



**City of North Pole Comprehensive Strategic Plan: Action Planning Session**  
**Tuesday, July 5, 2016; 5:00 – 6:30 PM**  
**City Hall: 125 Snowman Lane, North Pole, AK**

**Agenda**

- I.** Review Strategic Plan Survey Results and Recommended Changes
- II.** Finalize Priority Strategies
- III.** Action Planning: Identifying Next Steps, Partners and Indicators For Priority Strategies
- IV.** Next Steps + Adjourn



# CITY OF NORTH POLE *Alaska*

## REGULAR CITY COUNCIL MEETING

Tuesday, July 5, 2016

### WORK SESSION

### COMPREHENSIVE STRATEGIC PLAN

5:00 P.M.

Committee of the Whole – 6:30 p.m.

Regular City Council Meeting – 7:00 p.m.

#### MAYOR

Bryce Ward  
888-4444

#### CITY CLERK

Kathy Weber, MMC  
488-8583

#### COUNCIL MEMBERS

Kevin McCarthy- Mayor Pro Tem	590-0800
Preston Smith – Dep Mayor Pro Tem	488-8824
Elizabeth Holm – Alt Dep Mayor Pro Tem	488-6125
Santa Claus	388-3836
Elyse Dawson	520-221-1340
Thomas McGhee	455-0010

1. Call to Order/Roll Call
2. Pledge of Allegiance to the US Flag
3. Invocation
4. Approval of the Agenda
5. Approval of the Minutes

## **6. Communications from the Mayor**

- Proclamation in honor of Dr. Doolittle
- Letter to FNSB Re: 9-1-1 System Directional Street Names in City of North Pole

## **7. Council Member Questions of the Mayor**

## **8. Communications from Department Heads, Borough Representative and the City Clerk**

## **9. Ongoing Projects Report**

## **10. Citizens Comments (Limited to Five (5) minutes per Citizen)**

## **11. Old Business.**

- a. Ordinance 16-11, an Ordinance amending Title 4, Revenue and Finance, adding Chapter 4.26, Classification of Debtors to the City
- b. Ordinance 16-15, an Ordinance of the City of North Pole, Alaska to amend the 2016 budget by allocating \$5,080 from the general fund balance to pay Tekmate for unpaid charges

## **12. New Business**

- a. Professional Services agreement between the City of Fairbanks, operating the Fairbanks Emergency Communications Center (FECC), and the City of North Pole for the purpose of providing Emergency Dispatching Services for EMS and the fire response.
- b. Approval of auction items from North Pole Police Department.
- c. Resolution 16-08, A Resolution supporting the Fairbanks North Star Borough, Ordinance 2016-36, Amending Borough Code Title 2, regarding appointments to the Planning Commission, Title 17, regarding street naming, and Title 18, regarding the Board of Adjustment including revoking delegation of duties to the City Council

## **13. Council Comments**

## **14. Adjournment**

*The City of North Pole will provide an interpreter at City Council meetings for hearing impaired individuals. The City does require at least 48 hours' notice to arrange for this service. All such requests are subject to the availability of an interpreter. All City Council meetings are recorded on CD. These CD's are available for listening or duplication at the City Clerk's Office during regular business hours, Monday through Friday, 8:00 a.m. to 5:00 p.m. or can be purchased for \$10.00 per CD. The City Clerk's Office is located in City Hall, 125 Snowman Lane, North Pole, Alaska.*



**Committee of the Whole – 6:30 P.M.**  
**Regular City Council Meeting – 7:00 P.M.**

A regular meeting of the North Pole City Council was held on Monday, June 20, 2016 in the Council Chambers of City Hall, 125 Snowman Lane, North Pole, Alaska.

**CALL TO ORDER/ROLL CALL**

Mayor Ward called the regular City Council meeting of Monday, June 20, 2016 to order at 7:02 p.m.

***There were present:***

**Mr. McCarthy – Mayor Pro Tem**  
**Mr. Smith – Deputy Mayor Pro Tem**  
**Ms. Holm – Alt. Deputy Mayor Pro Tem**  
**Ms. Dawson**  
**Mr. McGhee**  
**Mr. Claus**  
**Mayor Ward**

***Absent/Excused***

**PLEDGE OF ALLEGIANCE TO THE U.S. FLAG**

Led by Mayor Ward

**INVOCATION**

Invocation was given by Councilman McGhee

**APPROVAL OF AGENDA**

**Mr. McGhee moved to Approve the Agenda of June 20, 2016**

**Seconded by Mr. Claus**

**Mr. McGhee moved to Amend the Agenda to Consent the following items:**

**Old Business**

- b. Ordinance 16-12, an Ordinance amending Title 15, Building and Construction, Chapter 15-15-060, Local Amendments to the International Building Code
- c. Ordinance 16-13, an Ordinance of the North Pole City Council amending Chapter 12.04, Obstruction or Alteration of Streets, Road Rights-of-Way, Sidewalks or City Property establishing Permits for Parades and Special Events

- d. Ordinance 16-14, an ordinance of the City of North Pole, Alaska to amend the 2016 Budget to accept funding for economic development in North Pole to include work for the Business Retention and Expansion Project (BR&E)

**New Business**

- a. Request from Antler Academy to file sales tax from monthly to quarterly
- b. Request from Warkentine Inc. dba Computer Rx to file sales tax from monthly to annually
- c. Fairbanks North Star Borough and City of North Pole Emergency Medical services/Ambulance Contract and Renewal Amendment No.1
- d. Recommendation to award IFB 2016-01, Auctioneering Services, to Great North Auction, LLC
- e. Ordinance 16-15, an Ordinance of the City of North Pole, Alaska to amend the 2016 budget by allocating \$5,080 from the general fund balance to pay Tekmate for unpaid charges
- f. Resolution 16-06, A Resolution acknowledging that the City of North Pole is authorized to apply to the Alaska Department of Environmental Conservation (ADEC) for an Alaska Clean Water Fund loan for the purpose of constructing an extension to the wastewater treatment plant discharge sewer main in response to and ADEC Notice of Violation
- g. Resolution 16-07, A Resolution establishing the Wastewater Effluent Discharge Project, Phase 1, as the City of North Pole's number one priority capital project in state FY 2018

**Seconded by Mr. McCarthy**

**Discussion**

None

**On the Amendment**

**PASSED**

Yes: 7 –McCarthy, Smith, McGhee, Dawson, Claus, Holm, Ward

No: 0

Absent: 0

**On the Agenda as amended**

**Discussion**

None

**PASSED**

Yes: 7 –McCarthy, Smith, McGhee, Dawson, Claus, Holm, Ward

No: 0

Absent: 0

**APPROVAL OF MINUTES**

**Mr. McGhee moved to Approve the Minutes of June 6, 2016**

**Seconded by Ms. Dawson**

**Discussion**

None

**PASSED**

Yes: 7 –McCarthy, Smith, McGhee, Dawson, Claus, Holm, Ward

No: 0

Absent: 0

**COMMUNICATIONS FROM THE MAYOR**

- 4<sup>th</sup> of July Meetings are ongoing and we are in need of help from the community. The next meeting will be June 27<sup>th</sup> here at City Hall at 6pm. The Committee chose a theme for this year's parade and festival. Freedom in Motion! We are in need of help and sponsorship for this event!
- The Strategic Planning effort is ongoing and we need residents and community members to review the draft and take the survey. The survey is available on the website, Northpolealaska.com.
- In conversations with the Borough in regards to the 5<sup>th</sup> avenue park I was informed that the park was at one time a camp ground and was shut down in the 80's. I think especially with the RV park shut down that it may be a big benefit to request the FNSB turn the park back into a campground. I am looking for council response.
- FMATS has recently approved the creating of the TAP program or Transportation alternative program for non MPO agencies (city of North Pole). This program has a 10% local match and is competitive. I would like to explore the possibility of the City doing an extension of the Nature trail from 5<sup>th</sup> avenue to 8<sup>th</sup> avenue with a design similar to the

proposed Chena River Walk project (elevated walkways over the slough) there is currently a recreational easement along the south side of the river for this purpose.

- I was able to meet briefly with Senator Sullivan this past weekend while he was here and talked about the issues we are having as a community, including the Sewer Outfall NOV

Gary Hutchison presented the draft 2015 annual audit.

### **COUNCIL MEMBER QUESTIONS OF THE MAYOR**

- Mr. Smith said he had a convertible that he would loan for the parade for the King and Queen.
- Mr. Claus said the North Pole Library will be getting a flag pole soon from the Fairbanks North Star Borough.

### **COMMUNICATIONS FROM DEPARTMENT HEADS, BOROUGH REPRESENTATIVE AND THE CITY CLERK**

#### **Police Department, Chief Dutra**

- Scott McCumby swearing in.
- Sgt. Stevenson Letter of Commendation
- 4<sup>th</sup> Avenue home cleaned up
- Working on cleaning up website for reserve store.
- Working on RFP for towing
- 4 wheelers being contacted by officers
- New patrol cars to be driven to NP save money
- Completed our evidence audit all is well

#### **Fire Dept., Chief Lane**

- Attended Dr. Doolittle Memorial
- Finished up hose testing
- Hydrant testing will be happening next month.
- Engine testing will follow.
- Sent email to all elected officials and personnel for NIMS testing.

#### **Finance, Tricia Fogarty**

- Financial reports were given to council along with delinquent reports.

**Director of City Services, Bill Butler**

**Building Department**

- Six new building permit applications submitted since last Council meeting
  - Five new homes in Stillmeyer Subdivision.
  - One building renovation—Stop Work Order resulted in permit application.
- Almost \$13.5 million in construction so far this year—the majority, \$11 million at Petro Star for their Naphtha Unit.

**Public Works**

- First of the new signs installed—entry sign at Beaver Springs Nature Trail.
- Investigating options to extend the Beaver Springs Nature Trail.
  - Soil & Water Conservation District is interested in working with the City to extend the trail.
  - Concept is to extend the trail along the creek as far as Ainley Properties.
  - Looking for grant funds to produce a development plan and any future development.
- Working with a volunteer to design expansion of Skateboard Park using equipment obtained from Eielson AFB.
  - Planning a “Grand Opening” event for later this summer to highlight the upgrades at the park.
  - Public Works is also planning additions to the BMX bike obstacles to improve the experience for kids using this section of the park.

**Utility Department**

- Power outage this past Saturday (9:00 pm to after midnight) in the Beaver and Kit Boulevards area required Utility staff to use generators to power lift stations.
- Utility is planning to issue an Invitation to Bid for mobile generators to use during power failures to run sewer lift stations
  - Money from an existing Alaska Clean Water Fund Loan will be used to pay for the generators.
  - On June 15, Utility staff observed full flow in the sewer discharge channel.
  - There was a trickle of river flow in mid-May.

**Natural Gas Utility Board**

- Gas meeting scheduled for tomorrow—looking to learn more about governor’s proposal to delay current negotiation for a gas supply
  - Delay proposed to assess possibility of natural gas from the Nenana area.
  - Any delays may extend the expected deliver of natural gas to the Fairbanks area.



**Borough Representative**

- Ordinances in front of assembly to restructure the planning commission.
- Second ordinance was to let elected officials sit on the planning commission.

**City Clerk's Office, Kathy Weber**

- Bringing forward the Charter Amendments for meeting of July 5<sup>th</sup>.
- Next regular council meeting is Tuesday, July 5<sup>th</sup>. There is discussion with Shelly Wade of a work session starting at 5:00 wanted to wait and talk with council tonight to confirm that it would be a good time for them.

**ONGOING PROJECTS**

- None

**CITIZENS COMMENTS**

- Francie Cork, 401 Holiday Rd.

Ms. Cork is excited about the bike and walking trails and she will help work with that. Nice to hear about the delinquent accounts and that they are being cleaned up. She met with the Police Chief and Mayor about the property on W 4th and they made thing happen. The property was cleaned up that evening. Ms. Cork said the neighborhood looks better than it has in years.

**OLD BUSINESS**

**ORDINANCE 16-11, AN ORDINANCE AMENDING TITLE 4, REVENUE AND FINANCE, ADDING CHAPTER 4.26, CLASSIFICATION OF DEBTORS TO THE CITY, 2<sup>ND</sup> READING**

Mr. Butler stated that this was the second reading of the ordinance and he went over the language.

**Public Comment**

None

**Mr. McGhee *moved to Adopt Ordinance 16-11, an Ordinance amending Title 4, Revenue and Finance, adding Chapter 4.26, Classification of Debtors to the City, 2<sup>nd</sup> Reading***

**Seconded by Mr. McCarthy**

**Discussion**

Mayor Ward said he had a question about hiring and elected officials. He said in the past there was elected officials that had delinquent accounts and if they would be able to run for office and held to a higher standard

Mr. Claus said that if someone was on the council and had a debt that there is already something in the code that would deal with that.

Ms. Holm said she doesn't agree with that as elected officials could fall on hard times and she felt everyone should be treated the same.

Mr. Smith asked if they have paid or done community service to pay off their debt.

Mayor Ward said that he has seen council members on delinquent reports and that we should treat them the same as the residents. If there is a standard to meet the elected officials should also be held to that.

Mr. Smith asked how that would affect people who had water & sewer.

Mayor Ward stated that it would be if you had a debt to the city and it becomes delinquent that it would fall under this section. There are mechanisms in place to keep out of delinquency.

**Mr. McGhee moved to amend under line 65 to read: contractor, city council member or employee within the City that council member wages and employee wages can be garnished.**

**Seconded by Mr. Claus**

Ms. Weber said that she didn't think they could do that with wages and the ordinance could be postponed until they could send this to the attorney.

Mr. Smith asked how that would happen with people who weren't on City water and sewer.

Mayor Ward said that it would only happen to those people who had a debt with the City, ie. water/sewer, permits, assessments, tickets. Ms. Weber did say that this could be postponed until the attorney could look at the ordinance.

Mr. McGhee said that looking over the years we have had conflict of interests when a council member is in debt in one area and voting on another member and didn't ask the clerk whether or not they had a debt and to abstain from voting. He feels that council needs to be held to a higher standard. He felt that it would be a basis for not to be a council member.

**Mr. McGhee moved to postpone Ordinance 16-11 until the City Attorney can look at it and bring it back to the meeting of July 5, 2016 on whether they can include a council member.**

**Seconded by Mr. Claus**

**Discussion**

Ms. Holm asked if council was giving guidance to put a target on someone's back or just a whole new ordinance.

