

*****ATTACHMENTS*****

III

3.4

R. O. No. 258 - 17 - 18. By CITY CLERK. January 2, 2018.

Submitting a communication from Mayor Mike Vandersteen regarding the Combined Dispatch Final Report.

Public Safety

CITY CLERK

Sheboygan County Combined Dispatch Final Report



Lt. Kristy De Blaeey
Communications Manager
Sheboygan County Sheriff's Office
December 15, 2017

**SHEBOYGAN COUNTY SHERIFF'S DEPARTMENT
OFFICE OF THE SHERIFF**

*Todd W. Priebe, Sheriff
James A. Risseuw, Inspector*

Phone: (920) 459-3112 FAX: (920) 459-4305

December 15, 2017

Administrator Adam Payne, Sheboygan County
Chairperson Thomas Wegner, Sheboygan County Board
Mayor Mike Vandersteen, City of Sheboygan
Sheriff Todd Priebe, Sheboygan County Sheriff's Office
Chief Christopher Domagalski, Sheboygan Police Department

Administrator Payne, Chairperson Wegner, Mayor Vandersteen, Sheriff Priebe & Chief Domagalski:

On January 15 and 21, 2013, respectively, the Sheboygan County Board of Supervisors and the Sheboygan City Council approved the Sheboygan County Combined Dispatch Center. This began a four year process that included remodeling the existing facility in the Sheriff's Office and the back-up dispatch center at the Sheboygan Police Department, merging and training existing staff, hiring new staff and dispatch supervisors, upgrading our existing 911 service, and replacing our existing countywide radio system.

On November 29, 2016, the new combined dispatch center opened its doors.

This was followed almost immediately by the planning and implementation of Emergency Medical Dispatch (EMD) protocols. These protocols went live on October 9, 2017.

This five-year combined project is coming to a close. Project Manager William Bruckbauer and I took time to reflect back on the process. This is a summary of the projects' key dates, what we felt went well, what we would do differently the next time, and where we are at today. No financial data is included in this report.

I want to take this opportunity to thank all policy makers, county and city government personnel, County Administrator Adam Payne, Sheriff Todd Priebe, Police Chief Christopher Domagalski, Inspector James Risseuw, and Project Manager William Bruckbauer. Throughout this process your support has been unwavering. We could not have accomplished all we did without it.

Respectfully,

Lt. Kristy De Blaeey

Timeline of Key Events

01-15-2013	Approval by County Board
01-21-2013	Approval by City Council
05-23-2013	Network domain sharing began
05-28-2013	Shared hiring of dispatchers began
07-31-2013	Personnel merger / wage structure approved
12-08-2014	Dispatch supervisors identified
01-28-2015	Dispatch training programs merged
09-26-2015	All dispatchers cross-trained for combined center
09-30-2015	Construction of new center completed
10-12-2015	Hiring of four dispatch supervisors completed
01-01-2016	City dispatchers became county employees
01-04-2016	All dispatch operations moved to Sheboygan PD temporarily
04-25-2016	First ever dispatch in-service
07-13-2016	Switched to new 911 system county-wide
11-29-2016	Cut-over to new P25 radio system; moved into new dispatch facility
12-08-2016	All carriers live with Text to 911
04-09-2017	Kick-off Emergency Medical Dispatching (EMD) project
08-09-2017	Back-up center at Sheboygan PD completed; first 24-hour shift worked there
09-09-2017	EMD training completed
10-09-2017	Live with EMD

Things Done Effectively

Overall Project

- The decision to combine was made by the policy-makers – *they then trusted the personnel with the expertise to manage the project. This was quite unique, but was a major contributor to allowing the process to work and the subject matter experts to get the work done without pressure.*
- Adequate funding was in place
- Realistic timeline
- Hiring an experienced project manager to oversee and coordinate activities
- Having a communications manager in place prior to the start of the project
- Successfully gained the trust of political leaders and committees in both governments
- Regular meetings to keep stakeholders informed
- One (the same) point person at every meeting ensured smooth communications, potential conflicts, etc.
- City and county IT departments had excellent coordination
- We were ahead of the curve much of the time in what needed to be done – *every portion of the project was thoroughly researched and decisions made based upon that. It enabled us to have plans in place for each phase, making the transitions smoother and with less bumps and hurdles.*

Radio

- Bid out replacement / upgrade of system
- Added seventh tower site
- Used technology to our advantage by putting instructional videos on You Tube
- Created an inventory of issued equipment and established procedures for future equipment purchases by individual departments – *all future equipment purchases by agencies within Sheboygan County will be inventoried at the Sheriff's Office, allowing us to keep an accurate hardware inventory moving forward.*
- Secured a locked price for radio equipment and accessory purchases for one year after system acceptance

