

**Agenda**  
**Crittenden County Quorum Court**  
**March 19, 2024**

- Item #1            Call to order – Prayer - Pledge
- Item #2            Roll Call
- Item #3            Approval of February 2024 Minutes
- Item #4            Treasurer’s Report
- Item #5            Bid Openings
- Item #6            Public Comments
- Item #7            Committee Reports
  
- Old Business
- Item #8            Joe Rogers, County Attorney (Employees Overtime)
- Item #9            Jerome Allford (Sewer System)
- Item #10           911 Intergovernmental Agreement
  
- New Business
- Item #11           Crawfordsville Fire Department

## INTERGOVERNMENTAL AGREEMENT

This intergovernmental agreement entered into effective the first day of January, 2025 by and between Crittenden County, Arkansas (Crittenden County), Marion, Arkansas (Marion) and West Memphis, Arkansas (West Memphis).

Whereas, Crittenden County has provided dispatch services through its communication center to calls for law enforcement assistance, fire protection assistance, ambulance services and other calls for assistance, hereinafter referred to as emergency services, from within the unincorporated areas of Crittenden County and the incorporated cities and towns in Crittenden County except West Memphis in past years; and

Whereas, the State of Arkansas 911 Board has mandated dispatch services through a central communications center for unincorporated Crittenden County and the cities and towns in Crittenden County, be consolidated on or before January 1, 2025 if 911 funds are to continue to be forwarded to agencies furnishing dispatch services; and

Whereas, representatives of Crittenden County, Marion, and West Memphis have conducted planning sessions for consolidation of emergency services into one facility owned by Crittenden County, which has resulted in development of a Crittenden County Emergency Communication Consolidation Plan (Plan) that is attached as Exhibit A so as to continue to be eligible to receive all 911 funds available; and

Whereas the parties hereto desire to enter into an intergovernmental agreement to implement this plan.

Now therefore the undersigned parties agree as follows:

1. Beginning effective January 1, 2025, all communication necessary to dispatch calls for law enforcement assistance, fire protection assistance, ambulance services, and other

calls for assistance hereinafter referred to as emergency services, from within the unincorporated areas of Crittenden County and the incorporated cities and towns in Crittenden County, shall be performed and housed at Crittenden County Communication Center owned by Crittenden County at 354 Afco Road in West Memphis, Arkansas.

2. The cost of equipping and renovation of this communication center facility which is projected to be \$234,088.00, less any contribution from the State of Arkansas, shall be borne by Crittenden County except West Memphis shall contribute certain equipment it presently owns to Crittenden County Communication Center.

3. Thereafter the cost of operation of consolidated Crittenden County Communication Center, which includes but is not limited to salaries, maintenance of building, supplies, and additional equipment, over revenues received by Crittenden County, from PCAP revenues, maintenance revenues, landline revenues, 991 rural enhancement (collectively projected to be approximately \$400,000.00 per year per Plan, see Ex. A) shall be divided by the parties hereto in direct proportion to the usage of the Crittenden County Communication Center as documented by monthly reports of emergency services calls originating from the unincorporated areas of Crittenden County and all towns therein except Marion and West Memphis (Crittenden County), city limits of West Memphis (West Memphis), and city limits of, Arkansas (Marion) beginning on January 1, 2025. Crittenden County shall furnish such reports to Marion and West Memphis on a monthly basis and shall bill Marion and West Memphis on or before February 1, 2026 and on the same date yearly thereafter. Communication Center Director shall allow representatives of West Memphis or Marion to inspect the Communication Center operation and records of call origins reasonable to satisfy West Memphis or Marion they are not being required to contribute over its proportionate share.

4. Details of Staffing and Operation of Communication Center

A. Staffing

Crittenden County Communication Center operations shall be directed by Communication Center Director initially selected by majority vote of Crittenden County Communication Center Board. This Board shall consist of Crittenden County Judge, Crittenden County Sheriff, Crittenden County Treasurer, Crittenden County Director of Emergency Services, West Memphis Mayor, West Memphis Police Chief, West Memphis Fire Chief, West Memphis Director of Emergency Services, Marion Mayor, Marion Police Chief, Marion Fire Chief and Marion City Attorney. The Communication Center Director shall be an employee of Crittenden County subject to the supervision of the Crittenden County Communication Center Board. Any subsequent Communication Center Director shall be selected by the County Judge of Crittenden County.

