

Western Connecticut Council of Governments (WestCOG)

Feasibility Study for the Sharing/Consolidation of Selected Public Safety Facilities and/or Services

Phase 1 – Assessment of Current Environments



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1.0 Introduction to Assessment Report

WestCOG contracted Winbourne Consulting LLC to conduct a feasibility study for the sharing/consolidation of selected public safety facilities and/or services. Specifically, Winbourne was tasked with evaluating the potential for cost savings and service improvements.

The towns of New Canaan, Redding, Ridgefield, Weston, and Wilton are all participating in this study. Specific areas of analysis have been identified in the chart on below.

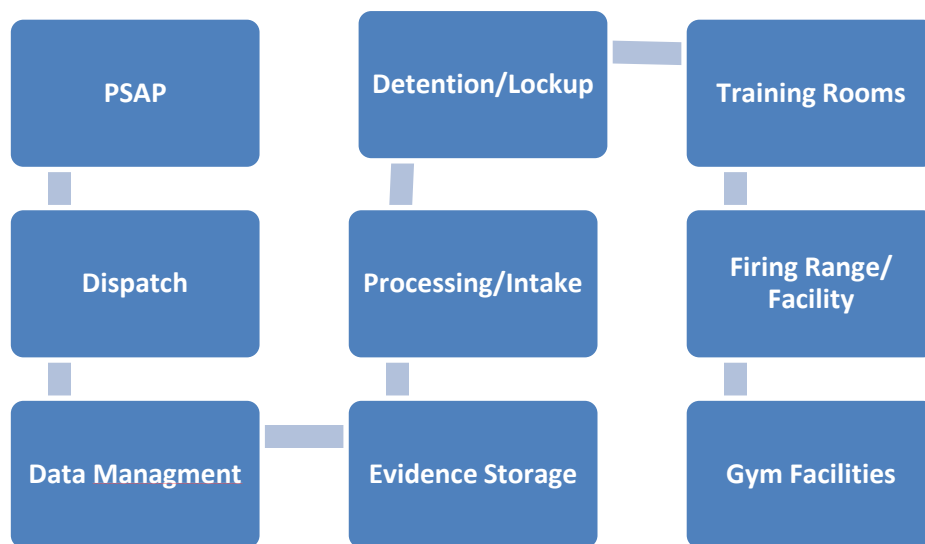


Figure 1: Areas of Analysis

2.0 Overview of Methodology and Stakeholder Engagement

Communication with stakeholders from each town was essential to achieving actionable recommendations on consolidation. For that reason, our first task was to conduct a project kickoff and hold stakeholder meetings and interviews. The full breakdown of the phases for this project are listed in diagram below.

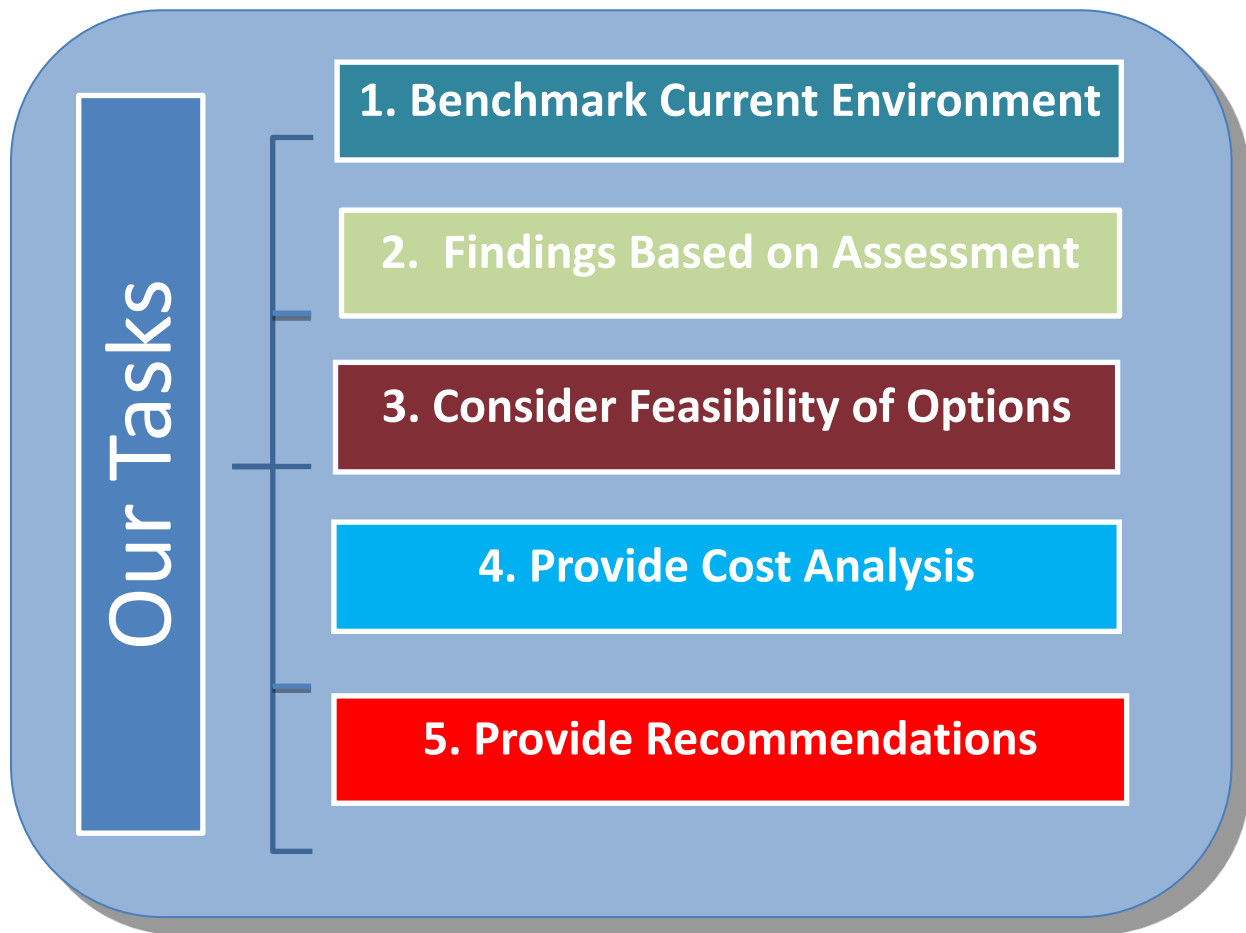
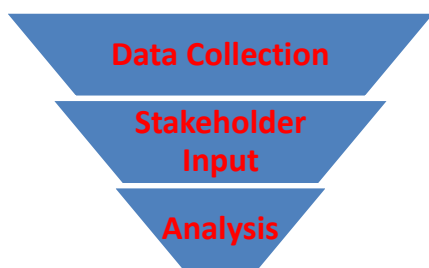


Figure 2: Project Phases

2.1 Winbourne Consulting Methodology for Assessment



Our methodology for conducting the assessment involved the following steps:

- WestCOG project team meetings
- Stakeholder interviews and discussions to gather information about the existing systems, operations, and applications including issues, concerns, and future needs
- Questionnaires distributed to town personnel requesting data for:

- Demographics
- Call statistics
- Radio network
- 9-1-1 network
- 9-1-1 equipment server room
- Technology
- Dispatch costs
- Operations

The primary goal of the assessment is to provide a comprehensive baseline of existing conditions to identify the options for the possible partial or full consolidation of public safety services in the five identified towns in WestCOG.

- Observed operations at five primary 9-1-1 centers
- Distributed online surveys to first responders and call center staff
- Met with Connecticut Department of State Emergency Telecommunications (DSET) personnel
- Attended site visit at Southwest Regional Communications Center (SWCRCC)

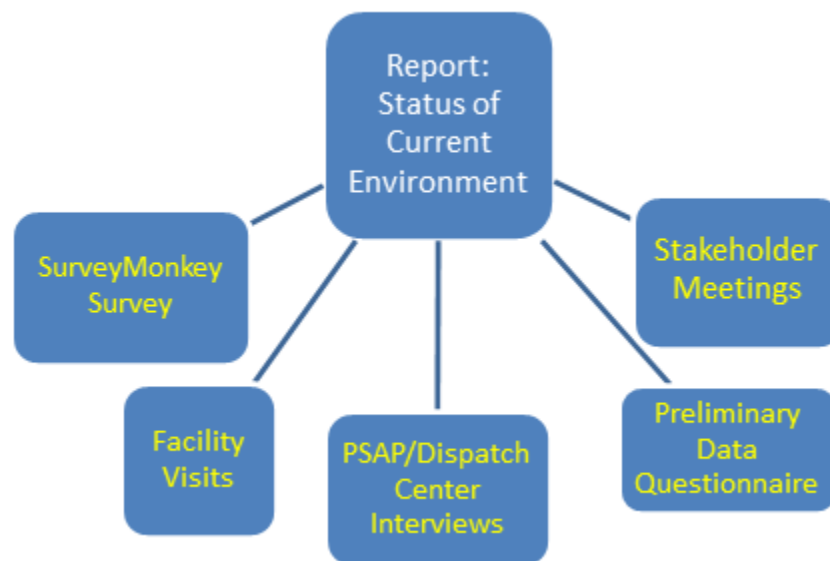


Figure 3: Winbourne Methodology

Successful consolidations require alignment of key components:

- Operations
- Facilities
- Technology

- Political/Governance
- Funding/Cost Model

Winbourne evaluated each of these areas for each of the existing PSAPs to identify similarities and differences will use the information to develop findings and recommendations in a follow-up report, Phase 2.

2.2 Stakeholder Interactions

Police/PSAP Stakeholders

Stakeholder meetings with police chiefs and PSAP/dispatch were held on December 4, 2019 to discuss 9-1-1 call-answering and dispatch.

Another workshop for the police chiefs was held on Wednesday, January 22, 2020 with the following agenda:

- Review of Data Management discussion
- Evidence Storage/Processing Intake
- Detention/Lockup
- Training Rooms
- Firing Range/Facility
- Gym Facilities (brief discussion only)

These meetings and onsite discussions included the following representatives:

Town	Name	Email
New Canaan	Chief Leon Krolikowski	leon.krolikowski@newcanaanct.gov
New Canaan	Captain Andrew Walsh	andrew.walsh@newcanaanct.gov
Redding	Chief Mark O'Donnell	modonnell@rpdct.us
Ridgefield	Chief Jeff Kreitz	rdpchief@ridgefieldct.org
Wilton	Captain Thomas Conlan	Thomas.conlan@wiltonCT.org
Weston	John Ojarovsky	jojarovsky@westonct.gov
Weston	Chief Ed Henion	ehenion@westonpolice.com

Table 1: Town Representatives

Fire/EMS Stakeholders

A Public Safety Best Practices workshop was held on January 22, 2020, for the fire and EMS chiefs to discuss the dispatch process, data and records management, training rooms, and the potential for other shared facilities. Invitees included the following:

Town	Agency	Name	Email
New Canaan	EMS	Captain Phil Sheibley	psheibley@gmail.com
New Canaan	Fire	Chief John Hennessey	john.hennessey@newcanaanct.gov
Redding	Fire & EMS – Redding Ridge	Chief Sean McKenney	chief@reddingfire1.org
Redding	Fire & EMS – West Redding	Chief TJ Landwehr	chieflandwehr@westreddingfiredepartment.org
Redding	Fire & EMS – Georgetown	Chief Michael Heibeck	Mwh51@optonline.net
Ridgefield	Fire and EMS	Chief Jerry Myers	fire@ridgefieldct.org
Wilton	EMS	President John Miscioscia	president@wiltonambulance.org
Wilton	Fire	Chief Geoffrey Herald	Geoffrey.herald@wiltonct.org
Weston	Fire	John Pokorny	jpokorny@westonct.gov
Weston	EMS	Michael Schlechter	mschlechter@westonems.com

Table 2: Public Safety Best Practices Workshop

3.0 PSAP/Dispatch

This section provides a summary of key metrics for all five PSAPs, followed by sections specific to each town.

3.1 Overview of WestCOG PSAP Environment

As of September 2019, the State of Connecticut had approximately 109 Public Safety Answering Points (PSAPs). As evidenced in the map below, regional PSAPs are predominantly located in the most rural portions of the state, while municipal PSAPs are located in the more populated urban regions.

Connecticut 9-1-1 Public Safety Answering Points

As of September 7th, 2019

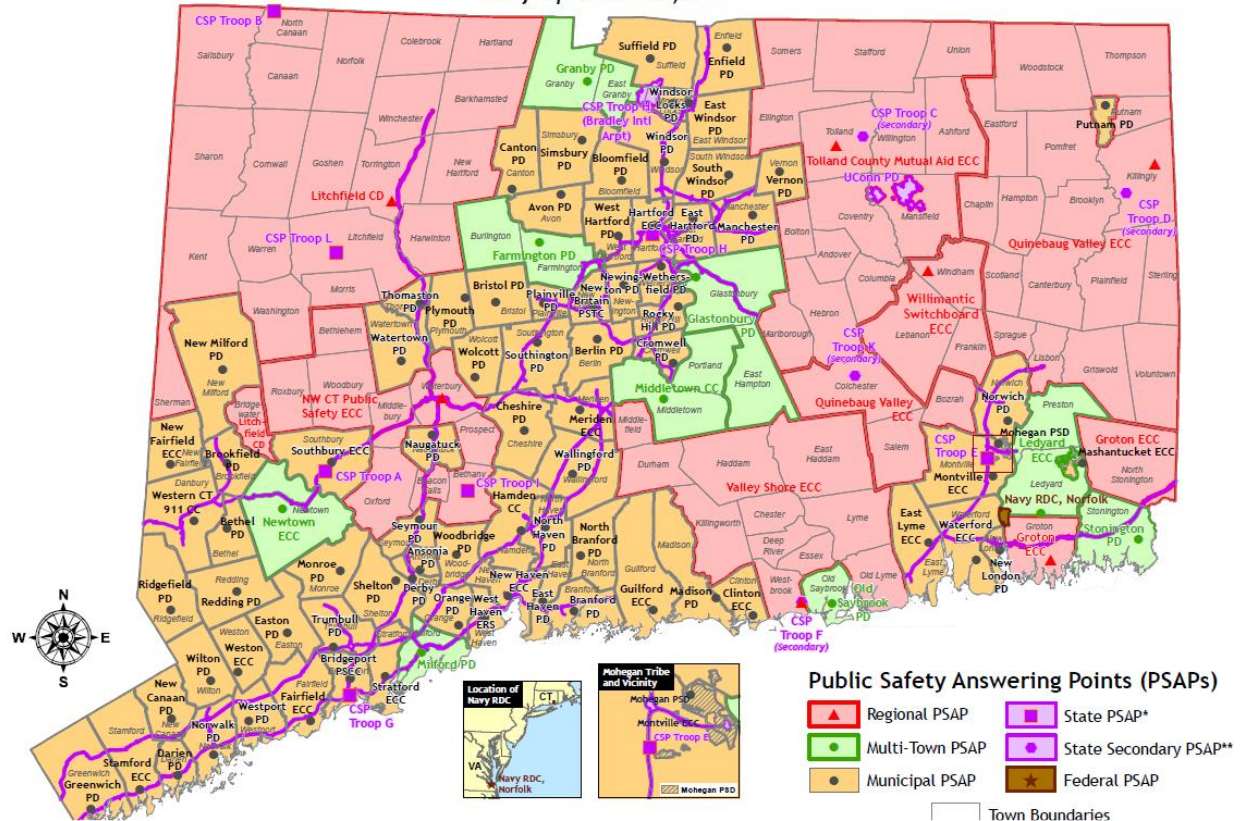


Figure 4: Connecticut PSAPs

Connecticut is a leader in the deployment of Next Generation 9-1-1 (NG911). Since 2017, all PSAPs in Connecticut utilize the state's Public Safety Data Network (PSDN) as the backbone for the NG911 Emergency Services Internet Protocol (IP) Network. This network connects all PSAPs in the state with a fully redundant network for the delivery of 9-1-1 calls and data. In addition, all PSAPs utilize Intrado VIPER for 9-1-1 call answering and text to 9-1-1 services.

Connecticut Department of State Emergency Telecommunications (DSET) Grant Program

Some municipalities in Connecticut provide 9-1-1 services through regional or multi-town emergency communications centers (RECCs). DSET provides annual subsidies for RECCs and multi-town PSAPs based on a funding formula. Municipalities may apply for transition grants to offset costs to form new RECCs (three or more municipalities) or multi-town PSAPs (two municipalities). The Connecticut State Police provide 9-1-1 service for three municipalities. The State Police also respond to wireless 9-1-1 calls received from limited access highway callers.

3.1.1 PSAP Metrics

Call Volume

DSET provides the following call statistics for the five towns in WestCOG on their website. Per DSET, these calls are 9-1-1 calls only, and do not include abandoned calls:

Total 9-1-1 Calls per PSAP

PSAP	2019	2018	2017	2016
New Canaan	6332	6915	6264	6135
Redding	2733	3120	2874	2381
Ridgefield	5539	5003	5856	5329
Weston	3055	3532	2990	2781
Wilton	5904	7007	6832	5829

2019 data¹ call volume by PSAP

PSAP	Total Calls	Wireline	Wireless	VoIP	Text
New Canaan	6332	2078	4178	65	11
Redding	2733	817	1888	27	1
Ridgefield	5539	1203	3381	941	14
Weston	3055	546	2469	30	10
Wilton	5904	1684	4113	99	8

2018 data² call volume by PSAP

PSAP	Total Calls	Wireline	Wireless	VoIP	Text
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¹ https://portal.ct.gov/-/media/DESPP/DSET/911_Statistical_Reports/Call_Volume_Report_2019_Q4_PSAP_911.pdf?la=en

² https://portal.ct.gov/-/media/DESPP/DSET/911_Statistical_Reports/Call_Volume_Report_2018_Total_PSAP_911pdf.pdf?la=en

New Canaan	6915	2988	3860	67	N/A
Redding	3120	992	2087	41	N/A
Ridgefield	5003	1244	2839	920	N/A
Weston	3532	818	2651	63	N/A
Wilton	7007	2474	4434	99	N/A

2017 data³ call volume by PSAP

PSAP	Total Calls	Wireline	Wireless	VoIP	Text
New Canaan	6264	2935	3247	82	N/A
Redding	2874	961	1870	43	N/A
Ridgefield	5856	1549	3113	1194	N/A
Weston	2990	735	2152	103	N/A
Wilton	6832	2580	4135	117	N/A

2016 Data⁴ call volume by PSAP

PSAP	Total Calls	Wireline	Wireless	VoIP	Text
New Canaan	6135	2853	3203	79	N/A
Redding	2381	808	1531	42	N/A
Ridgefield	5329	1508	2860	961	N/A
Weston	2781	697	1926	158	N/A
Wilton	5829	2302	3444	83	N/A

Table 3: Call Volume Statistics

³ [https://portal.ct.gov/-](https://portal.ct.gov/-/media/DESPP/DSET/911_Statistical_Reports/Call_Volume_Report_2017_Total_PSAP_911pdf.pdf?la=en)

[/media/DESPP/DSET/911_Statistical_Reports/Call_Volume_Report_2017_Total_PSAP_911pdf.pdf?la=en](https://portal.ct.gov/-/media/DESPP/DSET/911_Statistical_Reports/Call_Volume_Report_2017_Total_PSAP_911pdf.pdf?la=en)

⁴ [https://portal.ct.gov/-](https://portal.ct.gov/-/media/DESPP/DSET/911_Statistical_Reports/Call_Volume_Report_2016_Total_PSAP_911pdf.pdf?la=en)

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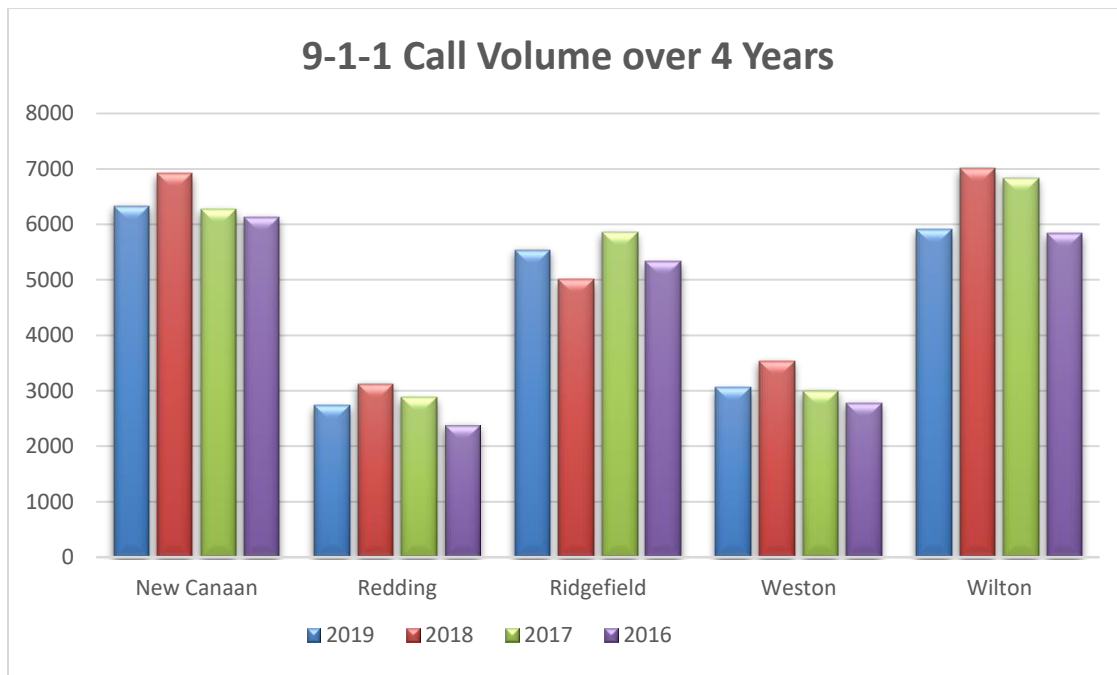


Figure 5: WestCOG 9-1-1 Call Volume

9-1-1 Call Processing Times

The following tables show average times to answer 9-1-1 calls for the WestCOG PSAPs over a period of two years, as well as the answer time during the busiest hour.

9-1-1 Calls answered within 10 seconds or less (% by Quarter) (AVERAGE)

The table below shows the 9-1-1 average speed of answer for the entire time period, per PSAP.

PSAP	Q4 '19	Q3 '19	Q2 '19	Q1 '19	Q4 '18	Q3 '18	Q2 '18	Q1 '18	2 Yr Avg
New Canaan	91.83	89.58	89.44	88.30	89.33	88.50	86.97	84.08	88.50
Redding	96.31	96.20	96.86	85.76	75.22	79.70	84.25	71.74	85.76
Ridgefield	87.88	90.12	92.89	92.58	90.56	89.47	89.80	91.57	90.61
Weston	94.03	91.93	90.75	93.38	89.53	88.34	84.68	80.19	89.10
Wilton	90.72	92.42	91.93	92.39	91.28	94.01	92.03	91.48	92.03

Table 4: 9-1-1 Average Speed of Answer 2018-2019 by PSAP

National Emergency Number Association (NENA) Standard 56-005 states that 90% of all 9-1-1 calls shall be answered within 10 seconds during the busiest hour. The above chart does not

provide a direct comparison to the NENA standards, but instead represents an average that includes both high and low call volume times.

