



# **BUDGET DOCUMENT**

**2025**

**FISCAL YEAR**



# Adopted Budget Document

## Fiscal Year 2025

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Presented to Rutland Town Administrator  
December 1, 2023

Presented to Rutland Finance Committee  
2023

Presented to Administrative Stakeholders Board  
January, 2023  
Adopted , 2023



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Michael Moriarty, Director  
Elizabeth DeFosse, Deputy Director  
Austin Cyganiewicz, Rutland Town Administrator  
Allyson Mitchell, HR Manager  
Rebecca Tuttle, Payroll Manager  
Donna Couture, Town Accountant

240 Main Street  
Rutland, MA 01543  
Phone: 508-886-4033  
Fax: 774-385-3860  
[www.rrecc.us](http://www.rrecc.us)

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# 2025 Fiscal Year Budget

# Mission Statement and Core Values

## Mission Statement

Dispatch the appropriate response with the least possible delay;  
Inspire the trust and confidence of the public and responding agencies;  
Serve as a vital link between Barre, Hubbardston, Oakham, and Rutland citizens, & Emergency Services  
Prepare to handle any situation through proactive and continuous education;  
Always strive to find ways to improve. Always here, always ready;  
Treat each individual with respect and dignity;  
Consistently answer all calls with professionalism, courtesy, and compassion;  
Help responding agencies serve our community by using reliable technology and accurate information;

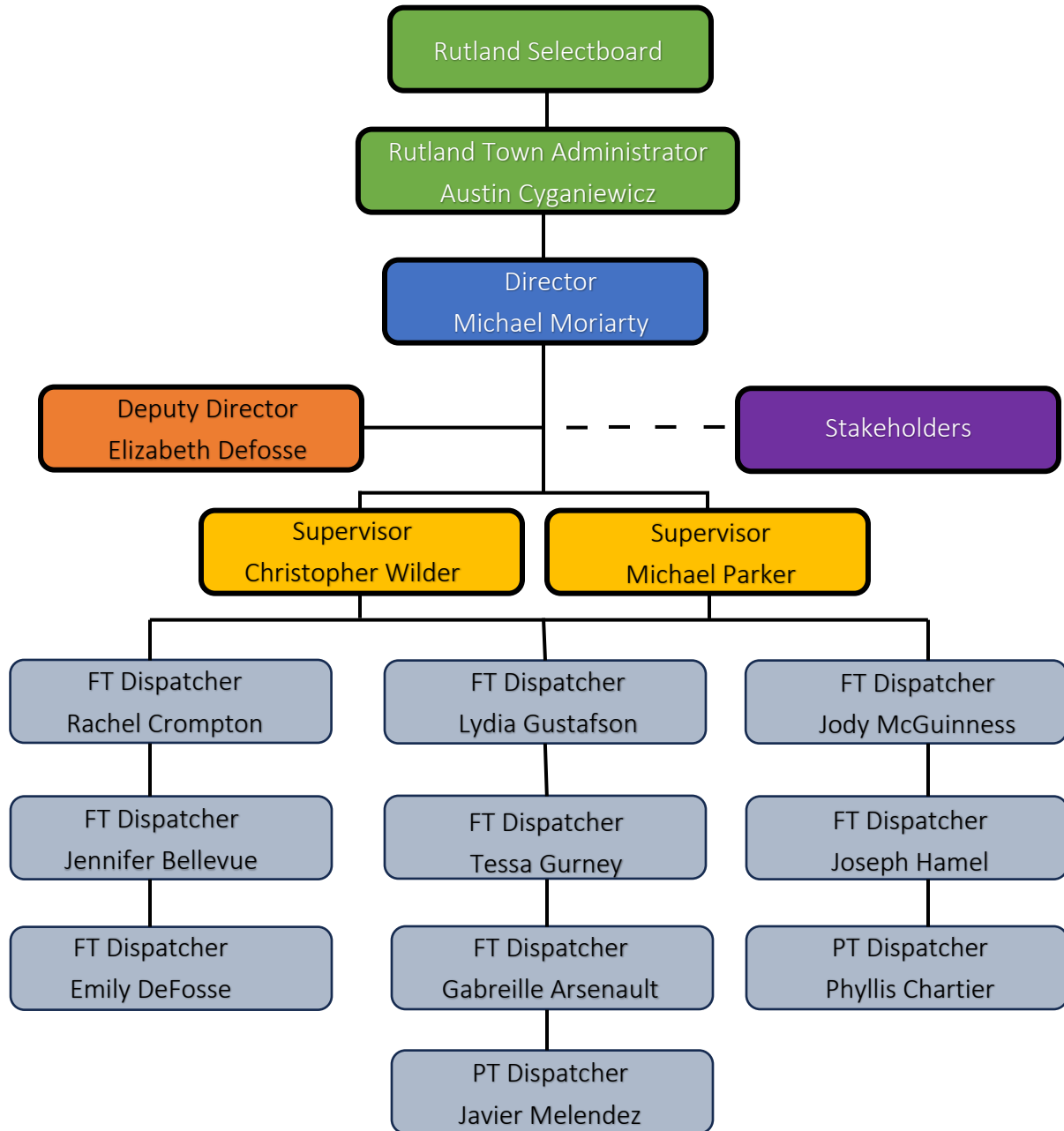
## Core Values

**Safety:** the safety of our citizens and subscribers are our top priority. We look for ways to minimize risk and meet the safety expectations of those we serve.

**Professionalism:** We adhere to the Conducts, Ethics, and Behavior Expectations as defined in RRECC policies.

**Customer Service:** we are dedicated to providing confident, compassionate, personalized service to our citizens and subscribers, and honoring commitments we have made to them.

# Organization Chart



# Board Members

## Operations Board Members

As of November 15, 2023

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**Barre Police Department**

Chief James Sabourin  
Lieutenant Joseph Brown

**Hubbardston Police Department**

Chief Ryan Couture

**Oakham Police Department**

Chief Fredrick Gehring  
Sergeant Kevin Marderosian

**Rutland Police Department**

Chief Nicholas Monaco  
Lieutenant Dan Collinge

**Warren Police Department**

Chief Gerald Millette  
Lieutenant James Early

## Administrative Board Members

As of November 15, 2023

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**Town of Barre**

Interim Greg Balukonis

**Town of Hubbardston**

Nathan Boudreau

**Town of Oakham**

Maribel LaRange

**Town of Rutland**

Austin Cyganiewicz

**Town of Warren**

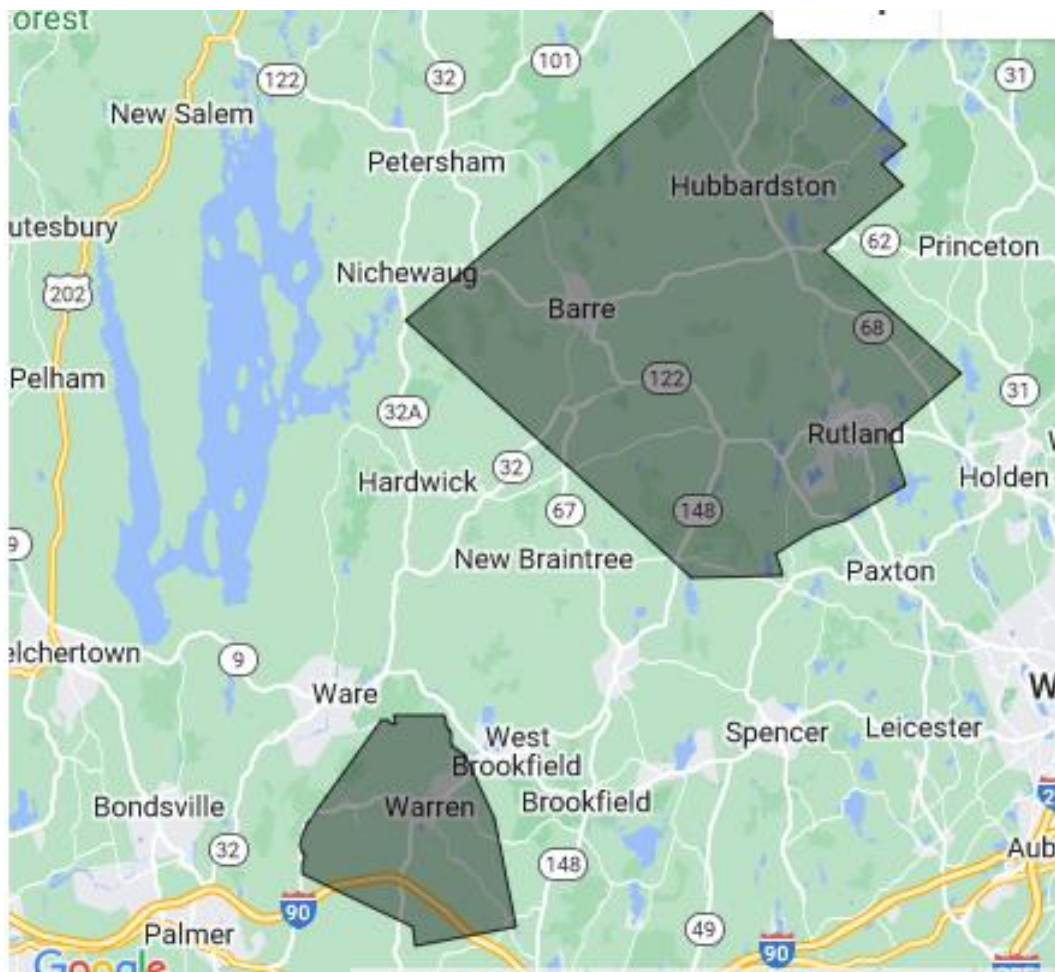
James Ferrera



# Agency Overview

The Rutland Regional Emergency Communications Center is located in Rutland, Massachusetts and provides critical, emergency call-taking and dispatching services for Police, Fire, EMS, Animal Control, and Public Works for the following Massachusetts towns: Rutland, Oakham, Hubbardston, Warren, and Barre. Our service area is comprised of 145 square miles of rough, New England terrain. The Rutland RECC processes approximately 75,000 calls for service annually, making us one of the busiest local regional centers in the area.

All Dispatchers with the RRECC are proficient in the use of the IMC CAD system and are certified in E911, Leaps/NCIC, CPR, EMD (Emergency Medical Dispatching), and APCO Basic Telecommunications. Dispatchers have a firm Knowledge of the communities supported by RRECC, and all public services, both emergency, and non-emergency, employed by each. RRECC strives to be a team-oriented work center, with all dispatchers operating proficiently and professionally. All employees are expected to further their education and skills, by attending in-house and approved vendor continuing education training.



# History of 9-1-1

On December 11, 1990 Legislation was enacted to provide statewide enhanced 9-1-1 telephone service in Massachusetts. That Legislation established the Statewide Emergency Telecommunications Board (SETB) who is responsible to coordinate and effect the implementation of enhanced 9-1-1, and administer its services for the Commonwealth. The SETB is also responsible for promulgating the rules and regulations for the administration of enhanced 9-1-1.

The Enhanced 9-1-1 (E9-1-1) system automatically displays the address of the emergency caller and the telephone number at that location on a screen at the 911 Communications Center. The department that first receives the emergency call is called a Public Safety Answering Point (PSAP). In Massachusetts there are 270 PSAP's, some of which are regional and answer calls for more than one community.

The E9-1-1 program in Massachusetts is funded through a surcharge on the telephone accounts of Massachusetts citizens. The Massachusetts 9-1-1 System is considered one of the best in the country because of its redundancy. All persons that operate the 9-1-1 system are required to be certified through the SETB training program.