Initial dispatchers who are projected to be twenty-six (26) full-time and four (4) part-time dispatchers shall be selected by majority vote of Crittenden County Communication Center Board. Dispatchers will be employees of Crittenden County and will be supervised by Crittenden County Communication Center Director. Any subsequent employees shall be selected by Communication Center Director with consent of Crittenden County Judge.

B. Salary and benefits of Communication Center Director and dispatchers shall be set by budgeting process of Crittenden County Quorum Court. Crittenden County Communication Center Board shall make recommendation of starting salaries for director and dispatchers to the Crittenden County Quorum Court. Beginning salaries of dispatchers that will be recommended to Crittenden County Quorum Court shall be in accordance with salaries West Memphis dispatchers currently are earning at the time of the execution of this agreement.

C. Equipment

Crittenden County and West Memphis will contribute any communication equipment they own to equip consolidated Communication Center that is suitable for use as may be determined by the Communication Center Director and Crittenden County Office of Emergency Management Director. Thereafter obtaining of additional equipment and replacement of initial equipment necessary for proper operation of Communication Center shall be responsibility of Communication Center Director and Crittenden County Office of Emergency Management Director. Any equipment housed in and used in the Communication Center shall become the property of Crittenden County with the exception of equipment originally furnished by West Memphis, which shall be property of West Memphis. In 2025 and subsequent years the costs of additional and replacement equipment shall be divided among the parties in proportion to their respective usage as documented as set forth in paragraph No. 3.

5. Obligation and Collection

West Memphis and Marion agree to pay respective sums they owe annually to Crittenden County within thirty (30) days after billing. In the event such sums are not paid within this period, a late fee of 5% of amount owing shall be assessed for every month overdue. If annual amounts due are not paid within ninety (90) days with late fees, then Crittenden County shall have a cause of action against any defaulting city for debt and late fee and interest at the rate of 6% per annum and/or the right to cancel this agreement with such defaulting city upon thirty (30) days' notice in writing as well as any other remedy existing in law. The prevailing party in such litigation shall be entitled to receive reasonable attorneys' fees.

7. This Agreement and disputes arising herein shall be controlled by the law of Arkansas and venue shall lie in the Crittenden County Circuit Court.

8. This agreement shall remain in force and effect unless cancelled by any party hereto by giving written notice of cancellation subsequent to 2025 at least sixty (60) days in advance of cancellation for the successive year by mail to the County Judge of Crittenden County at 100 Court Street, Marion, Arkansas. In the event one party cancels and the other parties desire for consolidated communication center to continue amongst such parties, it will be necessary for such parties to reach an agreement among themselves in so far as this intergovernmental agreement envisions three (3) participants.

9. This is the entire agreement among the parties and any amendment thereto must be in writing and signed by the parties hereto.

In witness whereof, the undersigned parties have signed this agreement on the \_\_\_\_ day of \_\_\_\_\_, 2024.

Crittenden County, Arkansas

By \_\_\_\_\_  
County Judge

Attest: \_\_\_\_\_  
County Clerk

Marion, Arkansas

By \_\_\_\_\_  
Mayor

Attest: \_\_\_\_\_  
City Clerk

West Memphis, Arkansas

By \_\_\_\_\_  
Mayor

Attest: \_\_\_\_\_  
City Clerk

# Crittenden County Emergency Communications Consolidation Plan



# Crittenden County Emergency Communications Consolidation Plan

DATE: 12/8/2022

| Participating PSAP                    | FCC ID  | Population Served | Coverage Area |
|---------------------------------------|---|-------------------|---------------|
| Crittenden County Dispatch            | 0001718501  | 23,643            | 607.06        |
| City of West Memphis                  | 7984  | 24,520            | 28.94         |
| <b>TOTAL</b>                          |   | <b>48,163</b>     | <b>636</b>    |
| <b>Joint PSAP Consolidation Name</b>  | <b>Crittenden County Multi-Jurisdictional Communications Center</b> |                   |               |
| <b>Anticipated Consolidation Date</b> | <b>12/31/2023</b>   |                   |               |