Mayor Ward wanted the motion read back.

Mr. McGhee said the motion was to include the City's right to withhold or withdraw a position from city council election if they are not in good standing

Ms. Holm said she doesn't agree with this as it puts a target on council members and even if it comes back with the attorney saying that it is totally legal she can't agree with it. Last November the City didn't even have anyone to run for council. She will not vote for it and thinks that it is ridiculous.

Mr. McGhee said as an elected official that they represent the City. Line 6 on the ordinance gives everyone the chance to come into compliance.

Mr. McCarthy called the question

Ms. Holm said she didn't know why they are postponing this as she didn't know why wouldn't they already be included and then why would we get legal fees on this.

Mr. McGhee said the reason it's not stated on there is that we represent the City and have the same requirements and the same out if we need it.

Ms. Holm asked if this would fall under an ethical violation.

Ms. Holm called the question.

**PASSED**

Yes: 6- Dawson, Claus, McGhee, McCarthy, Smith, Ward

No: 1- Holm

Abstain: 0

**COUNCIL COMMENTS**

**Mr. Claus** – glad to see that there is more reason to support the reserves at the NPPD. He

encouraged everyone to support the reserves.

**Mr. McCarthy** – this Saturday and Sunday at the Tanana Valley State fairground there will be a THC seminar that will be giving an hourly discussions. It is geared by people gearing up to get involved in the marijuana field. Come and go to seminars and he'll go and see what they have to say.

**Mr. McGhee** – Good night.

**Ms. Dawson** – Good night

**Ms. Holm** - Good night.

Mr. Smith – good to see tourist taking pictures and enjoying themselves. Everyone take care, enjoy the weather and be safe.

**Mayor Ward** – next meeting for festival is next Monday and they are looking for volunteers. It should be a lot of fun.

### **ADJOURNMENT**

**Mr. McGhee** *moved to Adjourn the meeting at 8:59 p.m.*

**Seconded by Mr. Claus**

The regular meeting of June 20, 2016 adjourned at 8:59 p.m.

**These minutes passed and approved** by a duly constituted quorum of the North Pole City Council on Tuesday, July 5, 2016.

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Bryce J. Ward, Mayor

**ATTEST:**

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Kathryn M. Weber, MMC  
North Pole City Clerk



# CITY OF NORTH POLE

*"Where the Spirit of Christmas Lives Year Round"*

125 Snowman Lane • North Pole, Alaska 99705-7708  
E-mail: [mayor@northpolealaska.com](mailto:mayor@northpolealaska.com) • Website: [www.northpolealaska.com](http://www.northpolealaska.com)

June 29, 2016

City Hall  
907-488-2281  
Fax: 907-488-3002

Mayor  
907-488-8584

City Clerk  
907-488-8583

Police  
Department  
907-488-6902

Fire  
Department  
907-488-2232

Utilities  
907-844-6111

Director of  
City Services  
907-488-8593

Finance  
907-488-8594

Mayor Karl Kassel  
Fairbanks North Star Borough  
PO Box 71267  
Fairbanks, AK 99707

RE: 9-1-1 System Directional Street Names in City of North Pole

Dear Mayor Kassel,

The City of North Pole acknowledges that the directional street names affecting the central part of town are confusing and problematic for emergency response efforts. Many of the areas affected are part of the original development in town which dates back to the 1950's and have historic significance to the City. The City is respectfully requesting that the Fairbanks North Star Borough change the 9-1-1 database to reflect directional streets in North Pole as the City has already done.

The City of North Pole will publicly notice that the Fairbanks North Star Borough will be changing the 9-1-1 system to reflect directional addresses on the affected parts of town and that future plats will need to reflect the directional designations. The City will also verify that all streets in question 1<sup>st</sup> avenue through 7<sup>th</sup> avenue have directional dictation.

Although the City does request that street directional signage be updated in the 9-1-1 system we also do request that the FNSB avoid issuing new duplicative addresses for the directional streets, ie, 427 East Fifth and 427 West Fifth. We also do request that the owners of the properties that are currently duplicative 526 East Fifth and 526 West Fifth be contacted and notified of this issue and if possible, one of the addresses changed to avoid further confusion. Thank you for your attention to this matter.

Sincerely

Mayor Bryce J. Ward

**CITY OF NORTH POLE  
Ordinance 16-11**

**AN ORDINANCE AMENDING TITLE 4, REVENUE AND FINANCE ADDING  
CHAPTER 4.26 CLASSIFICATION OF DEBTORS TO THE CITY**

**WHEREAS**, changes to the North Pole Municipal Code is a continually changing requirement; and

**WHEREAS**, the City of North Pole Municipal Code should be amended to conform to the requirements of the City and to clarify questionable areas.

**NOW, THEREFORE, BE IT ORDAINED** by the Council of the City of North Pole:

Section 1. This ordinance is of a general and permanent nature and shall be codified.

Section 2. Addition of Chapter 4.26 Classification of Debtors to the City

**4.29.010 Definitions**

For the purposes of this chapter, the following words and phrases have the following meanings:

Business: A commercial operation or company.

Citation: A notice of violation of City Code excluding traffic citations.

Corporation: A legal entity, of any type, created by or under the laws of any state.

Delinquent debt: A debt owed to the City not paid within 60 calendar days of the required payment date.

Developer: A party that develops real estate for sale.

Fee: A charge for a City service.

License: The permission granted by competent authority to exercise a certain privilege that, without such authorization, would constitute an illegal act.

Party: Any person, corporation, developer or business.

Permit: A document granting permission, license or warrant.

**4.26.020 License and permit denial, revocation or suspension; restrictions on hiring and denial of contracting with the City.**

Any party, that has a delinquent debt with the City shall be determined to be *Not in Good Standing*, with the City.

The City may deny any application for, or revoke or suspend any City-issued license or permit, including renewals issued by any department of the City for any party determined to be *Not in Good Standing*. In addition, a party determined to be *Not in Good Standing* shall not be eligible to be hired for a position with the City nor to contract with the City.

1. The City Accountant shall determine and maintain a list of all parties that are *Not in Good Standing* with the City.
2. A delinquent debt owed to the City shall be binding on the heirs and assigns of any party until the delinquency with the City is resolved to the City's satisfaction.
3. The City may deny, revoke or suspend any license or permit, including renewals; enforce restrictions on hiring; or enforce restrictions on being a contractor with the City for any party who has a delinquent debt owed to the City, provided, that written notice is mailed to the party by the City Accountant upon the party being placed on the *Not in Good Standing* with the City list. The determination of delinquency shall be prima facie evidence for the denial, revocation or suspension of license or permit; restriction on hiring; or restriction on being a contractor with the City.
4. The process for collection of delinquent debts owed to the City is defined in Section 4.06.020 Collection of unpaid debts. In addition to the processes detailed in Section 4.06.020, the City of North Pole shall have a lien upon any and all real property for a party with a delinquency for payment of any and all charges with the City consistent to the fullest extent allowed under State law. In addition, this lien shall be superior to any and all other liens to the maximum extent allowed under State law.
5. Any license or permit denied, revoked or suspended; restriction on hiring; or restriction on being a contractor with the City under this section shall not be lifted until the City Clerk certifies that the party has returned to *Good Standing*. The City Clerk shall certify a party as returning to *Good Standing* only upon notification by the City Accountant that the party has paid in full any and all delinquencies owed to the City or signed a legally binding Confession of Judgment that establishes a payment plan and the party is in full compliance with that plan.
6. All parties shall be given an opportunity to enter into a Confession of Judgment with the City that establishes a legally binding payment plan for the delinquency, thereby allowing the City to certify that the party has returned to *Good Standing* with the City. Failure to comply with the Confession of Judgment shall be grounds for immediate reclassification of the party as *Not in Good Standing* with the City with all the penalties and restrictions associated with this classification; provided, however, that the party be mailed notice that they have been reclassified as *Not in Good Standing* with the City.

PASSED AND APPROVED by a duly constituted quorum of the North Pole City Council this 6th day of June, 2016.

\_\_\_\_\_  
Bryce J. Ward, Mayor

ATTEST:

\_\_\_\_\_  
Kathryn M. Weber, MMC  
North Pole City Clerk

PASSED/FAIL Yes: No: Absent:
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## Kathy Weber

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**From:** Zane Wilson <zane@alaskalaw.com>  
**Sent:** Thursday, June 23, 2016 1:50 PM  
**To:** Kathy Weber  
**Cc:** Niki L. Lightly  
**Subject:** RE: City of North Pole

Kathy:

#1- I spent an hour trying to definitively answer this question. I have not come up with a definitive case but my belief is that to restrict someone from running for office because they have a debt with the City would violate their constitutional rights as a citizen. The Alaska Constitution, Article XII, section 4, disqualifies a person from holding office if they advocate for the overthrow of the government. Clauses such as this have been construed to state the sole limits that can constitutionally limit a person's right to hold office. For example, this reasoning was used by the United States Supreme Court strike down statutory term limits on members of congress. So, my short answer is "probably no" but it would require more time and research to conclusively answer the question. Let me know if the City wants me to spend additional time (2-5 hours) to get a final answer.

#2-To garnish you first need a judgment. We can get a judgment by a confession or by contested suit.

Have a great day.

Zane

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**From:** Kathy Weber [mailto:Kathy.Weber@northpolealaska.org]  
**Sent:** Wednesday, June 22, 2016 11:55 AM  
**To:** Zane Wilson  
**Subject:** City of North Pole

Zane,

At the meeting of Monday, June 20<sup>th</sup>, the City Council postponed Ordinance 16-11 until the meeting of July 5<sup>th</sup> in order to get legal advice on the following:

1. Mr. McGhee moved to Postpone Ordinance 16-11 until July 5<sup>th</sup> and send the Ordinance to the City Attorney to see if inclusion of "elected officials" could be add to the ordinance. Basically saying that if you had outstanding delinquent debt with the City that you would be unable to run for elected office in the City.
2. The also asked if they could garnish employee wages to pay for a delinquent debt. I told them that we couldn't do that unless it had gone through the legal system, etc. They would like to hear from you as to how the City could go about collecting a delinquent debt from an employee. (Doesn't that fall under the confession of judgement?)

If you could give us a legal opinion no later than June 29<sup>th</sup> so I can include it with the ordinance for the July 5<sup>th</sup> packet.

Kathy Weber, MMC  
City Clerk/HR Manager  
125 Snowman Lane  
North Pole, Alaska 99705  
P: 907-488-8583  
F: 907-488-3002



**ORDINANCE NO. 16-15**

**AN ORDINANCE OF THE CITY OF NORTH POLE, ALASKA TO  
AMEND THE 2016 BUDGET BY ALLOCATING \$5,080 FROM THE  
GENERAL FUND BALANCE TO PAY TEKIMATE FOR UNPAID  
CHARGES**

**Section 1.** This ordinance is of a special nature and shall not be included in the North Pole Code of Ordinances.

**WHEREAS**, the 2016 Budget should be amended to conform to the requirements of the City; and

**WHEREAS**, the City of North Pole was under contract with Tekmate to provide services for administration; and

**WHEREAS**, the contract was for three years or 36 months of service; and

**WHEREAS**, the City wished to have an IT provided for the entire City and requested proposals; and

**WHEREAS**, the City chose to go with Alasconnect for IT service. However, the City was still contractually responsible to pay out the contract to Tekmate; and

**WHEREAS**, during discussions on payoff for the contract there was a misunderstanding and the City did not pay for two months of the full 36 month contract and the amount is still owed to Tekmate; and

**WHEREAS**, prior to the decision to go with Alasconnect the Fire Department server failed and the Fire Department acquired the services of Tekmate to replace the server; and

**WHEREAS**, the estimate was given of \$8,000 to replace the server; and

**WHEREAS**, Tekmate charged the City more than \$8,000 to replace the server and account manager Bruce Witt “credited” the account \$3,000; and

**WHEREAS**, the City was informed that Bruce Witt could not issues a credit and the City was responsible for the charges; and

**WHEREAS**, the City disputed the charges and the invoice for the unpaid “credit”, and was then turned into collections against the City of North Pole.

**NOW, THEREFORE, BE IT ORDAINED** by the North Pole City Council that the City amends the 2016 budget by allocating \$5,080 from the general fund balance to pay Tekmate for unpaid charges.

47 **Section 2.** Effective date.

48 This ordinance shall become effective at 5:00 p.m. on the first City business day following  
49 its adoption.

50  
51 **PASSED AND APPROVED** by a duly constituted quorum of the North Pole City Council  
52 this 5<sup>th</sup> day of July, 2016.

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59 ATTEST:

\_\_\_\_\_  
Bryce J. Ward, Mayor

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61  
62 \_\_\_\_\_  
63 Kathryn M. Weber, MMC  
North Pole City Clerk



# City of North Pole, Alaska

## Budget Amendment Note Year: 2016 Ordinance: 16-15

Originator / Sponsor Name: Mayor Ward

Date: June 20, 2016

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Does the Ordinance or Resolution have a fiscal impact? **Yes**

Fund- Dept. Title	Account Description	Account #	Debit	Credit
01 – General Fund	Fund Balance	01-00-2-900	5,080.00	
01 – General Fund	Admin IT Services	01-51-2-220		2,080.00
01 - General Fund	FD – IT Services	01-54-2-220		3000.00

Prepared By: Tricia Fogarty Date: June 14, 2016

Finance Approval: *Tricia Fogarty* Date: 6-15-16

## Bryce Ward

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**From:** Erica Sharp [TekMate] <erica.sharp@tekmate.net>  
**Sent:** Tuesday, May 31, 2016 6:52 AM  
**To:** Bryce Ward  
**Subject:** City of North Pole  
**Attachments:** Letter to Mayor Ward May 2016.pdf; city of north pole contract invoice 54939.pdf; city of north pole fire dept invoice 48776.pdf; city of north pole contract invoice 54588.pdf

Hi Mayor Ward,

I apologize in the delay in getting this letter to you. Unfortunately combining all invoices into one (per your request) is outside system capabilities when there are invoices on different accounts. I have attached the letter you've requested and copies of all 3 outstanding invoices. Payment of these invoices will clear all the City of North Pole's accounts. Please let me know if you have any questions.