On July 31, 2008, the Governor signed into law "An Act to Create a State 911 Department, Single 911 Surcharge, and an Enhanced 911 Fund" (Chapter 223 of the Acts of 2008, or the Act). The Act charged the State 911 Department with promulgating regulations establishing the surcharge. As required by the Act, the State 911 Department has promulgated regulations 560 CMR 3.00 establishing an equitable and reasonable method for the remittance and collection of a surcharge on prepaid wireless telephone service. The regulations establish a surcharge of \$0.75 per month on each subscriber, end user, or customer of prepaid wireless telephone whose communications services are capable of accessing enhanced 911 service on or after July 1, 2009. The regulations require each prepaid wireless telephone service provider to collect the surcharge on a monthly basis from each subscriber, end user, or customer and remit the surcharge to the State 911 Department within thirty (30) days; or to calculate and remit the surcharge by dividing its total Massachusetts prepaid wireless revenue for the month by its national average revenue per user for prepaid wireless service and multiplying the result by \$0.75. As required by the regulations, each prepaid wireless telephone service provider shall remit the surcharge to the State 911 Department on a monthly basis, along with the required report, beginning no later than September 2009.

# History of Rutland RECC

The Rutland Regional Emergency Communication Center is the Primary Answering Point for all 911 Landline and Wireless calls. The center operates with 3 full positions which can handle answering 911, business calls, radio transmissions, and dispatching all services. The center also has 2 half stations that can handle answering business line calls and radio transmissions.

The Rutland RECC was recognized by the National Center for Missing & Exploited Children in 2018 for meeting essential training and policy elements demonstrating preparedness for responding to a missing child incident. This recognition demonstrates to the public the member agencies' further excellence in public safety services and helps reinforce the public's faith and confidence in the commitment of member agencies to safeguard children from abduction, sexual exploitation, and other risks. The Rutland RECC is one of only 9 PSAPs in Massachusetts to be recognized.

The Rutland RECC first regionalized with the Town of Oakham in 1984, being one of the first regional centers in Massachusetts. The Town of Hubbardston was the second community to decide to consolidate its dispatch services into the Rutland RECC in 2009. Shortly after the Town of Barre also consolidated its dispatch services in 2012, the last community the Town of Warren joined the RRECC in 2018.

# Rutland RECC's Functions

RRECC serves as the public safety answering point for fire, rescue and police incidents, using the Enhanced 9-1-1 (E-9-1-1) system. The Center provides 24-hour service in the answering of all emergency and non-emergency police, fire, and medical calls. The Center is staffed by a team of 9 full-time Telecommunication Specialists, and 2 supervisors each of whom are committed to providing exceptional service to the public. They are certified in incident command, CPR, Emergency Medical pre-arrival instruction in addition to being certified by the State of Massachusetts. The Center is also staffed by a Director and Deputy Director who support the Center's mission statement and core values.

The Center uses state-of-art technology to provide fast and effective emergency communication services. Using radio communication, mobile data computers and a Computer Aided Dispatch and Records Management System, Center personnel are able to process requests and expedite the dispatching of police and fire personnel in an emergency. In addition to providing useful management statistical information, our computer systems enable us to track hazardous locations and special information about a residence, which may pose a threat to the safety of the public and/or public safety personnel.

Our Team combines decades of dispatching experience with a commitment to customer service. Our goal is to coordinate resources to best address the needs of the citizens we serve. We are the first point of contact whether reporting an abandoned vehicle or a medical emergency.

It is the responsibility of the Telecommunication Specialists to answer and prioritize all in-coming 911 calls, police calls, and fire calls. They are also responsible for sending appropriate assistance to the citizens and tracking the activity of the field units. It can reasonably be anticipated that the number of calls received in the Dispatch Communications Center will increase during the coming years.

TDD/TTY communication for the hearing impaired is available in our communications center at each of our consoles, as well as the ability to Text to 9-1-1. Translation for non-English speaking callers is also available through a translation service.

# RRECC Governance

The Rutland Regional Emergency Communications Center is governed by the Town of Rutland Selectboard. The member communities fall under an Intermunicipal Agreement (IMA) under the provisions of Massachusetts General Law Chapter 40, Section 4A for joint operations of public activities.

The Rutland RECC has formed two advisory boards to assist with the administration and operations of the department.

The Operations Board is responsible for reviewing all policy changes that will affect their department's operations and providing valuable feedback about the centers performance.

The Administrative Board is responsible for reviewing the departments IMA and Budget and providing their communities feedback and suggestions.

# Who RRECC Serves

## RRECC Public Safety Agencies

Barre Police Department	Barre Fire Department
Hubbardston Police Department	Hubbardston Fire Department
Oakham Police Department	Oakham Fire Department
Rutland Police Department	Rutland Fire Department
Warren Police Department	Warren Fire Department
Rutland Regional Animal Control	Oakham Animal Control
Warren Animal Control	

## RRECC Serves as Backup

Gardner Communications	Wachusett Regional emergency Communication Center
Nashoba Regional Emergency Dispatch District	District 8 Control

The Rutland RECC also serves all Department of Public Works, Water, & Sewer departments within the communities.

# User Fee Calculation Process

Charges are based on the population figures of each town, as certified by respective Town Clerks, as of January of each year, to be used for the July 1 fiscal year. Certified January census results shall be due no later than February 1<sup>st</sup> to determine final contract amounts for the next Fiscal Year starting July 1<sup>st</sup>.

A budget estimate for the ensuing fiscal year based on Rutland's proposed operating budget and using the previous year's population figures shall be sent by March 1st of each year, subject to adjustment for certified population figures. Proposed budgets for the upcoming fiscal year will be presented and reviewed in the regular budget timeframe process.

There will be a schedule for presenting and reviewing the budget to include Town feedback at two or more budget meetings.

Any grant funding that may become available to the Rutland Regional Emergency Communications Center may be reviewed to reduce the respective towns contracted costs where possible, if for such purpose; otherwise, it will be used for its intended granted purpose.

# Strategic Goals

**The Rutland RECC has developed Strategic Goals and the outcomes accomplished to date:**

**Goal 1:** Develop a realistic, sustainable budget and 5 – year financial plan.

- ✓ Working with Rutland Town Administrator
- ✓ Budget development
- 5 year financial plan

**Goal 2:** Enhance performance management processes and services outcomes.

- ✓ Implement APCO Intellicom (APCO QA/QI System for EMD) process for all disciplines.
- ✓ Develop and implement a process in which RRECC personnel are provide quarterly reports.
- Establish quarterly reports for Administration & Operation Board Member's

**Goal 3:** Strengthen communication and collaboration with our public safety partners, RRECC personnel and the citizens we serve.

- ✓ Established a Public Education Liaison & Program
- ✓ Establish a Missing Kids Readiness Program (Child ID/Fingerprint Cards)
- ✓ Establish a Senior Alert Readiness Program (Senior ID/ Fingerprint, Medication Cards)
- Established a Wellness Program for employees

**Goal 4:** Upgrade and improve our public safety radio infrastructure.

- ✓ Submitted and Awarded grant funding (\$656,801) for upgrade
- ✓ Phase 1 Materials Ordering
- Phase 2 Project Site Reviews
- Phase 3 Materials Staging
- Phase 4 Staging & Factory Acceptance Testing
- Phase 5 Installation



# Economic Challenges

RRECC is funded primarily by our public safety member agencies. These member agencies rely heavily on property taxes for the majority of their funding. When taxes are lower than anticipated, it puts a heavy burden on these agencies to support the increasing fees needed to fund dispatch services.

While for some of our agencies, dispatch services may only be a small portion of their budgeted expenses, there is still pressure to reduce these expenses when revenues are impacted.

In addition to concerns with increasing member agency fees, are the increasing needs from technology, to radio infrastructure. Technology changes at a rapid pace, and RRECC must plan for the ability to improve our technology to include NextGen items such as integrated text-to-911, pictures, video, increased data storage, and cybersecurity.

We also must plan for the replacement of aging radio infrastructure to maintain and improve our ability to communicate with our emergency service agencies and get help to someone in need in the most efficient, expedient manner possible.

With these issues in mind, the RRECC Director and Rutland Town Administrator have been looking into alternative ways to fund RRECC and relieve some of the burden on our member agencies.

Some alternatives to relieve some of the burden on our member agencies are to lease commercial space on our radio tower sites, and further expand by bringing new communities into the center.

# Employment Challenges

Emergency Communications Centers across the nation continually struggle with hiring and retention. Training a new Telecommunicator takes just under 6 months, which makes replacing a dispatcher a very lengthy process.

Next Generation 911 (NextGen) is a term for a variety of new technology that will impact 9-1-1 centers and our ability to serve the public. Some of the technology will allow Emergency Communications Centers to receive new data, such as pictures, video, or even telematics (i.e. OnStar, Sync) information directly from vehicles. This is being developed to provide the opportunity to obtain improved information for our responding units, and more accurate location, and detail on critical incidents, ultimately improving the ability to help our citizens during critical events.

Telecommunicators have historically dealt only with voice over the radio and phone. Many Telecommunicators state they chose this profession because they do not have to 'see' the emergency. In the future, they will need to be trained to view images and video, and may be required to decipher what they are viewing, and even determine the level of response based on information received from a picture or video.

The Telecommunicator of tomorrow must have the ability to deal with rapidly changing technology, social media, telematics, images, video, and more. Our hiring and training practices must be adjusted to include these future expectations. We are working to find ways to recruit and retain people with strong technical skills, and the ability to think critically and quickly.

# Radio Infrastructure

The RRECC operates a two separate radio system that provides voice communications for police, fire, and emergency medical services (EMS) agencies. The main system is designed as a regional system that is utilized by Barre, Hubbardston, Oakham, and Rutland Agencies. The other system is designed and utilized by Warren.

The Regional system was reviewed, and the radio engineer concluded that the current system exhibits sufficient systemic issues that warrant an investigation to finding viable options for a replacement system. With this review being concluded the RRECC in conjunction with the Radio engineer have designed a new updated system that will provide its agencies with superior coverage. The Rutland RECC applied for a competitive Massachusetts State 911 Development grant and was awarded \$656,801 to complete the necessary upgrades.



The Rutland RECC owns multiple sites throughout its member communities being:

- Rutland 2 Tower Sites
- Oakham 1 Tower Site
- Hubbardston 1 Tower Site
- Barre 1 Tower Site (2<sup>nd</sup> site being designed for South Barre)

The entire system is valued at an estimated:  
\$4,500,000.00

# Public Education

A 911 Dispatch Center receives an inordinate amount of pocket dials to 911, baby/toddler calls to 911, non-emergency calls to 911, calls from citizens who do not know the location or address of the emergency they are reporting, or when it is appropriate to call the non-emergency number instead of 911.

We serve over 25,000 citizens. We frequently receive multiple 911 calls at any given time. We felt it was imperative that we reduce the number of non-emergent calls to 911 in an effort to free up the lines for people with a valid emergency.

We have promoted Jody McGuinness as our Public Education Liaison and will going out into the public and meeting with citizens face-to-face to chat with them about the issues at hand and recruit them to relay our message to all of their friends, neighbors and family members.

Dispatcher McGuinness will be tasked with developing lesson plans and materials for all grades and to include the senior community to help spread what we do and the use of 9-1-1.



# Budget Message, Process and Policies



## FY 2025 Fiscal Year Budget

# Budget Message

I am pleased to present the Fiscal Year 2025 Annual Budget. This budget was the result of careful analysis of present and future needs of staff, agencies and community.