| PSAP Impacted                 | Primary | Secondary | Remain Open | Decommission |
|-------------------------------|---------|-----------|-------------|--------------|
| Crittenden County Dispatch    | X       |           |             |              |
| City of West Memphis Dispatch |         |           |             | X            |
| City Of Marion M-F 8a-4P      |         |           |             | X            |

Primary Contact: Bud Spears  
 Title: OEM Director  
 Telephone: (870) 739-3534  
 Email: [bspears@crittco.com](mailto:bspears@crittco.com)  
 Mailing Address: 100 Court St  
 Marion, AR 72364

Alternate Contact: Mike Strayhorn  
 Title: Communications Director  
 Telephone: (870) 702-2008  
 Email: [mstrayhorn@crittcosheriff.com](mailto:mstrayhorn@crittcosheriff.com)



# Crittenden County Emergency Communications Consolidation Plan

Mailing Address:       350 Afco Rd.  
West Memphis, AR 72301

### IDENTIFY AND ENGAGE STAKEHOLDERS CHECKLIST

- ✓ Decision makers and key stakeholders such as County Judge, Mayors, etc
- ✓ Served Agency Heads, e.g. Sheriffs, Police and Fire Chiefs, EMS, 9-1-1 Director
- ✓ Operations Staff, e.g. supervisors, trainers, telecommunications, QA/QC
- ✓ Responders, e.g. field response staffs from user agencies
- ✓ Support Staff, e.g. IT, facilities, legal, accounting, human resources, medical directors, external or contracted support entities
- ✓ Vendors, e.g. systems, equipment, applications, network, scripted protocols, tiered services support for automated systems under contract

| Planning Member Name | Title                   | Agency or Department |
|----------------------|-------------------------|----------------------|
| Bud Spears           | OEM Director            | Crittenden County    |
| Mike Strayhorn       | Communications Director | Crittenden County    |
| Woody Wheelless      | County Judge            | Crittenden County    |
| Mike Allen           | Sheriff                 | Crittenden County    |
| Matt Thompson        | Treasurer               | Crittenden County    |
| Tracy Brick          | Mayor                   | City of Marion       |
| Brannon Hinkle       | Police Chief            | City Of Marion       |
| Freddie Thorne       | Inspector               | City of Marion       |
| Brad Campbell        | Asst Fire Chief         | City of Marion       |
| Jimbo Hale           | City Atty               | City of Marion       |
| Tori Perry           | Finance Director        | City of West Memphis |
| Dewayne Rose         | OEM Director            | City of West Memphis |
| Marco McClendon      | Mayor                   | City of West Memphis |
| Brent Bradley        | Asst Police Chief       | City of West Memphis |
| Derrick Clay         | Asst Fire Chief         | City of West Memphis |

### CURRENT PSAP ENVIRONMENT

|  |   |
|--|---|
| How many PSAPs currently operate within the county?                    | 2 |
| How many PSAPs will operate within the county following Consolidation? | 1 |
| How many dispatch centers currently operate within the county?         | 3 |

# Crittenden County Emergency Communications Consolidation Plan

|   |        |
|---|--------|
| How many dispatch centers will operate following consolidation? | 1      |
| What is the total combined annual Wireless 9-1-1 call volume?   | 39,283 |
| What is the total combined annual Wireline 9-1-1 call volume?   | 39,283 |
| What is the total combined annual Non-Emergency call volume?    | 24,661 |
| What is the total combined number of agencies dispatched?       | 26     |