9-1-1 Calls answered within 10 seconds or less (% by Quarter) (busiest hour)

This data is not available.

Range of 9-1-1 Call Answer Times

This data is not available.

Abandoned 9-1-1 Call Volume

The following table lists the abandoned call volume for each of the five towns, where available:

PSAP	2019	2018	2017	%*
New Canaan	891	N/A	N/A	12%
Redding	183	N/A	N/A	6%
Ridgefield	519	462	372	8%
Weston	334	322	N/A	6%
Wilton	577	744	N/A	6%

Table 5: Abandoned Call Volume

*3-Year Average of Abandoned 9-1-1 Calls Compared to 3-Year Average of 9-1-1 Calls

Call Transfers

The following table shows the number and percentage of 9-1-1 calls that were transferred to another location, such as the secondary (fire/EMS department) or a different jurisdiction.

PSAP	2019	2018	2017	Total	%
New Canaan	2087	N/A	N/A	2087	33%
Redding	511	N/A	N/A	N/A	19%
Ridgefield	1921	2016	1667	5604	34%
Weston	770	843	N/A	1613	17%
Wilton	1807	1743	1359	4909	25%

Table 6: 9-1-1 Calls Transferred to Another Location

Additional details on the destination of the transfers for each town can be found in the PSAP/Dispatch Assessment for each town.

WestCOG Alternate PSAP Routes

DSET has requested that all Connecticut PSAPS identify three other PSAPs that will serve as alternate locations in the event 9-1-1 calls must be rerouted. DSET has identified three conditions that activate the alternate routing scenario⁵:

- 1) No one is logged in at the primary center – In the event that no one at the PSAP is logged into the VIPER system, calls will be rerouted to the first reroute choice. The receiving PSAP will receive ALI and ANI and an amber light on the receiving PSAP will indicate this call has been rerouted.
- 2) PSAP is offline due to a major event causing closure or bugout of primary center – In the event of a PSAP closure, calls will be automatically rerouted to the first reroute choice. The receiving PSAP will receive both ANI and ALI, but the amber light will NOT be on; the only indication that this is a rerouted call will be the map location of the call.
- 3) Call overflow environment indicating the PSAP's simultaneous call threshold has been reached – In the event that a PSAP's call threshold has been reached (this varies by center but is generally a maximum of nine rings without an answer), calls will be rerouted to the first reroute choice. Calls will be delivered with both ANI and ALI. If the reroute choice is also at maximum threshold, the calls will be routed to the originating PSAP's fallout telephone number (generally a designated administrative line) without ANI/ALI.

The alternate centers are activated in the order listed, i.e., the first identified alternate PSAP is the first to automatically receive the rerouted calls. If the first designated alternative is also offline (as may happen with a large storm causing outages in neighboring PSAPs, then the second or third reroute will be used). The table below identifies these arrangements:

PSAP	Alternate PSAPs
New Canaan	Darien, Wilton, Ridgefield
Redding	Easton, Ridgefield, Weston
Ridgefield	Wilton, Redding, Danbury
Weston	Westport, Wilton, Fairfield
Wilton	Weston, New Canaan, Ridgefield

Table 7: Alternate PSAPs

The above scenarios address unplanned events. If there is a planned event, such a system refresh, the PSAPs call the AT&T helpline to proactively reroute the calls.

⁵ CT DSET information

3.1.2 PSAP Staffing

The following table identifies the current staffing environment for the five PSAPs:

PSAP	Minimum Staffing	Staffing at busiest Hour	Total FTE for 9-1-1 and Dispatch (part-time)	# of Positions on Floor	Call Takers also Dispatch?	Super-visor on every Shift?	Type of Personnel answering and dispatching and union affiliation
New Canaan PD	1 (plus officers on PD duty)	1	52*	2	Yes	Yes	Sworn (AFSME)
Redding PD	1	1	4	2	Yes	No	Civilian (UPSEU, 040)
Ridgefield PD	1 (sworn)	2	44 (1)**	2	Yes	No	Sworn (Police Union) Civilian (Clerical Workers' Union)
Weston ECC	1	1	4 (1)	2	Yes	No	Civilian (UPSEU)

Wilton PD	1***	2	44 Sworn, 2 Civilian	2 + 1 dispatch only	Yes	Yes	Sworn (Police Union, AFSCME) Civilian (Town Hall Employees Union)
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Table 8: PSAP Staffing

*Westport Fire staffs 2 dispatchers M-F day shift; 1 dispatcher on evenings and overnight; 1 dispatcher on weekends.

** Ridgefield Fire and EMS dispatch staffing is one dispatcher on duty at all times

*** Wilton staffs only one desk officer on duty on Midnight shift, 7 days/week.

3.1.3 Dispatch Services

Dispatch Process

The following table identifies the process for dispatch of each of the three primary services - police, fire, and emergency medical dispatch:

PSAP	9-1-1 Call	Police	Fire	EMD	EMD Pre-Arrival
New Canaan PD	Self	Dispatches	Transfers	Transfers	Transfers
Redding PD	Self	Dispatches	Dispatches	Dispatches	Transfers
Ridgefield PD	Self	Dispatches	Transfers	Transfers	Transfers
Weston ECC	Self	Dispatches	Dispatches	Dispatches	Transfers
Wilton PD	Self	Dispatches	Dispatches	Transfers	Transfer

Table 9: Primary Services

Note that each “transfer” introduces a delay in the processing of a 9-1-1 call.

Time to Dispatch - Call Time Statistics

This information is not available. Ridgefield was able to provide data on the time to transfer to their secondary PSAP; this is included in the detailed assessment below.

Emergency Medical Dispatch (EMD)

Section 28-25b of Connecticut General Statutes requires that each PSAP provide or arrange for emergency medical dispatch (EMD) to be provided by certified personnel.

Southwest Connecticut Regional Communications Center (SWCRCC)

SWCRCC is a 501(c)(3) nonprofit organization that operates a regional dispatch center at 100 Beard Sawmill Road, Shelton, Connecticut. This center relocated to its present location in April 2019, and currently provides telecommunications services to municipal fire and EMS services in 16 communities, and 16 surrounding hospitals. The Center dispatched approximately 105,000 service calls in 2018. The facility has a 24-hour whole-building generator, tested weekly, redundant fiber optic lines, and redundant phone lines. Currently SWCRCC is connected to the Connecticut Public Safety Data Network but is not recognized as a state PSAP. However, as of January 2020, they are in negotiations with a municipality to take their 9-1-1 call answering services, which will include moving their PSAP to SWCRCC's location, along with the VIPER and other telephony equipment, and SWCRCC will then be recognized as a Connecticut PSAP. It is expected that SWCRCC will also dispatch police for this jurisdiction. SWCRCC receives the ANI/ALI from all transfers.

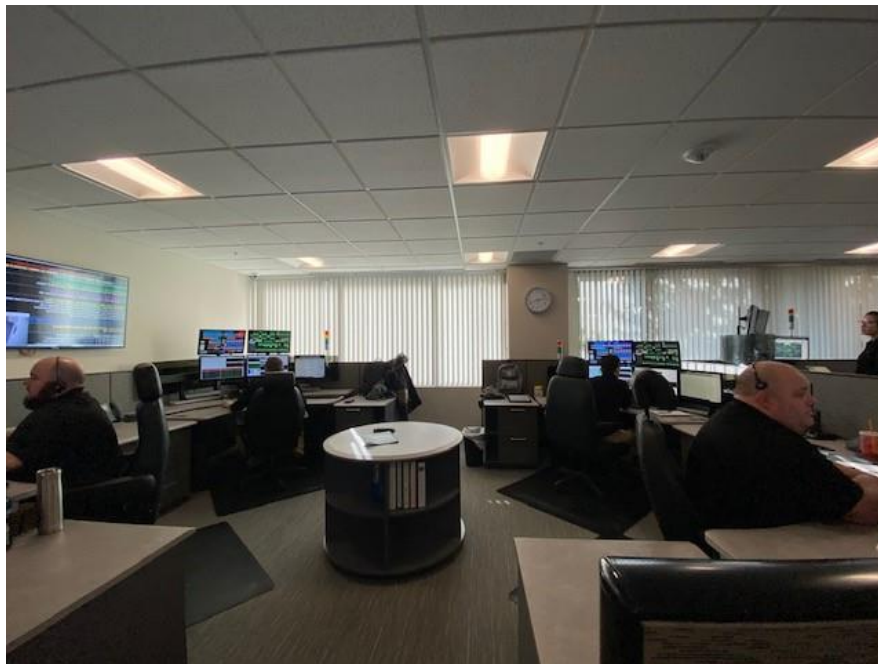


Photo 1: SWCRCC Call Center

SWCRCC has 16 full-time employees and 10 part-time employees, with six available consoles. These are currently staffed by four dispatchers, with two additional training positions. There is significant capacity for expansion in this space, and plans have been established for added dispatch capacity when SWCRCC contracts with additional jurisdictions for 9-1-1 call answering, law enforcement dispatch, and additional fire and EMS dispatch and EMD services.

SWCRCC provides services to the following towns (relevant to this study):

Town	SWCRCC Service	2019 annual Volume
New Canaan	CMED Services, EMS Dispatch; Dispatches Ambulance; New Canaan EMS has CMED CAD available in their units. New Canaan is the only service currently contracted to receive live CAD in a mobile device at this time.	1,608 calls received by SWCRCC– average time to dispatch is 0:01:46 minutes; average dispatch to arrive-on-scene is 0:07:50 minutes
Redding	CMED Services, pre-arrival instructions only; Redding dispatches their own ambulances	18 calls transferred to SWCRCC for pre-arrival instructions in 2019
Ridgefield	CMED Services if the patient will go to one of the SWCRCC hospitals; most of the Ridgefield area would go to the NWRPS CMED for Danbury Hospitals	SWCRCC does not provide primary CMED services for Ridgefield
Weston	CMED Services, EMD Pre-arrival instructions only	45 calls transferred to SWCRCC for pre-arrival instructions in 2019
Wilton	CMED Services, EMS Dispatch; Dispatches Ambulance	1,430 calls received – average time to dispatch is 0:01:50 minutes; average dispatch to arrive on scene is 0:08:01 minutes

Table 10: SWCRCC Services by Town

Coordinated Medical Emergency Direction (CMED) per Connecticut State Statute, provides the guidelines for Advance Life Support (ALS), and is part of the protocol used by SWCRCC to provide the emergency medical dispatch services. This includes radio communications between the ambulance and hospital.

SWCRCC uses a custom-designed CAD system, Dispatch Management Solutions, LTD (DMS), out of Wolcott, Connecticut. The sole proprietor, Peter Gall, works for NORCOM, but the Sequel software code has been provided to SWCRCC for redundancy and business continuity.

A CAD interface is offered to all communities the SWCRCC serves. They provide each customer with a CAD status monitor which is also provided to the hospitals in the region. The DMS CAD interfaces with EMS Charts, Firehouse, and emergency reporting software programs, some of which may be in mobile devices. The DMS CAD interfaces and pushes data to other proprietary CAD programs such as Nexgen, although this interface is not used for the WestCOG towns, or any other Nexgen customers identified as part of this study.

Technology

All PSAPs in Connecticut use the Intrado VIPER NG911 Call Handling system for answering 9-1-1 calls and are connected to the AT&T Emergency Services IP Network for NG911 Core Services.

The WestCOG PSAPs utilize the following systems for Computer Aided Dispatch:

Town	Police CAD	Fire CAD
New Canaan	Nexgen	Dispatched by Westport Fire, VisionAir (today) and Nexgen in the future; no New Canaan police to fire CAD interface
Redding	Accucom	Accucom for all 3 fire departments
Ridgefield	Nexgen	FD in process of integrating with Nexgen CAD
Weston	Accucom	Accucom
Wilton	Nexgen	Nexgen, integrated with police (Wilton EMS is dispatched by CMED)

Table 11: West COG PSAP systems

3.2 New Canaan PSAP/Dispatch Environment

The New Canaan PSAP is located at the New Canaan Police Department: 174 South Ave, New Canaan.



Photo 2: New Canaan Police Department Building

The PSAP provides both 9-1-1 call answering and dispatch services for the town of New Canaan, with a population of approximately 20,000 residents.

Contact Personnel:

Police Department	Chief Leon Krolikowski	leon.krolikowski@newcanaanct.gov
EMS	Captain Phil Sheibley	psheibley@gmail.com
Fire	Chief John Hennessey	john.hennessey@newcanaanct.gov

Table 12: New Canaan Personnel

Center Accreditations and Certifications

New Canaan Police Department has been CALEA certified since 1992 and is one of only 19 municipal law enforcement agencies in Connecticut to receive this accreditation. It is one of only three Connecticut communications centers with this designation (Bethel and Norwalk are also CALEA certified).

The police department may not be willing to switch to a state certification. If consolidation moves forward, the police department would want the new center to be CALEA certified.

3.2.1 PSAP Metrics

9-1-1 Call Volume

New Canaan Call Volume	2019	2018	2017	2016
9-1-1	6332	6915	6264	6135
Text to 9-1-1		Q1-Q3 2019 = 10		

**6,411 Average
Annual 9-1-1 Calls
Total Calls = 17.6 calls/day**

Table 13: New Canaan Call Volume, 2016-2019

Call Volume Most Busy: Month, Days, Hours

Data is not available for call volume per day. Call volume peaks based on incidents.

Total Call Volume per Month of the Year

Data is not available in summary form.

Call Processing Times

The following table shows average times to answer 9-1-1 calls for the New Canaan PSAP over a period of two years.

9-1-1 Calls answered within 10 seconds or less (% by Quarter)

PSAP	Q4 '19	Q3 '19	Q2 '19	Q1 '19	Q4 '18	Q3 '18	Q2 '18	Q1 '18	2 Yr Avg
New Canaan	91.83	89.58	89.44	88.30	89.33	88.50	86.97	84.08	88.5

Table 14: Calls Answered Within 10 Seconds or Less by Quarter

National Emergency Number Association (NENA) Standard 56-005 states that 90% of all 9-1-1 calls shall be answered within 10 seconds during the busiest hour. The above chart does not provide a direct comparison to the NENA standards, but instead represents an average that includes both high and low call volume times.

Abandoned 9-1-1 calls

The following abandoned calls were recorded and are not included in the call volume numbers above.

Abandoned calls	2019	2018	2017	Total	Avg %
New Canaan	891	N/A	N/A	891	12%

Table 15: New Canaan Abandoned Calls

(Note: 2018 and prior data is not available due to the conversion to the NG911 system.)

Calls Transferred

The following table shows the number and percentage of 9-1-1 calls transferred to another location, such as the secondary (fire/EMS department) or a different jurisdiction.

Transferred Calls	2019	2018	2017	3 year Total	% transferred
New Canaan	2087	N/A	N/A	2087	33%

Table 16: New Canaan 9-1-1 Calls Transferred

The following table summarizes the largest number of transfers for 2019 for the New Canaan PSAP.

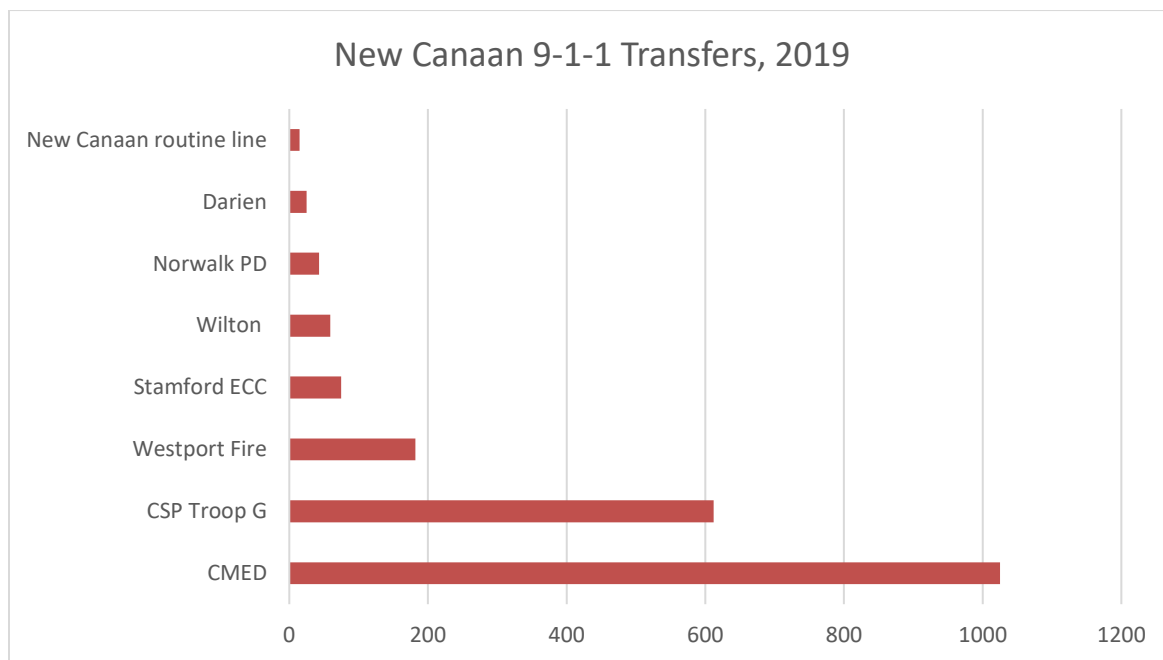


Table 17: New Canaan 9-1-1 Transfers 2019

Alternate 9-1-1 Center

DSET has requested all Connecticut PSAPS identify three other PSAPs that will serve as alternate locations in the event 9-1-1 calls must be rerouted.

New Canaan's alternate PSAP is listed below:

WestCOG PSAP	Alternate PSAPs
New Canaan	Darien, Wilton, Ridgefield

Table 18: New Canaan's Alternate PSAP

The above scenarios address unplanned events. If there is a planned event, such as a system refresh, the PSAPs call the AT&T helpline to proactively reroute the calls.

The capability of Darien is:

Available Workstations	3
9-1-1 Workstations	2
Minimum staffing per shift	2

Table 19: Darien Capability

When possible, in the case of a major event, the New Canaan contacts Darien and Wilton to notify they are getting overflow calls.

New Canaan is the second designated back-up for the Wilton PSAP, and third designated back-up for Ridgefield's PSAP.

3.2.2 Center Capacity and Staffing

The New Canaan's dispatch center is staffed with sworn police officers. There is a total of 21 sworn officers who are dispatch-certified in both EMD and the state telecommunications program. There is a minimum of five officers who work every shift.

New Canaan's capacity to answer and dispatch 9-1-1 calls is detailed in the chart below:

Number of 9-1-1 call answering positions on floor	2
Number of staffed positions on floor at busiest shift	1
Normal call staffing per shift	1
Total number of Full Time Employees (part time)	52
Minimum mandatory staffing per shift	5*
Supervisor on every shift?	Yes

Table 20: New Canaan's Capacity to Answer and Dispatch 9-1-1 Calls

*The per-shift staffing is broken down as follows:

- 1 – PSAP/dispatch officer
- 2 – Lieutenant and sergeant
- 2 – Officers on patrol duty

The New Canaan Center currently has two consoles equipped with CAD, radio, and telephones and only one position is staffed at a time. In an anticipated higher-volume period such as a snowstorm, the lieutenant or sergeant may assist although they are not trained as telecommunicators.

The Telecommunicator functions as a combined call taker and dispatcher simultaneously. In other words, the incoming 9-1-1 call will be answered and processed by a Telecommunicator who is also working a radio channel for dispatch functions. Multiple times a day, it has been reported that both the phone lines (9-1-1 or 7-digit) are ringing at the same time as a field officer initiated radio communication with the Center. The dispatcher must decide what to handle first, the radio or the telephone call.

Shift and Job Classifications

The job classification is Dispatcher. There are three (3) shifts staffed:

- 7am-3pm
- 3pm-11pm
- 11pm-7am

One employee works on each 8 hour shift in dispatch.

Ancillary Duties Performed by 9-1-1 Staff

New Canaan personnel provide front office service for police department visitors. They answer the general phone numbers, redirect calls as needed, and dispatch officers as needed. They develop incident reports based on these calls. They interact with the Town of New Canaan city utilities. The dispatcher calls the property clerk for walk-in fingerprint services. They also monitor the video feed for prisoners and monitor the parking lots at schools.

Union Affiliations

All New Canaan police officers belong to the American Federation of State & Municipal Employees (AFSME), local chapter 1575. Sergeant John Milligan is the union representative. Civilian staff in New Canaan belong to the Town of New Canaan Union.

Currently, the dispatch center is staffed with sworn personnel. If an officer is injured, dispatch is considered a light-duty position and officers can work full-time in dispatch until released to return to the field.

The police officers' union is concerned about not having light-duty availability for sworn officers if the center is civilianized in a consolidation.

3.2.3 Dispatch Services

The New Canaan PSAP dispatches police. The dispatchers are EMD certified however, medical calls are sent to CMED, a secondary PSAP. The police dispatchers can perform EMD services if CMED (SWCRCC) goes down. New Canaan Fire uses the Westport CAD system.

CAD

New Canaan utilizes the Nexgen CAD system. Ridgefield, and Wilton also use this CAD vendor.

Police

New Canaan dispatches police directly.

Fire

New Canaan Fire contracts with Westport Fire Department for fire dispatch services. Staffing for Westport Fire is: 2 dispatchers for M-F day shift; 1 dispatcher on evenings and overnight; 1 dispatcher on weekends. Day shift M-F is busiest time for the dispatchers.

When a 9-1-1 fire call is received, the call is transferred to Westport for dispatching. The fire department does not interface with the police CAD system.

New Canaan Fire Department consists of both career and volunteer firefighters. The department has:

- 16 career firefighters
- 4 career lieutenants
- 4 career captains
- 1 career chief
- Volunteers

Medical

CMED is the secondary PSAP for medical calls. A 9-1-1 call for medical assistance is transferred to CMED by the New Canaan PSAP, but when possible, the New Canaan call taker also stays on the line to determine if a police unit should be dispatched to the scene. New Canaan also contacts CMED via radio with information about the call to accelerate the flow of information for CMED to dispatch the call. This allows the ambulance to have advance notice of the address and nature of the call prior to dispatch.

CMED has own their own CAD system. There are MDCs in each ambulance.

Agencies Served for Dispatch

New Canaan agencies/stakeholders are listed below:

Agencies Served	Police Departments	Fire Departments	EMS	Secondary Agencies
3 Agencies Served	1	1	1	0
Direct Dispatch from PSAP	Yes	No	No	No

Table 21: New Canaan Agencies/Stakeholders

- New Canaan serves the following law enforcement department: New Canaan Police Department using in-house PD protocols
- New Canaan serves the following fire department: New Canaan Fire Department. No FD protocols are used for dispatch
- New Canaan serves the following emergency medical agencies: New Canaan EMS. The town transfers EMS calls to CMED for dispatch. New Canaan does EMD using Priority Dispatch if CMED is down and they cannot transfer to CMED (this is extremely rare).

