 150 sq ft equipment room
HazMat Assessment		5,000	
Construction		50,000	Budgetary, concrete pads & utilities; does not include remediation of flooring or roof.
Generator		60,000	Only supports dispatch center & equipment shelter (15KW)
Equipment Shelter		300,000	10'x15' - alternative to flooring reinforcement, includes shipping
DOT Participation		35,000	Inc. ICAP, engineering & PM

**Subtotal** \$ **470,000**

## Equipment Provisioning

Qty	Item	Unit	Total	
2	4-Post Racks (IT/Telecom)	\$ 15,000	\$ 30,000	
1	8KVA UPS	inc.		
1	5KVa UPS	inc.		
2	2-Post Racks (Radio)	existing	500	Existing; pay to move
1	Redundant HVAC & Mechanical	35,000	35,000	For shelter; existing building mechanical for dispatch center
2	Motorola Console Electronics	150,000	300,000	Budgetary; full network access
	Radio PCs, Audio Interface	inc.		
	Radio UPS	inc.		
	Logging Recorder	inc.		
	Headsets	2,000	2,000	Wireless bases + individual headsets
6	PCs	1,000	6,000	CAD, 911, APSIN/NCIC
4	Large Screen Monitors	500	2,000	
2	Console Furniture	50,000	100,000	Ergonomic, large enough for full complement of desktop peripherals
	Switches, Routers, etc.	10,000	10,000	
	IT/Telecom Installation Services	10,000	10,000	Includes travel from Anchorage or Juneau
2	TriTech CAD	11,000	22,000	Application Software
1	CAD Training	5,000	5,000	1 day on-site
2	911 Call Taking	10,000	20,000	Application Software
1	911 Training	5,000	5,000	1 day on-site
1	Shipping	5,000	5,000	Technology components only
1	Vendor Travel	20,000	20,000	Installation: 20 person-days
1	DPS PM Travel	5,000	5,000	1x5 person-days
	OIT/Radio Shop Travel	20,000	20,000	20+ person-days
<b>Subtotal</b>			<b>\$ 597,500</b>	
<b>TOTAL</b>			<b>\$ 1,067,500</b>	

9-1-1 Working Group Responses to DPS Questions

**DPS Questions for Working Group Participants  
Submitted to Amy Demboski and Chair Cavanaugh  
July 17, 2020**

*The 9-1-1 and Dispatch Consolidation Working Group will review and provide recommendations to the Governor on related statewide and regional emergency communications efforts and develop recommendations for public safety communications policy regarding 9-1-1 and dispatch consolidation.*

**Carriers on working group:**

1. What is the bottom-line cost of complying with a DPS request for Phase I/Phase II service in rural Alaska? Please provide quotations or invoices from the 3<sup>rd</sup>-party service providers (i.e., handset location and call routing services) to substantiate this information.

The cost of a theoretical request for Phase I/Phase II service in rural Alaska would include many elements such as: capital expenditures for upgrades to network infrastructure, operating expenses for engineers and technicians, travel time and expenses to upgrade rural infrastructure, travel time and expenses for testing upgraded locations, and transport costs to deliver calls to the requesting PSAP. Upgrading “rural Alaska” is a massive, complex, and lengthy undertaking. Every provider’s network is different and will require extensive, internal analysis to identify costs and capabilities. ATA’s members were only made aware of the project in January, 2020. It was immediately clear that the timeline was un-achievable and many critical details were unclear. A comprehensive analysis of the technical requirements and costs to upgrade virtually every wireless network in Alaska has not been completed. However, it is clear that the cost of the project for rural providers is daunting and in some cases cost-prohibitive. Certain wireless networks are not capable of Phase II upgrades, so to comply with a Phase II request would require the companies to completely replace their wireless networks. This is simply not possible, and instead these companies would be forced to cease wireless service. Other wireless providers are able to upgrade their infrastructure, and are currently delivering Phase II services to several PSAPs in rural Alaska including Bethel and Kotzebue. These upgraded PSAPs were made possible by collaborative engagement between carriers and the requesting PSAP to set workable timelines and deliver successful projects. Statewide, there are over 400 communities with wireless service in Alaska, so planning significant, public safety-affecting upgrades must be undertaken deliberately with sufficient time for detailed collaboration amongst stakeholders to ensure successful implementation.