## ASSESSMENT OF PARTICIPATING PSAPs CHECKLIST

- ✓ Collect demographics of participating PSAPs, e.g. population, number, size, and type of agencies served
- ✓ Collect statistics from call handling equipment, computer aided dispatch, administrative phone system, and other sources
- ✓ Conduct technology inventory of participating PSAPs, e.g. CAD, CHE, GIS, logging recorder, master clock, and radio
- ✓ Identify recent investments that can be leveraged or re-used in consolidation center
- ✓ Identify resources from each PSAP that can be applied to or transitioned to the consolidated PSAP
- ✓ Collect all operational budget data from participating PSAPs
- ✓ Assess the capacity and expansion capabilities of all participating PSAPs to determine where the consolidated PSAP can reside and how if the PSAPs could be updated to provide backup plan support

|  |                   |
|--|-------------------|
| Governance Type for consolidated PSAP: County oversight  |                   |
| Has a local 9-1-1 committee been established?  | Yes               |
| What entity will hold the consolidated PSAPs budget and receive funds from Arkansas 9-1-1 Board? | Crittenden County |
| Has a fair cost share been agreed to through interlocal agreements?                              | Yes               |
| What are the total combined 9-1-1 funds received annually?                                       | \$938,229.00      |
| What are the total combined PSAP expenditures annually?  | \$1,426,826.00    |
| What will the total budget be for the consolidated PSAP?   | \$1,340,440.00    |

- ✓ Identify, select, and formally establish the organizational model. Memorialize in agreement(s)
- ✓ Develop funding mechanism for planning (meetings and planning activities, transitional (capital and resource development), and ongoing operations
- ✓ Develop or update Service Level Agreements (SLAs) between and among the participating PSAPs and contracted agencies
- ✓ Develop and execute Memorandums of Understandings or Inter-governmental Agreements detailing relationships, bylaws, and duties of the consolidated PSAP
- ✓ Develop and execute a Data Sharing Agreement (DSA) among all participating agencies/entities regarding the ownership, maintenance, use, access, and termination of all data shared or planned to be shared
- ✓ Conflict resolution plan incorporated in government agreement(s)
- ✓ Entering, voting status, enforcement, and terminating agreement(s)

# Crittenden County Emergency Communications Consolidation Plan

- ✓ Establish funding mechanism support structure for budgeting capital and operational costs

### Governance and Funding

Currently, there are two PSAPs operating in Crittenden County. One is based out of the City of West Memphis and the other is out of Crittenden County Sheriff's Department. The new Crittenden County Multi-Jurisdictional Communications Center will be governed by a 9-1-1 board that will be made up of representatives throughout Crittenden County. Examples of board members will be fire chiefs, police chiefs, mayors, sheriff, emergency management and other leaders with a vested interest throughout Crittenden County.

The funding for the PSAP will be made up of the current revenues that are received by Crittenden County, West Memphis and contributions from municipalities for shortfall. We are estimating that these will break down as follows:

PSAP Revenues = \$760,000.00  
 PSAP Maintenance = \$80,000.00  
 Landline Revenues = \$80,000.00  
 9-1-1 Rural Enhancement = \$12,000.00  
 Totals = \$932,000.00 (Before Shortfall Payments)

This leaves the department an estimated \$400,000.00 short of its estimated yearly expenses of \$1,340,440.00. The \$400,000.00 shortfall will be split three ways based on usage by call volume of the Communications Center. Crittenden County, City of West Memphis, and the City of Marion will pay on a pro rata share basis for their use of the Communications Center. A total shortfall will be figured each year and each entity will be sent a bill for their portion of the shortfall. The percentage of the shortfall will be calculated using the municipalities number of 9-1-1 calls that the center receives from each entity during a said year in comparison to the total number of 9-1-1 calls the center receives for the given year.

**Example:**

If 50% of the call received by the Communications Center are for the City of West Memphis and the annual budget shortfall is \$400,000.00, the City of West Memphis would be responsible for \$200,000 to supplement the center. Crittenden County will be billed their respective percentage and the City of Marion theirs to supplement the Center.

See attached estimated budget for expense calculations.

