



COUNTY BOARD AGENDA

The Grant County Board of Supervisors will meet at 10:00 a.m., Tuesday, May 19, 2026 in the County Board Meeting Room 264 in the Administration Building, 111 S. Jefferson Street, Lancaster, WI 53813 pursuant to the adjournment of the April 23, 2026 County Board Meeting.

Join Zoom Meeting

<https://co-grant-wi-gov.zoom.us/j/81422932947?pwd=IQ3brH6mxcvJNuMCU7cNdqfUJ5sBno.1>

Dial by your location: (312) 626 6799

Meeting ID: 814 2293 2947

Passcode: 516705

Consideration will be given and/or action taken on any or all of the following items:

1. Call to Order
2. Pledge of Allegiance to the Flag
3. Open Meeting Law Certification
4. Roll Call
5. Approval of Agenda
6. Approval of Minutes – April 21, 2026 and April 23, 2026
7. Administrator Report
8. Communications
9. Appointments
 - Brenda Kalish – ADRC
10. Grants
 - Coordinator Services Teams Initiative – Social Services
 - Foster Care – Social Services
 - 2027 Treatment Alternatives and Diversion TAD (Pre-Application)
11. PSAP Consolidation Feasibility Study Final Report
12. 623rd Zoning Amendment
 - RZ26-05 Winkler Modesta Revocable Trust Dated 12/02/2009, Town of Potosi
 - RZ26-06 Leibfried Land LLC, Town of Harrison
 - RZ26-07 Timothy & Kim Burlage, Town of Wingville
13. Resolution 2026-12 for Juvenile Detention Placement – Social Services
14. Policy Updates
 - Compassion Leave Policy
 - Employee Status Policy
 - 5.3 Highway Department (from Administration Manual)
15. Committee Reports
16. Future Agenda Items
17. Adjournment pursuant to the next County Board Meeting on June 16, 2026 at 10:00 a.m.

Grants: Patrick Schroeder, seconded by Joseph Mumm made a motion to approve the Corteva Agriscience grant. Motion carried without negative vote.

Update on Fiber Optics/Communication Project: Administrator Nate Dreckman gave an overview of the project for the new County Board members. Final testing is taking place on the paging system. The other channels have been switched to the new system. There are a few coverage issues that are being addressed. IT Director Shane Drinkwater explained that there has been no change to the fiber optic loop structure and that IT has been assisting the radio vendor with fine-tuning the system.

622nd Zoning Amendment: Patrick Schroeder, seconded by John Beinborn made a motion to approve the 622nd Zoning Amendment for Kruser Construction in Town of Jamestown, Andy Kruser in Town of Jamestown and Brett and Darion Morovits in Town of Mount Hope. Motion carried without negative vote.

Discussion and possible action to establish a zoning ordinance for the regulation of large solar energy generating facilities: Action on this item was postponed and will be taken up at the April 23, 2026 meeting.

Discussion and possible action to establish a zoning ordinance for the regulation of small solar energy generating facilities: Action on this item was postponed and will be taken up at the April 23, 2026 meeting.

Department/Committee Overview: Each department head provided a brief overview of the duties for their department.

Adjournment: Diane Nelson, seconded by Joseph Mumm made the motion to adjourn to April 23, 2026 at 9:00 a.m. Motion carried without negative vote.



Grant County Board of Supervisors
April 23, 2026
Administration Building
111 S. Jefferson Street
Lancaster, WI 53813

The Grant County Board of Supervisors meeting was called to order at 9:00 a.m. by County Board Chairman Robert Keeney. The Pledge of Allegiance was recited.

County Clerk Tonya White verified that the meeting was held in compliance with the open meeting law, having been posted in the Administration Building, Courthouse and on the county website.

Roll Call was taken with fourteen (14) members present in the room: Gary Ranum, Brian Johnsrud, Gary Kjos, Robert Keeney, Lynn Kirschbaum, Joseph Mumm, Joann Wiederholt, Patrick Schroeder, James McCartney, Carol Beals, Kathy Kopp, Roger Lange, John Beinborn and Dan Durley. Diane Nelson and Brian Lucey asked to be excused. Mike Timmerman was absent.

Approval of Agenda: Joseph Mumm, seconded by John Beinborn made a motion to approve the amended agenda. Motion carried without negative vote.

Discussion and possible action to establish a zoning ordinance for the regulation of large solar energy generating facilities: Lynn Kirschbaum, seconded by Roger Lange made a motion to approve the ordinance establishing a zoning ordinance for the regulation of large solar energy generating facilities. Motion carried with one negative vote (Beinborn), one abstention (Durley) and three absences (Nelson, Timmerman and Lucey).

Discussion and possible action to establish a zoning ordinance for the regulation of small solar energy generating facilities: Joseph Mumm, seconded by Kathy Kopp made a motion to approve the ordinance establishing a zoning ordinance for the regulation of small energy generating facilities with changing the word “and” to “or” in the purpose and scope paragraph. Motion carried with one abstention (Durley) and three absences (Nelson, Timmerman and Lucey).

County Board Chair Appointments

Conservation, Sanitation and Zoning: Joseph Mumm, Chair; Roger Lange, Vice Chair; Brian Johnsrud; Lynn Kirschbaum; Brian Lucey and Ron McKelvey, Citizen Farmer

Highway: Mike Timmerman, Chair; Roger Lange, Vice Chair; Brian Johnsrud; Patrick Schroeder and Gary Kjos

Public Safety: Gary Ranum, Chair; Kathy Kopp, Vice Chair; John Beinborn; Brian Lucey and James McCartney

Orchard Manor: Carol Beals, Chair; Mike Timmerman, Vice Chair; Joann Wiederholt; Diane Nelson and Joseph Mumm

Ag, Extension and Fair: Kathy Kopp, Chair; Joseph Mumm, Vice Chair; Mike Timmerman; Patrick Schroeder and Dan Durley

Veteran’s: Gary Ranum, Gary Erickson and Dave Peterson

Board of Health: Joann Wiederholt, Diane Nelson, Lynn Kirschbaum, James McCartney, Holly Muench, Richard Dhyancharnd and Neil Martin

WI River Rail Transit: Robert Keeney (2028), Mike Lieurance (2027), Dave Wiederholt (2026), Gary Kjos (alternate)

Economic Development: John Beinborn and Robert Keeney

DMATS: Robert Keeney

Unified: Robert Keeney, Gary Ranum and Dan Durley

County Administrator Appointments

Social Services: Diane Nelson (2029), Gary Ranum (2029), John Beinborn (2028), Carol Beals (2027), Joann Wiederholt (2027)

ADRC: Gary Kjos, Kathy Kopp, Mark Stead, Vicki Hirsch, Valerie Bailey and Mary Lou Bausch

SWCAP: Carol Beals and Brian Johnsrud

LEPC: James McCartney

Library: Joann Wiederholt

Grant County’s mission is to provide the public with needed goods and services in a cost-efficient manner.
Integrity Efficiency Respect Honesty

Opioid: Dan Durley and Robert Keeney

Unified: Amy Kite, Janelle Carroll, Dawn Kendrick and Steve Obershaw

John Beinborn, seconded by Kathy Kopp made a motion to approve the adoption of the appointments. Motion carried without negative vote.

Future Agenda Items: On Monday, May 4, an event will be held at the Potosi Brewery to celebrate National Tourism Week.

Adjournment: Kathy Kopp, seconded by Joseph Mumm made a motion to adjourn to May 19, 2026 at 10:00 a.m. Motion carried without negative vote. The meeting adjourned at 9:35 a.m.

To: Grant County Board
From: Kristin Schier, Treatment Court Coordinator / CJCC Coordinator
Meeting Date: May 19, 2026
Agenda Item: Grant – 2027 Treatment Alternatives and Diversion (TAD)

Treatment Alternatives and Diversion (TAD) is a grant program through the Department of Justice – WI Statute 165.95. The TAD Grant funds treatment courts and diversion programs for counties and tribes.

The goals of TAD-funded programs are:

- Reduce recidivism
- Reduce prison and jail populations
- Reduce prosecution and incarceration rates/costs
- Improve public safety
- Improve lives of participants and their families

2027 is a competitive year – Year 1 of a 5 – year cycle (2027-2031). Per the Department of Justice, there is \$10,688,900 available for 2027. All Wisconsin counties and tribes are eligible to apply. Noteworthy: Grant County has applied for and been awarded the TAD Grant since 2014.

TAD Grant Application, Category #1 – Implemented programs for existing TAD funded programs. This category is intended to:

- Maintain operations for existing TAD-funded programs
- Have an established CJCC

A two-step application process:

- Step 1 – Mandatory Pre-Application
 - Set funding amount
 - Report on CJCC involvement, team composition, program evaluation and measures and sustainability efforts
 - Emphasis on budget
 - Pre-application due: July 2
- Step 2 – Final Application
 - Narrative based
 - Dates:
 - Posting date: early to mid-September
 - Due date: mid to late October
 - Award: mid to late December

Grant County's Award for 2026:

- \$150,000 – State
- \$50,000 – County Match
 - \$33,156: in kind match
 - \$16,844: cash match

County Budget 2026:

- \$150,000 – Grant Award
- \$41,556 – County Levy
- \$5,000 – IID allocation (Clerk of Court)

Anticipated Grant Award for 2027:

- \$150,000 – State
- \$50,000 – County Match
 - \$33,156: in kind match
 - \$16,844: cash match

Projected County Budget 2027:

- \$150,000 – Grant Award
- \$5,000 – IID allocation (Clerk of Court)
- Unknown – County Levy
- Unknown – Opioid Settlement Funds

Board / County Committee Talking Points

Grant County PSAP Consolidation Feasibility Study

Prepared for distribution

1. Bottom-line recommendation

The study recommends that Grant County and the City of Platteville move forward with PSAP/dispatch consolidation, with the consolidated center remaining under the Grant County Sheriff's Office. The report concludes consolidation is both feasible and advantageous, with moderate/manageable transition risk and little system-wide cost difference over 10 years.

2. Current system works, but has structural limits

The report does not say current operations are failing. It finds that both PSAPs are currently well-staffed and meeting benchmarks in their separate configurations. However, the current two-center model still creates avoidable inefficiencies, especially for Platteville-related calls and long-term system resilience.

3. Main public safety benefit: eliminate transferred-call delay

Right now, the Sheriff's Office is the primary PSAP for all wireless 911 calls countywide, including Platteville, and Platteville-related wireless calls are then transferred. The report says this adds about 10 to 15 seconds and requires information to be re-confirmed. Under consolidation, those calls would be answered directly by the consolidated center, eliminating that transfer step.

4. Consolidation improves staffing depth without a major expansion

The study finds a consolidated center could handle combined workload with:

- Two dispatchers on duty at all times
- A third "power shift" dispatcher from 9:00 a.m. to 9:00 p.m.
- Only two additional full-time dispatcher positions
- One Training and Quality Assurance Coordinator role added at Grant County

The report projects peak occupancy at about 37%, which it describes as well within acceptable limits.

5. Grant County is the recommended primary site

The report identifies the Grant County Sheriff's Office dispatch center as the clear primary location for a consolidated PSAP. It notes that the facility, built in 2019, was purpose-built for public safety operations and already has the physical capacity and resiliency features needed for consolidated operations.

Key facility advantages include:

- Four functional workstations with room for two more

- Redundant fiber internet
- Generator support
- Building-wide UPS
- Continuity resources, including a mobile dispatch vehicle

By contrast, the Platteville site is not considered suitable as the primary 24/7 consolidated center.

6. Platteville still has an important future role as backup site

The study does not recommend abandoning Platteville as a dispatch asset. Instead, it recommends retaining Platteville and developing it over time into a true backup PSAP.

To do that, the report says Platteville would need:

- CAD access
- ESInet-integrated 911 call delivery
- Fiber capacity validation
- Power and HVAC protection during outages
- Workstation and connectivity upgrades

7. Consolidation improves service in several practical ways

Service Area	Current Concern	Consolidation Benefit
Speed of service	Wireless Platteville 911 calls are transferred	Direct answering removes transfer delay
Response capacity	Platteville operates as a single-seat center	Consolidated center provides multi-person staffing
First responder safety	Platteville lacks full shared CAD environment	Better situational awareness and mobile CAD access
Professionalization	Platteville relies significantly on part-time staffing	More full-time, trained, and standardized staffing

8. Costs are nearly the same at the system level

One of the most important board-level findings is that the 10-year total cost of consolidation is nearly identical to the status quo.

- Current system-wide 10-year cost: about \$20.158 million
- Consolidated system-wide 10-year cost: about \$20.341 million
- Difference: about \$183,000 over 10 years, or less than 1%

9. Cost shift matters even if total system cost does not

While the total system cost is nearly the same, the study notes that the cost burden shifts materially:

- Grant County's 10-year cost would increase by about \$4 million
- Platteville's 10-year cost would decrease by a comparable amount

This is an important policy and intergovernmental issue for committee discussion, because even when total public cost stays nearly flat, the local budget impact changes materially.

10. Governance recommendation: keep dispatch within the Sheriff's Office

The report recommends that the consolidated PSAP remain a division of the Sheriff's Office, rather than creating a separate county department or new independent entity.

The stated reasons include:

- Less administrative complexity
- Lower startup burden
- Fewer change-management risks
- Preservation of continuity and relationships already trusted by user agencies
- Consistency with recent Wisconsin consolidation examples

The report also recommends an intergovernmental agreement with Platteville and structured advisory input from law enforcement and fire/EMS stakeholders.

11. Risks are real, but the study rates them as manageable

The report rates consolidation overall as low-to-moderate risk. Key risks identified include operational risk, technology/integration risk, staffing risk, and financial/grant timing risk. Importantly, the study says none of these risks are likely to create major disruption if planning is disciplined and implementation is phased.

12. Key cautions the committee should keep in mind

Areas needing close oversight include:

- Radio system readiness
- Recruitment and retention during transition
- Vendor scoping for CAD/RMS/phone/radio integration
- Preserving strong relationships with agencies and responders
- Planning for Platteville's interim role before it is fully developed as a backup site
- Treating EMD implementation as a parallel workstream if grant funding is pursued

Note

This handout is based on the Grant County PSAP Final Report and is intended as a summary.



PSAP CONSOLIDATION FEASIBILITY STUDY: **FINAL REPORT**

APRIL 28, 2026

GRANT COUNTY, WISCONSIN

MATRIX
CONSULTING GROUP

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1. INTRODUCTION AND EXECUTIVE SUMMARY

Matrix Consulting Group has been retained by Grant County to conduct a public safety answering point (PSAP) consolidation feasibility study. The study is intended to evaluate the potential for shared services and consolidation of dispatch functions with the City of Platteville. This document is the final report, containing the project team’s analysis, findings, and recommendations.

After carefully reviewing and analyzing the alternatives, **we recommend that the County and Platteville pursue consolidation.** This arrangement would improve service levels by utilizing a better-staffed, more professionalized, and more technologically equipped PSAP for all 911 calls and dispatch service in the County. The transition risks are moderate and manageable, and the system-wide cost difference is negligible. If grant funding can be secured to support the effort, some small cost savings may be realized over a 10-year period.

1.1 OVERVIEW

The emergency communications environment in Grant County is supported by two (2) distinct PSAPs, each with its own jurisdiction and customer agencies.

- The Sheriff’s Office dispatch center is the primary PSAP for all wireless 9-1-1 calls in the County. It also receives landline calls from all jurisdictions except Platteville, and it dispatches the Sheriff’s Office as well as all law enforcement and Fire/EMS units in the County, other than those handled by Platteville.
- The Platteville dispatch center, located in the Police Department, processes calls from its jurisdiction as well as those transferred from the County center. It dispatches the Platteville police and fire departments as well as the UW-Platteville PD and the Southwest Medical System EMS units.

EMS response and medical transport is performed by EMS departments in each jurisdiction. The two dispatch centers share E911 infrastructure, and a planned countywide radio network project will also connect all agencies’ radio systems.

This study reviews the current state and evaluates the feasibility of a consolidated PSAP to serve the County. It evaluates workload, staffing, facilities, and technology needs, as well as the service level impacts, governance structure, and cost impact of consolidation. It also provides a phased implementation plan.

1.2 METHODOLOGY

In this study, our project team undertook a series of tasks to develop our understanding of the emergency communications environment in Grant County and Platteville, analyze the available data,

evaluate key operational practices, and assess the impacts of consolidation compared to the current state. These included:

- Visited the Grant County and Platteville PSAPs in person and evaluated each center's current facilities and capacity for accommodating future combined services and workload growth.
- Conducted interviews with the leadership and management of each center. These interviews focused on understanding the staffing, operations, technology use, and workflow of emergency communications, which would affect the feasibility of transitioning to unified dispatch.
- Collected data and documentation from both PSAPs, including budget information, staffing data, technology systems, and workload related to phone calls, CAD incidents, and non-emergency communications. This data was reviewed and analyzed to inform the development of conclusions and recommendations.
- Maintained ongoing communication with the leadership of each PSAP regarding data needs, scheduling, questions about operational practices, and the development of deliverables.
- Developed interim reports, including a current state assessment of both centers, a technology feasibility assessment, a staffing and workload impact analysis, and a governance and cost impact assessment.

These project efforts have produced the analysis and evaluation described in this report, leading to the project team's findings and recommendations.

1.3 SUMMARY OF FINDINGS

The analysis of workload, facilities, technology, and service performance indicates that consolidation under the Grant County Sheriff's Office is both feasible and advantageous. It eliminates call transfer delays, brings Platteville into compliance with staffing standards, and positions the County for a more technologically integrated, resilient, and professional communications environment. The following points summarize the key findings:

1. **Both PSAPs Are Currently Well-Staffed and Performing Within Benchmarks.** Both the Grant County Sheriff's Office and the Platteville Police Department dispatch centers are meeting established performance standards under their current separate configurations. Each center answers 911 calls quickly, and dispatcher occupancy rates fall comfortably below the 50% threshold used as a target in this analysis. The data confirm that current staffing levels are appropriate for present workloads.
2. **A Consolidated Center Can Be Staffed Without Significantly Expanding Resources.** Workload modeling indicates that a consolidated dispatch center could handle the combined call and dispatch volumes of both PSAPs with two dispatchers on duty at all times, supplemented by a third "power shift" dispatcher from 9 a.m. to 9 p.m. Average peak occupancy under this model is projected at approximately 37%—well within acceptable limits. This staffing structure requires the addition of only two full-time dispatch positions and a new Training and Quality Assurance Coordinator role at Grant County.

- 3. The Grant County Facility Is the Clear Choice for a Consolidated Primary Site.** The Grant County Sheriff's Office dispatch center, built in 2019, is purpose-built for public safety operations and is the only facility capable of supporting consolidated operations. It features four functional sit-to-stand workstations with room for two additional consoles, redundant fiber internet, a generator tested weekly under load, a building-wide UPS, and a mobile dispatch vehicle for continuity. The Platteville facility lacks workstation expansion capacity, full power backup for dispatch operations, and the infrastructure resilience required of a primary 24/7 center.
- 4. Platteville Requires Targeted Upgrades to Function as a Genuine Backup Site.** Platteville currently serves as an informal, limited backup to Grant County, but it does not provide true redundancy. Most critically, it has no CAD access, meaning a primary site failure would eliminate its ability to support dispatch in any meaningful way. Establishing Platteville as a functional backup will require CAD access, extended ESInet call delivery capability, fiber capacity assessment, and power infrastructure upgrades to ensure lighting and HVAC are on protected power during an outage.
- 5. Consolidation Produces Meaningful Public Safety Service Improvements.** Consolidation addresses measurable deficiencies in the current Platteville dispatch model across all four key service dimensions. The existing 10–15 second transfer delay for wireless 911 calls would be eliminated. Platteville calls would move from a single-seat center to a multi-person environment that complies with NFPA staffing standards. Platteville first responders would gain access to mobile CAD and county-wide situational awareness. Dispatch staffing would shift from part-time-dependent to predominantly full-time, formally trained personnel.
- 6. The 10-Year System-Wide Cost of Consolidation Is Nearly Identical to the Status Quo.** When viewed at the system (county-wide) level, consolidation adds only approximately \$183,000 to the combined 10-year cost estimate—a difference of less than 1% and well within the margin of analytical uncertainty. Grant County's costs increase by approximately \$4 million over 10 years due to additional personnel, while Platteville's costs fall by a comparable amount as its staffing footprint shrinks. State grant funding for EMD implementation, radio consoles, and transition activities would likely favor consolidation further on a net-cost basis.
- 7. The Governance Structure Should Remain Within the Sheriff's Office.** Stakeholder interviews and analysis of recent Wisconsin consolidations support keeping the consolidated PSAP as a division of the Grant County Sheriff's Office. This approach avoids the administrative complexity and change management risks of creating a new independent entity, preserves operational continuity, and is consistent with how other Wisconsin counties have handled similar transitions. An intergovernmental agreement with Platteville should codify the terms of service, and structured advisory mechanisms should be established for both law enforcement and fire/EMS stakeholders.

2. NEEDS AND IMPACT ANALYSIS

This chapter evaluates the staffing, facilities, and technology system configurations required to support consolidated dispatch operations in Grant County. It also provides a summary of service level impacts.

- Workload analysis draws on call volume and dispatch entry data from both PSAPs, applying Erlang-C modeling and occupancy rate targets to derive staffing minimums and scheduling recommendations.
- The facilities section evaluates the capacity, features, and resilience of each existing PSAP, recommends a site for the consolidated center, and summarizes the key facility-related steps needed to accommodate a consolidated model.
- The technology section inventories current systems across each agency and identifies the configuration, integration, and validation actions required for each to function under a centralized model.
- The performance and service levels section discusses the impacts of consolidation on speed of service, response capacity, responder safety, dispatch experience, and operational resilience.

Throughout, findings are supported by quantitative analysis where the available data permits, with qualitative assessments applied where they do not.

2.1 WORKLOAD AND STAFFING

This section addresses the workload, staffing, and scheduling needs associated with a consolidated dispatch center in Grant County. It evaluates the workload streams of each center and addresses performance targets, effective minimum staffing targets, and the assumption of administrative duties.

2.1.1 KEY ASSUMPTIONS

The analysis relies on a number of key assumptions regarding the potential transition and the roles of each location in supporting it:

- A consolidated center would be staffed to meet the APCO/NENA performance metrics for call answering time and to maintain a target dispatch occupancy rate of no more than 50%.
- The consolidated center would enter municipal warrants and other CJIS entries for Platteville, as the County does now for the other municipal agencies it serves.
- The consolidated center would perform emergency medical dispatch (EMD) and assume the longer call durations associated with it.
- Platteville would retain one of their current dispatch positions to maintain an in-person presence at the Police Department.

- Platteville would be responsible for taking administrative (non-911) calls to their police departments during business hours, while these calls would be answered at the consolidated center during the unstaffed hours. However, for modeling purposes, all administrative calls are shown as answered at the consolidated center to demonstrate its capacity if necessary.
- Front desk reception, cashiering, and other ancillary duties at Platteville would occur only during the hours when the Police Department lobby is staffed.
- Most records management responsibilities (those that can be completed during business hours) would remain with Platteville. The consolidated center would assume a role in supporting them, similar to the County’s current support for the other municipal departments it serves.
- Overall dispatch workload in the County will increase only slightly over the next 15 years, consistent with the Wisconsin State Department of Administration’s 2025 population projections as outlined in the Phase 1 analysis. This is described in more detail below.

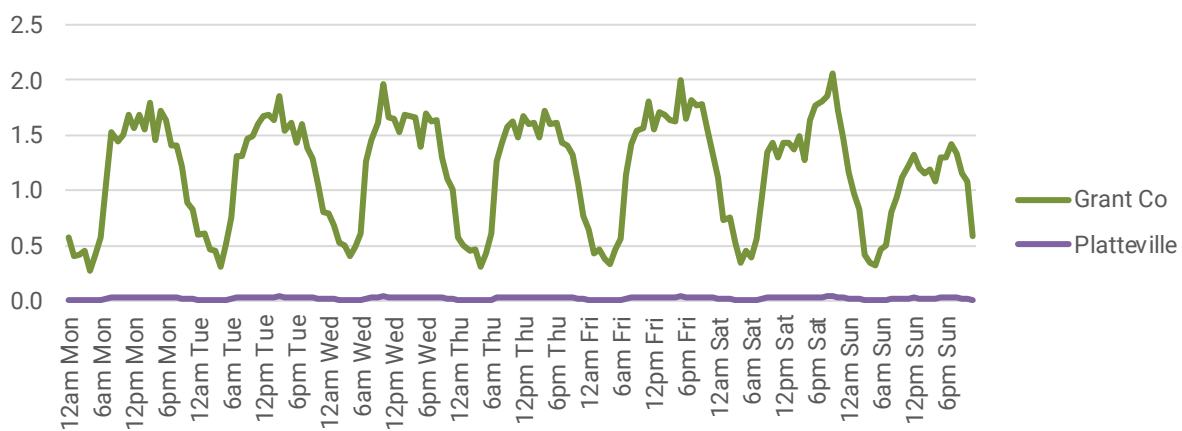
2.1.2 CURRENT WORKLOAD AND STAFFING

This section discusses the workload – both direct dispatch functions and ancillary duties – and performance of the two PSAPs in the current separate configuration.

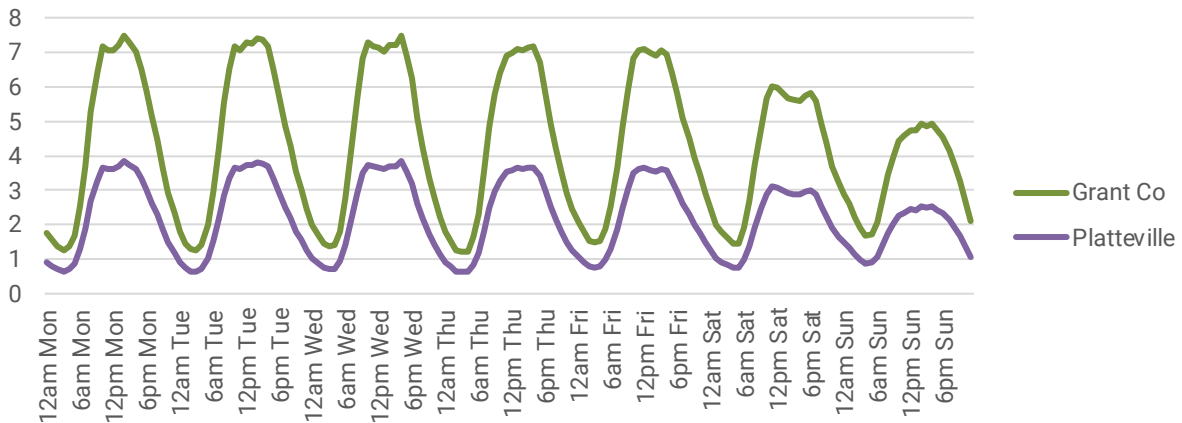
CURRENT PSAP WORKLOADS

The following charts show, based on the available data, the weekly workload of each of the two current PSAPs. The 911 call volumes, administrative calls, law enforcement dispatch entries, and Fire/EMS dispatch entries are shown in each of the four charts, respectively.

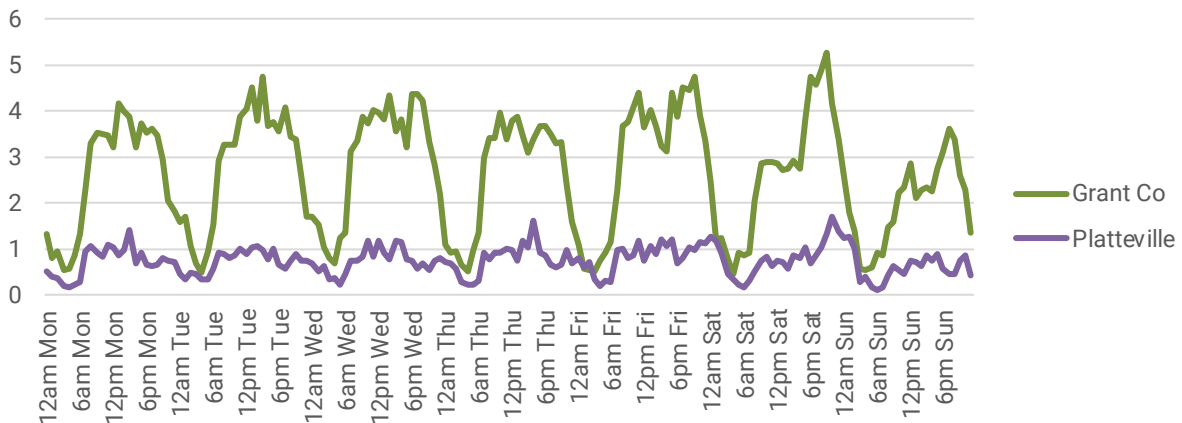
WEEKLY AVERAGE 911 CALLS BY HOUR



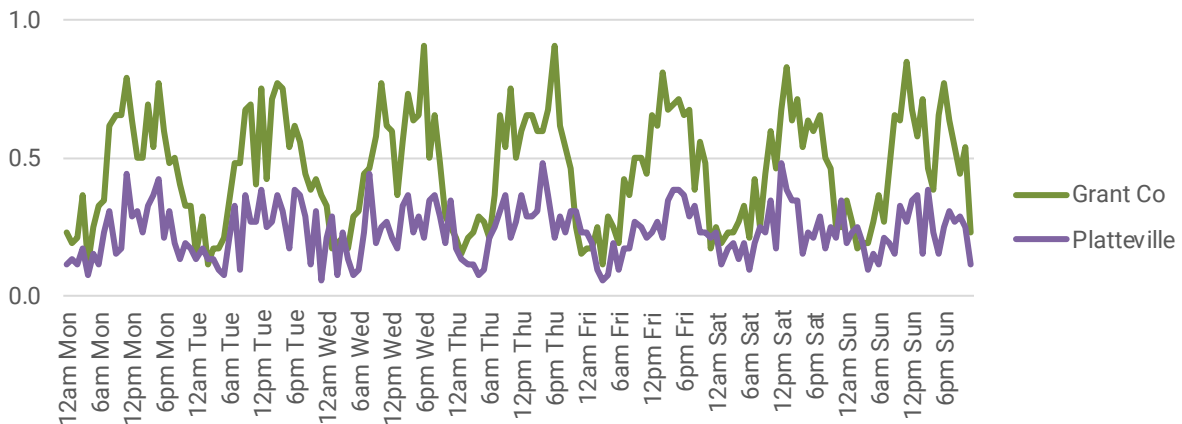
WEEKLY AVERAGE ADMINISTRATIVE CALLS BY HOUR



WEEKLY AVERAGE LAW DISPATCH ENTRIES BY HOUR



WEEKLY AVERAGE FIRE/EMS DISPATCH ENTRIES BY HOUR



As the charts show, the concrete dispatch workload is significantly greater for Grant County – particularly the volume of 911 calls and law enforcement dispatch events.