Thank you,

Erica Sharp  
Asst. Business Operations Manager  
Tel. 907-375-1130 x130  
[Erica.Sharp@acsalaska.com](mailto:Erica.Sharp@acsalaska.com)



**From:** [Bruce A. Witt \[TekMate\]](#)  
**To:** [Bryce Ward](#)  
**Cc:** [Cindy Christopher \[TekMate\]](#); [Scott McDonald \[TekMate\]](#); [Jason Reopelle \[TekMate\]](#); [Jason Webb \[TekMate\]](#)  
**Subject:** CONP - Cancellation  
**Date:** Friday, November 13, 2015 10:08:46 AM  
**Attachments:** [city of north pole contract invoice 54939.pdf](#)  
[city of north pole contract invoice 55334.pdf](#)

---

Good Morning Mayor Ward,

Attached are the invoices to bring you to the end of your contract. November is included also.

The proactive team included this below and I included your COIT Team Leader Jason W.. You will need a new antivirus solution when you leave. Please pass to your new provider and feel free to give them my contact so I can assist with making this a smooth transition.

Thanks,  
Bruce

Good Morning Bruce,

Per our conversation, I am sending you an email with things we need to address for this client ending service. Please bear in mind I am only taking into account proactive related services, and the team lead may have other points of concern. Here is the list of proactive services and any special concerns handing them off:

- Backup: WSB, no need for detailed handoff.
- AV: COIT managed AVG; per policy, this must be uninstalled. The client must find a new AV solution.
- Firewall: Watchguard XTM 33, remove from our management server, give credentials to new IT provider.
- WSUS: no need for detailed handoff.

Thank you for your time today.

Bruce Witt Jr.  
Account Manager  
TekMate/Alaska Communications  
907-375-1145

**tekmate**  
An Alaska Communications Company

---

Please direct service or support requests to: [support@tekmate.net](mailto:support@tekmate.net)

The information in this email and in any attachment is confidential and may be privileged. If you are not the intended recipient, please destroy this message, delete any copies held on your systems and notify the sender immediately. You should not retain, copy or use this email for any purpose, nor disclose all or any part of its content to any other person.

**TekMate, LLC.**

Phone: 907-561-6283  
Fax: 907-375-1188  
600 Telephone Ave. MS#13-TP  
Anchorage, AK 99503



tekmate...  
An Alaska Communications Company

**Invoice**

Number: **54588**

Date: **9/15/2015**

---

**For the period from 10/1/2015 thru 10/31/2015**

---

**Bill-To**

**Attn: Kathy Weber  
City Of North Pole  
125 Snowman Lane  
North Pole, AK 99705 U.S.A.**

**Ship-To**

**Attn: Kathy Weber  
City Of North Pole  
125 Snowman Lane  
North Pole, AK 99705 U.S.A.**

---

<u>Contract</u>	<u>Start Date</u>	<u>End Date</u>	<u>Contract Type</u>	<u>Reference</u>	<u>Terms</u>	<u>Inv. Batch</u>	<u>A/R Cust. No.</u>	<u>PO No.</u>
1200	9/1/2013	8/31/2016	Data Recurring	Bruce Witt	1st of the Month	24324	City Of North Pole	PO # 14472

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**Monthly ConstantlyOn IT**

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**\$1,040.00**

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Item Total: **\$1,040.00**

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**Total Amount Due: \$1,040.00**

INTEREST WILL BE CHARGED AT THE MAXIMUM RATE ALLOWABLE PER MONTH ON ALL ACCOUNTS OVER 30 DAYS.

**TekMate, LLC.**

Phone: 907-561-6283  
Fax: 907-375-1188  
600 Telephone Ave. MS 70  
Anchorage, AK 99503



**tekmate**  
An Alaska Communications Company

**Invoice**

Number: **54939**  
Date: **10/15/2015**

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**For the period from 11/1/2015 thru 11/30/2015**

---

**Bill-To**

**Attn: Kathy Weber**  
**City Of North Pole**  
**125 Snowman Lane**  
**North Pole, AK 99705 U.S.A.**

**Ship-To**

**Attn: Kathy Weber**  
**City Of North Pole**  
**125 Snowman Lane**  
**North Pole, AK 99705 U.S.A.**

---

<u>Contract</u>	<u>Start Date</u>	<u>End Date</u>	<u>Contract Type</u>	<u>Reference</u>	<u>Terms</u>	<u>Inv. Batch</u>	<u>A/R Cust. No.</u>	<u>PO No.</u>
1200	9/1/2013	8/31/2016	Data Recurring	Bruce Witt	1st of the Month	24397	City Of North Pole	PO # 14472

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**Monthly ConstantlyOn IT**

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**\$1,040.00**

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Item Total: **\$1,040.00**

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**Total Amount Due: \$1,040.00**

INTEREST WILL BE CHARGED AT THE MAXIMUM RATE ALLOWABLE PER MONTH ON ALL ACCOUNTS OVER 30 DAYS.



**TekMate, LLC.**

Phone: 907-561-6283  
Fax: 907-375-1188  
600 Telephone Ave. MS#13-TP  
Anchorage, AK 99503

**Invoice**

Number: **48776**  
Date: **10/10/2014**  
Source: **SO No. 118003**

**Bill-To**

**Attn: Buddy Lane**  
**City of North Pole - Fire Dept**  
**110 Lewis St**  
**North Pole , Alaska 99705 U.S.A.**

**Ship-To**

Attn: Buddy Lane  
City of North Pole - Fire Dept  
110 Lewis St  
North Pole , Alaska 99705 U.S.A.

Acct. No.	A/R Cust. No.	Customer PO	Reference	Sales Rep	Ship Via	Terms
3584	City of North Pole - Fire Dept			Bruce A. Witt		Net 30

*10/02/2014 09:00 AM by Zachary Parker : Restoring Exchange database from backup.*

*Replaced the old exchange database with the old.*

*Mounting the database to their Exchange server failed.*

*Tried mounting the database as a secondary database.*

*Exchange failed to mount.*

*Check the status of the database. It is in a dirty shutdown.*

*Tried to put it into a clean shutdown. Failed.*

*Repaired the Exchange database.*

*Compacted the exchange database.*

*Created the database as a recovery database named "recoverydb"*

*Mounted the database to Exchange.*

*Checked the health of the database.*

*Check the mail boxes within the database.*

*Created the same mailboxes in 'Mailbox Database'.*

*10/06/2014 09:00 AM by Zachary Parker :*

*Rebuilding server from the office.*

*Downloaded SBS 2011 standard.*

*Put onto bootable USB drive.*

*Downloaded RAID Drivers.*

*Started reinstalling SBS. Added RAID controller drivers to the installation.*

*Searching and downloading NIC drivers. Installed NIC drivers to the installation.*

*Started a clean version of SBS.local.*

*Named the server 'NPFDSERV'*

*Created npfd.local domain.*

*Gave the server the IP 192.168.20.10.*

*Waiting for SBS to finish installing.*

*Once SBS had finished installing, created 24 user accounts.*

*Created Mailboxes for the user accounts.*

*Created share's identical to the previous setup.*

*Installed printer to the server.*

*Restored their old Exchange database to my test environment.*

*Repaired the Exchange database.*

*Compacted the exchange database.*

*Created the database as a recovery database named "recoverydb"*

*Mounted the database to Exchange.*

*Exported Mailboxes to PST files.*

*Went onsite.*

(\* denotes repair item)

**TekMate, LLC.**

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Anchorage, AK 99503

**Invoice**Number: **48776**Date: **10/10/2014**Source: **SO No. 118003**

Acct. No.	A/R Cust. No.	Customer PO	Reference	Sales Rep	Ship Via	Terms
3584	City of North Pole - Fire Dept			Bruce A. Witt		Net 30

*Backed up the users files from their local profile.  
Exported their Outlook data to PST's  
Removed the four computers from the old domain.  
Added computers to the new domain.  
Readded their local files.  
Created Group Policy for Mapped drives.  
Set up their Outlook accounts.  
Imported PST's to Outlook.  
Changed DNS settings on Network Solutions.  
Logged into Router and pointed outside services to new server.  
Checked e-mail flow.  
Verified e-mails are sending.  
let Kalen a note about new user names and passwords.  
E-mailed Bruce on progress.*

*10/07/2014 11:00 AM by Zachary Parker :  
Bruce emailed me stating the e-mails are not going through.  
Logged into server.  
Checked mailboxes he was sending to.  
Recipient policy did not apply old email addresses.  
Verified Recipient policy.  
Forced recipient policy.  
Checked Mailboxes. Addresses are now populating.  
Kalen e-mailed a list of issues.  
Went onsite.  
She was having trouble scanning and missing files.  
Found files on a different 'Scans' folder then she was looking in.  
Recreated shortcuts.  
Setup scanning to new directory she was used to.  
Tested scanning.  
Kalen gave me a list of users that didn't have access.  
Created accounts for the users.  
Gave Kalen a list of all the accounts I created. List was outdated.  
She crossed off the names that they didn't need and I deleted the user accounts and mailboxes.  
Created a staff distribution group for all the employees.  
GAL not updating on clients end.  
Forced the GAL to updated.  
Pushed to GAL out to clients.  
Still not updating.  
Showed Kalen how to download the GAL from Outlook.  
Email to 'Moden' got kicked back to Kalen.  
Checked Exchange. Missed creating the Mailbox when the user was created.  
Added to Mailbox and asked her to check again.  
2 users (Kevin Haywood and Shawn McGilvary) wanted to have their old emails restored.  
Recovered the Mailboxes.*

(\* denotes repair item)

**TekMate, LLC.**

Phone: 907-561-6283  
Fax: 907-375-1188  
600 Telephone Ave. MS#13-TP  
Anchorage, AK 99503

**Invoice**Number: **48776**Date: **10/10/2014**Source: **SO No. 118003**

Acct. No.	A/R Cust. No.	Customer PO	Reference	Sales Rep	Ship Via	Terms
3584	City of North Pole - Fire Dept			Bruce A. Witt		Net 30

10/03/2014 11:00 AM by Zachary Parker :  
SO 118003, City of north Pole Fire Department  
Reason:

Arrived onsite.  
With the recoveryDB in place, Migrated to the old mailboxes to the new Mailboxes.  
Checked the Mailbox Move queue.  
All mailboxes are accounted for.  
Checked the Mailboxes on 'Mailbox Database'.  
Mailboxes are being populated with the recovered information.  
EMC and EMS is starting to give errors.  
Access to IIS is denied. EMC will not load.  
Logged off and tried to log back in, but password would now not work.  
Other users are saying they are unable to log in now.  
Tested other known user name and passwords, fireadmin, scanner, blane, dragonslayer.  
No account would allow me to log in.  
Rebooted into DSRM.  
Logged in with local DSRM admin password.  
Could not access Active Directory to see what was going on.  
Called Bruce and Doug. Asked me to get a hold of Microsoft to work through the issue.  
Called Microsoft. Explained the issues.  
While in DSRM, we deleted the log files in %SYSTEM%\ntds. Restarted. No access.  
Restore ntds.dit from the previous night. Restarted. No access.  
Restored the NTDS folder from the previous night. Restarted. NO access  
Restored the NTDS from after the migration. Restarted. No access.  
Ran dcdiag. Would not run in DSRM.  
Tried to access ntds.dit from eseutil. Database was corrupt.  
Repaired ntds.dit  
Compacted ntds.dit.  
Restarted and no access.  
Tried restoring system state from backup after migration.  
Restore Failed.  
Checked event logs.  
Started VSS service from command prompt.  
Tried restoring again. Error stating that the backup was corrupt.  
Microsoft rep said there was nothing else he could try without more backups.  
Recommended rebuilding the network.  
Called Bruce and Doug. Let them know the outcome.  
Informed Buddy of what was happening.  
Gathered documentation on the network.  
Took server back to the office to rebuild.

Qty.	Item ID	Description	UOM	Ea. Price	Total
20.00	4020001	Labor - Data - Service	EA	\$150.00	\$3,000.00

(\* denotes repair item)

**TekMate, LLC.**

Phone: 907-561-6283

Fax: 907-375-1188

600 Telephone Ave. MS#13-TP

Anchorage, AK 99503

**Invoice**Number: **48776**Date: **10/10/2014****Source: SO No. 118003**

<u>Acct. No.</u>	<u>A/R Cust. No.</u>	<u>Customer PO</u>	<u>Reference</u>	<u>Sales Rep</u>	<u>Ship Via</u>	<u>Terms</u>
3584	City of North Pole - Fire Dept			Bruce A. Witt		Net 30

Item Total: **\$3,000.00**

Assisting with email setup

**Total Amount Due: \$3,000.00**

INTEREST WILL BE CHARGED AT THE MAXIMUM RATE ALLOWABLE PER MONTH ON ALL ACCOUNTS OVER 30 DAYS.

(\* denotes repair item)

invoice.rpt

Printed: 4/19/2016 11:50:46AM

Page 4

May 31, 2016

City of North Pole  
125 Snowman Lane  
North Pole, AK 99705

Attn: Mayor Bryce Ward  
RE: Invoices 54588, 54939, 48776

Mayor Ward,

The total outstanding balance on The City of North Pole's Constantly On IT Contract (#1200) is \$2,080.00 to fulfill contract obligation through August 31<sup>st</sup>, 2016 and will not auto renew per your cancellation request. Of the two additional accounts with TekMate | Alaska Communications; The Fire Department's account has an outstanding balance of \$3,000.00 and the Police Department's account balance is zero. This brings the total balance for the City of North Pole to \$5,080.00.

Thank you for your business and we look forward to serving you again.

Regards,



Erica Sharp  
Assistant Business Operations Manager

## AGREEMENT FOR EMERGENCY DISPATCHING SERVICES

1.0 **PURPOSE:** This Intergovernmental Agreement serves to establish a professional services agreement between the City of Fairbanks (City), operating the Fairbanks Emergency Communications Center (FECC), and the City of North Pole (North Pole) for the purpose of providing Emergency Dispatching Services for EMS and fire response and contains the following objectives:

- 1.1 To promote the health, safety and general welfare of the citizens throughout the City of North Pole. To that end, the parties wish to continually improve procedural efficiency and technical capabilities of emergency call taking, emergency call processing, dispatching and all emergency response communications.
- 1.2 To define deliverables to be provided by both parties.
- 1.3 To provide all participating agencies with a single contact point for the notification of emergencies and receipt of emergency assistance requests, and for the control of coordinated dispatch for fire and EMS response.
- 1.4 To establish an alternate center to serve as a back-up, overflow and training site and/or as a secondary location where emergency dispatchers will function in the event that they need to evacuate the primary 9-1-1 Center.

