

Board of Directors

Thomas Christensen
East Longmeadow

Stuart Beckley
Ware

John Beaulieu
Chicopee

Lyn Simmons
Longmeadow

Jennifer Wolowicz
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Daniel Stamborski
Chief, Chicopee FD

Robert Stocks
Chief, Longmeadow PD

John Rigney
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Steven Kozloski
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Chief, Monson FD

Mark Williams
Chief, E. Longmeadow PD

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James Martinez
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Finance Committee

Marie Laflamme
Chicopee

Ian Coddington
Longmeadow

Jamie Farnum
Monson

Kimberly D'Amato
Ware

Kimberly Collins
East Longmeadow



**JOINT MEETING OF THE WESTCOMM BOARD OF DIRECTORS &
FINANCE COMMITTEE**

JANUARY 14, 2025 2:00 P.M.

CHICOPEE PUBLIC SAFETY TRAINING ROOM

15 COURT STREET, CHICOPEE MA 01020

GOOGLE MEET INFO:

[HTTPS://MEET.GOOGLE.COM/IVY-SQMG-CSB](https://meet.google.com/ivy-sqmg-csb)

PHONE: 1-513-816-0986 PIN: 637 192 230#

1. Old Business:

- ❖ FY26 Budget
- ❖ Interim Executive Director Discussion - Attachments

2. New Business:

- ❖ Building Committee Change Order Policy – Attachment

3. New Business not reasonably anticipated within 24 hours

4. Adjourn

Operations Manager Position Report

Summary

Responsible, under the direction of the Deputy Director, for the efficient and effective administration and supervision of the Regional Emergency Communications Center, its resources, equipment and staff. This position interprets, monitors, adjusts and implements policies and procedures; provides supervision and direction to subordinate personnel; works independently and uses considerable discretion; monitors emergency communications needs and personnel/ labor relations issues.

Introduction

This report is intended to provide the Board of Directors and Finance Advisory Committee with information about the agency's request to fund the Operations Manager position.

Westcomm's growth from two (2) member communities to five (5) member communities in a short period maximized the leadership's ability to oversee daily operations due to time constraints. Developing the Operations Manager position will allow the agency to provide direct supervision to daily operations under a manageable span of control, further support the full potential of the staff, and continue to take on new member communities with the transition to the new building.

Operations

Scheduling, Staffing, and Payroll - Weekly scheduling and scheduling shift and vacation bids every six months. Adjusts staffing based on multiple factors, including but not limited to weather, special events, extended operational periods due to an event, training, outreach, meetings, etc. Processes overtime forms, reconciling them with the schedule in preparation for payroll.

Supervision - This role provides direct supervision to the supervisors and LEAD dispatchers for shift operational management.

Policy and Procedure - Identifies the need for and recommends policy and procedural changes, and prepares draft policies and procedures. The operations manager ensures that any changes to Westcomm policy and procedure and partner public safety agency policies are properly carried over to the dispatch center.

Legal - The operations manager assists the Deputy Director in ensuring compliance with Federal, State, policies, personnel laws, union contracts at a department level.

Professional development - Works in conjunction with the training coordinator and quality assurance coordinator to develop roll calls, in-service training, and supervisor professional development. One-on-one meetings are in place to provide feedback, relay information, resolve issues, discuss projects, review performance, and help them grow in their roles.

Performance and Performance Evaluations - Monitors and evaluates emergency communications specialists' (ECS) and supervisors' work performance through coordination with the quality assurance coordinator and training coordinator. Regularly meets with supervisory staff, providing direction and support. Based on information gathered through journal entries, quality assurance performance reviews, accolades, attendance records, and corrective action, prepares performance evaluations.

Inquiries - The agency receives inquiries through feedback forms, internal and external accolades and complaints, and investigations. These inquiries would transition to being reviewed by the operations manager, who will provide a report inclusive of the findings and recommendations to the Deputy Director and assist in the resolution.

Public Record and Court Requests - Each year, the number of public records and court requests increases substantially. During the last calendar year, there were 322 public records and court requests, an increase of over 30% from the previous year. At a minimum of 30 minutes per request, the total time for processing is over 160 hours. It took approximately a month to process the requests received.

Employee Wellness and Support - Due to the nature of the work being performed by the dispatch staff, being aware of employee wellness and offering additional support when needed is critical. Every day, they process hundreds of calls for service and are exposed to trauma. Identifying when they need human resources, EAP, referrals, peer support, and/or critical incident stress management is key.