In addition to infrastructure upgrades, new call routing services would be required to deliver 911 calls from rural Alaska to Ketchikan, Fairbanks, Anchorage, or Palmer. In many remote locations the only connectivity is via satellite connection. These connections are costly. Telecom providers continue to ask DPS for the technical specifications of these connections, but DPS declines to provide them, forcing telecom providers to make assumptions about what transport services will be necessary from general statements by DPS, such as “*Inbound 9-1-1 trunks from carriers and telecommunications providers will be presented to FNSB and DPS at one or both of the new demarcations in Fairbanks (FROB) and Anchorage (SDC). Carriers will be requested to provide redundancy and circuit diversity at their discretion.*” (RFP 2020-1400-4534 9-1-1 Call Intake System, emphasis added.)



### 9-1-1 Working Group Responses to DPS Questions

For example, a DS0 56/64 kbps trunk to connect Unalaska or Stebbins to an answering point in Fairbanks, must be purchased from an intrastate interexchange provider such as AT&T and costs \$8,999.00 per month. To add redundancy as cited in the RFP, another circuit must be purchased for an additional \$8,999.00 per month, bringing the total to \$17,998 per month for a single community. Each of these circuits only allows 1 caller at a time, so to add additional capacity which would allow multiple 911 calls at the same time, a T1 would be necessary. A T1 costs \$14,656.77 per month, multiply times two to add redundancy, for a total of \$29,313.54 per month.

These connections would be required from every community in rural Alaska where DPS intends to route calls to Fairbanks or Palmer and which does not have a terrestrial connection to the telephone network. Adding even one of these connections from each community quickly multiplies to a prohibitive cost burden. (Attached is a schedule of rates for satellite transport from AT&T Business Services Guide, as of July 28, 2020.)

2. Please re-cap any and all state or federal grant funds that have been received over the last ten years that have been applied to building wireless infrastructure in rural Alaska (REA, USF, etc.)

We are unaware of any grant funding outside of universal service support mechanisms specifically for wireless infrastructure in the past ten years. Federal and state universal service support programs provide essential support to deploy and operate rural telecommunications infrastructure throughout Alaska. Over the past decade connectivity in rural Alaska has dramatically expanded and continues to increase. FCC statistics demonstrate the increase in both mobile and fixed broadband access. Every company which has received funds from universal service programs reports to the FCC and RCA regarding use of the funds annually and certifies to proper use of the funds. (See <https://www.fcc.gov/general/broadband-deployment-data-fcc-form-477> for detailed data regarding increases to connectivity in Alaska over time.)

3. Please identify all your central office locations in the State (by Common Language/CLLI code); identify any inter-carrier agreements and costs already incurred for connectivity between your serving areas.

Central office locations are published in the National Exchange Carriers Association Tariff No. 4, available online at [www.neca.org](http://www.neca.org).

4. What is your approach for providing Enhanced 911 services for your Voice over IP (VoIP) subscribers (both commercial and residential)?

VoIP services are offered in compliance with applicable federal and state rules, including requirements for 911 services.

5. Please summarize your responses to FCC Docket 07-114, regarding your company's progress toward wireless 911 caller location capability. Please re-cap your company's status with regards to any formal waiver requests to the FC for provision of 911 calling.

### 9-1-1 Working Group Responses to DPS Questions

FCC Docket 07-114 is available online through the ECFS filing system, all comments and filings are posted publicly and may be reviewed. Waiver requests are available publicly through the ECFS system as well. <https://www.fcc.gov/ecfs/>

6. Please identify any fines or forfeitures that your company has incurred over the last five years for violations of FCC rules related to 911 calling, including outage reporting and network reliability.

Alaska telecommunications providers are in compliance with FCC rules and reporting requirements.