2.0 **DEFINITIONS:** As used in this Agreement the following words and phrases shall have the meanings indicated unless the context clearly requires otherwise:

- 2.1 "Other Services" shall mean services related to emergency service or jurisdictional communications provision, such as administrative call-taking.
- 2.2 "E9-1-1" (Enhanced 9-1-1) shall mean the emergency communications system which connects the public to emergency response.
- 2.3 "Participants" shall mean the parties to this Agreement and such other entities as become parties in the future.
- 2.4 Call Taking – The act of answering 9-1-1 calls from the public and obtaining the information necessary to dispatch a public safety unit, such as fire, police, medical and rescue, to the reported location of the emergency.
- 2.5 Discretion – Any situation where the call taker believes an emergency situation may exist, an appropriate public safety response will be initiated. Communications personnel should pay close attention to background noise, tone, and word choice of

caller as additional evidence to assist with determination of the status of the 9-1-1 call.

- 2.6 Dispatching – The act of alerting and directing the response of public safety units to the desired location.
- 2.7 Emergency Protocols – A highly defined procedure, placed into a reference system, designed to lead the call taker through a predictable, repeatable, verifiable process for a specific situation. Protocols also prompt the call taker to provide specific instructions to the caller to help them remain as safe as possible until the responders arrive. Common protocols used in the 9-1-1 call taking process would include Emergency Fire Dispatch, Emergency Medical Dispatch, and Emergency Police Dispatch.

### **3.0 FACILITIES AND EQUIPMENT:**

- 3.1 The City provides a 9-1-1 Center (FECC) that includes the following facilities: (1) Dispatch area, (2) Dispatch Center Manager Office, (3) radio / recording / CAD / 9-1-1 technology equipment rooms, (4) storage for inventory, supplies and records, (5) locker room, (6) bathroom / shower facilities, (7) kitchen, (8) lunch / break room, (9) training area, and (10) multi-purpose classroom / conference room.
- 3.2 The City provides the labor to staff the FECC.
- 3.3 FECC recognizes the need to establish a suitable location to function as a back-up facility to the primary facility for 9-1-1 Call Taking and dispatching. FECC agrees to continue to explore options for locating a back-up location or to develop agreements with other jurisdictions/entities for this purpose.
- 3.4 The Fairbanks North Star Borough provides the 9-1-1 equipment, networking components, telephone lines, workstation hardware, software, annual maintenance, and GIS support for the 9-1-1 system. The City maintains a 9-1-1 Call Taking Agreement for use of this equipment.
  - 3.4.1 Long Distance or other charges incurred at FECC in the performance of this Agreement shall be paid by FECC.
- 3.5 The City currently employs the following Public Safety Software applications:
  - 3.5.1 SunGard Public Sector:
    - 3.5.1.1 Computer Aided Dispatch (CAD) system. The CAD system tracks all calls for service regardless of service type. The following interfaces are maintained for the CAD:

3.5.1.1.1 E9-1-1 Interface to CAD

3.5.1.1.2 Paging Interface to CAD

3.5.1.1.3 Interface between CAD and Priority Dispatch ProQA emergency dispatch protocols for fire, medical and police disciplines.

3.5.1.1.4 Pictometry (oblique imaging) interface

3.5.1.1.5 CAD Interface to ImageTrend records management program.

3.5.1.1.6 Rip and Run printer / Fax / E-mail interface

3.5.1.2 Mobile Computer Terminals (MCT) or Freedom application solutions are available for fire, EMS and law enforcement users. This solution is integrated with the Sungard Public Sector CAD system.

3.5.1.3 Records Management Systems (RMS) are available as follows:

3.5.1.3.1 ACS Firehouse is available for fire and EMS use. This solution receives data from a CAD interface.

3.5.1.3.1.1 An end of life period for locally hosted Firehouse data will likely occur prior to the end of this Agreement as many agencies are transitioning from Firehouse. The City Information Technology (IT) Director will work with each agency to define a mutually agreeable time to transition from the locally hosted system and for the agency to obtain their data.

3.5.1.3.2 The FECC CAD system integrates with the Police Records Management System (RMS) and Mobile Field Reporting (MFR) solutions used by the Fairbanks Police Department. As a participant to this Agreement, North Pole Police Department is eligible to use the RMS for records keeping.



3.5.1.4 The City will ensure that annual maintenance contracts with the public safety software vendors are in place and up to date for City owned applications. The City will ensure equipment and software are maintained in good working order and software updates are applied as practical.

3.5.2 Digital Call Logging Recordings of all conventional radio channels, agency Alaska Land Mobile Radio (ALMR) radio talk groups and 9-1-1 telephone calls are maintained for three (3) years.

3.6 The City currently maintains a Motorola MCC 7500 series radio system which is configured to utilize both conventional radio assets and ALMR trunked resources.

3.6.1 There are eight (8) operator positions at the FECC location and two (2) operator positions at the FNSB EOC location on this system.

3.6.2 There are two (2) channels of digital instant recall recording available.

3.6.3 The City maintains an annual maintenance agreement with Motorola to maintain the equipment and software in good working order.

3.6.4 The system also has one (1) back-up mobile radio to serve as an emergency back-up radio at each operator position.

3.7 The City provides both UPS and back-up generator power for FECC. The City Public Works Department is responsible for ongoing maintenance and records of the systems.

#### 4.0 **PERFORMANCE STANDARDS:** FECC will meet the following standards:

##### 4.1 Dispatching Services

##### 4.1.1 Police Services

4.1.1.1 All police related calls for service shall be entered into the CAD system, regardless of origin (9-1-1 Call, Administrative line call, officer self-initiated).

4.1.1.2 All calls will have an event number assigned to track the incident in the system.

- 4.1.1.3 Calls requiring further documentation shall be assigned a police report number as requested by an Officer or pre-defined by North Pole Police administration.
    - 4.1.1.4 Administrative Call Answering – Business line calls coming to the North Pole Police Department shall be answered after hours, on weekends, holidays, and when the North Pole PD Clerk/Evidence Custodian is not available to answer phone calls. When appropriate, calls for service requiring an officer response shall be entered into the CAD system and an officer dispatched as appropriate. All other calls shall be transferred to the Voice Mail of the appropriate person.
- 4.2 Fire and EMS Services. Upon receipt of requests for either emergency or non-emergency assistance for fire and / or EMS response, FECC shall dispatch and track responding units for records keeping purposes.
- 4.3 Alaska Public Safety Information Network (APSIN) records:
  - 4.3.1 Non-Criminal Justice Purposes
    - 4.3.1.1 Current APSIN regulations prohibit the release of person or vehicle information to non-criminal justice agencies. If, during the life of this Agreement, changes occur which allow the release of this information to other public safety, but non-criminal justice agencies, FECC will work with North Pole to establish necessary agreements to allow for dissemination.
    - 4.3.1.2 Changes in APSIN regulations on record dissemination will supersede this Agreement language.
  - 4.3.2 Criminal Justice Purposes
    - 4.3.2.1 Dispatchers shall enter related names and related vehicle information into the CAD call for service after query through APSIN / NCIC / NLETS as appropriate.
    - 4.3.2.2 FECC staff shall enter NCIC related Hot File (missing person, vehicles, articles, boats, etc.) items when requested by North Pole PD Officers.
    - 4.3.2.3 FECC staff shall perform validations of above Hot File items for routine audits.

4.3.2.4 FECC staff shall enter Locate messages in APSIN upon request of North Pole staff and in compliance with APSIN regulations.

4.4 Outgoing Telephone Call Requests – FECC shall make outgoing phone calls on behalf of North Pole employees as requested. Examples of the types of telephone calls to be made are requests for tow trucks, requests to contact building owners or key holders, requests for non emergency resources (such as Red Cross), etc.

4.5 Paging Software – FECC will maintain paging software that can be programmed to initiate an alphanumeric text page for specific incident types. (Example: Any fire or EMS event to generate a text page to North Pole Fire personnel.) Upon request, additional pages can be requested to be sent to North Pole personnel. Example: Page for additional man power for a working structure fire.

4.5.1 The City is only ensuring that the annual maintenance of the software is up to date and that the software is installed and functioning. Upon “leaving” the City network, the City has no control over the speed of message delivery by a third party vendor (such as AT&T, GCI, or other provider.)

4.6 Information Technology (IT) Services:

4.6.1 Each party is responsible for acquiring its own hardware solutions.

4.6.2 Should additional user licenses for software be required, the cost of those licenses shall be borne by the participant causing the cost.

4.6.3 The City IT department will work on connectivity of North Pole hardware to the City network and ensure that the hardware has the capability to log into the software. Once the ability to log into the software is ensured, software issues will be handled by the appropriate North Pole user.

4.7 Fire Station Alerting (FSA) system – The City maintains a FSA system which was obtained through federal grant funding sources. The City is responsible for maintenance and annual support agreements for the City owned infrastructure and software at FECC and City buildings. North Pole shall be the owner of the FSA equipment at its station.

4.7.1 If it is found to be mutually beneficial to have the City contract for annual maintenance to include the North Pole stations in the City's annual maintenance plan, a Letter of Agreement can be executed between North Pole and the City. Billing for any agreed upon fees would be included in the agency billing.

## **5.0 OWNERSHIP OF RECORDS:**

### **5.1 The City owns the following records:**

5.1.1 Digital Call Logging Recordings of all 9-1-1 calls, radio traffic, and non emergency telephone traffic.

5.1.2 CAD data to include all CAD interfaces.

5.1.3 MCT Message Switch data.

### **5.2 North Pole owns the following records:**

5.2.1 Fire and EMS records management data (ACS Firehouse – North Pole Library).

## **6.0 TRAINING – The City agrees to train staff members in the following manner:**

6.1 All Dispatch Center employees will be trained and certified in the use of the following Priority Dispatch protocols: Emergency Fire Dispatch (EFD), Emergency Medical Dispatch (EMD), and Emergency Police Dispatch (EPD) within one (1) year of beginning employment.

6.2 FECC will ensure that staff members receive Continuing Dispatch Education (CDE) sufficient to recertify through the National Academies of Emergency Dispatch (NAED) biannually on the protocols listed in section 6.1 of this Agreement.

6.3 FECC will ensure that staff members receive approved National Incident Management System (NIMS) for the following courses:

6.3.1 IS-100: Introduction to Incident Command System

6.3.2 IS-700: An Introduction to National Incident Management System (NIMS).

6.4 Each participant is responsible for training of their personnel on the software solutions used by that agency.

**7.0 USER GROUPS:** Two User Groups are established for the purpose of providing the opportunity for all user agencies to have input into the day to day operations of the Dispatch Center. There will be a Law Enforcement User Group and a separate Fire / EMS / Rescue / Emergency Management User Group. Membership in each group will include the Chief / Director (or designee) of each agency which utilizes FECC services. These

groups will meet at least quarterly to provide input for dispatching guidelines and operating procedures.

7.1 User Group recommendations relative to service levels, staffing levels, performance standards, operational procedures and protocols or systems shall be made to the FECC Dispatch Center Manager no later than August 1 of each year in order to be considered for implementation in the next budget year planning.

8.0 **WORKING GROUP:** Following the recommendation of the July 2015 FECC Business Plan (Annex 1), adopted by Resolution of the Fairbanks City Council in November 2015, a Working Group shall be formed for the purpose of providing a more formalized process into the recommendations on governance of FECC.<sup>1</sup> The Working Group will commence no later than January 2017.

9.0 **DISPATCH CENTER MANAGER:** The FECC will be managed, operated, and supervised by a Dispatch Center Manager, who is a City of Fairbanks employee subject to the City's personnel policies, other employee regulations, and collective bargaining agreements.

9.1 Responsibility and Authority of the Dispatch Center Manager:

9.1.1 The Dispatch Center Manager shall be the administrative head of FECC and will be responsible for handling administration and personnel matters within the framework of City of Fairbanks regulations and personnel policies.

9.1.2 The Dispatch Center Manager will prepare a proposed budget for City of Fairbanks Mayor approval no later than September 30 of each year for inclusion in the City of Fairbanks budget beginning January 1 of the following year.

9.1.2.1 A copy of the budget as recommended by the Mayor will be provided to North Pole on November 1 each year or as soon as possible. The finalized budget as approved by the City Council will be provided to participants no later than December 31 each year. The City will publish the budget on the City of Fairbanks website each year.

9.1.3 The Dispatch Center Manager will be responsible for managing the Dispatch Center within the approved annual budget.

9.1.4 The Dispatch Center Manager will be responsible for all activities of the Dispatch Center, including, but not limited to, oversight of call-taking,

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<sup>1</sup> Proposed concept for the FECC Working Group is identified on page 13 of the FECC Business Plan. Draft FECC Working Group Operating Principles can be found in Annex 1, page 21 of the FECC Business Plan.

dispatching, records (custodian), recording, staffing, training, and security.

- 9.1.5 The Dispatch Center Manager shall establish and utilize performance standards for employees. The Dispatch Center Manager shall actively and continually consider and evaluate all means and opportunities toward the enhancement of operational effectiveness of emergency communications for the benefit of the public and emergency response agencies.
- 9.1.6 The Dispatch Center Manager shall review and evaluate requests from the User Groups / Working Group for changes to service levels, performance standards, and / or operational procedures. Should any requests generate a potential cost for change, the Dispatch Center Manager will prepare a proposal to include, at a minimum, implementation costs, benefits and liabilities, and will provide recommendations of whether to incorporate the requested changes. Such reports and recommendations will be forwarded to the User Groups / Working Group and the agency requesting the change for final decision on implementation.
- 9.1.7 The Dispatch Center Manager will participate in the User Group / Working Group meetings. Should it be necessary for the Dispatch Center Manager to miss a meeting, he/she will have a designee present.
- 9.1.8 The Dispatch Center Manager will develop appropriate long-range plans, including strategic capital improvements, staffing, technology, and other matters.