Conclusion

As Westcomm moves forward, adding key positions is crucial to support current operations. The leadership positions are task-saturated, and currently take on duties better suited under a specialized position focused on operations.

WESTCOMM

POSITION TITLE: Executive Director – Western Massachusetts Regional Emergency Communications Center (WESTCOMM)

POSITION DESCRIPTION:

The WESTCOMM Board of Directors seeks its first Executive Director. This newly created District requires an experienced leader with the background and credentials to implement and oversee the Emergency Communications Center that is responsible for administering and operating the E911 Public Safety Answering Position (PSAP) within the guidelines of Federal, State, and Local laws, county policies and procedures, and departmental regulations.

The Executive Director shall be responsible for the day-to-day operation and maintenance of the Center, subject to the specific authority retained herein by the Board of Directors and the general supervisory authority of the Board. The specific job qualifications, duties and responsibilities of the Executive Director shall be set by the Board of Directors with advice and recommendations from the Operations Committee and such other sources as the Board may consult.

The Executive Director shall report to the Board of Directors. The Executive Director will provide overall managerial and strategic direction for the department and manage the budget and revenue sources. The Executive Director will also work collaboratively with the Operations committee, Finance Committee, and other stakeholders including the City of Chicopee and the Town of Longmeadow to provide high quality 911 emergency services and support.

As the Center is established, the Executive Director provides overall direction, planning and management for the 911 Communications Center. The Executive Director shall, subject to the general supervisory authority of the Board and in consultation with the Operations Committee, be responsible for the hiring, training, promotion, supervision, discipline, and discharge of staff to ensure accurate and timely response by police, fire, and other emergency services. The Executive Director shall also develop operating plans, prepare and manage budgets, establish policies and procedures; and, oversee the selection, training, and performance of 911 Operators through subordinate supervisors and support staff

The Executive Director shall manage workflow, conduct performance evaluations, and make decisions regarding the recruitment, selection, and hiring of personnel. The Executive Director shall participate in annual training to remain current in laws and contemporary practices in managing 911 Centers and shall monitor and analyze WESTCOMM operating procedures, designs and implements changes as needed.

The Executive Director shall be responsible for researching, applying for grant funding from state, federal, and non-governmental organizations, and such other fund raising efforts as authorized by the Board of Directors.

The Executive Director shall develop policies and procedures to enhance the delivery of services to the public, the affected departments and presents recommendations to the Board of Directors and Operations Committee as appropriate. The Executive Director shall maintain a high level

relationship with City and Town Police, Fire, and other Public Safety units and with other municipal, county, and state counterparts. The Executive Director shall serve as a liaison to the 911 Steering Committee.

The Executive Director shall oversee the technical maintenance and modification of WESTCOMM radios, telephone systems, and equipment as well as research incidents and prepare reports of findings as needed. The Executive Director shall, in consultation with the Board of Directors, provide information to the general public about WESTCOMM services through outreach including, but not limited to, presentations before various civic and business organizations, networking with other public safety agencies, and the media. The Executive Director shall address citizen and internal complaints along with suggestions regarding communication operations and shall secure and maintain permanent records of emergency calls received and dispatched.

Transition Period

During the transition period, prior to the opening of WESTCOMM, the Executive Director shall be available to the Board of Directors to advise on all matters related to or affecting the transition, including operations, staffing, personnel, equipment and technology.

It is the Executive Director's responsibility, with the assistance of the Operations Committee if needed, to prepare a written transition plan ("Transition Plan") that describes and outlines the steps to be taken and procedures followed in each of the Participating Communities and by the District in order to successfully and safely transition from City/Town-based dispatching to full Center operations.

It is the Executive Director's responsibility to initiate the implementation of the Transition Plan. Said plan shall also outline specific deadlines that the Participating Communities must meet and dates by which those Communities must adhere to in order to ensure a smooth transition at a certain go-live date.

It is the Executive Director's responsibility to clearly communicate any such date or specific obligation of any Participating Community.