### **Dispatch Centers: (Matcom and Kenai -please provide separate answers for your center)**

(MATCOM Responses/Kenai Responses are following document)

1. Identify and provide all your annual operational costs for both the current and proceeding year as well as the budget for the next fiscal period.

City of Wasilla budgetary materials can be found online through the City of Wasilla website

<https://www.cityofwasilla.com/departments/finance/budgets-and-financial-reports/budget-documents/fy2021-2022-biennial-budget>

2. Identify your capital equipment replacement life cycle and the amounts budgeted for equipment replacement for the most recent year as well as the next four years (i.e., five-year plan).

(Waiting on a detailed response from Finance due to planned absence)

3. What capital equipment costs over the last five years have been funded by one-time grants? (any source of funding)

The City of Wasilla used Federal Earmark funding source to purchase and upgrade the following  
MCC7500 dispatch consoles \$785,000  
Dispatch workstation console furniture, remodel, and expansion, \$260,000

4. What is your cost per 911 call answered in your center?

This type of cost allocation is not currently tracked through Matcom's operations.

5. What is your annual cost per officer for dispatch services?

This type of cost allocation is not currently tracked through Matcom's operations.

6. Please provide a list of the non-emergency dispatch services provided by your center.

This is a vague inquiry and is dependent upon the definition of "non-emergency" dispatch services provided by the center. There is a vast array of administrative tasks that Matcom

### 9-1-1 Working Group Responses to DPS Questions

handles for all agencies we provide service for. These could include ARMS data entry, APSIN data entry, NCIC data entry, etc. However, these tasks could also be considered public safety emergency related depending on what the task itself is. Other items such as DOT notifications, updates, etc. could also be considered emergent depending on the circumstance. More clarification on what exact information or data being requested would be beneficial to provide as detailed an answer as possible.

7. What is your cost per capita (i.e., annual operational cost divided by service population)?

This information can easily be calculated from the budgetary documents provided above with a simple mathematical equation based on combined populations of MatSu Borough, Anchorage, and the Copper River Sub-Census Area.

8. Provide a re-cap of all funding received for call taking and dispatch operations, including 911 surcharge fees, fee-for-service contracts, general fund allocations and other in-kind services received.

(Waiting on a detailed response from Finance due to planned absence)

9. What is the basis of allocating fees or costs to contract agencies (e.g., workload time study, transaction volumes, call for service volumes, officers served, etc.?)

(Waiting on a detailed response from Finance due to planned absence)

As indicated through the cost allocation breakdown provided to DPS, costs to contract agencies are provided on a subscriber and percentage of documented calls-for-service volume to that agency.

10. What is the personnel turnover of your dispatch center? (i.e., numbers of individuals leaving service, by year for the last five years)? What programs do you have to mitigate these losses?

Matcom average turnover rate for the previous 5 years is 29%.

Programs in place to mitigate employee turnover include longevity recognition, aggressive salary and wage scales, comprehensive benefits package, Matcom logo wear, recognition and awards presented by the Mayor at Council meetings for outstanding performance, ongoing training opportunities, amongst others.

11. What are your center's performance measures (e.g., time to answer, actual-to-budget, etc.?)

Performance measures related to time to answer are in line with the National Emergency Number Association (NENA) call answering standard. Local policy mirrors the NENA Standards & Best Practices as closely as possible.

## 9-1-1 Working Group Responses to DPS Questions

Other performance standards to evaluate protocol call processing are in line with the International Academy of Emergency Dispatch (IAED) quality assurance and call review processes.

Other performance standards are discussed with monthly or bi-monthly working group meetings between Matcom management, dispatch supervisors, and designated representatives from the agencies Matcom provides service for.

12. What are the criteria used by your governing body to evaluate the management performance of your dispatch center? Please provide the last three years of performance ratings for your center.

There is currently no document used to provide annual performance ratings of the Matcom center.

Matcom has endeavored to deliver a governing board with oversight of the communications center since 2003. Historical documentation has been drafted to include by-laws, meeting schedules, and model for the governance. Matcom and the City of Wasilla's attempts to establish such a governing board have received a declined invitation from DPS for over 15 years.