ANCILLARY DUTIES

In addition to the primary responsibilities related to call-taking and dispatch, the County’s PSAP is responsible for a number of ancillary support functions for the Sheriff’s Office and public safety in the County. These include:

- Handling non-emergency administrative calls for the Sheriff’s Office.
- Running RMS and criminal justice record queries for field units, including identities, vehicle plates, and premises history.
- Entering, maintaining, and annually validating criminal justice records, including warrants, restraining orders, missing persons, and stolen/missing property or vehicles. The County entered 578 warrants in 2025, an average of 1.6 per day. They validate about 60-65 warrants monthly, an average of 2.1 per day.
- Monitoring Sheriff’s Office vehicle locations through the CAD system and Mach AVL application, and monitoring radio traffic for the County Highway Department.
- Activating severe weather sirens, issuing local mass public safety notifications via the Code Red tool, and initiating multi-agency response protocols with Platteville and neighboring agencies.

The Platteville Police Department PSAP is also responsible for a number of ancillary support functions for the Department and the City. These include:

- Handling non-emergency calls for the Police Department, as well as other City functions after hours when selected by callers.
- Serving as the front desk for the Police Department after business hours, including walk-in calls for service and initial intake of case records and open records requests.
- Monitoring the CCTV cameras for the building, including booking area, sally port, and entry vestibule. Monitoring cameras at other City locations and schools, as well as panic alarms at City sites. Monitoring PD vehicle location via Mach application.
- Creating and updating manual RMS entries for calls for service, running RMS and criminal justice records queries for field units, and entering/clearing warrants, stolen property, vehicles, and missing persons. The center entered 56 warrants in 2025, an average of about one per week.
- Activating severe weather sirens and issuing local mass public safety notifications via the Code Red tool.
- Monitor radio traffic for the City’s non-emergency government talk group.

2.1.3 CURRENT PERFORMANCE

The following points discuss the call answering speed and estimated dispatcher occupancy rate for each of the two current PSAPs.

CALL ANSWERING TIMES

Call answering times are among the most concrete and important performance metrics for a 911 center, measuring the length of time that a caller waits before their call is answered.

Grant County and Platteville both have excellent call answering times. The County answers 99.4% of inbound 911 calls within 10 seconds. Platteville answers 98.1% of inbound 911 calls within 10 seconds.

OCCUPANCY RATE

The dispatcher Occupancy Rate is the percentage of time in a given hour that a dispatcher spends on time-sensitive work (actively engaged on a phone call, on the radio, or making a CAD entry). For example, a dispatcher spending 24 minutes on this work over the course of an hour would have an occupancy rate of 40% for that hour ($24 \div 60$). The available call-taking and dispatch workload data can be used to calculate estimated occupancy rates:

- The average number of inbound phone calls (both 911 and administrative calls) are multiplied by the average number of minutes. In this case, the average duration is 98 seconds for 911 calls, 104 seconds for administrative calls to Grant County, and 97 seconds for administrative calls to Platteville.
- Most agencies average 50-70 seconds of push-to-talk radio airtime per CAD entry. For Grant County, we have conservatively modeled an average of 75 seconds per entry. For Platteville, the available data suggests a much longer duration of 184 seconds for law enforcement events and 131 seconds for Fire/EMS events. Longer durations are more common for smaller agencies on their own talk groups that do not have to share crowded airtime with dozens of units.
- In the absence of any industry standard, our experience with agencies across the country suggests an average of 2 minutes of active dispatcher time per CAD entry, with the additional per-call radio traffic added to this figure.

Using these data points and the on-duty staffing in a PSAP, an average occupancy rate can be calculated for each hour of the week. The following tables show this for Grant County and Platteville. The figures reflect two dispatchers on duty at all times for the County, and one on duty for Platteville.

WORKLOAD AND AVERAGE OCCUPANCY RATE – GRANT COUNTY

	Phone Call Mins/Hr (911 and Admin)							Dispatch Mins/Hr							Occupancy Rate						
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12am	4.0	4.1	4.8	4.1	4.7	6.1	6.9	5.6	6.2	7.5	4.9	4.9	9.7	10.5	8%	9%	10%	7%	8%	13%	14%
1am	3.4	3.5	4.0	3.5	3.8	4.6	6.1	3.6	6.6	6.1	4.0	2.9	5.2	7.6	6%	8%	8%	6%	6%	8%	11%
2am	3.1	3.0	3.4	2.9	3.4	4.4	5.2	4.1	4.0	4.4	4.0	3.0	5.7	6.3	6%	6%	7%	6%	5%	8%	10%
3am	2.9	2.9	3.2	2.9	3.2	3.6	4.0	4.0	3.3	4.0	3.8	2.9	4.2	3.4	6%	5%	6%	6%	5%	7%	6%
4am	2.8	2.9	3.1	2.7	3.2	3.1	3.5	2.5	2.5	3.4	2.9	3.4	2.9	2.9	4%	5%	5%	5%	6%	5%	5%
5am	3.6	4.3	4.0	3.5	4.0	3.3	3.5	4.1	4.8	5.4	4.6	4.3	4.5	3.3	6%	8%	8%	7%	7%	7%	6%
6am	5.3	6.3	5.8	5.0	5.3	3.9	4.4	6.3	7.2	6.3	6.0	5.7	4.3	5.2	10%	11%	10%	9%	9%	7%	8%
7am	8.1	9.4	9.1	8.2	8.2	5.6	5.6	10.0	13.2	13.3	12.7	10.8	5.7	5.2	15%	19%	19%	17%	16%	9%	9%
8am	11.6	11.8	12.2	10.7	10.7	8.0	7.3	15.2	14.1	14.9	15.3	14.8	9.7	7.9	22%	22%	23%	22%	21%	15%	13%
9am	13.4	13.7	14.4	12.6	12.7	10.6	8.4	15.8	15.4	17.5	16.2	16.5	13.9	9.3	24%	24%	27%	24%	24%	20%	15%
10am	14.8	14.8	15.9	13.7	14.4	12.1	9.5	16.0	15.6	20.3	17.5	17.2	14.4	11.3	26%	25%	30%	26%	26%	22%	17%
11am	15.0	14.9	15.2	14.4	15.1	12.6	9.9	16.7	16.4	17.9	15.1	18.8	13.6	13.2	26%	26%	28%	25%	28%	22%	19%
12pm	14.8	15.3	15.1	14.8	14.8	12.7	10.4	15.5	17.9	16.9	17.1	16.8	14.5	13.9	25%	28%	27%	27%	26%	23%	20%
1pm	15.3	15.3	14.7	14.9	14.9	12.4	10.2	18.1	18.3	15.8	17.2	17.9	14.6	11.6	28%	28%	25%	27%	27%	23%	18%
2pm	15.5	15.5	15.2	14.8	14.7	12.1	10.4	16.5	17.1	18.4	16.0	17.9	14.4	11.8	27%	27%	28%	26%	27%	22%	19%
3pm	15.6	15.8	15.3	14.8	14.9	12.2	10.4	17.5	19.9	16.5	14.5	16.1	15.0	11.4	28%	30%	26%	24%	26%	23%	18%
4pm	14.6	14.9	15.7	15.2	14.7	11.8	10.3	15.2	16.5	16.8	15.7	16.0	13.4	10.6	25%	26%	27%	26%	26%	21%	17%
5pm	14.1	13.9	14.3	14.2	14.4	12.6	10.3	17.8	17.3	14.8	16.7	20.5	17.1	13.0	27%	26%	24%	26%	29%	25%	19%
6pm	12.8	12.4	13.6	12.7	12.7	13.0	10.0	18.0	15.5	19.2	17.6	17.8	20.1	14.2	26%	23%	27%	25%	25%	28%	20%
7pm	11.2	11.0	11.4	10.8	11.8	12.6	9.5	15.3	17.7	18.3	15.6	20.1	19.8	16.0	22%	24%	25%	22%	27%	27%	21%
8pm	10.0	9.7	10.0	9.5	10.7	11.6	8.7	15.1	14.2	18.0	14.7	18.2	19.3	14.9	21%	20%	23%	20%	24%	26%	20%
9pm	8.3	8.2	7.9	8.3	9.7	10.9	7.6	12.0	13.0	14.3	13.6	19.1	21.2	11.2	17%	18%	19%	18%	24%	27%	16%
10pm	6.5	7.0	6.6	6.8	8.5	9.2	6.5	8.8	10.5	11.1	9.6	15.4	16.1	10.3	13%	15%	15%	14%	20%	21%	14%
11pm	5.4	5.6	5.5	5.5	7.2	8.0	4.6	7.9	7.8	9.3	6.5	12.5	13.3	5.8	11%	11%	12%	10%	16%	18%	9%

WORKLOAD AND AVERAGE OCCUPANCY RATE – PLATTEVILLE

	Phone Call Mins/Hr (911 and Admin)							Dispatch Mins/Hr							Occupancy Rate						
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12am	1.5	1.5	1.7	1.5	1.7	2.1	2.4	3.2	2.9	4.7	4.4	5.3	8.0	7.7	8%	7%	11%	10%	12%	17%	17%
1am	1.3	1.2	1.4	1.3	1.5	1.7	2.2	2.8	2.6	4.3	4.1	4.1	6.9	7.9	7%	6%	9%	9%	9%	14%	17%
2am	1.2	1.1	1.2	1.1	1.3	1.5	1.9	2.4	3.3	3.9	3.4	4.6	6.0	6.7	6%	7%	8%	7%	10%	13%	14%
3am	1.1	1.0	1.2	1.0	1.2	1.3	1.6	2.4	3.7	3.3	2.7	2.7	3.7	2.8	6%	8%	8%	6%	7%	8%	7%
4am	1.2	1.2	1.2	1.0	1.3	1.2	1.4	1.4	2.3	2.8	1.7	1.5	2.5	2.6	4%	6%	7%	5%	5%	6%	7%
5am	1.4	1.7	1.5	1.4	1.6	1.2	1.5	2.1	2.6	1.7	1.8	2.7	2.1	1.5	6%	7%	5%	5%	7%	6%	5%
6am	2.1	2.5	2.3	1.9	2.1	1.6	1.7	2.0	4.0	2.8	2.8	2.1	1.3	1.3	7%	11%	9%	8%	7%	5%	5%
7am	3.1	3.5	3.4	3.0	3.1	2.3	2.3	6.1	6.3	5.1	6.1	6.2	2.5	1.8	15%	16%	14%	15%	15%	8%	7%
8am	4.4	4.7	4.7	4.1	4.1	3.1	2.9	7.3	5.2	6.1	5.6	6.2	3.9	3.5	19%	16%	18%	16%	17%	12%	11%
9am	5.4	5.5	5.7	4.9	4.9	4.1	3.3	5.4	6.0	5.5	6.6	5.7	5.3	4.2	18%	19%	19%	19%	18%	16%	13%
10am	6.0	6.0	6.1	5.4	5.7	4.7	3.7	5.6	6.0	7.4	6.1	5.6	6.2	4.7	19%	20%	23%	19%	19%	18%	14%
11am	5.9	5.9	6.0	5.8	5.9	5.0	3.8	8.1	7.0	6.0	6.7	7.5	4.6	3.8	23%	21%	20%	21%	22%	16%	13%
12pm	5.9	6.1	6.0	5.8	5.9	5.0	4.0	7.2	6.5	7.5	7.2	5.3	6.2	5.4	22%	21%	23%	22%	19%	19%	16%
1pm	6.1	6.1	5.9	5.9	5.8	4.9	4.0	6.2	6.5	6.2	5.7	7.1	5.8	5.8	20%	21%	20%	19%	22%	18%	16%
2pm	6.3	6.2	6.0	5.9	5.8	4.8	4.1	6.4	7.0	5.8	7.8	6.1	4.8	4.6	21%	22%	20%	23%	20%	16%	14%
3pm	6.1	6.2	6.1	6.0	5.9	4.7	4.1	9.2	7.2	8.2	7.3	8.1	6.5	6.3	26%	22%	24%	22%	23%	19%	17%
4pm	5.9	6.0	6.3	6.0	5.8	4.7	4.1	5.5	5.8	7.7	10.6	7.5	5.0	5.2	19%	20%	23%	28%	22%	16%	16%
5pm	5.4	5.5	5.8	5.6	5.4	4.8	4.0	7.0	6.1	5.5	6.6	8.5	6.8	5.9	21%	19%	19%	20%	23%	19%	16%
6pm	4.9	4.9	5.2	4.9	4.8	4.9	3.8	4.7	5.2	5.1	5.8	5.6	5.0	4.5	16%	17%	17%	18%	17%	16%	14%
7pm	4.3	4.1	4.3	4.1	4.3	4.7	3.5	5.0	5.0	4.8	4.9	5.8	6.1	4.0	15%	15%	15%	15%	17%	18%	13%
8pm	3.7	3.6	3.6	3.5	3.8	4.2	3.2	5.0	5.9	5.6	5.1	7.5	7.6	3.9	15%	16%	15%	14%	19%	20%	12%
9pm	3.1	3.0	2.8	3.0	3.3	3.7	2.8	5.8	6.1	4.3	5.6	6.8	9.0	5.8	15%	15%	12%	14%	17%	21%	14%
10pm	2.5	2.6	2.3	2.5	2.9	3.1	2.3	4.7	5.5	5.2	6.9	7.9	10.4	6.0	12%	13%	13%	16%	18%	23%	14%
11pm	2.0	2.1	1.9	2.1	2.5	2.7	1.8	4.7	4.4	5.9	5.1	7.5	9.3	3.1	11%	11%	13%	12%	17%	20%	8%

Given the impossibility of spending 100% of work time actively engaged in dispatching activity and the importance of avoiding staff burnout in the emergency communications field, the maximum occupancy rate should fall well below 100%. No formal standard exists for this, but APCO recommends a range of

60-80% for dedicated call takers. In mixed-discipline environments like Grant County and Platteville, we use a 50% occupancy rate (utilization rate) as a target. This means no more than 30 minutes per hour.

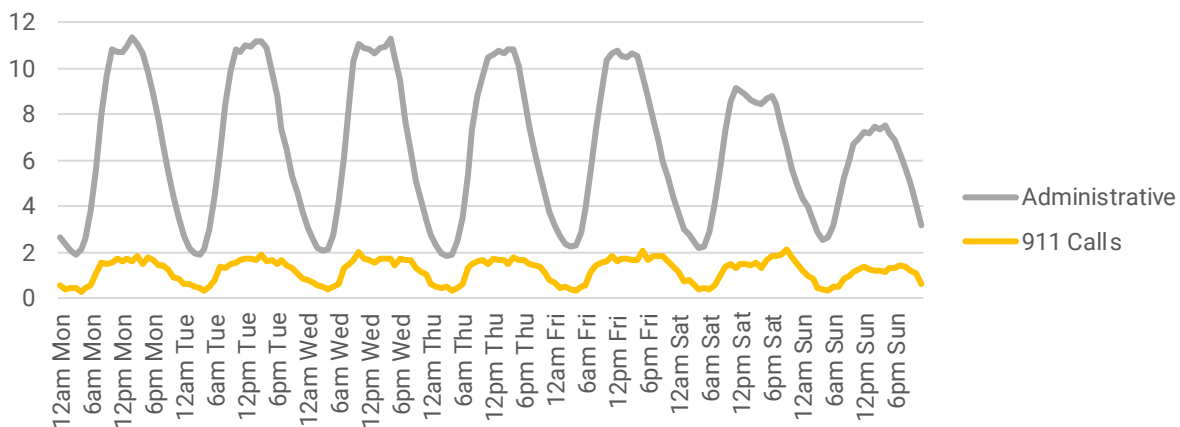
Both centers fall comfortably within this threshold currently, although ancillary duties such as CJIS entries and walk-up counter service certainly add to their workload.

This analysis suggests that each center is appropriately staffed currently.

2.1.4 CONSOLIDATED MODEL WORKLOADS

The following chart shows the combined 911 and administrative call volumes for the two PSAPs, averaged across each hour of the week. It assumes that a combined PSAP would handle all 911 and administrative calls for the County.

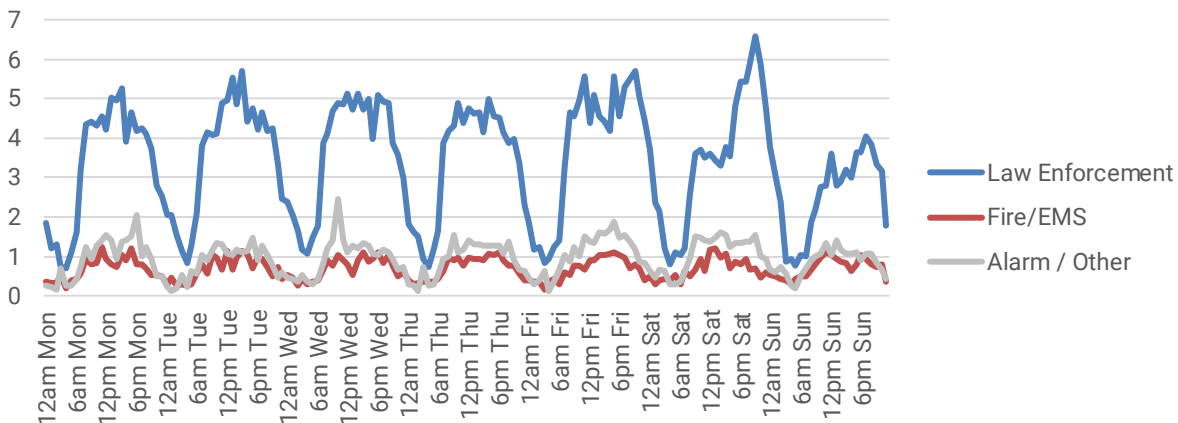
WEEKLY AVERAGE PHONE CALLS (911 AND ADMIN) BY HOUR



In reality, the peak volume for administrative calls would likely be lower than this, assuming that such calls to the Platteville PD would continue to be taken at the police station (rather than a consolidated PSAP) during business hours.

The following chart shows the combined law enforcement and fire/EMS dispatch volume for the two PSAPs, averaged across each hour of the week. It assumes that a combined PSAP would handle all CAD entries and dispatch for the Sheriff’s Office, the municipal agencies they currently serve, and the agencies served by Platteville.

WEEKLY AVERAGE DISPATCH ENTRIES BY HOUR



The following section discusses the impact of this workload and the number of on-duty personnel needed to accommodate it.

2.1.5 POSITION STAFFING NEEDS

Determining staffing needs begins by calculating the number of on-duty positions required for each hour of the week, based on the provided workload data.

FRAMEWORK AND METHODOLOGY

The following points outline the data-driven approach to determining on-duty staffing needs in a given hour for the dispatch center:

- Any staffing model must provide sufficient capacity to respond promptly to emergency calls. Minimum emergency call-taker staffing requirements are calculated using the Erlang-C model, a predictive performance model that estimates the number of staff needed to meet a specified service level (e.g., answering within 15 seconds) at a specified success rate (e.g., 90% of the time). The NENA/NFPA standard requires that 90% of 9-1-1 calls be answered within 15 seconds. Non-emergency calls are not subject to this standard.
- As noted above, our experience with agencies across the country suggests an average of 2 minutes of active dispatcher time per CAD entry, with the additional per-call radio traffic added to this figure. We assume that radio airtime would fall close to the 75 seconds per CAD entry used in modeling the County’s workload, since the majority of calls would be for existing County customers and the Platteville agencies would become accustomed to more succinct communication when sharing with multiple agencies. While calls for service vary significantly in the workload they produce for dispatchers, this average is a useful metric for assessing staffing needs.

A staffing schedule should be sufficient to meet the requirements of the Erlang-C model for 911 call-taking while also keeping overall occupancy rates within a reasonable level. As noted above, a target of 50% is used for this.

BASE OCCUPANCY RATES

A consolidated center would be able to accommodate the workload of both current PSAPs with two dispatchers on duty (the current staffing of the County’s center), while maintaining an average peak occupancy rate of about 40%. The actual occupancy rate of a consolidated center would be lower during business hours, assuming that the Platteville PD continues to handle its own administrative calls during those times.

This staffing level would also be sufficient to meet the requirements of the Erlang-C model for 911 call volume across both PSAPs, and these 911 calls are included as a workload factor in the tables above.

Ancillary duties such as additional CJIS entries and alarm monitoring for Platteville would add to the workload, but they are unlikely to push average occupancy rates close to 50%. The combined warrant entry and validation workload of the County and Platteville amounts to fewer than 2 entries and 3 validations per day. This equates to just over an hour of time that can be spread throughout the shift and completed between calls.

ADDITIONAL SHIFT STAFFING FACTORS

Two important factors complicate the staffing picture beyond the available data: the difficulty of break rotations under heavier workloads, and the additional work associated with emergency medical dispatch (EMD).

- Dispatchers should be able to take breaks during their shifts. Under current conditions, these rotations can typically be accomplished with two staff on duty. Under a consolidated scenario, however, workload would be greater and staff would be more heavily occupied (40% or more) during peak periods. Breaks would become more difficult without a third dispatcher.
- A consolidated center would likely include EMD service, as discussed further below. Some medical calls take much longer than the typical 98 seconds for most 911 calls currently; an average of 5-8 minutes per call is common. While medical calls account for only about 12-13% of total workload and this additional workload can still be accomplished with two dispatchers on duty, the duration of these calls further increases the difficulty of providing break rotations during peak periods.

To account for these factors, a consolidated center in the County should staff two dispatchers at all times, with a third during peak periods. To match the fluctuation of workload, this third position should likely be a “power shift” from 9am – 9pm, allowing the center to fill it using a pair of dispatchers on an alternating 12-hour schedule, similar to the current arrangement.

ADJUSTED SCHEDULE OCCUPANCY RATES

The following tables show the anticipated workload and dispatcher occupancy rate for a consolidated center handling the workload of both current PSAPs. This assumes:

- The center would be staffed with two dispatchers on duty at all times and a third dispatcher from 9am to 9pm, as described above.

- The average duration of 911 medical (EMD) calls is 8 minutes.
- The center handles all administrative calls, although realistically, Platteville would continue to receive these during business hours.

WORKLOAD AND AVERAGE OCCUPANCY RATE – CONSOLIDATED CENTER

	Phone Call Mins/Hr (911 and Admin)							Dispatch Mins/Hr							Occupancy Rate						
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12am	6.0	6.2	7.3	6.2	7.1	9.3	10.5	7.8	8.2	10.7	7.8	8.6	15.2	15.7	12%	12%	15%	12%	13%	20%	22%
1am	5.1	5.4	6.1	5.3	5.8	7.1	9.4	5.5	8.5	9.2	6.8	5.7	9.8	13.1	9%	12%	13%	10%	10%	14%	19%
2am	4.7	4.5	5.1	4.5	5.2	6.7	7.9	5.7	6.3	7.1	6.2	6.2	9.9	11.0	9%	9%	10%	9%	10%	14%	16%
3am	4.5	4.4	4.9	4.4	4.9	5.5	6.1	5.9	6.0	6.5	6.0	4.9	6.9	5.5	9%	9%	10%	9%	8%	10%	10%
4am	4.3	4.5	4.8	4.0	4.9	4.7	5.3	3.6	4.1	5.4	4.2	4.5	4.7	4.7	7%	7%	8%	7%	8%	8%	8%
5am	5.5	6.5	6.0	5.4	6.2	5.0	5.4	5.5	6.7	6.7	5.8	6.3	6.0	4.4	9%	11%	11%	9%	10%	9%	8%
6am	8.1	9.6	8.8	7.6	8.1	6.0	6.7	7.7	10.0	8.2	8.1	7.2	5.2	6.1	13%	16%	14%	13%	13%	9%	11%
7am	12.3	14.3	13.8	12.5	12.5	8.5	8.5	14.1	17.5	16.9	16.9	15.1	7.4	6.5	22%	27%	26%	25%	23%	13%	13%
8am	17.7	17.9	18.5	16.4	16.3	12.2	11.1	20.3	17.6	19.3	19.2	19.0	12.5	10.5	32%	30%	32%	30%	29%	21%	18%
9am	20.5	20.9	22.0	19.2	19.4	16.1	12.8	19.4	19.6	21.3	20.8	20.4	17.6	12.3	22%	22%	24%	22%	22%	19%	14%
10am	22.6	22.6	24.2	20.9	21.9	18.5	14.5	19.9	19.8	25.4	21.8	21.0	18.8	14.8	24%	24%	28%	24%	24%	21%	16%
11am	22.8	22.6	23.1	21.9	23.1	19.1	15.1	22.4	21.3	22.1	19.7	23.9	16.9	16.0	25%	24%	25%	23%	26%	20%	17%
12pm	22.5	23.3	22.9	22.6	22.6	19.3	15.8	20.6	22.4	22.1	22.2	20.5	18.9	17.6	24%	25%	25%	25%	24%	21%	19%
1pm	23.3	23.3	22.3	22.7	22.6	18.9	15.5	22.4	22.7	20.2	21.3	22.7	18.8	15.7	25%	26%	24%	24%	25%	21%	17%
2pm	23.6	23.6	23.2	22.6	22.4	18.4	15.8	20.9	21.9	22.5	21.4	22.2	17.9	15.1	25%	25%	25%	24%	25%	20%	17%
3pm	23.7	24.1	23.2	22.5	22.7	18.5	15.8	23.9	25.0	22.3	19.6	21.6	19.6	15.8	26%	27%	25%	23%	25%	21%	18%
4pm	22.2	22.7	23.8	23.1	22.4	17.9	15.7	19.1	20.6	22.2	23.0	21.3	16.8	14.3	23%	24%	26%	26%	24%	19%	17%
5pm	21.4	21.2	21.7	21.7	21.9	19.2	15.7	22.7	21.4	18.7	21.4	26.4	21.8	17.2	25%	24%	22%	24%	27%	23%	18%
6pm	19.5	18.8	20.7	19.4	19.3	19.7	15.3	21.3	19.2	22.8	21.5	21.8	23.6	17.4	23%	21%	24%	23%	23%	24%	18%
7pm	17.0	16.8	17.4	16.5	18.0	19.2	14.5	18.9	21.3	21.7	19.1	24.2	24.1	18.9	20%	21%	22%	20%	23%	24%	19%
8pm	15.3	14.7	15.3	14.6	16.3	17.7	13.2	18.7	18.5	22.0	18.5	23.6	24.8	17.8	19%	18%	21%	18%	22%	24%	17%
9pm	12.7	12.5	12.1	12.7	14.8	16.7	11.5	16.2	17.4	17.4	17.7	23.9	27.5	15.4	24%	25%	25%	25%	32%	37%	22%
10pm	10.0	10.7	10.1	10.4	13.0	14.1	9.9	12.0	14.3	14.8	14.4	20.9	23.1	14.5	18%	21%	21%	21%	28%	31%	20%
11pm	8.2	8.5	8.4	8.4	11.0	12.2	7.0	11.1	10.8	13.5	10.2	17.9	19.8	7.9	16%	16%	18%	16%	24%	27%	12%

These figures show that the center would fall comfortably below the average maximum occupancy rate target of 50%, with the projected average peaking at 37% (and potentially lower depending on Platteville’s approach to staffing the police station for administrative call-taking).

The center would also schedule additional staff during major County events or periods of severe weather, continuing the County’s existing practice, but these would be staffed with part-time personnel or overtime rather than regularly scheduled dispatchers.

Platteville would need to retain only enough personnel to staff the Police Department lobby window and answer administrative calls during its preferred periods.

2.1.6 TOTAL STAFFING NEEDS

The following points outline the filled dispatch positions needed under a consolidated model, the support needs associated with new State requirements, and the total number of authorized positions recommended.

FILLED DISPATCH POSITIONS

The total occupied minutes calculation above shows the consolidated center being staffed with five dispatchers per day (2 day shift, 2 night shift, and 1 power shift), seven days per week. Following the existing model of the County's PSAP, this can be accomplished using 10 filled full-time dispatch positions and a group of part-time dispatchers.

The Platteville PD could elect to eliminate dispatch positions, relying on the Administrative assistant to take non-911 calls and continue providing counter service in the lobby from 8am – 4:30pm on weekdays. They may also choose instead to adjust staffing and hours to maintain a presence in the lobby for extended hours such as 6am – 10pm, or even on a 24/7 basis. Platteville's decision would not directly impact emergency dispatch work or the staffing needs of the consolidated center, although it would affect the administrative call volume and the customer service experience of Platteville residents.

SUPERVISORY AND SUPPORT ROLES

The Grant County PSAP currently operates with a single Communications Supervisor overseeing dispatchers. Consolidation would create needs and opportunities that may facilitate an additional support position.

- The center does not use EMD software or maintain a formal quality assurance program. However, the County will be required to adopt an EMD program (or contract with an EMD vendor) within 3 years if it secures any more State grant funding to facilitate a consolidation effort.
- An EMD software platform would be best implemented and managed by a Training and Quality Assurance Coordinator role within the center. With the oversight of the Supervisor, this position would work with fire and EMS agencies to oversee the scripts, criteria, and programming of the EMD system. They would also oversee the development of a quality assurance program and contribute to staff training.

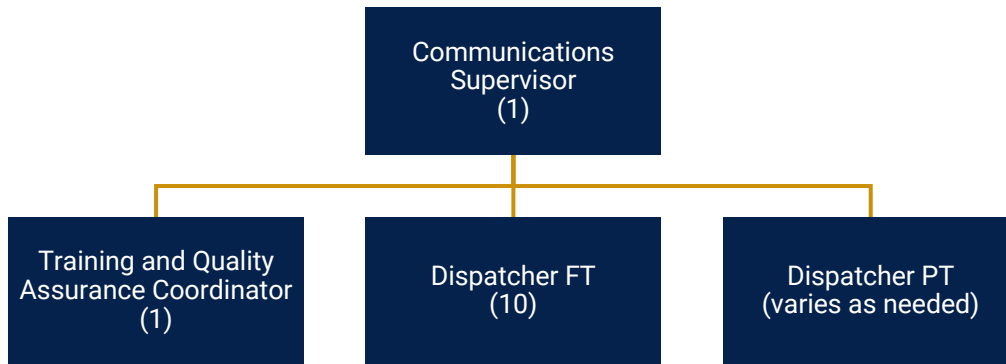
While this position may not be feasible or necessary under the current separate PSAP arrangement, a consolidated model would create more workload, an additional funding source, and new service requirements. A Training and Quality Assurance Coordinator would be a valuable asset in this scenario.