Achieving a financially sound budget that sustains the important values and visions of our Agency, partners and the public we serve is necessary for our community's safety and well-being. Criteria used to help guide budgeting decisions were:

- Projects and expenses that, if not done, could negatively impact our ability to provide service to our user agencies and community;
- Mandated requirements we must respond to;
- Timeliness of what we could practically achieve in this budget cycle.

The following is a consolidated picture of all Agency funds for a three-year comparative view.

<b>All Funds Consolidated</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>% Change FY 25 Over FY24</b>
User Assessments	\$845,862.20	\$880,284.00	4%
911 Grant Funds	\$539,873.00	\$539,873.00	0%
<b>Total Resources</b>	<b>\$1,385,735.20</b>	<b>\$1,420,157.00</b>	<b>2%</b>

<b>Expenditures/Appropriations</b>			
Wages	\$903,260.88	\$934,564.93	3%
Indirect Costs	\$286,914.29	\$286,914.29	0%
Purchase Services	\$187,560.03	\$190,677.78	1.6%
Supplies/Uniforms	\$8,000.00	\$8,000.00	0%
<b>Total Requirements</b>	<b>\$1,385,735.20</b>	<b>\$1,420,157.00</b>	<b>2%</b>

# Budget Message

The General Fund is divided into four main functions: Personnel, Indirect Costs, Supplies, and Purchase Services; and it is the sole operating fund for the agency and accounts for all personnel, materials and services and capital outlay in support of the Agency.

Overall, the operational expenses (combined Personnel, Materials and Services, and Capital Outlay have increased 2% from the prior fiscal year's budget.

The 9-1-1 grant funds user fees are the major source of funding for the General Fund. The 9-1-1 grant funds have not increased the past few years.

## **Significant Budget Changes for Fiscal Year 2025**

### **Personnel Services** (3% increase from previous fiscal year)

Salaries and Wages will increase by \$31,304.05, a 3% increase. This is due to contractual obligations.

### **Indirect Costs**

Health insurance premiums are budgeted at level funded state until more precise figures are received in March.

### **Purchase Services**

Purchase Services remain unchanged from the prior fiscal year except for Trittech IMC where a contractual agreement of 5% was added.

### **Supplies & Uniforms**

Materials and Services remain unchanged from the prior fiscal year.

### **Capital Expenditures**

Capital Expenditures will first be applied for in State 911 eligible grants, and then will be brought back to the board for funding under the General Fund.

# Budget Management and Process

## Budgetary Accounting Basis

The budgetary and accounting policies contained in the proposed budget conform to generally accepted accounting principles established by the Governmental Accounting Standards Board. The accounts of RRECC are organized on the basis of funds and account groups, each of which is considered a separate budgetary and accounting entity.

The following is a list of RRECC funds with major revenue sources and major services provided:

<u>Fund Title</u>	<u>Description</u>
General Fund	This is the general operating fund of RRECC and is used to record financial transactions relating to all activities for which specific types of funds are not required. The General Fund generates the majority of its revenue from User fees and 911 funds.

The budget is prepared with all governmental funds accounted for and budgeted for, using the modified accrual basis of accounting. When using this method of accounting revenues are recognized when earned and expenses are recognized when incurred.



# Budget Management and Process

## **Budget Management**

RRECC is required to budget all funds. The budget is prepared for each fund on the modified accrual basis of accounting. Estimated revenues and expenditures are budgeted for by fund and object. Information on the past two year's actual revenues and expenditures and current year estimates are included in the budget document.

The Rutland Finance Board legally adopts the budget by Resolution before July 1. The Resolution establishes appropriations for each fund and expenditures cannot legally exceed these appropriations. The level of control established by the Resolution for each fund is at the object group level (i.e. personal services, materials and services, capital outlay, debt service, intra fund transfers and contingency). Appropriations lapse at the end of the fiscal year.

RRECC may change the budget throughout the year by transferring appropriations between levels of control. Expenditures appropriations may not be legally over expended except in the case of grant receipts that could not reasonably be estimated at the time the budget was adopted and for debt service on new debt issues during the budget year. Management may transfer budget amounts between individual line items within the object group, but cannot make changes to the object group themselves, which is the legal level of control.

## **Benefits of the Budgeting Process**

**Provides standards against which actual performance can be measured.** Budgets are a quantifiable plan, which allows management to more objectively measure and control performance. If, for instance, a manager knows the budget amount of training is \$30,000 per fiscal year, the manager is then in a position to monitor and control the expenses for training and/or training materials.

**Provides managers with additional insight in actual Agency goals.** Monetary allocation of funds is often the true test of the Agency's commitment to a particular goal. By providing managers with detailed line item information, the budget process assists team leaders and managers by allowing the flexibility necessary to accomplish Agency goals.

**Tends to be a positive influence on the motivation of personnel.** People typically like to know what is expected of them and budgets clarify performance standards. As an example, if \$5,000 is budgeted for use in a Wellness Program, the Wellness Committee can develop programs around the available funds.

**Causes Managers to divert some of their attention from current to future operations.** To some extent, a budget forces managers to anticipate and forecast changes in the external environment. For example, a change in service expectations by a user agency may mean more intensive training.

**Improves top management's ability to coordinate the overall operation of the organization.** Budgets are "blueprints" of the organization's plans for the coming year and greatly aid top management in coordinating the operations and activities of each section.

# Budget Management and Process

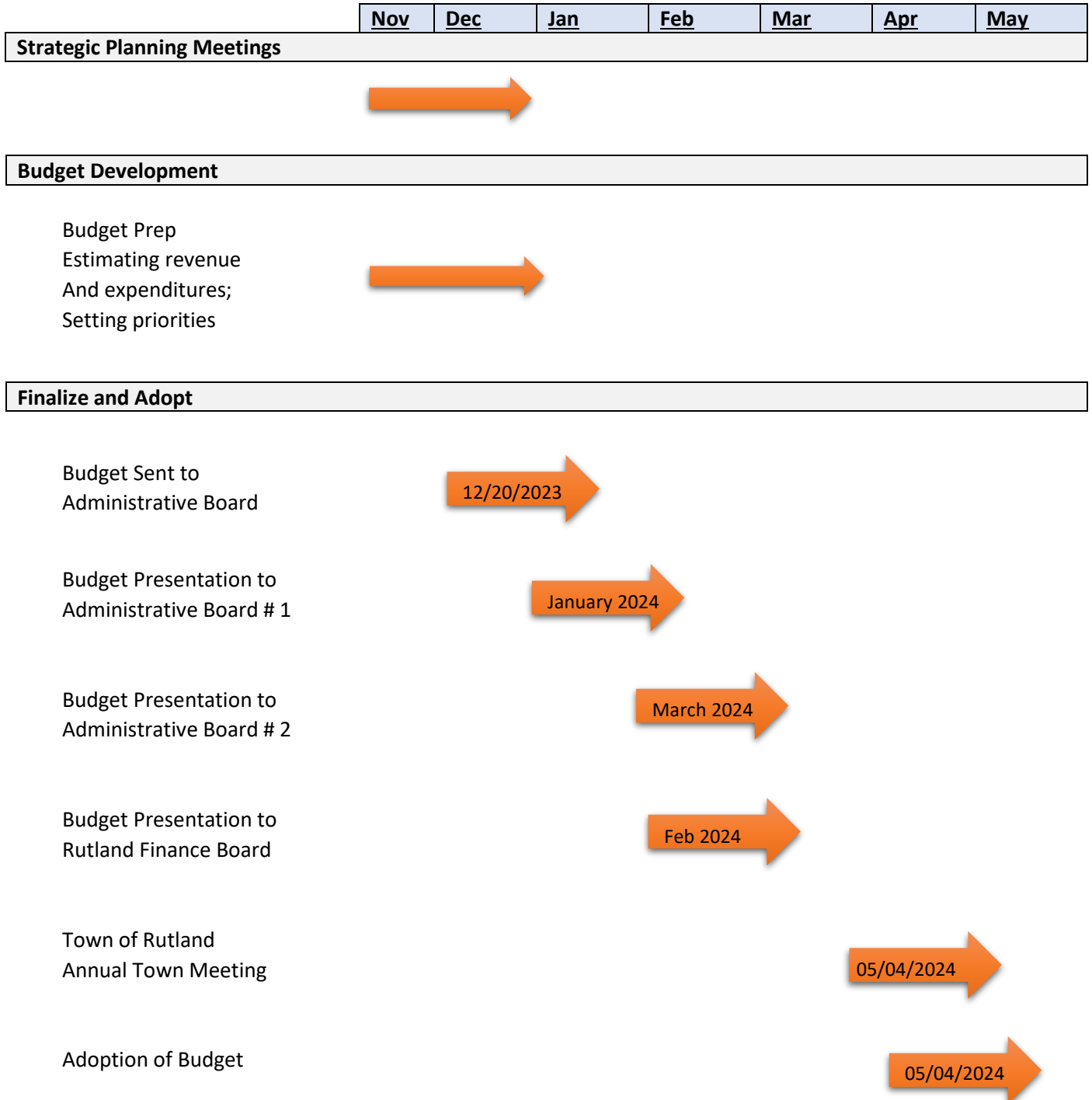
**Enables management to recognize problems in time to take necessary corrective action.** For example, if expenses are substantially ahead of the budgeted amount, management will be alerted to make changes that may realign actual costs with the budget.

**Facilitates communication throughout the organization.** The budget improves management's ability to communicate objectives, plans and standards of performance. Budgets are helpful to managers by letting them know how their operations relate to other sections within the Agency. Also, budgets tend to indicate an individual manager's responsibility and improve his/her understanding of the Agency's goals.

**Helps managers recognize when change is needed.** The budgeting process requires managers to carefully and critically review the Agency's operations to determine if its resources are being allocated to the right activities and programs.

# Budget Management and Process

## Budget Timeline



# Financial Policies

Financial policies can be used to establish goals and targets for the Agency's financial operations, so that the Agency can monitor how well the Agency is performing. Financial policies provide for a consistent approach to fiscal strategies and set forth guidelines to measure financial performance and future budgetary programs.

The following pages contain policy frameworks in the following areas:

1. General Financial Goals
2. Operating Management
3. Revenues
4. Budget and Expenditures
5. Capital Management
6. Reserves
7. Financial Reporting

## **General Financial Goals**

- To ensure delivery of an adequate level of services by assuring reliance on ongoing resources and by maintaining an adequate financial base.
- To ensure the Agency is in a position to respond to changes in the economy or new service requirements without an undue amount of financial stress.
- To assure the User agencies and tax payers that the Agency is well managed financially and maintained in a sound fiscal condition.
- To adhere to the highest accounting and management policies as set by the Government Finance Officers' Association, the Governmental Accounting Standards Board, and other professional standards for financial reporting and budgeting.

## **Operating Management Policies**

- Long term financial health – All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to support our strategic plan, reflect current policy directives, projected resources, and future service requirements.
- Forecasts – Balanced revenue and expenditure forecasts will be prepared to examine the Agency's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements.
- Cash and Investments – Cash and investment programs will be maintained in accordance with the Agency's policies and will ensure that proper controls and safeguards are maintained. The Agency's funds will be managed in a prudent and diligent manner.

# Financial Policies

## **Revenue Policies**

Dedication of Revenue – Revenues will not be dedicated for specific purposes unless required by law or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.

Financial Stability – Current revenues will fund current expenditures and a diversified and stable revenue system will be developed to protect programs from short-term fluctuations in any single revenue source.

Grants – Grant funding will be considered to leverage Agency funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant monies will be budgeted in separate cost centers and the service program will be adjusted to reflect the level of available funding.