Without participation of one of the major players at the table, it was most beneficial to utilize the bi-monthly working group meetings to address operational efficiencies, deficiencies, and future goals with the other contracted agencies.

13. What is your center's minimum requirement for on-going certification and continuing education of dispatch personnel?

Matcom currently has requirements for obtaining and maintaining certifications in Emergency Telecommunications Certification (ETC), Emergency Medical Dispatch (EMD), and Emergency Fire Dispatch (EFD). Accompanying the maintaining of these certifications, is a minimum number of CDE that must be completed on an individual level. These CDE requirements can be found at the IAED recertification requirements section of their website.

14. What is the legal or statutory authority of the City of Wasilla and the Kenai Peninsula Borough to provide 911 and Wireless 911 Phase I/II services to rural areas outside of the city or borough?

The legal statutory authority governing Emergency Services Communications Centers can be found in AS 29.35 as well as FCC Code of Federal Regulation (47CFR-Part 4), specifically subsection 9.10(d) and (e) which gives the designated PSAP authority to request delivery of the necessary information for a wireless 9-1-1 call. The language found within the State's statutes can be vague at times leaving definitions and requirements open to interpretation.

15. What is the exact call volume in the center specific to Alaska DPS calls for service only? How many 911 calls are for DPS only?

### 9-1-1 Working Group Responses to DPS Questions

An accurate snapshot would be dependent on time frame utilized to provide data specific to DPS as call volumes are a very fluid item. Clarity on time frames would provide the best and most accurate data being searched for on this matter.

Regarding the 911 calls specific to DPS – DPS understands this is a nearly impossible target to provide substantial and accurate information on and is not currently tracked by Matcom.

16. Does either Matcom or Kenai utilize 911 surcharge fees to operate their center through infrastructure or other means? How much money is currently in the 911 surcharge account for both Mat-Su and Kenai?

(waiting on response from Finance due to planned absence)

This may provide better information were it directed to the MatSu Borough as the 911 surcharges are gathered and dispersed through their entity.

17. If either Matcom or Kenai make more revenue than it costs to operate their centers, what happens to that revenue? Do costs go down for users or is the revenue used to operate the city or borough?

DPS has had exhaustive conversations with the City and Matcom regarding the revenue and fee allocations. Current revenue and fee structures were built in the manner DPS required when they began contracting with Matcom in 2004 and have not changed over the last 16 years to include the FY 2020 re-write of the dispatch services agreement signed by Commissioner Price, along with the FY 2021 contract extension also recently signed by Commissioner Price. This information is public record in which a fee allocation methodology is submitted accompanying the DPS Dispatch Services Agreement.

18. How much money has the City of Wasilla, the City of Kenai or either borough paid to utilize or maintain the ALMR radio system utilized in the state? If the ALMR system was not maintained or not offered to these areas for use would your center be able to dispatch outside your city area?

City of Wasilla part 1 Answer: The ALMR radio system is a joint venture between the State of Alaska and the DoD. State of Alaska and other participating agencies have not been asked to bear any infrastructure or maintenance costs other than to maintain their own infrastructure and subscriber units. In 2017, individual agencies (non-State of Alaska agencies) were asked to upgrade dispatch systems and provide their own connectivity. The City of Wasilla purchased and maintains its own dispatch equipment and is responsible for their own maintenance and connectivity costs; installed in 2018, as described in question 3, the system involves an annual maintenance cost of \$53,000, and annual connectivity costs of \$9,000. Additionally, the City of Wasilla purchased and installed its own trunked radio site in Zone 4 and associated subscriber units at a cost of around \$900,000.00.