#### **10.0 FUNDING:**

10.1 Existing funding comes from Dispatch User Agreements and the City / Borough 9-1-1 Call Taking Agreement: FECC collects user fees from participants.

10.2 Grant Funding: Applicable grants will be sought in order to assist in funding FECC and help offset costs to participants.

**11.0 ADMISSION OF NEW JURISDICTIONS:** Additional jurisdictions may become participants by written addendum to this Agreement, with the approval of the City and the users, with terms and conditions as agreed upon.

**12.0 TERM OF AGREEMENT – WITHDRAWAL:** The initial term of this Agreement shall be for a period of four (4) years from January 1, 2016 through December 31, 2019, and thereafter

shall be automatically extended for consecutive two (2) year periods unless a party gives notice of withdrawal.

**13.0 WITHDRAWAL:** In the event that any party at any time desires to withdraw from the Agreement, said party must give twelve (12) months' advance written notice to the other parties, and the withdrawal shall take effect only as of the beginning of the succeeding fiscal year, unless otherwise agreed between the parties.

**14.0 COMPENSATION:** The schedule of compensation for services is as follows:

CY 2016	CY 2017	CY 2018	CY 2019
\$180,000	\$195,000	\$210,000	\$221,822

14.1 The above compensation calculations are outlined in Annex 1 in section III – FECC Services and an Improved Cost Allocation Model.

**15.0 BILLING:** Billing for Dispatching services will be executed once yearly for the period covering January 1 through December 31 of the following year.

**16.0 MEDIATION:** Any controversy between the members with regard to the application or interpretation of this Agreement shall be submitted to a mediator mutually agreed upon by each participant. Upon failure of mediation, each party reserves all rights and remedies otherwise available under Alaska law.

**17.0 INDEMNIFICATION AND HOLD HARMLESS:** Subject to a specific appropriation by the City Council for this purpose, the City agrees to indemnify and defend North Pole against any claim arising from any wrongful act or negligence of the City. The City has no duty to defend or indemnify North Pole against any claim or action alleging, arising from, or based on a wrongful or negligent act by North Pole. The duty of the City to indemnify and defend North Pole extends to:

1. claims for death or for damage to persons or property,
2. claims for economic loss, and
3. claims for costs, expenses, and attorney's fees.

The parties to this Agreement recognize and agree that the City has no appropriation currently available to it to indemnify North Pole under this provision and that enactment of an appropriation in the future to fund a payment under this provision remains in the sole discretion of the City Council and the City Council's failure to make such an appropriation creates no further liability or obligation of the City.

Subject to a specific appropriation by the North Pole City Council for this purpose, North Pole agrees to indemnify the City against any claim arising from any wrongful act or negligence of North Pole. North Pole has no duty to defend or indemnify the City against

any claim or action alleging any wrongful or negligent act by the City. The duty of North Pole to indemnify and defend the City extends to:

1. claims for death or for damage to persons or property,
2. claims for economic loss, and
3. claims for costs, expenses, and attorney's fees.

The parties to this Agreement recognize and agree that North Pole has no appropriation currently available to it to indemnify the City under this provision and that enactment of an appropriation in the future to fund a payment under this provision remains in the sole discretion of the North Pole City Council and the North Pole City Council's failure to make such an appropriation creates no further liability or obligation of North Pole.

The obligation to indemnify for acts occurring during the term of this Agreement shall be continuing in nature and extend beyond the term of this Agreement. The doctrine of equitable tolling extends the time within which an action for breach of this provision may be filed.

Nothing in this Agreement shall be construed as a waiver of immunity granted to the parties under law.

**18.0 SEVERABILITY:** Should any part of this Agreement be determined by a court of competent jurisdiction to be invalid, illegal or against public policy, said offending part shall be void and of no effect, and shall not render any other section herein, nor this Agreement as a whole, invalid. Those rights and obligations under this Agreement, which by their nature should survive, shall remain in effect after termination, suspension or expiration hereof.

**19.0 EXECUTION:** This Agreement or amendments hereto, shall be executed on behalf of each participating jurisdiction by its duly authorized representative and pursuant to an appropriate motion, resolution, or ordinance of each participating jurisdiction. This Agreement or any amendment thereto, shall be deemed adopted upon the date of execution by the last so authorized representative.

**20.0 SIGNATURES:** Each party to this Agreement shall sign a signature page to constitute valid execution.

**21.0 ENTIRE AGREEMENT:** This document encompasses the entire agreement of the parties. No understanding or amendment, addendum, or addition to this Agreement shall be effective unless made in writing and signed by all parties.



City of North Pole


\_\_\_\_\_  
Bryce Ward, Mayor

\_\_\_\_\_  
Kathy Weber, MMC – City Clerk

City of Fairbanks

  
\_\_\_\_\_  
John Eberhart, Mayor

Attest:

  
\_\_\_\_\_  
Danyelle Snider, CMC – City Clerk



# The Fairbanks Emergency Communications Center – the FECC

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## *A Business Plan for Sustainable Public Safety Communications*

The FECC  
911 Cushman Street  
Fairbanks, AK 99701

July 2015

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A Business Plan for Sustainable Public Safety Communications  
July 2015***

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**I. Executive Summary**

When our neighbors need police, fire or EMS help, well over 75% of their E911 phone calls are answered by dispatchers at the Fairbanks Emergency Communications Center – the “FECC” – who in turn dispatch units from fire departments and police agencies throughout the region. The FECC is a state-of-the-art emergency communications center run by the City of Fairbanks, providing comprehensive, consolidated dispatch services to multiple agency users. A real entrepreneurial spirit – “build it and they will come” – continues to drive the FECC today as it develops this second Business Plan, ensuring the long-term sustainability of its business model, and by extension the FECC’s ability to meet the expanding public safety communications needs of the region.

Across the country, communities are actively consolidating public safety communications capacity, owing to monetary motivations – to save and better leverage valuable public dollars – and also to improve services. As the need for its services expands, FECC continues to grow, leading to the development of a first Business Plan in 2011, and this updated version in 2015. Both Business Plans speak to the need to develop and maintain a sustainable business model based on quality service, fully integrating users in appropriate decision-making, increased efficiency of operations, and with a fair allocation of costs among all users.

At the outset the FECC used a lot of “educated guesswork” to determine how much to charge user for consolidated dispatch services, with the first User Agreements based on “good faith.” For the last several years, satisfaction with an informal approach to establishing user rates was criticized from all sides. The City Council and Mayor want to know: “Why are we paying so much for the FECC? Why aren’t users paying a bigger share? To what extent are we subsidizing the dispatch center?” Users have asked: “Am I getting what I pay for,” and “Am I paying too much?” The reality is that users are less concerned about how much they are paying, but that the amount they pay is equitable; in short, they don’t want to subsidize other users, a concern expressed by the City of Fairbanks, too. As public resources become tighter, users want a tangible, objective measure of the true costs of doing business, and a fair, equitable and objective cost allocation method.

This Business Plan document is premised upon four core foundational principles:

1. The City of Fairbanks owns and controls the FECC
2. The FECC must be 100% self-supporting, with no subsidy from the City
3. User agencies desire a more formal role in FECC operations
4. FECC services must be affordable for end users

Based on this Business Plan, every user agency customer, from the smallest to the largest, can be assured they are getting significant value for their emergency communications dollar, while at the same time receiving the highest quality services, and protecting those they serve.

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**II. The Organization and its Environment**

The Fairbanks Emergency Communications Center (FECC) is a consolidated public safety dispatch center providing services to two police departments and numerous fire and emergency medical services agencies. The FECC has operated as a separate department with the City of Fairbanks government since 2006, beginning in 2002 as part of the Fairbanks Police Department; today the FECC is physically located in the Fairbanks Police Station at 911 Cushman Street.

The FECC is one of five, year-round (and one seasonal) public safety dispatch centers operating in the Fairbanks North Star Borough. The others are: 1) the Alaska State Trooper Dispatch Center, a state agency, 2) the University of Alaska Fairbanks Police Dispatch Center on the UAF campus, 3) Fairbanks International Airport Police/Fire Dispatch, and 4) Alaska State Forestry Dispatch, which operates only during the summer months. Two full time dispatch centers also operate on Fort Wainwright and Eielson Air Force Base.

**Some Historical Perspective**

For decades prior to the 2002 opening of the FECC there had been intermittent local discussions about consolidating some or all public safety dispatching services within the borough. One of the often-mentioned proposals was for a regional, consolidated dispatch center. Although there were no concrete plans in that direction at the time, when the City began designing the new police building planners included capacity to handle a much larger dispatch center than was needed by the City at that time, or in the foreseeable future. The intention was to build capacity for the future, even though actual non-city users had not been identified. The FECC was “sized for a consolidated and sustainable future.”

Present staff and City Officials recall discussions back to the 1980s which recommended development of a consolidated, regional dispatch capacity in the community. A 2003 Borough-sponsored study declared that a consolidated dispatch center could be established within the newly-built FECC. On top of that, federal mandates for interoperability loomed large in the minds of planners, such that in 2004 what would eventually become the FECC began providing dispatch and related services to the City of North Pole Police and Fire Departments, but not in accordance with any borough-wide coordinated plan. Since then, with the addition of other Fire and EMS agency providers, the FECC is today handling the vast majority – calculated at over 75% of dispatch traffic – from E-911 call taking, to dispatch, to call resolution, within the Fairbanks North Star Borough. Current user agencies are:

***Law Enforcement***

- Fairbanks Police Department
- North Pole Police Department

***Fire/EMS Services***

- Fairbanks Fire Department
- North Pole Fire Department
- North Star Fire Department

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- Steese Area Volunteer Fire Department
- University Fire Department
- Chena-Goldstream Volunteer Fire and Rescue
- Ester Volunteer Fire Department
- Delta Fire, Rural Deltana and Delta Rescue
- Salcha Fire and Rescue
- Fairbanks North Star Borough – Emergency Operations & Hazardous Materials Response Team

***E911***

- Fairbanks North Star borough E911
- City of Delta E911

In the spring of 2010, the City of Fairbanks and the Fairbanks North Star Borough's Emergency Operations Department began discussions aimed at answering questions surrounding fairness of costs, and value associated with the FECC. The cities of Fairbanks and North Pole and the Fairbanks North Star Borough jointly retained and provided solid direction to the consulting firm Information Insights to conduct a comprehensive Workload Analysis fully describing the actual workload of the center – the main question was how much of which tasks were being undertaken on behalf of each user. Information Insights found that 18% of FECC tasks were for E-911 Call Taking, 46% for Dispatching, 27% for Records tasks, with Other Tasks taking up nine percent. With the Workload Analysis completed, the City of Fairbanks engaged Alaska Management Resources, Inc., a local planning and consulting company, to develop a business plan for a sustainable FECC – that Business Plan was completed in 2011, and is being significantly updated in 2015.

**III. FECC Services and an Improved Cost Allocation Model**

The Fairbanks Emergency Communications Center provides regional dispatch services for police/fire/EMS users that include computer-aided dispatch (CAD), records management and reporting, automatic paging and conventional paging, radio dispatching, E-911 call taking, fire and police alarm monitoring, digital call logging and other administrative tasks for users. To ensure that allocation of costs to users is appropriate and fair, the FECC, in partnership with the Mayor's Office, Finance Department and user agencies, has developed a new model that enables the FECC to fully cover its costs and allocate charges to all user agencies. The projected total cost to operate the FECC is \$2,956,888, which supports 22.5 full-time equivalents (FTEs).

Identifying the true costs of operating the FECC continues to be central to implementing a solid, forward-thinking, long-range business plan for the FECC. In 2011, the FECC began a process to more fairly and equitably allocate among all users the true costs of providing public safety communications in the area. True cost is a function of direct and indirect costs, as well as joint facility costs. At the writing of this 2015 Business Plan the FECC, assisted by current users, the Mayor's Chief of Staff and the Finance Department, developed a new cost allocation model based on a modified "ala-carte approach," under

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which user agencies pay on for the services they receive. All existing and any new police and fire agencies pay for a “General Services” package, and can choose to pay for a number of “Specialized Services.”

The new cost allocation model provides clear information to existing agencies about how much they need to pay for services from FECC; the model also establishes a framework that allows new agencies to contract with FECC for services – to know what they will have to pay to “buy-in” – based on three service categories: 1) E911 Call Taking; 2) General Services; and 3) Specialized Services.

1. **E911 Call Taking:** Currently, E911 call-taking fees fund the portion of time allocated to call taking activities before dispatching to appropriate emergency responder agencies, with the charge based on the number and costs of call takers needed to provide 24-hour coverage. At the FECC services minimum of 5 call takers is necessary, translating to 8,760 staff hours each year, or 1,840 hours per call taker. The total amount of call taking is deducted from the FECC budget before individual agency cost allocations are determined for user agencies. For future contracts an annual Consumer Price Index (CPI) is applied, as well as a 10% indirect rate.
2. **General Services:** The General Services portion of FECC services is much like a basic cable television package, in that it includes the foundational channels every subscriber gets – for the FECC the basic General Services packages includes the many various activities that are generally associated with a police/fire/EMS call. Charging for General Services is determined by event-based call volume, meaning the number of police/fire/EMS calls dispatched by FECC for each user agency. Event-based call volume has been determined to be the most appropriate, consistent and equitable method to calculate agency cost allocation because it is objective and easily verified. Because actual call volume fluctuates year-to-year and from season-to-season, the FECC has developed call volume ranges, and further classifies calls as being either police or fire/EMS. Billable call volume will be based on the prior year’s audited call volumes.
  - Fire calls tend to have a longer duration and are therefore charged out at \$60 per call, based on call-volume increments. Fire/EMS agencies will be charged a minimum rate of \$12,000 for a call volume of 0-200 calls, with increased charge based on 200-call increments. For instance, a Fire and or Fire/EMS agency with a call volume between 201-400 will be charged \$24,000, for a call volume of 401-600 the charge would be \$36,000, and so on.
  - Police calls, which are of higher volume but shorter duration, are charged out at a lower rate than Fire/EMS, but the call increments are in multiples of 1,000 – at \$30 per call. For the Fairbanks Police Department the per-call rate is slightly higher (\$40), owing to the increased utilization of dispatch staff and other in-house administrative duties, but is still based on the 1,000 call volume increment.