## **Operating Budget and Expenditure Policies**

Budget Development – Budget development will use strategic multi-year fiscal planning, conservative revenue forecasts and modified zero based expenditure analysis that requires every program to be justified annually in terms of meeting intended objectives. The process will include a diligent review of programs by staff and management.

Current Funding Basis – Current operating expenditures will be paid from current revenues and fund balances carried forward from the prior year after reserve requirements are met. The Agency will avoid budgetary and accounting practices that balance the current budget at the expense of future budgets.

Maintenance and Replacement Funding – A multi-year maintenance and replacement schedule will be developed and updated based on the Agency's projection of future replacement and maintenance needs. The operating budget will provide for adequate maintenance and future replacement of the Agency's capital and equipment.

## **Capital Management Policies**

A five-year Capital Improvement Plan (CIP) will be developed and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases that results in a capitalized asset costing more than \$25,000 and having useful (depreciable life) of two years or more.

The CIP will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of significant unfunded liability.

Proposed capital projects will be reviewed and prioritized by a team regarding accurate cost (design, capital and operating) and overall consistency with the Agency's goals and objectives. Financing sources will then be identified for the highest-ranking projects.

Future operating, maintenance and replacement costs associated with new capital improvements will be forecasted, matched to available revenue sources, and included in the operating Budget. Capital project

# Financial Policies

contract awards will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.

## **Reserve Policies**

Undesignated and Designated Fund Balance – All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the Agency's five-year forecast.

## **Financial Reporting Policies**

Accounting and Reporting Methods – The Agency's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

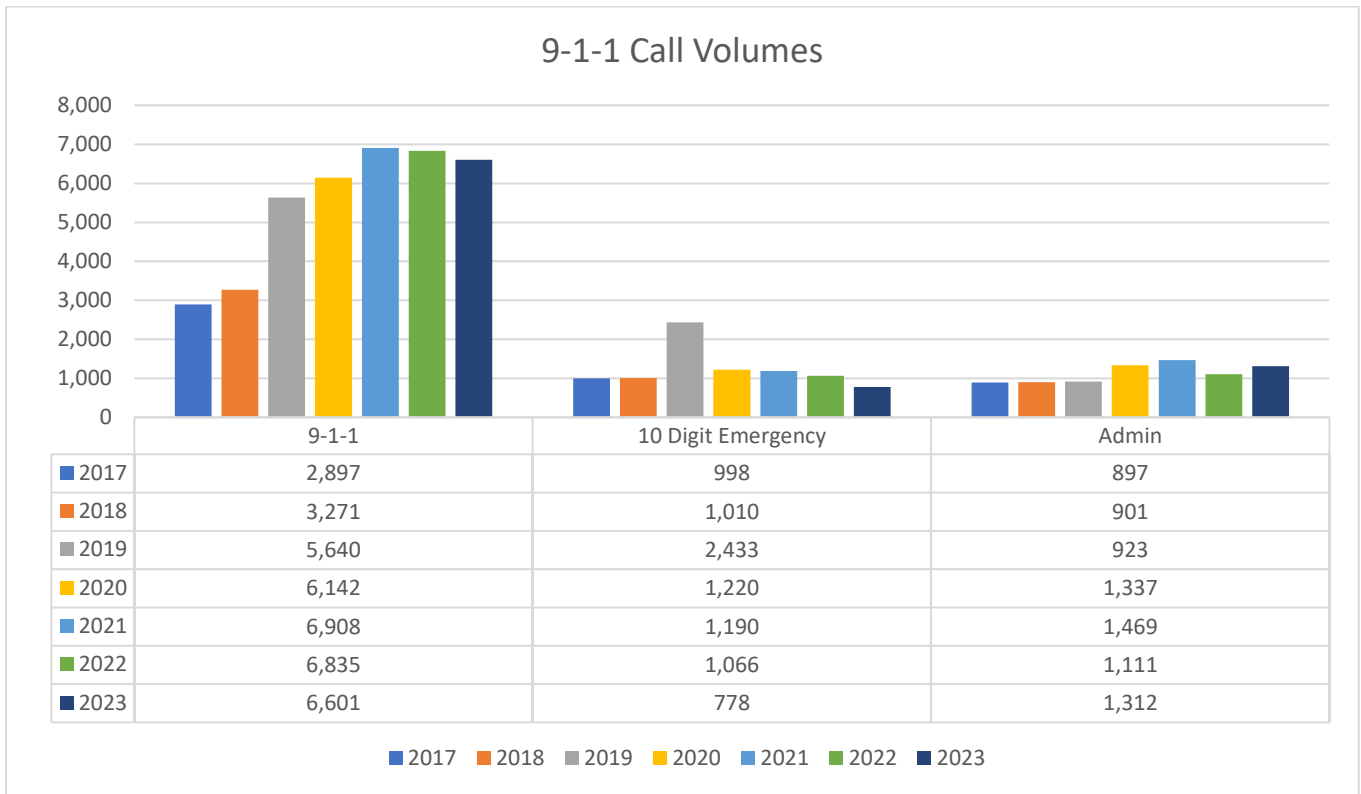
Distinguished Budget Awards Program – The Agency's budget will be submitted to the GFOA Distinguished Budget Presentation Program for Fiscal Year 2025. The budget should satisfy criteria as a financial policy document, a comprehensive financial plan and operations guide and a communications device for all significant budgetary issues, trends and resource choices.

Internal Controls – Financial systems will maintain internal controls to monitor revenues, expenditures and program performance on an ongoing basis.

Fiscal Monitoring – Monthly financial reports will present actual expenditures vs budget on a monthly and cumulative basis. Major revenue sources will be monitored on a quarterly basis, noting the revenue source as compared to budget

# Workload

## Total Call Volume (7 Years)



**2017: 4,792**

**2018: 5,182**

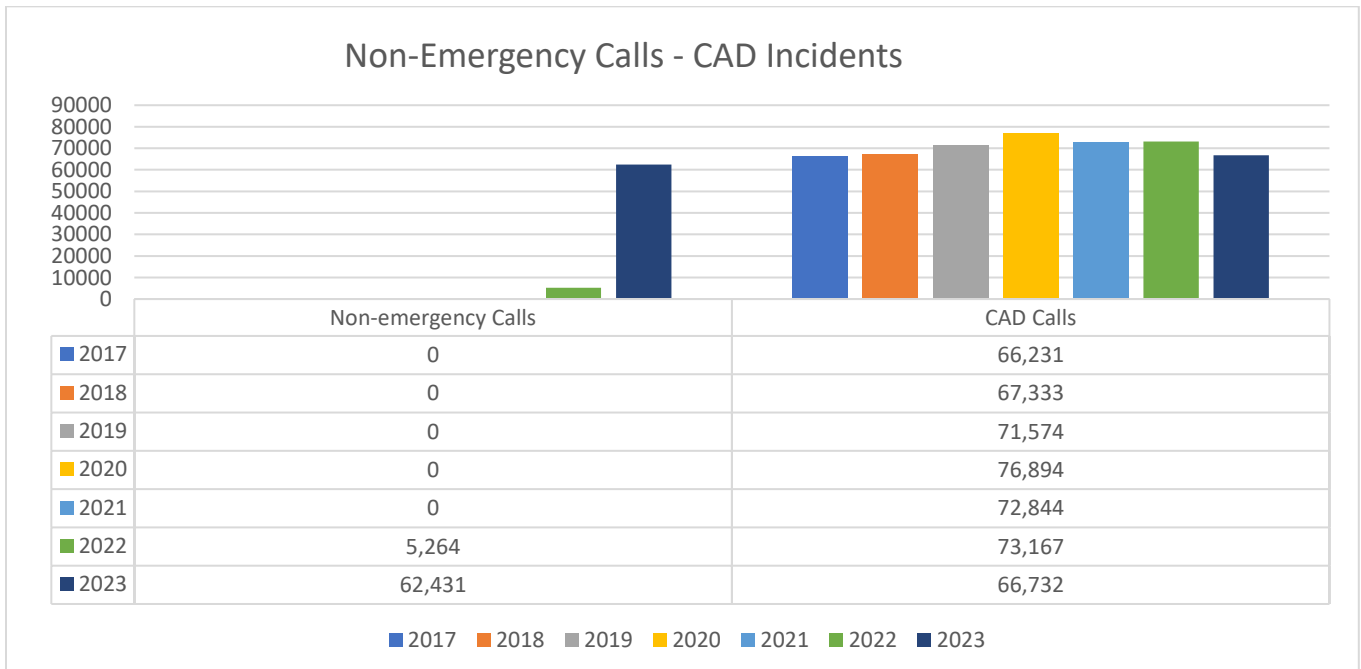
**2019: 8,996**

**2020: 8,699**

**2021: 9,567**

**2022: 9,012**

**2023: 8,691**



# Department

RRECC, and its budget, is not organized by departments; we are organized as one team all serving one main goal: fulfilling the mission of the organization.

Our agency is of a medium size PSAP (for a PSAP/911 Center in Massachusetts) and believes that positive outcomes can be expected of collaboration, such as improved loyalty and lower employee turnover. Putting people in departments can cut them off from most information from the rest of the organization, meaning almost no one in the department regularly interacts with each other or agency users. When an employee is entrenched in their own responsibilities it is easy to forget that we are serving one main goal.

The agency strongly believes in developing its employees' strengths and keeping them at the top of their game. The Agency's telecommunicators each receive a minimum of 24 hours of annual training to remain certified. In addition, the Agency has mandatory training courses each year. These trainings include subjects such as fire dispatch training, active shooter training and customer service training.

Our administrative staff also attend various training courses throughout the year such as APCO International, NENA State and State 9-1-1 Program meetings, HR, and wellness trainings.



# Performance Measures

Strategic plans can help an organization focus on “doing the right things”, performance measures help an organization determine if they are “doing them right”. A well-designed performance management plan will improve service, control risk, and help shield the entire public safety system from political, legal and public relation disasters.

As a public safety answering point (PSAP), our performance measurements are based on compliance with regulations, professional standards, and industry best practices. One of these measurements includes compliance with the protocol established by the APCO International (APCO) as well as the National Fire Protection Agency (NFPA).

## **Key Performance Indicators:**

When looking at performance measures for 911 centers, we first ask the question, “What are we measuring?” and then we need to define, “what is ‘success’?” By identifying Key Performance Indicators, or KPIs, we can determine what is being measured. We can then look at the standards or industry norms, where applicable, to identify measurements of success. In some cases, there is no applicable standard or industry norm. With all KPIs, we have identified our agency objectives which seek to meet or exceed relevant benchmarks, where appropriate.

This identifies KPIs throughout different areas of this center: Administrative, Regional Operations, Wireless Operations, and Quality Assurance. Each area focuses on specific metrics that are critical for that division’s success. Administrative KPIs look at the agency as a whole. Whereas the KPIs for Regional and Wireless Operations look at each operation individually. Finally, the Quality Assurance KPIs are the same across both disciplines, but they need to be measured separately.

## **Administrative KPIs**

METRIC	<b>Labor Turnover Rate</b>
DESCRIPTION	Total number of employees who terminate employment with the RRECC (voluntary or involuntary) in a given period, divided by authorized strength (total number of employees in the department) during that same period, expressed as a percentage.
STANDARD	Not Applicable
INDUSTRY AVERAGE	The national average annual turnover rate for 911 centers is 17 percent (APCO Project RETAINS, 2005, p. xi).
RRECC OBJECTIVE	To be less than 17% annually.