Personnel

- Offered positions to city dispatchers first, but it was not a blanket hire – *there was a selection process. This was critical to having a solid team in place, likely also contributing to our retention rate.*
- Seniority merger and benefit package offered – *this was a significant contributing factor to the number of dispatchers that decided to come over to the county*
- Adequate staffing – both dispatchers and dispatch supervisors

- Keeping current staff was a priority for every decision – *like our selection process, this was critical to keeping our turnover of staff low. Average turnover in combined centers is 25% in the first two to three years.*
- Granting Sheboygan PD access to the communications manager early – *this enabled relationships and trust to be built, feedback to be gathered, and helped city dispatchers feel they had a voice in their future*

Operations of Centers

- Shared a (county) hiring list shortly after combined dispatch was approved by the governing bodies, ensuring all future hires at Sheboygan PD could transition to the county
- Standardized protocols between centers before combining – *the uniformity was critical as it enabled current staff to more easily cross-train between centers. It also lowered their stress when cross-training, a key to keeping our personnel.*
- Cross-trained staff and then cross-staffed centers well before the actual combining of centers – *this enabled personnel, once trained, to retain knowledge and solidify skills before we actually brought everyone together. It was also critical to building relationships early among the groups that would be combining.*
- Dispatchers were involved wherever possible with the decision-making, site visits, etc.
- Equipment training was done close to go-live, keeping it fresh
- Working at Sheboygan PD for eleven months built relationships with personnel that otherwise may not have occurred - *this made acceptance of the process smoother and opened doors to communication and discussion that have carried forward to today. Everyone realized they were on one team working toward the same goal.*

Areas for Improvement

Overall Project

- Written documentation of HR agreements for city employees coming to the county – *information was not clearly articulated and documented when agreements were made. This later became an issue when former city employees felt benefit days that were promised were not actually granted.*
- Self-inflicted procedural wounds, such as assuming certain work groups were informed when in fact they were not
- Stress more sternly with vendors to provide realistic time lines; share those timelines only after they are more definite – *particularly in the radio project, when promised timelines were not met and the project was extended, it created significant morale issues within the dispatch center.*
- Find a way to involve fire and EMS services more in the process to get their buy-in early

Radio

- Upgrade the paging system with the radio system
- Underestimated the amount of labor involved with installing and setting up the new radio equipment, especially in vehicles – *plan to obtain vendor assistance with this to complete it in a reasonable amount of time*
- Inadequate records from the old radio system, making the transition more timely and difficult

Personnel

- Hire and train the supervisors at the beginning of the process rather than staggered at the end; they could have assisted markedly during the combining of the two dispatch centers – *they could have been involved with equipment install, training of personnel, formulation of procedures and policies, and the hiring processes, lightening the load elsewhere.*
- City employees should have become county employees one year earlier (January, 2015) – *there were different work schedules, different rules for scheduling and overtime, and different policies. It created conflict among a group that was already working together through the cross-staffing, but under different governing bodies. At times it created personnel issues and significant morale issues. It also made it difficult to address problems when they fell under different rules and different supervisors.*

Where We Are Now

Staffing

Current dispatchers:	23	(short one)
In training:	2	
Current supervisors:	3	(short one)
In training:	0	
Upcoming (known) retirements:	2	(during 2018)

***Of the nine former city dispatchers offered positions in the combined center, all nine still work within the center. This is a 100% retention rate after two years.*

Daily Minimum Staffing Requirements (by shift)

First	4
Second	5
Third	4

Center Call Volume (administrative & 911)

Total Calls:	156,470
Average calls per month:	14,224

***Above statistics are based on January 1 – November 30, 2017.*

Emergency Medical Dispatching (EMD)

Number EMD Certified:	26
EMD calls:	911

***Above statistics are based on October 9 – November 30, 2017.*

III

Res. No. 119 - 17 - 18. By Alderperson Draughon. December 18, 2017.

A RESOLUTION authorizing the Purchasing Agent to enter into contract for the purchase one new platform style ladder truck for the City of Sheboygan Fire Department.

WHEREAS; The Sheboygan Fire Department created an equipment replacement schedule many years ago to insure that its fleet of fire and rescue apparatus remains dependable and compliant to national standards (NFPA), and;

WHEREAS; in concert with the replacement schedule, a frontline vehicle in the Sheboygan Fire Department Fleet has been identified as to being both ready and eligible for replacement. City of Sheboygan Fire Department staff have spent a great deal of effort in identifying and specifying a suitable and budget mindful replacement, and included same in the 2018 Capital Improvements Budget, and;

WHEREAS; The Sheboygan Fire Department has diligently worked to specify a vehicle and equipment package that meets all of its needs yet is respectful of budgetary constraints while enhancing safety.