City of Wasilla Part 2 answer: Yes. While this has little bearing on the task at hand, ALMR is the State of Alaska's radio system operating in the VHF Spectrum. Since the State of Alaska has no other radio system, and if it chose to abandon it, then no dispatch center in the State

### 9-1-1 Working Group Responses to DPS Questions

would be able to dispatch state resources. The City of Wasilla dispatches for the Matanuska Borough, which uses ALMR as a secondary system to its own conventional repeater system throughout the MatSu Borough. Additionally, the City of Wasilla dispatches for a variety of other volunteer groups (non-State of Alaska owned agencies) through connections over State of Alaska's microwave radio network, which is the primary network for ALMR, to various other conventional repeaters.

#### **MATCOM ONLY :**

1. If DPS pays approximately two million dollars per year for dispatch contract services to Wasilla and the Mat-Su Borough pays approximately one million dollars a year to the city of Wasilla for these same services (three million total), what does the City of Wasilla contribute?

(Waiting on response from Finance due to planned absence)

As is obvious through the operating budget documents referenced above, a simple mathematical equation would show the amount invested by the City of Wasilla.

#### **Kenai Only:**

1. The Kenai Peninsula currently has four dispatch centers that serve that area. Is the Kenai Borough considering consolidating with the other three dispatch locations on the peninsula and form an equitable sharing situation based upon call volume and amount of services provided to each agency?

(Kenai responses are following document)

Outstanding Questions from DPS to Working Group Participants

8/10/2020

7/17/2020 DPS Questions to Working Group Participants:

1. **Identify your capital equipment replacement life cycle and the amounts budgeted for equipment replacement for the most recent year as well as the next four years** (i.e., five-year plan).

MATCOM PARTICIPANT ANSWER: Waiting on a detailed response from Finance due to planned absence.

5-year plan not identified by Matcom. Life cycle of equipment is usually 3-7 years.

2. **Provide a re-cap of all funding received for call taking and dispatch operations, including 911 surcharge fees, fee-for-service contracts, general fund allocations and other in-kind services received.** MATCOM PARTICIPANT ANSWER: Waiting on a detailed response from Finance due to planned absence.

July 2019 – June 2020:

State:	1,944,211
MSB:	1,367,418
Houston:	13,087
Chickaloon:	12,000
DOT 511:	23,625 (fee for service contract)
DOC/DP3:	15,000 (fee for service contract)
Total:	3,375,341

3. **What is the basis of allocating fees or costs to contract agencies (e.g., workload time study, transaction volumes, call for service volumes, officers served, etc.)?**

MATCOM PARTICIPANT ANSWER: Waiting on a detailed response from Finance due to planned absence. As indicated through the cost allocation breakdown provided to DPS, costs to contract agencies are provided on a subscriber and percentage of documented calls-for-service volume to that agency.

Specified in Matcoms response above.

4. **Does either Matcom or Kenai utilize 911 surcharge fees to operate their center through infrastructure or other means? How much money is currently in the 911 surcharge account for both Mat-Su and Kenai?**

MATCOM PARTICIPANT ANSWER: Waiting on response from Finance due to planned absence. This may provide better information were it directed to the MatSu Borough as the 911 surcharges are gathered and dispersed through their entity.

City of Wasilla does not account for MatSu Borough 911 surcharge funds and has no record of the of balance available in the 911 account.

5. **If DPS pays approximately two million dollars per year for dispatch contract services to Wasilla and the Mat-Su Borough pays approximately one million dollars a year to the city of Wasilla for**

**these same services (three million total), what does the City of Wasilla contribute?**

MATCOM PARTICIPANT ANSWER: Waiting on response from Finance due to planned absence. As is obvious through the operating budget documents referenced above, a simple mathematical equation would show the amount invested by the City of Wasilla.

Clarification point of reference: DPS pays for dispatch services of the State Troopers. MSB pays to dispatch fire and EMS.

Referencing the FY2020 Amended Budget for the City of Wasilla and excluding the fee for service contracts received, the City of Wasilla is paying \$893,974.