# Performance Measures

METRIC	<b>Retention Rate</b>
DESCRIPTION	Total number of employees from the previous year who retain employment with the RRECC in the following year, divided by authorized strength (total number of employees in the department) during the latter year expressed as a percentage.
STANDARD	Not Applicable
INDUSTRY AVERAGE	The national average retention rate for all centers is 83 percent (APCO Project RETAINS, 2005, p. 24).
RRECC OBJECTIVE	To be greater than 83% annually.

METRIC	<b>Absenteeism Rate</b>
DESCRIPTION	The total number of hours of absences in a given period, divided by the total number of hours during that same period, expressed as a percentage.
STANDARD	Not Applicable
INDUSTRY AVERAGE	3.2% for Public Sector, State Government Employees (Bureau of Labor Statistics, 2021)
RRECC OBJECTIVE	To be less than 3.2% annually.

METRIC	<b>Grievance Rate</b>
DESCRIPTION	Total number of grievances in a given period, divided by the authorized strength (total number of employees in the department), expressed as a percentage.
STANDARD	Not Applicable
INDUSTRY AVERAGE	Not Applicable
RRECC OBJECTIVE	To not have any grievances during the year, effectively a 0% rate.

## Regional Operations KPIs

METRIC	<b>Ring-to-Pickup Time</b>
DESCRIPTION	The amount of time it takes to answer a 911 call. The time begins when a 911 call enters our system (NG911), and the time ends when a telecommunicator answers the call.
STANDARD	<b>NENA-STA-020.1-2020 &amp; NFPA 1221 (2019 Edition) §7.4.1</b> states that ninety percent (90%) of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within fifteen (15) seconds and ninety-five (95%) of all 911 calls should be answered within twenty (20) seconds.
INDUSTRY AVERAGE	Not Applicable
RRECC OBJECTIVE	To answer all 911 calls within ten (10) seconds or less.

# Performance Measures

<b>METRIC</b>	<b>Pickup-to-Dispatch Time</b>
DESCRIPTION	This is a measurement of the amount of time it takes to dispatch a call starting from when the telecommunicator answered the call.
STANDARD	<p><b>NFPA 1221, 2019 Edition, §7.4</b> Operating Procedures, states that 90 percent of emergency alarm processing shall be completed within 60 seconds for the following high-priority level events: Trauma (i.e., penetrating chest injury, GSW, etc.), Neurologic emergencies (i.e., stroke, seizure), Cardiac-related events, Unconscious/unresponsive patients, Allergic reactions, Patient not breathing, Choking, Fire involving or potentially extending to a structure(s), Explosion, or Other calls as determined by the Authority Having Jurisdiction (AHJ).</p> <p>The following types of calls or mitigating circumstances shall be exempted from this pickup-to-dispatch time: Joint responses with law enforcement (involving weapons), Hazardous materials incidents, technical rescue.</p>

1 Absences are defined as instances when persons who usually work 35 or more hours per week (full time) worked less than 35 hours during the reference week for one of the following reasons: own illness, injury, or medical problems; and maternity or paternity leave. Excluded are situations in which work was missed due to vacation or personal days, childcare problems, holiday, civic or military leave, labor dispute, and other reasons. The absence rate is the ratio of workers with absences to total full-time wage and salary employment.

# Performance Measures

	<p>Language translation, TTY/TDD calls, Incomplete location calls, SMS message to 9-1-1, Calls received from outside the normal area of responsibility and/or service area, Calls requiring use of a PSAP registry or similar tool to determine the appropriate PSAP and/or transfer location, or Calls received during a significant disaster that severely and significantly depletes available resources, impacts local infrastructure, and could result in changes to normal dispatcher procedures (disaster mode).</p>
<p>INDUSTRY AVERAGE</p>	<p>There is no industry average. Many studies show that NFPA’s Pickup to Dispatch Standard is not achievable 90% of the time. Additionally, according to an audit by the City of Atlanta, they indicated that “The NFPA standard may not be a realistic goal for the center to achieve... Industry literature suggests that the processing time is closer to 92 seconds” (City of Atlanta, 2013, p. 28). Additional reference material is available in the following studies: City of Phoenix (City Auditor Department, 2021), City of Bozeman (City of Bozeman, 2019), Burleson, Texas (Mission Critical Partners, 2020), and Bozeman, Montana (City of Bozeman, 2019). RRECC acknowledges that there is not a lot of guidance within this topic but is compelled to report data on this metric.</p>
<p>RRECC OBJECTIVE</p>	<p>To process 90% of the following high-priority level events* within 60 seconds: Trauma (i.e., penetrating chest injury, GSW, etc.), Neurologic emergencies (i.e., stroke, seizure), Cardiac-related events, Unconscious/unresponsive patients, Allergic reactions, Patient not breathing, Choking, Fire involving or potentially extending to a structure(s), or Explosions. To process 90% of all priority 1- 911 calls* for police, fire, and EMS within 90 seconds and 95% within 120 seconds. *NOTE: NFPA 1221 (2019 Edition) states the following types of calls or mitigating circumstances shall be exempted from this pickup-to-dispatch time: Joint responses with law enforcement (involving weapons), Hazardous materials incidents, Technical rescue, Language translation, TTY/TDD calls, Incomplete location calls, SMS message to 9-1-1, Calls received from outside the normal area of responsibility and/or service area, Calls requiring use of a PSAP registry or similar tool to determine the appropriate PSAP and/or transfer location, or Calls received during a significant disaster that severely and significantly depletes available resources, impacts local infrastructure, and could result in changes to normal dispatcher procedures (disaster mode). <i>Due to limitations with CAD reporting, we are unable to exclude these exceptions. RRECC will report data on all Priority 1 calls.</i></p>

# Performance Measures

## Wireless Operations KPIs

METRIC	<b>Ring-to-Pickup Time</b>
DESCRIPTION	The amount of time it takes to answer a 911 call. The time begins when a 911 call enters our system, and the time ends when a telecommunicator answers the call.
STANDARD	<b>NENA 56-005.1</b> states that ninety percent (90%) of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary). Ninety-five (95%) of all 911 calls should be answered within twenty (20) seconds.
INDUSTRY AVERAGE	Not Applicable
RRECC OBJECTIVE	To answer all 911 calls within ten (10) seconds or less.

METRIC	<b>Average Number of Calls Per agent Per Hour</b>
DESCRIPTION	This measurement utilizes the Call Statistics per Hour – Average Count divided by 13 calls per each hourly employee.
STANDARD	Not applicable
INDUSTRY AVERAGE	Varies. APCO Project Retains has a worksheet that allows each agency to calculate the number of calls a telecommunicator can process per hour. Using this worksheet, the agency has identified that telecommunicators at our center should handle an average of 13 calls per hour.
RRECC OBJECTIVE	Each wireless telecommunicator should handle 13 calls or less per hour of each shift.

METRIC	<b>Average Call Handling Time*</b>
DESCRIPTION	The total amount of time from pickup to disconnect. This includes gathering necessary information, transferring it to the appropriate PSAP, and ensuring communication with understanding.
STANDARD	Not Applicable
INDUSTRY AVERAGE	Not Applicable
RRECC OBJECTIVE	To spend less than 2 minutes 25 seconds per call on average.

# Performance Measures

## Quality Assurance KPIs (Regional and Wireless)

METRIC	Percent of Calls Reviewed
DESCRIPTION	The number of calls (regional or wireless) reviewed in a given period divided by the number of calls received in that same period, expressed as a percentage.
STANDARD	<b>APCO/NENA ANS 1.107.1.2015</b> states that PSAPs shall review at least 2% of all calls for service. Where the 2% factor would not apply or be overly burdensome due to low or excessively high call volumes, agencies must decide on realistic levels of case review.
INDUSTRY AVERAGE	APCO Emergency Medical Dispatch (EMD) guidelines suggest a minimum of 7% of EMD calls be reviewed by the agency (APCO Institute, 2015, pp. 8-1).
RRECC OBJECTIVE	To review at least 7% of all Emergency Medical Dispatch (EMD) calls. To review at least 2% of all calls received in the center.

METRIC	Average Score of Calls Reviewed
DESCRIPTION	A measurement of actual points received on a call review divided by the total number of possible points. Possible points are objectively defined by the agency on applicable call review forms (e.g., Dispatching, Call Taking, Emergency Medical Dispatch, etc.).
STANDARD	<b>APCO/NENA ANS 1.107.1.2015</b> recommends that the acceptable overall score is 90%.
INDUSTRY AVERAGE	Varies by state and discipline.
RRECC OBJECTIVE	The average score of calls reviewed should be equal to or greater than 90%.

# Performance Measures

METRIC	<b>Number of Complaints Per Year as a Percent of Total Calls</b>
DESCRIPTION	A measurement of the total number of complaints in a given period, divided by the total number of calls (CAD calls for Regional Operations or Wireless Calls for Wireless Operations) in that same period, expressed as a percentage.
STANDARD	Not Applicable
INDUSTRY AVERAGE	Unknown
RRECC OBJECTIVE	The percent of complaints should be less than 0.05% of the total calls.

## Metrics that we are unable to track, but would like to

- Pickup to transfer Time\*
- Transfer to Disconnect Time\*
- Number of Concurrent Calls

*\*The current Next Generation 911 (NG911) Management Information System used is not able to report on the "Pickup to transfer Time" or the "Transfer to Disconnect Time." The State 911 Department has contracted with a third-party vendor to capture and report on these metrics. This report is actively being developed. In the meantime, the RRECC can report on "Average Call Handling Time." This metric is an amalgamation of the "Pickup to transfer Time" and "Transfer to Disconnect Time" metrics. Once the reporting capability is available, "Pickup to transfer Time" and "Transfer to Disconnect Time" will replace "Average Call Handling Time."*

# Financial Forecast

<b>Expenditures</b>	<b>FY2025 Estimated</b>	<b>FY2026 Projected</b>	<b>FY2027 Projected</b>	<b>FY2028 Projected</b>	<b>FY2029 Projected</b>	<b>FY2030 Projected</b>
<b>Personnel Services</b>	\$934,564.93	\$962,601.88	\$991,479.93	\$1,021,224.33	\$1,051,861.06	\$1,083,416.89
<b>Indirect Costs</b>	\$286,914.29	\$295,521.72	\$304,387.37	\$313,518.99	\$322,924.56	\$332,612.30
<b>Purchase Services</b>	\$190,677.78	\$196,398.11	\$202,290.06	\$208,358.76	\$214,609.52	\$221,047.81
<b>Supplies &amp; Uniforms</b>	\$8,000.00	\$8,240.00	\$8,487.20	\$8,741.82	\$9,004.07	\$9,274.19
<b>Total Expenditures</b>	<b>\$1,420,157.00</b>	<b>\$1,462,761.71</b>	<b>\$1,506,644.56</b>	<b>\$1,551,843.90</b>	<b>\$1,598,399.22</b>	<b>\$1,646,351.19</b>

The above table depicts the Agency's Financial Forecast for FY 2025 through FY 2030. The Agency has forecasted a moderately conservative growth of 3% for our user fees per year and an average increase for personnel services and materials and services of 3%. This financial forecast allows the Agency to prepare for the future by monitoring and projecting impacts and making prudent decisions in the current period to ward off future deficits