AUTHORIZED POSITIONS

The County's PSAP currently operates with eight (8) full-time dispatchers who fill the base scheduling rotation, as well as several part-time staff who provide capacity in cases of an absence or a position vacancy.

The consolidated model would require two additional filled dispatch positions. The use of full-time staff for regularly scheduled shifts and part-time staff on an as-needed basis would continue to be sufficient for the dispatch floor. Accounting for an additional Training and Quality Assurance Coordinator, the following organizational chart depicts the structure – similar to the current model – of the potential consolidated center. This structure assumes that the center would continue to be hosted by the Sheriff's Office, although governance considerations will be explored in a subsequent stage of this project.

CONSOLIDATED DISPATCH ORGANIZATIONAL CHART



As noted above, Platteville’s staffing needs would depend on how they plan to staff the Police Department’s administrative role and the lobby window. Maintaining 24/7 staffing would require a total of three full-time and three part-time positions, including the administrative assistant. Reducing the in-person lobby presence to 80 hours per week could be accomplished with two full-time and one or two part-time staff.

2.1.7 FUTURE PROJECTIONS

This section explores the staffing and organizational needs associated with future projections over the next 15 years at each existing PSAP and the potential consolidated center.

As outlined in the profile and noted earlier in this document, the State Department of Administration predicts no significant net population change in the County through 2040, but an aging of the existing population. The cohort of residents ages 70+ is expected to increase by 29.3%, meaning that a greater percentage of the population will become elderly; the oldest cohort will account for 16.6% of the population, compared to about 13% currently. Elderly populations are more likely to require emergency medical services¹.

The precise proportions of dispatch workload by age cohort cannot be determined from the available data, but the assumptions in this section include a 10% increase of 911 calls, administrative calls, and fire/EMS events to account for the increased needs of an aging population.

PROJECTED OCCUPANCY RATES

The following tables show the anticipated average occupancy rates of the Grant County PSAP, the Platteville PD PSAP, and a potential consolidated center handling the workload of both. These

¹ Duong, H. V., Herrera, L. N., Moore, J. X., Donnelly, J., Jacobson, K. E., Carlson, J. N., Mann, N. C., & Wang, H. E. (2018). National Characteristics of Emergency Medical Services Responses for Older Adults in the United States. *Prehospital emergency care*, 22(1), 7–14. <https://doi.org/10.1080/10903127.2017.1347223>.

projections correspond with a hypothetical 2040 time period, assuming increased workloads associated with an aging population as noted above. Other assumptions include:

- Staffing arrangements are similar to the current situation for the existing PSAPs (two dispatchers on duty at all times for the County and one dispatcher at all times for Platteville).
- Staffing arrangements for the consolidated model align with the recommended staffing (two dispatchers at all time with a third from 9am – 9pm).
- Both the separate County center and the consolidated center provide EMD service, and the average duration of 911 medical (EMD) calls is 8 minutes.
- The center handles all administrative calls, although Platteville would realistically continue to receive these during business hours.

SEPARATE VS CONSOLIDATED OCCUPANCY RATES – 2040 PROJECTION

Grant County PSAP								Platteville PD PSAP								Consolidated Center							
	Mon	Tue	Wed	Thu	Fri	Sat	Sun		Mon	Tue	Wed	Thu	Fri	Sat	Sun		Mon	Tue	Wed	Thu	Fri	Sat	Sun
12am	9%	9%	11%	8%	9%	15%	16%	12am	8%	8%	11%	10%	12%	17%	17%	12am	12%	13%	16%	12%	14%	21%	23%
1am	6%	9%	9%	7%	6%	9%	13%	1am	7%	7%	10%	9%	10%	15%	17%	1am	9%	12%	13%	11%	10%	15%	20%
2am	7%	6%	7%	6%	6%	9%	11%	2am	6%	8%	9%	8%	10%	13%	15%	2am	9%	9%	11%	9%	10%	14%	17%
3am	6%	6%	7%	6%	6%	7%	7%	3am	6%	8%	8%	6%	7%	9%	8%	3am	9%	9%	10%	9%	9%	11%	10%
4am	5%	5%	6%	5%	6%	6%	6%	4am	4%	6%	7%	5%	5%	7%	7%	4am	7%	8%	9%	7%	8%	8%	9%
5am	7%	8%	9%	7%	8%	7%	6%	5am	6%	7%	6%	6%	8%	6%	5%	5am	10%	12%	11%	10%	11%	10%	9%
6am	11%	12%	11%	10%	10%	8%	9%	6am	7%	11%	9%	8%	7%	5%	5%	6am	14%	17%	15%	14%	14%	10%	11%
7am	17%	21%	20%	19%	17%	10%	10%	7am	16%	17%	15%	16%	16%	8%	7%	7am	23%	28%	27%	26%	24%	14%	13%
8am	25%	24%	25%	24%	23%	16%	14%	8am	20%	17%	19%	17%	18%	12%	11%	8am	33%	31%	33%	31%	31%	22%	19%
9am	27%	27%	29%	26%	27%	22%	16%	9am	19%	20%	20%	20%	19%	16%	13%	9am	23%	24%	25%	23%	23%	20%	15%
10am	28%	28%	33%	29%	29%	24%	19%	10am	20%	21%	24%	20%	20%	19%	15%	10am	25%	25%	29%	25%	25%	22%	17%
11am	29%	29%	30%	27%	31%	24%	21%	11am	25%	23%	21%	22%	23%	17%	14%	11am	27%	26%	27%	24%	28%	21%	18%
12pm	28%	30%	29%	29%	29%	25%	22%	12pm	23%	22%	24%	23%	20%	20%	17%	12pm	25%	27%	26%	26%	25%	23%	20%
1pm	30%	31%	28%	29%	30%	25%	20%	1pm	22%	22%	21%	21%	23%	19%	17%	1pm	27%	27%	25%	26%	27%	22%	18%
2pm	29%	30%	31%	28%	30%	24%	20%	2pm	22%	23%	21%	24%	21%	17%	15%	2pm	26%	27%	27%	26%	26%	21%	18%
3pm	30%	33%	29%	27%	28%	25%	20%	3pm	27%	24%	25%	23%	25%	20%	18%	3pm	28%	29%	27%	25%	26%	22%	19%
4pm	27%	29%	30%	28%	28%	23%	19%	4pm	20%	21%	24%	29%	24%	17%	16%	4pm	24%	26%	27%	27%	26%	20%	18%
5pm	29%	28%	27%	28%	32%	27%	21%	5pm	22%	20%	20%	22%	24%	20%	17%	5pm	26%	25%	24%	25%	28%	24%	19%
6pm	28%	25%	30%	28%	28%	30%	22%	6pm	17%	18%	18%	19%	18%	17%	15%	6pm	24%	22%	26%	24%	24%	25%	19%
7pm	24%	26%	27%	24%	29%	30%	23%	7pm	16%	16%	16%	16%	18%	19%	13%	7pm	21%	22%	23%	21%	25%	25%	20%
8pm	23%	22%	26%	22%	26%	28%	21%	8pm	15%	17%	16%	15%	20%	20%	13%	8pm	20%	19%	22%	19%	23%	25%	18%
9pm	19%	19%	20%	20%	26%	29%	17%	9pm	15%	16%	13%	15%	18%	22%	15%	9pm	25%	26%	26%	27%	34%	38%	24%
10pm	14%	16%	16%	15%	22%	23%	15%	10pm	13%	14%	13%	16%	19%	23%	14%	10pm	19%	22%	22%	22%	30%	32%	21%
11pm	12%	12%	14%	11%	18%	20%	10%	11pm	12%	11%	14%	13%	17%	21%	8%	11pm	17%	17%	19%	16%	25%	28%	13%

As the figures show, a future increase in call volume and fire/EMS service needs would not exceed the capacity of a consolidated center while maintaining a reasonable average peak occupancy rate.

2.1.8 SUMMARY OF STAFFING NEEDS

The following points summarize the staffing impacts of consolidation for both the County and Platteville.

GRANT COUNTY

Assuming that the County would host the consolidated center, an additional two full-time dispatchers would be needed, along with a Training and Quality Assurance Coordinator. This equals a total increase

of three positions. The part-time dispatcher pool, currently at 15 positions or more, would require no change.

PLATTEVILLE

As noted elsewhere in this document, the City's staffing needs would depend solely on their preferred level of service for administrative call-taking and in-person customer service at the Police Department. The Department could elect to maintain 24/7 staffing in the lobby, maintain a presence in the lobby for some kind of extended hours, or eliminate dispatch positions completely and staff the administrative lobby window solely during business hours. Platteville's decision would not directly impact emergency dispatch work or the staffing needs of the consolidated center.

The estimated costs associated with the new staffing model at each site are outlined in Chapter 3 of this report.

2.2 FACILITIES AND SPACE

This section evaluates the physical facilities of the two existing dispatch centers in Grant County – the Grant County Sheriff's Office dispatch center and the City of Platteville Police Department dispatch center – to assess their suitability for housing a consolidated PSAP. The analysis draws on on-site observations and data collected during the current-state assessment phase of this study. It addresses each facility's physical capacity, design, resilience infrastructure, and staff amenities, and identifies the site best positioned to serve as the primary location for consolidated dispatch operations.

2.2.1 FACILITY FEATURES, SPACE, AMENITIES

The following points outline the spatial capacity, resilience features, and staff amenities at each of the two PSAP sites.

GRANT COUNTY SHERIFF'S OFFICE

The Grant County dispatch center is located in a purpose-built public safety facility constructed in 2019, which also houses the Sheriff's Office, Emergency Management, and other County functions. The dispatch floor occupies a dedicated, secured suite on the first floor and is equipped with four fully functional sit-to-stand workstations. Physical space exists for two additional consoles, providing meaningful capacity for expansion under a consolidated staffing model. A supervisor's office is directly adjacent to the dispatch floor, and staff have access to a full range of amenities within the building, including locker rooms, a kitchen, break room, and exercise facilities. The dispatch floor has natural light from exterior windows, as well as dimmable LED fixtures.

The facility's resilience infrastructure is well-suited for a primary PSAP. The building is served by two separate fiber internet connections routed in different directions, providing redundant connectivity. A backup generator feeds all critical systems and is tested weekly under load. A building-wide uninterruptible power supply (UPS) provides several hours of capacity, including for HVAC systems. Dedicated backup HVAC is in place for the server room. Physical security is robust, with vehicle bollards,

keycard-controlled double-entry access, CCTV monitoring throughout the interior and exterior, and remote-controlled locking. A mobile dispatch vehicle equipped with CAD and radio consoles provides an additional layer of operational continuity.

PLATTEVILLE POLICE DEPARTMENT

The Platteville dispatch center is located within the Police Department headquarters, a building approximately 15 years old. The dispatch room is on the main floor and contains two fully equipped workstations. There is no physical space for additional consoles, and cabling runs overhead instead of beneath raised flooring. A small multipurpose room serves as the only available training or support space. Staff have access to a kitchenette, restroom, and shared Police Department facilities including a break room and gym. Lighting is fluorescent, with limited natural light visible from the lobby.

The facility's resilience infrastructure is more limited. Internet access relies on a single fiber connection, though it is part of a looped architecture that provides a degree of redundancy. Physical security is solid, with keycard access, double-entry vestibule, ballistic glass, and CCTV coverage. There is no building-wide UPS; only small device-level units are in place, which sustain technology but not lighting or HVAC. Backup HVAC is available for the server room only; the dispatch floor itself relies on the building's original HVAC system. A generator is present and regularly tested, though it is not secured.

ALTERNATIVE BACKUP SITES

The County may also consider a neighboring county as a backup site instead of Platteville. While the assessment of facilities outside Grant County is beyond the scope of this study, a backup site in another county would likely entail higher costs. The Platteville location already has a direct fiber connection to the County PSAP and is connected to the radio system. The fallback routing for the phone system is already in place. All these things would likely have to be replicated at significant cost if another county were used as the backup instead of Platteville. Additionally, this would depend on the availability of such a site in the first place; there is also no guarantee that another nearby county would have two or more spare workstations available to serve as backup resources for Grant County.

2.2.2 RECOMMENDED PRIMARY SITE

Based on this assessment, the Grant County Sheriff's Office dispatch center is clearly the appropriate location for a consolidated PSAP. It is the only facility with the physical capacity, resilience infrastructure, and operational design to support expanded consolidated staffing on a 24/7 basis. The Platteville facility, while functional for its current role, lacks the workstation capacity, power backup, and expansion potential required of a primary dispatch center.

2.2.3 CONSOLIDATION REQUIREMENTS

Consolidating dispatch operations at the Grant County Sheriff's Office will require a defined set of facility preparations at the primary site, as well as a parallel set of steps to establish Platteville as a functional backup site. The actions required at each location are distinct: Grant County's needs are primarily about

validation and modest expansion of an already capable facility, while Platteville's needs involve filling gaps in infrastructure and system access that currently prevent it from serving a backup role.

GRANT COUNTY SHERIFF'S OFFICE (PRIMARY CONSOLIDATED CENTER)

The Grant County facility is well-positioned to serve as the consolidated center, but consolidation will increase operational reliance on it significantly. The dispatch floor currently has room for two additional workstations beyond its existing four, and two new console positions should be added to support and provide backup to the expanded staffing model. Beyond the physical addition of consoles, the County should confirm that the network infrastructure – including switching capacity, cabling, and bandwidth – can sustain the load of additional simultaneous users across CAD, radio, telephony, and monitoring systems without degradation.

The facility's power resilience is strong but should be formally assessed under consolidated operating conditions. The generator and UPS should continue to be regularly tested. Environmental systems, particularly HVAC, should also be confirmed as adequate; the dispatch floor currently relies on the building's main HVAC, and sustained operations during an outage of that system would need to be addressed. None of these are expected to be significant obstacles, but each should be documented and verified before consolidation is finalized.

CITY OF PLATTEVILLE (BACKUP SITE)

Platteville currently serves as an informal partial backup location for Grant County. 911 calls and radio can be handled from there, but CAD access is not available at the Platteville facility, meaning a true backup capability does not exist. If Grant County's primary systems go down, so does Platteville's ability to support dispatch in any meaningful way. Establishing Platteville as a genuine backup site under the consolidated model will require several concrete steps.

In addition to the technology steps described later, the center's infrastructure and resilience features must be upgraded. The fiber connection between Grant County and Platteville must be assessed for its capacity and reliability to support voice, CAD data, and continuity of operations simultaneously. Additionally, the power backup situation at Platteville must be addressed. The existing UPS covers only technology equipment, not lighting or HVAC. For the facility to function as a staffed backup dispatch site during an extended outage, the generator's capacity should be confirmed, and environmental systems should be on protected power.

Platteville's two existing workstations are adequate for a backup role in most cases, especially if supported by the primary site's mobile dispatch vehicle. The physical space, security features, and staff amenities at the Platteville PD building are sufficient to support emergency operations for the duration of a typical outage or contingency event. The gap is not in the physical facility itself, but in the systems and infrastructure needed to make it operationally independent when needed.

2.3 TECHNOLOGY AND SYSTEMS

This section evaluates the technology, infrastructure, and system configurations required to support consolidated dispatch operations in Grant County. The systems described are based on the documented current-state technology environments for Grant County and Platteville. Under a consolidated model, most core technologies remain in place. The principal technology impacts relate to access, configuration, validation, and operational responsibility rather than system replacement.

This analysis uses a consolidated center at the Grant County PSAP as the most likely operational model and analyzes the feasibility and needs in terms of system needs and configurations. Some consideration is also given to the use of Platteville as a backup PSAP, which the County may choose to pursue.

This analysis outlines the steps required for the transition in each technology area and confirms their feasibility and level of effort. For planning purposes, implementation actions in this section are assigned a qualitative level of effort of Low, Medium, or High.

2.3.1 CAD AND RELATED SYSTEMS

This subsection addresses Computer Aided Dispatch and closely related systems that support call intake, incident creation, unit assignment, and field communications under a consolidated dispatch model in Grant County. Under consolidation, the Sheriff's Office dispatch center would serve as the primary location for CAD-based dispatch operations, with Platteville transitioning away from routine dispatch while retaining defined administrative functions, with any backup or continuity capability determined through later phases of the study.

CURRENT STATE

Grant County operates a Central Square CAD and RMS environment that supports County agencies and selected municipal users. Mobile CAD is deployed on a limited basis for some agencies to support field status updates and faster alerting. Fire and EMS alerting is currently performed using radio-based tone-out paging. Emergency medical call handling is procedural, including T-CPR, with no formal electronic Emergency Medical Dispatch program currently in place.

Platteville does not currently operate CAD and does not have CAD workstations. All CAD application servers and associated infrastructure are housed at the Grant County facility. CAD operations are therefore dependent on the availability of the Grant County dispatch center infrastructure. Incident documentation and records management at Platteville are handled using the Talon Incident Management System (TIMS), with incidents created manually based on dispatcher notes and existing local practices. Platteville Fire and Southwest EMS are currently dispatched locally, and some agencies have adopted the County's mobile CAD to improve alerting and field awareness, while Platteville PD and the University of Wisconsin–Platteville Police Department are not CAD users.

SUMMARY OF KEY SYSTEM ACTIONS

The following table summarizes the key systems related to the CAD software involved in consolidation, the actions required to support consolidation, and an estimated relative level of effort for each.

KEY ACTIONS – CAD AND RELATED SYSTEMS

System Area	Actions Required	Effort Level
CAD Access and Configuration	Confirm CAD license quantities, agency definitions, user roles, and permissions support centralized dispatch operations at the Grant County center. This includes adding Platteville PD and UW–Platteville PD as agencies and responding units in CAD, even if those agencies do not adopt mobile CAD. If supervisory or contingency access is required under consolidation, CAD capability would need to be explicitly implemented at Platteville, including workstation deployment, licensing, connectivity, and operational validation.	Low
CAD Workflow Alignment	Validate that CAD event types, response plans, unit assignment logic, and dispatcher workflows function consistently when dispatch responsibility is centralized at the Grant County center.	Medium
Fire and EMS Alerting	Confirm that the consolidated dispatch center can initiate and manage tone-out paging for all Fire and EMS agencies. Validate tone sets, paging logic, redundancy, and dispatcher procedures under centralized operations. Evaluate the feasibility of implementing a standardized, CAD-integrated station alerting platform to enhance structured incident data delivery and reduce repetitive radio traffic.	Medium
Records Management Access and Workflow	Confirm RMS roles, permissions, interfaces, and workflows support centralized incident creation and unit activity entry while preserving agency-specific administrative access, review, and reporting requirements. Platteville may need to migrate to the County RMS system to support consolidated operations.	High
Mobile Data Connectivity	Validate that existing mobile CAD deployments (and potential new mobile CAD deployments for Platteville agencies) continue to function correctly under centralized dispatch operations, including unit status changes, messaging, acknowledgments, and incident updates.	Medium
Emergency Medical Dispatch (EMD)	Implement a standardized Emergency Medical Dispatch program as part of consolidated dispatch operations. This includes defining EMD software requirements, dispatcher training and certification, quality assurance processes, and integration with CAD to support centralized medical call handling.	High
Backup CAD Capability	Determine degree of CAD access required at Platteville to support contingency or backup operations. Define the necessary workstation configuration, user readiness, and testing requirements.	Medium

Variations in the level of effort reflect the extent of cross-agency coordination, workflow alignment, and validation required to support centralized dispatch operations.

INTEGRATION CONSIDERATIONS AND TRANSITION FOCUS

Under consolidation, the CAD platform itself does not change; however, operational control, dispatch authority, and workflow ownership shift to a single primary dispatch center. The primary transition effort involves ensuring that centralized dispatch staff have complete and reliable operational control while preserving agency responsibilities and defined continuity expectations.

All CAD application servers are currently housed at the Grant County facility. This creates a single-site dependency for CAD operations. Any continuity or backup planning must account for the potential loss of the primary facility.

A key integration consideration is CAD access and agency representation. Agencies that are not current CAD users must still be defined within the CAD environment so they can be dispatched, tracked, and documented by the consolidated center. Decisions regarding mobile CAD adoption are operational and budgetary and are separate from the need for dispatch visibility within CAD. All CAD and RMS access models, user roles, permissions, and audit requirements must remain compliant with applicable CJIS security, access control, and data-handling standards under centralized operations.

Records Management and TIMS Transition Strategy Records management represents a critical transition consideration. To ensure that consolidation does not result in inefficient dual data entry for dispatch staff, a clear long-term records strategy is required. Three primary options should be evaluated:

- **Migration to County RMS:** Transitioning Platteville and UW-Platteville to the County's Central Square RMS is the most likely and operationally sound long-term solution.
- **Interface Development:** Developing a technical interface between Central Square CAD and the existing TIMS system; however, the cost of this integration may be prohibitive given the nature of the current standalone system.
- **Manual Dual Entry (Interim only):** Maintaining separate systems where dispatchers enter data into both CAD and TIMS. This is highly discouraged as a permanent solution due to the high likelihood of errors and increased dispatcher workload.

During any transition period, workflows must be strictly defined to ensure dispatchers at the consolidated center create incidents once within CAD to maintain operational speed.

Fire and EMS alerting represents a higher-risk transition area because it directly affects response initiation. Tone-out paging, alerting logic, and dispatcher procedures must be validated under centralized operations to ensure reliability and agency-specific requirements are preserved. When agencies are added or reconfigured within CAD, corresponding response plans and paging protocols must be aligned and tested to maintain consistent and predictable notification behavior.

As part of broader modernization planning, the County may also wish to evaluate implementation of a standardized, CAD-integrated fire and EMS station alerting platform. While not required to support consolidation, such a system would improve speed, consistency, and data fidelity of incident notification by delivering structured incident details directly from CAD to stations and mobile devices. This approach reduces reliance on repetitive voice transmissions, supports scalable operations as call volume increases, and becomes particularly valuable if a formal Emergency Medical Dispatch program is implemented. Any transition to a digitally integrated alerting platform would require coordination with participating agencies and validation of delivery methods, redundancy, and operational procedures.

Medical call handling introduces additional coordination requirements. Consolidation increases the need for consistent call interrogation, response determination, and dispatcher training. Implementing a formal EMD program supports standardized medical call handling under centralized operations but requires coordinated configuration, training, and quality assurance. The recommended Training and Quality Assurance Coordinator position would play a key role in managing the development and operation of this system, as well as working with stakeholder fire/EMS agencies to maintain protocols and response plans. Implementation of EMD may also support expedited or staged dispatch models, including pre-alerting of response units prior to completion of full call interrogation, subject to agency policy and system configuration.

Any defined backup CAD capability at Platteville must be explicitly configured, documented, and tested. Backup functionality should be based on validated capability rather than assumption, with clear expectations for when and how it would be used.

2.3.2 RADIO SYSTEMS AND EQUIPMENT

This subsection addresses the radio infrastructure and dispatch console environment that support law enforcement, fire, and EMS communications across Grant County. Under a consolidated dispatch model, the County’s radio network remains a shared resource, with consolidation affecting where dispatch and monitoring functions are performed rather than how the radio system itself is engineered or operated.

CURRENT STATE

Grant County is in the final stages of transitioning its radio environment to a new countywide, multi-site Tait simulcast system. The system consists of eleven simulcast sites interconnected via County-owned fiber optic infrastructure configured in a ring topology to support resiliency. With limited exceptions, the simulcast sites are newly constructed rather than upgrades to existing facilities. System cutover is expected following completion of site activation and acceptance testing.

The radio system operates as a conventional, non-trunked architecture, with all system channels capable of P25 digital operation. Operational channels will include Sheriff Dispatch (P25 Digital Conventional), Sheriff Tac (P25 Digital Encrypted), Fire Dispatch (analog at cutover, with planned transition to P25), Coordination (analog at cutover, with planned transition to P25), Paging (analog), and Highway Department (analog). Support channels remain analog. Channel capacity is managed through conventional channel assignments rather than dynamic talkgroup allocation.

Platteville Police Department operates on an encrypted primary law enforcement channel, while the Grant County Sheriff’s Office primary dispatch channels are not encrypted for routine operations. Although both agencies share the same radio backbone, Grant County dispatch consoles are not currently configured with the necessary encryption keys to monitor Platteville’s encrypted traffic. This limitation reflects console programming and key management configuration rather than physical separation of the systems.

Platteville connects to the County radio environment through the shared fiber optic backbone and utilizes a repeater located on a County tower. While the County is transitioning to the new Tait simulcast system, Platteville is migrating to Tait subscriber radios to align with that architecture. Despite this shared infrastructure, Platteville continues to operate as a separate logical system bridged for interoperability rather than as a fully unified channel configuration.

Radio traffic is centrally monitored and recorded at the Grant County dispatch center using a NICE logging recorder system. Recordings are segmented by channel and transmission and are retrievable for operational review and public records requests. Authorized dispatch personnel are able to monitor encrypted County channels as configured; however, monitoring of Platteville’s encrypted channel remains limited due to console key configuration.

Platteville Police Department and the University of Wisconsin–Platteville Police Department currently operate on their own primary law enforcement channels. Under consolidated dispatch operations, assignment to an existing County law enforcement channel would be operationally appropriate, subject to validation of workload, encryption alignment, and monitoring considerations. Fire and EMS agencies are dispatched using radio-based paging, with agency-specific tone sets and established procedures.

Zetron radio consoles are in use at the County, with two console positions located at Platteville that currently support local dispatch operations and would be retained to support defined administrative, backup, or continuity scenarios under a consolidated model.

SUMMARY OF KEY SYSTEM ACTIONS

The following table summarizes the key systems related to radio communications involved in consolidation, the actions required to support consolidation, and an estimated relative level of effort for each.

KEY ACTIONS – RADIO SYSTEMS AND EQUIPMENT

System Area	Actions Required	Effort Level
Primary Console Configuration	Configure and validate dispatch console profiles at the Grant County center to support consolidated dispatch operations across all participating agencies, including law enforcement, fire, EMS, and supporting services.	Medium

System Area	Actions Required	Effort Level
Channel and Profile Alignment	Review and align channel assignments, console layouts, and dispatcher profiles to support centralized operations. This includes validating how Platteville PD and UW–Platteville PD primary law enforcement channels are integrated into the County channel structure under consolidated dispatch, including encryption compatibility and monitoring requirements.	High
Backup Console Capability	If Platteville is designated to support defined backup or continuity operations, verify that the two consoles at Platteville are configured with access to the required County radio channels. Implement any necessary console programming, channel access configuration, and validation testing to support the defined scope of backup operations	Medium
Encrypted Channels and Key Management	Confirm which law enforcement channels are encrypted, including Platteville PD’s primary encrypted channel. Validate that consolidated dispatch consoles are properly configured with the necessary encryption keys to monitor and transmit on authorized encrypted channels, and establish documented key management, access control, and operational procedures.	Medium
System Testing and Validation	Conduct functional testing of audio quality, channel access, encrypted communications, dispatcher workflows, and logging from both the primary and backup locations.	Medium

The level of effort shown reflects the need for coordinated console configuration, dispatcher training, and operational validation to support centralized dispatch and operational continuity, including potential alternate or contingency operating scenarios.

INTEGRATION CONSIDERATIONS AND TRANSITION FOCUS

Under consolidation, the radio network itself remains unchanged; however, the access, monitoring, and operational management of radio resources does change. The primary transition effort is shifting active dispatch and monitoring responsibilities to a centralized location while ensuring reliable radio support for all agencies.

A key integration consideration is radio channel allocation. The workload analysis indicates that the County’s existing radio channels have enough capacity to support the new agencies. Centralized dispatch operations must balance dispatcher workload, monitoring complexity, and operational clarity. Assigning agencies to an appropriate set of shared law enforcement, fire, and EMS radio channels under consolidated dispatch is a critical operational decision that must be validated through configuration and testing rather than assumed.

Encrypted law enforcement channels introduce additional coordination requirements. Consolidated dispatchers must have reliable access to authorized encrypted channels or units, with clear procedures governing monitoring, transmission, and key management. These considerations affect dispatcher workflows and operational readiness rather than radio infrastructure design.

Backup and continuity operations represent another important transition consideration. While Platteville retains console positions, the role of those consoles under outage or relocation scenarios must be explicitly defined. Console access, channel availability, and dispatcher procedures must support effective assumption of radio operations when required, and this capability must be validated through testing.

Centralized dispatch requires operational validation of the radio environment. Audio quality, channel selection, encrypted communications, dispatcher monitoring load, and logging must be confirmed from both the primary and backup locations to ensure radio operations remain predictable and reliable under consolidated operations.

2.3.3 911 AND NON-EMERGENCY PHONE SYSTEMS

This subsection addresses 9-1-1 call handling and administrative phone integration required to support consolidated dispatch operations in Grant County. Under a consolidated model, emergency and selected non-emergency call handling responsibilities shift to the Grant County Sheriff's Office dispatch center, while maintaining appropriate local access and defined after-hours call forwarding for Platteville.

CURRENT STATE

Grant County serves as the host Public Safety Answering Point for the County's 9-1-1 system. The Emergency Services IP Network (ESInet), currently provided by TDS, connects directly to the Grant County Sheriff's Office dispatch center, where emergency calls are received and processed using the Central Square call-taking and CAD platforms.

Platteville functions as a remote or satellite extension of the County's 9-1-1 environment rather than as an independent peer PSAP. Platteville does not maintain its own direct ESInet trunking to the state emergency network. Instead, its 9-1-1 workstations operate as extensions of the server environment housed at the Sheriff's Office, with connectivity between the two centers maintained through a County-owned fiber optic loop that has replaced legacy T1 and VPN connections.

All wireless 9-1-1 calls within the County are delivered to the Grant County dispatch center. Wireline 9-1-1 calls originating outside the City of Platteville are likewise routed to Grant County. When a call requires dispatch by the Platteville Police Department, Grant County dispatchers transfer the call to Platteville using standard ten-digit voice routing. Although this transfer occurs within the Central Square environment, it is treated as a conventional telephone call and does not pass the digital ESInet data payload. As a result, ANI/ALI location information and supplemental data, including RapidSOS data, do not automatically transfer with the call audio.

Wireline 9-1-1 calls originating within the City of Platteville are routed directly to Platteville based on existing call-routing configurations. These calls do not pass through Grant County prior to answer. However, Platteville workstations are not configured with a visual call-handling interface that presents full integrated ESInet data. Dispatchers answer calls using physical Polycom IP handsets rather than a workstation-based softphone interface. Consequently, caller information is delivered in a limited format consistent with the current workstation configuration, and integrated data continuity is not present.

Because transferred calls are delivered as voice-only audio and local workstations lack integrated data display capability, Platteville personnel must verbally reconfirm caller location and details and manually recreate incident context using local procedures. This introduces additional handling time and reflects system configuration rather than network separation.