The following diagram describes the dispatch process:

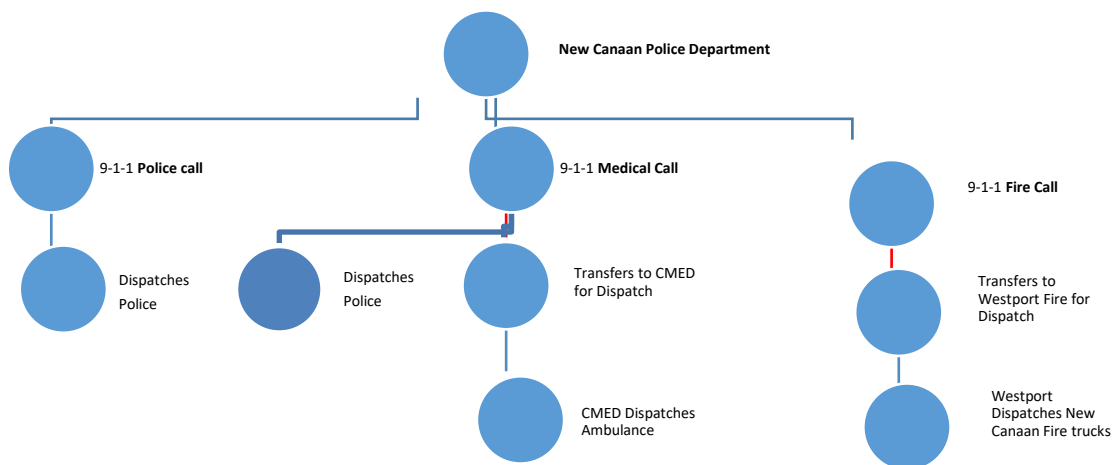


Figure 6: Dispatch Process

Note that each “transfer” introduces a delay in processing of a 9-1-1 call.

Time to Dispatch – New Canaan Call Time Statistics

New Canaan’s 9-1-1 Call Process Time for Answer to Dispatch Queue is not available in summary form.

Total CAD Incidents

New Canaan	CAD Incidents
2019	13,754*
2018	17,461
2017	20,026
2016	18,354

*In 2019, there was a process change for location checks. This may account for the drop in the number of CAD incidents in 2019. There could be fewer hazard calls based on the weather. They are understaffed for officers, with some in the training academy, so less law enforcement was available to respond to hazard calls.

Table 22: New Canaan CAD Incidents

Number of CAD Incidents

The following table shows the volume of police, fire and EMS CAD incidents for the town of New Canaan, based on 2018 CAD data.

CAD Incidents dispatched by Agency

Agency	CAD Incidents Dispatched (average of 2016, 2017, 2018, 2019)
Police	17,398
Fire/EMS	1,146

Table 23: CAD Incidents Dispatched by Agency

Records Management System (RMS)

New Canaan used the Nexgen LEAS (law enforcement RMS). New Canaan Fire/EMS RMS is also Nexgen.

Quality Assurance/Quality Improvement Practices

At their discretion, supervisors monitor their dispatchers in a randomized and targeted manner.

Training Programs for Personnel

Type of Training	Delivered by
9-1-1/Communications Center operations	VIPER, NCPD IT
Admin telephone	TOWN OF NC, NCPD IT
CAD system	NCPD IT
Mobile Data Terminals (MDTs)	NCPD IT
GIS/mapping	TOWN OF NC, VIPER, NEXGEN
Radio system	NORCOM, NCPD IT
Logging & Recording/Instant Recall Recorder	NCPD IT

Table 24: Training Programs for Personnel

3.2.4 Facilities

Facility Description

The New Canaan PSAP and Dispatch Center is located behind the lobby of the New Canaan Police Department. The building was originally built in 1927 and repurposed as the Police Department headquarters in 1981. The Dispatch Center was renovated in 2015 and renovation was paid for by a Town Bond, which is still being paid.

The building is approximately 27,000 square feet, encompassing all three floors of the building.

Facility Condition

This beautiful old building has many structural issues and is expensive to maintain. It has a malfunctioning HVAC and there are plumbing issues.

Physical Security

This building provides for public access only in the front lobby, with secure access for all other areas. There is ballistic protection in the windows and wall panels between Dispatch and the front lobby area.

9-1-1 Equipment Room

There is a separate 9-1-1 equipment room.

Future facility needs

The town has discussed the need to move to a new building for many years. An architect provided plans to renovate the building, at a cost of approximately \$10M. Other discussions include possible use of the 3rd floor of the building for the re-location of the Board of Education staff, or a complete repurposing of this building for senior housing. It is estimated that a new police headquarters building, at a location to be determined, may cost in excess of \$14M.

New Canaan Fire, Westport, and Fairfield are in the planning process to build a combined dispatch center in Fairfield. This center may eventually dispatch for New Canaan Fire as well as Fairfield Police, Fairfield Fire, Fairfield EMS, Westport Fire, Westport Police, and Westport EMS. The center could be housed in an existing 3500 square foot hardened building, with entities needing only to upgrade the infrastructure with fiber to move in. After the center is up and running, they will consider adding more services.

Migration to this regional dispatch center has not begun and may not occur since the inter-local agreement between the municipalities has stalled. It is generally agreed that if this new center as proposed, does not seem viable, the entities will look for other partners to share dispatch services.

Building Systems

The facility is served by a UPS and a generator with “unlimited” power duration. The current propane system may be upgraded to natural gas in the future. The maintenance contract for the generator is included in the Town of New Canaan’s budget.

Annual Costs

Not available at this time due to personnel issue.

3.2.5 Technology

9-1-1 Connectivity

All PSAPs in the state of Connecticut are on PSDN, with broadband connectivity over a secure, managed network.

Ringdown Circuits: None

Dedicated Lines: None

Systems in Use in the Center

System	Vendor	Version	Maintenance Type	Maintenance Expiration	Maintenance Cost to Center	Notes
9-1-1 Call Answering	VIPER				None - DSET	
CAD	Nexgen	LEAS	annual		\$21,000	
Mobile CAD	Nexgen	LEAS			\$2,500	
GIS/Mapping	Town of NC		N/A			
RMS (Police)	Nexgen	LEAS			included	
RMS (Fire)	Nexgen					
EMD Protocol	Priority Dispatch					
AVL	LE – Nexgen Fire – unknown EMS - CMED					
Masterclock	ES911 GPS/NTP					

Logging & Recording	NICE Verify		Annual		\$3,190	System replaced in 2018
Radio	NORCOM	Motorola	Annual		\$3,450	
Alarm Monitoring	N/A					

Table 25: Systems in Use in the Center

Communications Center Hardware

Workstations	Samsung	
MDTs	Panasonic/Havis	Panasonic CF-30, CF-31
Tablets	Apple	iPad
Smartphones	Apple	iPhone
Radio system consoles	Motorola	

Table 26: Communications Center Hardware

Automatic Vehicle Location (AVL)

Some law enforcement vehicles have AVL and they use AVL through the Nexgen CAD, but it is not reliable. Some modems work and others do not. AVL has been cost prohibitive to upgrade.

Radio Channels and Traffic

In 2014, New Canaan upgraded their dispatch system consoles. In 2019, the radio coverage was upgraded, and all of the towers were upgraded to simulcast which provides better coverage. All of the mobile radios were upgraded and now provide robust coverage.

They upgraded to the Fairfield Area Public Safety Emergency Response Network (FAPERN).

They also have a UASI 800 MHz, as part of the Region 1 system.

Primary Radio Channels/Monitoring Assignments

New Canaan's dispatcher monitors the following radio channels:

- Town fire
- Town EMS
- Town law
- Town highway department

Secondary Radio Channels/Monitoring Assignments

FAPERN / ITAC-ICALL/ UASI / / PD HOTLINE / OEM R-1

Talk Groups

Channel 2 (talk-around, with mobile radios), and special response channel 2

3.2.6 Governance

Governance Structure

The organizational chart for the New Canaan Police Department is provided below:

(see next page)

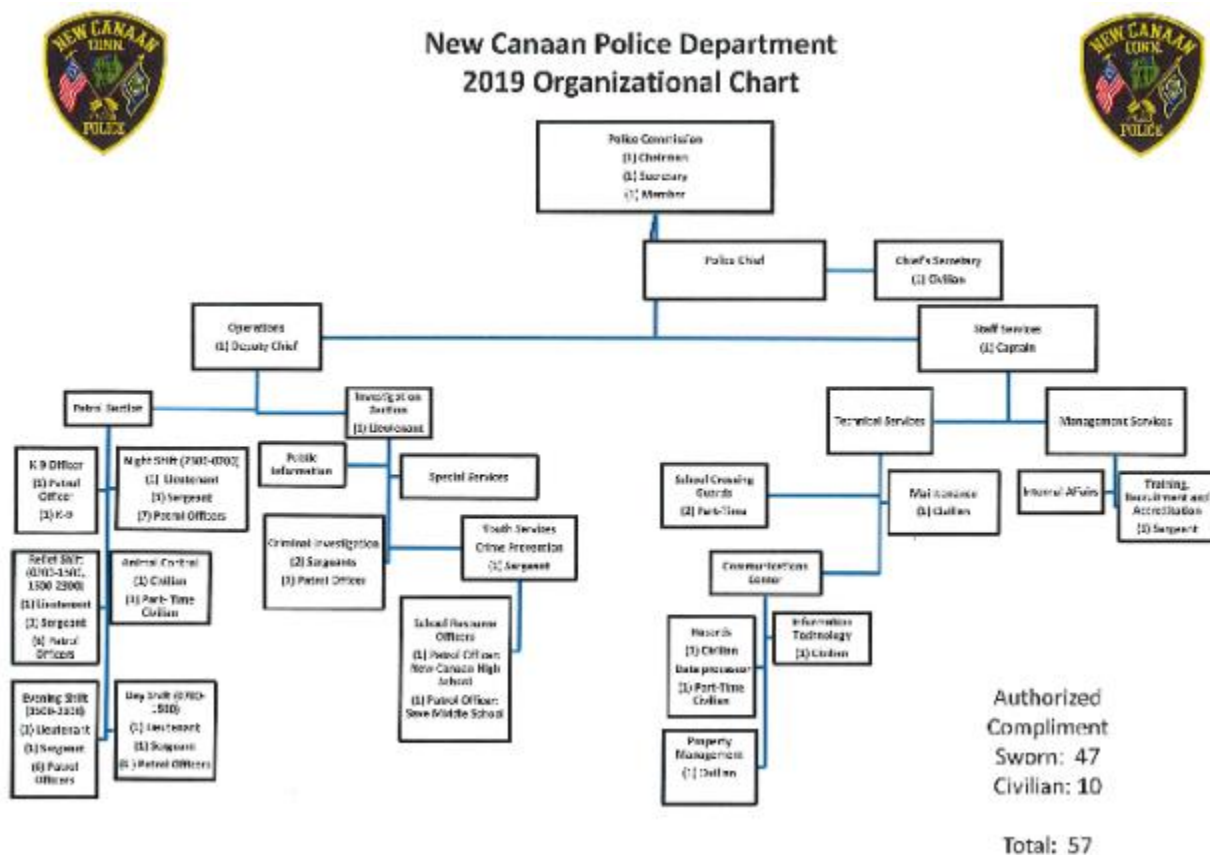


Figure 7: New Canaan PD Org Chart

New Canaan has the following authorized personnel:

- 47 Sworn officers
- 10 Civilian personnel
- 57 Total employees

Inter-municipal Agreements

Mutual Aid agreements: Fairfield County's Blue plan – when requested, any agency can activate to provide officers, based on levels of the plan.

New Canaan, Wilton, and Weston are in region 1 of Connecticut DMHAS (Department of Mental Health and Addiction Services). All DMHAS regions have implemented TERT (Telecommunicator Emergency Response Team) plans to aid in an incident that significantly impacts one particular PSAP, such as an MCI.

3.2.7 New Canaan Financial

Budget Overview

Annual PSAP Budget

New Canaan Operating Budget contains the following estimate of dispatcher salaries for 2019:

Staffing	Salary	Overtime	Total
Desk Officers	\$90,942		\$
Total	\$385,264.80	\$	\$

Table 27: New Canaan Budget

Desk officers are dispatchers and are mostly senior officers. New Canaan does not incur notable overtime from desk duty alone since there is a large number of officers trained on the 9-1-1 desk.

3.3 Redding PSAP/Dispatch Environment

The Redding PSAP is located at the Redding Police Department: 96 Hill Road, Redding, Connecticut.



Photo 3: Redding Police Department

The PSAP provides both 9-1-1 call answering and dispatch services for the town of Redding, whose population is slightly less than 9,400 residents.

Contact Personnel:

Police Department	Chief Mark O'Donnell	modonnell@rpdct.us
Fire & EMS – Redding Ridge, 186 Black Rock Tpke	Chief Sean McKenney	chief@reddingfire1.org
Fire & EMS – West Redding	Chief TJ Landwehr	chieflandwehr@westreddingfiredepartment.org
Fire & EMS – Georgetown	Chief Michael Heibeck	Mwh51@optonline.net

Table 28: Redding Contact Personnel

Center accreditations and certifications

Since 2014, Redding has been Tier One accredited by the State of Connecticut, meeting all 341 standards. This includes standards specific to evidence room inspections, bar codes, vehicle inspections, building and maintenance requirements, and other requirements

3.2.1 PSAP Metrics

9-1-1 Call Volume

Redding Call Volume	2019	2018	2017	2016
9-1-1	2733	3120	2874	2381
Text to 9-1-1		Q1-Q3 2019 = 1		

Table 29: Redding 9-1-1 Call Volume

**2,777
Average
Annual
Total Calls = 7.6 calls/day**

Call Volume most busy: Months, Days, Hours

Data is not available for call volume per day. Call volume peaks based on incidents.

Call Processing Times

9-1-1 Calls answered within 10 seconds or less (% by Quarter) (AVERAGE)

The table below provides the 9-1-1 average speed of answer for the entire time period, per PSAP.

PSAP	Q4 '19	Q3 '19	Q2 '19	Q1 '19	Q4 '18	Q3 '18	Q2 '18	Q1 '18	2 Yr Avg
Redding	96.31	96.20	96.86	85.76	75.22	79.70	84.25	71.74	85.76

Table 30: Redding 9-1-1 Average Speed of Answer

National Emergency Number Association (NENA) Standard 56-005 states that 90% of all 9-1-1 calls shall be answered within 10 seconds during the busiest hour. The above chart does not provide a direct comparison to the NENA standards, but instead represents an average that includes both high and low call volume times.

In 2018, Redding answered significantly less than 90% of their 9-1-1 calls within 10 seconds. However, through September 2019, Redding had greatly improved their call answering times because of a change in operational process. According to Redding staff, the old call answering system needed two rings to gather location data and the new VIPER system has the information immediately.

Abandoned 9-1-1 calls

Redding had 183 abandoned calls in 2019, which is approximately 6% of the total calls received.

Calls Transferred

9-1-1 transfers to and from the Redding PSAP were 511 for 2019, which is approximately 19% of the total 9-1-1 calls received.

Details of these transfers are listed below:

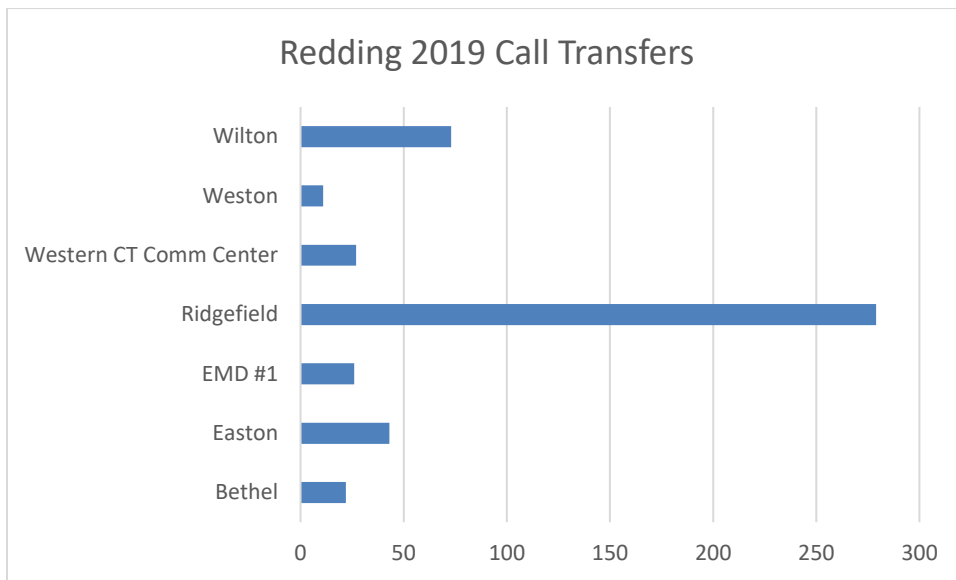


Figure 8: Redding call transfers 2019

In addition, it was mentioned that Redding sometimes receives New York State 9-1-1 calls and transfers to NY State Police

The average time to transfer for Redding is 32.5 seconds.

Alternate 9-1-1 Center

DSET has requested that all Connecticut PSAPS identify three other PSAPs that will serve as alternate locations in the event 9-1-1 calls must be rerouted.

Redding's alternate PSAP environment is listed below:

WestCOG PSAP	Alternate PSAPs
Redding	Easton, Ridgefield, Weston

Table 31: Redding Alternate PSAP

The above scenarios address unplanned events. If there is a planned event, such a system refresh, the PSAPs call the AT&T helpline to proactively reroute the calls.

The capability of Easton is:

Available Workstations	2
9-1-1 Workstations	2
Minimum staffing per shift	1

Table 32: Easton Capability

Redding is the second alternate PSAP back-up for Ridgefield.

3.3.2 Center Capacity and Staffing

There are 21 employees in the Redding Police Department: 15 police officers and 5 civilian dispatchers (4 full-time and 1 part-time), and one communications supervisor.



Photo 4: Redding PSAP/Dispatch area

The Redding PSAP is staffed with certified telecommunicators, all civilian. Redding's capacity to answer and dispatch 9-1-1 calls is detailed in the chart below:

Number of 9-1-1 Call answering positions on floor	2
Number of staffed positions on floor at busiest shift	1
Normal call staffing per shift	1
Total number of Full-Time Employees (part-time)	4 (1)
Minimum mandatory staffing per shift	1
Supervisor on every shift?	No

Table 33 : Redding's Capacity to Answer and Dispatch 9-1-1 Calls

The Redding Center currently has two consoles equipped with CAD, radio, and telephones. Only one position is staffed at a time. One additional position has radio-only, for dispatch, in the communications supervisor's office.

The Telecommunicator functions as a combined call taker and dispatcher simultaneously. In other words, the incoming 9-1-1 call will be answered and processed by a Telecommunicator who is also working a radio channel for dispatch functions. Multiple times a day, it has been reported that both the phone lines (9-1-1 or 7-digit) are ringing at the same time as a field officer initiated radio communication with the Center.

Shift and Job Classifications

Job classification is Public Safety Telecommunicator (PST), and Emergency Medical Dispatcher (EMD). The shift schedule is 4 on / 2 off. Redding utilizes an online scheduling system called OTSolved for both police officers and dispatchers.

Ancillary Duties Performed by 9-1-1 Staff

Redding personnel provide the front office service for residents visiting the Police Department. They also provide service for Records request, perform clerical work, handle all landline calls for the department, all radio transmissions, operate a cash register for fingerprints and reports, log in to the scheduling system to assist the POs with extra duty jobs; monitor the fax machine for judicial orders; enter the warrants when they come back from court.

Union Affiliations

Both the Redding Police Department and the Dispatchers belong to the United Public Service Employees Union (UPSEU), chapters 2907 (for PD) and 040 (for Dispatchers).

Quality Assurance/Quality Improvement Practices

Redding does Q/A on calls, approximately 7-10% of calls, based on the APCO standards for EMD.

Training Programs for Personnel

Type of Training	Training Conducted
9-1-1/Communications Center operations	VIPER, IT
Admin telephone	Town of Redding, RPD IT
CAD system	Vendor
Mobile Data Terminals (MDTs)	N/A
GIS/mapping	N/A
Radio system	NORMCOM CT, RPD IT
Logging & Recording/Instant Recall Recorder	NORCOM CT, RPD IT

Table 34: Training Programs

3.3.3 Dispatch Services

CAD

Redding utilizes the Accucom Consulting Inc (ACI) CAD system. Weston and Easton (not in this study) also use this CAD vendor. <http://www.accucomci.com/huntcomputerdesign.php>

Accucom connects to Spotted Dog for fire and EMS Dispatch on mobile devices. The dispatcher tones out the fire department on the radio, and while they are in the process of toning out, they are also initiating new fire CAD; Accucom built and interface to send information automatically to Spotted Dog. This allows the dispatchers to automatically update the information on Spotted Dog. <https://www.spotteddogtech.com/>

Redding's 9-1-1 Call Process Time for Answer to Dispatch Queue is stated below (reported by Redding):

Redding Call Answer to Dispatch processing time	2018	2017	2016
9-1-1	Within 90 seconds	Within 90 seconds	Within 90 seconds

Table 35: Redding 9-1-1 Call Process Time

Police

Redding PSAP dispatches PD calls directly

Fire

Redding has three (3) fire Districts:

- *Redding Ridge Fire and EMS* – Fire Tax District #1. This is a volunteer fire and EMS provider located at the Redding Ridge fire station, 186 Black Rock Turnpike.
- *West Redding Fire Department* – Fire Tax District #2. This is a volunteer fire and EMS department located at 306 Umpawaug Road, West Redding.
- *Georgetown Fire Department* – Fire tax District #3. This is a volunteer fire and EMS provider covering parts of three towns: Redding, Weston, and Wilton. This firehouse is located at 6 Portland Avenue, in Georgetown.

The 3 fire Departments operate independently of each other, purchasing their own equipment based on their own budget. (Note that the evaluation of combining responding agencies, such as fire, is beyond the scope of this assessment). All three departments are dispatched by the Redding PSAP, but there are no financial obligations for any of the departments for dispatching services.

When Redding PSAP/Dispatch receives a fire 9-1-1 call, they use a simulcast button on their radio system to notify the FD. This is based on the geography of the call, so the appropriate responding agency gets notified. Both Redding and West Redding are dual dispatched at all times – both are toned out at the same time but with different leading tones.

Medical

Redding utilizes Southwestern Regional Communication Center (SWCRCC) for pre-arrival instructions for 9-1-1 medical calls. Redding transfers Voice calls only, with no ANI/ALI data. Redding lets SWCRCC know that the call is coming from Redding and will then leave the call to tone out the ambulance and alert the police of the incident.

Redding contracts with CMED for pre-arrival instructions but dispatches their own ambulances. CMED is treated as a secondary PSAP, receiving calls that are transferred from the primary PSAPs.

In 2019, CMED provided EMD post-Dispatch Pre-Arrival instructions for 18 calls.

Each of the 3 FDs operate their own ambulance service. Redding and West Redding share an EMS day crew; Georgetown operates their own EMS day crew, providing an ambulance.