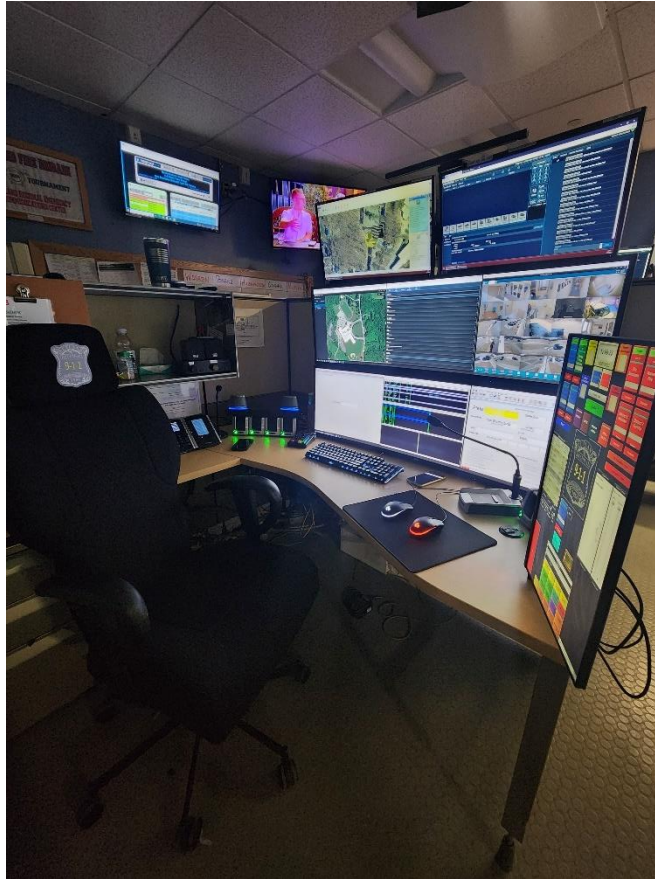


# Individual Fund Summaries



## 2025 Fiscal Year Budget

# General Fund



RRECC's primary function is to provide 24 hours per day, 7 days per week, 9-1-1 and emergency call handling and radio dispatching services for police, fire, and EMS. In 2023, our dispatchers handled 8,691 911 calls, 8 Text to 911 texts, 66,732 CAD incidents, and 62,431 non-emergency line calls.

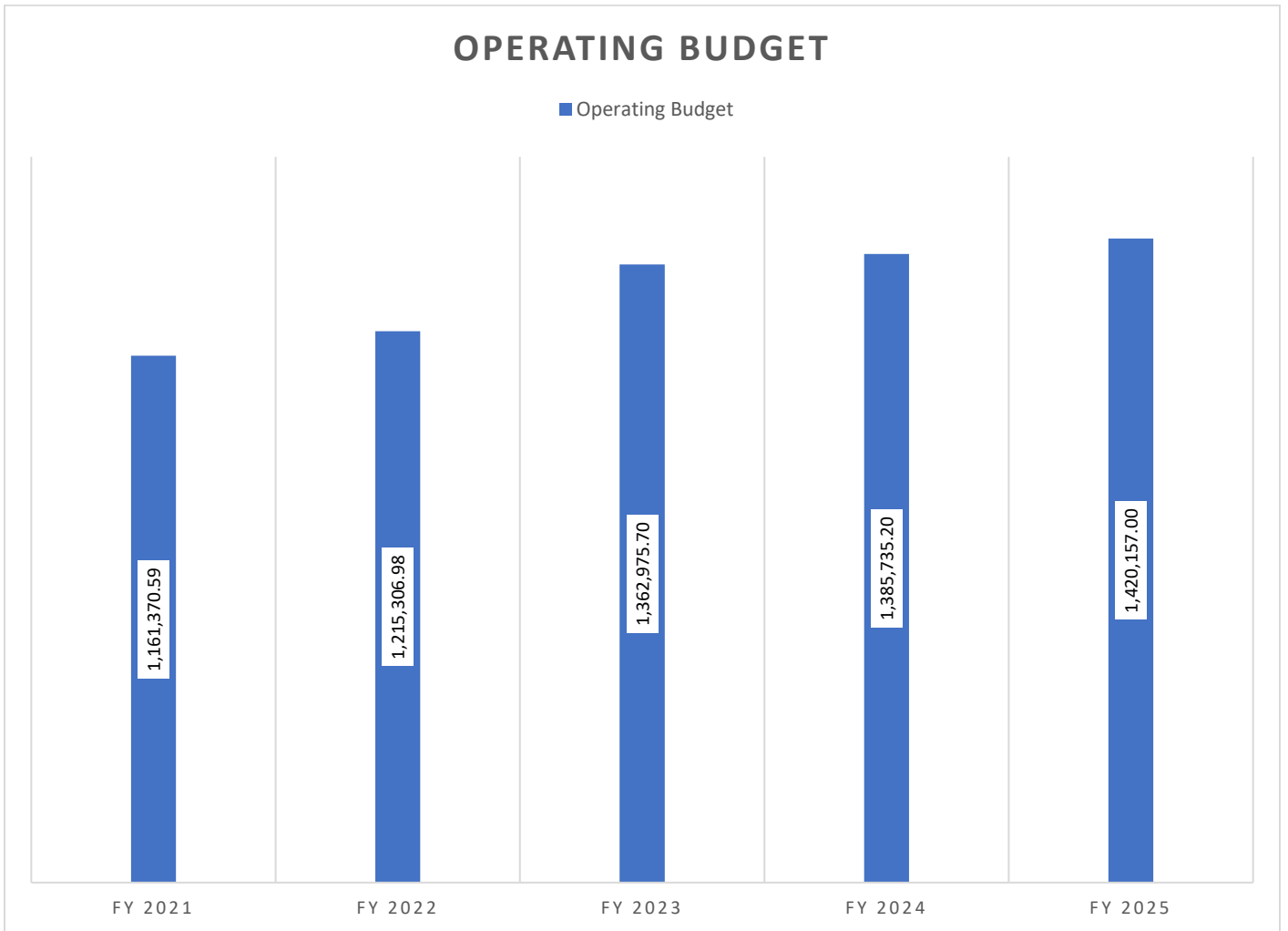
The General Fund is the sole operating fund for RRECC and accounts for all revenues not restricted for other purposes, and all expenditures related to the operations such as:

- Personnel expenses
- Purchase Services
- Indirect Costs
- Supplies & Uniforms
- Operational capital needs.

Government fund reports the difference between their assets and liabilities as fund balance. Designing the use of the fund balance is a powerful tool in prudent fiscal planning, allowing governments to manage their future fiscal health. Governments schedule this amount as beginning fund balance as a resource in their budgets to start each new fiscal year.

# General Fund

The amounts for FY 2024/2025 are estimated and budgeted; all prior years are actual and audited.



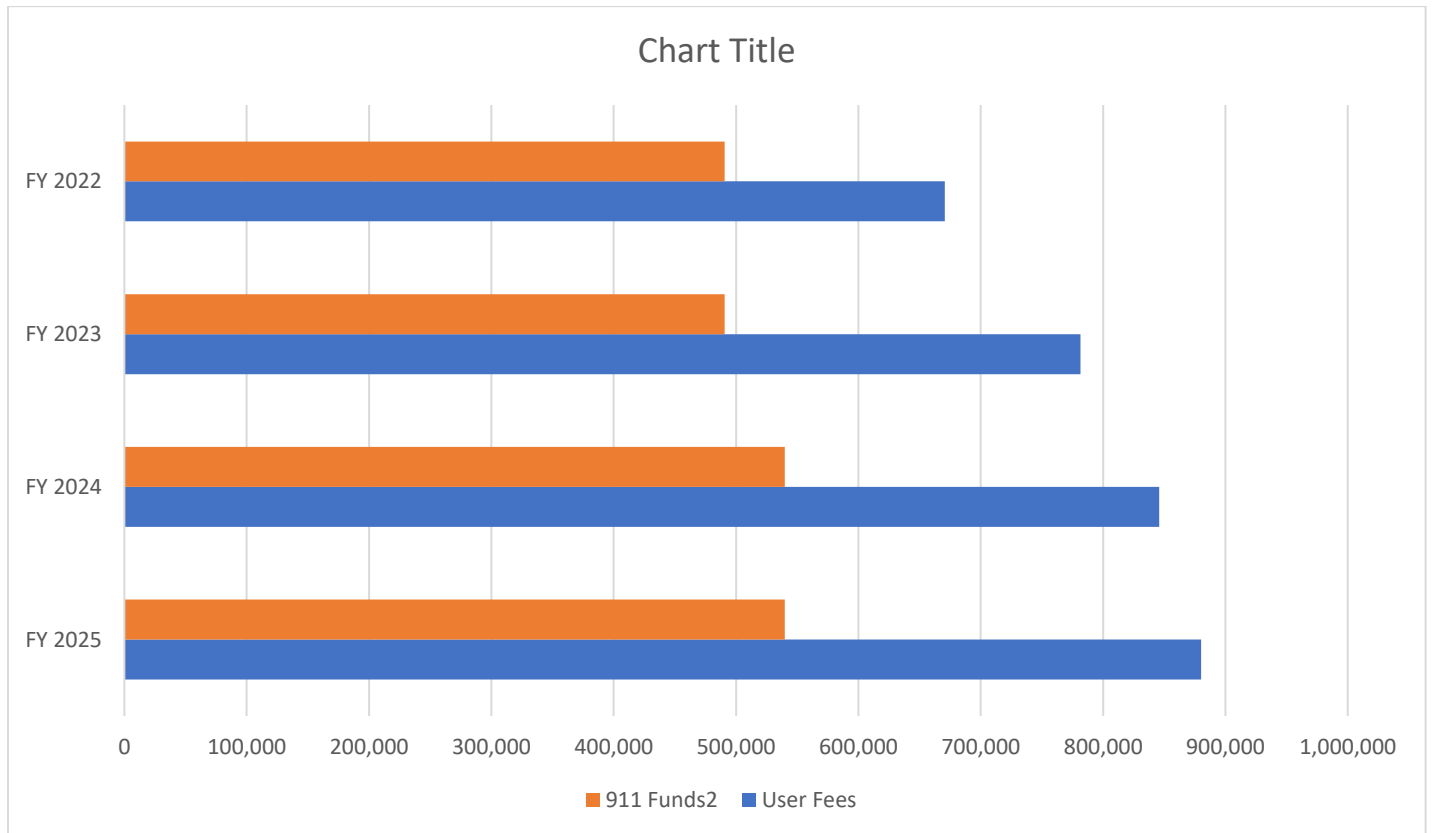
# General Fund - Revenue

Other resources for the General Fund include Assessment fees and 911 Grant Revenue. The estimated FY 2025 911 Grant Revenue will be finalized in late February – early March.

## Budget Summary Revenue

Revenues	FY2024 Adopted	FY2025 Estimated	% Increase (Decrease)
Assessment Fees	\$845,862.20	\$880,284.00	4%
911 Grant Revenue	\$539,873.00	\$539,873.00	0%

The following graph portrays a historical view of the revenue trends by source.