Administrative and non-emergency calls are handled independently from 9-1-1 calls. During staffed hours, Platteville administrative calls are answered locally through the City’s municipal phone system. After-hours call handling and forwarding are governed by established local procedures and are not fully integrated with the County’s 9-1-1 call-taking platform. Grant County administrative calls are integrated with the Central Square environment, while Platteville’s administrative call handling remains separate.

SUMMARY OF KEY SYSTEM ACTIONS

The following table summarizes the key systems related to the 911 and non-emergency phone systems involved in consolidation, the actions required to support consolidation, and an estimated relative level of effort for each.

KEY ACTIONS – 911 AND NON-EMERGENCY PHONE SYSTEMS

System Area	Actions Required	Effort Level
9-1-1 Call Routing	Confirm and validate that all emergency calls, including wireless and wireline 9-1-1, route consistently to the consolidated dispatch center at the Grant County Sheriff’s Office under centralized operations. This includes verifying and standardizing existing routing configurations to eliminate remaining local wireline exceptions where appropriate.	Low
Call-Taking Platform	If Platteville is evaluated for a defined backup PSAP role, assess the feasibility of implementing internal digital call-transfer capability or equivalent ESInet-integrated call delivery to support data continuity. Identify required workstation interfaces, configuration changes, and validation steps	Medium
Administrative Call Forwarding	Validate after-hours forwarding of administrative and non-emergency calls from Platteville to the consolidated dispatch center. This includes confirming routing logic, forwarding rules, dispatcher procedures, and call-handling expectations during unstaffed periods. If Platteville is designated to serve in a backup capacity, define corresponding administrative call-handling behavior under that scenario.	Medium
Call-Handling Capacity and Workflow Validation	Validate call-handling capacity, queue behavior, and dispatcher workflows under consolidated operations to ensure emergency and administrative calls are handled reliably during peak and abnormal conditions.	Medium

System Area	Actions Required	Effort Level
Continuity and Failover Behavior	Confirm that telephony failover and continuity behavior supports defined outage, relocation, or degraded operations scenarios at the Grant County host site. If Platteville is evaluated as a backup location, identify additional configuration and call-delivery capabilities required to support that role.	Medium

Level of effort in this subsection reflects the coordination and validation required to redirect emergency and administrative calls, align rollover behavior, and adjust dispatcher workflows under centralized operations.

INTEGRATION CONSIDERATIONS AND TRANSITION FOCUS

Centralized call handling under consolidation builds on Grant County’s existing call-routing environment, which already directs all wireless 9-1-1 calls and most wireline 9-1-1 calls to the Sheriff’s Office dispatch center. The primary transition effort is validating and standardizing call-routing and transfer behavior so emergency calls are handled consistently under centralized operations, rather than introducing a new call-handling platform.

A key integration consideration is the operational relationship between Grant County and Platteville call-taking environments. While Platteville uses the Central Square 911 architecture for call taking, it does not currently function as a peer or backup call-taking site for the County. If Platteville is expected to serve a defined backup or continuity role, its call-taking configuration and software, workstation readiness, and operational procedures must be aligned with the primary dispatch center and validated through testing rather than assumed. It would require its own defined extension of the ESInet environment currently provisioned to Grant County, including independent digital call delivery with full data continuity. The technical feasibility, transport design, and associated capital and recurring costs of such an extension would need to be evaluated in coordination with the ESInet provider and incorporated into any backup site implementation plan.

Administrative and non-emergency call handling represents a separate but related transition consideration. After-hours call forwarding from Platteville must be clearly defined, consistently configured, and well understood by dispatch staff to ensure continuity of service and avoid missed calls during periods when municipal offices are unstaffed.

Continuity and failover behavior must be explicitly validated. Dispatch leadership must have confidence that emergency and administrative calls route as intended during outages or degraded operations, based on tested configuration and documented procedures. Any defined backup role for Platteville must be supported by verified call-routing behavior, system readiness, and dispatcher training to ensure reliable service continuity.

The consolidation model itself does not require modification of existing 9-1-1 call delivery beyond centralized routing; expanded digital call-delivery capability would only be required if a backup PSAP role for Platteville is pursued.

2.3.4 MONITORING AND ANCILLARY SYSTEMS

This subsection addresses systems that support situational awareness and ancillary public safety functions, including alarms, cameras, and secondary radio monitoring. Under a consolidated dispatch model, responsibility for active monitoring of these systems would shift primarily to the Grant County Sheriff's Office dispatch center during nights, weekends, and other periods when municipal facilities are not staffed.

CURRENT STATE

Grant County and the City of Platteville utilize a range of monitoring and ancillary systems that support public safety, facility security, and situational awareness. These systems include surveillance cameras, alarm and alerting systems, and selected secondary radio channels associated with public works, facilities, and other supporting services.

Monitoring responsibilities are currently decentralized and vary by system, agency, and time of day. During normal business hours, selected systems are monitored locally based on established municipal or agency-specific practices. After hours, monitoring and response arrangements differ by system and may rely on on-call notification, escalation procedures, or limited dispatch involvement rather than continuous centralized monitoring.

System access, alert delivery methods, and response expectations are not uniform across agencies or platforms. In some cases, alarms or alerts are routed directly to non-dispatch personnel, while in others they may be visible to dispatch staff but are not actively monitored unless escalated. These differences reflect local operational practices rather than a standardized monitoring model.

Secondary radio channels used for non-primary public safety functions, such as public works or facilities operations, exist within the radio environment but are not consistently monitored by dispatch staff. Monitoring of these channels is situational and dependent on staffing levels, operational priorities, and established procedures.

These systems and operating practices form the baseline for evaluating centralized monitoring responsibilities under a consolidated dispatch model. Under consolidation, the primary impacts relate to access, procedures, and responsibility for active monitoring, rather than replacement of the underlying technology platforms.

SUMMARY OF KEY SYSTEM ACTIONS

The following table summarizes the key monitoring systems and ancillary tools involved in consolidation, the actions required to support consolidation, and an estimated relative level of effort for each.

KEY ACTIONS – SECURITY MONITORING AND ANCILLARY SYSTEMS

System Area	Actions Required	Effort Level
System Access	Confirm which surveillance, alarm, and ancillary monitoring systems require visibility at the consolidated dispatch center. Validate access credentials, permissions, and display configurations necessary to support defined monitoring responsibilities without expanding scope beyond current policy.	Medium
Alarm and Alert Monitoring	Validate how alarms and alerts are delivered under consolidated operations, including routing paths, notification methods, and escalation triggers. Confirm which alerts require dispatcher awareness versus those handled through on-call or agency-specific procedures.	Medium
Secondary Radio Monitoring	Determine which non-primary radio channels, such as those used for public works, facilities, or supporting services, require monitoring at the consolidated dispatch center. Validate access and monitoring expectations based on operational need rather than assumption.	Medium
Procedures and Training	Align standard operating procedures and dispatcher training to support centralized monitoring responsibilities without detracting from primary call-taking and dispatch functions.	Low

Level of effort in this subsection reflects the coordination and procedural alignment required to centralize monitoring responsibilities, confirm system access, and support dispatcher awareness.

INTEGRATION CONSIDERATIONS AND TRANSITION FOCUS

Under consolidation, most monitoring and ancillary systems remain unchanged from a technology standpoint. The primary transition effort is defining which systems require active dispatcher monitoring and ensuring consolidated dispatch staff have appropriate access, visibility, and procedural guidance to support those responsibilities.

A key integration consideration is scope definition. Dispatch leadership must clearly determine which alarms, alerts, cameras, and secondary radio channels require awareness or action at the consolidated dispatch center, and under what conditions. Not all systems currently monitored locally are intended to shift to continuous dispatch monitoring, and monitoring expectations must be explicitly defined rather than implied.

An additional integration consideration is the delivery method for CCTV, video, and alarm systems. These systems may rely on different transport technologies, including IP-based networks, dedicated wireline circuits, or cable-based services. Validation is required to confirm that video and alert feeds can be reliably delivered to the consolidated dispatch center with sufficient quality, latency, and resiliency to support defined monitoring responsibilities.

Procedural alignment is critical. Escalation thresholds, notification methods, and response responsibilities must be clearly documented so dispatchers understand when monitoring requires action

versus observation or referral to on-call personnel. These procedures must support situational awareness without diverting attention from primary call-taking and dispatch functions.

After-hours and reduced-staffing scenarios represent an important transition focus. Consolidation may increase dispatcher exposure to alerts or system information that was previously handled locally or through on-call arrangements. Monitoring responsibilities under these conditions must be validated through configuration review and operational testing to ensure reliability and clarity.

Validation, rather than assumption, underpins successful integration. Access permissions, alert visibility, delivery behavior, escalation procedures, and dispatcher workflows must be tested under realistic operating conditions to confirm that monitoring responsibilities function as intended under a consolidated dispatch model.

As part of future technology planning, particularly if a formal Emergency Medical Dispatch program is implemented, the County should evaluate emerging artificial intelligence and workflow automation tools that support call review, protocol compliance monitoring, and operational analytics. AI-assisted platforms can analyze call recordings against defined criteria, flag potential deviations, assist with transcription and documentation, and support administrative call triage or multimedia analysis. In a center of this scale, such tools are unlikely to materially alter minimum staffing requirements; however, they may improve review coverage, operational consistency, and supervisory visibility into performance trends. Any adoption should be evaluated based on integration feasibility, data security standards, measurable operational benefit, and cost-effectiveness rather than as a staffing reduction strategy.

2.3.5 PSAP INFRASTRUCTURE

This subsection addresses the underlying infrastructure required to support consolidated dispatch operations, including dispatch workstations, network connectivity, power, and supporting facility technology. Under a consolidated model, the Grant County Sheriff's Office dispatch center serves as the primary operational site, with Platteville retained for administrative functions. A backup or continuity role would be subject to definition and validation.

CURRENT STATE

The Grant County Sheriff's Office dispatch center serves as the County's primary dispatch facility and is equipped to support continuous operations. The center includes four fully functional dispatcher console positions, associated computing equipment, network connectivity, radio and telephony integration, and supporting power infrastructure appropriate for 24/7 operations.

The facility supports centralized dispatch activities for County agencies and provides the operational foundation for consolidated dispatch under the proposed model. Existing infrastructure supports current staffing levels and system access, with dispatch workstations configured to support CAD, radio, telephony, and associated monitoring functions.

The City of Platteville maintains a smaller dispatch environment with limited workstation and console capacity. This location is not designed to support full-time consolidated dispatch operations and does

not currently operate CAD or receive full 9-1-1 call delivery. While dispatch consoles are present, any administrative, contingency, or backup role would require additional system access, call delivery capability, and validation before such functions could be assumed.

Network connectivity exists between the Grant County dispatch center and Platteville to support operational coordination; however, the resiliency, capacity, and suitability of that connectivity for consolidated dispatch or backup operations have not been validated. Power, network, and workstation resiliency characteristics vary by site and have not yet been assessed against consolidated dispatch continuity requirements.

These facilities, workstations, and supporting infrastructure elements form the baseline for evaluating infrastructure readiness, workstation adequacy, and continuity capability under a consolidated dispatch model.

SUMMARY OF KEY SYSTEM ACTIONS

The following table summarizes the key systems related to PSAP infrastructure involved in consolidation, the actions required to support consolidation, and an estimated relative level of effort for each.

KEY ACTIONS – PSAP INFRASTRUCTURE

System Area	Actions Required	Effort Level
Primary Dispatch Workstations	Validate that the Grant County dispatch floor can support consolidated staffing levels, including dispatcher positions required for routine operations, training, supervision, and contingency coverage. Confirm workstation functionality, ergonomics, and integration with CAD, radio, telephony, and monitoring systems.	High
Network Capacity and Performance	Verify network capacity, performance, and reliability at the Grant County dispatch center to support additional consoles, centralized system access, radio operations, telephony, and monitoring systems under consolidated operations.	Medium
Connectivity Between Primary and Secondary Location	Confirm the capacity, redundancy, and performance characteristics of the fiber connection between the Grant County dispatch center and Platteville, including suitability to support voice, CAD data, and continuity operations.	High
Facility Support Systems	Validate power, UPS, generator support, cabling, and environmental systems at the Grant County dispatch center to ensure they support increased reliance on the primary facility under consolidated operations.	Medium
Secondary Location Readiness (Platteville)	Validate that any proposed expansion of Platteville’s role beyond its current administrative function, including continuity or backup operations, is supported by implemented CAD access, digital call-delivery capability, connectivity, and documented procedures.	High

System Area	Actions Required	Effort Level
Resiliency & Redundancy	Verify existing geo-diverse routing, transport redundancy, and automated failover behavior for CAD, radio core systems, and supporting infrastructure.	Medium

The level of effort reflects the scale of coordination and validation required to expand and support consolidated dispatch operations, rather than changes to County infrastructure standards.

INTEGRATION CONSIDERATIONS AND TRANSITION FOCUS

Under consolidation, existing facilities and infrastructure remain in use; however, the Grant County Sheriff’s Office dispatch center assumes increased operational importance as the single primary dispatch location. The primary transition effort is validating that infrastructure, workstations, and supporting systems at the primary site can reliably support consolidated staffing levels, centralized system access, and continuous operations.

While consolidation at the Grant County facility is analyzed as the primary operational configuration, the potential use of Platteville as a backup dispatch site is examined at a feasibility level only. This includes review of facility suitability, connectivity, call-delivery transport, and CAD extension requirements. The analysis identifies operational and technical prerequisites for such a role but does not develop detailed cost models or implementation sequencing for a backup configuration.

A key integration consideration is dispatch workstation readiness. Increased reliance on the primary dispatch center requires confirmation that console positions, computing resources, network connectivity, and peripheral systems support sustained operations without degrading dispatcher workflows, visibility, or communications. Validation should focus on operational performance rather than nominal capacity.

Infrastructure resiliency is also critical. Consolidation increases dependence on network, power, and environmental systems at the primary site. **Connectivity**, redundancy, and failover behavior must be verified to ensure dispatch operations remain functional during outages, degraded conditions, or peak operational periods. These characteristics should be confirmed through testing rather than inferred from the existing design.

The role of the Platteville facility represents a separate integration consideration and should be fully explored as a potential backup dispatch site under consolidation. While Platteville is not currently positioned to serve this role, it may support administrative, contingency, or continuity operations if required system capabilities can be accommodated. Any backup or continuity role must be explicitly defined and supported by verified system access, connectivity, call delivery capability, and documented procedures, with readiness validated prior to implementation.

Successful integration depends on disciplined validation. Infrastructure capacity, workstation functionality, inter-site connectivity, and operational procedures must be reviewed and tested under realistic operating conditions. This approach ensures consolidation is supported by demonstrated readiness rather than implied capability, while preserving flexibility for future operational decisions.

2.3.6 TECHNOLOGY COSTS

The estimated costs associated with technology transition and infrastructure investments at each site to support consolidation are outlined in Chapter 3 of this report.

2.4 SERVICE LEVEL IMPACTS

The following points discuss the impact of consolidation on performance and resilience for the County's emergency communications environment.

PERFORMANCE AND SERVICE LEVELS

The level of public safety service provided by a dispatch center can be analyzed through four framing elements:

Speed of Service	Time is of the essence in emergency communications. Transferred calls, delayed dispatch, and other slowdowns should be avoided as much as possible.
Response Capacity	Public safety is improved when dispatchers have the necessary access and tools to quickly dispatch an appropriate and scalable field response.
First Responder Safety	Field responders are safer when they have access to live CAD updates, a radio dispatcher with sufficient capacity, speedy backup and mutual aid, and other resources to improve situational awareness.
Professionalism	Dispatch centers provide better service when they are staffed with certified, experienced, knowledgeable, full-time, well-trained personnel.

In this scenario, all four of these framing elements can be improved through consolidation:

- **Speed of Service:** The Sheriff's Office is the primary PSAP for all wireless 911 calls in the County, including those originating in Platteville. These calls are transferred to the Platteville PD dispatch center, creating a short delay (typically 10-15 seconds). In a consolidated scenario, this delay would be eliminated.
- **Response Capacity:** Under consolidation, Platteville's 911 calls would no longer be answered by a single-seat dispatch center, which is out of compliance with NFPA standards. Instead, they would be answered by a center with two or three staff on duty. The center would also have access to dispatch every law enforcement, fire, and medical agency in the County, all via a shared CAD platform.
- **First Responder Safety:** Consolidation would open the door for Platteville's first responders to have mobile CAD in their vehicles with access to the same system as all other agencies in the County, improving situational awareness. It would also improve access to dispatch by ensuring redundant radio coverage, whereas a single dispatcher may be occupied with 911 intake or concurrent traffic.

- **Professionalism:** In the consolidated center, most shifts would be filled by a full-time dispatcher rather than the significant part-time staffing used by Platteville. Dispatchers would also have more constant experience from handling a greater number of 911 calls and dispatch events. They may have less direct knowledge of Platteville’s geography, but this can largely be mitigated through existing mapping tools. Resources for training and certification would also be greater in a consolidated scenario.

One potential area of reduced public safety service would be the in-person presence at the Platteville PD lobby. Currently offering 24/7 availability, this may continue or be reduced to a more limited schedule depending on the City’s needs. This would affect the customer service experience of residents visiting the Department in person.

RESILIENCE

Consolidation would centralize PSAP and dispatch functions for the County in a single location, but the two dispatch seats available at Platteville could serve as a capable backup site and a redundant site for servers and infrastructure. As long as the Platteville dispatch center is kept in good condition and its network and infrastructure are maintained, consolidation can improve the resiliency of emergency communications by providing the County with a level of geographic redundancy it currently lacks.

3. ORGANIZATIONAL ANALYSIS

This chapter discusses the elements of good governance for consolidated agencies and recommends an approach for the County considering local conditions and stakeholder input. It also provides estimates for consolidated costs over 5-year and 10-year periods, and discusses revenue sources for those funds in the form of State grants and charges for service.

3.1 GOVERNANCE

Governance is a separate consideration from the organizational structure and operational practices of a dispatch center. While the organizational structure defines the staffing, management, and support functions of the agency and the lines of authority between them, the governance model defines the relationship of the agency to elected and statutory authorities. This impacts the responsibility for supporting the agency as an organization, the authority to make funding decisions, and the requirements that may be imposed on the agency.

This section outlines the governance models available to the participating agencies for a consolidated center, the framing principles of good governance, the recent examples in Wisconsin, and the input gathered from stakeholder agencies. It also provides a recommendation for a governance model in the County.

3.1.1 GOVERNANCE OPTIONS

Three primary governance options are available to the County and the participating members of a consolidated dispatch center. These are a) the current PSAP model within the Sheriff’s office, b) the creation of a separate County emergency communications department, and c) the formation of a new separate emergency communications entity.

- **Option A – Division of the Sheriff’s Office (Current Model):** In this model, the PSAP functions as a division of the Sheriff’s Office, led by a sworn officer or a civilian manager who reports to the sworn chain of command within the office. The Sheriff’s Office is responsible for overseeing operations, employing staff, funding the center, and coordinating with other user agencies and stakeholders. The Sheriff’s Office often relies on the County for certain administrative support functions such as human resources, payroll, finance, IT support, and legal counsel. A board of user agencies and stakeholders may be instituted to provide a venue for addressing county-wide issues related to PSAP communications, and they may have some level of formal oversight responsibility depending on the terms of any service level agreements between the user agencies and the County.
- **Option B – Separate County Department:** In this model, the PSAP functions as its own County department, led by a civilian director who reports to the County Administrator in the same way as other County departments. The Department is responsible for overseeing operations, employing staff, funding the center, and coordinating with other user agencies and stakeholders, of which the Sheriff’s

Office is one. The Department, like other departments, often relies on the County for administrative support functions such as human resources, payroll, finance, IT support, and legal counsel. A board of user agencies and stakeholders – including the Sheriff’s Office – is typically instituted to provide a venue for addressing county-wide issues related to PSAP communications, and they may have some level of formal oversight responsibility depending on the terms of any service level agreements between the user agencies and the County.

- **Option C – Independent Entity:** In this model, the PSAP functions as a separate legal entity from the County, usually under an intergovernmental agreement, joint powers authority, or special district. It is led by a civilian director who reports to an appointed or elected Board. The independent agency is responsible for overseeing operations, employing staff, funding the center, owning and maintaining assets, and coordinating with all user agencies and stakeholders. The agency may provide its own administrative support, or contract with a “host agency” (usually the County) for functions like human resources, payroll, finance, IT support, and legal counsel. The board is responsible for hiring and firing the director, entering into agreements, and making funding decisions. A board of user agencies may also be instituted to focus on operations and technical issues.

Each of these options are feasible and have precedent in jurisdictions around the country, and each of them come with different strengths and weaknesses in terms of participation, oversight, and autonomy. These framing principles of good governance are outlined below.

3.1.2 GOOD GOVERNANCE PRINCIPLES

Governance decisions for dispatch operations have no single answer, but several important characteristics are consistent across successful examples. These principles can provide valuable context and serve as guidelines for choosing an effective approach to governing:

- **Policies Over Personalities:** Governance structures should be built around durable written agreements rather than relying on the goodwill of individuals currently in leadership. The framework must be robust enough to protect all parties and maintain service quality through political and personnel changes.
- **Clearly Defined Authority:** Governance documents should clearly specify who the dispatch manager reports to, who holds budget approval authority, how complaints are resolved, and under what conditions the arrangement can be dissolved. Leaving these questions to informal practice creates drift and conflict. Role clarity is essential for accountability.
- **Equal Representation:** Governing boards and advisory boards should include every member jurisdiction and public safety disciplines. Equal board representation, regardless of a jurisdiction's size or financial contribution, is essential for building the trust that sustains collaboration over time. Parties excluded early are far harder to bring in later.
- **Fair and Transparent Cost Sharing:** Cost disputes are among the most common causes of collaborative failure. Entities receiving dispatch services should agree to the documented methodology for calculating proportional contributions in a consolidated center before joining. The methodology should be consistent and transparent.

- **Civilian Leadership:** Emergency communications centers operating under the direction of a sworn officer risk having their needs displaced by the parent agency's field priorities. While a PSAP may fall within a sworn agency, the structure should place the center under a civilian manager or director, and this position should be responsive to any advisory or technical boards.

Regardless of the selected governance model, it should be equitable for participating agencies, responsive to their needs, and focused on advancing and safeguarding the center's mission.

3.1.3 CONTEXTUAL FACTORS

In addition to the broad principles of good governance, a number of factors specific to Grant County must be considered. The following points address these.

FUNDING STRUCTURE

Wisconsin funds its 911 system through a monthly surcharge collected from all telephone subscribers – landline, wireless, and VoIP – and remitted by carriers to the Wisconsin Department of Military Affairs (DMA). DMA's Office of Emergency Communications (OEC) administers the resulting 911 Fund and distributes it to PSAPs through a competitive grant program authorized under Wis. Stat. § 256.35(3s).

The grant program is competitive, and PSAPs must apply and be evaluated rather than receiving automatic annual distributions. Allowable uses are narrowly defined, covering NG911 equipment and software, hosted services, continuity of operations planning, and PSAP consolidation activities. Routine operational costs such as staffing, dispatch equipment, and facility construction are explicitly ineligible, meaning counties must fund day-to-day operations through local budgets or cost-sharing arrangements with user agencies.

Critically, only one PSAP per county may receive a grant in any given cycle, designated by resolution of the county board. This structure creates a direct incentive for consolidation: a county operating multiple PSAPs must designate a single one for grant eligibility.

CONSOLIDATION EXAMPLES

A number of recent examples in the State of Wisconsin are instructive for analyzing the governance of a potential consolidated center in Grant County.

- **Oconomowoc (2022):** The Oconomowoc Police Department joined dozens of other user agencies by transferring dispatch operations to the Waukesha County Communications Center, which is a department of the County. The City paid an initial joining fee and a portion of ongoing operational expenses annually.
- **Mequon (2023):** The City of Mequon joined all other Ozaukee County communities – except Cedarburg, which still maintained its own dispatch center – in transferring PSAP services over to the Sheriff's Office. The consolidation was largely driven by staffing shortages.

- **Cedarburg (2024):** The City of Cedarburg transferred its emergency dispatch service to the Ozaukee County Sheriff's Office. The County relocated and expanded its Dispatch Center to the Emergency Operations Center in the lower level of the county's Justice Center, adding four FTEs to accommodate the change.
- **Hartford (2024):** Hartford consolidated its emergency dispatch services with the Washington County Sheriff's Office. The police and fire chiefs explained that only the Washington County Sheriff's Department qualified for state NG911 PSAP grants, acknowledged consolidation as a statewide trend, and cited their strong working relationship with the Washington County Sheriff's Department.

None of these examples, where municipalities joined consolidated County PSAPs, involved changes to the governance structure of the consolidated PSAP.

STAKEHOLDER INPUT

Public safety responders across Grant County were interviewed as part of this study. They included law enforcement chiefs and fire and EMS leaders from municipal agencies and volunteer departments. Their input reflects a range of perspectives shaped by agency size, geography, technology maturity, and direct experience with both dispatch centers.

- **Broad Satisfaction:** Nearly every agency interviewed expressed genuine satisfaction with the quality of service provided by the Grant County Sheriff's dispatch center. Relationships with dispatch leadership are strong, issues are resolved informally and promptly, and the monthly chiefs' meetings provide a reliable feedback channel. No agency reported significant unresolved complaints.
- **Cautiously Open to Consolidation:** Law enforcement chiefs viewed consolidation as a possibility rather than an inevitability, while fire and EMS chiefs were notably more enthusiastic, with several calling it long overdue. Neither group opposed consolidation in principle, but both emphasized that it must be implemented thoughtfully, with service levels protected and transition risks clearly managed.
- **Technology Improvements:** Fire and EMS responders with experience across both centers noted that Platteville's lack of CAD results in inaccurate time tracking, delayed automated alerting, and paper-based documentation. Grant County was viewed as significantly more advanced technologically. Several responders saw consolidation as an opportunity to bring Platteville agencies into a more integrated and reliable operational environment.
- **Priority on Radio Infrastructure:** The most consistent concern across both groups was the state of the radio system. A shared primary law enforcement talkgroup would require Platteville's officers to adopt more succinct radio communication practices, which could be helped by CAD adoption. Fire and EMS agencies cited coverage gaps in rural and valley terrain. Agency leaders will require reassurance about the radio system before consolidating dispatch.
- **Consolidated Staffing:** Multiple fire and EMS leaders independently raised the question of whether two dispatchers would be sufficient at a consolidated center, particularly during severe weather, large fires, or simultaneous multi-agency incidents. The consistent view was that a third dispatcher during peak periods would be essential.

- **Governance:** Chiefs across disciplines cited direct access to dispatch supervision and the Sheriff's command staff as their primary mechanism for raising concerns. Few expressed interest in new formal governance structures. Confidence in the Sheriff's Office is high, and the prevailing view was that an additional governance layer would add complexity without meaningfully improving responsiveness or accountability.

The input from Grant County's public safety community reflects a dispatch environment that is well-regarded and trusted, but operating against a backdrop of radio issues, uneven technology adoption, and growing service demands. Consolidation is broadly seen as a logical long-term direction, provided the County addresses radio system readiness, ensures adequate staffing at the consolidated center, and maintains the strong, relationship-driven service culture that agencies across the county have come to rely on.

3.1.4 GOVERNANCE RECOMMENDATION

Based on the analysis of governance options, the principles of good governance, the Wisconsin consolidation landscape, and the input from local stakeholders, a consolidated Grant County PSAP should remain a division of the Sheriff's Office (Option A). An intergovernmental agreement should be signed to define the terms of service, as the County has done with other user agencies.

Remaining within the existing structure offers meaningful practical advantages: it avoids the administrative complexity and startup costs of creating a new department or independent entity, eliminates the change management risks associated with transferring employees, assets, and institutional knowledge to a new organization, and preserves the operational continuity that local agencies already depend on. This is consistent with recent Wisconsin consolidation examples, where municipalities joining County PSAPs did not prompt a change to the host agency's governance structure.

To ensure that consolidation strengthens rather than strains agency relationships, the County should commit to structured, multi-disciplinary stakeholder engagement as a formal element of its governance approach.

- The existing quarterly police chiefs' meetings should be increased in frequency to monthly, and they should be designated as a consistent and documented venue for dispatch-related input. Each meeting should have a standing agenda item where service performance, policy changes, and operational concerns are regularly addressed.
- On the fire and EMS side, the County should establish or formalize an equivalent channel, whether through the existing Fire/EMS association meetings or a dedicated advisory group, to ensure those agencies have equal standing.

These structures should be reliable, inclusive, and consistently attended by dispatch leadership and the Sheriff's Office alike.

3.2 COST IMPACT AND FUNDING MODEL

This section discusses the relationship between operational and transition decisions with costs, outlines the key cost factors affected by consolidation, and estimates the actual cost impacts to each agency. It also addresses the funding model for consolidation, both in terms of cost allocation/charges for service between the agencies, and the potential eligibility for grant funding to offset costs.

3.2.1 COST IMPACT

This subsection outlines the assumptions inherent in the cost impact model, identifies the key factors driving the difference in cost between the current and consolidated models, and provides summary tables of the estimated dollar figures for each approach.

ASSUMPTIONS

The cost impact analysis makes a number of assumptions about the transition to consolidation and the future state of the Grant County and Platteville locations:

- Although Platteville could conceivably eliminate all dispatcher positions, the analysis assumes that the Police Department would retain one full-time position in order to keep an active receptionist function at department headquarters for extended business hours.
- Platteville's transition from TIMS to full Central Square RMS integration can be accomplished in two ways. TIMS data could be exported and entered into Central Square, or TIMS can be kept active at the consolidated PSAP as a "legacy" system for reference, while using Central Square RMS for all future Platteville entries. Given the low cost of TIMS compared to the likely expense of data conversion, this analysis assumes the second approach.
- This analysis assumes that Platteville will not immediately go live as a backup site. This transition should be considered and prioritized in the coming years, but the costs associated with it (software installation, server and hardware upgrades, ESInet extension, etc.) would be covered by State grant funding and not borne by the City or the County.

KEY COST FACTORS

The following areas contribute the greatest amount to the difference in cost between the current state and a consolidated model for the two centers.

- **Staffing Changes:** the additional positions recommended for the County would increase estimated 10-year personnel costs from \$11.7 million to \$15.1 million. Platteville's estimated 10-year dispatch personnel costs may fall from \$4.8 million to zero, but a more modest savings of \$3.8 million is modeled here, as noted above.
- **Workstations and Radio Consoles:** Grant County's expected cost for workstation replacement and radio consoles upkeep rises from a 10-year total of \$1.3 million to \$1.6 million under consolidation, due to the two additional workstations and consoles recommended. Platteville's expected 10-year cost of \$119,000 is eliminated as those workstations would no longer be active.