Agencies Served for Dispatch

Redding's PSAP Client Agencies/stakeholders are listed below:

Agencies Served	Police Departments	Fire Departments	EMS	Secondary Agencies
4 Agencies Served	1	3	Included in Fire Department	0
Direct Dispatch from PSAP?	Yes	Yes	Yes	

Table 36: Redding's PSAP Client Agencies/Stakeholders

- Redding's PSAP/Dispatch serves the following law enforcement department: Redding Police Department using PD protocols that have been developed internally
- Redding serves the following fire departments: Redding Ridge, West Redding and Georgetown. No FD protocols are used for the dispatch. Redding dispatches the appropriate Redding Fire Department, and the individual fire department dispatches their apparatus. Redding dispatches separately for Georgetown, and then for West Redding and Redding as dual toned – depending on which district the call is in, the tone is first.
- Redding serves the following emergency medical agencies: Redding Ridge, West Redding and Georgetown, all part of the fire department. The ambulances are directly dispatched by the Dispatch center.

The following diagram describes the dispatch process (*Note that each "transfer" introduces a delay in the processing of a 9-1-1 call*).

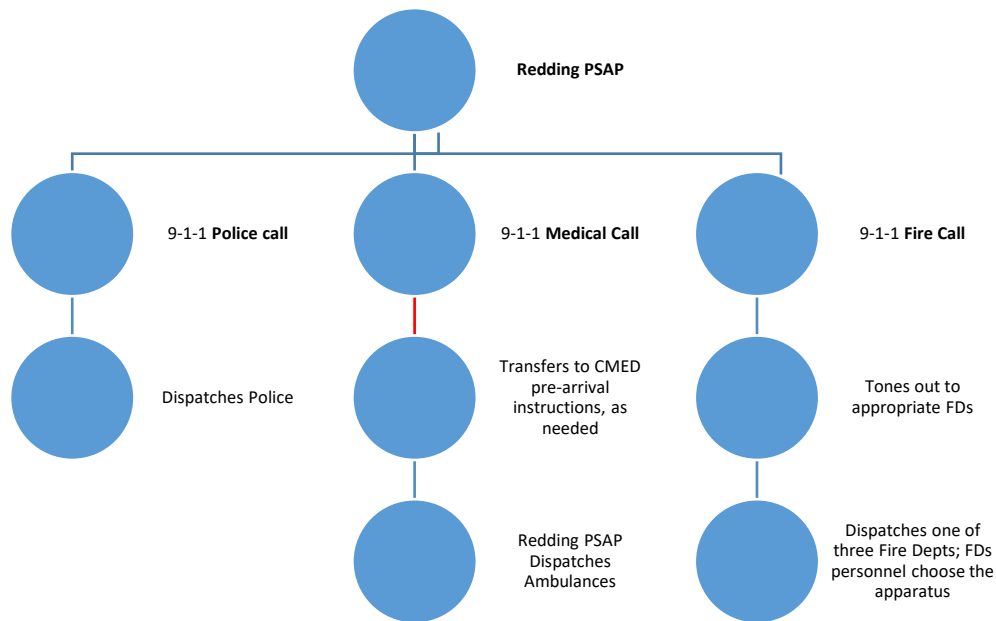


Figure 9: Redding dispatch process

Number of CAD Incidents

The following table indicates the volume of police, fire and EMS CAD incidents for the town of Redding, based on recent CAD data.

Redding	Total CAD Incidents
2019	6,967*
2018	9,486
2017	10,420
2016	11,576

*Lower numbers for 2019 indicate a new way of reporting assists; previously, Redding was tracking every notification for each incident, generating multiple CAD incidents. Since Jan 2019, they have been consolidating each notification related to one incident, as one CAD incident. This streamlined reporting has led to a lower total number of CAD incidents for 2019.

Table 37: Redding Total CAD incidents

CAD Incidents dispatched by Agency

Agency	CAD Incidents Dispatched (avg 2016, 2017, 2018)
Police	9,178
Fire	1,316 (individual fire agency dispatches are not tracked)
EMS	Included in fire totals above

Table 38: Redding CAD Incidents Dispatched by Agency

3.3.4 Facilities

Facility Description

The Redding Police Department is a stand-alone facility located near the Town Hall and the picturesque town green. This facility is owned by the town of Redding, was upgraded in mid-2000's and an attached building was built in 2012, during which additional renovations of the main facility were completed.

Facility Condition

This building is in generally good condition. The locker rooms and the holding rooms were put in during the 2012 renovation; the dispatch center was built in the late 1980's. A records storage room was established in the garage in a bay due to overcrowding. The Conference room serves as a training facility, an interview room, and the town's EOC, so a more robust facility for these services would be helpful.

Physical Security



Photo 5: Redding Lobby

There is no separate entrance for the PSAP/Dispatch personnel since the Dispatch center is integrated into the Police Department. There is video monitoring, electronic door locks, and multiple heating and cooling zones.

9-1-1 Equipment Room

There is a separate 9-1-1 equipment room.

Future facility needs

The current Police Department is challenged by lack of storage for records.

As previously stated, the Redding Police Department Conference room serves as a training facility, an interview room, and the town's EOC, so a more robust facility for these services would be helpful.

Building Systems

The facility has both individual UPS systems and a generator that provides three days of power on full load.

3.3.5 Technology

9-1-1 Connectivity

All PSAPs in the state of Connecticut are on the state's public safety data network, PSDN, with broadband connectivity over a secure, managed network.

Ringdown Circuits

Redding has the following established ringdown circuits: PD to Georgetown Fire Department

Dedicated Lines

Redding does not have dedicated lines to other 9-1-1 Centers.

Systems in Use in the Center

System	Vendor	Version	Maintenance Type	Maintenance Expiration	Maintenance Cost to Center	Notes
9-1-1 Call Answering	VIPER				None - DSET	
CAD	Accucom		annual			
Mobile CAD	N/A					
GIS/Mapping	Town of Redding		N/A			
RMS (Police)	Accucom					
RMS (Fire)	Each FD has own RMS					
EMD Protocol	APCO					

AVL	none					
Masterclock	Spectracom	NetClock GPS 9383				
Logging & Recording	Eventide media recorder		Annual			
Radio	NORCOM	Motorola	Annual			
Alarm Monitoring	N/A					

Table 39: Systems in Use In The Center

Communications Center Hardware

Workstations	Dell / HP - Windows 10 pro
MDTs	
Tablets	Panasonic fzg1 tablets
Smartphones	iPhones
Radio system consoles	Motorola MCC 5500

Table 40: Communications Center Hardware

Records Management System (RMS)

All front line patrol cars have Citrix tablet. Dispatchers do all the input into CAD. RMS also tracks fire incidents; however, each fire department in Redding has their own RMS system.

Each fire department uses FireHouse Software for RMS, and some of the fire departments have created their own RMS. Fire and EMS utilize EMS Charts, for hospital integration. Information from the PSAP does not automatically feed the fire departments. RMS systems: this must be manually entered into the fire RMS. This data entry is done by the fire department staff, often the individual firefighters on the call.

Radio Channels and Traffic

Redding Police utilizes VHF digital high-band radio system. Redding is building a VHF analog simulcast system for the Fire Region which is expected to greatly improve communication among the resources of the volunteer fire departments. <http://townofreddingct.org/wp-content/uploads/2019/03/Fire-Districts-Radio-Upgrade-Project-FINAL-3-14-19.pdf>

Redding chose to not participate in the State radio, as that would have required approximately 14 more towers based on their hilly topography.

Redding is upgrading dispatch consoles, to be dual band for both VHF and UHF to enable communications on mutual aid radio channels. The total cost for this upgrade is expected to be approximately \$2.5M.

Radio Traffic by Dispatch Position

2018	70684
2017	73287
2016	77071

Table 41: Radio Traffic by Dispatch Position

Primary radio channels/monitoring assignments

The dispatcher monitors the following radio channels:

- Town Fire
- Town EMS
- Town Law

Secondary radio channels/monitoring assignments

Yes, can monitor every town around. Have VHF and UHF mutual aid radio that allows Redding to monitor all the surrounding towns. In addition, they monitor the following:

Fairfield County Hotline

- FAPERN
- Town Highway Department
- ITAC/ICALL
- MTA and Transit

3.3.6 Governance

Governance Structure

The Police Chief answers to the three selectmen on the Town Board; not a police commission.

Inter-municipal agreements

Mutual Aid agreements: Redding has Mutual Aid agreements with all towns surrounding Redding: Danbury, Easton, and Weston.

Redding (as well as Ridgefield) is in Region 5 of Connecticut DMHAS (Department of Mental Health and Addiction Services).

All DMHAS regions have implemented TERT plans (Telecommunicator Emergency Response Team) to aid in an incident that significantly impacts one particular PSAP, such as an MCI.

3.3.7 Redding Financial

Budget Overview

The 2019 Redding Operating Budget contains the following salaries for the civilian dispatchers and the Communications Supervisor for the past few years:

2016

Salaries - \$302,416
Part Time - \$19,684
Overtime - \$37,525

2017

Salaries - \$307,078
Part Time - \$23,670
Overtime - \$25,196

2018

Salaries - \$316,978
Part Time - \$30,587
Overtime - \$43,911

2019 CURRENT BUDGET

Salaries - \$312,190

Part Time - \$20,000 (budgeted, actual will be more)

Overtime - \$35,000 (budgeted, actual will be more)

Grants

There have been no relevant grants.

Bonds

There are no outstanding bonds.

3.4 Ridgefield PSAP/Dispatch Environment

The Ridgefield PSAP is located at the Ridgefield Police Department: 76 East Ridge, Ridgefield, Connecticut.



Photo 6: Ridgefield Police Department

The PSAP provides 9-1-1 call answering services for the town of Ridgefield, whose population is slightly less than 25,000 residents. The PSAP provides dispatch services for Police, and transfers fire and medical calls for dispatch to the Town of Ridgefield Fire Department.

Contact Personnel:

Police Department	Chief Jeff Kreitz	rdpchief@ridgefieldct.org
EMS	Chief Jerry Myers	fire@ridgefieldct.org
Fire	Chief Jerry Myers	fire@ridgefieldct.org

Table 42: Ridgefield Contact Personnel

Center Accreditations and Certifications

Ridgefield Police Department has State of Connecticut Tier 3 Accreditation.

3.4.1 PSAP Metrics

9-1-1 Call Volume

Ridgefield Call Volume	2019	2018	2017	2016
9-1-1	5303	5003	5856	5329
Text to 9-1-1	Q1-Q3 2019 = 9	Text to 9-1-1 not available		

**5,396
Average
Annual
Total Calls = 14.8
calls/day**

Table 43: Ridgefield Call Volume

Call Volume most busy: Months, Days, Hours

The busiest time of day is from 5pm – 6pm and the busiest day of the week is Friday.

The busiest months in 2019 were June and October. Note that this chart includes 7-digit call volume, as well as 9-1-1 calls.

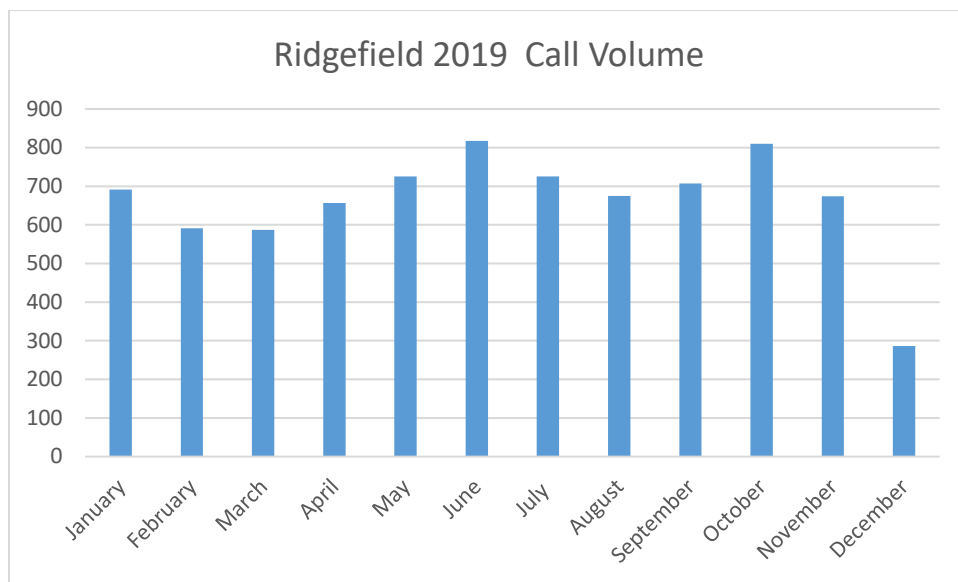


Figure 10: Ridgefield 2019 Call Volume

Call Processing Times

The following table shows average times to answer 9-1-1 calls for Ridgefield over a period of two years.

PSAP	Q4 '19	Q3 '19	Q2 '19	Q1 '19	Q4 '18	Q3 '18	Q2 '18	Q1 '18	2 Yr Avg
Ridgefield	87.88	90.12	92.89	92.58	90.56	89.47	89.80	91.57	90.61

Table 44: Ridgefield Average Times to Answer 9-1-1 Calls

National Emergency Number Association (NENA) Standard 56-005 states that 90% of all 9-1-1 calls shall be answered within 10 seconds during the busiest hour. Note that call answering time data is not available for the busiest hour of call volume, but instead represents an average that includes both high and low call volume times. Therefore a direct comparison to the NENA standards cannot be made.

Abandoned 9-1-1 calls

The following abandoned calls were recorded and are not included in the call volume numbers above.

Abandoned calls	2019	2018	2017	Total	Avg		
New Canaan	891	n/a	n/a	891	12%		
Redding	n/a	n/a	n/a		n/a		
Ridgefield	519	462	372	1353	8%		
Weston	334	322		656	6%		
Wilton				0	0%		

PSAP	2019	2018	2017	Avg
Ridgefield	519	462	372	8%

Table 45: Ridgefield Abandoned Calls

Calls Transferred

The following table shows the number and percentage of 9-1-1 calls that were transferred to another location, such as the secondary (fire/EMS department) or a different jurisdiction.

PSAP	2019	2018	2017	Avg %
Ridgefield	1921	2016	1667	25%

Table 46: Ridgefield Transferred Calls

Alternate 9-1-1 Center

DSET has requested that all Connecticut PSAPS identify three other PSAPs that will serve as alternate locations in the event 9-1-1 calls must be rerouted. Ridgefield's alternate PSAP environment is listed below:

WestCOG PSAP	Alternate PSAPs
Ridgefield	Wilton, Redding, Danbury

Table 47: Ridgefield Alternate PSAPs

The above scenarios address unplanned events. If there is a planned event, such a system refresh, the PSAPs call the AT&T helpline to proactively reroute the calls.

The capability of Ridgefield's primary alternate, Wilton PSAP, is:

Available Workstations	2
9-1-1 Workstations	2
Minimum staffing per shift	2

Table 48: Capability of Ridgefield's Primary Alternate, Wilton PSAP

Ridgefield is the second alternate PSAP back-up for Redding.

3.4.2 Center Capacity and Staffing

There are 44 employees in the Ridgefield Police Department. Staffing is Two Dispatchers, one part-time dispatcher, one Communications Supervisor, and 41 Police Officers. The fire department maintains their own dispatch staff: two full time and five part time dispatchers. One fire dispatcher is on duty at all times. The cost of the fire dispatchers comes under the fire department budget.

The Communication Center is continuously staffed by a Police Officer and supplemented with a civilian Dispatcher during the Day and Evening Shifts⁶. During the midnight shift there is only an officer on duty. During days and mid-shifts and weekends they have two personnel on duty. On Saturday, there is a civilian dispatcher in evening, and during the day on Sunday.

Ridgefield's capacity to answer and dispatch 9-1-1 calls is detailed in the chart below:

Number of 9-1-1 Call answering positions on floor	2
Number of staffed positions on floor at busiest shift	2
Normal call staffing per shift	2
Total number of Full Time Employees (part time)	44 (1)*
Minimum mandatory Staffing per shift for dispatch	1

⁶ Ridgefield Police Dept General Order: Communication Center Security, 5/15/06, Stat Standard Number: 2.3.36

Supervisor on every shift?	no
----------------------------	----

Table 49: Ridgefield's Capacity to Answer and Dispatch 9-1-1 Calls



Photo 7: Ridgefield PSAP/Dispatch Area

The Telecommunicators function as a combined call taker and dispatcher simultaneously. In other words, the incoming 9-1-1 call will be received and processed by a Telecommunicator working a radio channel for dispatch functions, as well.

The Ridgefield Center currently has two (2) consoles on the dispatch floor, equipped with CAD, radio, and telephones. Two positions can be staffed at a time, however, if a dispatcher calls out sick or is on vacation, they don't backfill; only one person will be on that shift. There are shifts with only one dispatcher scheduled.

Officers that sit the dispatch desk are trained by via the State telecommunicator's course.

Shift and Job Classifications

The job classification is Public Safety Telecommunicator (PST). The shift schedule covers the following:

- Full Time Communications Supervisor works an 8-hour shift, Monday – Friday in the evening
- Full Time Dispatcher works an 8-hour shift, Monday – Friday during day shift
- Full Time Dispatcher works an 8-hour shift, Tuesday – Saturday during the evening shift
- Part-Time dispatcher works a 5.5-hour shift on Saturday and Sunday during day shift and an 8-hour shift on Monday evening

One Officer and one Dispatcher Mon-Fri day shift
One Officer/Comm Supervisor and one Dispatcher Mon-Sat evening shift (2 people)
One Officer Sun-Sat midnight shift
One Officer and one Dispatcher Sat-Sun day shift
One Officer Sun evening shift

Table 50: Ridgefield Staffing

Ancillary Duties Performed by 9-1-1 Staff

Ridgefield personnel provide the front office service for residents visiting the Police Department with walk-in complaints. They provide also provide administrative assistance to Records Department, and handle lost and found. The Telecommunicators also monitor prisoners via Video to detention area. Town Utilities are notified by Dispatch of any events. They handle all the 7-digit calls to police department.

Union Affiliations

Sworn personnel belong to the Police Union.

Both police and fire dispatchers are members of the Clerical Workers Union.

Quality Assurance/Quality Improvement practices

Quality Assurance of 9-1-1 calls is performed on a random basis.

Training Programs for Personnel

Type of Training	Training Conducted
9-1-1/Communications Center operations	CT telecommunicator/EMD/9-1-1/ COLLECT plus other supplemental, i.e., active shooter, domestics
Admin telephone	In house
CAD system	In house
Mobile Data Terminals (MDTs)	In house
GIS/mapping	In house
Radio system	In house
Logging & Recording/ Instant Recall Recorder	In house

Table 51: Ridgefield Training Programs

3.4.3 Dispatch Services

CAD

Ridgefield utilizes Nexgen's CAD system. New Canaan and Wilton also use this CAD vendor.

Ridgefield's *9-1-1 Call Process Time for Answer to Dispatch* is not available.

Currently, fire and EMS calls are dispatched from the Fire Dispatch Center. Discussions on ongoing regarding the centralization of the dispatch for all 3 disciplines into the Ridgefield Police Department PSAP. Should that happen, the telecommunicators will need to be cross-trained on EMD.

Police: Ridgefield PSAP dispatches PD calls directly





Fire: Ridgefield Fire and EMS Department is a combined department with both career and volunteer firefighters, with two fire houses. The Ridgefield PSAP transfers all fire-related 9-1-1 calls to the Ridgefield Fire and EMS Department for dispatch. Ridgefield Fire Department is in the process of integrating with Nexgen CAD. Fire Dispatch does not have VIPER or integrated CAD now and therefore Fire Dispatch needs to re-ask the location of caller. Fire is a secondary PSAP, already on the PSDN.

The most common calls Ridgefield Fire Department receives on seven digit lines (non 9-1-1) are calls from alarm monitoring companies who are located outside of Ridgefield but reporting fire and medical alarms at locations inside Ridgefield. They also receive seven digit calls from neighboring communities requesting mutual aid assistance from the Ridgefield Fire Department. A small percentage of Ridgefield Fire calls come from residents who hesitate to call their situation a 9-1-1 emergency and therefore call on a seven digit number.

Medical: Ridgefield PSAP transfers all medical and fire calls to Ridgefield Fire Department, who does EMD and pre-arrival instructions.

The Ridgefield Fire Department maintains a full-service EMS system which includes first responders at both the basic and advanced life support levels, paramedic services, and transport services. The system includes the use of Emergency Medical Dispatching, (EMD), as mandated by the State of Connecticut, and incorporates a priority dispatch system to handle medical calls for service. Ridgefield Fire and EMS dispatches their own apparatus.⁷

As previously noted, discussions are underway for centralized dispatch for police, fire and EMS.

Agencies served for Dispatch

Ridgefield PSAP agencies/stakeholders are listed below:

Agencies Served	Police Departments	Fire Departments	EMS	Secondary Agencies
2 Agencies Served	1	1	1	1 (Fire)
Direct Dispatch from PSAP?	Yes	No	No	No

Table 52: Ridgefield PSAP Agencies/Stakeholders

⁷ <https://www.ridgefieldct.org/fire-department/pages/history-services>

- Ridgefield PSAP/Dispatch serves the following law enforcement department: Ridgefield Police Department using in-house PD protocols
- Ridgefield PSAP serves the following fire department: Ridgefield Fire Department. No FD protocols are used for the dispatch. 9-1-1 calls are currently transferred to fire department for dispatch
- Ridgefield’s PSAP serves the following emergency medical agencies: Ridgefield EMS

The following diagram describes the dispatch process:

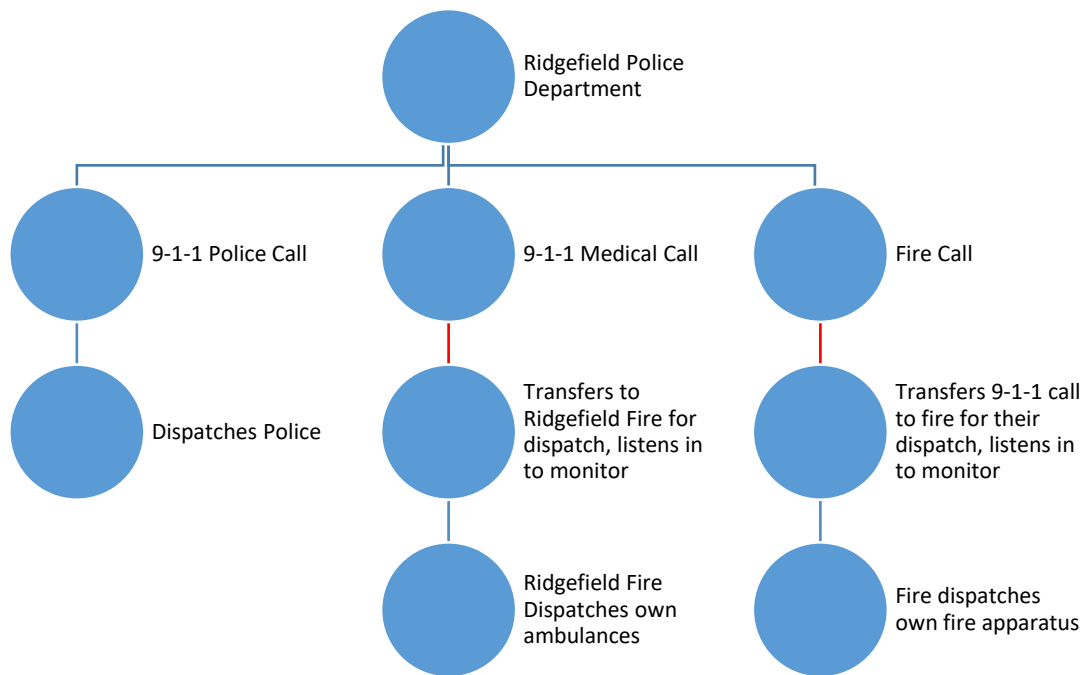


Figure 11: Ridgefield dispatch process

If fire or medical, the PSAP transfers to Ridgefield Fire Department for dispatch, and monitors the call. *Note that each “transfer” introduces a delay in the processing of a 9-1-1 call.*

Time to Dispatch – Ridgefield Call Time Statistics to Transfer to Ridgefield Fire/EMS

YEAR	CALL ANSWER RANGE	TALK TIME RANGE	CALL PROCESS TIME RANGE	AVG TRANSFER TIME TO SECONDARY
2019	00:00:04 - 00:00:37 seconds	00:00:59 - 01:51:50 minutes	00:01:07 - 03:48:32 minutes	00:00:17 seconds
2018	00:00:04 - 00:00:31 seconds	00:01:18 - 11:10:02 minutes	00:01:30 - 11:10:11 minutes	00:00:17 seconds
2017	00:00:04 - 00:00:40 seconds	00:01:16 - 09:21:00 minutes	00:01:38 - 09:21:06 minutes	00:00:18 seconds

Table 53: Ridgefield Call Time Statistics to Transfer to Ridgefield Fire/EMS

Number of CAD Incidents

Ridgefield	CAD Incidents
2019	18,538
2018	19,401
2017	21,175
2016	24,718

Table 54: Ridgefield CAD Incidents

Ridgefield	CAD Incidents Dispatched (avg 2016, 2017, 2018)
Police	21,765
Fire	none
EMS	none

The table to the left indicates the volume of Police, Fire and EMS CAD incidents for the town of Ridgefield, based on recent CAD data.