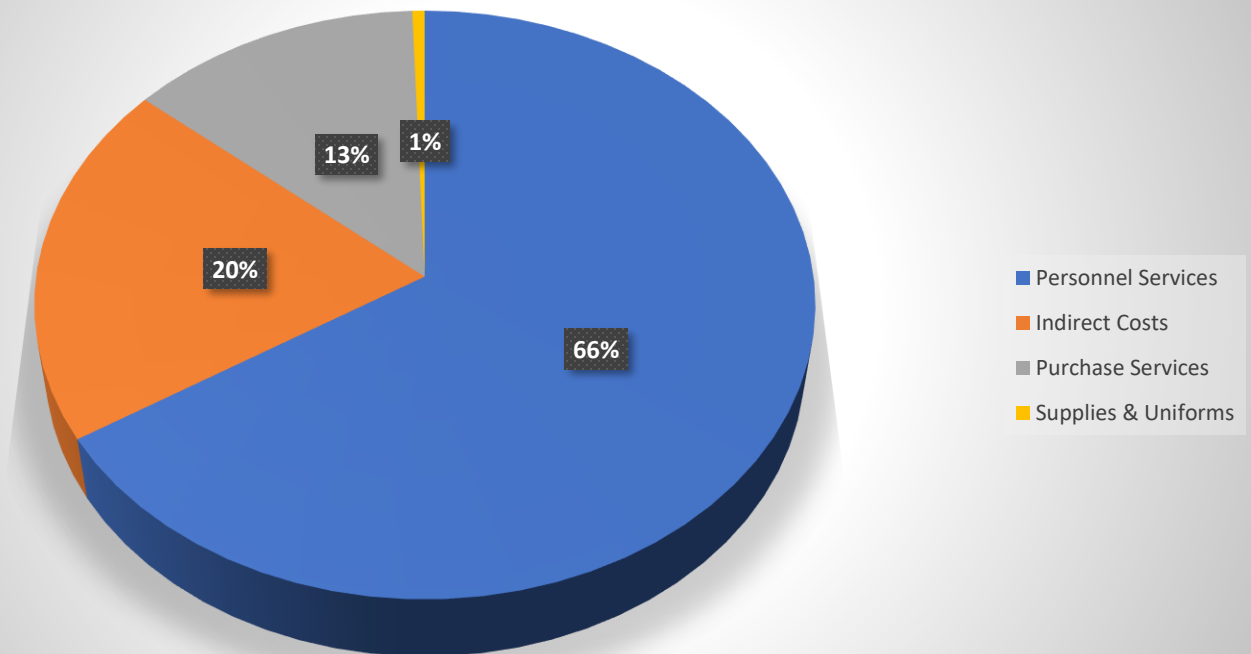


# General Fund - Expenditures

## Budget Summary for Expenditures

Expenditures	FY2024 Adopted	FY2025 Estimated	% Increase (Decrease)
Personnel Services	\$903,260.88	\$934,564.93	3%
Indirect Costs	\$286,914.29	\$286,914.29	0%
Purchase Services	\$187,560.03	\$190,677.78	1.6%
Supplies & Uniforms	\$8,000.00	\$8,000.00	0%
<b>Total Expenditures</b>	<b>\$1,385,735.20</b>	<b>\$1,420,157.00</b>	<b>2%</b>

## General Fund - Expenditures



# Capital Plan – IT/Radio Equipment

## Replacement Schedule

Equipment	Life Expectancy	FY25	FY26	FY27	FY28	FY29
Radio Console Monitors	5-10 Years		4			
Radio Console Mobile Computer	4-5 Years	1				
Dispatch Computers	5-8 Years			6		
Dispatch Monitors	5-10 Years				8	
Dispatch Keyboards & Mice	10 Years					6
Dispatch Chairs 24/7 Rated	5-10 Years					
Dispatch VoIP Phones	5 Years	2	2	3		
Dispatch Backup Radios	7-10 Years		4			
Audio Recording System	10-15 Years					
Tower Network Switches	5 Years					
Tower GPS Servers	10-15 Years					
Tower Repeaters	11-15 Years					
Radio Room Network Switches	5 Years					
Radio System Servers	7-10 Years					

## Replacement Costs

Equipment	FY25	FY26	FY27	FY28	FY29
Radio Console Monitors		6,000			
Radio Console Mobile Computer	\$3,500				
Dispatch Computers			\$7,200		
Dispatch Monitors				\$12,000	
Dispatch Keyboards & Mice					\$800
Dispatch Chairs 24/7 Rated					
Dispatch VoIP Phones	\$1,110	\$1,110	\$1,650		
Dispatch Backup Radios		\$18,000			
Audio Recording System					
Tower Network Switches					
Tower GPS Servers					
Tower Repeaters					
Radio Room Network Switches					
Radio System Servers					

# Budget Detail



## 2025 Fiscal Year Budget

# Budget Detail – Personnel Services

The total FY 2025 Operating budget for RRECC is \$1,420,157.00. This represents a 2% increase over the current fiscal year.

## **Personnel Services**

As a labor-intensive organization, personnel services continue to be the largest expenditure category. All the agency's personnel are accounted for by the General Fund. Compared to the prior year, personnel services increased by 3%. All increases are due to contractual obligations.

### **001-299-5100-000 Director Salary**

This Account funds the salary for the Communications Director.

### **001-299-5115-000 Deputy Director Salary**

This Account funds the salary for the Communications Deputy Director.

### **001-299-5110-001 Supervisor Wages**

This Account funds the two supervisor positions within the department to maintain exceptional services. This line is reduced due to the changes of adding a Deputy Director.

### **001-299-5110-002 Full-Time Dispatcher Wages**

This Account Funds the eight full-time dispatcher positions to maintain 3 dispatchers per shift Monday-Friday during 7 AM – 11 Pm. This will allow the center to maintain exceptional services as call volumes continue to rise each year. Maintaining 3 dispatchers per shift reduces the amount of overtime needed when employees utilize Vacation, Sick, Personal, Comp, or Sick Incentive leave during these times as the Union Contract Minimum staffing is 2 per shift.

### **001-299-5110-003 Part-Time Dispatchers**

This Account funds the seven positions needed to cover holidays, vacations, and other types of leave that a full-time employee may utilize as well as provide additional coverage on Saturday and Sunday between 7 Am- 11Pm.

### **001-299-5110-004 Overtime**

This Account Funds the overtime that will occur during the fiscal year when no part-time employee is available to cover a vacancy in the schedule. This also covers all shift differentials and CTO Stipends.



# Budget Detail – Indirect Costs

## **Indirect Costs**

Medical insurance premiums have been budgeted to increase by 0%.

### **5700-001 Facility Operations**

This Account is to fund the portion of the building that the RRECC occupies. This Account will include a portion of the Purchase Services, Supplies, Maintenance, and utilities.

### **5700-002 Facility Fixed Costs**

This Account is to fund the portion of the building that the RRECC occupies. This Account will include a portion of the Property & Casualty insurance, and Debt service.

### **5700-003 Temporary Borrowing**

This Account is required for borrowing for State Grant Funds that may not be received by the end of the fiscal year.

### **5700-004 Health Insurance**

The RRECC Health Insurance Line funds health insurance for all RRECC employees.

### **5700-005 Dental Insurance**

The RRECC Dental Insurance Line Funds Dental insurance for all RRECC employees.

### **5700-006 Flexible Spending**

The RRECC Flexible Spending Line Funds Flexible spending for all RRECC employees.

### **5700-007 Basic Life Insurance**

The RRECC Basic Life Insurance Line Funds Life Insurance for all RRECC employees.

### **5700-008 Medicare**

The RRECC Medicare Line Funds Medicare for all RRECC employees.

### **5700-009 Worcester County Retirement**

The RRECC Worcester County Retirement Line Funds Retirement for all RRECC employees.

# Budget Detail – Purchase Services

## Purchase Services

The total increase to the agency's maintenance, service, and other contracts is 1.66% over FY2024.

### **5200-01 Department Cellular Service**

Cellular devices are provided to the two supervisors, director & deputy, and 1 for the center to provide 24-7 support to all shifts, when no Supervisor or Director is on duty. In the Event of an emergency with the RRECC, it will allow the management staff to efficiently communicate and mobilize during such an event.

### **5200-02 Communication Tower Generator Service Contracts**

This line item will provide a preventative maintenance program to all generators owned by the RRECC at multiple communication tower sites located throughout Barre, Hubbardston & Rutland. Preventative maintenance will prevent any back up power failure to our critical radio infrastructure during times of power loss from the main power source.

### **5200-03 Radio Equipment Maintenance/Service Contract**

This line item will provide a required preventative maintenance program to all radio communication equipment located at 6 tower sites in Barre, Hubbardston, Oakham, and Rutland. This will prevent any catastrophic failures to our critical radio infrastructure. This has increased due to twice the equipment (3 sites versus 6) plus includes the TAC1 channel which is now out of the 1-year maintenance window (another 6 repeaters that were not on the original maintenance schedule). Protecting over 1.5 million dollars in tower equipment.

### **5200-04 Internet & Phone Services**

This line item provides high speed fiber connection to the RRECC IT infrastructure, providing a higher quality of service to the communities. Also, provides a new VOIP phone service for citizens to report incidents or obtain information. This new system now gives dispatch the ability to view caller id as it did not have that ability in previous years. This is required for the RRECC to accomplish day-to-day operations.

### **5200-05 CJIS Maintenance Agreement**

This line item provides a maintenance program to the CJIS network and equipment. This is a critical system to law enforcement safety. This system provides an extensive amount of information that is used daily to complete tasks for the law enforcement agencies that the RRECC provides services to.

### **5200-06 SwiftReach 911**

This line item provides the RRECC with a high-speed mass notification system to keep citizens safe in the event of an emergency. This provides dispatch the means to send emergency messages to citizens via landline, mobile device through text and email. This system replaces the reverse 9-1-1 system that was previously operated by the Worcester County Sheriff's Department and is no longer in operation.

### **5200-07 lamResponding Fire/Ems Alerting System**

This line item provides both Fire & Ems personnel with the most reliable and complete responder tracking system. This system saves critical time and reduces departments response times by letting personnel know immediately who is responding to the scene or station. This is a proven web-based system that is currently being used by a quarter of a million users.

# Budget Detail – Purchase Services

## **5200-08 National Grid Electric (Tower Sites)**

This line item provides the main source of power to all tower locations that are located throughout the RRECC communities.

## **5200-09 Post Office Box**

This line item provides the RRECC with the means of receiving mail.

## **5200-10 Trittech Software Systems (Records Management & CAD)**

This line item provides all Fire/Ems/Police/Dispatch departments with a records management system that reduces the time spent shuffling paperwork between departments and agencies. Provides law enforcement the ability to view records from other departments throughout central Massachusetts. Also, provides Fire/police departments with the ability to send mandated reports to state departments.

*Annual support with 5% increase on all accounts, waiting to obtain actual figures for FY2025.*

## **5200-11 IT Services**

This line item provides the RRECC with high quality IT services that are needed to maintain the RRECC complex infrastructure. This also provides preventative maintenance to extend the life of all equipment owned and used by the RRECC.

## **5200-12 Microsoft Office 365**

This line item provides the RRECC with a system to efficiently communicate, store, collaborate, and manage Documents and Email.

## **5200-13 Edispatches (Fire & EMS Secondary Alerting System)**

This line item provides all Fire/Ems departments with a secondary means of incident alerting. This provides personnel with the means to receive calls for service from the RRECC on any mobile device and live stream the RRECC Main Fire Dispatch/Tactical Frequency to stay informed while responding to an emergency. This system is replacing a free system that was offered to the Fire/Ems departments that was deemed unreliable. The RRECC has acquired the Rutland Fire department's account and added the 4 other towns to provide them with a reliable and more efficient system.

## **5200-14 Other – All other service & Maintenance Costs**

This line item provides the RRECC with a means to resolve any unexpected maintenance/equipment or service costs.

## **5200-15 FirstNet Wireless Air Cards**

This line will provide funding for 4g Wireless connections for all first responders Mobile Data Terminals to access the departments Trittech Software, these terminals provide essential information that will protect first responders responding to incidents.