### CONSOLIDATED PSAP STAFFING

|  |    |
|--|----|
| Number of total full-time telecommunicators prior to consolidation:          | 13 |
| Number of full-time telecommunicators following consolidation:               | 26 |
| Number of total combined part-time telecommunicators prior to consolidation: | 4  |

# Crittenden County Emergency Communications Consolidation Plan

|   |                      |
|---|----------------------|
| Number of part-time telecommunicators following consolidation:                  | 4                    |
| What entity will offer salary and benefits to the consolidated PSAPs employees? | Crittenden<br>County |
| Has leadership for the consolidated PSAP been established?                      | Yes                  |
| Will keeping current staff be prioritized for the consolidated PSAP?            | Yes                  |
| Has a transition plan been developed for current employees?                     | Yes                  |

### RESOURCE PROJECTIONS CHECKLIST

- ✓ Assess staffing projections based on industry standards and tools, e.g. APCO, NENA
- ✓ Develop pay and classification with HR experts from participating entities for consolidated PSAP staff, if possible, do no harm to salaries, benefits, seniority/tenure, leave, etc.
- ✓ Develop new org staffing plan, determine placement of transitioning staff within new org staff plan
- ✓ Identify and address development and training needs for transitioning staff; adapt as formal training program for post implementation
- ✓ Standardize and add job descriptions for transitioning positions and new positions
- ✓ Establish and setup accounting support and practices for aggregated funds and shared service contracts

### STAFFING NARRATIVE:

Three (3) Shifts: 0700-1500  
                           1500-2300  
                           2300-0700

Staffing based on call volume, special events, criminal statistics.

Staffing ranges will be from four (4) per shift on 0700 - 1500 and 2300 – 0700, to seven (7) per shift on 1500 – 2300 based on statistics.

Training will be monitored by Communications Director. All tracking/training requirements will be the responsibility of the director.

A staffing system will be developed to create job accountabilities, requirements, descriptions, and supervisory positions as the new PSAP is developed. A performance appraisal system will be put in place to assess for promotions.

# Crittenden County Emergency Communications Consolidation Plan

## CONSOLIDATED PSAP OPERATIONS

|  |      |
|--|------|
| Number of combined answering positions prior to consolidation:                       | 7    |
| Number of answering positions following consolidation:                               | 7    |
| Total number of law enforcement agencies dispatched for                              | 12+2 |
| Total number of fire/rescue agencies dispatched for consolidated PSAP?               | 10   |
| Total number of EMS agencies dispatched for consolidated PSAP?                       | 4    |
| Will telecommunications provide Emergency Medical Dispatch?                          | Yes  |
| Have duties of the telecommunicators been determined beyond call taking/dispatching? | Yes  |

## PLANNING OPERATIONS CHECKLIST

- ✓ Form a committee of PSAP staff, responders, and administrators to review and standardize policies and procedures into a single up to date, standards-based policy
- ✓ Standardize or develop standard scripted protocols for call handling and dispatching
- ✓ Identify language and coding that can be standardized among agencies and in conjunction with consolidated operations
- ✓ As expanding, reconfiguring, reprogramming, or new acquisition of automated systems, establish common data sets and standard use; partition secure data, and establish ongoing rules and enforcement for data ownership, maintenance, use, access, security and removal
- ✓ Work with served agencies to determine what can be accommodated via technology, and what cannot; establish policies and procedures, response plans, disaster recovery plans, COOPs
- ✓ Establish support programs, e.g. hiring, training, retention, quality assurance, evaluations, and performance metrics

## OPERATIONS NARRATIVE:

Operations will be created thru the merging of two separate entities that are coming together for the first time.

The entire basis for operations will be focused on utilizing

# Crittenden County Emergency Communications Consolidation Plan

new equipment, new staffing requirements, focus on the entire service of Crittenden County's Emergency Services Network as it has never been approached.

The key to operations will be the successful introduction of the new personnel from West Memphis Operations in to the Crittenden County Communications Center.

The concept of the entire center being merged has always been discussed, at present there are many obstacles that are yet to be identified that prevent an operational flow chart from being created.

• People are the key, the development of supervisory staffing per shift, monitoring call takers/radio dispatch efficiency, TRAINING, TRAINING, TRAINING.