- **Software and Phones:** Grant County would take on an additional \$411,000 over 10 years related to EMD implementation, 911 system re-routing, the addition of Platteville as an agency in the CAD system, and the maintenance of Platteville’s TIMS system (all of which may be covered by grant funding). Platteville would see an estimated 10-year decrease of \$56,000 as the TIMS and TIME portal expenses are eliminated and partially replaced with Central Square RMS and mobile CAD costs.

COST COMPARISON TABLES

The following tables provide a comparison of estimated current state and consolidated cost totals for each site in the current year and over 5-year and 10-year horizons. An inflation rate of 3% is assumed, except for contracts where future cost increases are spelled out. Figures are rounded to the nearest \$1,000 for simplicity.

The tables do not include all costs associated with dispatch or public safety, instead focusing specifically on those that would be impacted by consolidation.

PSAP COST ESTIMATES – CURRENT STATE

Account Description	Year 1	5-Year Total	10-Year Total
Grant County	\$1,263,000	\$6,760,000	\$14,597,000
Personnel	\$1,021,000	\$5,421,000	\$11,705,000
Software (CAD, EMD, GIS, etc.)	\$137,000	\$727,000	\$1,570,000
Communications (Phone, Radio)	\$87,000	\$515,000	\$1,113,000
Workstations & Desktop	\$18,200	\$97,000	\$209,000
Platteville	\$484,000	\$2,576,000	\$5,561,000
Personnel	\$417,000	\$2,214,000	\$4,780,000
Software (CAD, EMD, GIS, etc.)	\$19,000	\$103,000	\$223,000
Communications (Phone, Radio)	\$42,000	\$225,000	\$485,000
Workstations & Desktop	\$6,000	\$34,000	\$73,000

PSAP COST ESTIMATES – CONSOLIDATED

Account Description	Transition	Year 1	5-Year Total	10-Year Total
Grant County	\$295,000	\$1,647,000	\$8,811,000	\$18,711,000
Personnel	\$0	\$1,316,000	\$6,987,000	\$15,086,000
Software (CAD, EMD, GIS, etc.)	\$110,000	\$163,000	\$974,000	\$1,976,000
Communications (Phone, Radio)	\$125,000	\$141,000	\$649,000	\$1,284,000
Workstations & Desktop	\$60,000	\$27,000	\$201,000	\$365,000

Account Description	Transition	Year 1	5-Year Total	10-Year Total
Platteville	\$43,000	\$138,000	\$778,000	\$1,630,000
Personnel	\$0	\$91,000	\$483,000	\$1,043,000
Software (CAD, EMD, GIS, etc.)	\$43,000	\$9,000	\$91,000	\$147,000
Communications (Phone, Radio)	\$0	\$38,000	\$204,000	\$440,000
Workstations & Desktop	\$0	\$0	\$0	\$0

Consolidation would increase Grant County's 10-year costs from \$14.6 million to \$18.7 million (a difference of just over \$4.1 million) driven primarily by higher personnel costs as the consolidated PSAP absorbs dispatching responsibilities previously handled by Platteville. Platteville, by contrast, would see its 10-year costs fall from \$5.6 million to \$1.6 million, a savings of nearly \$4 million, as its staffing footprint shrinks considerably.

On a combined basis, total system-wide 10-year costs would be approximately \$20.3 million under consolidation, compared to \$20.2 million under the current state – a net increase of roughly \$183,000 over the decade. These figures may rise or fall depending on Platteville’s preferred non-emergency staffing model.

3.2.2 FUNDING MODEL

Wisconsin's E911 grant program offers limited relief against the operational costs reflected in the tables above. Because staffing, routine software licensing, and communications infrastructure are explicitly excluded from allowable uses of grant funding, the large majority of both Grant County's increased personnel burden and Platteville's ongoing residual costs would be funded through local budgets or a negotiated intergovernmental cost-sharing agreement. Grant funds can cover EMD implementation and the purchase of additional radio consoles, but they cannot be used to backfill the day-to-day operational expenses that consolidation redistributes between the two centers.

However, the State’s grant program explicitly lists PSAP consolidation activities as a permissible use, which could cover one-time transition expenses such as system integration, data migration, and training associated with standing up the consolidated operation. These would need to be carefully documented and scoped in a grant application.

Not reflected in the cost figures above is the capital investment required to repurpose the Platteville facility as a backup PSAP site. Infrastructure upgrades, server installation, software configuration, and extension of the statewide ESInet to the backup location are valid purposes for grant funding in Wisconsin. Backup site development is a direct byproduct of consolidation, and up to 90% of eligible project costs may be covered if the County is selected in a future grant cycle.

3.2.3 COST ALLOCATION

Under the current shared understanding between the two agencies, Grant County would provide dispatch services to the Platteville Police Department at no charge, consistent with the County's existing practice

of absorbing dispatch costs for its other public safety user agencies. This approach has the advantage of simplicity and avoids the administrative overhead of intergovernmental billing. However, it also means that the full incremental cost of serving Platteville, as reflected in Grant County's increased personnel and technology expenses shown above, would fall entirely to County taxpayers (including residents of Platteville).

Should the County elect to move toward a charge-for-service model at any point, several allocation methodologies are worth considering. Software contracts, radio maintenance agreements, and other fixed or semi-fixed technology costs are most equitably shared on a proportional basis, using each agency's share of total calls for service or 911 call volume as a reasonable proxy. Fully burdened operational costs, including personnel, benefits, and overhead, could similarly be allocated based on Platteville's proportional share of total dispatch activity. A blended approach is also common, where technology costs are split by a negotiated fixed percentage and personnel costs are allocated annually based on actual activity metrics.

Whichever methodology is chosen, establishing clear cost allocation terms in an intergovernmental agreement from the outset — even if current charges are set at zero — gives both parties a transparent framework for revisiting the arrangement as volumes, staffing needs, and fiscal conditions evolve.

4. RECOMMENDATION AND IMPLEMENTATION

This chapter compares the current state with a consolidated PSAP environment using the framing elements of effective public safety service, provides the recommendation in favor of consolidation, and outlines a phased implementation plan for the transition.

4.1 SUMMARY OF FEASIBILITY FACTORS

Matrix Consulting Group has adopted a three-part framework to help guide decision-making with respect to dispatch operations, organization, and alternative service approaches. These include:

- **Public Safety Benefit:** This can be defined by four framing elements: a) the elimination of delays and call transfers, b) access to a sufficient number of appropriate response resources, c) situational awareness and safety of first responders, and d) the professionalism and skill of dispatchers based on their training, experience, and longevity.
- **Cost:** Communities deserve to receive the most cost-effective service possible, which requires an assessment of the financial impact of each option. This element includes both the cost efficiency of service and the feasibility of equitably distributing costs – initial and ongoing – among the participating agencies.
- **Risk:** Consolidation, like any change in operating model, naturally comes with risk and requires a degree of change management. Adjusting operations and developing new protocols can create complications for service delivery. The functionality of technology is another key risk factor, and the transition can result in unforeseen issues. Training additional staff in a new setting is another factor.

In the following subsections, the alternatives under consideration in this study are evaluated according to this framework.

4.1.1 LEVEL OF SERVICE

The level of public safety service provided by a dispatch center can be analyzed through four framing elements:

- **Speed of Service:** Time is of the essence in emergency communications. Transferred calls, delayed dispatch, and other slowdowns should be avoided as much as possible.
- **Response Capacity:** Public safety is enhanced when dispatchers have direct access to the full spectrum of agencies and response capability via shared systems, rather than requiring additional chains of approval or secondary dispatch on isolated systems to send backup and mutual aid.
- **First Responder Safety:** Responders in the field are safer when they have access to live CAD updates, a radio dispatcher with sufficient capacity, speedy backup and mutual aid, and other resources to improve situational awareness.

- **Professionalism:** Dispatch centers provide better service when they are staffed with certified, experienced, knowledgeable, full-time, well-trained personnel.

The following table describes the impact of consolidation on these framing elements in the case of Grant County and Platteville:

CONSOLIDATION SERVICE LEVEL IMPACTS

<p>Speed of Service</p>	<p>The Sheriff's Office is the primary PSAP for all wireless 911 calls in the County, including those originating in Platteville. These calls are transferred to the Platteville PD dispatch center, creating a short delay (typically 10 to 15 seconds). Transfer delays introduce the risk of miscommunication or dropped calls during the handoff. They can also have real consequences for outcomes in the field, and should be eliminated if possible. In a consolidated scenario, Platteville's 911 calls would be answered directly at the consolidated center, eliminating this transfer step entirely and ensuring the fastest possible path from caller to dispatcher.</p>
<p>Response Capacity</p>	<p>Under consolidation, Platteville's 911 calls would no longer be answered by a single-seat dispatch center, which is out of compliance with NFPA standards for staffing redundancy. Instead, they would be routed to a center with two or three staff on duty at any given time, ensuring that no single call or event can monopolize the entire dispatch operation. The consolidated center would also have the ability to dispatch every law enforcement, fire, and medical agency in the County, all operating on a shared CAD platform. This gives dispatchers a far greater and more flexible set of resources to deploy when responding to emergencies of any scale or complexity.</p>
<p>First Responder Safety</p>	<p>Consolidation would open the door for Platteville's first responders to have mobile CAD in their vehicles, giving them access to the same live-updated system used by all other agencies in the County. This improves situational awareness significantly, allowing officers and other field personnel to see call details, unit assignments, and incident updates in real time without relying solely on radio traffic. Consolidation would also improve access to dispatch by ensuring redundant radio coverage. Under the current single-dispatcher model, a dispatcher occupied with 911 intake or concurrent radio traffic may be temporarily unavailable, creating a gap in coverage that a multi-person center would be far better equipped to avoid.</p>

Professionalism	In the consolidated center, most shifts would be staffed by full-time dispatchers rather than relying on the significant part-time staffing that currently characterizes Platteville's operation. Full-time dispatchers bring greater consistency and stronger long-term professional development. Dispatchers in the consolidated environment would also handle a higher volume of 911 calls and dispatch events on a regular basis, translating into more frequent, practical experience that sharpens skills over time. Consolidated dispatchers may have somewhat less direct familiarity with Platteville's local geography, but this can be largely mitigated through the mapping tools already integrated into modern CAD platforms. Additionally, a larger consolidated center would have greater resources available for formal training, continuing education, and dispatcher certification programs.
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All four of these framing elements can be improved through consolidation. One potential area of reduced public safety service would be the in-person presence at the Platteville PD lobby. Currently offering 24/7 availability, this may continue or be reduced to a more limited schedule depending on the City's needs. This would affect the customer service experience of residents visiting the Department in person.

4.1.2 COST IMPACT

The following table provides cost estimates for each of the key cost factors (personnel, software, communications systems, and workstations). It includes the Year 1 cost, including operations and the expense of any transitions, integrations, or new system purchases, as well as a cumulative 10-year cost estimate. Costs are shown system-wide (agency-specific costs can be found in Section 3.2.1 of this document). One set of estimates is provided for the current state, and another for the potential consolidated state.

CONSOLIDATION COST IMPACTS

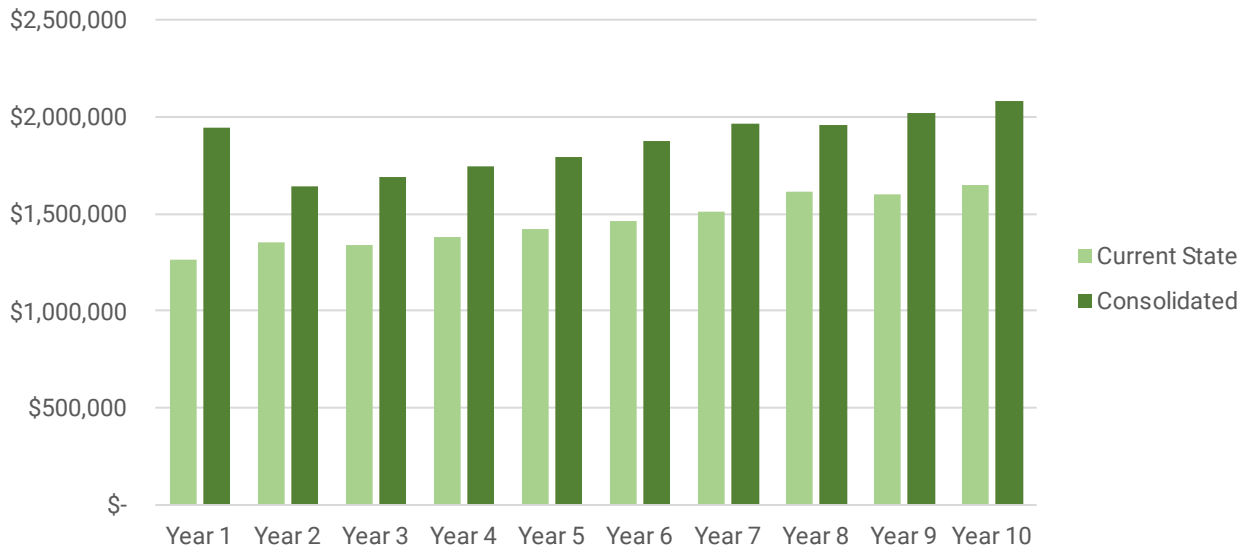
	Current State (initial + 10-year)	Consolidation (initial + 10-year)	Notes
Personnel			
Salaries/Wages and Benefits	1st year: \$1,438,000 10-year: \$16,485,000	1st year: \$1,407,000 10-year: \$16,129,000	No staffing changes for current state (3% annual inflation), with three additional positions in Grant Co and reduction of all but one dispatcher position in Platteville under consolidation.
Software			
CAD/RMS	1st year: \$114,000 10-year: \$1,308,000	1st year: \$172,000 10-year: \$1,522,000	No changes for current state (3% annual inflation), Grant Co assumes additional CAD cost and Platteville pays for transition + ongoing mobile, RMS, and support under consolidation.

	Current State (initial + 10-year)	Consolidation (initial + 10-year)	Notes
EMD	1st year: \$0 10-year: \$0	1st year: \$126,000 10-year: \$293,000	Grant Co pays for implementation and ongoing licenses (3% annual inflation) under consolidation.
CJIS/NCIC	1st year: \$15,500 10-year: \$178,000	1st year: \$0 10-year: \$0	Platteville eliminates TIME portal cost (3% annual inflation) under consolidation.
Other	1st year: \$27,000 10-year: \$307,000	1st year: \$27,000 10-year: \$307,000	GIS mapping, security cameras, etc. unchanged cost
Communications Systems			
Phone Systems	1st year: \$25,000 10-year: \$287,000	1st year: \$37,500 10-year: \$299,000	No changes for current state (3% annual inflation), one-time phone routing cost under consolidation.
Radio System	1st year: \$87,000 10-year: \$998,000	1st year: \$95,000 10-year: \$1,005,000	No changes for current state (3% annual inflation), one-time transition radio programming cost under consolidation.
Radio Consoles	1st year: \$4,000 10-year: \$161,000	1st year: \$157,000 10-year: \$246,000	No changes for current state (console replacement budgeting + 3% annual inflation), additional consoles purchased and replacement planning for Grant Co and elimination of capital replacement for Platteville under consolidation.
Mobile Radios	1st year: \$13,000 10-year: \$153,000	1st year: \$15,000 10-year: \$173,000	No changes for current state (3% annual inflation), small additional cost for Grant Co under consolidation.
Workstations			
Furniture	1st year: \$18,000 10-year: \$204,000	1st year: \$73,000 10-year: \$280,000	No changes for current state (3% annual inflation), two additional workstations for Grant Co and elimination of cost for Platteville under consolidation.
Desktop Equipment	1st year: \$7,000 10-year: \$77,000	1st year: \$14,000 10-year: \$85,000	No changes for current state (3% annual inflation), two additional workstations for Grant Co and elimination of cost for Platteville under consolidation.
Total	1st year: \$1,748,000 10-year: \$20,158,000	1st year: \$2,123,000 10-year: \$20,341,000	10-year total is inclusive of the 1 st year transition costs

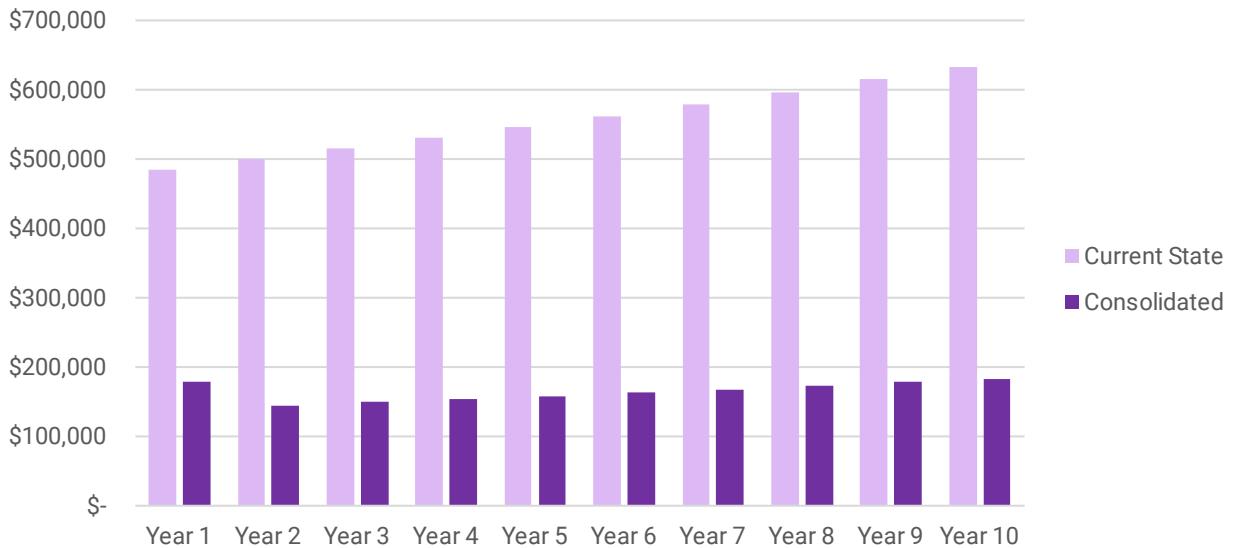
Consolidation would cost an additional \$375,000 in Year 1 (some of which may be covered by grant funding), while annual operating costs would be decreased. The 10-year cost difference is estimated at \$183,000, just under 1% of the 10-year total and well within the margin of error.

The following charts illustrate the cost impact of consolidation for Grant County and Platteville, respectively:

CONSOLIDATION COST IMPACT: GRANT COUNTY



CONSOLIDATION COST IMPACT: PLATTEVILLE



4.1.3 CONSOLIDATION RISKS

While dispatch consolidation efforts occur regularly nationwide as agencies seek service level improvements, fiscal savings, or compliance with policy directives, all such efforts carry some level of risk. Project risk can negatively impact a project's objectives, including cost, schedule, and performance. Proactive risk management helps ensure projects remain on schedule, within budget, and meeting quality standards.

With respect to Grant County's consolidation efforts, risk falls into a handful of broad categories, each of which can contain more granular sub-sets. These include:

- Operational Risk
- Technology Risk
- Staffing Risk
- Financial Risk

To assess risk, the project team used a Risk Rating Matrix, commonly used in project management, to prioritize risk areas based on likelihood and consequence severity. See below:

RISK RATING FRAMEWORK

		Severity				
		Insignificant	Minor	Medium	Major	Severe
Likelihood	Very Likely	Moderate	High	Very High	Very High	Very High
	Likely	Moderate	High	High	Very High	Very High
	Possible	Low	Moderate	High	High	Very High
	Unlikely	Low	Low	Moderate	Moderate	High
	Rare	Low	Low	Low	Low	Moderate

This matrix frames our assessment of the data and other information collected in this project to identify this potential risk, and describes the applicable mitigating factors.

OPERATIONAL RISK

As dispatch functions change through consolidation efforts, some risk is created since they have a vital impact on public safety service delivery, and changes to the operating model carry some risk in this area. This includes processing and response times, the safety of first responders, and the experience of the public and the University community.

The primary operational risk in consolidation is the learning curve required to bring County dispatchers fully up to speed on Platteville's service environment. Platteville's dispatch operation has its own geography, agency relationships, call patterns, and procedural norms, all built up over years of local operation. Without deliberate knowledge transfer and structured training, there is potential for missed nuances in how calls are handled, confusion resulting from the transition to a radio-centric dispatch model to a CAD-centric model, the use of shared talk groups, or miscommunication with officers accustomed to a highly familiar local dispatcher. These risks are heightened during the transition period, when institutional knowledge from departing Platteville staff may not be fully captured before cutover.

A particular area of attention is UW-Platteville PD, which operates on its own primary law enforcement channel and has dispatch needs that differ from a typical municipal department. A large university environment brings unique call types, population dynamics, and operational expectations. County dispatchers will need specific training and clear SOPs to serve UW-Platteville PD effectively from day one.

The Grant County Sheriff's Office dispatch center already provides dispatch services for multiple municipal law enforcement and fire/EMS agencies throughout the county, demonstrating an established capacity to manage multi-agency workloads and support departments with varying operational needs. This existing framework provides a foundation for integrating Platteville's agencies into the consolidated model. Realizing that potential will require deliberate preparation: standard operating procedures must be updated to explicitly address Platteville-specific operations, dispatcher training must be thorough and agency-specific, and the transition timeline must allow sufficient lead time prior to cutover to ensure operational readiness from the outset.

The project team evaluates this area as "Possible" likelihood and "Minor" severity, resulting in a grade of "Moderate Risk".

TECHNOLOGY RISK

The technology risks associated with consolidation are manageable, largely because the County's existing infrastructure provides a stable foundation for the transition. The County's Central Square CAD platform remains in place, and Platteville agencies will be added to it rather than requiring a new system deployment. The primary CAD-related transition is Platteville's shift away from its current records management system, TIMS, to Central Square. This change will require workflow adjustments and staff familiarization, but it is operationally straightforward given the low complexity of TIMS and the County's existing experience administering the Central Square system.

Call routing presents a similar picture. The 911 phone infrastructure is already partially shared between the two centers, with the County serving as the host PSAP for wireless calls countywide. Adjusting call routing to direct Platteville landline calls to the consolidated center is a defined technical task rather than a ground-up build, and the existing architecture reduces the complexity of that transition considerably. Administrative call routing will require more deliberate planning, particularly around after-hours coverage and how non-emergency calls to Platteville PD are handled once local dispatch staffing changes.

Two areas warrant closer attention. First, the Platteville dispatch center currently functions as an informal backup site for the County. Under consolidation, that redundancy would be reduced – at least in the near term – until Platteville is formally configured and validated as a backup location. This gap should be explicitly planned for and prioritized in the implementation timeline. Second, if the County receives state grant funding to support consolidation, it will be required to implement an Emergency Medical Dispatch program. EMD adoption involves protocol training, software integration, and changes to call-handling workflows. This should be treated as a parallel workstream rather than an afterthought to the consolidation itself.

The project team evaluates this area as "Unlikely" likelihood and "Medium" severity, resulting in a grade of "Moderate Risk".

STAFFING RISK

The most immediate staffing risk is dispatcher attrition prior to cutover. Experience from other Wisconsin consolidations suggests that once staff become aware of a pending transition, some may begin seeking other employment rather than waiting for the outcome, reducing the institutional knowledge available to support a smooth handoff. Retaining Platteville dispatch staff through the transition date should be treated as an active management priority.

On the County side, consolidation will require filling additional dispatcher positions to absorb the increased workload. There is some risk that recruitment would not keep pace with the transition timeline, particularly given the staffing pressures facing dispatch centers broadly. However, the County's center is currently fully staffed, and the incremental positions required are modest, making a significant shortfall unlikely with adequate planning and lead time.

The project team evaluates this area as "Unlikely" likelihood and "Medium" severity, resulting in a grade of "Moderate Risk".

FINANCIAL RISK

The financial risks associated with consolidation are centered primarily on technology costs, which carry more uncertainty than the staffing projections. Personnel cost estimates are based on well-documented current wages and benefits at both centers, making them relatively reliable. Technology costs are more difficult to determine until detailed vendor scoping is complete. Radio console configuration, 911 phone system reconfiguration, and CAD and RMS implementation work all carry the potential for costs that exceed initial estimates, particularly if integration complexity or legacy system constraints require additional vendor engagement.

A more contingent financial risk is grant dependency. The consolidation plan assumes access to state grant funding to offset a meaningful portion of transition costs, including the eventual build-out of Platteville as a formal backup site. If the County does not qualify for anticipated grant programs, or if funding cycles are delayed or oversubscribed, those costs would fall to the participating agencies directly. Given that backup site development is already anticipated to be deferred beyond initial consolidation, a gap in grant availability could push that timeline out further or require a difficult conversation about local cost-sharing.

However, Grant County appears to be a strong candidate for available programs. The consolidation aligns well with state priorities, the County has successfully secured grant funding in the past, and the scope of the project falls squarely within the kinds of investments these programs are designed to support. The County can also wait to find out whether grant funding will be awarded before launching the consolidation process. Grant eligibility and application timing should be monitored closely throughout the planning process, and should be sufficient to manage this risk.

The project team evaluates this area as "unlikely" likelihood and "minor" severity, resulting in a grade of "Low Risk".

The following table summarizes the areas of risk for this dispatch consolidation effort according to the matrix above:

RISK RATING MATRIX

	Likelihood	Severity	Risk
Operational Risk	Possible	Minor	Moderate
Technology Risk	Unlikely	Medium	Moderate
Staffing Risk	Unlikely	Medium	Moderate
Financial Risk	Unlikely	Minor	Low

Consolidation carries a low-to-moderate level of risk for the County overall. None of the risk areas is likely to cause a significant or costly disruption to the consolidation process.

4.1.4 SUMMARY AND RECOMMENDATION

This section summarizes the comparison factors for evaluating consolidation feasibility and provides an affirmative recommendation.

SUMMARY OF COMPARISON FACTORS

The following table outlines each of the comparison factors in the feasibility framework – service levels, risks, and cost, summarizing the findings from earlier in this chapter.

SUMMARY OF COMPARISON FACTORS

	Current State	Consolidation
Elimination of Delays	<p>Poor. Sheriff’s Office receives all wireless 911 calls County-wide, then transfers Platteville calls as voice-only calls – adding a 10 to 15 second delay and requiring Platteville to re-confirm key caller information.</p>	<p>Excellent. Platteville’s 911 calls answered directly at the consolidated center, eliminating the transfer step entirely and ensuring the fastest possible connection to dispatcher.</p>
Response Capacity	<p>Poor. Platteville calls are answered via handset by a single-seat dispatch center that is out of compliance with NFPA staffing standards, with no EMD, segmented radio talk groups, and limited ability to scale its response across multiple simultaneous incidents.</p>	<p>Good. Calls answered via Central Square 911 interface by a center with two or three staff on duty, operating on a shared CAD platform with the ability to perform EMD and dispatch any law enforcement, fire, or medical agency in the County.</p>

	Current State	Consolidation
First Responder Safety	Poor. Platteville lacks access to mobile CAD, and a single dispatcher managing simultaneous 911 intake and radio traffic creates risks for situational awareness in the field.	Excellent. Mobile CAD in Platteville responder vehicles with County-wide system access, interoperable radio frequencies, and a multi-person dispatch team ensures a dedicated radio presence.
Dispatch Professionalism	Poor. Platteville relies heavily on part-time staffing and handles a relatively low call volume, limiting opportunities for dispatchers to build consistent experience, pursue certifications, and access robust training resources.	Good. Center would be primarily staffed by internally trained, full-time dispatchers handling a greater call volume, with more resources for training and certification.
Complexity and Risk	Short Term: Low Long Term: Moderate Current operating model is familiar, but operating two independent PSAPs creates inefficiencies and the potential for inconsistent service levels. Platteville's lack of CAD, aging infrastructure, and limited redundancy represent operational and financial risks that become more difficult to manage over time without structural change.	Short Term: Moderate Long Term: Low Consolidation introduces short-term risks, including technology integration complexity, staff retention during cutover, a temporary lack of backup site availability, and dependence on grant funding to offset transition costs. These risks are time-limited and manageable given the County's strong infrastructure foundation, multi-agency experience, and track record of securing grant support.
Year 1 Cost Estimate (including transition costs)	\$1,747,000	\$2,123,000
5-Year Cost Estimate	\$9,336,000	\$9,589,000
10-Year Cost Estimate	\$20,158,000	\$20,341,000

RECOMMENDATION

Based on these factors, **the County and Platteville should pursue consolidation.** The level of service can be markedly improved by utilizing a 2-3 seat center and shared modern technology platforms rather than a single-seat center operating a patchwork of partially-connected systems. The risk assessment is a trade-off between lower immediate complexity and long-term risks, vs. moderate complexity and risk in the transition to mitigate long-term issues. And the 10-year costs are essentially equal even before accounting for grant funding, which would likely tilt the cost assessment in favor of consolidation.

4.2 IMPLEMENTATION PLAN

This section outlines a phased implementation plan for the recommendations in this report, over a series of four phases. It delineates the tasks and objectives within each phase and clearly identifies the party responsible for driving the objective. It also points out opportunities for collaboration with user agencies and other public safety partners.

A Gantt chart is also provided to visualize the phases of implementation for each topic area.

4.2.1 PHASE 1: FOUNDATION AND PREPARATION (FIRST 6 MONTHS)

This first phase establishes the legal, organizational, and planning foundations for consolidation. No operational changes occur during this phase. Both centers continue independent operations while the County and City make binding decisions, initiate procurement, and launch hiring processes. These steps should ensure that every subsequent phase begins with clear authority, defined roles, and sufficient lead time for the crucial tasks that will determine the success of consolidation.

GOVERNANCE AND LEGAL

The Grant County Board and the Platteville Common Council should each adopt a formal resolution authorizing consolidation and committing to a transition timeline. This action, led by elected leadership in each jurisdiction with staff support from the County Administrator and City Administrator respectively, marks the official start of the implementation process and provides the public mandate needed for all subsequent steps.

Following adoption of the resolutions, County and City legal counsel should draft an intergovernmental agreement (IGA) defining the terms of service, cost-sharing methodology, and the transition timeline. The IGA should establish the framework for cost allocation – whether the County absorbs Platteville's dispatch costs entirely or uses a proportional charge-for-service model – even if initial charges are set at zero, so that both parties have a transparent baseline for future negotiation. The Sheriff and the Platteville Police Chief should be actively involved in shaping service-level commitments within the agreement.

Finally, the Sheriff's Office should designate a standing dispatch agenda item at the existing monthly police chiefs' meetings, and establish or formalize an equivalent input channel for fire and EMS agencies (either through the existing Fire/EMS association structure or a new advisory group). This is an administrative step managed by the Communications Supervisor and the Operations Captain, also requiring the active commitment of the Sheriff to ensure consistent attendance and follow-through.