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The new fee schedule for General Services is simply structured, allowing new and existing user agencies to accurately project what they will be charged during the fiscal year, again based on audited call volumes for the prior year. For future contracts, a CPI will be applied annually, or per contractual agreements with specific user agencies. The two tables below demonstrate the new model for allocating costs associated with General services, broken out by Police and Fire agency calls.

GENERAL SERVICES - POLICE AGENCY		GENERAL SERVICES - FIRE AGENCY	
Event Call Volume	Cost to User	Event Call Volume	Cost to User
0-1000	\$30,000	0-200	\$12,000
1001-2000	\$60,000	201-400	\$24,000
2001-3000	\$90,000	401-600	\$36,000
3001-4000	\$120,000	601-800	\$48,000
4001-5000	\$150,000	801-1000	\$60,000
5001-6000	\$180,000	1001-1200	\$72,000
6001-7000	\$210,000	1201-1400	\$84,000
7001-8000	\$240,000	1401-1600	\$96,000
8001-9000	\$270,000	1601-1800	\$108,000
9001-10000	\$300,000	1801-2000	\$120,000
10001-11000	\$330,000	2001-3000	\$180,000
11001-12000	\$360,000	3001-4000	\$240,000
12001-13000	\$390,000	4001-5000	\$300,000
13001-14000	\$420,000	5001-6000	\$360,000
and up		and up	

3. **Specialized Services:** The FECC currently offers a variety of specialized services to user agencies, including Police Records Management System, Police Mobile Field Reporting, Police Administration Call Taking and Mobile Computing Application. Like the enhanced cable television package – paying extra for HBO, Showtime, etc. – user agencies can choose the “premium services” that they are willing to pay extra for. Fees charged to agency users are based on the actual costs to the City of Fairbanks for each service, license or user. FECC can offer other specialized services, with all associated costs borne by the requesting agency. The chart below shows the current costs for specialized services.

SPECIALIZED SERVICES RATE STRUCTURE		
Specialized Services	Rate	Method
Police Records Management System (RMS)	\$488.80	Per User
Police Mobile Field Reporting (MFR)	\$397.85	Per User
Police Administration Call Taking	\$2.50	Per Call
Mobile Computing Application	\$239.50	Per License
Other Customer Service	Actual	Actual

#### **IV. Market Analysis – FECC Users and the Market**

The Market Analysis in a public-sector business plan is generally a mix of discussion about customers or stakeholders, what the future of a particular market may hold, and any competitive advantage. In terms of customers/stakeholders of the FECC, police and fire/EMS providers are primary:

**Police.** Across the country, Public Safety Answering Points (PSAPs) provide combined services for police and fire/EMS, the majority of that work being generated by police calls – most of the work comes from calls initiated by dispatch through a 911 phone system, with other calls initiated by officers on patrol. Therefore, many PSAPs are operated by law enforcement agencies. The FECC provides services to two police agencies, which make up a majority of the workload. The Alaska State Troopers dispatch out of its own center, utilizing state employees, as does Airport Police/Fire.

**Fire/EMS.** The FECC dispatches for fire departments with a mix of fully paid, partially paid/part volunteer, and all-volunteer departments. The majority of fire department calls are EMS-related, with frequent interaction between law enforcement and fire/EMS providers. The FECC dispatchers are fully trained to handle fire and EMS calls, as well as police calls; FECC dispatchers are trained in EMD (Emergency Medical Dispatching), EFD (Emergency Fire Dispatching) and EPD (Emergency Police Dispatching), all of which adds to their overall training requirement. All FECC dispatchers are also certified by the National Academies of Emergency Dispatch.

**Other Clients.** The FECC also dispatches for community service officers in the nonprofit Volunteers in Policing (VIP) Program, the Fairbanks North Star Borough Emergency and Haz-Mat Operations; and there have been discussions about acquiring after-hours Animal Control service for the FNSB.

While there are many customer or user agencies, the ultimate FECC stakeholders are the citizens who may or may not know the center exists, or where it exists. But the user agencies are the “customers” of the FECC, paying for the services of the Fairbanks Emergency Communications Center.

##### **The Competition**

In the truest sense of the word, although there are other PSAPs in the area, and each provides some level of “consolidated” services, none provide consolidated E911 call taking and dispatching to the significant extent FECC does.

- **The University of Alaska Fairbanks Police Department Dispatch Center** provides call taking and dispatching services primarily for the UAF Police Department. According to UAF Dispatch Center management, the likelihood this PSAP will avail itself of the full services of the FECC is small in the short term, but not completely out of the question, although the University Fire Department has



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recently contracted with the FECC for services. The nature of dispatch services to UAF is unique, and somewhat difficult to duplicate in the FECC environment. Over the longer term, the likelihood of a more formalized relationship is greater, as the university contemplates required capital expansion and continued demands for budget discipline. There appears to be little likelihood of the UAF Police Department coming over to the FECC as a user in the near term.

- **Fairbanks International Airport Dispatch** is operated by the State Department of Transportation and dispatches police and fire/EMS units for the Airport Public Safety Department. Dispatchers also provide services related to access management on the Fairbanks International Airport proper. According to dispatch managers, because of its responsibilities for tarmac access control as part of Homeland Security, and the uniqueness of Airport fire operations, the likelihood of the Airport taking advantage of the services of the FECC is small.
- **Alaska State Trooper Dispatch** provides services limited to the Alaska State Troopers, Fish and Wildlife Protection, and the State Fire Marshall. The nature of services and coverage areas, as well as the political will of the Alaska State Troopers, makes a transition to the FECC perhaps complicated – at this time the potential for becoming an FECC user agency is not clear.
- Both **Fort Wainwright** and **Eielson Air Force Base** have their own PSAPs for police and fire/EMS services, providing services similar to the FECC. However, because they both operate on active military bases, becoming an FECC customer is unlikely, though not completely out of the question.

While there are limited opportunities for acquiring other PSAPs as customers of the FECC in the very short-term, there is a healthy culture of collaboration among the existing PSAPs. But that spirit of collaboration is coupled with challenges related to the interoperability of radio systems. Realistically, without adding to current staffing levels at FECC, it is somewhat impractical to bring other big customers/users into the FECC. In addition, it is important to think about the physical space capacity if many or all of the potential user agencies come on board. While challenge, these do not preclude other as yet unidentified customers/users from joining the FECC.

## **Competitive Advantage and Strategic Position**

While there may be few new customers on the immediate horizon, there are several factors that give the FECC a real competitive advantage as a PSAP and dispatch center in providing regional, comprehensive, community-driven dispatch services:

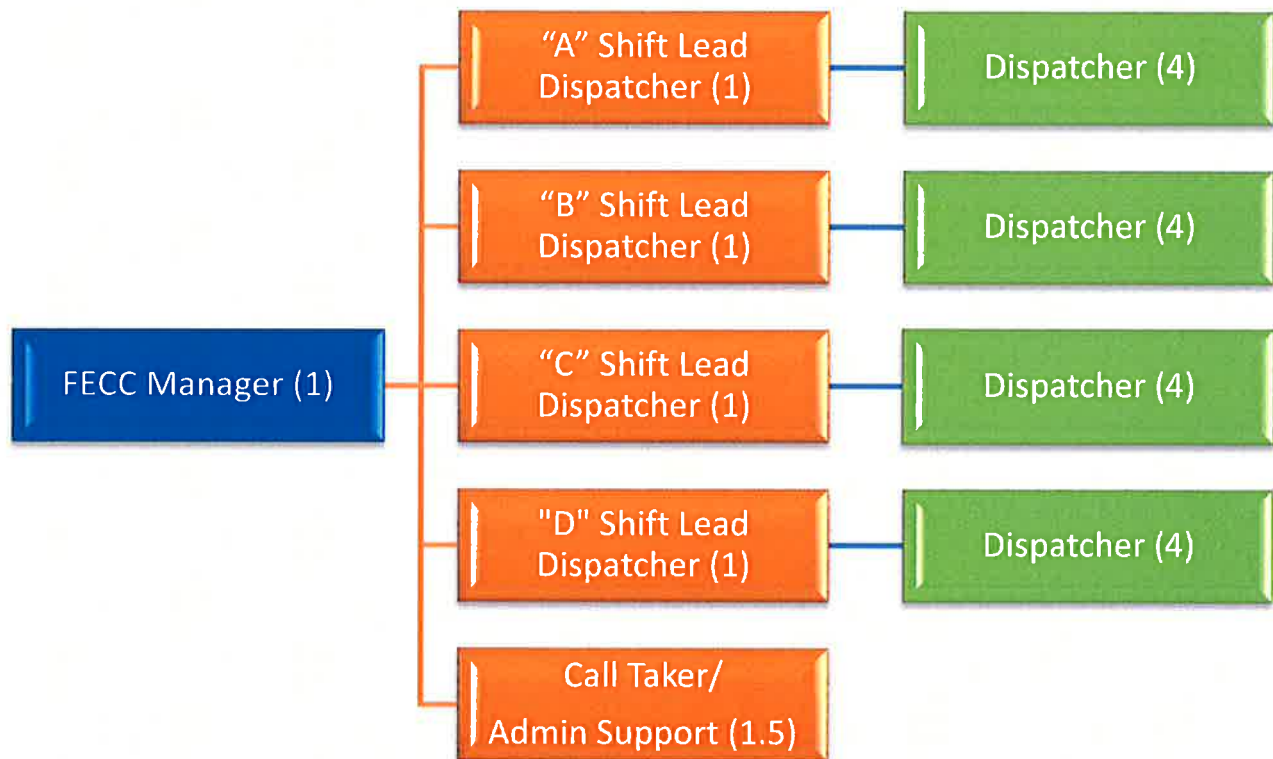
1. The building is state-of-the-art in design and technology, and has a long usable life.
2. The recently-renovated FECC can handle more dispatchers providing more services to more users.
3. Employees are extremely well trained, and ongoing training is robust.
4. The FECC has received very impressive ratings from ISO.

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**VI. Sustainable Human Resources Plan - Current Personnel and Projected Needs**

Maintaining a sustainable FECC human resources infrastructure has been a challenge because of the growing complexity of the work and the lack of a pre-trained workforce. As the work becomes more complex, so too does the training. This section includes a discussion of the current staffing and long-term suggestions for a training program.

Projected staffing for the FECC is 22.5 full time equivalent positions (FTEs), in the following configuration, and with the job responsibilities described below:



- **The FECC Manager (1 FTE)** provides overall administrative direction to the center, supervises center staff, and is the primary external liaison between the center and its users.
- **Shift Lead Dispatchers (4 FTEs)** provide shift supervision of dispatch operations during the four shifts necessary to run a 24-hour dispatch operation.
- **Dispatchers (16 FTEs)** are the front-line E-911 call takers and dispatchers of user emergency resources, including initial data entry into the CAD system.
- **Call Taker/Admin Support (1.5 FTEs)**, occupies the receptionist desk in the Police Dept. Building, providing call taking and other administrative support.

### **Minimal Staffing and Shifts**

The FECC configuration is based on a minimum staffing level of four dispatchers per shift. As in the 2011 Business Plan, it is not the purpose of this section to review prior discussions of staffing at the FECC, but instead to identify a sustainable staffing structure for the FECC moving forward. Such a structure will meet the needs of the most common questions asked by city council members and administrators surrounding excessive overtime.

1. Recognizing the work that goes on in the FECC, what is the minimum required staffing level? Is it three dispatchers per shift, four dispatchers per shift, or five dispatchers per shift? There are robust staffing models available to managers in answering this question.
2. When and how should the dispatch center shift to a staffing model that separates out the E-911 call taking function from the dispatching function?
3. What is the continuing impact of clerical duties performed for the Fairbanks Police Department on minimum dispatch staffing levels?
4. How should the dispatch center handle training needs to better utilize staff resources and limit the use of overtime?

For a Dispatch Center with FECC's current workload, ISO makes a recommendation of four dispatchers per shift, including a dedicated call taker. Others say five per shift, not including a separate call taker. There is much debate nationally about that number, and there are two sides to the discussion – establish staffing levels for the worst-case scenario or the mid-case scenario. Most agencies try to strike a balance between the two. With the current staff configuration, when the staffing level goes below three, overtime is required to pay for any additional staffing.

**Separate E-911 Call-Taking.** With the size of the local emergency communications market, the question is not whether to separate out the E-911 call taking from the dispatching function, but when. A decade ago a consultant working on planning and construction of the new police building said the center was “at the cusp of needing separate call takers.” There is little disagreement that a business model incorporating separate call taking is preferred, especially during peak 911 call times, which include the noon to 8:00 pm hours. Center management cannot ignore the fact that there is an underlying need for FECC staff to be “ready” to answer an ever-increasing amount of 911 calls. There is not an obvious “tipping point” when expanding call taking activity dictates staffing separate call taking positions, but it is clear that today the FECC struggles to handle 911 phone calls during its documented peak call times. Dedicated call-taking positions would be funded by 911 surcharge revenue from the borough, although during a transition to separated dispatching/call-taking function, wages may have to be allocated among users.

**Better Leveraging People Resources.** Overtime has been an ongoing problem in the eyes of the City Council and Mayor since before the FECC started operations. It takes six months on average to fully train a new dispatcher, and only at the completion of the training is the new dispatcher considered part of the minimum staffing level. Until then other dispatchers must fill holes in the schedule, which means overtime. In addition, during or

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often at the end of the period, trainees often decide that a dispatching job is not for them, and they leave city employment. Realistically, the entire burden for training a new dispatcher now rests with the City, when it does not need to. On top of that, because there is not always a guarantee of a position at the end of the process, this often translates to dispatch training costing a great deal in overtime.

The significant training requirement is based on the fact that the City has to start from ground zero because there is not a prepared cadre of qualified dispatchers who are ready and able to go to work. With very few exceptions every person hired has to be fully trained by the City, on the City's dime. Yes, some of that training cost is built into the cost of doing business, but not so much the overtime component. The question then becomes: What would be the impact on training time and overtime if the FECC could hire pre-trained or mostly-trained emergency call taker/dispatchers? The training costs to the city would be reduced significantly, as would the overtime necessary to provide minimum staffing while new trainees learned the job. A proposal for improving the ability of FECC to recruit and retain employees appears below, through an Emergency Communications Academy. It should be noted that an academy would not be directed by FECC or the city, but instead would be a partnership between the university and area PSAPs.