## **5200-16 Director Vehicle Maintenance, Fuel, & Insurance**

This line provides funding for a 2010 Ford Explorer that will be transferred from the Rutland Fire Department to the Rutland RECC for the Director of Communications to utilize. This vehicle will be utilized to provide onsite communications with state-of-the-art radio equipment. Giving the Rutland RECC the ability to provide interoperability capabilities with Radio Patching equipment and on-board repeaters. Will also be able to provide onsite radio programming to all departments for mobile and portable radios.

# Budget Detail – Purchase Services

## **5200-17 APCO Intellicom Maintenance**

This Account is new this year as our first year was included in the Grant award. This is required to maintain our electronic Emergency Medical Dispatch card service operation.

# Budget Detail – Supplies & Uniforms

## **Supplies & Uniforms**

Total supplies and uniforms remain unchanged.

### **5400-001 Supplies**

The RRECC supplies account funds supply purchases through Amazon and other retailers. Typically, these purchases include cleaning supplies, notebooks, and other office supplies.

### **5400-002 Uniforms**

The RRECC Uniform account funds uniform purchases through East Coast emergency outfitters. Typically, these purchases include uniforms for all personnel as required by the Union CBA.

## Budget Detail – Line Items

Line #	Description	FY 2023 Actual	FY 2024 Budgeted	FY 2025 Estimated
	<b>Personnel Services</b>			
5100-000	Directors Salary	\$92,000.00	\$94,000.00	\$96,000.00
5110-001	Deputy Salary	\$72,500.00	\$75,046.40	\$76,547.33
5110-002	Supervisors Salary	156,463.20	152,566.40	160,305.92
5110-003	FT Dispatcher Wages	492,133.68	493,138.08	511,217.28
5110-004	PT Dispatcher Wages	\$28,595.84	\$29,149.12	\$29,149.12
5110-005	Overtime	\$59,456.80	\$59,360.88	\$61,345.28
	<b>Total Personnel</b>	<b>\$901,149.52</b>	<b>\$903,260.88</b>	<b>\$934,564.93</b>
	<b>Indirect Costs</b>			
5700-001	Facility Operations	\$11,578.34	\$10,000.00	\$10,000.00
5700-002	Facility Fixed Costs	\$24,906.69	\$20,000.00	\$20,000.00
5700-003	Temporary Borrowing	\$-	\$-	\$-
5700-004	Health Insurance	134,627.76	136,202.58	136,202.58
5700-005	Dental Insurance	\$4,834.08	\$4,786.02	\$4,786.02
5700-006	Flexible Spending	\$900.00	\$1,050.00	\$1,050.00
5700-007	Basic Life Insurance	\$518.40	\$518.40	\$518.40
5700-008	Medicare	\$11,585.14	\$11,440.18	\$11,440.18
5700-009	Worcester Co Retirement	\$85,899.77	102,917.11	102,917.11
	<b>Total Indirect Costs</b>	<b>274,850.18</b>	<b>286,914.29</b>	<b>286,914.29</b>
	<b>Purchase Services</b>			
5200-01	Departmental Cell Service and Equip	\$3,500.00	\$3,500.00	\$3,500.00
5200-02	Tower Generator Service Plan's	\$1,100.00	\$2,500.00	\$2,500.00
5200-03	(Radio Maintenance / Service Plan)	\$38,200.00	\$38,200.00	\$38,200.00
5200-04	Internet and VoIP Phone Service	\$6,000.00	\$6,000.00	\$6,000.00
5200-05	CJIS Maintenance Agreement	\$730.00	\$730.00	\$730.00
5200-06	SwiftReach 911	\$8,750.00	\$8,750.00	\$8,750.00
5200-07	IAmResponding	\$3,200.00	\$3,200.00	\$3,200.00
5200-08	National Grid	\$2,600.00	\$3,500.00	\$3,500.00
5200-09	Post Office Box 669	\$96.00	\$225.00	\$225.00
5200-10	TriTech Software	\$58,000.00	\$62,355.03	\$65,472.78
5200-11	IT Services	\$28,000.00	\$28,000.00	\$28,000.00
5200-12	Microsoft 365	\$2,000.00	\$2,500.00	\$2,500.00
5200-13	Edispatches	\$3,100.00	\$3,100.00	\$3,100.00
5200-14	Other - All other service and maintenance costs	\$2,700.00	\$3,000.00	\$3,000.00
5200-15	FirstNet Air Cards	\$14,000.00	\$14,000.00	\$14,000.00
5200-16	Vehicle Maintenance & Fees	\$5,000.00	\$5,000.00	\$5,000.00
5200-17	APCO Intellicomm	\$3,000.00	\$3,000.00	\$3,000.00
	<b>Total Purchase Services</b>	<b>\$179,976.00</b>	<b>187,560.03</b>	<b>190,677.78</b>

## Budget Detail – Line Items

Line #	Description	FY 2023 Actual	FY 2024 Budgeted	FY 2025 Estimated
	<b>Supplies &amp; Uniforms</b>			
5400-001	Supplies	\$4,000.00	\$4,000.00	\$4,000.00
5400-002	Uniforms	\$4,000.00	\$4,000.00	\$4,000.00
	<b>Total Supplies &amp; Uniforms</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>
	<b>Total Budget</b>	<b>\$1,362,975.70</b>	<b>\$1,385,735.20</b>	<b>\$1,420,157.00</b>

# Agency Assessments

Agency's	Population	Percentage	FY 2023	FY 2024	FY 2025	% Change
Barre	5,025	20.06	\$165,093.64	169,658.63	\$176,562.77	4%
Hubbardston	4,248	16.96	\$139,565.73	143,424.84	\$149,261.42	4%
Oakham	1,926	7.69	\$63,277.68	\$65,027.37	\$67,673.61	4%
Rutland	9,403	37.53	\$308,930.45	317,472.65	\$330,391.99	4%
Warren	4,451	17.77	\$146,235.19	150,278.72	\$156,394.21	4%

FY 2025 Certified Population Figures not received at this time.



# Glossary



# Glossary

**Account**

A record collecting related debits or credits of like expenditures or revenues. Example: "Office Supplies" is a record of expenditure charges or debits called an account.

**Appropriation**

"An authorization granted by the governing body to make expenditures and to incur obligations for specific purposes. An appropriation is limited to a single fiscal year for municipal corporations preparing annual budgets, or to the budget period for municipal corporations preparing biennial budgets."<sup>1</sup> Appropriations limit the amount that may be legally expended and lapse at the end of the budget time frame.

**Assessed Valuation**

The taxable value placed on real estate and other property as a basis for levying taxes.

**Budget**

A financial plan for operational and capital purposes embodying an estimate of expenditures for a given period (e.g., fiscal year), and the means of financing them (estimates of resources, revenues and debt).

**Budget Message**

An overview and discussion of the budget as presented by or at the direction of the executive officer of the agency. Budget Message shall include:

1. Explain the budget document;
2. Contain a brief description of the proposed financial policies of the municipal corporation for the ensuing year or ensuing budget period;
3. Describe in connection with the financial policies of the municipal corporation, the important features of the budget document;
4. Set forth the reason for salient changes from the previous year or budget period in appropriation and revenue items; and
5. Explain the major changes in financial policy.

**Budgetary Control**

The established system and efforts of management (at an administrative level) and governing bodies (at a legal level) to maintain expenditures within the limitation of authorized appropriations and available resources in accordance with an adopted budget.

**CAD**

Computer Aided Dispatch - The computer system used by dispatchers to enter calls for service and dispatch to field units. CAD is also used to track officer activity, such as traffic stops.

**Capital Expenditures**

Expenditures for items considered to have a life of more than one year, an original cost in excess of \$7,500, which are of a durable nature and used in the operations of the entity (e.g., buildings, land, equipment, furnishings, communications equipment, radio infrastructure).

# Glossary

**Capital Projects**

A fund used to account for resources to be used for major capital purchase or construction.

**Debt**

An obligation resulting from the borrowing of money or from the purchase of goods and services on credit.

**RRECC**

An acronym for Rutland Regional Emergency Communication Center.

**Expenditures**

The incurrence of an outflow of financial resources for goods, services or other (interest; penalties) by a government. "Expenditure" correlates with "expenses" of private enterprise but can be measured differently.

**Fiscal Year**

A twelve-month period of time in which revenues and expenditures are allocated and reported for budget and financial reporting purposes.

**FTE**

Full Time Equivalent – the number of positions calculated on the basis that one FTE equates to a 40-hour work week for twelve months. For example, two part-time positions working 20 hours per week for twelve months equals one FTE.

**Fund**

A distinct financial accounting entity with a self-balancing set of accounts for resources set aside for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. A fund's accounts include revenues, expenditures and "equity" accounts, the latter of which is referred to as "fund balance".

**Fund Balance**

The amount of total assets in excess of total liabilities in a governmental financial entity.

**Generally Accepted Accounting Principles (GAAP)**

The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements

**General Fund**

The general operating fund which is used to account for all transactions of a government not accounted for in another fund.

# Glossary

**GIS/MSAG Coordinator**

Oversees the Geographic Information Systems (GIS) database and creates the Master Street Address Guide (MSAG)

**Government Finance Officers Association (GFOA)**

Organization offering support and high level training opportunities for government finance officers.

**Governmental Funds**

“The funds through which most governmental functions are typically financed”<sup>2</sup>, including the General Fund, Special Revenue Funds, Debt Service Funds, Capital

**IMA**

Inter Municipal Agreement –a written contract among governmental entities.

**Interfund Transfers**

Transfer of resources between funds.

**Operations Board**

The participating public safety departments in the jurisdictions of RRECC.

**Line Item**

An account used for budget and accounting purposes.

**Long Term Capital Plan:**

An operational and financial plan that looks at the future capital needs of the Agency, typically 3-5 years in the future.

**Massachusetts Chapter 40 Section 4A**

The chief executive officer of a city or town, or a board, committee or officer authorized by law to execute a contract in the name of a governmental unit may, on behalf of the unit, enter into an agreement with another governmental unit to perform jointly or for that unit's services, activities or undertakings which any of the contracting units is authorized by law to perform, if the agreement is authorized by the parties thereto, in a city by the city council with the approval of the mayor, in a town by the board of selectmen and in a district by the prudential committee;

**Modified Accrual Basis**

“The basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways:

1. revenues are not recognized until they are measurable and available and
2. expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).”

# Glossary

**Personnel Services**

A category of budgeted expenditures comprised of salaries, wages, payroll expenses for all budgeted staff positions.

**Performance Management**

Ongoing process of communication between a supervisor/manager and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.

**PSAP**

Public Safety Answering Point – an industry term for an emergency communications (or 9- 1-1) center.

**Radio Infrastructure**

The facilities and networks employed to transmit and receive information by electronic, microwave and radio means. This includes, but is not limited to, point-to-point microwave radio, data base stations, and voice radio repeaters.

**Requirements**

The set of appropriation categories that comprise the budget and define the level of funding required to support operations.

**Resources**

Current revenues of a governmental unit.

**Revenue**

An amount of inflow resulting from a financial transaction within a fiscal year.

**Supplies & Uniforms**

A category of budgeted expenditures comprised of general expenses in support of operations, such as supplies and uniforms.

**Telecommunications Specialist**

Communications personnel responsible for receiving and transmitting messages, takes incoming emergency calls, send emergency personnel as needed.

**Users**

Refers to any of the agencies that are members of the intergovernmental partnership forming the Agency, or by other contract.

Sources cited:

Massachusetts General Law Chapter 40, Section 4A

APCO International Minimum Training Standards for Public Safety Telecommunicators

Gauthier, Stephen J., Governmental Accounting Auditing and Financial Reporting

Government Finance Officers Association