WHEREAS; Over the past many years The Sheboygan Fire Department has found that Fire Fighting apparatus manufactured by Pierce Inc. of Appleton WI to be some of the best in the industry and has made a conscious effort to standardize its fleet with Pierce equipment and;

WHEREAS; The responsibility for the regular maintenance and repair of the entire Sheboygan Fire Department fleet has been assumed by the Department of Public Works Motor Vehicle Division and the close proximity and willingness of Pierce Manufacturing has resulted in the City taking advantage of nearby support, replacement parts and on-going training offered to Pierce Manufacturing customers, and:

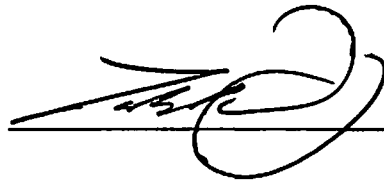
WHEREAS; The Purchase of this ladder truck includes a generous pre-payment discount which will allow the Sheboygan Fire Department to purchase a platform style truck in lieu of a traditional ladder. It is felt that the platform style truck will enhance the safety of Firefighters and those being rescued as well as allow for more precise placement of water when faced with a fire incident above one or two stories in height. In addition, the vehicle to be replaced will be sold following receipt of the new truck. The truck to be replaced has a current estimated value of \$130,000.00 to \$ 150,000.00 and would be suitable for use by a Fire Department providing fire protection to a smaller community.

Public Safety

WHEREAS; In order to take advantage of the prepayment discount, the City of Sheboygan will need to make payment in full to Pierce Manufacturing no later than February 1, 2018 and;

RESOLVED: That the Purchasing Agent is hereby authorized to enter into a purchase agreement with Pierce Manufacturing Inc. of Appleton WI for the purchase of one Heavy Duty Platform style ladder truck in the amount of \$ 1,080,000.00 including the pre-payment discount and that the need for competitive bidding is hereby waived due to the sole source exclusion, and;

BE IT FURTHER RESOLVED: That the appropriate City Officials are hereby authorized to draw payments on account # 47722100-641100 (2018 Capital Improvements) in payment of same:



I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

II

R. O. No. 260 - 17 - 18. By CITY CLERK. January 2, 2018.

Submitting a communication from Wisconsin Department Corrections on behalf of Robert Palmer requesting a waiver from the Sex Offender Residency requirements in order to reside at 923 South 14th Street.

Public Safety

CITY CLERK



Wisconsin Department of Corrections

Governor Scott Walker | Secretary Jon E. Litscher

December 21, 2017

To whom it may concern:

The Department of Corrections, on behalf of Ms. Ronetta Tyson and Offender Robert Palmer (DOC # 399117...DOB: 1/24/1984), is hereby filing an appeal to the Sex Offender Residency Restrictions.

Mr. Palmer is slated to be released from prison on 1/30/18. Upon his release, he would like to reside with Ms. Ronetta Tyson at 923 South 14th Street.

Respectfully,

A handwritten signature in blue ink that reads "Mike Roehl".

Mike Roehl
Probation & Parole Agent #71214
3422 Wilgus Ave. Sheboygan, WI 53081
920.918.7936

II

R. O. No. 259 - 17 - 18. By CITY CLERK. January 2, 2018.

Submitting a communication from Brad Dain requesting a waiver from the Sex Offender Residency requirements in order to reside at 1912 South 14th Street.

Public Safety

CITY CLERK

12/21/2017 12:09

19204535935

UPS STORE

PAGE 01/02

DEC 21 '17 AM 11:44

Date: December 21, 2017

My name is: BRAD L. DAIN

I am requesting a waiver to the Sexual Residency Requirements so I may live at:

1912 S. 14TH ST., SHEBOYGAN, WI 53081

Signature: Brad Dain

12-21-17

Phone Number: 920-573-9576

Any applications for a waiver from the Sex Offender Residency restrictions received by Noon on the Thursday prior to the following Monday's Council meeting will be submitted to that Council for referral to Public Protection and Safety. Anything after Noon on Thursday will not go to Council until the next Council meeting.

This will allow the Police Department to complete the necessary work they do to prepare for the Public Protection and Safety meeting.

Thank you for all your cooperation in the matter.

II

3.6

R. O. No. 254 - 17 - 18. By CITY CLERK. December 18, 2017.

Submitting a communication from Richard Allan Lampe Jr. requesting a waiver from the Sex Offender Residency requirements in order to reside at 2521 N. 15th Street.

Public Safety

CITY CLERK

DEC 7 '17 PM 3:23

Date: 12-7-17

My name is: Richard Allan Lampe JR

I am requesting a waiver to the Sexual Residency Requirements so I may live at:
252 N 15th Sheboygan, WI 53083

Signature: 

Phone Number: 920-331-1479

Any applications for a waiver from the Sex Offender Residency restrictions received by Noon on the Thursday prior to the following Monday's Council meeting will be submitted to that Council for referral to Public Protection and Safety. Anything after Noon on Thursday will not go to Council until the next Council meeting.

This will allow the Police Department to complete the necessary work they do to prepare for the Public Protection and Safety meeting.

Thank you for all your cooperation in the matter.