**The Emergency Communications Academy.** Repeating a call made in the 2011 Business Plan, this 2015 document recommends further exploring the concept of an *Emergency Communications Academy* housed at the University of Alaska Fairbanks Community and Technical College (CTC) as having real merit, and a solid historical foundation. A similar program currently provides ready-trained police officers for agencies throughout the region, and even into Anchorage, as does the CTC Paramedic Academy. According to CTC,

*The CTC Law Enforcement Academy conducts basic police training for Interior and rural municipalities. The training consists both of students who are current recruit employees of a law enforcement academy as well as students who are considering a career in law enforcement. All students in the program are seeking Alaska Police Standards Certification.*

Similarly, CTC describes its Paramedic Academy this way:

*The emergency medical services program at CTC is designed to prepare students for entry-level positions as paramedics within the EMS community. The most common entry-level position for paramedics is as an attendant on an ambulance within a 911 emergency response system or for a non-emergency transport service.*

In 2015 the City of Fairbanks already reaps benefits from being able to hire students directly from the CTC Law Enforcement Academy and the Paramedic Academy. Law enforcement recruits do not have to be sent to Sitka to the Trooper Academy, and Paramedics do not have to travel out of state any longer.

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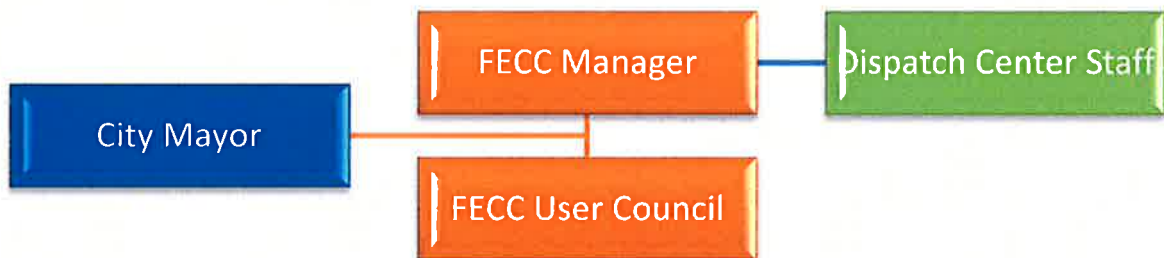
The idea of an Emergency Communications Academy is good not only for the FECC, but all of the other PSAPs in the area. There are not enough trained dispatchers in the area – this is widely recognized – as other PSAPs are experiencing the same trouble with hiring and retention of dispatchers. Initial discussions between the Dispatch Manager and UAF’s CTC leadership have already taken place, and there remains interest in pursuing the conversation further. Longer-term discussions should include a wider range of potential stakeholders and benefiting organizations and agencies.

## **VII. Governance and Leadership**

The initial structure of the Fairbanks Emergency Communications Center was as a division within the Fairbanks Police Department, with day-to-day operations being the responsibility of the Deputy Police Chief. While the structure was effective for a start-up operation it became clear there should be greater “insulation” between the Police Department and dispatching responsibilities. It was felt that no user agency should have direct control over dispatch operations.

Today, the FECC is a separate City department, reporting to the City Mayor, who is responsible for all executive-level operations and leadership staff. The Center Manager exists at the same level as the Police and Fire Chiefs, Public Works Director and IT Director. The figure below illustrates the span of control graphically.

### **Current FECC Organizational Span of Control**



Under the current structure, decision-making rests with the FECC Manager, who solicits advice on day-to-day operations from user agencies through a User Council, which plays an informal advisory role. In this structure there is significant overlap between the dispatch center and other parts of the City infrastructure, including the Mayor’s Office, the Mayor’s Chief of Staff, the Police and Fire Departments, the IT Department, and the City Attorney and City Clerk’s Office.

# ***The Fairbanks Emergency Communications Center A Business Plan for Sustainable Public Safety Communications July 2015***

## **Current Key Management Decision Makers**

Ms. Stephanie Johnson, FECC Center Manager, began her emergency communications career working for the State of Alaska, Division of Forestry, Fire Suppression Unit, as an Initial Attack Fire Dispatcher. She has over 23 years of public safety dispatching experience, and has worked for the City of Fairbanks Police Department since 1995. In 2006 Johnson was appointed Dispatch Center Manager, with overall responsibility for managing the FECC. Ms. Johnson holds a bachelor's degree in Speech Communication from UAF, certification of Emergency Number Professional (ENP) from the National Emergency Number Association (NENA), is a 2009 graduate of the Fitch and Associates Communications Center Manager course, and maintains certifications as an EMD, EFD and EPD.

## **Proposed Organizational Structure – The FECC Working Group**

The proposed organizational and governance structure of the FECC moving forward is nearly identical to the current structure, with the exception of the replacement of ad-hoc FECC User Council with a much more formalized FECC Working Group. Operating under an agreed-upon set of Operating Principles, the Working Group (“Working Group”) is composed of one member appointed by each user agency; members must be in a leadership capacity within their agencies. Unlike the User Council the structure and function of the Working Group is formal, with a leadership structure based on having a Chair, Vice-Chair and Secretary, and specifically articulated roles and responsibilities, as well as a decision-making process. A draft of potential Operating Principles appears in Appendix A; it is important to note that the newly installed Working Group will be responsible for approving its own Operating Principles. An organizational chart featuring the new FECC Working Group appears below:



Like the original User Council from the 2011 Business Plan, the Working Group will remain advisory under the FECC, but with a more robust decision-making process and mechanism for interacting with FECC leadership.

## **Other FECC Leadership Structure Options**

The Mayor and FECC management acknowledge the overall positive benefits of a structure that incorporates a more formal FECC Working Group in the management of the center. The city feels it is important to acknowledge the existence of other potential governance and operations structures for the FECC, but reiterates that it remains committed to the

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current city-dependent structure. Therefore, while there is no immediate call for changing the current structure, one purpose of this business plan is to identify possible leadership scenarios. The primary options include putting the dispatch center back under the Fairbanks Police Department, establishing an quasi-government organization such as a Service Area or other “enterprise operation,” and establishing an independent nonprofit organization apart from any of the participating government agencies. More detailed discussion of some of the options is presented below.

**FECC within the Fairbanks Police Department.** By placing the dispatch center back under the Fairbanks Police Department, decision-making would involve the Fairbanks Police Chief. One of the primary motivations for placing the center back under the Police Department is a perception that it might save the City money, because staff will have the ability to complete administrative tasks when they are not otherwise busy with dispatching duties. The reality is there will not be much in the way of savings, as the workload will not change with the change in structure. In fact, based on the 2010 Workload Analysis the majority of administrative tasks is already allocated to the Police Department, and will remain that way.

The most noteworthy downside associated with bringing the FECC back within the Police Department is that it is contrary to the advice to mirror a more independent governance structure, not less. On the surface a move back into the Police Department creates at the very least a perception of conflict and special interest, even if there is no actual conflict. In addition, there was concern expressed among some of the Fire/EMS users in interviews that a police-driven FECC would make the problem of perceived “second-class citizenship” worse.

**FECC as Independent Nonprofit Chartered under a Joint Powers Agreement.** Under this governance option, the FECC would be a separate legal entity formed as a nonprofit corporation under Alaska State law – the “members” of nonprofit would be public entities/agencies, and it would be governed by a board, on which all “principals/owners” are represented. The 2003 report by Public Safety Consultants recommended establishing an emergency communications center under a similar model. That 2003 study called for an independent entity chartered under state law, one that was not controlled by any single user agency, but residing in the city’s current physical facilities. While the nonprofit FECC would be independent and governed by a board with representation from all users, the nonprofit entity could contract for services through the city, with all personnel being employed by the city. Or, the nonprofit could be the employer, with the primary relationship between the center and the users being a customer relationship.

Alaska law permits municipalities and political subdivisions to enter into inter-local cooperation agreements to make the most efficient use of their powers, and to cooperate with other municipalities or political subdivisions on a basis of mutual advantage. The overall covering state statute is **AS Title 29** regarding municipal government powers, and specifically **AS 29.35.130. Emergency services communications centers**, which states:



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(a) A municipality may establish an emergency services communications center with one or more other municipalities and one or more state, federal, or private agencies that provide emergency service communications to the same geographic area. An emergency services communications center established under this section may be organized and operated as a public nonprofit corporation under AS 10.20.

Once established under Alaska Statutes, Title 10 – the Alaska Nonprofit Corporations Act – a consolidated FECC would be best served with two boards, one a Governance Board with a legal responsibility to provide overall policy direction and fiscal stewardship, and a second Operations Board to provide advice to the CEO of the center. The Governance Board would be comprised of representatives of each of the user agencies, generally the chief executive of each user agency, with each representative having an equal voice, and an equal vote, on governance issues and actions. The Governance Board recruits, hires, mentors and evaluates the Chief Executive Officer of the center, who would be employed by the nonprofit. The Governance Board would also be responsible for setting policy and establishing long-term direction through a Strategic Plan, and an Operations Board is constituted from among users and stakeholders to provide advice on day-to-day operational matters and protocols. Employees could be City employees contracted to work with the nonprofit.

In the alternative, rather than being City employees under contract with the nonprofit, all employees can be employed directly by the nonprofit. This structure is cleaner, but will likely not meet the needs of the current unionized city staff.

Under this nonprofit structure no one agency has more “power” than another over operations, which is a potential sticking point for the city that is now utilizing over 2/3 of dispatch services, according to the 2010 Workload Analysis.

#### **Other Structural Options**

In the spirit of full disclosure there are two other options that were presented as part of this business planning process: 1) Becoming a Service Area under the Fairbanks North Star Borough, 2) the FECC becoming solely a Dispatch Center with all call taking handled off-site, and 3) FECC as a Government-Owned Enterprise. Each option is discussed briefly below.

**Service Area.** State law allows the Fairbanks North Star Borough to establish Services Areas within the borough. The concept is widely used for road maintenance within the borough today. The basic idea is that a Service Area is constituted to perform a specific service – in this case emergency communications – for a specific coverage area, in this case the Fairbanks North Star Borough. A mill rate is established to support the service financially. There are positive attributes associated with this option, including the mill levy as a consistent revenue stream, and that it is independent of any user agency, although the borough does provide oversight of service areas. Negatives associated with the option include the limit of



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coverage to the borough proper, when there are actual needs outside the borough, and garnering the political support to increase the mill levy for all residents would be tricky.

**Off-Site Call Taking.** E911 call taking does not have to happen in the FECC, and in fact it can happen anywhere, even in the lower 48. There are many large jurisdictions that have successfully implemented a system whereby the dispatch function is separated physically and structurally from the call taking function. Call taking can be provided by another department within an agency, by another governmental entity, or private contractor. For the FECC that could translate to having the FNSB answer all E911 calls from its own facility, and channeling the dispatch information to the FECC, which would provide dispatching and call resolution services. The FECC staffing would be significantly reduced, and would include dispatchers and some support staff. While there are positives and negatives associated with this option, the capital investment alone would be substantial, and the perceptions of a literal disconnect between the E911 call and the dispatch would be challenging, from a customer service perspective at the very least. And this would require a significant change in the emergency services culture in the community.

**Government-Owned Enterprise.** Government entities sometimes establish what are known as enterprise entities to pursue commercial operations they cannot pursue – other names include state-owned company, state enterprise, publicly owned corporation, government business enterprise, government-owned corporation or commercial government agency. Regardless of the name, it is a legal entity engaging in commercial activities for an owner or stakeholder government; in the case of the FECC, the potential government stakeholders are the Fairbanks North Star Borough, the City of Fairbanks or the City of North Pole. The main characteristic of the enterprise operation is that it generally engages in what would be considered commercial activity, versus providing a public service such as public safety, fire or emergency dispatching. In the case of the FECC the provision of emergency communication services is a public sector service, not a commercial activity, so the government-owned enterprise model may have little applicability.

While none of the three above options are considered viable as part of this business plan, they could be part of an active discussion around a truly comprehensive, community-driven emergency communications infrastructure.

**Biennial FECC Review**

In the long term there is strong user support for implementing a structure that provides greater independence for the FECC, but such a structure does not garner significant interest on the part of the Fairbanks City Council and City Mayor. In lieu of any such long-term change, the suggestion for continued improvement in the services of the FECC is that the City will fully incorporate at least biennial review of FECC operations by a third party, in addition to constituting a more formal FECC Working Group. This recommendation maintains the current structure of the FECC, adding an FECC Operations Working Group

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as formal advisory body, but adds another “check and balance” in biennial review to ensure users feel they have a meaningful advisory role in FECC management and leadership.

## **The Future of a Regional, Comprehensive, Community-Driven FECC**

This Business Plan recommends a continued structure for the FECC housed within the City of Fairbanks, and describes the long-term sustainability of that structure. However, it is clear from the business plan process that there is significant energy within FECC stakeholders and the emergency services community to continue discussions aimed at developing a regional, comprehensive, community-driven emergency communications capacity. Deconstructing each of those words provides important context for describing a path forward:

- **Regional** refers to both breadth of the capacity, meaning that services cover the Fairbanks North Star Borough proper, and to the extent practicable the Interior region. The most significant change from the current situation is that the services will likely extend far beyond the boundaries of the borough, particularly with respect to Alaska State Troopers and its Fish and Wildlife Division.
- **Comprehensive** refers to the depth of the capacity, and that with the possible exception of the military installations, all emergency services agencies within the borough are dispatched by a single entity – a “one-stop” operation providing a wide range of services to users. The word “comprehensive” can also refer to being located within a single physical location, but it is not essential. The key component is the presence of a single entity responsible for emergency communications.
- **Community-Driven** is the descriptor that differs most from the current situation, which describes a city-controlled infrastructure with significant formal and informal opportunities for user input. The “community-driven” reference speaks solidly to the concept of a center that is not under the control of any single user. A community-driven structure is impractical now, given the capital requirements of such a center, and recognizing the already-significant investment made by the city. But there is definite interest among stakeholders for a community-driven center that is operated as an independent, nonprofit entity with a formal Governance Board.

This Business Plan is a valuable first step in expanding the ability of stakeholders to speak much more influentially about the viability and sustainability of a regional, comprehensive, community-driven emergency communications infrastructure.