STAFFING

The Sheriff's Office should open recruitment for two additional full-time dispatcher positions and the new Training and Quality Assurance Coordinator role. Recruitment is managed by the Sheriff's Office in coordination with County HR, with interviews conducted by the Communications Supervisor and the

Operations Captain. Given that the FTO training program runs approximately three months, new hires must be onboarded well before go-live to be fully operational by cutover.

In parallel, Platteville Police Department leadership should jointly develop and communicate a retention strategy for Platteville's current dispatch staff. Experience from comparable consolidations shows that dispatchers may leave before the cutover date once consolidation becomes known, creating a coverage risk during the transition. The Lieutenant and the Chief, along with City HR, should lead this effort, which may include stay bonuses, priority consideration for County positions, or other retention mechanisms.

WORKSTATION EXPANSION AND FACILITIES

The Grant County dispatch center was built in 2019 with expansion in mind: it currently has four workstations in use, with space and conduit already in place for up to six. Before proceeding with procurement, the County IT Director and the Operations Captain should confirm that the existing power systems are adequate to support the increased load of two additional workstations. This assessment should be completed early in Phase 1 so that any remediation needs can be incorporated into the procurement and construction timeline.

Based on the assessment findings, the Sheriff's Office – with approval from the Operations Captain and Chief Deputy – should issue procurement for the additional workstation consoles and associated hardware. Console configuration must be validated against the integrated systems already in use: Central Square CAD, telephony platforms, the Zetron radio consoles, and the logging recorder. Procurement lead times for dispatch console furniture and integrated workstation equipment can be substantial, making early issuance critical to keeping the overall timeline on track.

CAD AND SOFTWARE SYSTEMS

The Communications Supervisor, in coordination with County IT and the Central Square vendor, should confirm existing CAD license quantities and initiate the configuration process to add Platteville PD and UW-Platteville PD as formally defined agencies and responding units within the CAD system. Although neither agency currently uses CAD for dispatch, they must be represented in the system so that consolidated dispatchers can create incidents, assign units, and document calls for these agencies from day one. This is a medium-effort configuration task that should be scoped with the vendor early so that testing can occur in Phase 2.

The County and Platteville should also make a binding decision on the records management transition strategy for Platteville's Talon Incident Management System (TIMS). Two viable options exist: keeping TIMS active as a legacy reference system while using Central Square RMS for all new Platteville entries going forward, or pursuing a data migration from TIMS into Central Square. Given TIMS's low annual cost (approximately \$4,500 per year) relative to the likely expense of a full data migration, the legacy access approach is the more practical near-term path. This decision should be made by the Sheriff's Office and Platteville PD leadership, with input from both IT departments.

Finally, the Sheriff's Office should begin evaluating EMD software platforms. While EMD implementation is not required until later phases, the grant funding implications make early action important: if the

County accepts any additional State E911 grant funds, it must implement an EMD program within three years. Evaluating platforms and identifying a procurement path in Phase 1 – led by the Communications Supervisor with guidance from the Operations Captain – will prevent this requirement from becoming a constraint later in the process.

PHONES AND 911 CALL ROUTING

The County IT Director and the Communications Supervisor, working with the ESInet provider (currently Synergem, transitioning to the State's AT&T ESInet), should conduct a full audit of the existing 911 call routing configuration across the County. The primary goal is to confirm that all wireless and wireline 911 calls – including any remaining wireline exceptions currently routing to Platteville – will route directly and consistently to the Grant County PSAP under consolidated operations. Most wireless routing is already configured correctly; the wireline exceptions for Platteville's local exchange are the key area to validate and correct.

Any identified routing corrections should be initiated with the ESInet provider and the relevant wireline carriers during Phase 1. These corrections are straightforward but require coordination with external parties due to potentially long lead times. In parallel, the County and Platteville should validate the existing configuration for after-hours forwarding of Platteville's administrative and non-emergency calls to the County center. This item that involves both the City's Mitel phone system and the County's Central Square platform. The Platteville PD Lieutenant and the County's Communications Supervisor should jointly lead this review, with support from their respective IT contacts.

RADIO

The Sheriff's Office, in coordination with the County's radio system vendor, should confirm the completion of the Tait simulcast system cutover and formal acceptance testing. The new 11-site simulcast system is a prerequisite for consolidated operations; fire and EMS agency leaders have consistently cited the radio system as their primary concern about consolidation, and the County cannot credibly proceed without the new system fully operational. The Sheriff and Operations Captain should monitor this milestone closely and communicate its status to stakeholder agencies.

Once the simulcast system is confirmed operational, the Sheriff's Office and radio vendor should assess the console configuration required to support the new shared talkgroup plan. This assessment should be led by the Sheriff's Communications Manager and the County IT Director, with RaCom engaged early given procurement and programming lead times.

Finally, the Sheriff's Office should work with Platteville PD leadership to begin defining the shared talkgroup structure and the radio communication protocol changes that Platteville officers will need to adopt. Platteville officers currently use encrypted channels extensively and tend toward detailed verbal communication, a practice that will need to change on a shared talkgroup. Early communication with Platteville PD leadership about these expectations will help shape the training content developed in Phase 2.

SOPS AND CONFIGURATION

The Platteville PD Lieutenant, working with the County's Communications Supervisor, should compile a complete inventory of Platteville's current standard operating procedures, call-handling protocols, and agency-specific dispatch instructions. This includes procedures for Platteville PD, Platteville Fire, UW-Platteville PD, and Southwest Health EMS, as well as any alarm monitoring, after-hours call handling, and administrative functions currently managed by Platteville dispatchers. The goal of this inventory is to ensure that no existing protocol is overlooked during the consolidation, not to evaluate whether each procedure will be retained.

With the inventory in hand, the Communications Supervisor and the Lieutenant should conduct a gap analysis comparing Platteville's procedures to those currently in use at the County PSAP. Areas of difference – in dispatch protocols, notification chains, response thresholds, and ancillary duties – should be documented and prioritized for SOP drafting in Phase 2. Concurrently, the Communications Supervisor and the Central Square vendor should identify all CAD response plans and paging/tone-out protocols that will need to be created or modified to accommodate Platteville Fire and Southwest EMS under centralized dispatch, ensuring that alerting and response configuration work can be properly scoped for Phase 2.

TRAINING

The County's Communications Supervisor should conduct an assessment of the training gaps that County dispatchers will face when taking on full responsibility for Platteville's agencies. The most significant gaps are likely to involve local geography and street-level knowledge of the City of Platteville, Platteville-specific agency protocols, and the radio communication practices of Platteville PD and its mutual aid partners. This assessment should inform the training content developed and delivered in Phase 2, and it should be completed early enough in Phase 1 to allow adequate preparation time.

The FTO program, currently managed by the Communications Supervisor with teaching performed by trained senior dispatchers, will need to absorb new hires in Phase 2. In Phase 1, the Supervisor should assess the current FTO capacity – specifically, how many certified FTOs are available and whether any additional dispatchers need to be prepared for that role before new hires arrive. If the new Training and Quality Assurance Coordinator position is filled early in the process, that individual should be engaged in this assessment as well, as training program oversight will ultimately fall within their responsibilities.

4.2.2 PHASE 2: BUILD-OUT AND READINESS (6-12 MONTHS)

This is the active build-out period. With the decisions and procurements initiated in Phase 1 executed, the goal of Phase 2 is to arrive at a point where every physical, technological, staffing, and procedural element needed for consolidated operations is in place and ready for end-to-end testing in Phase 3. No workstream should enter Phase 3 with open action items. Both centers continue to operate independently through the end of this second phase.

GOVERNANCE AND LEGAL

With the signed IGA in place, the Sheriff's Office – in coordination with the County's emergency management director and any grant-writing resources available to the County – should prepare and submit a State E911 grant application covering eligible one-time transition expenses. These may include EMD software implementation, additional radio consoles, system integration work, data migration activities, and dispatcher training costs associated with consolidation. The State's grant program explicitly permits PSAP consolidation activities, but amounts must be carefully scoped and documented. Routine operational costs such as staffing, ongoing software licensing, and general communications infrastructure are not eligible. The grant application should also include a scoping package for the Platteville backup site buildout, which can be covered at up to 90% by State funds in a future grant cycle.

The Sheriff and Operations Captain should also use Phase 2 to formally communicate the consolidation timeline to all user agencies through the established stakeholder channels. Fire and EMS agencies in particular have expressed concerns about the radio system and staffing adequacy, and they should receive direct briefings from dispatch leadership rather than learning about the timeline secondhand. This communication effort is led by the Communications Supervisor and the Operations Captain, with support from the Sheriff.

STAFFING

New dispatcher hires and the Training and Quality Assurance Coordinator should be onboarded and placed into the FTO training program during Phase 2. Onboarding is coordinated by the Communications Supervisor with support from County HR and IT, following the existing process: an initial orientation day covering policies, values, and system access, followed by approximately two months of FTO program instruction covering geography, call intake, radio procedures, and equipment, and then a supervised shadow phase before independent operations. Given that the FTO program runs roughly three months in total, new hires must begin no later than the midpoint of Phase 2 to be cleared before go-live.

The Communications Supervisor should also brief all current County dispatchers on the consolidation timeline, their expanded responsibilities, and any changes to shift structure or scheduling that will take effect at cutover. Platteville PD leadership are responsible for briefing Platteville's dispatch staff on their individual transitions, whether to County positions, administrative lobby roles, or separation. Both agencies should treat this communication as a retention risk management effort: dispatchers who feel uncertain about their futures are most likely to leave before cutover, creating coverage gaps at a critical moment.

Platteville's City HR and the PD Lieutenant should complete the reclassification, posting, and selection process for post-consolidation administrative or lobby-facing positions so that the staffing model is settled before Platteville dispatchers formally separate from dispatch duties. The timing of these transitions must be carefully sequenced with the go-live date to avoid a coverage gap at the Platteville PD lobby.

WORKSTATION EXPANSION AND FACILITIES

The new workstation consoles procured in Phase 1 should be delivered and installed on the Grant County dispatch floor during Phase 2. This is a coordinated effort between the Sheriff's Office and County IT, and the relevant hardware and furniture vendors. Installation should account for the full integration stack at each console: CAD access via Central Square, telephony via the existing platforms, radio control via Zetron, monitoring system access, and connection to the NICE logging recorder (or its replacement if an upgrade has been selected). Each console should be treated as a complete operational position, not just a hardware installation.

Following installation, the County IT Director and the Communications Supervisor should conduct a structured validation of network capacity and performance at the Grant County center under the increased console load. This includes confirming that the network infrastructure can sustain simultaneous CAD, radio, telephony, and monitoring traffic across all active positions without degradation. Any identified bottlenecks should be remediated before Phase 3 testing begins. Power, UPS, and generator systems should also be tested under load at this stage to confirm that facility support systems are adequate for consolidated operations.

The fiber connection between Grant County and Platteville, which was installed to support redundancy and radio infrastructure, should also be formally evaluated for its suitability to carry voice, CAD data, and continuity traffic under a consolidated model. This assessment, led by the County IT Director in coordination with Platteville's City IT contact, should result in a documented finding on the link's capacity and resiliency. If the connection is to serve any backup or continuity role, its performance characteristics must be confirmed through testing rather than assumed based on design specifications.

CAD AND SOFTWARE SYSTEMS

The Communications Supervisor and the Central Square vendor should complete the CAD configuration work initiated in Phase 1, including finalizing agency definitions, unit types, response plans, and geographic zones for Platteville PD and UW-Platteville PD. CAD event types and dispatcher workflow logic should be reviewed and aligned to support centralized operations, including the handling of incidents that were previously created in TIMS and will now be entered in Central Square from the consolidated center. The TIMS legacy access approach should be confirmed and documented, with clear procedures established for how dispatchers will reference historical Platteville records without creating dual-entry workflow burdens.

EMD software implementation should begin in Phase 2, led by the Communications Supervisor and the incoming Training and Quality Assurance Coordinator. This is an effort-intensive item and involves selecting and configuring the software platform, working with Platteville Fire and Southwest Health EMS to align scripts, response criteria, and pre-alert protocols within the system, and integrating the EMD platform with Central Square CAD. The Training and Quality Assurance Coordinator should take ownership of the EMD program configuration and ongoing administration, as this role is specifically designed to manage the quality assurance processes that EMD requires. Dispatcher certification training will follow in the training workstream.

Mobile CAD connectivity for all existing deployments – including the agencies that currently use Central Square mobile in their vehicles – should be validated under the centralized dispatch configuration to confirm that unit status updates, acknowledgments, and incident data continue to flow correctly when dispatch authority shifts to the County center. Any Platteville agencies considering mobile CAD adoption should have a decision made in Phase 2 so that account creation and device configuration can be completed before go-live. This validation is managed by the Communications Supervisor and the County IT Director, with the Central Square vendor engaged for any configuration changes.

PHONES AND 911 CALL ROUTING

Any 911 call routing corrections identified in Phase 1, particularly remaining wireline exceptions that currently route directly to Platteville, should be executed with the ESInet provider during Phase 2. The County IT Director and the Communications Supervisor should coordinate this work with the relevant carriers and the ESInet provider, confirming upon completion that all wireless and wireline 911 calls originating anywhere in the County route consistently to the Grant County PSAP. This is straightforward from a technical complexity standpoint, but it requires careful coordination with external parties and should not be left until Phase 3.

After-hours administrative call forwarding from Platteville to the County center should be configured and tested during Phase 2. This involves both Platteville's Mitel municipal phone system and the County's Central Square telephony platform, and requires coordination between the two IT departments and the respective dispatch supervisors. The configuration should be validated against all relevant scenarios: routine after-hours forwarding, calls received during degraded conditions, and any call-handling behavior expected if Platteville assumes a backup role. The Platteville Lieutenant and the Communications Supervisor should jointly define the expected call-handling procedures at the County end, and County dispatchers should be briefed on the anticipated volume and nature of forwarded Platteville administrative calls.

Call-handling capacity and dispatcher workflow under consolidated call volumes should also be modeled and reviewed during Phase 2. The Communications Supervisor, working with the Operations Captain, should assess queue behavior, peak-hour scenarios, and dispatcher workload using the combined call volume data from both centers, and confirm that the staffing model and console configuration can sustain service levels during high-demand periods without degradation. Any identified capacity concerns should be flagged and addressed before Phase 3 testing.

RADIO

The additional radio consoles should be ordered, delivered, and installed at the Grant County dispatch floor during Phase 2. RaCom, the County's radio system vendor, should be engaged to program the new console with the appropriate channel configuration, including all County law enforcement, fire, EMS, and support channels. The console profile should also be configured to support Platteville PD and UW-Platteville PD talkgroups under the channel alignment determined in Phase 1. This task should be managed by the Communications Supervisor and the County IT Director in coordination with RaCom.

A critical and high-effort action during Phase 2 is resolving the encryption key configuration at the Grant County console positions. Currently, County dispatch consoles cannot monitor Platteville PD's encrypted primary law enforcement channel because the necessary encryption keys have not been provisioned. The Communications Supervisor, the County IT Director, and Platteville PD leadership must work with RaCom to provision the correct encryption keys at the consolidated dispatch consoles and establish documented key management and access control procedures. This is not a radio infrastructure issue but a console programming and policy decision, and it must be resolved before testing can occur.

Tone-out paging and CAD-integrated alerting logic for Platteville Fire and Southwest Health EMS should be configured and validated in Phase 2. The Communications Supervisor and the Central Square vendor should confirm that the consolidated center can initiate and manage tone-out paging for all Platteville fire and EMS agencies using the existing Zetron console, with the correct agency-specific tone sets and alerting procedures in place. The Fire Chief and Southwest EMS Director should be directly involved in reviewing and approving the paging configuration before it is finalized, given that fire and EMS alerting has been identified as a higher-risk transition area by both agencies and by stakeholders throughout the study.

CONFIGURATION AND SOPS

Drawing on the gap analysis completed in Phase 1, the Communications Supervisor and the Training and Quality Assurance Coordinator should draft consolidated standard operating procedures for all Platteville agency protocols during Phase 2. This includes call-handling procedures for Platteville PD, Platteville Fire, UW-Platteville PD, and Southwest Health EMS; alarm monitoring and ancillary system procedures for any Platteville systems that will be visible at the consolidated center; and after-hours administrative call handling. Draft SOPs should be reviewed by the Platteville PD Lieutenant and each relevant agency's leadership for accuracy and to ensure that consolidated procedures meet each agency's operational expectations before they are finalized.

Circulation and comment on draft SOPs should be managed formally, with a defined review window and a clear process for reconciling agency feedback with operational constraints. The Communications Supervisor should lead this process, with the Operations Captain involved in any procedural decisions that have scheduling or resource implications. SOPs should not be considered final until agency leadership has explicitly signed off, as these documents will govern how the consolidated center serves each agency from Day One of operations. Unresolved procedural questions at this stage will surface as problems during Phase 3 testing, when they will be more difficult and disruptive to address.

All CAD response plans, paging protocols, and alerting configurations should be finalized alongside the SOP development process, since the two are interdependent. The Communications Supervisor and the Central Square vendor are responsible for ensuring that the CAD configuration matches the procedures documented in the SOPs – including response thresholds, unit assignment logic, and notification chains for each agency. Any discrepancies identified during SOP review should trigger a corresponding update to the CAD configuration before Phase 3 begins.

TRAINING

EMD dispatcher training and certification should be completed for all active County dispatchers during Phase 2. The Training and Quality Assurance Coordinator, working with the selected EMD software vendor, should develop the training curriculum and schedule, coordinating with the Communications Supervisor to ensure that training is sequenced across shifts without creating coverage gaps. All dispatchers must be certified before the consolidated center goes live, both as an operational requirement and as a condition of State grant funding compliance. New hires who are still in the FTO program at the time EMD training is delivered should receive EMD training as part of their structured onboarding curriculum.

Geography and local knowledge training focused on the City of Platteville and its surrounding service area should be delivered to all County dispatchers during Phase 2. This training should cover Platteville street geography, landmark addresses, agency response areas, and any location-specific operational nuances – such as the UW-Platteville campus, the Southwest Health hospital complex, and the geographic relationship between Platteville Fire's city versus county response areas. The Communications Supervisor and the Platteville PD Lieutenant should jointly develop the content for this training, with the Lieutenant contributing local knowledge that may not be captured in existing mapping tools.

Radio procedure training should also be conducted during Phase 2, covering the revised talkgroup structure, the shared law enforcement channel expectations, and the specific radio discipline requirements that County dispatchers must enforce when working with Platteville PD officers. This training is particularly important because Platteville officers currently use significantly more airtime than is appropriate for a shared channel environment. County dispatchers need to understand the behavioral norms they will be reinforcing and the procedures they will follow if communications do not meet expectations. The Communications Supervisor should lead this training, with RaCom available to support the technical elements. Tabletop exercises simulating consolidated operational scenarios should conclude the Phase 2 training effort, providing a structured opportunity to identify gaps before live testing begins.

4.2.3 PHASE 3: TESTING, CUTOVER, AND STABILIZATION (12-18 MONTHS)

This phase converts the build-out work of Phase 2 into demonstrated operational readiness. Every system, procedure, and staffing arrangement should be tested end-to-end before the cutover date is confirmed. No workstream should reach the go-live decision point with unresolved open items; the purpose of this phase is to surface and resolve problems under controlled conditions, not to discover them after Platteville has ceased independent dispatch operations. Following cutover, a structured 90-day stabilization period provides the consolidated center with monitored operational experience and a formal opportunity to identify and address any gaps not caught in testing.

GOVERNANCE AND LEGAL

The Sheriff and the Platteville Police Chief should confirm, at the opening of Phase 3, that the IGA is fully executed and that cost-sharing terms are active and understood by both agencies' finance and administrative staff. If any elements of the agreement were left conditional on the outcome of Phase 2 build-out or testing, those conditions should be formally resolved before a cutover date is set. The County Administrator and City Administrator are responsible for ensuring that budget plans on both sides reflect the consolidated model for the upcoming fiscal year, including Grant County's increased personnel costs and Platteville's reduced dispatch footprint.

The Sheriff and the Operations Captain should also confirm that the stakeholder engagement structures established in Phase 1 are operational and producing regular, documented contact with user agencies. The monthly police chiefs' meeting dispatch agenda item and the fire and EMS advisory channel should both be active and generating substantive dialogue before go-live, not merely scheduled for future use. These channels serve as the primary mechanism through which agency leaders will raise concerns during the stabilization period, and their credibility depends on a demonstrated track record of responsiveness before cutover, not after.

A formal post-implementation review, led by the Sheriff and the Communications Supervisor, should be scheduled for 90 days after go-live with the full steering team and key agency stakeholders. This review should evaluate performance against the service-level commitments established in the IGA, identify any operational concerns raised through the stakeholder input channels, and document lessons learned that may inform future modifications to procedures, staffing, or governance arrangements.

STAFFING

The Communications Supervisor should confirm that all positions required for consolidated operations are fully filled and that all candidates have completed training before committing to a go-live date. This means that the two new full-time dispatchers and the Training and Quality Assurance Coordinator have completed the FTO program and are cleared for independent operations, and that the existing dispatcher pool has completed all required EMD, geography, and radio procedure training. If any position remains unfilled or any training requirement is outstanding at the point of scheduling cutover, the go-live date should be adjusted to ensure consolidated operations begin with a fully prepared workforce.

The Communications Supervisor, working with the Operations Captain, should review the scheduling model for the consolidated center during Phase 3 and confirm that shift coverage meets the minimum staffing standards – a minimum of two dispatchers at all times, with a third available during the peak hours identified in the workload analysis (9 a.m. to 9 p.m.). The scheduling model should also account for the early transition period, when new dispatchers and the consolidated team may benefit from additional supervisory presence or overlap. Any mandatory overtime reliance built into the model should be identified and, where possible, addressed through scheduling adjustments rather than accepted as routine.

The Platteville Police Chief and City HR should complete the staffing transition for the Platteville PD's post-consolidation administrative function during Phase 3, ahead of the go-live date. Platteville

dispatchers who are separating from dispatch duties should have clarity on their individual timelines and separation terms before cutover. Dispatchers moving into the County's dispatch operation should be fully transitioned into County employment and scheduling.

WORKSTATION EXPANSION / FACILITIES

The County's IT Director and the Communications Supervisor should conduct a final, structured validation of all workstations on the Grant County dispatch floor under simulated consolidated operational conditions. This means running all consoles simultaneously with CAD, telephony, radio, and monitoring systems active, and confirming that no console experiences degraded performance, dropped connections, or integration failures under combined load. Validation should focus on operational performance as actually experienced by dispatchers – response times, audio quality, display functionality – rather than on nominal system capacity as measured in isolation.

All facility support systems and network infrastructure should be tested under load during Phase 3, with documented results. The County's IT Director should confirm that the dispatch center can sustain operations through a simulated primary power failure, with automatic failover to generator power occurring without disruption to active calls or radio communications. Any deficiencies identified during this testing should be remediated before the cutover date is set.

Backup and continuity procedures for the primary dispatch site should be documented and reviewed by the Communications Supervisor and the Operations Captain during Phase 3. While Platteville is not yet operational as a formal backup PSAP, the consolidated center must have documented procedures for managing a disruption to the Grant County facility. These should include how dispatch operations would be sustained during an outage, who has the authority to activate contingency measures, and how agency partners would be notified. These procedures should be reviewed with the Sheriff and briefed to agency stakeholders before go-live.

CAD AND SOFTWARE SYSTEMS

The Communications Supervisor and the County's IT Director, working with the Central Square vendor, should conduct end-to-end CAD testing for all Platteville agencies during Phase 3. This testing should simulate realistic operational scenarios: incidents initiated by Platteville 911 calls routed to the consolidated center, dispatch of Platteville PD and UW-Platteville PD units, paging and CAD notification of Platteville Fire and Southwest Health EMS, and radio traffic documentation under centralized operations. Each agency's response plans, unit assignments, and paging logic should be exercised and validated against the finalized SOPs. Any configuration errors or workflow gaps identified during testing must be corrected before cutover and go-live.

The EMD program integration with Central Square CAD should also be validated during Phase 3, with the Training and Quality Assurance Coordinator leading this effort. Test scenarios should exercise the full EMD workflow: call interrogation, protocol selection, pre-alert dispatch, and quality assurance review. The Coordinator should confirm that the QA review process is operational and capable of generating the documentation that will be required for both internal program management and State grant compliance.

At least one complete cycle of EMD call handling, review, and feedback should be completed under supervised conditions before go-live.

The records management transition for Platteville should be finalized during Phase 3. The Communications Supervisor and the Platteville Police Department's administrative staff should confirm that TIMS legacy access is available at the consolidated center, that dispatcher procedures for referencing historical Platteville records are documented and understood, and that new incident records for Platteville agencies are being created correctly in Central Square RMS during test scenarios. Any dual-entry risks or workflow ambiguities identified during testing should be resolved through procedural clarification before cutover.

PHONES AND 911 CALL ROUTING

The County's IT Director and the Communications Supervisor should conduct live and simulated 911 call routing tests from multiple origination points within and around the City of Platteville during Phase 3. These tests should confirm that wireless calls, wireline calls from within the Platteville exchange, and transferred calls from any neighboring jurisdiction all route correctly and consistently to the Grant County PSAP, with complete ANI/ALI data delivered to the consolidated dispatch workstation. Any routing exceptions or data delivery failures identified during testing should be resolved with the ESInet provider and relevant carriers before go-live.

Administrative call forwarding should be tested under all relevant staffing scenarios: standard after-hours forwarding when the Platteville PD lobby is unstaffed, call handling during periods of reduced or contingency operations, and any forwarding behavior expected during degraded conditions. The Communications Supervisor and the Platteville Police Department's administrative supervisor should jointly review the results and confirm that call-handling procedures at the County end are understood by all dispatchers. The volume and nature of forwarded Platteville administrative calls should be incorporated into dispatcher briefings so that County staff are not encountering unfamiliar call types for the first time on go-live day.

Telephony failover and continuity behavior should be tested during the facility-level resiliency testing. The County's IT Director should confirm that the 911 call-taking platform sustains operations through simulated primary site outage scenarios, and that failover behavior – including automatic rerouting of inbound calls – functions as designed without dispatcher intervention. Any gaps between designed and actual failover behavior should be remediated before the cutover date is confirmed.

RADIO

The Communications Supervisor and the County's IT Director, with support from the County's radio system vendor, should conduct functional radio testing with all Platteville agencies during Phase 3. This testing should confirm audio quality and channel access on all configured channels, including the shared law enforcement channel, the fire and EMS dispatch channels, and Platteville PD's encrypted channel. Dispatchers should exercise all channel configurations under simulated operational conditions, including transmitting and receiving on the encrypted channel and processing fire and EMS tone-out paging for

Platteville agencies. Any audio quality, access control, or logging gaps should be identified and corrected before go-live.

Tone-out paging and CAD-integrated alerting for Platteville Fire and Southwest Health EMS should receive particular attention during Phase 3 testing, given that fire and EMS alerting is a higher-risk transition area. The Communications Supervisor should coordinate live testing with the Platteville Fire Chief and the Southwest Health EMS Director, confirming that tone sets, paging sequences, and alerting logic produce the expected field response in each agency. These tests should be conducted at times and under conditions that allow agency leadership to directly observe and validate the results.

The logging recorder should be confirmed as capturing all relevant channels under the consolidated configuration, including the new console positions, the Platteville PD encrypted channel, and the fire and EMS paging channel. The Communications Supervisor should verify that recordings are segmented correctly, retrievable by authorized personnel, and that the audit trail is complete and CJIS-compliant for law enforcement channels. If the County is in the process of replacing the existing NICE logger, the replacement system must be fully operational and validated before go-live.

CONFIGURATION AND SOPS

The Communications Supervisor and the Training and Quality Assurance Coordinator should confirm that all consolidated SOPs have been finalized, reviewed by the relevant agency leadership, and distributed to all dispatchers before go-live. Dispatchers must have authoritative, final procedures available at their consoles from Day One. The Coordinator should maintain a version-controlled SOP repository, and all dispatchers should be able to confirm they have reviewed the current versions of procedures relevant to their responsibilities.

Agency leadership – including the Platteville Police Chief, Platteville Fire Chief, and the Southwest Health EMS Director – should formally sign off on the SOPs governing their agencies' dispatch procedures before the cutover date is confirmed. This sign-off is the mechanism by which agency leaders confirm that the consolidated center's procedures accurately reflect their operational expectations. Any agency that has not signed off on its procedures by the end of Phase 3 pre-testing should trigger a review meeting between the Communications Supervisor, the Operations Captain, and the relevant agency leadership to resolve the outstanding issues before go-live.

The CAD configuration should be confirmed as fully synchronized with the finalized SOPs before go-live. The Communications Supervisor and the Central Square vendor should complete a final side-by-side review of response plans, paging protocols, unit assignment logic, and alerting configurations, ensuring that the system does what the procedures say it will do. Any discrepancies found during this review should be corrected in the CAD configuration.

TRAINING

Any training deficiencies identified during Phase 2 or during Phase 3 testing should be remediated before go-live. The Training and Quality Assurance Coordinator should maintain a tracking document for all training requirements, including EMD certification, geography, radio procedures, Platteville-specific

agency protocols. They should also confirm that every active dispatcher has completed the required curriculum. The Communications Supervisor should review and approve this tracking document and should not authorize the cutover date until all outstanding training items are closed.

GO-LIVE AND STABILIZATION

The cutover date should be set by the Sheriff and the Platteville Police Chief jointly, based on the confirmed readiness of all workstreams. Each of the preceding sections should have a documented sign-off from the responsible party before the date is finalized. The cutover itself should be executed on a day and at a time that maximizes supervisory coverage at the consolidated center, avoids known high-call-volume periods, and allows agency leadership to be available for any immediate post-cutover coordination needs.

During the first 90 days of consolidated operations, the Communications Supervisor should monitor performance indicators – 911 answer times, dispatch intervals, dispatcher occupancy rates, and any incidents of missed or delayed alerts – on at least a weekly basis and report findings to the Operations Captain and the Sheriff. Any performance concern that falls outside normal operating parameters should be escalated promptly and addressed before the 30- and 60-day check-ins with agency stakeholders. The Training and Quality Assurance Coordinator should begin formal EMD QA reviews during this period, both to fulfill the grant compliance requirement and to establish the review cycle as a routine operational practice from the outset of consolidated operations.