## CONSOLIDATED PSAP FACILITY

|   |                           |
|---|---------------------------|
| Has a facility been identified to host the consolidated PSAP?                 | Yes                       |
| If yes, what entity owns the facility?  | Crittenden County         |
| Will facility renovations be required for consolidation?                      | Yes                       |
| Will a new facility be required for consolidation?                            | No                        |
| Does the facility have backup power?  | Yes                       |
| Is the PSAP facility secured?   | Yes                       |
| What will the total additional costs be to move into a consolidated facility? | \$234,088.67/\$379,088.67 |

## PLANNING FACILITY CHECKLIST

- ✓ Validate assessment of workload and project future workload, determine if county/city have programmed office space allotments and other requirements for working with architectural firms, to include procurement requirements/limitations
- ✓ Determine number of positions needed for collective workload, project growth needs for surge, special events, growth rate and other factors
- ✓ Utilize experienced professional services, e.g. consultant, architect, to conduct threat and vulnerability assessment for planned site
- ✓ Conduct preliminary programming of facility with architect; make decisions regarding projected costs for programming, adjust program

# Crittenden County Emergency Communications Consolidation Plan

- ✓ Acquire cost projections for renovation or construction as well as moving equipment. Make certain funding mechanisms are in place and working

## FACILITY NARRATIVE

An upgrade to facility is necessary to accommodate this consolidation. It will include relocation/replacement of exiting consoles, installation/upgrades to existing monitors, speakers. This includes electrical upgrade to allow additional equipment installation.

Equipment/Radio room will require upgrades and restructuring to allow for new AWIN systems to be placed in this Center.

The existing backup electrical source is a 90kw generator. A system upgrade will include the installation of a "Quick Connect" switch to ensure the immediate access to additional electrical if needed in an emergency by an add-on generator if current source were to become disabled.

## CONSOLIDATED PSAP TECHNOLOGY AND EQUIPMENT

|   |   |
|---|---|
| If used, what vendor will provide the PSAPs Computer Aided Dispatch (CAD)?        | Relativity, Inc                           |
| If used what vendor will provide Records Management System?                       | Relativity, Inc                           |
| Who will provide mapping and GIS to PSAP?   | EFS Geotechnologies                       |
| What vendor will provide Call Processing Equipment (CPE)?                         | Motorola/AT&T                             |
| What vendor will provide the PSAPs radio dispatch consoles?                       | Motorola                                  |
| Total number of primary radio channels/talk groups to be managed within the PSAP? | Crittenden County 26 WM 10 Total<br>36    |
| Which operating bands will be utilized for dispatching?                           | AWIN                                      |
| What vendor will provide the PSAPs logging recorder?                              | RevCord                                   |
| What Vendor will provide the PSAPs Master Clock?                                  | System sinc's w/Time Server-Time.nist.gov |
| If used what vendor will provide Emergency Dispatch Protocols?                    | N/A                                       |
| Has a backup PSAP been Identified?  | Yes                                       |
| What will the total additional equipment & technology costs be for consolidation? | Pending                                   |

## EQUIPMENT AND TECHNOLOGY CHECKLIST

- ✓ Conduct equipment & technology inventory for all participating PSAPs; e.g. CAD, CPE, Mapping/GIS, Logging Recorder, Master Clock, LMR
- ✓ Identify investments already made within existing PSAPs; determine if and how those can be applied within the consolidated PSAP
- ✓ Include and communicate with existing equipment and technology vendors during the consolidation process

# Crittenden County Emergency Communications Consolidation Plan

- ✓ Assess how equipment & technology is being utilized currently by agencies that are users of the PSAP; how these agencies will be impacted
- ✓ Develop interlocal agreements that define who will be responsible for new contracts, procurement, sourcing requirements, asset management, etc.

## Equipment & Technology Narrative:

### Phases 1:

- County transfers to consoles
- Old equipment removed
- Consoles Installed/electrical upgrades

### Phase 2:

- WM transfers equipment
- New Consoles/Electrical Upgrades
- New AWIN Equipment

### Phase 3:

- WM switches gradually from digital to AWIN equipment in Communications Center (based on mobile installs)