Table 55: Ridgefield CAD Incidents by Department

3.4.4 Facilities

Facility Description

The Ridgefield PSAP is part of the Ridgefield Police Department, which is a stand-alone facility in a historic mansion built in the late 1800's. This building became the home of the Ridgefield Police Department in 1976. This facility is owned by the town of Ridgefield.

Facility Condition

This building encompasses 3 floors and has needed a major renovation for many years. Renovation of the existing building is being considered, as well as the option for a standalone police, fire and EMS dispatch facility, or a combined public safety facility that would encompass police, fire and EMS. Kaestle Boos Associates, New Britain, Connecticut, has started to do a needs assessment on the square footage needed for the combined dispatch environment. A combined dispatch center would be staffed with two positions all day from a civilian dispatcher.



Photo 8: Ridgefield Lobby

Physical Security

There is no separate entrance for the PSAP/dispatch personnel since the dispatch center is integrated into the police department. The Communications Center area is not open to the public unless they are being escorted by a police officer.⁸

There is video monitoring, electronic door locks, and multiple heating and cooling zones.

9-1-1 Equipment Room

There is a separate 9-1-1 equipment room. The transmission equipment is secured in a locked utility room. Only Supervisors and command staff have access and shall escort repair personnel and others who may require access to the area.⁹

⁸ Ridgefield Police Dept General Order: Communication Center Security, 5/15/06, Stat Standard Number: 2.3.36

⁹ *ibid*

Future facility Needs

As previously mentioned, the town of Ridgefield is evaluating options for the future facility for law enforcement, and fire and EMS services. A major Renovation of the existing building is being considered, as well as the option for standalone police, fire and EMS dispatch facility, or a combined Public safety facility that would encompass police, fire, and EMS. Kaestle Boos Associates, New Britain, Connecticut, has started a needs assessment on the square footage needed for the combined dispatch environment

Building Systems

The facility has an Atlantic Detroit Diesel which runs on diesel. At full load, it is expected that this generator can run for at least a week.

The transmission tower and associated cables are immediately adjacent to the building and enclosed by a fence. The cables are above ground and out of reach.¹⁰

3.4.5 Technology

9-1-1 Connectivity

All PSAPs in the state of Connecticut are on the state's public safety data network, PSDN, with broadband connectivity over a secure, managed network.

Ringdown Circuits

Ridgefield does not have any established ringdown circuits.

Dedicated Lines

Ridgefield does not have dedicated lines to other 9-1-1 Centers

Systems in Use in the Center

System	Vendor	Version	Maintenance Type	Maintenance Expiration	Maintenance Cost to Center	Notes
9-1-1 Call Answering	VIPER				None - DSET	

¹⁰ ibid

CAD	Nexgen		annual		\$18,500	
Mobile CAD	Nexgen		annual			
GIS/Mapping	Nexgen		N/A			
RMS (Police)	Nexgen		annual			
RMS (Fire)						
EMD Protocol	APCO					
AVL	LE		annual			
Masterclock	ES-911/GPS/NTP masterclock		No contract			
Logging & Recording	Nice		Annual			
Radio		Motorola	Annual			
Alarm Monitoring	N/A					

Table 56: Ridgefield Systems in Use in the Center

Communications Center Hardware

Workstations	2
MDTs	14
Tablets	0
Smartphones	0
Radio system consoles	2

Table 57: Ridgefield Communications Center Hardware

Records Management System (RMS)

RMS is provided through Nexgen.

Automatic Vehicle Location (AVL)

Ridgefield provides AVL with Nexgen on all law enforcement mobile data terminals (MDTs).

Radio Channels and Traffic

Ridgefield is building a VHF simulcast system for the Fire Region to improved communications among the combined professional and volunteer fire department. The Town has not participated in the state-wide radio core project.

Primary Radio Channels/monitoring Assignments

Law enforcement dispatchers monitor the following radio channels:

- Police
- Fire/EMS/Fire Police
- FAPERN
- Fairfield County Hotline
- ITAC
- Town Highway Department
- MTA

The Fire/EMS dispatcher monitors the following radio channel:

- Town Fire
- Town EMS

They operate on the same radio channel.

3.4.6 Governance

Governance Structure

The Ridgefield Police Chief answers to a five-member board with seats determined by voter elections, for a 4 year term.

Inter-municipal agreements

Mutual Aid agreements: Ridgefield has mutual aid agreements with all neighboring jurisdictions.

Ridgefield (as well as Redding) is in Region 5 of Connecticut DMHAS (Department of Mental Health and Addiction Services).

All DMHAS regions have implemented TERT (Telecommunicator Emergency Response Team) plans to aid in an incident that significantly impacts one particular PSAP, such as an MCI.

Regional situational awareness is accomplished via voice calls on the radio, however it was acknowledged that it might be useful for dispatch to know where the other towns' officers utilizing a regional CAD display screen.

3.4.7 Financial

Budget Overview - Annual PSAP Budget

Systems

Interfaces CAD/RMS Maintenance - \$18,500/year

PSAP Personnel

The Ridgefield 2019 Operating Budget contains the following salaries for Dispatchers:

- Communications Supervisor (Non-Union) - \$85,532
- Emergency Medical Lead (Union) - \$52,624
- Emergency Medical Dispatcher (Union) - \$43,930
 - Part Time - \$14,683
 - Part Time - \$36,851
 - Part Time - \$10,670
 - Part Time - \$23,435
 - Part Time - \$17,552
 - On Call - \$8,765
- Police Dispatcher (Union) - \$45,175
- Police Dispatcher (Union) - \$51,397
 - Part Time - \$20,274

Grants: None

Bonds: None

3.5 Weston PSAP /Dispatch Environment

The Weston Emergency Communication Center (ECC) is part of Weston Town Hall, adjacent to the town's police, fire, and EMS facilities, located at 56 Norfield Rd, Weston, Connecticut.



Photo 9: Weston ECC

The Emergency Communications Center (ECC) provides both 9-1-1 call answering and dispatch services for the town of Weston, whose population is approximately 10K residents.

Contact Personnel:

John Ojarovsky	Communications Center Director	jojarovsky@westonct.gov
Ed Henion	Police Chief	ehenion@westonpolice.com
John Pokorny	Fire Chief	jpokorny@westonct.gov
Michael Schlechter	EMS Chief	mschlechter@westonems.com
Jonathan Luiz	Town Administrator	jluiz@westonct.gov

Table 58: Weston Contact Personnel

Center Accreditations and Certifications

Weston ECC has not obtained any center accreditations.

3.5.1 PSAP Metrics

9-1-1 Call Volume

Weston's 2018 and 2019 9-1-1 call volume

Year	Total Calls	Wireline	Wireless	VoIP	Text
2019	3055	546	2469	30	10
2018	3532	818	2651	63	N/A
2017	2990	735	2152	103	N/A
2016	2781	697	1926	158	N/A

3,090
Average
(4-Year) Annual
Total Calls = 8.46 calls/day

Table 59: Weston's 2018 and 2019 9-1-1- Call Volume

Call Volume most busy: Months, Days, Hours

The call volume data provided by Weston shows a varying "busiest hour of the day" for the last three years:

Year	Busy Hour
2017	1200 hours
2018	1700 hours
2019	1400 hours

Table 60: Weston Busiest Hour Call Volume

Call Processing Times

The following table shows Average Times to answer 9-1-1 calls for the Weston ECC over a period of two years.

9-1-1 Calls answered within 10 seconds or less (% by Quarter)

PSAP	Q4 '19	Q3 '19	Q2 '19	Q1 '19	Q4 '18	Q3 '18	Q2 '18	Q1 '18	2 Yr Avg
Weston	94.03	91.93	90.75	93.38	89.53	88.34	84.68	80.19	89.10

Table 61: Weston 9-1-1 Calls Answered within 10 Seconds or Less (% by Quarter)

National Emergency Number Association (NENA) Standard 56-005 states that 90% of all 9-1-1 calls shall be answered within 10 seconds during the busiest hour. Note that call answering time data is not available for the busiest hour of call volume, but instead represents an average that includes both high and low call volume times. Therefore a direct comparison to the NENA standards cannot be made.

7-digit Call Volume

The following chart lists both the 9-1-1 calls and the 7-digit (business or non-emergency) calls for two years:

Year	Total Call Volume	9-1-1 Call Volume	7-digit Call Volume
2019	7,567	3,057	4,510
2018	7,792	3,236	4,556

Table 62: Weston 9-1-1 Calls and 7-digit (business or non-emergency) Calls for Two Years

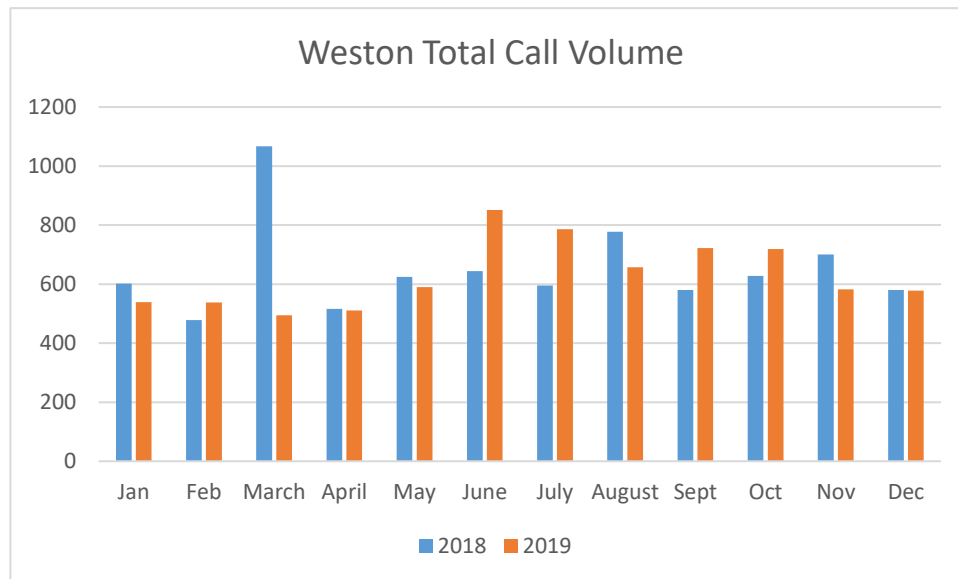


Figure 12: Weston Total Call Volume

Abandoned 9-1-1 calls

The following table lists the abandoned call volume for Weston for the past three years:

PSAP	2019	2018	2017	Avg %*
Weston	334	322	N/A	6%

Table 63: Abandoned Call Volume for Weston for the Past Three Years

*Avg of 3 years abandoned 9-1-1 calls compared to Avg of 3 years' 9-1-1 call volume

Calls Transferred

The following table shows the number and percentage of 9-1-1 calls transferred to another location, such as the secondary (fire/EMS department) or a different jurisdiction.

PSAP	2019	2018	Total	Avg %
Weston	770	843	1613	14%

Table 64: Weston's Number and Percentage of 9-1-1 Calls Transferred

The table below summarizes the largest number of transfers for the past two years from the Weston ECC.

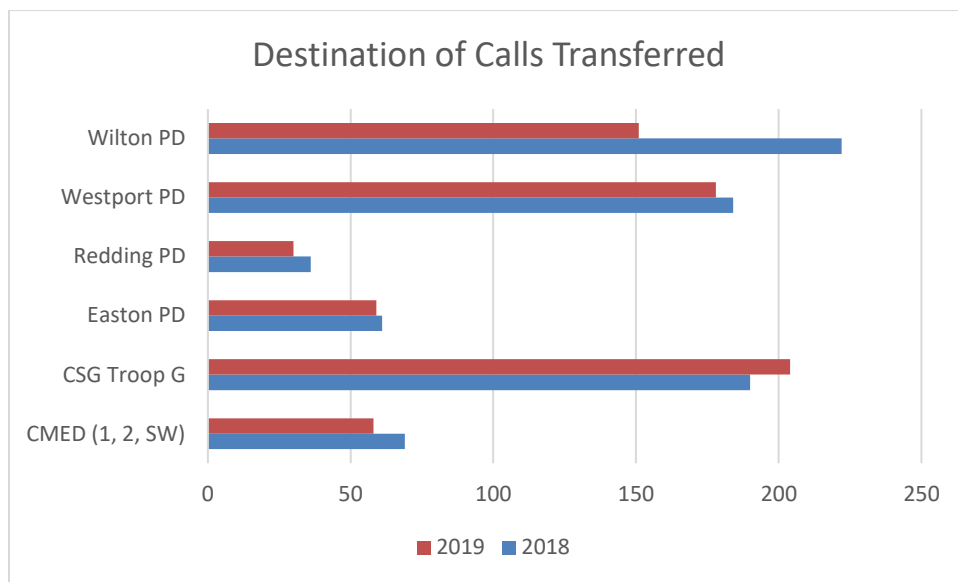


Figure 13: Weston's Destination of Calls Transferred

There have been approximately 1-2 language line transfers per year for the past 3 years.

Alternate 9-1-1 Center

DSET has requested that all Connecticut PSAPS identify three other PSAPs that will serve as alternate locations in the event 9-1-1 calls must be rerouted. Weston's alternate PSAP environment is listed below:

WestCOG PSAP	Alternate PSAPs
Weston	Westport, Wilton, Fairfield

Table 65: Weston's Alternate PSAP Environment

The above scenarios address unplanned events. If there is a planned event, such a system refresh, the PSAPs call the AT&T helpline to proactively reroute the calls.

Westport is the primary alternate back-up facility for Weston. The capability of Westport is:

Available Workstations	2
9-1-1 Workstations	2
Minimum staffing per shift	1

Table 66: Westport's Capability

Wilton is the second alternate PSAP back-up for Weston, and Fairfield is the third designated back-up.

It has been advised that Weston must call DSET to transfer the calls to Wilton or other PSAP, if necessary. Call overflow does not appear to be automatically setup.

3.5.2 Center Capacity and Staffing

Normal minimum staffing is one personnel per shift and there are no supervisors. The dispatch center is currently staffed with four (4) full-time employees, and one (1) part time employee, although the ECC is authorized for three (3) part-time employees. The staffing personnel are:

- 3 full time dispatchers
- 3 part time dispatchers
- 1 Senior dispatcher
- 1 Director



Photo 10: Weston PSAP/Dispatch Area

Weston's capacity to answer and dispatch 9-1-1 calls is detailed in the chart below:

Number of 9-1-1 call answering positions on floor	2
---	---

Number of staffed positions on floor at busiest shift	1
Normal call staffing per shift	1
Total number of full-time employees (part time)	4 (1)
Minimum mandatory staffing per shift	1
Supervisor on every shift?	No

Table 67: Weston's Capacity to Answer and Dispatch 9-1-1 Calls

The Weston ECC currently has two (2) consoles on the dispatch floor, equipped with CAD, radio, and telephones. Typically, only one position is staffed at a time. In an anticipated higher-volume period, such as a snowstorm, the center director comes in to assist on the other console, or an additional dispatcher would be assigned to provide extra coverage.

The Telecommunicators function as a combined call taker and dispatcher simultaneously. In other words, the incoming 9-1-1 call will be received and processed by a Telecommunicator working a radio channel for dispatch functions, as well. 9-1-1 calls have priority, but there may be occasions where additional calls come in the center, often on the same incident, or an officer reaching out for assistance, or EMS or Law Enforcement radio or phone (non-emergency) calls.

Shift and Job Classifications

Job classifications are: Communications Center Director, Senior Dispatcher, Dispatchers

3 employees work 8-hrs/4-2 schedule and rotate between, Days & Eves

1 employee works 8-hrs/5-2 schedule M-F Midnight shift

These are civilian positions.

Ancillary Duties Performed by 9-1-1 Staff

Weston ECC personnel are often the only "lights on" in the Town Hall complex, and perform many other administrative duties, such as managing the distribution of keys to the many town volunteer organizations that meet after-hours in Town Hall.

In addition, the ECC staff assists with postal and other deliveries to the building (such as police department laundry) and interacts with vendors for both the police and fire Departments. They also assist with walk-in complaints.

In reviewing a sample of the lobby assistance log for a 28-day period (Jun 13 – Jul 10, 2019), over 72% of the lobby assists by the ECC staff are related to the Police Department. Specifically, the “walk-in” dispatch log for lobby assistance shows a total of 156 assists, with an average of 11 assists per day for the following duties by the ECC staff:

- PD Complaints (want to see an officer)
- PD Records
- PD Fingerprints
- PD Medication drop-off box
- PD DMV License Change of Address sticker
- FD – EMS Report pick-up
- FD – EMS Equipment pick-up, drop-off
- FedEx, UPS delivery
- Information, directions, fireworks
- DPW
- Tree Warden
- Food drop off
- Vendor: Generator Repair
- Vendor: Shamrock Cleaners (PD Offices)
- Vendor: Classic Cleaners (PD Uniforms)
- Vendor: Exterminator (PD Offices)
- Vendor: HVAC
- Vendor: Key pick-up
- Vendor: FD – EMS equipment pick-up
- Vendor: Telephone: Frontier, AT&T
- Vendor: IT, Computer Repairs

Union Affiliations

All full-time employees are represented by their Union.

ECC dispatchers are members of the United Public Service Employees Union (UPSEU). The contract runs through June 30, 2021.

Quality Assurance/Quality Improvement practices

Center manager listens to EMD calls on a quarterly basis for feedback. If there is specific call, the Center Manager provides suggestions on alternate wording, especially for newer hires.

Training Programs for Personnel

Type of Training	Delivered by
9-1-1/Communications Center operations	In-House training
Admin telephone	In-House training
CAD system	In-House training
Mobile Data Terminals (MDTs)	N/A
GIS/mapping	In-House training
Radio system	In-House training
Logging & Recording/Instant Recall Recorder	In-House training

Table 68: Weston Training Programs

3.5.3 Dispatch Services

CAD

Weston utilizes the Accucom Consulting Inc (ACI) CAD system. Redding and Easton also use this CAD vendor. <http://www.accucomci.com/huntcomputerdesign.php>

Fire department CAD is Accucom, which connects to I Am Responding (IAR) for fire department and EMS. Weston ECC can access the IAR app through Accucom CAD, supported by Novus.

Police

Weston ECC dispatches police calls directly using Accucom CAD.

Fire

Weston ECC dispatches fire calls directly using Accucom CAD and I Am Responding.

Medical

Weston ECC transfers medical calls to CMED for pre-arrival EMD, and to Weston EMS for dispatch.

In 2019, CMED provided EMD post-Dispatch Pre-Arrival instructions for 45 calls.

Agencies Served for Dispatch

Weston ECC client agencies/stakeholders are listed below:

Agencies Served	Police Departments	Fire Departments	EMS	Secondary Agencies
3 Agencies Served	1	1	1	2

Table 69: Weston's ECC Client Agencies/Stakeholders

- Weston's ECC serves the following law enforcement department: Weston Police Department using in-house PD protocols
- Weston's ECC serves the following fire department: Weston Fire Department using in-house FD protocols
- Weston's ECC serves the following emergency medical agencies: Weston EMS. The town transfers EMD calls to CMED for pre-arrival instructions; ambulances are dispatched by Weston ECC. Weston uses PowerPhone (and will be using Cach-Lite in 2020)
- Weston ECC also serves the following Secondary Agencies: Department of Public Works and the Animal Control Officer

The following diagram describes the dispatch process:

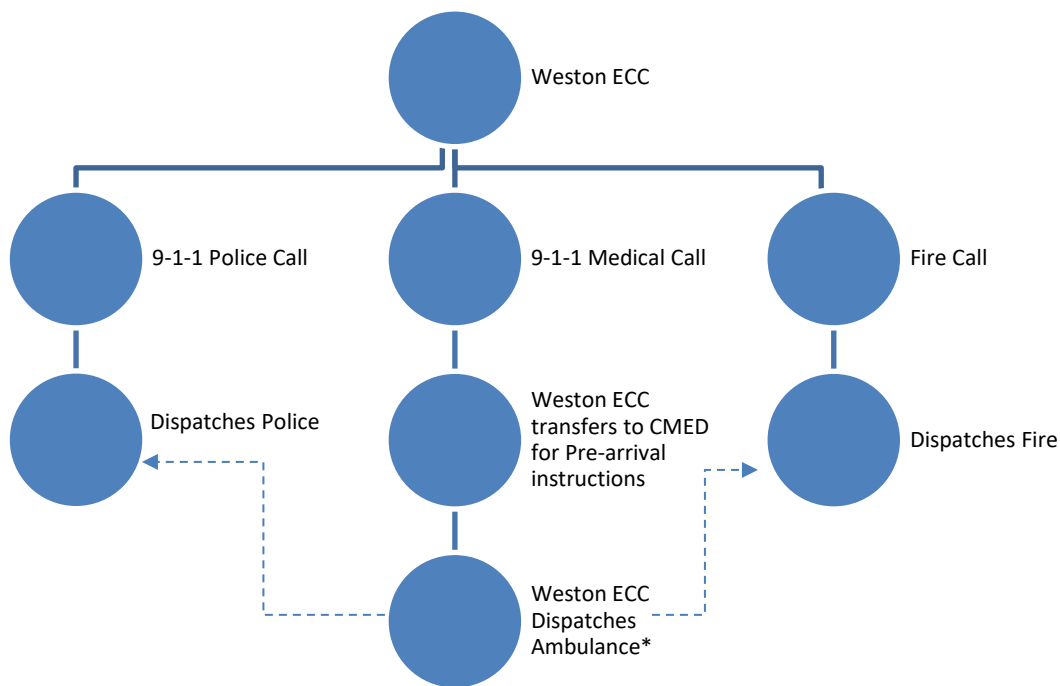


Figure 14: Weston dispatch process

*depending on the specific incident, the Weston ECC Dispatcher may need to tone-out the PD or FD in addition to the ambulance

Weston signs on with SWCRCC for indicate the ambulance is responding. There could be a delay signing on to CMED. Sometimes SWCRCC has to “red box” if the arrival time on scene is not indicated – this may occur if the ambulance is transporting and SWCRCC hasn’t been tracking.