The formal 90-day post-implementation review, led by the Sheriff and the Communications Supervisor with participation from agency stakeholders through the established advisory channels, should assess whether the consolidated center is meeting the service-level commitments in the IGA, identify any operational issues that have emerged since go-live, and produce a documented set of action items for resolution. This review marks the official close of the implementation process and the beginning of steady-state consolidated operations. Outstanding items from the review should be assigned to responsible parties with defined timelines, and progress should be reported at the subsequent stakeholder meeting.

4.2.4 PHASE 4: POST-CONSOLIDATION

This phase begins once the consolidated center has completed its 90-day stabilization period and entered steady-state operations. The work of this phase is forward-looking: it addresses the enhancements and investments that were not covered during consolidation itself – most notably the Platteville backup site – as well as the longer-term operational improvements. This phase does not end at a fixed date; it represents the ongoing maturation of the consolidated center over the first several years of its existence.

GOVERNANCE AND LEGAL

As the consolidated center matures, the County should assess whether the governance model remains appropriate for the scale and complexity of operations. The current structure is well-suited to the immediate post-consolidation environment and is consistent with recent Wisconsin practice. However, if

the center expands its user base to include additional municipal agencies, or if the volume of grant-funded capital projects grows, it may be worth revisiting. This assessment should be led by the Sheriff in consultation with the County Administrator and the Platteville Police Chief.

The Sheriff and the Operations Captain should conduct an annual review of the IGA with the Platteville Police Chief and City leadership to assess whether the cost-sharing framework and service-level commitments remain appropriate given actual consolidated operations.

FACILITIES AND BACKUP SITE DEVELOPMENT

The highest-priority facilities action in Phase 4 is pursuing the development of the Platteville facility as a full backup PSAP. As of consolidation, Platteville will retain its two Zetron console positions and its physical dispatch space, but it will lack CAD access, ESInet-integrated 911 call delivery, and the infrastructure required to function independently during a disruption to the Grant County primary site. Establishing a true backup capability requires a coordinated program of infrastructure upgrades, system configuration, and ESInet extension — all of which should be eligible for State E911 grant funding, with up to 90% of costs potentially covered. The County's Emergency Management Director and the County IT Director should take the lead on scoping and submitting the grant application, drawing on the preliminary site evaluation conducted in Phase 1.

The specific infrastructure improvements needed at the Platteville backup site fall into several categories. The existing UPS at Platteville covers technology equipment only, not lighting or HVAC; for the facility to function as a staffed backup dispatch site during an extended primary site outage, the generator's capacity must be confirmed and environmental systems placed on protected power. The fiber connection between the two sites, while in place, must be validated for its capacity to simultaneously carry voice, CAD data, and continuity traffic. And Platteville's workstations must be upgraded with Central Square CAD workstation deployment, ESInet-integrated call delivery capability, and the associated licensing and connectivity. These upgrades should be scoped by the County IT Director and the Platteville City IT contact as part of the grant application, with the radio system vendor engaged to confirm console configuration at the backup site.

CAD AND SOFTWARE SYSTEMS

The most significant CAD-related action in Phase 4 is evaluating the full migration of Platteville PD and UW-Platteville PD from TIMS to Central Square RMS. The approach of keeping TIMS active as a legacy reference system while using Central Square for all new Platteville records is practical as an interim measure, but TIMS will eventually reach end of useful life, and dual-system maintenance adds a small but persistent administrative burden. The Communications Supervisor and the Platteville Police Department's administrative staff should assess annually whether TIMS is still serving a meaningful operational purpose, and the County's IT Director should monitor the vendor's support commitments and any changes to the TIMS licensing arrangement. When the balance tips toward migration — whether driven by TIMS end-of-life, a change in licensing costs, or the operational convenience of a unified RMS environment — the County and City should plan and execute the migration with the Central Square vendor.

The Communications Supervisor and the Training and Quality Assurance Coordinator should also evaluate the feasibility of implementing a CAD-integrated fire and EMS station alerting platform. This is not a consolidation requirement, but it becomes particularly valuable once the EMD program is operational, as it would enable structured incident data – including EMD call classification, caller location, and unit assignments – to be delivered directly from CAD to fire and EMS stations and mobile devices. This reduces dispatcher radio workload, improves alerting consistency, and supports faster response initiation. Any evaluation should include coordination with the Platteville Fire Chief and the Southwest Health EMS Director, given that these agencies would be directly affected.

PHONES AND 911 CALL ROUTING

The County is in the process of transitioning from the Synergem ESInet to the State's AT&T ESInet, and this transition should be treated as a significant routing event when it occurs, requiring the same level of validation applied during Phase 2. No ESInet transition should be considered complete until end-to-end 911 call delivery from all geographic areas of the County has been tested and confirmed.

As the backup PSAP site at Platteville is developed in Phase 4, the 911 telephony configuration must be extended to support independent call delivery at that location. This will require provisioning ESInet trunking directly to the Platteville site rather than relying on the extension of the Grant County server environment as is currently the case. The County's IT Director should coordinate this extension with the ESInet provider as part of the backup site development project, ensuring that the Platteville site can receive and process 911 calls independently of the Grant County primary site during a continuity event.

RADIO

As the backup PSAP at Platteville is developed, the radio console configuration at the Platteville site must be fully validated as part of that project. The two existing Zetron consoles at Platteville should be programmed with access to all required County channels, including the shared law enforcement channels, fire and EMS paging, and the encrypted law enforcement channel. They should also be tested for audio quality, channel access, and logging integration. The County's radio system vendor should lead this configuration work, with the Communications Supervisor confirming operational readiness before the backup site is declared active.

SOPS AND CONFIGURATION

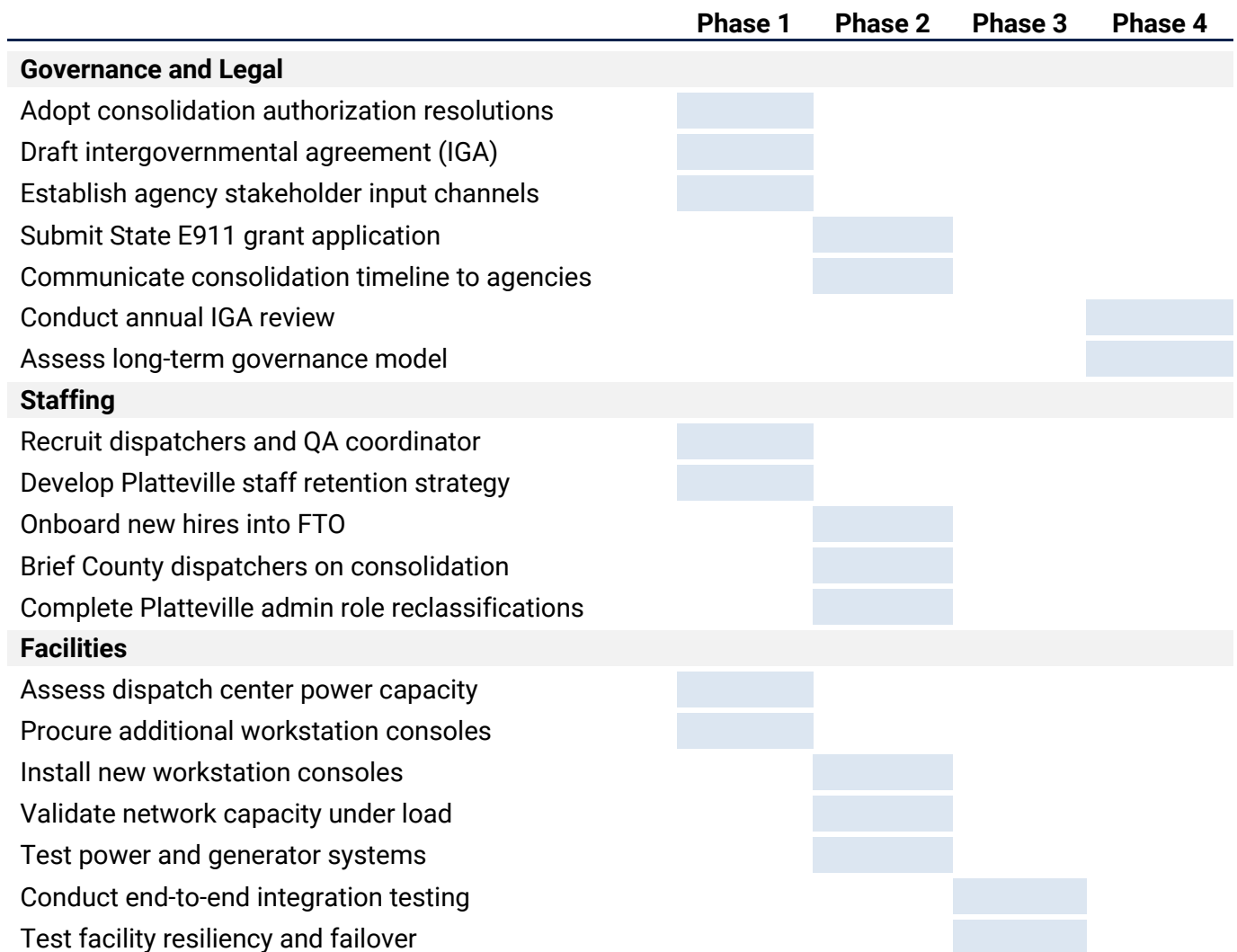
The Training and Quality Assurance Coordinator should establish a formal SOP review and update cycle, reviewing all consolidated dispatch procedures on at least an annual basis and following any significant operational event, agency protocol change, or technology update that affects dispatch procedures. SOPs should be treated as living references that must keep pace with changes in agency practices, CAD configuration, radio channel assignments, and EMD protocols. Agency leadership should be formally included in the SOP review cycle. The Coordinator should maintain a version-controlled repository and distribute updated procedures to all dispatchers within a defined timeframe following any revision.

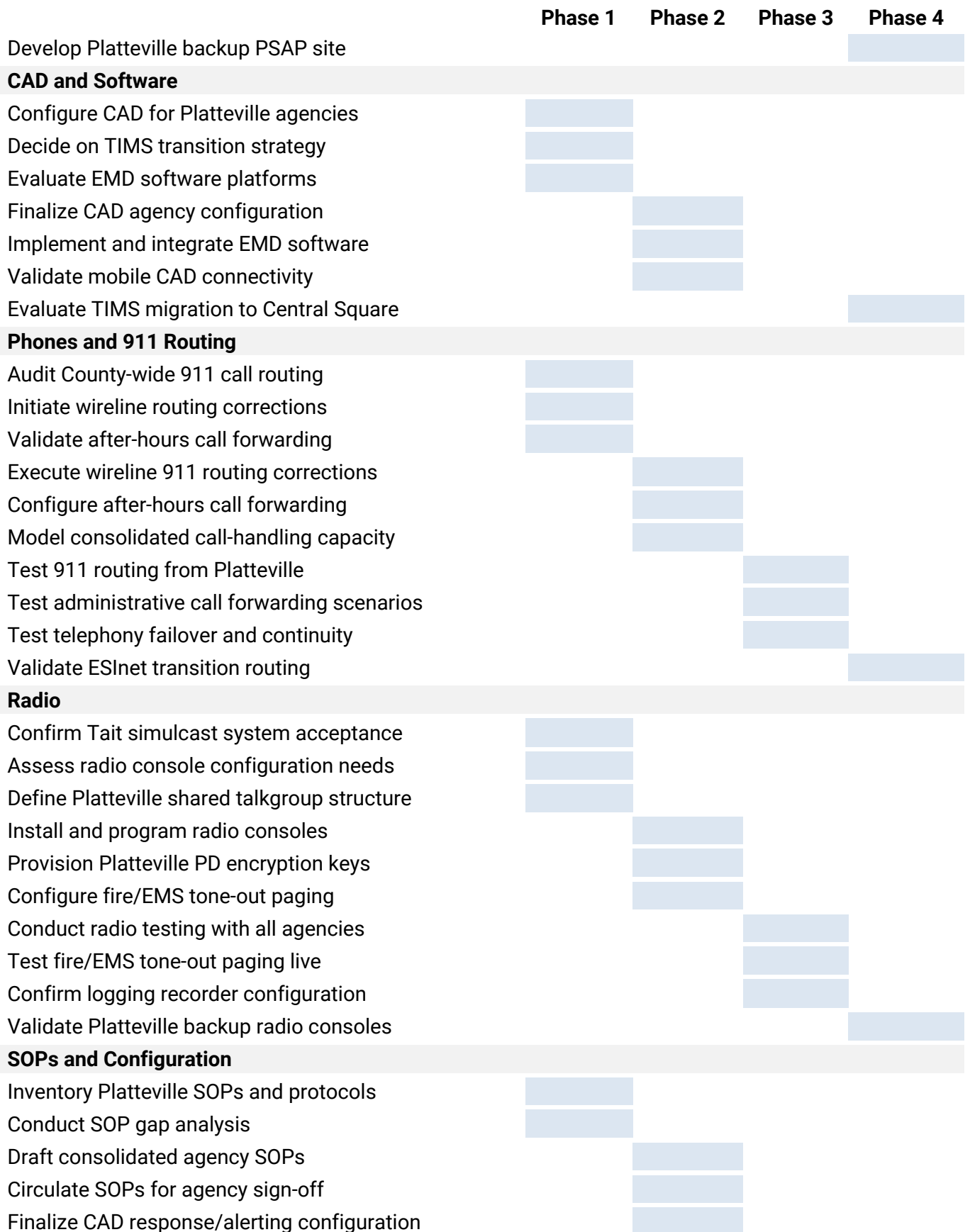
TRAINING

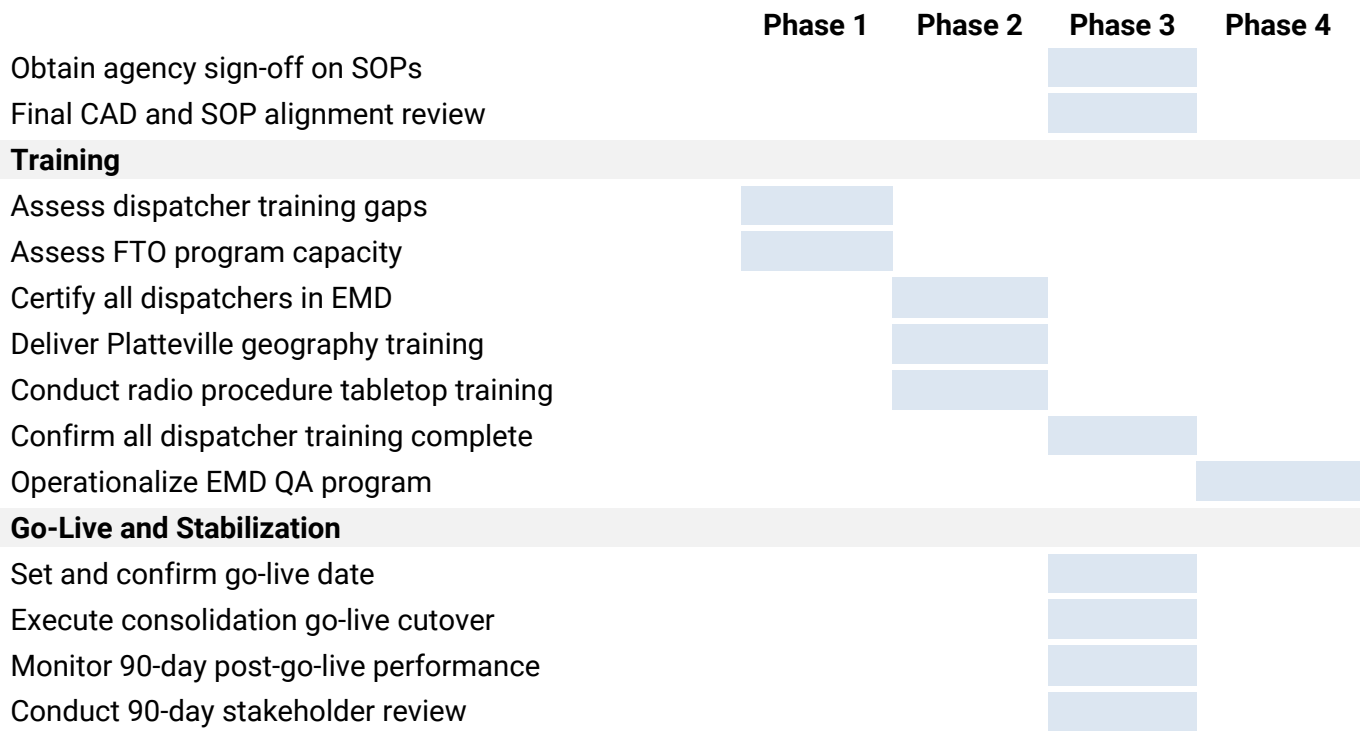
The Training and Quality Assurance Coordinator should fully operationalize the EMD quality assurance program, moving from the initial review cycle begun during the Phase 3 stabilization period to a mature, documented QA process. This includes defining call review selection criteria, establishing scoring standards, providing structured feedback to individual dispatchers, and generating periodic reports for the Communications Supervisor and the Operations Captain. The QA process should also fulfill any reporting requirements imposed by the State as a condition of the EMD grant funding. The Coordinator should work directly with the Platteville Fire Chief and the Southwest Health EMS Director to ensure that EMD protocols reflect current agency expectations and that any changes to EMD software configuration are coordinated with those agencies before implementation.

4.2.5 TIMELINE CHART

The following chart shows the phased implementation plan recommended in the points above across Phases 1-4.







APPENDIX – CURRENT STATE PROFILE

This current state profile was compiled for Grant County as part of the public safety answering point (PSAP) feasibility study conducted by Matrix Consulting Group. This profile describes the current organization, budget, staffing, workload, facilities, and technology resources of each Center, as of the end of 2025. It was constructed through interviews with management and staff in each agency, on-site observations, and a review of the data obtained.

1. INTRODUCTION

The emergency communications environment in Grant County is supported by two distinct PSAPs, each with their own jurisdictions and customer agencies.

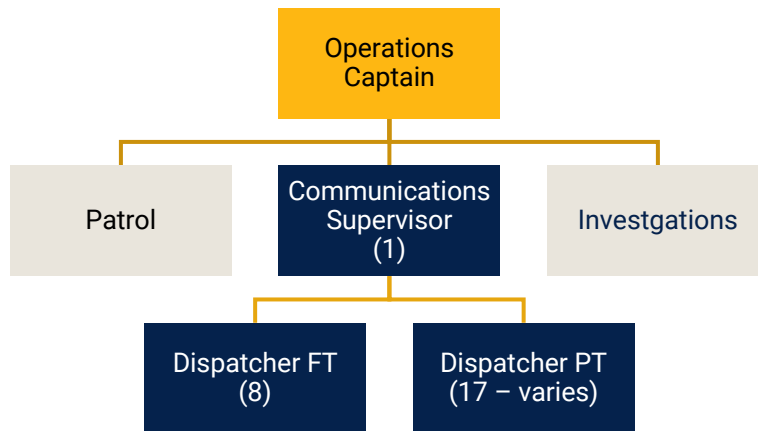
- The Sheriff's Office dispatch center is the primary PSAP for all wireless 9-1-1 calls in the County. It also receives landline calls from all jurisdictions except Platteville, and it dispatches the Sheriff's Office as well as all law enforcement and Fire/EMS units in the County other than those handled by Platteville.
- The Platteville dispatch center, located in the Police Department, processes calls from its jurisdiction as well as those transferred from the County center. It dispatches the Platteville police and fire departments as well as the UW-Platteville PD and the Southwest Medical System EMS units.

EMS response and medical transport is performed by EMS departments in each jurisdiction. The two dispatch centers share the use of E911 infrastructure, and a planned countywide radio network project will connect all agencies' radio systems as well.

2. GRANT COUNTY

The County's emergency communications center is a division of the Sheriff's Office. It serves as the primary PSAP for all cellular 9-1-1 calls in the County. It also receives landline calls from all jurisdictions except Platteville, and it dispatches the Sheriff's Office as well as all law enforcement and Fire/EMS units in the County other than those handled by Platteville. The following organizational chart depicts the structure of the dispatch center.

GRANT COUNTY DISPATCH ORGANIZATIONAL CHART



2.1 STAFFING

This section describes the center’s staffing levels, primary roles and duties of staff, and the shift schedule.

STAFF ROLES AND RESPONSIBILITIES

The following table outlines the number of currently filled and authorized positions in the dispatch center, as well as a summary of their key roles and responsibilities.

GRANT COUNTY – STAFF ROLES AND RESPONSIBILITIES

Position Curr. Auth. Roles and Responsibilities

Position	Curr.	Auth.	Roles and Responsibilities
ADMINISTRATION			
Operations Captain	1	1	Reports to the Chief Deputy. Oversees the 911 dispatch center in addition to patrol and investigations. Leads technology and radio system projects, supervises operations, staffing and organizational direction, coordinates countywide public safety partnerships.
OPERATIONS			
Communications Supervisor	1	1	Reports to the Operations Captain. Oversees daily operations of the center, manages staffing and policies, evaluates trainees, coordinates with partner agencies, and supports emergency response needs.

Position Curr. Auth. Roles and Responsibilities

Dispatcher FT	8	8	Reports to the Communications Supervisor. Receives emergency and non-emergency calls, dispatches public safety resources, operates radios and computer systems, maintains unit status, and provides critical information to responders and the public while following established protocols.
Dispatcher PT	17	varies	
Total	9	9	

SHIFT SCHEDULE

Minimum staffing in the center is two (2) dispatchers at all times. Both dispatchers share responsibility for call-taking and dispatch; their roles on the shift are not distinct, allowing them to flex between disciplines.

The center operates on a schedule of 12-hour shifts, beginning at 0600 and 1800 hours. Staff work on a 14-day rotation:

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
A Shift	X		X	X	X				X				X	X
B Shift		X				X	X	X		X	X	X		

This schedule produces four shifts in one week and three shifts in the next, on alternating weeks. Pay periods begin on Sunday. Staff sign a civil agreement allowing them to be paid for four (4) hours of overtime in the week they work four shifts.

OVERTIME

During the most recent 12-month period, the eight full-time staff and one part-time dispatcher worked a total of 1,116.5 hours of overtime. Most of this was scheduled overtime as part of the normal shift arrangement, which produces about 835 hours of built-in overtime per year. The remaining 282 hours are equivalent to about 1.6% of the total scheduled hours needed to staff the center with a minimum of two dispatchers for the full year.

HIRING AND TURNOVER

During the 3-year period from Q3 of 2022 through Q2 of 2025, the center hired four new personnel for dispatch positions (1 full-time and 3 part-time) and saw two departures (both part-time). The center is currently fully staffed. Given the eight currently filled full-time positions, the one departure equates to an average annual turnover rate of 4.2% for this group. Average annual turnover in the industry is typically in the range of 20-30%.

2.2 BUDGET AND COMPENSATION

This section outlines the center’s budget over the last four years, as well as the compensation ranges for dispatch positions.

BUDGET

The following table shows the revenue and expense budget for the dispatch center in each of the four most recent fiscal years.

GRANT COUNTY COMMUNICATIONS BUDGET 2023 - 2026

Account Description	2023 Actual	2024 Actual	2025 Actual	2026 Budget
Personnel				
Communications Productive Pay	\$438,682	\$483,193	\$466,577	\$600,000
Communications Non Prod Pay	\$2,431	\$86,580	\$69,724	\$70,000
Communications Overtime	\$66,368	\$73,945	\$65,351	\$75,000
Communications Termination Pay	\$0	\$2,692	\$0	\$0
Communications SL Buyback	\$5,049	\$3,073	\$0	\$3,250
Communications Extra Hire	\$36,640	\$25,606	\$13,382	\$0
Communications Social Security	\$39,184	\$49,214	\$44,942	\$57,750
Communications Retirement	\$28,566	\$42,279	\$39,536	\$50,100
Comms Health Insurance	\$157,729	\$115,942	\$129,056	\$163,000
Communications Life Insurance	\$187	\$180	\$152	\$270
Communications Disability	\$1,178	\$1,385	\$1,289	\$1,375
Communications AD&D	\$27	\$27	\$22	\$42
Subtotal	\$776,040	\$884,116	\$830,032	\$1,020,787
Operations				
Communications Lights	\$0	\$1,199	\$0	\$0
Communications Phone/Internet	\$290	\$295	\$161	\$0
Comms Radio/Wireless Service	\$567	\$691	\$735	\$4,000
Comms Support/Maint. Agreements	\$232,239	\$3,308	\$2,537	\$0
Comms Radio Maint./Repair	\$2,046	\$12,092	\$0	\$15,000
Communications Other Expense	\$10,342	\$10,979	\$13,497	\$10,000
Communications Property Ins	\$875	\$2,385	\$6,762	\$0
Comms Tower Rent/Lease	\$22,072	\$21,032	\$18,875	\$10,000
Subtotal	\$268,431	\$51,981	\$42,567	\$39,000
Total	\$1,044,471	\$936,096	\$872,599	\$1,059,787

COMPENSATION

The eight full-time staff in the center hold the title of Dispatcher, which falls within the G grade of the pay scale. Their hourly wages range from \$26.73 per hour (Step 3 of the scale) to \$31.17 per hour (Step 10, the maximum).

The Supervisor falls within the I grade of the scale. This position’s hourly wage currently sits at \$35.21 per hour (at Step 10, the maximum).

2.3 WORKLOAD AND PERFORMANCE

This section summarizes the center’s annual call-taking and dispatch workload as well as key ancillary duties performed by staff.

CALL TAKING

The following table summarizes the number of phone calls captured by the County’s system during the 12-month period ending 11.30.25. This includes 9-1-1 calls, inbound non-emergency calls, and outbound calls.

PHONE CALL VOLUME BY TYPE (12 MONTHS ENDING 11.30.25)

Call Type	Count
9-1-1 Calls	10,255
Admin / Internal Calls	37,535
Outbound Calls	15,475
Total	63,265

During this period, 99.4% of inbound 911 calls were answered within 10 seconds. This is an exceptionally high level of performance; the national standard is 90% within 15 seconds.

An average of 2.8% of inbound 9-1-1 calls were abandoned. Nationwide call abandonment rates for emergency PSAPs typically range from 8-12%, with a rate of less than 6% considered high-performing.

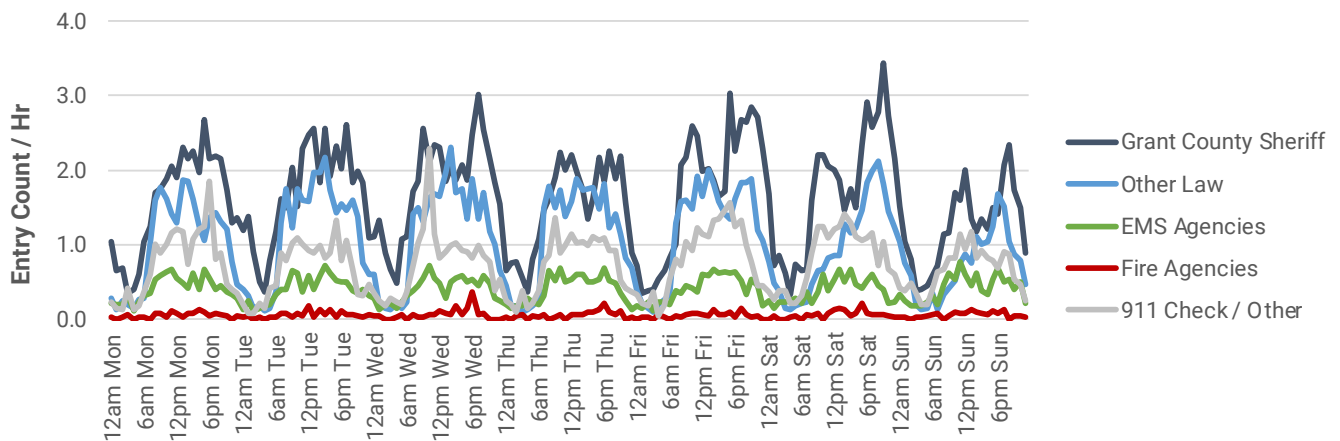
DISPATCH

The following table and chart summarize the number of calls for service, captured as CAD entries, handled by the dispatch center over a 12-month period. They are categorized by agency or agency type. The table shows the total volume of entries, while the chart shows the weekly averages by hour.

DISPATCH CAD ENTRIES BY TYPE (12 MONTHS)

Agency / Type	Count
Grant County Sheriff	14,827
Other Law Enforcement	10,267
Fire Agencies	951
EMS Agencies	4,340
911 Transfers, Checks, Test Entries	4,287
Total	34,672
Platteville Fire / Southwest Health EMS (Grant County not primary dispatch)	367

WEEKLY AVERAGE CAD ENTRIES BY HOUR (12 MONTHS)



ANCILLARY DUTIES

In addition to the primary responsibilities related to call-taking and dispatch, the center is responsible for a number of ancillary support functions for the Sheriff’s Office and public safety in the County. These include:

- Handling non-emergency administrative calls for the Sheriff’s Office.
- Running RMS and criminal justice record queries for field units, including identities, vehicle plates, and premises history.
- Entering, maintaining, and annually validating criminal justice records, including warrants, restraining orders, missing persons, and stolen/missing property or vehicles.
- Monitoring Sheriff’s Office vehicle locations through the CAD system and Mach AVL application, and monitoring radio traffic for the County Highway Department.

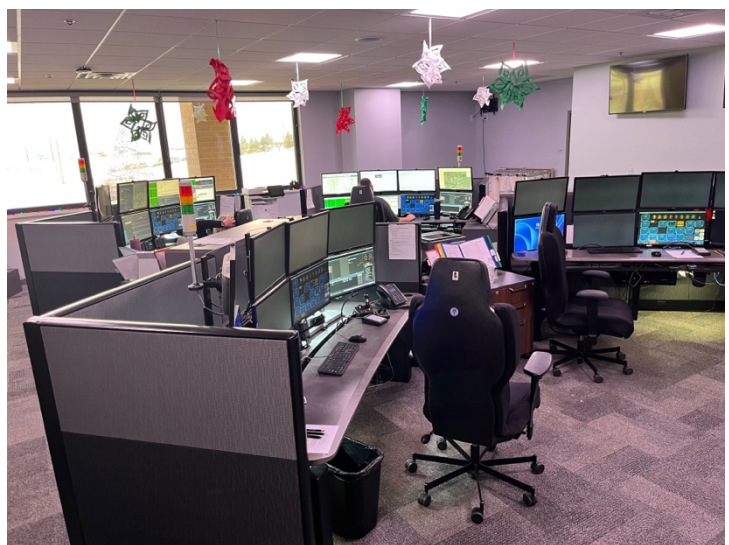
- Activating severe weather sirens, issuing local mass public safety notifications via the Code Red tool, and initiating multi-agency response protocols with Platteville and neighboring agencies.