**Kenai Peninsula Borough**  
**DPS Questions for Working Group Participants**  
**Submitted to Amy Demboski and Chair Cavanaugh**  
**July 17, 2020**

*The 9-1-1 and Dispatch Consolidation Working Group will review and provide recommendations to the Governor on related statewide and regional emergency communications efforts and develop recommendations for public safety communications policy regarding 9-1-1 and dispatch consolidation.*

**Dispatch Centers: (Matcom and Kenai -please provide separate answers for your center)**

1. Identify and provide all your annual operational costs for both the current and proceeding year as well as the budget for the next fiscal period.  
Budget information for the Soldotna Public Safety Communications Center can located at the KPB website  
<https://www.kpb.us/finance-dept> Budget pages 222, & 357
2. Identify your capital equipment replacement life cycle and the amounts budgeted for equipment replacement for the most recent year as well as the next four years (i.e., five-year plan). Current year includes 911 Management Software replacement project
3. What capital equipment costs over the last five years have been funded by one-time grants? (any source of funding)  
MCC7500 Radio Consoles  
Dispatch remodel project  
CAD upgrade/interface station alerting
4. What is your cost per 911 call answered in your center?  
SPSCC does not track costs per 911 call
5. What is your annual cost per officer for dispatch services?  
SPSCC does not tracks costs per officer
6. Please provide a list of the non-emergency dispatch services provided by your center. Answering the Alaska State Trooper Detachment administrative phone lines 24/7. Answering the Soldotna Police Department phones lines after hours. Records management data entry in ARMS for both AST and SPD. Dependent on

type of task, some data entry into APSIN and NCIC can also be considered non-emergency. There is numerous other clerical task that can considered non-emergent depending on the definition

7. What is your cost per capita (i.e., annual operational cost divided by service population)? FY2021 operating budget \$2,820,854/43,445 = 64.93 (population is borough-wide less populations in City of Kenai, City of Seward and City of Homer)
8. Provide a re-cap of all funding received for call taking and dispatch operations, including 911 surcharge fees, fee-for-service contracts, general fund allocations and other in-kind services received <https://www.kpb.us/finance-dept> Budget page 222

	<b>FY21 Est Revenues</b>
911 Surcharges	1,461,000
State Parks Revenue	115,000
City of Soldotna Revenues	150,000
Operating transfers from KPB funds:	
General Fund	700,000
Nikiski Fire	57,278
Anchor Point Fire	15,220
Central Emergency Service	146,632
Bear Creek Fire	8,182
Kachemak Emergency Svcs	12,874
EPHESA	5,000
<b>Total Revenues Estimated for FY21</b>	<b>2,671,186</b>

9. What is the basis of allocating fees or costs to contract agencies (e.g., workload time study, transaction volumes, call for service volumes, officers served, etc.?) Workload time study and actual time worked for 911 staff. [Currently working on a fee allocation project](#)
10. What is the personnel turnover of your dispatch center? (i.e., numbers of individuals leaving service, by year for the last five years)? What programs do you have to mitigate these losses? [There has been a consistent issue of state vacancies-state employees applying and filling Borough vacancies as they become open.](#)

11. What are your center's performance measures (e.g., time to answer, actual-to-budget, etc.?) [Actual 9-1-1 time to answer are within the NENA call answering standard and internal goal of 90% answered within 10 seconds or less. 911 Quality Specialist position administers QA call review program to adhere to International Academy of Emergency Dispatch protocol standards and IAED performance measures.](#)
12. What are the criteria used by your governing body to evaluate the management performance of your dispatch center? Please provide the last three years of performance ratings for your center. [There is no current document available for management performance. Refer to E911 Board ordinance](#)

[2.60.040. - Emergency services communications center advisory board.](#)