Time to Dispatch – Weston Call Time Statistics to transfer

Weston’s “9-1-1 Call Process Time for Answer to Dispatch” is not tracked due to the size of the center, and the variance of the calls for dispatch, i.e., loose dog v life critical incidents.

Number of CAD Incidents

The following table indicates the volume of police, fire and EMS CAD incidents for the town of Weston, based on recent CAD data.

Weston	CAD Incidents
2019	6,642
2018	7,079
2017	7,395
2016	8,465

The table to the left indicates the volume of Police, Fire and EMS CAD incidents for the town of Weston, based on recent CAD data.

Table 70: Weston Volume of Police, Fire and EMS CAD Incidents

CAD Incidents dispatched by Agency

Agency	CAD Incidents Dispatched (avg 2016, 2017, 2018)
Police	6,598
Fire	512
EMS	536

Table 71: Weston CAD Incidents Dispatched by Agency Type

Based on the 2017-2018 Fiscal Year Report – Public Service Calls Logged

- Police – 6,079 calls
- Fire – 476 calls
- EMS/Paramedics – 524
- Total calls – 7,079

3.5.4 Facilities



Photo 11: Weston ECC in between other public safety buildings

Facility Description

The Weston ECC is a very small room and hallway located between the police department and fire department buildings, in the Town Hall complex. The building is owned and managed by the Town of Weston. The entrance to the ECC is a public lobby approximately 8' in width, with pass-through doors on both sides. The ECC is approximately 970 square feet, made of cinder block with minimal insulation.

The complex was built in 1952 and underwent a renovation in 1971. The ECC area was renovated in 2014, but it is still in need of a major renovation. The staff breakroom is integrated with the call answering room, so there is no separation.

Facility Condition

The PSAP/Dispatch facility in Weston has previously been identified as substandard. This building is not properly heated and provides no separation between the call taking workstations and the break and eating spaces. The bathroom and the breakroom are not adequate. The roof has leaked in the past and critical 9-1-1 components are in danger of malfunctioning due to exposure to water and the extreme heat and cold of the seasons.

<https://westontoday.news/articles/181128-public-safety>



Photo 11: Weston lobby and PSAP entrance

Physical Security

There are no physical barriers between the parking lot and the 9-1-1 console behind the exterior cinder block wall. The 9-1-1 consoles are behind a locked door with access provided via key, however, there is no barrier between the public and the Center employees once the door is opened. During many overnight hours, the Center is staffed with only one employee, and that is often the only person on the Town Hall Campus.

9-1-1 Equipment Room

All equipment is in the ECC, with a separate room for the 9-1-1 equipment.

Future facility needs

The Town of Weston has identified that the ECC needs to be either completely renovated, moved, or consolidated with a neighboring jurisdiction. The renovation of the Police

Department and Dispatch is discussed in the following link from Nov 2018:

westontoday.news/articles/181128-public-safety

There is a two-phased renovation project being considered, with Mr. Brian Humes, architect from Jacunski and Humes providing draft plans:

- 1) Short-term is \$150K for Dispatch renovation. This could happen in 2020, based on funding from the Town of Weston. This would be the first part of the larger project, referenced in #2 below
- 2) Tear down and provide a new PD and ECC with a lobby for both dispatch and the Police department. This has been delayed pending the decision to regionalize or rebuild in town. The renovations and addition to the Weston Police Department has been estimated to cost approximately \$3.8M.

The discussion of different models for 9-1-1 call answering and dispatch services has been ongoing for many years, to include discussions with Easton, Wilton, and Westport's First Selectmen to regionalize dispatch services for these communities.

Building Systems

The facility has a UPS system, as well as a Kohler generator that runs on natural gas. This is supported through a year-to-year maintenance contract.

Annual Costs for the current building are minimal.

3.5.5 Technology

9-1-1 Connectivity

All PSAPs in the state of Connecticut are on the state's public safety data network, PSDN, with broadband connectivity over a secure, managed network.

Ringdown Circuits

Weston has the following established ringdown circuits:

111526 - Westport PD

111525 - Westport FD

3 Alarm company ringdowns

Dedicated Lines



Weston has a dedicated line to the Wilton Police Department PSAP

Systems in Use in the Center

System	Vendor	Version	Maintenance Type	Maintenance Expiration	Maintenance Cost to Center	Notes
9-1-1 Call Answering	VIPER				None - DSET	
CAD	Accucom		annual		none	
Mobile CAD	N/A					
GIS/Mapping	New England GEO Systems		N/A			
RMS (Police)	Accucom/Hunt Design				\$9,800	
RMS (Fire)					TBD	
EMD Protocol						
AVL	none					
Masterclock	ES911 GPS/NTP					
Logging & Recording	NICE Verify		Annual		\$1,600	System replaced in 2018
Radio	Moto Centracom		Annual			
Alarm Monitoring	N/A					

Table 72: Systems in Use in the center

Records Management System (RMS)

Police, fire, and EMS all use the RMS provided with Accucom.

AVL

Not used

Radio Channels and Traffic

Primary radio channels/monitoring assignments

The ECC monitors the following radio channels: KCE691

- Police, fire, EMS, animal control, DPW
- Fairfield Hotline
- UASI

Secondary radio channels/monitoring assignments

FAPERN / CSPERN / ITAC-ICALL/ UASI / PD HOTLINE / OEM R-1

Talk Groups

FD 2 / FD OPS

3.5.6 Governance

Governance Structure

The Weston Emergency Call Center Director reports to Mr. Jonathan Luiz, Town Administrator, whose office is in the adjacent Town Hall building. The senior dispatcher reports to the communications center director, and the 3 full-time and 3 part-time dispatchers report to the senior dispatcher.

The Police Department is governed by 7 volunteer (elected) police commissioners board, to whom the Weston Police Chief reports.

Inter-municipal Agreements

The Weston Police Department has a Non-Emergency Municipal Aid Compact with surrounding jurisdictions, established in 1983.

Weston has automatic mutual aid for fire with Wilton and with other towns as needed.

Weston, along with New Canaan and Wilton, are in region 1 of Connecticut DMHAS (Department of Mental Health and Addiction Services).

3.5.7 Financial

Budget Overview

Weston ECC has an annual budget of \$478K for 2019. Fiscal year ends Jun 30th.

The 2019 Weston Operating Budget contains the following components related to 9-1-1 and the Communications Center:

	2019	2018	2017
PSAP annual budget	478,210	465,000	453,267
Staffing (not including O/T)	340,210	327,000	315,267
Overtime	63,300	67,379	63,386
PSAP technology systems - Initial and recurring costs	N/A	N/A	N/A
Has PSAP received annual appropriations from town to supplement budget?	0	0	0
Training Costs	1,774	1,603	1,423
Building lease or otherwise	0	0	0
Did PSAP receive any one-time grants in the past 3 years? Please list \$\$	0	0	0
Has PSAP applied for any grants in 2019, not included in above?	0	0	0
Are there any local ordinances impacting 9-1-1 surcharge revenue, i.e. special assessment, pre-paid authorizations, etc.?	No	No	No
TOTAL REVENUES (or Budget for 2019)			
	2019	2018	2017
Personnel (full-time and part-time)	364,336	363,452	349,207

CAD	N/A	N/A	N/A
Towers	N/A	N/A	N/A
Radio system	N/A	N/A	N/A
9-1-1 phone system	N/A	N/A	N/A
Logging/Recorder	0	11,982	0
Building lease or otherwise	N/A	N/A	N/A
Office expense			
Other	N/A	N/A	N/A
TOTAL EXPENSES (or Budget for 2019)	\$364,336	\$376,434	\$349,207

Table 73: 2019 Weston Operating Budget Components

Grants

None

Bonds

None

3.6 Wilton PSAP/Dispatch Environment

The Wilton PSAP is located at the Wilton Police Department: 240 Danbury Road, Wilton, Connecticut.



Photo 12: Wilton Police Department

The PSAP provides both 9-1-1 call answering and dispatch services for police, fire, and EMS requests for service for the town of Wilton, whose population is approximately 18,500 residents.

Contact Personnel:

Police Department	Captain Thomas Conlan	Thomas.conlan@wiltonCT.org
EMS	President John Miscioscia	president@wiltonambulance.org
Fire	Chief Geoffrey Herald	Geoffrey.herald@wiltonct.org

Table 74: Wilton Contact Personnel

Center Accreditations and Certifications

Wilton Police Department has State of Connecticut Tier 1 Accreditation

3.6.1 PSAP Metrics

9-1-1 Call Volume

Wilton Call Volume	2019	2018	2017	2016
9-1-1	5904	7007	6832	5829
Text to 9-1-1		Q1-Q3 2019 = 7		

Table 75: Wilton 9-1-1 Call Volume

6,393
Average
Annual 9-1-1 Calls
Total Calls = 17.5
calls/day

Call Volume most busy: Months, Days, Hours

Wilton provided significant call volume data. The busiest day of the week is Thursday, followed by Friday.

The heavier call duration is during 11am-3pm on Thursday and on Friday.

Total Call Volume Per Month of the Year (including 7 digits, other calls)

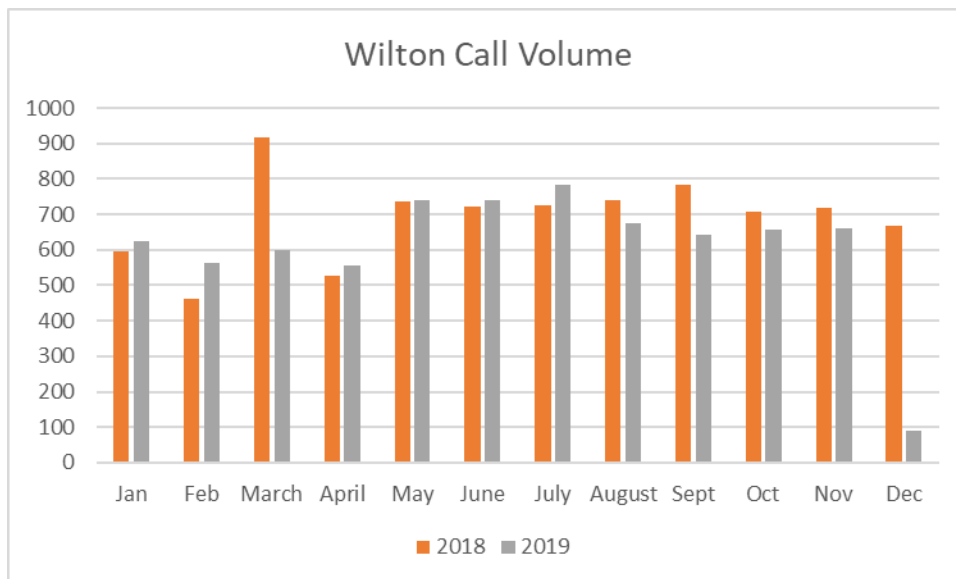


Figure 15: Wilton Call Volume

Year	Total Call Volume	Highest Call Volume Month	Call Total for High Volume Month
2018	8,308	March	919
2019	7,333	July	783

Table 76: Wilton Call Volume

Note: In 2017, stats started in April 2017 for new NG911 system so that year was not used for comparison

Call Processing Times

The following table shows average times to answer 9-1-1 calls for the Wilton PSAP over a period of two years.

9-1-1 Calls answered within 10 seconds or less (% by Quarter)

PSAP	Q4 '19	Q3 '19	Q2 '19	Q1 '19	Q4 '18	Q3 '18	Q2 '18	Q1 '18	2 Yr Avg
Wilton	90.72	92.42	91.93	92.39	91.28	94.01	92.03	91.48	92.03

Table 77: 9-1-1 Calls Answered within 10 Seconds or Less

National Emergency Number Association (NENA) Standard 56-005 states that 90% of all 9-1-1 calls shall be answered within 10 seconds during the busiest hour. Note that call answering time data is not available for the busiest hour of call volume, but instead represents an average that includes both high and low call volume times. Therefore a direct comparison to the NENA standards cannot be made.

7-digit Call Volume

The 7-digit Call Volume Count for 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total
7am-11am	393	986	934	921	978	1,025	560	5,797
11am-3pm	476	1,054	987	1,008	1,187	1,152	606	6,470
3pm-7pm	404	844	875	915	1,001	818	516	5,373

7pm-11pm	236	360	377	521	481	397	295	2,667
11pm-3am	157	97	134	147	141	127	150	953
3am-7am	92	154	134	132	173	152	116	953
Grand Total	1,758	3,495	3,441	3,644	3,961	3,671	2,243	22,213

Table 78: Wilton 7-digit Call Volume Count for 2018

The highest 7-digit call volume for 2018 is Monday through Friday from 11 am to 3 pm.

Abandoned 9-1-1 calls

Abandoned calls	2019	2018	2017	Total	Avg
Wilton	577	744	N/A	1321	6%

Table 79: Abandoned Calls

Calls Transferred

Transfers to Secondary PSAP

Year	Total Transferred Calls	Transferred Calls to CMED
2017	1,359	749
2018	1,743	1,073
2019	1,807	1,103

Table 80: Transfers to Secondary PSAP

Total Calls Transferred

Transferred Calls	2019	2018	2017	Avg %
Wilton	1807	1743	1359	20%

Table 81: Total Calls Transferred

The table below summarizes the largest number of transfers for the past two years from the Wilton ECC.

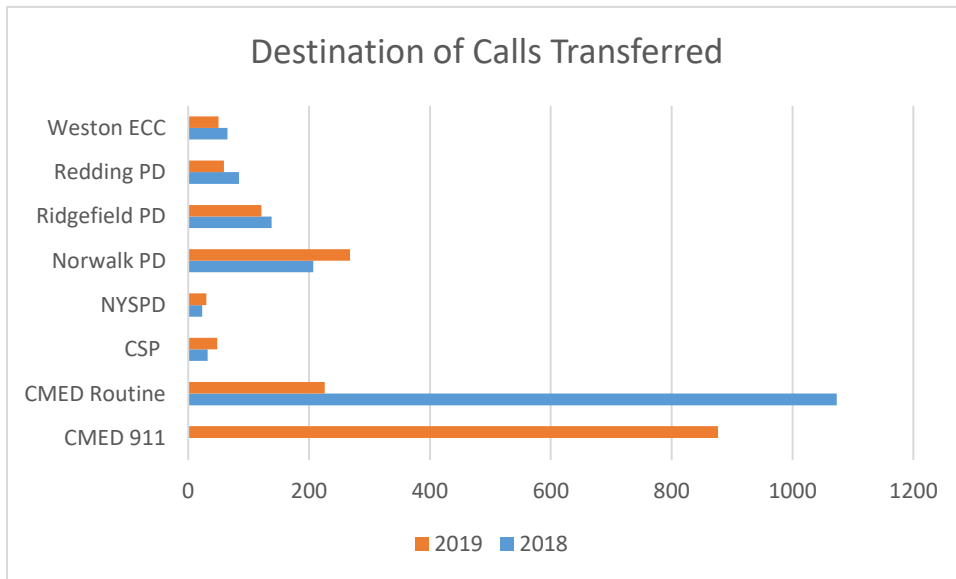


Figure 16: Largest Number of Transfers for the Past Two Years

Note: NYSPD includes Brewster and Westchester Ct; Note: CSP includes Troops A, G, L, and K

Alternate 9-1-1 Center

DSET has requested that all Connecticut PSAPS identify three other PSAPs that will serve as alternate locations in the event 9-1-1 calls must be rerouted.

Wilton's alternate PSAP environment is listed below:

WestCOG PSAP	Alternate PSAPs
Wilton	Weston, New Canaan, Ridgefield

Table 82: Wilton's Alternate PSAP Environment

The above scenarios address unplanned events. If there is a planned event, such a system refresh, the PSAPs call the AT&T helpline to proactively reroute the calls.

The capability of Weston is:

Available Workstations	2
9-1-1 Workstations	2
Minimum staffing per shift	1

Table 83: Wilton's Capability

Wilton is the primary alternate PSAP back-up for Ridgefield, and the second alternate PSAP back-up for both New Canaan and Weston.

In addition to the model discussed above, in a major event, Wilton has plans to establish a temporary dispatch center at an alternate location, such as Town Hall or the Comstock Community Center.

3.6.2 Center Capacity and Staffing

There are 44 police officers and two civilian dispatchers in the Wilton Police Department.



Photo 13: Wilton PSAP/Dispatch area

Wilton's capacity to answer and dispatch 9-1-1 calls is detailed in the chart below:

Number of 9-1-1 call answering positions on floor	2 + 1 Dispatch only
Number of staffed positions on floor at busiest shift	2
Normal call staffing per shift	2*
Total number of full-time employees assigned to Comm Center (part time)	44 Sworn, 2 Civilian
Minimum mandatory staffing per shift	1*
Supervisor on every shift?	Yes, a Sgt is assigned for every shift

Table 84: Wilton's Capacity to Answer and Dispatch 9-1-1 Calls

*Just one desk officer on duty on Midnight shift, 7 days/week.

There are two 9-1-1 call answering positions plus an additional position for dispatch-only. The telecommunicators who answer the phone are also responsible for dispatching. The Dispatch Center is overseen by the administrative police captain. There is an administrative sergeant assigned to handle the day to day operations. The civilian dispatchers workday shift and evening shift, Mon - Friday, with a desk officer. Saturday evening shift, there are two desk officers.

Shift and Job Classifications

Job classification is Desk Officer (police officer) and Civilian Dispatcher. The Police Shift Supervisor monitors dispatching.

Dispatchers work Monday through Friday on day and evening shifts. Patrol officers work a 5-2, 5-2, 5-3 rotation on a seniority-based bid for the three different shifts. Wilton has the following shifts:

- 7am – 3pm
- 3pm – 11pm
- 11pm – 7am

One civilian M – F, and one desk police officer every day, every shift. Minimally, one desk officer covers all shifts. On Saturdays, there are 2 desk officers from 3-11pm.

Ancillary Duties Performed by 9-1-1 Staff

Wilton personnel provide the front office service for residents visiting the Police Department with walk-in complaints. They provide also provide the following services:

- All radio traffic for police and fire
- Non- emergency calls
- Administrative calls transferred interoffice
- Calls for Detective Bureau and Records
- Public service calls, i.e., weather/ general questions
- Child Seat Install schedule
- Emergency 9-1-1 calls
- Monitor prisoners as well as prisoner booking
- Monitor building surveillance cameras
- Monitor cameras at Town Hall and Public Schools
- Monitor local news for law enforcement related events and weather
- Walkup Permit requests
- Monitor for incoming faxes
- Accept building deliveries
- Log vendors who come in and out of the building
- Monitor building generator control

Union Affiliations

Police Officers have a contract with Police union, the Connecticut Council of Police Unions #4 (AFSCME) which specifies that Wilton Dispatch must have a police officer working evenings and nights, although M-F can have civilian dispatcher covering on day shift only.

Civilian Dispatchers are under the Town Hall contract. Wilton Town Hall Employees Union, Council #4 (AFSCME).

Quality Assurance/Quality Improvement Practices

Yes, Q/A through Nice Inform. Lieutenants go through a random sampling of calls, monthly, for QA. They provide feedback and address issues with individual dispatchers or more general issues with an email to all dispatchers.

Training Programs for Personnel

Type of Training	Training Conducted
9-1-1/Communications Center operations	State Telecommunicator and EMD. Outside of those classes we have sent some dispatchers and officers to supplemental trainings in other dispatch areas. This is followed by a four week

	program sitting on desk with Officer or Dispatcher.
Admin telephone	
CAD system	Dispatch Field Training over a 2 to 4 week period to learn duties
Mobile Data Terminals (MDTs)	
GIS/mapping	
Radio system	
Logging & Recording/Instant Recall Recorder	

Table 85: Wilton Training Programs

3.6.3 Dispatch Services

CAD

Wilton utilizes Nexgen's CAD system. New Canaan and Ridgefield also use this CAD vendor.

Wilton's 9-1-1 Call Process Time for *Answer to Dispatch Queue* is not available.

Police

Wilton PSAP dispatches Law Enforcement calls directly. Law enforcement goes to all EMS calls.

Police Calls for Service:

- 2016 - 15,932
- 2017 – 16,275
- 2018 – 15,674
- 2019 – 14,414

Fire

The Wilton Fire Department has two locations: Wilton Fire Department Headquarters at 236 Danbury Road on the Wilton Town Hall campus and Fire Station #2 at 707 Ridgefield Road. The residents of Georgetown are served by the Georgetown Fire District 11. The Wilton Fire Department has 24 career firefighters.

¹¹ <https://www.wiltonct.org/fire-department>

The fire department is dispatched to severe medical calls. The determination of the severity level is based on criteria.

When a call is received at the Wilton Dispatch Center for EMS service in the Town of Wilton, or in the Georgetown Fire District, dispatch will transfer the call to CMED, following the Emergency Medical Dispatch protocol, (SOP 8-10). Dispatch will obtain all essential information necessary to dispatch police and fire units.

The Wilton Fire Department will be dispatched to the following types of calls using FD dispatching protocols:

- Chest pain
- Cardiac complaint, or cardiac arrest
- Difficulty breathing or shortness of breath
- Stroke or seizure
- Anaphylactic reaction
- Unconscious or unresponsive patient
- Mass Casualty Incidents
- Childbirth
- Hazardous Substance, which may include liquid or gaseous chemicals, electrical hazards, commercial accidents or motor vehicle collisions
- All second EMS calls. (When the fire department is dispatched on a second ambulance call, dispatch will notify them if EMS and PD are responding non-emergency)
- Any instance when dispatch is unable to determine the severity of the injury or illness, or when the nature is potentially life threatening
- The FD will respond to all EMS calls in the northern fire district. The northern fire district is roughly outlined geographically by: In the North - the Ridgefield Town line from Silver Spring Rd to Nod Hill Rd, In the West along the State and New Canaan lines to Cheese Spring Rd as well as all of Thayer Pond Rd; In the South and East – Nod Hill Rd to the Ridgefield Town line as well as Olmstead Hill Rd from Nod Hill Rd to Hemmelscamp Rd
- The fire department shall be dispatched to all MVA's with injuries, rollovers, and fuel leaks. If an officer is on-scene investigating an MVA and one of the operators complains of a minor injury, i.e., stiffness of the neck the FD will not be dispatched. The fire department will also be notified to respond upon the request of the officer at the scene, or if dispatch believes additional manpower will be required to extricate, more or transport the victim

The Wilton Fire Department will also be sent to calls when CMED sends the medic (either hot or cold). When practical, dispatch personnel listen to the 9-1-1 calls that are forwarded to CMED to see if any further information can be learned about the incident.

Medical

The Wilton PSAP takes the 9-1-1 call, obtains basic information as to nature of call and location, and if medical, transfers to CMED (SWCRCC).