## **VII. The FECC Budget and Sustainable Revenue**

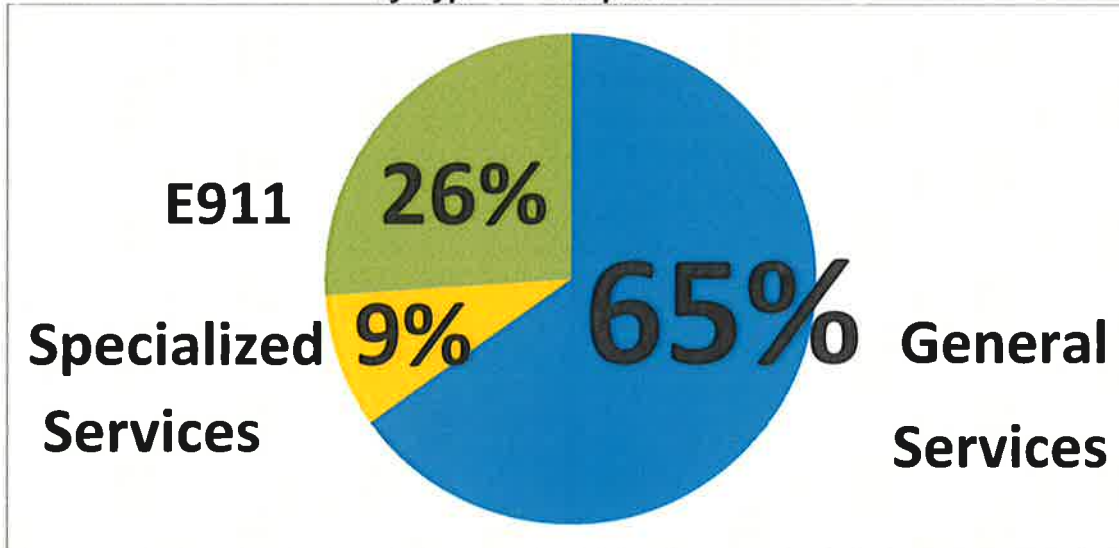
The FECC management is committed to developing a continuing revenue stream that covers the unit’s expenses, paying for the 22.5 FTEs required for full staffing, while at the same time growing a sustainable revenue base that does not require the City of Fairbanks to subsidize FECC operations. The current projected budget for FECC operations is \$2,956,888, with revenue coming from three sources, presented in the figure below:

1. **E911 Call Taking Fees** from the Fairbanks North Star Borough, at \$771,206 (26%)

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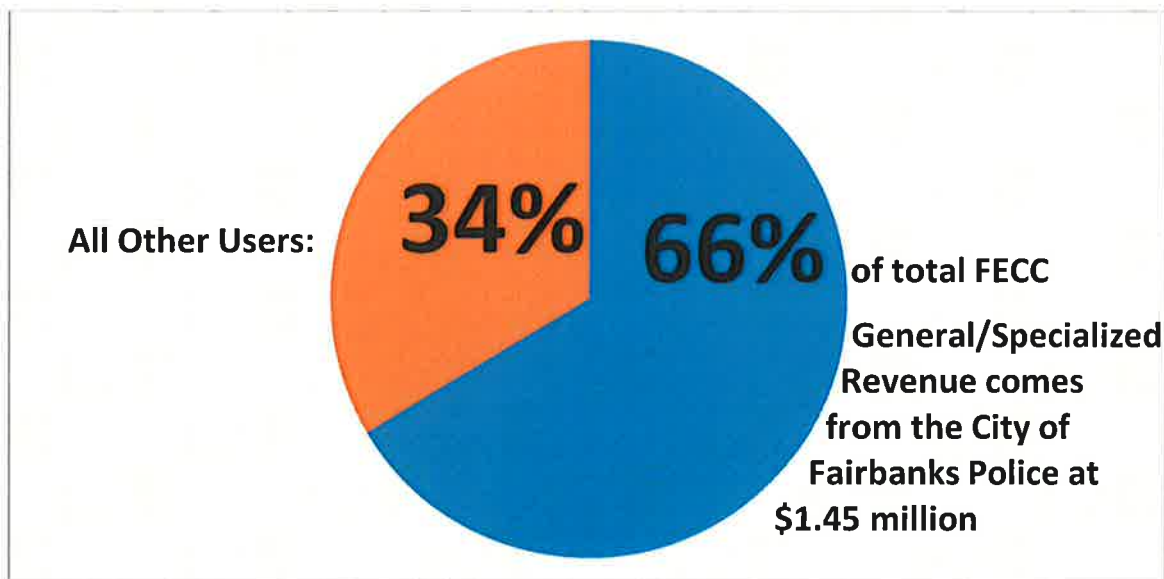
2. **General Services** provided to users agencies, at \$1,923,320 (65%)
3. **Specialized Services** provides to user agencies, at \$262,262 (9%)

**FIGURE: FECC Revenue by Type and Proportion of Total**



**General and Specialized Service Revenue**

Nearly three-quarters of revenue for the FECC is generated by services offered to user agencies, at \$2,185,262. Of the revenue coming from General and Specialized Service Fees, roughly two thirds, or 66%, is paid for by the Fairbanks Police Department, which makes it by far the FECC's primary user. Combined, including the Fairbanks City Fire Department, all other users make up the remaining 34% of General and Specialized Service Revenue. The City of Fairbanks Fore Department generates close to 12%



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The following chart presents a detailed breakdown of General and Specialized Service revenue by user agency.

<b>TOTAL REVENUE GENERATED - GENERAL AND SPECIALIZED SERVICES</b>			
<b>Agency</b>	<b>General</b>	<b>Specialized</b>	<b>Total</b>
Fairbanks Police Department	\$1,232,480	\$218,055	\$1,450,535
North Pole Police Department	\$144,120	\$16,892	\$161,012
Fairbanks Fire Department	\$249,900	\$8,973	\$258,873
North Pole Fire Department	\$56,400	\$2,156	\$58,556
North Star Fire Department	\$62,760	\$4,311	\$67,071
Steese Fire Department	\$32,220	\$3,832	\$36,052
Chena Goldstream Fire Department	\$26,040	\$4,311	\$30,351
Ester Fire Department	\$9,960	\$479	\$10,439
Delta Fire, Rural Deltana & Delta Rescue	\$21,360	\$0	\$21,360
Salcha Rescue	\$5,100	\$0	\$5,100
University Fire Department	\$82,980	\$3,353	\$86,333
<b>Total Revenue Generated by Type</b>	<b>\$1,923,320</b>	<b>\$262,362</b>	<b>\$2,185,682</b>

**E911 Call Taking Revenue**

[if City is willing, discussion of working to change the way E911 revenue is calculated.]

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**VII. Conclusion**

Sustainable, consolidated public safety communications is not a luxury. There is little question nationally, or locally, that the need for comprehensive 911 call-taking and dispatching is increasing. In our communities, as the population in the Fairbanks area continues to age and grow, along with an expected military build-up over the next five years, so too does the demand for police, fire and EMS services. There is no “one size fits all” approach to dispatching, just as there is no “silver bullet” for deciding what the perfect public safety communications infrastructure looks like. But it is clear that building a more sustainable emergency communications infrastructure is essential to meeting the public safety needs of our growing communities. With the recommendations of this document in hand the City of Fairbanks has a solid plan and reasonable recommendations for developing and maintaining a sustainable human resources structure at FECC, suggestions and recommendations about potential organizational structures and expanded leadership options for the future, as well as a solid process for applying a fair and equitable pricing structure for all users, utilizing a reasonable and defensible cost allocation methodology.

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**Appendix A: FECC Working Group Operating Principles**

**Article I. Name**

The name of this entity shall be the Fairbanks Emergency Communications Center Working Group (the "Working Group").

**Article II. Purpose and Duties**

**1. Core Purpose.** The purpose of the Working Group is to reflect and communicate the needs and interests of the FECC's many user agencies to FECC Management and City Leadership.

**2. Duties.** In order to meet the Working Group's Core Purpose, the duties of the Working Group are to:

- a) Inform themselves with regard to public safety communication issues and policies, especially as they relate to FECC operations;
- b) Bring the concerns and issues of FECC user agencies to FECC management;
- c) Become aware of FECC operations and the interest of its many user agencies.
- d) Advise FECC management with regard to operational goals and service delivery;
- e) Participate in FECC Strategic Plan and Business Plan development.

**3. Manner of Acting.** Providing advice to FECC Management can take the form of simple resolutions or other informal guidance, based on a Consensus Model of Decision-Making.

**4. Responsibility of FECC Management.** While FECC Management is not bound by recommendations and guidance coming from the Working Group, in situations where FECC Management does not fully follow the Working Group's other direction, FECC Management must fully inform the Working Group about the reasons behind such action.

**Article III. Membership**

**1. Number.** The Working Group shall be composed of one member for each of the FECC's user agencies. Working Group members are to be in positions of leadership within each user agency.

**2. Designated Seat.** The FECC Manager will serve as a non-voting, ex-officio member of the Working Group and will not be part of the Working Group voting membership.

**5. Appointment of Working Group Members:** Each user agency will have sole responsibility for appointing new and any replacement Working Group members.

**Article IV. Officers**

There shall be a Chairperson, Vice-Chair and Secretary of the Working Group, elected annually by a majority vote of the full Working Group. If necessary and appropriate, a Nominating Committee shall submit a Chair, Vice-Chair and Secretary slate for nomination and election at the final meeting of the year.

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The duties of the officers will be as follows:

- The Chair will be responsible (when present) for presiding over Working Group meetings, appointing committees, determining “Chair Rules,” and other duties as determined by the Working Group.
- The Vice-Chair shall serve as Chair in the Chair’s absence.
- The Secretary shall be responsible for submitting meeting minutes to the Working Group.

**Article V. Meetings**

**1. Number.** There shall be at least four meetings of the Working Group held each year.

**2. Quorum.** More than **50%** of the members of the Working Group shall constitute a quorum.

**3. Attendance.** Each Working Group member is expected to attend all regular meetings.

**Article VI. Conducting Meetings**

The initial meeting of the council will be conducted according to an informal interpretation of Robert’s Rules of Order, Newly Revised. Upon appointment of a Chair, the Chair will establish ground rules about appropriate decorum for meetings and have them stand as “Chair Rules.” A simple majority of council members may override any standard or procedure established by the Chair for the conduct of the meeting.

**Article VII. Open Process**

The Council will operate in a manner that is open and informative, in accordance with City of Fairbanks ordinances, regulations and policies.



**North Pole Police Dept.  
125 Snowman Ln.  
North Pole, AK 99705**

**Chief Steve Dutra  
Phone: 907-488-8459  
Fax: 907-488-5299**

June 29, 2016

To: Kathy Weber  
City Clerk

Re: NPPD Auction Items

The North Pole Police Department would like to proceed with the auction of the following items.

<u>INVENTORY</u>	<u>LICENSE PLATE</u>	<u>VIN</u>
2010 Charger 2010	XYD711	2B3AA4CT3AH194651
2003 Green Crown victoria	XXZ822	2FAFP71W83X135336
2005 White Crown Vic	XXZ392	2FAFP71W65X164160
SHARP AR-M277 Printer	SER #: 55018766	
JVC TV, black	SER #: 10219356	
SONY DVD/VHS PLAYER	SER #: 6019831	
2002 Gray Crown Victoria	X YA765	2FAFP71W44X168173
2001 Green Crown Vic push bumper, black	X XY665	2FAFP71W71X181320

I would encourage the City Council to approve this list so we can transport the property to the auction service company to be sold. All of these items have reached the end of service life and are ready to be disposed of.

Thank you,

  
Chief Steve Dutra



**CITY OF NORTH POLE**

**RESOLUTION 16-08**

**A RESOLUTION SUPPORTING THE FAIRBANKS NORTH STAR BOROUGH  
ORDINANCE 2016-36 AMENDING BOROUGH CODE TITLE 2 REGARDING  
APPOINTMENTS TO THE PLANNING COMMISSION, TITLE 17 REGARDING  
STREET NAMING, AND TITLE 18 REGARDING THE BOARD OF ADJUSTMENT  
INCLUDING REVOKING DELEGATION OF DUTIES TO THE CITY COUNCILS**

WHEREAS, State law authorizes the Assembly to provide for an appeal to a board of adjustment or other body established to hear appeals from administrative land use decision, and authorizes the Assembly by ordinance to delegate any of its powers and duties with respect to planning, platting and land use regulations to a city in a borough that consents by ordinance; and

WHEREAS, State law also authorizes the Assembly, by ordinance, to revoke any power or duty delegated to a city with respect to planning, platting and land use regulations without its consent; and

WHEREAS, the City of North Pole currently sits as the Board of Adjustment for certain land use decisions regarding land within city limits; and

WHEREAS, the City of North Pole has not sat as the Board of Adjustment for land use decisions in at least a decade; and

WHEREAS, if city councils do not hear planning commission appeals, there is a lower likelihood of conflicts and city council members should not be precluded from sitting on the Planning Commission; and

WHEREAS, the City council is not familiar with the Fairbanks North Star Borough Code of Ordinances as would be necessary to sit as a Board of Adjustment for land use appeals; and,

WHEREAS, street naming actions on streets located in the City of North Pole are currently subject to veto by the City Council; and

WHEREAS, the City of Fairbanks and the City of North Pole should receive notice of street naming applications within their respective limits; and

WHEREAS, the City of North Pole does not wish to take over planning and zoning within city limits; and

WHEREAS, the proposed changes best serve the residents and businesses in the City of North Pole by providing clear and concise regulations in relation to land use and planning within its boundaries and the FNSB; and,

**NOW THEREFORE BE IT RESOLVED**, that the North Pole City Council supports a change to FNSB code title 2 regarding appointments to the planning commission, title 17 regarding street naming, and title 18 regarding the board of adjustment including revoking delegation of duties to the city councils.

**BE IT FURTHER RESOLVED** that copies of this resolution shall be sent to the Fairbanks North Star Borough Assembly and City of Fairbanks Council.

**PASSED AND APPROVED** by a duly constituted quorum of the North Pole City Council this 5th day of July, 2016.

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Bryce J. Ward, Mayor

ATTEST:

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Kathryn M. Weber, MMC  
North Pole City Clerk

PASSED/FAILED Yes: No: Absent
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