13. What is your center's minimum requirement for on-going certification and continuing education of dispatch personnel? [SPSCC requires Emergency Medical Dispatch \(EMD\) and Emergency Fire Dispatch \(EFD\) certifications. These certifications require CDE for recertification every two years as well as re-testing. Employees are assigned three CDE training assignments per month.](#)
14. What is the legal or statutory authority of the City of Wasilla and the Kenai Peninsula Borough to provide 911 and Wireless 911 Phase I/II services to rural areas outside of the city or borough?  
[Refer to AS 29.35](#)
15. What is the exact call volume in the center specific to Alaska DPS calls for service only? How many 911 calls are for DPS only? [A time frame needs specified for this information, data pulled from CAD would only provide calls for service and does not reflect the actual workload performed by SPSCC e.g 24/7 call handling for the Alaska State Trooper administrative phone lines](#)
- [It is difficult to track 911 calls specific to DPS only. That information is not tracked in the 911 system and an effort to do so would extremely labor intensive](#)
16. Does either Matcom or Kenai utilize 911 surcharge fees to operate their center through infrastructure or other means? How much money is currently in the 911 surcharge account for both Mat-Su and Kenai? [Kenai currently has a \\$2.00 surcharge that supports the local center in Soldotna, AK.](#)
17. If either Matcom or Kenai make more revenue than it costs to operate their centers, what happens to that revenue? Do costs go down for users or is the

revenue used to operate the city or borough? Re-evaluation each fiscal year and altered appropriately-no excess

18. How much money has the City of Wasilla, the City of Kenai or either borough paid to utilize or maintain the ALMR radio system utilized in the state? If the ALMR system was not maintained or not offered to these areas for use would your center be able to dispatch outside your city area?

The Alaska Land Mobile Radio system buildout was a joint venture between DOD and the State of Alaska, to our knowledge the majority of that system was funded by those two sources. In addition, the ALMR system runs off the State of Alaska Telecommunications System (SATS) which is funded by the State (formerly Department of Administration, we understand now has moved to the Department of Military & Veterans Affairs effective July 1, 2020). The ongoing maintenance costs are assessed per participating agency, not specifically to dispatch centers, in the annual membership agreements that are signed each June. Since the system was installed, the state has covered the ongoing costs of the system so there has not been costs directly assessed to the Kenai Peninsula Borough for that system.

In previous incidents, the Soldotna Public Safety Communications Center has experienced a failure of the ALMR system due to the microwave connection going through the Soldotna Trooper post, mainly related to power and generator failures. To improve resiliency, we are working with SATS to add a redundant link directly to a site in Kenai to provide redundancy, and the cost for labor etc. is being borne by the Borough. Additionally, a backup dispatch center site is currently under construction that is planned to have an additional connection to ALMR, that cost is also being covered by the Borough.

### **Kenai Only:**

The Kenai Peninsula currently has four dispatch centers that serve that area. Is the Kenai Borough considering consolidating with the other three dispatch locations on the peninsula and form an equitable sharing situation based upon call volume and amount of services provided to each agency?

There is one Kenai Peninsula Borough dispatch center and three municipal dispatch centers with the Kenai Peninsula Borough. There are currently no ongoing discussions regarding consolidation.

## **MATCOM RESPONSE TO DPS STATEMENTS 8/14/20**

- DPS stated, “Partnering with the city of Wasilla and MatCom. We spent several months working a business Plan to create a unified dispatch center managed by a board with equal representation. When the MatCom partnership was rejected by Mayor Cottle, we then proceeded to build our own dispatch center utilizing our ABI building at 5500 E. Tudor Rd. Anchorage. Our plan was to start with 6 desks/consoles with the ability to expanded as needed up to 12 desks/consoles.
- Matcom and the City of Wasilla did, in fact, spend several months working on a business plan (February – June of 2019) to create a unified dispatch center managed by a board of directors with equal representation. Matcom was a willing participant to develop a board of directors model to oversee the operations of the communications center and even went so far as to draw up an organizational chart, as well as obtain buy-in from the other major contract holders to include the MatSu Borough, and the Wasilla Police Department. In late June 2019, DPS Deputy Commissioner Duxbury, Mr. Rockwell and Mr. Doolittle met with the City of Wasilla to explore long-term capitol investment strategies, and budgetary changes pertaining to the communications center. After Mr. Rockwell’s offer for DPS to purchase the communications center from the City for \$3.5 Million was declined by the City, DPS then gave an ultimatum that a road map must be agreed to which would involve the City handing over ownership of the communications center to DPS within the following 2-3 years. DPS would not leave without an answer to this question even after the City advised the need to review the proposal, check with the legal department, and explore the long-term effects of this proposal. Due to the ultimatum not being met, DPS departed and refused to participate in any partnership discussion after this. DPS ownership of the communications center has been a mandatory factor of “partnering” with any municipal agency to include the Inter-governmental agreement signed between DPS and the City of Palmer as of late.
- DPS Stated, “Cost of business with MatCom and Soldotna was too expensive. In particular, the additional costs of technology support and inefficient personnel scheduling.
  - Additional costs of technology support and inefficient personnel scheduling is a very subjective claim by DPS. The universal cost of technology increases over time, and DPS’s involvement in Matcom scheduling is completely non-existent, which would beg the question of how DPS knows inefficient personnel scheduling is happening. Matcom would request the concrete facts and figures to substantiate the claims made by DPS in this section as opposed to these just being an attempt by DPS to