Agencies served for Dispatch

Wilton's PSAP Agencies/stakeholders are listed below:

Agencies Served	Police Departments	Fire Departments	EMS	Secondary Agencies
4 Agencies Served	1	2	1	
Direct Dispatch from PSAP?	Yes	Yes	Yes	No

Table 86: Wilton's PSAP Agencies/Stakeholders

- Wilton's PSAP/Dispatch serves the following law enforcement department: Wilton Police Department, using PD protocols developed over time. Wilton also uses run cards occasionally for law enforcement dispatch. Every call has a designation for which resources need to be sent.
- Wilton serves the following fire departments: Wilton Fire Department and Georgetown Fire Department. Wilton Dispatch uses run cards through Nexgen to determine the apparatus, and mutual aid units. Georgetown Fire serves multiple towns, does not use run cards, but is dispatched through Redding PD for mutual aid.
- Wilton serves the following Emergency Medical Agencies: Wilton Voluntary Ambulance Corp

The following diagram describes the dispatch process:

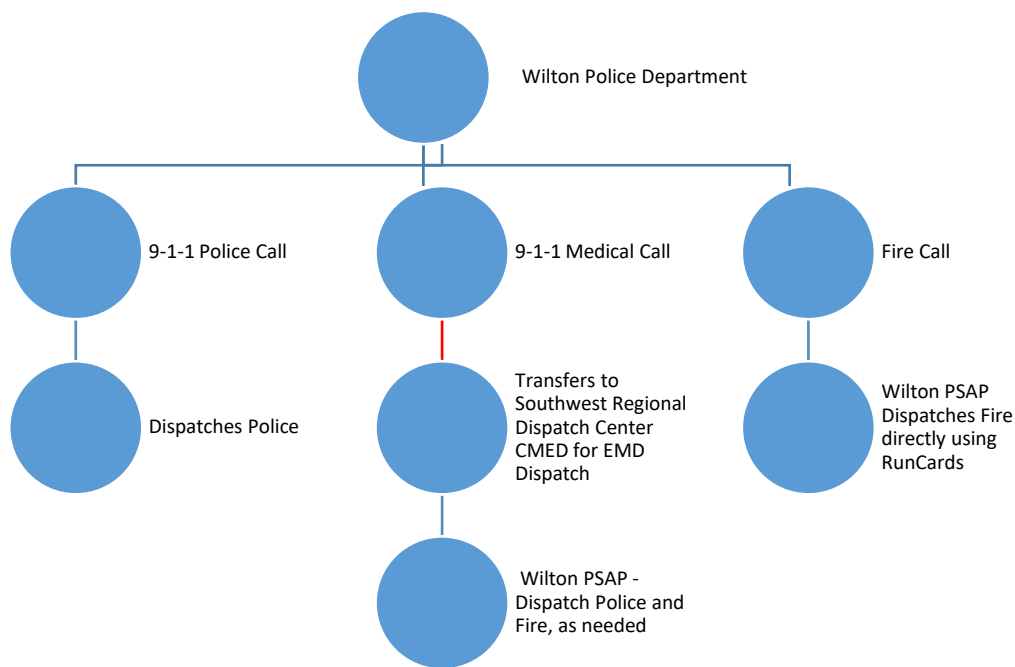


Figure 17: Wilton Dispatch Process

Note that each “transfer” introduces a delay in the processing of a 9-1-1 call.

Time to Dispatch – Wilton Call Time Statistics

This information is not available.

Number of CAD Incidents

The following table indicates the volume of police, fire and EMS CAD incidents for the town of Wilton, based on recent CAD data.

Wilton	CAD Incidents
2019	14,414
2018	15,639

The table to the left indicates the volume of Police, Fire and EMS CAD incidents for the town of Wilton, based on recent CAD data.

2017	16,253
2016	15,935

Table 87: CAD Incidents

Agency	CAD Incidents Dispatched (avg 2016, 2017, 2018)
Police	16,000
Fire	1,800
EMS	1,200

Table 88: CAD Incidents Dispatched

3.6.4 Facilities

Facility Description

The Wilton PSAP is part of the Wilton Police Department, a stand-alone facility on the Town Hall campus, near the Wilton Volunteer Ambulance Corps, Public Works, and the Town Clerk. The police department building was built in 1976, is approximately 10,500 square feet, and is currently being evaluated for renovation.

Facility Condition

Based on information provided on the website: wpdtownhallproject.org¹², the Wilton Police Department building has been determined to be “inefficient, deficient in multiple areas, with escalating maintenance and repair costs. The space is inadequate for the people, technology, equipment, and evidence which affects the Wilton Police Department’s day to day operations.”

The deficiencies have been identified as:

- The building is non-compliant with multiple state and federal requirements
- Its infrastructure is mostly original and breaks frequently
- Overcrowding is severe
- Locker room and lavatories are inadequate and, in some cases, inoperable
- The firearms training facility is nonfunctional, and firearms storage is deficient



Photo 14: Wilton lobby

¹² wpdtownhallproject.org

Physical Security

The Wilton PSAP is located in a secure facility adjacent to the building lobby.

There is no separate entrance for the PSAP/Dispatch personnel since the Dispatch center is integrated into the Police Department. The Communications Center area is not open to the public unless they are being escorted by a Police Officer. ¹³

9-1-1 Equipment Room

There is a separate 9-1-1 equipment room.

Future Facility Needs

The Wilton Police currently utilize 100% of the available space and are in the process of evaluating a building renovation or new-build plan. There is currently minimal space for Training and the conference rooms, administrative offices, and roll call rooms are all undersized for this department.

Costs for a new building range from approximately \$12-14M for Police facility that would include a dispatch center on the Town Campus. The goal is to bring forward a solution to a referendum at the May 2020 Annual Town Meeting.

In early Dec 2019, the Building Committee selected two conceptual designs, from Tecton Architects, to present in January 2020 – one is for a new building, and one is an addition and renovation to the existing building. More detailed costs are being developed by a professional estimator and will be presented to the committee at a later date. ¹⁴

Building Systems

There is a whole building generator, maintained on a yearly maintenance contract.

Annual costs

Wilton identified the following costs related to the Facility:

¹⁴ <https://www.wpdtownhallproject.org/project-news.html>

Description	2020 Budget	2019 Actual
Communications equipment – repair/replace CCTV Cameras and equipment, furniture	\$1,500	\$13,677
Repairs for dispatch and CCT equipment	\$200	0

Table 89: Wilton Facility Costs

3.6.5 Technology

9-1-1 Connectivity

All PSAPs in the state of Connecticut are on the state’s public safety data network, PSDN, with broadband connectivity over a secure, managed network.

Ringdown Circuits

None

Dispatchers monitor school cameras, and panic buttons and cameras at Town Hall.

Dedicated Lines

Wilton does not have dedicated lines to other 9-1-1 Centers

Systems in Use in the Center

System	Vendor	Version	Maintenance Type	Maintenance Expiration	Maintenance Cost to Center	Notes
911 Call Answering	VIPER		N/A		None - DSET	
CAD	Nexgen		Annual (FY’20)		22,968.	All services. \$5,779 in FY2019
Mobile CAD	Nexgen		annual		included	

GIS/Mapping	Nexgen		N/A		included	
RMS (Police)	Nexgen		annual		included	
RMS (Fire)	FireHouse		annual		included	Linked into Nexgen
EMD Protocol	ProQA		annual			
AVL	Nexgen MDC's		annual			
Masterclock	GPS synch between computers and visual clock in dispatch		No contract			
Logging & Recording	Nice	Inform	Annual		\$3,400	
Radio	NORCOM	Motorola	Annual		67,020.66	
Alarm Monitoring	N/A					

Table 90: Wilton Systems

Communications Center Hardware

Workstations	3
MDTs	0
Tablets	0
Smartphones	0
Radio system consoles	3

Table 91: Wilton Hardware

RMS

Wilton uses Nexgen RMS and CAD.

AVL

Wilton uses AVL with Nexgen on all law enforcement MDCs (dispatch can see it). Fire department and public works has AVL.

Radio Channels and Traffic

Wilton is in early discussions with the State of Connecticut for participating in the statewide core. Wilton believes that the statewide core would provide comparable service for mobile units, but not necessarily improve service for in-building coverage. They need to test all nine quadrants in Wilton to determine the coverage of the radio network from state. Wilton is on a 450MHz system now, compare to the state's 800 MHz system. The State has one tower in the town, and Wilton would need to understand the needs for towers. Wilton needs to upgrade their radios either way, as well upgrade the consoles in Building, as well as their tower equipment. Wilton uses NORCOM for service of Motorola radios at a cost of \$7K/year for total coverage of the portables and mobiles, maintenance and fixing of these units; annual maintenance for towers and consoles, \$50K/year to Motorola. The cost to upgrade Wilton's current radio system would be between approximately \$1.7 - \$2.5M for the full upgrade of towers and consoles. Wilton has already started to upgrade their portable radios, but these newly upgraded radios will not work on the state network. It is understood that the advantage to the state system is that all agencies across the state could potentially communicate together.

Primary Radio Channels/Monitoring Assignments

Dispatcher monitors the following radio Frequencies:

- Police
- Fire
- EMS
- Fairfield County Hotline. Regional police frequency.
- FAPERN. This is a countywide hotline that is used as a backup frequency.
- CERT Radio. Community Emergency Response Team radio.
- UASI Radio. This is a dedicated region 1 interoperability channel. There is a Wilton channel that is used by the schools to contact PD in case of emergency.
- MTA frequency. Metro North Railroad Police

3.6.6 Governance

Governance Structure

The organizational chart for the Wilton Police Department is provided below:

Wilton Police Department Organizational Chart, 2019

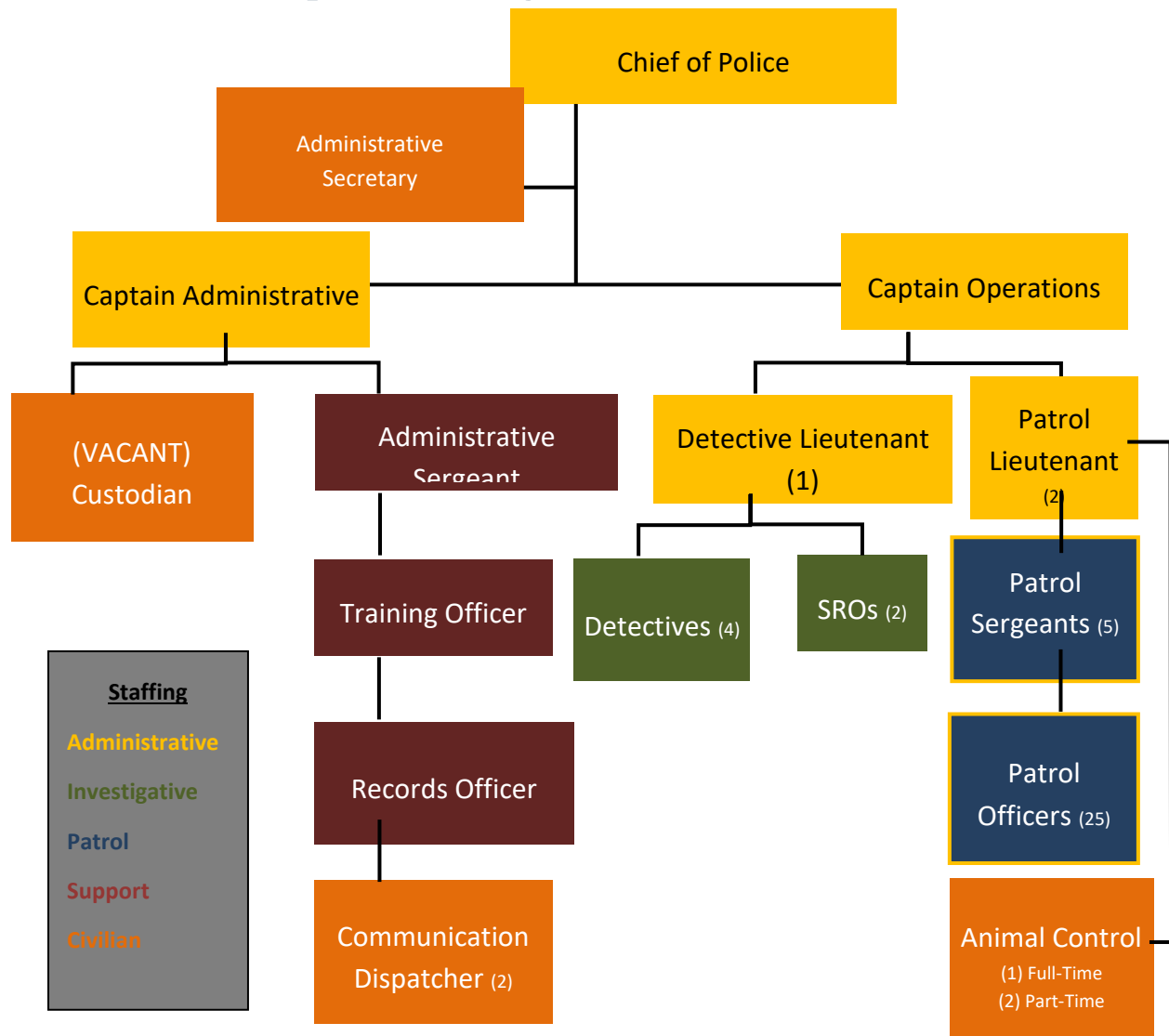


Figure 18: Wilton Police Organizational Chart

Inter-municipal Agreements

The Wilton Police Department and the Town of Wilton have executed, through the Fairfield County Chiefs of Police Association, a Mutual Aid Compact Agreement with several police departments located in Fairfield County.

The Wilton Fire Department and Wilton Volunteer Ambulance Corp have automatic mutual aid agreements with several surrounding towns.

Wilton, New Canaan, and Weston are in Region 1 of Connecticut Department of Emergency Management and Homeland Services (DEMHS).

3.6.7 Wilton Financial

Budget Overview

Annual PSAP Budget

- **Systems**
 - CAD/Mobile, L & R, etc. \$22,968 to Nexgen in FY2020, annual maintenance.
 - Interfaces
- **IT personnel** – no cost. The Information Systems Department in Wilton does not bill back to the departments it serves. There would be no tangible savings if the Police Department no longer required IT services. The Town would not be able to reduce its IT staff as they would still have to support basic Town-wide infrastructure, like networks, servers, net storage, remote access, security, firewalls, etc.
- **Facility costs**
- **PSAP Personnel** - Dispatch is staffed by both civilian and sworn police officers, called desk officers, on each shift except the midnight shift which is staffed only by a desk officer. The budget provided by Wilton details the two civilian dispatcher salaries and overtime costs. The average daily salary for a fulltime police officer, and the # of shifts per year are approximated below:

Desk Officer # of shifts per year 1,147 (3x365 and 1x52 for Saturday Evenings) x average salary per shift \$363 equals **\$416,361**.

Wilton does not track overtime caused by a desk officer shortage.

Staffing	Salary	Overtime	Total
----------	--------	----------	-------

Civilian Dispatchers	\$127,156.24	\$13,542.30	\$140,698.24
Desk Officers	\$416,361.00	Not tracked	\$416,361.00
Total	\$543,517.24	\$13,542.30	\$557,059.54

Table 92: Wilton Salaries

Grants

Wilton receives no grants for its 9-1-1 Dispatch Center.

Bonds

There are no outstanding bonds on the Police Department or 9-1-1 Dispatch Center.

4.0 Data Management

4.1 Overview of WestCOG Data Management Environment

Working with the stakeholder departments, Data Management was defined as all enterprise wide systems with the following characteristics:

- System is common among all public safety departments
- Tangible benefits can be derived from information sharing
- Cost savings are possible via economies of scale

Using this definition, the primary applications relevant to this topic are:

- Computer Aided Dispatch (CAD)
- Geographic Information System/mapping (GIS)
- Mobile Data Computer application (MDC)
- Law Enforcement Records Management System (LRMS)
- Property and Evidence (P & E)
- Jail Management System (JMS)
- Fire/EMS Records Management System (FRMS)

The following table provides an overview of the law enforcement tools currently used in the five WestCOG towns.

Jurisdiction	CAD/Mobile	RMS	JMS	P & E
New Canaan	Nexgen	Nexgen	Nexgen	Nexgen
Redding	Accucom	Accucom	Accucom	Accucom

Ridgefield	Nexgen	Nexgen	Nexgen	Nexgen
Weston	Accucom	Accucom	Accucom	Accucom
Wilton	Nexgen	Nexgen	Nexgen	Nexgen

Table 93: WestCOG Law Enforcement Tools

Note: The P & E application is a module of the LRMS. The same is true for the JMS for the departments that utilize it.

Current State Information

CAD/RMS Procurement

- Each department purchases their own CAD/RMS system
- None of the department leverage another department's contract
- The departments have no knowledge of each other's contract information (e.g., initial and recurring costs)

System Configuration and Administration

- Each department manages their own system with their own personnel
- The departments do not collaborate regarding the design, configuration, training and implementation of the various systems
- All departments advised they do not have expert knowledge regarding the capabilities of their CAD/RMS systems
- All departments advised they are not fully leveraging the functionality, features and capabilities provided by their CAD/RMS system. There was uniform agreement this was an opportunity for improvement

Information Sharing

- No CAD/RMS system is interfaced to another department's CAD/RMS system (e.g., the departments do not share any type of CAD/RMS data in a real-time mode)
- The departments do not have access to each other's CAD/RMS information minus calling someone and requesting information

4.2 New Canaan Data Management Environment



Photo 15: New Canaan Data Storage

4.3 Redding Data Management Environment



Photo 16: Redding new Records Storage location

Consider central records storage

4.4 Ridgefield Data Management Environment



Photo 17: Ridgefield 3rd Floor Records Storage

Records storage is currently in very crowded facilities in Ridgefield, located on the 3rd floor.

4.5 Weston Data Management Environment



Photo 18: Weston Records Storage

4.6 Wilton Data Management Environment



Photo 19: Wilton Records Storage

5.0 Property and Evidence (P & E) Storage

5.1 Overview of WestCOG P&E Environment

The following table provides an overview of the Property and Evidence environment in the five WestCOG towns.

P & E Staffing

Department	P & E Personnel	Secure P & E Storage Onsite
New Canaan	1 Civilian	Yes
Redding	1 sworn	Yes
Ridgefield	1 sworn	Yes
Weston	1 Sworn	Yes
Wilton	1 Sworn	Yes

Table 94: WestCOG Property and Evidence Staffing

P & E Workflow

Department	Leverage Field Based Report	Barcode
New Canaan	Used half the time	Capability but not used
Redding	Capability but don't use	Yes, uses
Ridgefield	Capability but don't use	Does not use
Weston	No	Does not use
Wilton	Capability but don't use	Capability but not used

Table 95: WestCOG Property and Evidence Workflow

Found Property

Department	Automatic RMS Notification	Release to Owner	Purge/Destruction
New Canaan	No	No	Yes
Redding	Yes	No	Yes
Ridgefield	No	No	Yes
Weston	No	No	Yes
Wilton	Yes	No	Yes

Table 96: WestCOG Found Property

Storage Capabilities

	Drugs	Money	Jewelry	Firearms	Documents	Bio*	Misc.
New Canaan	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Redding	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Ridgefield	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Weston	No, within one closet	No, within one closet	No, within one closet	No, within one closet	Yes	Yes	Yes
Wilton	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Table 97: WestCOG Storage Capabilities

*All have evidence refrigerators with backup electricity

Evidence Movement

	Criminal Investigation	Labs	Courts/Discovery
New Canaan	Recorded in chain of evidence. Cannot keep at desk.	Results are entered into RMS	Pretrial is held at Department. Clerk of Courts becomes the custodian for trial. Norwalk
Redding	Recorded for in/out for Chain of custody	Results are entered into RMS	Danbury (Bridgeport for Juvenile)
Ridgefield	Officers are either scanning or making copies in case file.	Results are entered into RMS	Danbury
Weston	Small department, officers do it all.	Results are entered into RMS	Norwalk
Wilton	Documents are scanned so any docs are avail. Scanning is done by officer	Results are entered into RMS	Norwalk

Table 98: WestCOG Evidence Movement

P & E Management

	Storage Capacity	Inventory Management	Quarterly/Semi/Annual Audits
New Canaan	Close to capacity	Get rid as fast as possible	Quarterly sampling; annual full
Redding	Close to capacity	Get rid as fast as possible	Quarterly
Ridgefield	Moderate capacity	Get rid as fast as possible	Quarterly
Weston	Above full capacity	It's been ignored but addressing now	Periodic
Wilton	Have outside storage for bulk evidence; other evidence is full capacity	Could do a better job with addressing this	Quarterly

Table 99: WestCOG Property and Evidence Management

P & E Standards

	P & E Standards	Accreditation
New Canaan	Not formally, but adhere to most with CALEA and state accreditation	CALEA
Redding	No	Tier 1 State
Ridgefield	Not formally, but adhere to most with state accreditation	Tier 3 State
Weston	No	None
Wilton	Not formally, but adhere to most with state accreditation	Tier 1 State

Table 100: WestCOG Property and Evidence Standards

5.2 New Canaan P&E Environment



Photo 20: New Canaan Evidence Storage Rooms

New Canaan has a total of five evidence rooms.

5.3 Redding P&E Environment



Photo 21: Redding Evidence Storage

5.4 Ridgefield P&E Environment



Photo 22: Ridgefield Temporary Evidence Storage Area

5.5 Weston P&E Environment



Photo 23: Weston Evidence Storage

5.6 Wilton P&E Environment



Photo 24: Wilton Evidence Storage Intake Room

6.0 Processing Intake/Detention/Lockup

6.1 Overview of WestCOG Processing Intake/Detention/Lockup

The following table provides an overview of the Arrest/Processing/Intake environment in the five WestCOG towns:

Arrest Workflow

	HQ Booking	AFIS	Mugshot	DUI	Other
New Canaan	Yes	Yes	Nexgen	Booking	Juveniles in same area but not if there are adults
Redding	Yes	Yes	Accucom	Booking	Juveniles in same area but not if there are adults
Ridgefield	Yes	Yes	Nexgen	Booking	Juveniles in same area but not if there are adults
Weston	Yes	Yes	Accucom	Booking	Juveniles in same area but not if there are adults
Wilton	Yes	Yes	Nexgen	Booking	Juveniles in same area but not if there are adults

Table 101: WestCOG Towns - Arrest Workflow

Capacity

	Adult Cells Male/Female	Juvenile Cells Male/Female	EDP/Suicide Special Needs*
New Canaan	4/1	No	No
Redding	1/1	No	No
Ridgefield	2/2	No	No
Weston	2 but can't be separated so can't hold male and female	No	No
Wilton	2/2	No	No

Table 102: WestCOG Towns - Capacity

Note: None of the departments have a cell specifically designed for special needs inmates (e.g., emotionally disturbed, suicidal, physically disabled).