SALARY:

\$75-91,000 annually plus benefits

WORK EXPERIENCE/QUALIFICATIONS:

Minimum qualifications:

- BA/BS in Emergency Management, criminal justice, fire science, public safety administration, business administration, public administration, telecommunications, or related discipline
- 5 years of current operational supervisory experience in a multi-position 911 communications center
- Working knowledge of Police, Fire, and EMS operations, operational experience in a municipal emergency operations center
- NIMS / ICS training and knowledge of radio systems
- Excellent communication, negotiation, planning and management skills are required

- An equivalent combination of education and experience demonstrating the ability to perform the duties of the position will be considered
- Additionally, the successful candidate must possess or obtain State 911 certification, EMD, PST-I upon employment
- Must possess a valid Massachusetts Driver's License range.

Desirable:

- Experience in grant administration and application processes and demonstrated experience in managing budgets and projects is preferred.
- Knowledge of current communications systems used in emergency dispatch operations strongly preferred.

TO APPLY:

Please submit cover letter, resume, and references electronically to sgmgardner4746@gmail.com or via mail to:

WESTCOMM
c/o Michael P. Gardner, Esq.
Personnel Consulting
173 Pinehurst Rd.
Marshfield MA, 02050

Applications will be accepted through Friday, March 9, 2018 at 5PM

Job Description

DEPUTY DIRECTOR

Western Massachusetts Regional Emergency Communications Center (WESTCOMM)

Position Description Last Updated: March 13, 2020

General Statement of Essential Job Tasks:

The purpose of this classification is to oversee the day-to-day operations of the 911 Center, to include the supervision of departmental supervisors and equipment and the preparation and maintenance of records and reports.

Supervision Received:

Works under the general direction of the Executive Director or their designee and in accordance with applicable Massachusetts General Laws, WESTCOMM policies, and relevant state, federal, and local regulations, and standards. Works with the Executive Director or their designee to establish a work plan and completes work in accordance with formed departmental policies and standards.

General Description of Essential Job Tasks:

The following are general descriptions of the essential job tasks of the position. Other related tasks may be assigned as necessary and appropriate.

- Supervises, directs, and evaluates assigned staff, processing employee concerns and problems, scheduling and directing work, counseling, disciplining, and completing employee performance appraisals; recruits, hires, orients, and trains staff; develops training manual and testing programs; grades applicant tests, interviews applicants, and processes background checks; maintains departmental schedules
 - Assists in planning, developing, implementing, and managing communication policies, procedures and practices by reviewing current practices, laws, regulations, staffing and equipment to ensure compliance; assists in creating new, and approving revisions and updates to, standard operating guidelines.
 - Responds to and investigates complaints from the public, emergency service agencies, and 911 personnel.
 - Develops, implements, and evaluates training programs for assigned personnel; develops training methods; coordinates the training and development activities of other trainers; prepares lesson plans and instructs on various topics; establishes guidelines and time tables for curriculum to ensure that rules, regulations, and updates are addressed in classroom instruction; provides consultation to field personnel on individual training issues and problems; assists in the preparation and monitoring of the annual training budget.
 - Ensures all communications equipment is functioning at all times; diagnoses problems to refer to proper repair technician; coordinates maintenance contracts; performs monthly system maintenance; researches technology for 911 equipment; issues and updates radio and CAD codes; gives and grades code exams.
 - Assists in developing, implementing, and tracking communications goals, objectives, and performance measures.
 - Answers and monitors emergency and non-emergency phone calls taken by 911; monitors dispatched radio traffic; analyzes call trends; observes, inspects, and monitors the behavior of
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subordinate employees to ensure compliance with departmental standards, performance and conduct; recommends and follows through on investigatory and disciplinary action/review as necessary in a fair and consistent manner for all section employees; dispatches fire/rescue, law enforcement or emergency medical personnel to calls.

- Formats and prepares letters, memorandums, forms, reports, database inquiries and changes to master street address guide and other correspondence, reports, and written items; enters, edits, and analyzes computerized data; runs criminal histories, driver histories, and general inquiries on the DCJIS Network; reads weather system computers; shreds sensitive law enforcement documents.
- Operates and maintains communications equipment; fulfills open records orders and audio tape requests; monitors emergency generator; builds and processes CAD reports.
- Conducts and attends meetings.
- Operates a computer terminal, phones, calculator, facsimile machine, printers, base and portable radios, copier, digital camera, radio scanner, generator, UPS and switch, television, hand tools, housekeeping tools, headsets and handsets, digital recorder, office equipment, or other equipment as necessary to complete essential functions, to include the use of word processing, spreadsheet, database, or other system software.
- Ensures cleanliness of office area; makes copies; faxes and mails documents; enters data into the computer.
- Performs other related duties as required.