discredit and criticize Matcom and the City's continued service and dedication to public safety for the past 16 years.

- DPS stated, "MatCom in particular was unwilling to agree to long-term capital investment strategies to avoid significant funding calls on partners (i.e., creating an enterprise fiscal structure separate from the City of Wasilla general fund).
  - Matcom and the City of Wasilla were willing to explore strategies like this, however, it was disclosed to DPS that this would take some time, potential ordinance changes, and significant review by the City before commitment could be made. DPS discontinued discussion with the City due to previously cited reasons before this option could be explored further.
  - In the last 16 years of operations, Matcom and the City of Wasilla have never made funding calls on partners to date whether small or large and have no intentions of doing so in the future.
- Pertaining to the ARMS data portion of DPS's response, the information and data supplied projects as solid data, however, appears insufficient and therefore irrelevant as it is then followed up by the statement, "\*This data is incomplete and does not include non-reportable incidents or calls for service that were taken and were not exported from Computer Aided Dispatch (CAD) systems that are owned by the City of Wasilla, City of Fairbanks, and Kenai Peninsula Borough." It would seem in appropriate to provide statistics and data that are incomplete non-inclusive.

The footnote in this statement is confusing as it would be impossible for ARMS non-reportables to be created in any municipal CAD system and not be reflected in the ARMS system. As has always been offered to DPS, if the agency would like any sort of call statistics or reports pulled from CAD, they are more than welcome to any inquiries.

- DPS stated, "Overlooked in this discussion is the rejection by MatCom and SPSCC of the DPS requirements for officer support in creating and updating ARMS reports as well as the APSIN/NCIC tasking normally associated with cases. In particular, both agencies have resisted the workloads presented by DPS' Judicial Services Unit which are the primary point of entry for protective orders and warrants."
  - DPS requirements for officer support in creating and updating ARMS reports as well as the APSIN/NCIC tasking normally associated with cases has been a common practice of MatCom personnel for the past 8 years with ARMS and was conducted in APSIN as well prior to ARMS implementation. In fact, this item is included in the current Dispatch Service Agreement # 141429 between State of Alaska Department of Public Safety and The City of Wasilla drafted by Captain Roberts, and signed by Commissioner Price in March of 2020 with a renewal signed by the Commissioner again in May of 2020. Specifically Page 6 which spells out the "ARMS Incident Entry"

to be completed by Matcom, and the, “timely updates to CJIS and ARMS databases as a collaborative partnership effort with Anchorage and Palmer Judicial Services in support of law enforcement operations; this may include warrant arrests and service of protective orders.” which Matcom currently completes routinely for DPS. To back this up, Matcom has retention documents over the last 9 months totaling excess of 550 court documents handled by Matcom on behalf of judicial services. Other than an apparent issue of mismanagement of judicial service offices by DPS which results in this workload needing to be presented to the emergency communications centers as opposed to the “primary point of entry” completing the workload, it is evident that Matcom and the City of Wasilla are more than willing to take part in these cooperative partnerships with the judicial service branches, assume duties pertaining to ARMS entries, APSIN/NCIC entries, and variety of other administrative tasks which DPS is not equipped or staffed for.