Detention Personnel

	On-Duty Dedicated	On-Duty Sworn	On-Duty Civilian	On-Duty Dispatcher	Overtime Sworn
New Canaan	No	No	No	Yes*	No
Redding	No	option	No	No	Yes
Ridgefield	No	Yes, with officer who is	No	Yes, if specific officer who	No
Weston	No	Yes	No	No	Yes
Wilton	No	Yes*	No	Yes*	No

Table 103: WestCOG Towns – Detention Personnel

*On-duty sworn/dispatcher does monitor detained personnel through CCTV

Prisoner Video/Security System

	CCTV	Prisoner Check in JMS
New Canaan	Yes	On video
Redding	Yes	form
Ridgefield	Yes	form
Weston	Yes	Manual form
Wilton	Yes	RMS system has option to check

Table 104: WestCOG Towns – Prisoner Video/Security System

Recording and saving for at least 90 days.

Post Booking Detention

	Hold for First Appearance	Weekend/ Holiday Issues
New Canaan	Yes	N/A
Redding	Yes	
Ridgefield	Yes	
Weston	Yes	
Wilton	Yes	

Table 105: WestCOG Towns – Post Booking Detention

Video First Appearance

	Yes/No
New Canaan	No
Redding	No
Ridgefield	No
Weston	No
Wilton	No

Table 106: WestCOG Towns – Video First Appearance

Detention Contracts

	Other City	County	State	Federal
New Canaan	No, but could complete for mutual aid if needed	No	No	No
Redding	No	No	No	No
Ridgefield	No	No	No	No
Weston	No	No	No	No
Wilton	No	No	No	No

Table 107: WestCOG Towns – Detention Contracts

Prisoner Movement

	Prisoner Transport Van	Sworn Personnel	Court	Medical	Transfer
New Canaan	No	Yes	Yes	Yes	Yes
Redding	No	Yes	Yes	Yes	Yes
Ridgefield	No	Yes	Yes	Yes	Yes
Weston	No	Yes	Yes	Yes	Yes
Wilton	No	Yes	Yes	Yes	Yes

Table 108: WestCOG Towns – Prisoner Movement

In some situations, the town Police may use US Marshalls for out of state transport.

Standards/Inspections for Detention Facilities

	State	Department	Liability/ Risk Level
New Canaan	N/A	No Department. Accreditation if applicable	Low frequency but high risk
Redding	N/A	No Department. Accreditation if applicable	Jail has been renovated, so lower risk but anytime someone is held, there's liability
Ridgefield	N/A	No Department. Accreditation if applicable	One of biggest liabilities. Building renovated in 1970s
Weston	N/A	No Department. Accreditation if applicable	Low frequency but high risk. Just signed contract with Humes for renovation.
Wilton	N/A	No Department. Accreditation if applicable	Low frequency, high risk, few prisoners

Table 109: WestCOG Towns – Standards/Inspections for Detention Facilities

Physical Arrest and Transport to Jail

Total number for 2017, 2018 and 2019 of in-custody arrests (e.g., Physical apprehension, subject is transported to a police jail facility).

	2017	2018	2019
New Canaan	155	127	113
Redding	52	30	23
Ridgefield	93	84	93
Weston	13	10	10
Wilton	168	176	147

Table 110: WestCOG Towns – Number of In-Custody Arrests (2017-2019)

2017 Breakdown

	Felony	Misdemeanor	Other
New Canaan	62	89	4
Redding	15	37	
Ridgefield	5	88	0
Weston	2	11	0
Wilton	Not Tracked		

Table 111: WestCOG Towns – 2017 Breakdown Felony/Misdemeanor

Note: Other = Local ordinance, hold for another department, emotionally disturbed person, etc.

	Adult	Juvenile	Male	Female
New Canaan	155	2	117	40
Redding	52	0	36	16
Ridgefield	92	12	78	26
Weston	12	1	9	4
Wilton	168	0	120	46

Table 112: WestCOG Towns – 2017 Breakdown Adult/Juvenile, Male/Female

2018 Breakdown

	Felony	Misdemeanor	Other
New Canaan	58	64	5
Redding	6	24	
Ridgefield	6	78	0
Weston	3	7	0
Wilton	Not Tracked		

Table 113: WestCOG Towns – 2018 Breakdown Felony/Misdemeanor

Note: Other = Local ordinance, hold for another department, emotionally disturbed person, etc.

	Adult	Juvenile	Male	Female
New Canaan	127	2	98	31
Redding	30	0	19	11
Ridgefield	81	21	73	29
Weston	8	2	10	0
Wilton	168	14	122	46

Table 114: WestCOG Towns – 2018 Breakdown Adult/Juvenile, Male/Female

2019 Breakdown

	Felony	Misdemeanor	Other
New Canaan	55	52	6
Redding	4	19	
Ridgefield	5	88	8
Weston	4	6	0
Wilton	Not Tracked		

Table 115: WestCOG Towns – 2019 Breakdown Felony/Misdemeanor

Note: Other = Local ordinance, hold for another department, emotionally disturbed person, etc.

	Adult	Juvenile	Male	Female
New Canaan	113	1	78	40
Redding	23	0	13	10
Ridgefield	88	5	62	31
Weston	8	2	8	2
Wilton	146	11	112	34

Table 116: WestCOG Towns – 2019 Breakdown Adult/Juvenile, Male/Female

DUI Arrests

	2017	2018	2019
New Canaan	33	29	23
Redding	24	9	14
Ridgefield	31	25	21
Weston	0	3	4
Wilton	44	48	42

Table 117: WestCOG Towns – DUI Arrests

Notice/Promise to Appear – No Transport to Jail

Subject is “arrested” via a Notice to Appear (e.g., mandatory court date).

	2017	2018	2019
New Canaan	12	15	19
Redding	71	38	40
Ridgefield			
Weston	3	9	13
Wilton			

Table 118: WestCOG Towns – Notice to Appear/No Transport to Jail

2017 Breakdown

	Felony	Misdemeanor	Other
New Canaan		12	
Redding	0	71	
Ridgefield			
Weston	0	3	0
Wilton			

Table 119: WestCOG Towns – Notice to Appear/No Transport to Jail, 2017 Felony/Misdemeanor

Note: Other = Local ordinance, hold for another department, Emotionally Disturbed Person, etc.

	Adult	Juvenile	Male	Female
New Canaan	12	13	20	5
Redding	64	7	46	25
Ridgefield				
Weston	3	0	2	1
Wilton				

Table 120: WestCOG Towns – Notice to Appear/No Transport to Jail, 2017 Adult/Juvenile, Male/Female

2018 Breakdown

	Felony	Misdemeanor	Other
New Canaan		15	
Redding	0	38	
Ridgefield			
Weston	0	9	0
Wilton			

Table 121: WestCOG Towns – Notice to Appear/No Transport to Jail, 2018 Felony/Misdemeanor

Note: Other = Local ordinance, hold for another department, emotionally disturbed person, etc.

	Adult	Juvenile	Male	Female
New Canaan	15	13	17	11
Redding	36	2	20	18
Ridgefield				
Weston	8	1	5	4
Wilton				

Table 122: WestCOG Towns – Notice to Appear/No Transport to Jail, 2018 Adult/Juvenile, Male/Female

2019 Breakdown

	Felony	Misdemeanor	Other
New Canaan		19	
Redding	0	40	
Ridgefield			
Weston	0	13	0
Wilton			

Table 123: WestCOG Towns – Notice to Appear/No Transport to Jail, 2019 Felony/Misdemeanor

Note: Other = Local ordinance, hold for another department, emotionally disturbed person, etc.

	Adult	Juvenile	Male	Female
New Canaan	19	15	20	14
Redding				
Ridgefield				
Weston	11	2	10	3
Wilton				

Table 124: WestCOG Towns – Notice to Appear/No Transport to Jail, 2019 Adult/Juvenile, Male/Female

Prisoner Booking Time Metrics

	Average Transport Time to PD/Jail	Average Booking Time at PD/Jail	Average Time to Process DUI Subject
New Canaan	2.5 minutes	60 Minutes	120 Minutes
Redding	<1		
Ridgefield			
Weston	5 Minutes	60 Minutes	90 Minutes
Wilton	30 Minutes	60 Minutes	90 Minutes

Table 125: WestCOG Towns – Prisoner Booking Time Metrics

Hospital Clearance

Approximate number of prisoners that were transported to the hospital for clearance prior to booking process.

	2017	2018	2019
New Canaan			
Redding	N/A	N/A	N/A
Ridgefield			
Weston	0	1	0
Wilton	12	12	15

Table 126: WestCOG Towns – Hospital Clearance

Hospital Hold

Approximate number of prisoners that were transported to the hospital to be held for medical/security reasons.

	2017	2018	2019
New Canaan			
Redding	0	0	0
Ridgefield			
Weston	0	1	0
Wilton			

Table 127: WestCOG Towns – Hospital Hold

Sworn Hours Used

Average amount of time in hours sworn personnel were required to be with a prisoner at the hospital.

	Hours Range
New Canaan	
Redding	0
Ridgefield	
Weston	4-8 Hours
Wilton	4 hours

Table 128: WestCOG Towns – Sworn Hours Used at Hospital

Prisoner Confined at Police Jail Facility

Average length of time a prisoner was confined at the police jail facility.

	Less than Two Hours	Two to Six Hours	Six to 12 Hours	12 to 24 Hours	Two Days	Three Days	More than Three Days
New Canaan							
Redding	35%	47%	10%	5%	2%	1%	0%
Ridgefield							
Weston		2-6 Hours					
Wilton				X			

Table 129: WestCOG Towns – Average length of time prisoner was confined at the police jail facility

Prisoner Transportation

Average length of time prisoner transport is required.

	First Appearance	Transport to Other Facility	Other
New Canaan			
Redding	<1	<1	<1
Ridgefield			
Weston	5 Minutes		30 Minutes
Wilton	2 hours	NA	

Table 130: WestCOG Towns – Average length of time prisoner transport is required

Sworn Hours – No Overtime

Estimated number of sworn hours used to guard/watch prisoners (e.g., sworn personnel taken out of their normal assignment to guard/watch a prisoner).

	2017	2018	2019
New Canaan			
Redding	N/A	N/A	N/A
Ridgefield			
Weston	2 to 6 Hours	2 to 6 Hours	2 to 6 Hours
Wilton	Not Tracked		

Table 131: Estimated Number of Sworn Hours Used to Guard/Watch Prisoners

Estimated Overtime Hours

Estimated number of sworn overtime hours used to guard/watch prisoners.

	2017	2018	2019
New Canaan			
Redding	80	32	16
Ridgefield			
Weston	53	10	27
Wilton	50	60	60

Table 132: Estimated Number of Sworn Overtime Hours Used to Guard/Watch Prisoners

6.2 New Canaan Processing Intake/Detention/Lockup



Photo 25: New Canaan Processing Intake



Photo 26: New Canaan Detention Facility

6.3 Redding Processing Intake/Detention/Lockup



Photo 27: Redding Detention Facility



Photo 28: Redding Processing Intake

Redding's detention area has two cells.

6.4 Ridgefield Processing Intake/Detention/Lockup



Photo 29: Ridgefield Processing Intake

Ridgefield's detention facility has four cells.



Photo 30: Ridgefield Prisoner Detention

6.5 Weston Processing Intake/Detention/Lockup



Photo 31: Weston Processing Intake



Photo 32: Weston Detention

6.6 Wilton Processing Intake/Detention/Lockup



Photo 33: Wilton Processing/Intake

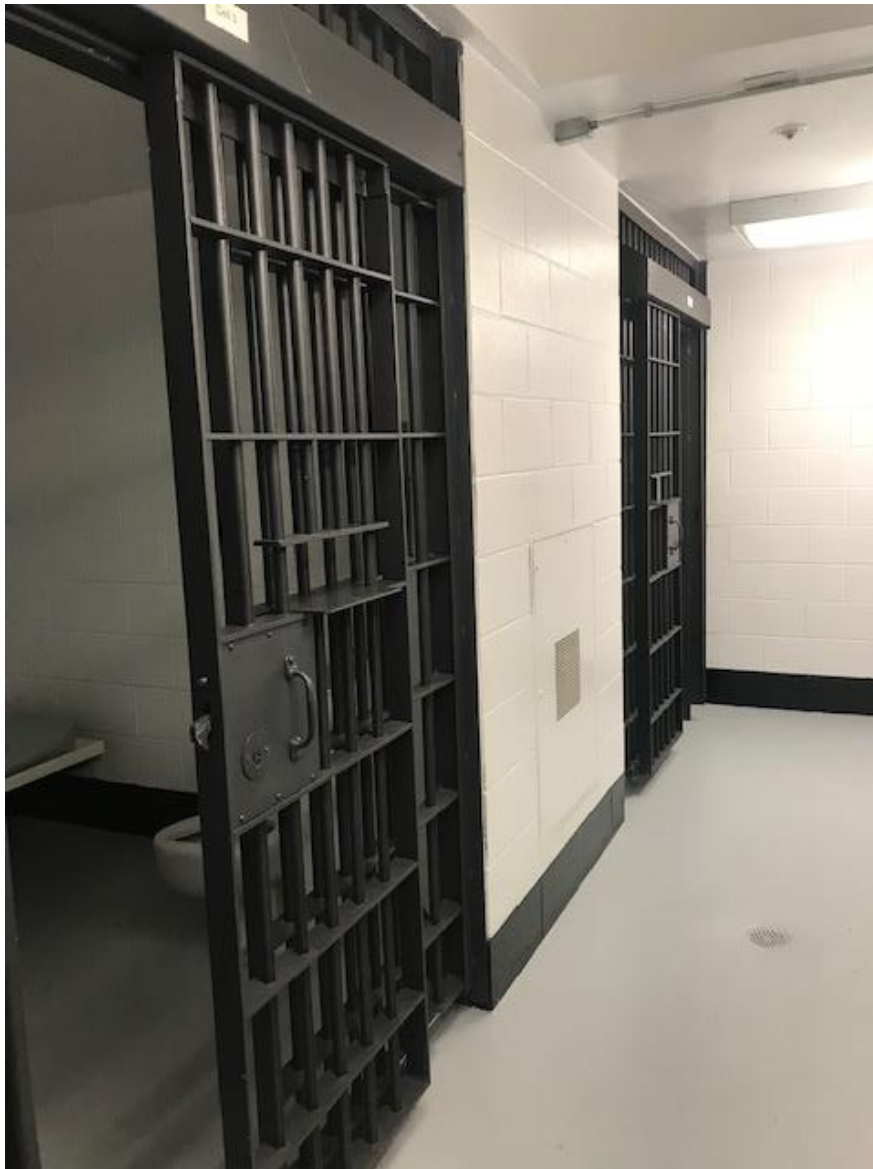


Photo 34: Wilton Prisoner Detention

7.0 Training Room

7.1 Overview of WestCOG Training Rooms

Current Capacity

	Classroom	Defensive Tactics	Driving Simulator	Shoot/Don't Shoot Simulator
New Canaan	One room	In gym area	No	Use private contractor called Blue Line*
Redding	Yes	Use fire department	No	Use private contractor called Blue Line*
Ridgefield	Have a room	Use gymnasium when possible	No	Use private contractor called Blue Line*
Weston		No	No	State academy
Wilton	One room	No	No	Use private contractor called Blue Line

*<https://bluelinecorp.net/>

Table 133: WestCOG Training Room Capacity

7.2 New Canaan Training Rooms

New Canaan has a room for classroom training in the front of the police station, directly off the lobby. This room holds approximately 30 people and also serves as the Emergency Operations Center (EOC), when needed.

7.3 Redding Training Rooms



Figure 19: Redding Conference and Training Room

Redding has one conference room. They also use the community center for training.

7.4 Ridgefield Training Rooms



Photo 26 Ridgefield Training room

Ridgefield's training room is located on the second floor with seating for approximately 40 people.

7.5 Weston Training Rooms

Weston does not have a training room; they use local school facilities or go to another town's police department, or separate facility, as needed.

7.6 Wilton Training Rooms



Figure 20: Wilton Training room

Wilton has just one room used as for combination of briefing and training. This room is not ADA compliant and is not big enough to fit the required 40 students for some vendor training. (Their new planned facility may have this for training, town meetings, EOC for town).

8.0 Firing Range

8.1 Overview of WestCOG Firing Range Environment

Types of Weapons Training

	State In-Service	Department In-Service	Specialized
New Canaan	3 year cycle, annual recertification on handgun	Yes, a few times a year, in addition to qualifications, thru Blueline for low light shoots	Issue with specialized and chemical agents
Redding	3 year cycle, annual recertification on handgun	No, not in-house	Issue with specialized and chemical agents
Ridgefield	3 year cycle, annual recertification on handgun	Yes, some	Issue with specialized and chemical agents
Weston	3 year cycle, annual recertification on handgun	Doing every summer	Issue with specialized and chemical agents
Wilton	3 year cycle, annual recertification on handgun	Yes, three times/year, outdoor	Issue with specialized and chemical agents

Table 134: Types of Weapon Training

Firearms Training and Qualification

Current Range Used

New Canaan	Utilizes multiple ranges depending upon availability
Redding	Utilizes multiple ranges depending upon availability
Ridgefield	Utilizes multiple ranges depending upon availability
Weston	Utilizes multiple ranges depending upon availability
Wilton	Utilizes multiple ranges depending upon availability

Table 135: Range Used

Range Options

- Many use outdoor range in Wooster Mountain, on Route 7 in Danbury.
<http://www.woostermountain.com/>
- Federal Corrections Institute (no longer available)
- Stanford recently built a large range; it will open soon
- Norwalk PD has an indoor range with 10 across
- Wilton has an outdoor range for Wilton only. It has 6 lanes for both rifles (30-35 yards) and handguns
- Ridgefield can do low-light at town facility

Capacity of Current Range

	Handgun	Shotgun	Rifle	Other/Chemical
New Canaan	Yes	Yes	No. Limited rifle range options	No
Redding	Yes	Yes	No. Limited rifle range options	No
Ridgefield	Yes	Yes	No. Limited rifle range options	No
Weston	Yes	Yes	No. Limited rifle range options	No
Wilton	Yes	Yes	No. Limited rifle range options	No

Table 136: Capacity of Current Range

Firearms Qualifications – State Mandate and Department Policy

	Semi-Annual	Annual	Other
New Canaan	Low-light shoot	Qualify once a year	N/A
Redding	Yes	Qualify once a year	N/A

Ridgefield		Qualify once a year	N/A
Weston		Qualify once a year	N/A
Wilton		Qualify once a year	N/A

Table 137: Firearms Qualifications – State Mandate and Department Policy

Training Documentation

If available, provide any existing documentation that lists annual department training sessions completed.

	Provided/ Not Provided
New Canaan	Provided
Redding	Provided
Ridgefield	
Weston	
Wilton	Provided in Basecamp

Table 138: Training Documentation

Firearms Training and Qualification

Total number of times a firing range was used each year for a firearms training and/or qualification session for the entire department.

	2017	2018	2019
New Canaan	15	15	15
Redding	3	3	3
Ridgefield			
Weston	11	11	11
Wilton	24	24	24

Table 139: Number of Times a Firing Range was Used

Firearms Training and Qualification Breakdown

Breakdown of above firearms training and qualification.

	Handgun	Shotgun	Rifle	Chemical Munitions/Less Lethal
New Canaan	8 (some sessions combined pistol/rifle)	N/A	13 (some sessions combined pistol/rifle)	1 (combined with pistol qualification)
Redding	442 Hours	8 Hours	76 Hours	31 Hours
Ridgefield				
Weston	9	0	2	2
Wilton	16	0	8	2

Table 140: Breakdown of Firearms Training and Qualification

Department Training Sessions

Average number of training sessions per year for the entire department that require a classroom type environment.

	Training Sessions
New Canaan	12
Redding	
Ridgefield	
Weston	12
Wilton	Average of 550 days per year officers attended training

Table 141: Training Sessions

8.2 New Canaan Firing Range Environment

New Canaan currently used the outdoor range in Wooster Mountain, on Route 7 in Danbury.

<http://www.woostermountain.com/>

One full day at the range costs \$200 a day; a half day costs \$100

The range must be booked at least six months in advance.

There is concern that this is a public/private partnership and it could be shut down anytime. Sniper gets four hours training a month; tactical team every other month full day. The rest of department needs training for pistol, rifle. Low light shoot they use the Blue Line Trailer, an 18 wheeler rig, which has low light, no light, screen with computer, and will freeze when the victim is shot. Once a year, each officer gets 3-4 days, 47 sworn officers; (they are staffed to 46 officers and 4 are in the academy).

Can't do firing range in this current building as it has been closed for asbestos ventilation. Also, current indoor range is permanently unavailable due to elevator shaft encroachment

Now they have to book out a year for range in Danbury.

They have limited interaction with Darien and Norwalk. Darien will sometimes let them use the firing range.

8.3 Redding Firing Range Environment

Redding does not have any reliable range access. They currently use two places and have to schedule this and suggest we consider one big facility for range.

They currently use a private range – indoor range. 25 days of shooting for scheduled training = 44 officers. They also need time for sick return, or other proficiency training. The Regional SWAT team is always looking for places to shoot (none of the other five towns are in the SWAT region).

8.4 Ridgefield Firing Range Environment

Ridgefield's range time is limited. They currently use Wooster Mtn on Route 7 in Danbury, Connecticut for outdoor range. They also use a private range in town for low light training

Driving Facility – there is none in CT, train in classroom, but not anywhere in CT. Training facility with the Virtual Reality could work, also Virtual Reality for the range. Even police academy doesn't have the driving (just has a skid pad).

8.5 Weston Firing Range Environment

Weston uses multiple ranges depending on availability.

8.6 Wilton Firing Range Environment



Photo 37: Wilton - Unused Indoor Firing Range

Wilton has a firing range in-house, but there was an issue with the lead from shot explosion not meeting OSHA standards. They currently use a range in the landfill – near Redding/Ridgefield area - 2-3 times a year for a week at a time. However, there are issues with the town, and can only use it ten times a year, only during school hours. Wilton's Salt Shed is unused; it could possibly be made into an indoor range. It is in a residential area so it would need to be soundproof.



Photo 38: Wilton Salt Shed

Wilton Firearms Training

2019	
Total Overtime Hours	306.0
Average Hourly OT Rate	\$67.44
Firearms Training OT Costs	\$20,636.64
2018	
Total Overtime Hours	397.75
Average Hourly OT Rate	\$67.44
Firearms Training OT Costs	\$26,824.26

Table 142: Wilton Firearms Training

9.0 Gym Facilities

9.1 Overview of WestCOG Gym Environment

	Department/HQ	Off-Site	Other
New Canaan	New	N/A	N/A
Redding	Newer area	N/A	N/A
Ridgefield	Treadmill, weights	N/A	N/A
Weston	Not acceptable	N/A	N/A
Wilton	None	N/A	N/A

Table 143: WestCOG Gym Equipment

9.2 New Canaan Gym Environment



Photo 39: New Canaan Cardio facility

The cardio room is upstairs and has been nicely renovated. The downstairs facility is crowded, and furnace exhaust fumes are often present.

9.3 Redding Gym Environment



Photo 40: Redding Gym facilities

The Redding gym facility has a treadmill and weights.

9.4 Ridgefield Gym Environment



Photo 41: Ridgefield Gym facilities

Ridgefield's gym has a treadmill and weights. All officers have personal gym memberships.

9.5 Weston Gym Environment

Weston's gym is a free-standing outbuilding provided by the PBA. Donations support the equipment used.

9.6 Wilton Gym Environment

Wilton does not have a gym.

Appendix A: Stakeholder Surveys



WestCOG Survey
Monkey Results Dec '17