Essential Knowledge, Skills and Abilities:

- **Data Utilization:** Requires the ability to evaluate, audit, deduce, and/or assess data using established criteria. Includes exercising discretion in determining actual or probable consequences and in referencing such evaluation to identify and select alternatives.
- **Human Interaction:** Requires the ability to perform in a supervisory capacity over subordinate supervisors.
- **Equipment, Machinery, Tools, and Materials Utilization:** Requires the ability to operate, maneuver and/or control the actions of equipment, machinery, tools, and/or materials used in performing essential functions.
- **Verbal Aptitude:** Requires the ability to utilize a wide variety of reference, descriptive, and/or advisory data and information.
- **Mathematical Aptitude:** Requires the ability to perform addition, subtraction, multiplication, and division; ability to calculate decimals and percentages; may include ability to perform mathematical operations with fractions; may include ability to compute discount, interest, profit and loss, ration and proportion; may include ability to calculate surface areas, volumes, weights, and measures.
- **Functional Reasoning:** Requires the ability to apply principles of influence systems, such as motivation, incentive, and leadership, and to exercise independent judgment to apply facts and principles for developing approaches and techniques to resolve problems.
- **Situational Reasoning:** Requires the ability to exercise judgment, decisiveness and creativity in situations involving the evaluation of information against sensory, judgmental, or subjective criteria, as opposed to that which is clearly measurable or verifiable.

Education and Experience Requirements:

- High school diploma or GED
 - five years' experience in dispatch and minimum of three years in a supervisory and/or
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administrative role in a 911 center or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job

Special Necessary Qualifications:

- Must successfully pass a background check inclusive of a Massachusetts Board of Probation and an Interstate Identification Index records check; must comply with the minimal qualification guidelines established by the Criminal History Systems Board.
- Must possess a valid Massachusetts driver's license with a satisfactory driving record as a condition of initial and continued employment.
- Must possess and maintain the following certifications: State 911 Telecommunicator Certification, EMD Certification, and EMD-Q Certification.
- Must successfully pass a medical examination, including a drug test and psychological evaluation.

Technology:

- Requires advanced computer skills in Google Suite tools, such as Docs, Sheets, Slides, Forms.

Working Conditions and Requirements:

Work is mostly performed in an office environment. Regular and punctual attendance is a requirement. Maintains work area and equipment in clean and working condition; performs janitorial functions in the work area as needed.

Physical Requirements and Potential Hazards:

Physical Ability: Tasks require the ability to exert light physical effort in sedentary to light work, but which may involve some lifting, carrying, pushing and/or pulling of objects and materials of light weight (5-10 pounds). Tasks may involve extended periods of time at a keyboard or work station.

Sensory Requirements: Some tasks require the ability to perceive and discriminate sounds and visual cues or signals. Some tasks require the ability to communicate orally.

Environmental Factors: Essential functions are regularly performed without exposure to adverse environmental conditions.

Salary/Benefits:

- Benefits include three weeks paid vacation, three paid personal days, enrollment in Hampden County Retirement, health insurance options from Scantic Valley Health.
- Starting salary: \$70,000. This is a salary position.

Application Process:

Applicants selected for employment must pass a background check, drug screening and psychological evaluation. Interested applicants should email a cover letter and resume to ehastings@westcomm-ma.gov or mail a hard copy to WESTCOMM, Attention: Erin Hastings, 110 Church St, Chicopee, MA 01020 by March 27, 2020 at 12 noon.

SECRETARY'S CERTIFICATE

I, JoAnn Kupiec, Secretary of the Board of Directors of WESTERN MASSACHUSETTS EMERGENCY COMMUNICATIONS DISTRICT (the "District"), hereby certify as follows:

1. That the following resolution was adopted by the Board of Directors of the District (the "Board") on May 3, 2024 at a duly called meeting of the Board, and such resolution has not been altered or rescinded prior to the date of this Secretary's Certificate.

VOTED: A motion was made by Jennifer Wolowicz and 2nd by Tom Christensen that a change order policy be established stating any change orders under \$ 50,000 Erin will approve, any change orders between \$50,000 and \$250,000 the Building Committee will approve and anything over \$250,000 will go to the Board of Directors for approval. A Roll call was done, 5 yes, motion passed.

EXECUTED as a sealed instrument this 9th day of January, 2025

JoAnn Kupiec
JoAnn Kupiec, Secretary