2.4 FACILITIES

The dispatch center is located in a County building, built in 2019, that houses the Sheriff’s Office, Emergency Management, and other County offices. The dispatch center is on the first floor of the building, in a dedicated suite with its own secured access. The dispatch floor is equipped with four fully-functional workstations, each with sit-to-stand consoles and a variety of seating options.

The office for the Communications Supervisor is adjacent to the dispatch floor and equipped with the CAD software. The offices for the Captain and other command staff are located in a separate area down the hall from the dispatch suite.

The dispatch suite includes a kitchenette and a restroom, and staff also have access to the amenities of the Sheriff’s Office building, including locker rooms, restrooms, exercise facilities, workspaces, storage rooms, and meeting spaces. The dispatch floor has wide windows facing the front of the building and providing natural light, in addition to dimmable LED lights in the interior.



The facility is a public safety-grade building, and access to both the main offices and the dispatch suite is protected by separate key card access (double entry). Bollards protect the front of the building from vehicle access. The building’s interior and exterior are monitored by CCTV cameras, accessible by the Master Control office in the jail.

The center relies on the building’s HVAC unit for climate control, with dedicated controls for the dispatch floor. The building has two separate fiber internet access points, and a single power entry point. The facility has a backup generator which is regularly tested, and an on-site uninterruptible power supply (UPS) is capable of providing multiple hours of uninterrupted power. The Sheriff’s Office also has a mobile dispatch command vehicle equipped with the CAD software and radio consoles.

2.5 TECHNOLOGY

This section summarizes the core technology platforms used by the Grant County dispatch center to support call-taking, dispatch operations, records management, and responder communications. The table below provides a high-level view of the systems currently in use, how they are deployed operationally, and the degree of integration between platforms. The information reflects the current-state environment and is intended to establish a baseline for later analysis.

GRANT COUNTY DISPATCH TECHNOLOGY SUMMARY

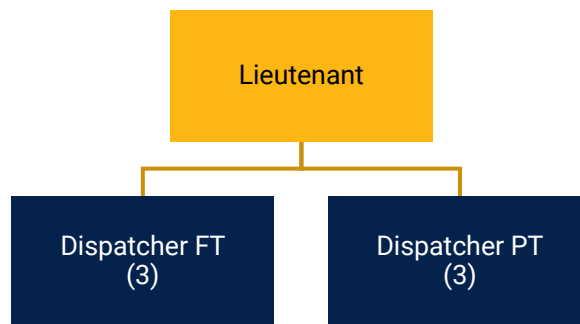
Function	System	Description
CAD Software	CentralSquare CAD	Computer-aided dispatch software used for law enforcement and Fire/EMS dispatch countywide. The system has been in place for several years and is hosted on County infrastructure. CAD is accessed at four dispatch positions, with typically two staffed at a time. The system is integrated with RMS, radio consoles, and the 9-1-1 call-handling platform.
RMS Systems	CentralSquare RMS	Records management system used by the Sheriff’s Office and municipal law enforcement agencies for incident reporting, records entry, and case management. The RMS is fully integrated with the CAD platform and supports real-time data exchange between systems. Fire and EMS agencies have access to the system primarily for viewing incident information and limited documentation needs, with most Fire and EMS reporting and recordkeeping handled outside the RMS environment.
9-1-1 Phone System	CentralSquare with Polycom interface	NG9-1-1 capable call-handling system supported by Synergem and operating on an ESInet currently provided by TDS, with a future transition to the State of Wisconsin AT&T NG9-1-1 system under discussion. Emergency calls are presented to dispatchers through a Polycom interface at the dispatch consoles and are integrated with the CAD and audio logging systems.
Admin Phones	County administrative phone system	Non-emergency and administrative calls are managed through the County’s enterprise phone system (ShoreTel). These calls are routed to and answered by dispatchers through the same Polycom interface used for 9-1-1 call-taking, allowing both emergency and administrative calls to be handled from the same dispatch consoles. A transition to a Mitel phone system is planned.
Fire Station Alerting	Simulcast paging	Fire agencies are alerted via radio tone-out using ESN-based paging. Dispatchers initiate alerts manually from the radio console. Limited CAD integration is currently in place.
Radio System	County-owned conventional / P25 hybrid system	County-owned radio system operating across 11 simulcast sites. The system is primarily analog, with a P25 tactical channel. Dispatch uses Zetron Max radio consoles at the four active positions. The system is interconnected via County-owned fiber with microwave backup.

Function	System	Description
MDT Connectivity	CentralSquare Mobile (limited deployment)	Mobile access to CAD is available on a limited basis. Field units use Panasonic Toughbook laptops. County IT manages device provisioning and connectivity.
EMD Protocols	None	The dispatch center does not currently use a criteria-based EMD software system. Dispatchers provide T-CPR and basic medical assistance in accordance with State protocols.
Caller Location	RapidSOS	Web-based caller location platform separate from the phone and CAD systems. Provides enhanced geolocation data for inbound 9-1-1 calls.
Audio Logging	NICE	On-premise audio logging system used to record phone and radio traffic. The system is integrated with CAD timestamps and supports retrieval for review and records requests.

3. PLATTEVILLE

The Platteville dispatch center, a division of the Police Department, processes calls from its jurisdiction as well as those transferred from the County center. It dispatches the Platteville police and fire departments as well as the UW-Platteville PD and the Southwest Health System’s EMS units. The following organizational chart depicts the structure of the dispatch center.

PLATTEVILLE DISPATCH ORGANIZATIONAL CHART



3.1 STAFFING

This section describes the center’s staffing levels, primary roles and duties of staff, the shift schedule, and recent hiring and turnover within the center.

STAFF ROLES AND RESPONSIBILITIES

The following table outlines the number of currently filled and authorized positions in the dispatch center, as well as a summary of their key roles and responsibilities.

PLATTEVILLE – STAFF ROLES AND RESPONSIBILITIES

Position Curr. Auth. Roles and Responsibilities

ADMINISTRATION			
Lieutenant	1	1	Reports to the Chief. Oversees the 911 dispatch center in addition to other duties. Supervises operations and staffing for the dispatch function. Works a dispatch position when necessary.
OPERATIONS			
Dispatcher FT	3	3	Reports to the Lieutenant. Receives emergency and non-emergency calls, records call notes, dispatches public safety resources, operates radios and computer systems, maintains unit status, and provides critical information to responders and the public.
Dispatcher PT	3	3	
Total	6	6	

SHIFT SCHEDULE

Minimum staffing in the center is one (1) dispatcher at all times. Dispatchers are responsible for call-taking and dispatch, as well as customer service to the lobby after business hours.

The center operates on a schedule of 8-hour shifts, beginning at 0700, 1500, and 2300 hours. Each shift is staffed with a full-time dispatcher scheduled for 40 hours per week, as well as a part-time dispatcher to ensure coverage 7 days per week on each shift.

OVERTIME

During the most recent 12-month period, the six dispatch staff worked a total of 228 hours of overtime. This is equivalent to about 2.6% of the total scheduled hours needed to staff the center with a minimum of one dispatcher for the full year.

HIRING AND TURNOVER

During the 3-year period from Q3 of 2022 through Q2 of 2025, the center hired four new personnel for dispatch positions and saw four departures. Given the six currently filled dispatch positions, this equates to an average annual turnover rate of 22%. Average annual turnover in the industry is typically in the range of 20-30%.

One of the departures during this period was a new hire who did not complete training. The center’s dispatch staffing during this period remained net neutral and the center is currently fully staffed.

3.2 BUDGET AND COMPENSATION

This section outlines the center’s budget over the last four years, as well as the compensation ranges for dispatch positions.

BUDGET

The Platteville Police Department does not itemize most dispatch budget items separately from the department-wide budget. A summary of dispatcher personnel costs has been made available, and some line items from the Department budget appear to directly correspond with dispatch expenses. The following table summarizes:

	2023 Actual	2024 Actual	2025 Budget	2026 Budget
Dispatch Wages	\$253,301	\$269,008	\$244,318	\$279,654
Fringe Benefits	\$111,275	\$108,613	\$101,249	\$115,908
Taxes	\$19,378	\$20,579	\$18,690	\$21,394
Telephone	\$19,711	\$17,842	\$25,000	\$25,000
Radio Maintenance	\$9,431	\$7,025	\$13,350	\$13,350
TIME System Terminal	\$11,467	\$11,411	\$13,000	\$15,500

COMPENSATION

The center’s dispatch staff hold the title of Telecommunicator, which falls within Grade 6 of the City’s compensation plan. This grade ranges from \$22.45 per hour at Step 1 to \$28.86 per hour at Step 11, the maximum.

3.3 WORKLOAD AND PERFORMANCE

This section summarizes the center’s annual call-taking and dispatch workload as well as key ancillary duties performed by staff.

CALL TAKING

The following table summarizes the number of phone calls at the City’s dispatch center during the 12-month period ending 11.30.25. This includes 9-1-1 calls, administrative / internal calls, and outbound calls. The City has separate administrative phone lines from the 911 phone system.

PHONE CALL VOLUME BY TYPE (12 MONTHS ENDING 11.30.25)

Call Type	Count
9-1-1 Calls	209
Admin / Internal Calls	19,277
Outbound Calls	4,742

Call Type	Count
Total	24,228

During this period, 98.1% of inbound 911 calls were answered within 10 seconds. Similar to the County’s dispatch center, this is an exceptionally high level of performance.

An average of 3.8% of inbound 9-1-1 calls (8 of 209) were abandoned. Nationwide call abandonment rates for emergency PSAPs typically range from 8-12%, with a rate of less than 6% considered high-performing.

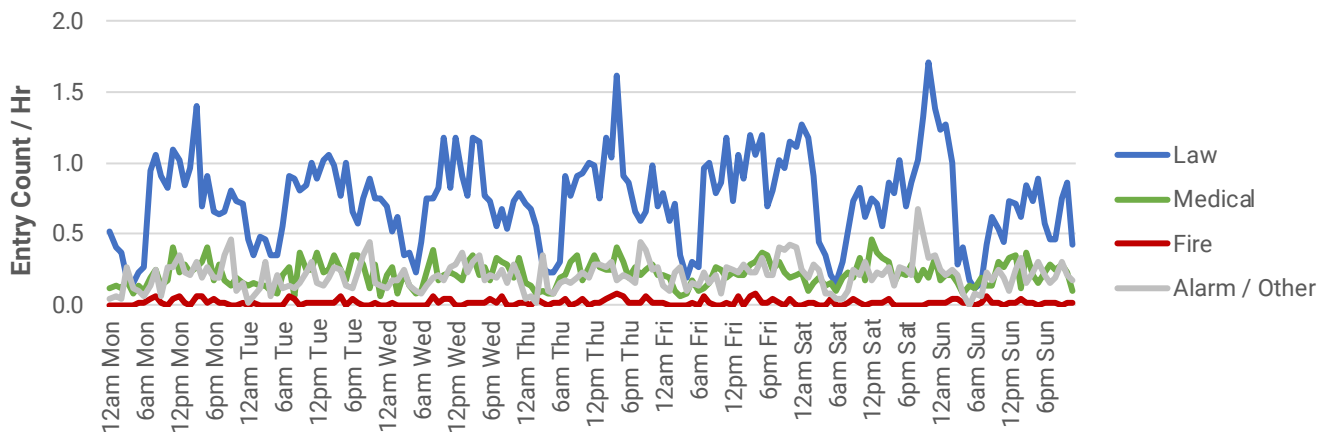
DISPATCH

The following table and chart summarize the number of calls for service, captured manually as RMS entries, handled by the dispatch center over a 12-month period. They are categorized by event type. The table shows the total volume of entries, while the chart shows the weekly averages by hour.

DISPATCH RMS ENTRIES BY TYPE (12 MONTHS)

Incident Type	Count
Law (incl. animal)	6,456
Medical	1,892
Fire	162
Alarm / Other	1,816
Total	10,326

WEEKLY AVERAGE RMS ENTRIES BY HOUR



ANCILLARY DUTIES

In addition to the primary responsibilities related to call-taking and dispatch, the center is responsible for a number of ancillary support functions for the Platteville Police Department. These include:

- Handling non-emergency calls for the Police Department, as well as other City functions after hours when selected by callers.
- Serving as the front desk for the Police Department after business hours, including walk-in calls for service and initial intake of case records and open records requests.
- Monitoring the CCTV cameras for the building, including booking area, sally port, and entry vestibule. Monitoring cameras at other City locations and schools, as well as panic alarms at City sites. Monitoring PD vehicle location via Mach application.
- Creating and updating manual RMS entries for calls for service, running RMS and criminal justice records queries for field units, and entering/clearing warrants, stolen property, vehicles, and missing persons.
- Activating severe weather sirens and issuing local mass public safety notifications via the Code Red tool.
- Monitor radio traffic for the City's non-emergency government talk group.

3.4 FACILITIES

The dispatch center is located within the Platteville Police Department headquarters in a dedicated room. The dispatch room is on the main floor. It has two fully-equipped workstations, and a window to the lobby through a pane of ballistic glass. The building includes offices for the Lieutenant and other command staff, as well as access to a multi-purpose room.

The dispatch center has a kitchenette and its own restroom, and staff have access to the Police Department's facilities, which include locker rooms, a break room, and exercise equipment. Lighting on the dispatch floor is fluorescent, and some natural light can be seen through the lobby.

The Police Department building is about 15 years old and sits slightly above ground level. Both the interior and exterior are monitored by CCTV cameras, and key card access is required both to exit the lobby and to access the dispatch room (double entry).



The building has an original HVAC system, with an auxiliary backup system for the server room that is adjacent to the dispatch workstations. The building has a single fiber internet connection, part of a looped architecture that provides some redundancy.

3.5 TECHNOLOGY

This section outlines the technology environment supporting dispatch operations at the Platteville Police Department. The table below describes the systems used for 9-1-1 call handling, dispatch activities, records management, and radio communications, including areas where services are shared with or supported by Grant County. As with the County profile, the information is presented as a factual view of current operations.

PLATTEVILLE DISPATCH TECHNOLOGY SUMMARY

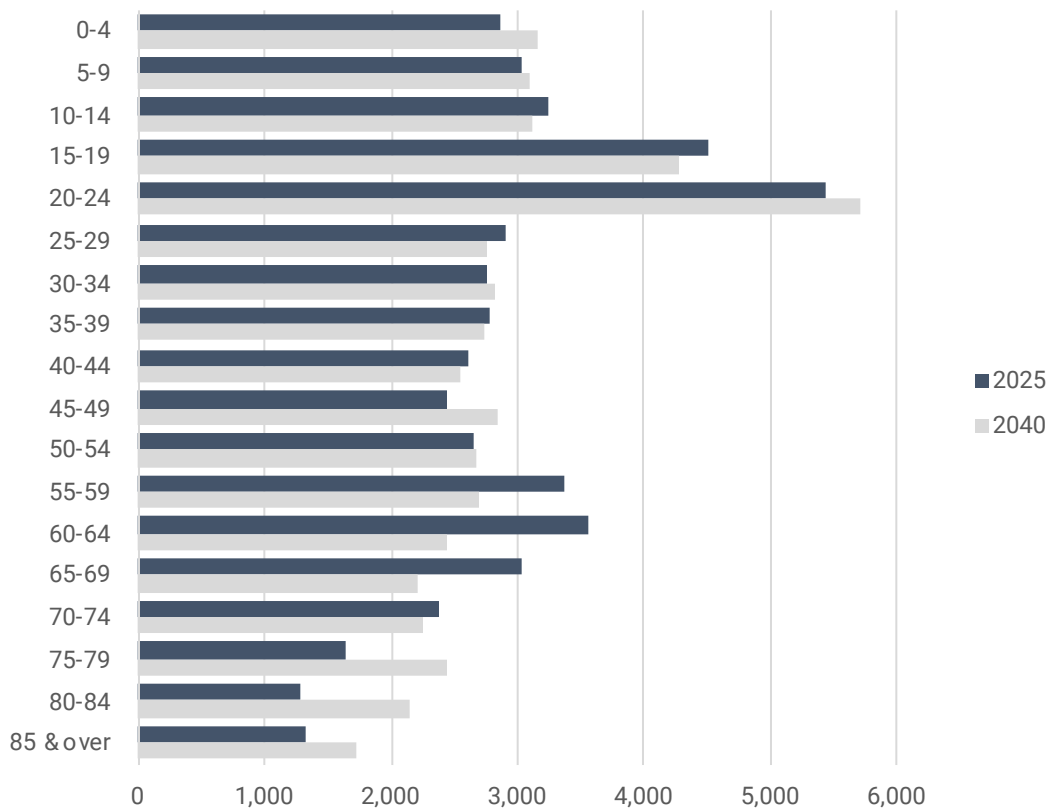
Function	System	Description
CAD Software	None	The Platteville dispatch center does not use a computer-aided dispatch system. All call handling, unit dispatching, and time tracking are performed manually. CentralSquare is used only for 9-1-1 call handling as a satellite of Grant County and is not used for dispatch or event management.
RMS Systems	Talon Incident Management System (TIMS)	Web-based records management system used by the Police Department. RMS entries are created manually after calls for service using dispatcher notes. The system is supported by Core Technologies and operates independently from any CAD platform.
9-1-1 Phone System	CentralSquare 911 (satellite of Grant County)	Platteville uses the County’s CentralSquare 911 call-handling platform as a satellite PSAP. The center has two Polycom 911 phones. Wireless 911 calls route to Grant County, while landline 911 calls within the City route directly to the Platteville center. Calls transferred from the County are standard telephone transfers and do not include full 911 data.
Admin Phones	Mitel	Citywide enterprise phone system used for non-emergency and administrative calls. Administrative calls are separate from the 911 platform but are co-located at dispatch positions and answered alongside emergency calls.
Fire Station Alerting	Manual tone-out paging	Fire agencies are alerted through manual radio tone-out using multiple tone groups. Dispatchers initiate alerts manually, and no CAD-based station alerting integration is in place.
Radio System	City-owned system integrated with County network	City-owned radio system interoperable with the County radio system. Zetron Max consoles are used at two active dispatch positions. Motorola radios are being replaced with Tait radios. The system is connected to the County via a County-owned fiber loop, providing redundancy.

Function	System	Description
MDT Connectivity	None (Police); CentralSquare Mobile (Fire)	The Police Department does not use mobile CAD. Fire agencies utilize the County’s CentralSquare mobile platform. Patrol vehicles are equipped with Surface Pro tablets.
EMD Protocols	None	The dispatch center does not use a criteria-based EMD software system. Dispatchers conduct basic medical assessments without structured protocols.
Caller Location	Prepared Live (limited use)	Prepared Live is used to initiate text messaging, photo sharing, and live video when needed. The platform is not natively integrated with the 911 call-handling system.
Audio Logging	Word Systems	On-premise logging system used to record 911 audio. Recordings are stored locally and can be downloaded for records requests. There is no CAD integration, and recordings are manually referenced as needed.

4. FUTURE PROJECTIONS

According to the 2025 demographic projections produced by the Wisconsin State Department of Administration (DOA), the population of Grant County is anticipated to remain essentially steady, falling from 51,807 in 2025 to 51,650 by 2040. This represents a net decrease of 0.3% over 15 years. See the following chart:

GRANT COUNTY 15-YEAR POPULATION PROJECTIONS



Source: Wisconsin Department of Administration

During this period, the population cohorts for ages 0-54 are expected to remain steady (increasing by 1.5%), while the cohort of ages 55-69 is expected to decline by 26.2% and the cohort of ages 70+ is expected to increase by 29.3%. This means that while the general population remains steady, a greater percentage of the population will become elderly; the oldest cohort will account for 16.6% of the population, compared to about 13% currently. This is mostly due to the 55-69 cohort aging and not being meaningfully replaced by new retirees in the County.

The aging of the general population, due primarily to the 55-69 cohort growing older, means that the volume of medical calls for service is likely to climb over the coming 15 years. Other call types will likely remain steady.

**623rd AMENDMENT TO THE
GRANT COUNTY ZONING ORDINANCE
May 19, 2026**

WHEREAS, a petition for map amendment was filed and a public hearing was held by the Grant County Conservation, Sanitation and Zoning Committee, meeting the requirements of Chapter 59.69 (5) (e) 2.

WHEREAS, a proof of publication and giving notice to each affected township clerk of such hearing is attached to this document. Chapter 59.69 (5) (e) 4

WHEREAS, the Conservation, Sanitation and Zoning Committee now recommends to the Board of Supervisors of Grant County the adoption of the following map amendments.

NOW THEREFORE BE IT RESOLVED that the Grant County Board of Supervisors does ordain as follows. That the Zoning District Map for Grant County will be amended to reflect the following:

PETITION #RZ26-05: Rezone Request for Winkler Modesta Revocable Trust Dated 12/2/2009, PIN:052-00631-0010 (pt) to change the zoning classification from Farmland Preservation (FP) to Agricultural 2 (A2) for a non-farm residence and less than 50% agricultural use. This is for ± 2.244 ac located in the SW ¼ of the NE ¼ of Section 27, T3N, R3W in Potosi Township.

PETITION #RZ26-06: Rezone Request for Leibfried Land LLC, PIN:020-00826-0000 (pt) to change the zoning classification from Farmland Preservation (FP) to Agricultural 2 (A2) for a non-farm residence and less than 50% agricultural use. This is for ± 4.16 ac located in the NE ¼ of the SW ¼ of Section 34, T3N, R2W in Harrison Township.

PETITION #RZ26-07: Rezone Request for Timothy & Kim Burlage, PIN:062-00307-0010 & PIN:062-00306-0000 to change the zoning classification from Farmland Preservation (FP) to Agricultural 2 (A2) for less than 50% agricultural use & to obtain a conditional use permit for an accessory structure prior to a principal structure. This is for ± 75.0 ac located in the S ½ of the SE ¼ of Section 14, T6N, R1W in Wingville Township.

Adopted by the Grant County Board of Supervisors this 19th day of May, 2026

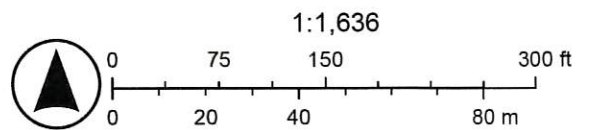
Robert Keeney, County Board Chairman

Attest: Tonya White, County Clerk

Public Notice Map



4/16/2026, 3:01:28 PM



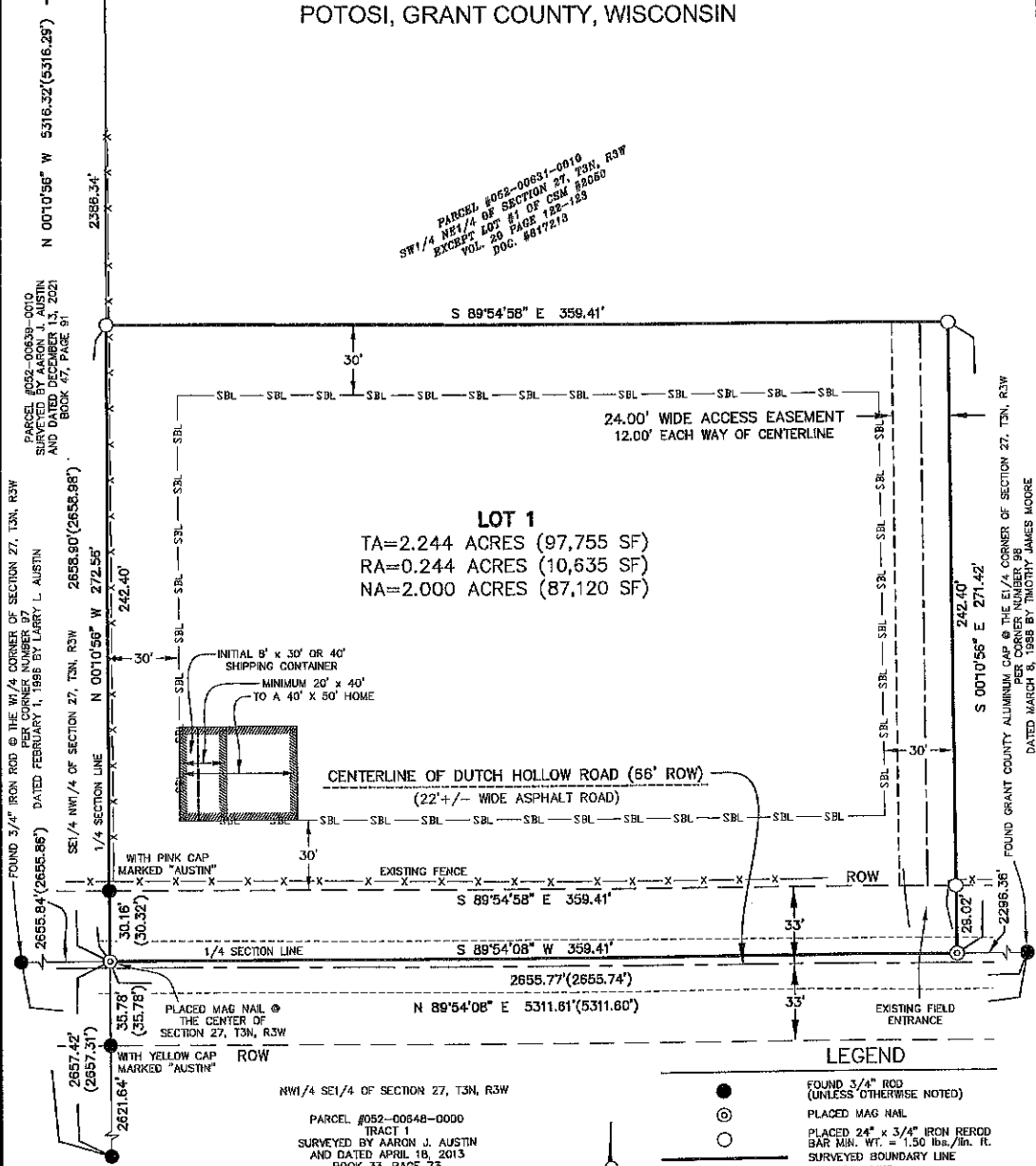
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R226-05

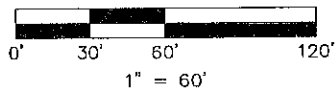
FOUND 1.5" IRON PIPE @ THE
NW 1/4 CORNER OF SECTION 27,
T3N, R3W
PER CORNER NUMBER 85
NOT DATED WHEN SIGNED BY
AARON J. AUSTIN

FUTURE BUILDING LOCATION ON A PARCEL OF LAND LOCATED IN THE SW 1/4 NE 1/4 OF SECTION 27, T3N, R3W OF THE 4TH P.M., TOWN OF POTOSI, GRANT COUNTY, WISCONSIN

PARCEL #052-00681-0010
SW 1/4 NE 1/4 OF SECTION 27, T3N, R3W
EXCEPT LOT #1 OF CSM #2050
VOL. 20 PAGE 152-153
DOC. #617218



FOUND 3/4" ROD @ THE SW 1/4
CORNER OF SECTION 27, T3N, R3W
PER CORNER NUMBER 106
DATED DECEMBER 15, 1998
BY MICHAEL R. LAROSA



NOTES

1. ALL MEASUREMENTS ARE IN FEET AND DECIMALS THEREOF.
2. PROPRIETOR OF PARCEL 052-00681-0010
MODESTA WINKLER REVOCABLE TRUST DATED 12/2/2009
C/O JAMES WINKLER - 177 EAST ST., POTOSI, WI 53820
3. DATE OF FIELD SURVEY: 12/10/2025
4. TOTAL AREA OF PERIMETER SURVEYED IS 2.244 ACRES (97,755 SQUARE FEET).
5. THIS PLAT IS SUBJECT TO ALL EASEMENTS OF RECORD AND NOT OF RECORD.

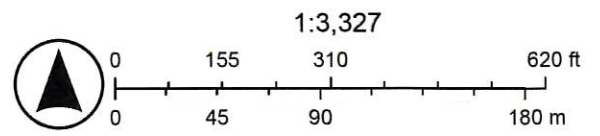
BEARINGS, FOR PURPOSES OF THIS SURVEY, ARE REFERENCED USING THE WISCONSIN COUNTY COORDINATE SYSTEM, GRANT COUNTY (WCCS-GRANT)

30 ↓ LENS	DWG. NO. NO. 25267-02	BUESING ASSOCIATES INC. ENGINEERS AND SURVEYORS 1212 LOCUST ST. DURAND, WI (608) 856-4382	DATE 3/17/26	REVISIONS	DRAWN BY: JCH
	BUILDING LOCATION		SURVEY REQUESTED BY: CARL WINKLER 106 EAST ST. PO BOX 214 POTOSI, WI 53820	SCALE: 1" = 60'	CHECKED BY: KLB

Public Notice Map



4/16/2026, 3:20:33 PM



Microsoft, Vantor

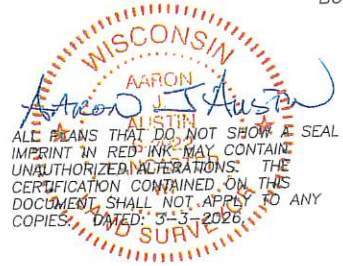
R226-06

PLAT OF SURVEY

LEGEND

- Section Corner
- 3/4" x 18" rebar set with cap
- ⊙ Mag nail set
- 3/4" rebar found
- Boundary of Survey
- Section line
- Centerline
- Right of Way
- Previously surveyed line
- Existing fence

CENTER 1/4 CORNER
SECTION 34, T3N R2W
3/4" Rebar found.
New tie sheet.



TRACT 2
PREVIOUS SURVEY
BY AARON AUSTIN
DATED 10-4-2019
BOOK: 44, PAGE: 18

C1
A=332.79'
R=600.00'
C LEN=328.54'
BRG=S 19°27'49" W

C2
A=366.29'
R=425.00'
C LEN=355.06'
BRG=S 10°39'46" W

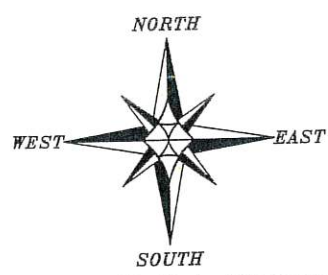
4.16± ACRES
181,399± SQ.FT.

NE 1/4 - SW 1/4

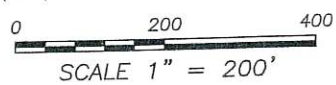
SE 1/4 - SW 1/4

SOUTH LINE
NE 1/4, SW 1/4

EAST LINE
SOUTHWEST 1/4



The East line of the SW 1/4 of Section 34 bears N 00°39'45" W according to the Grant County Coordinate System WISCORS NAD 83 (2011) which was determined by G.P.S. observation.

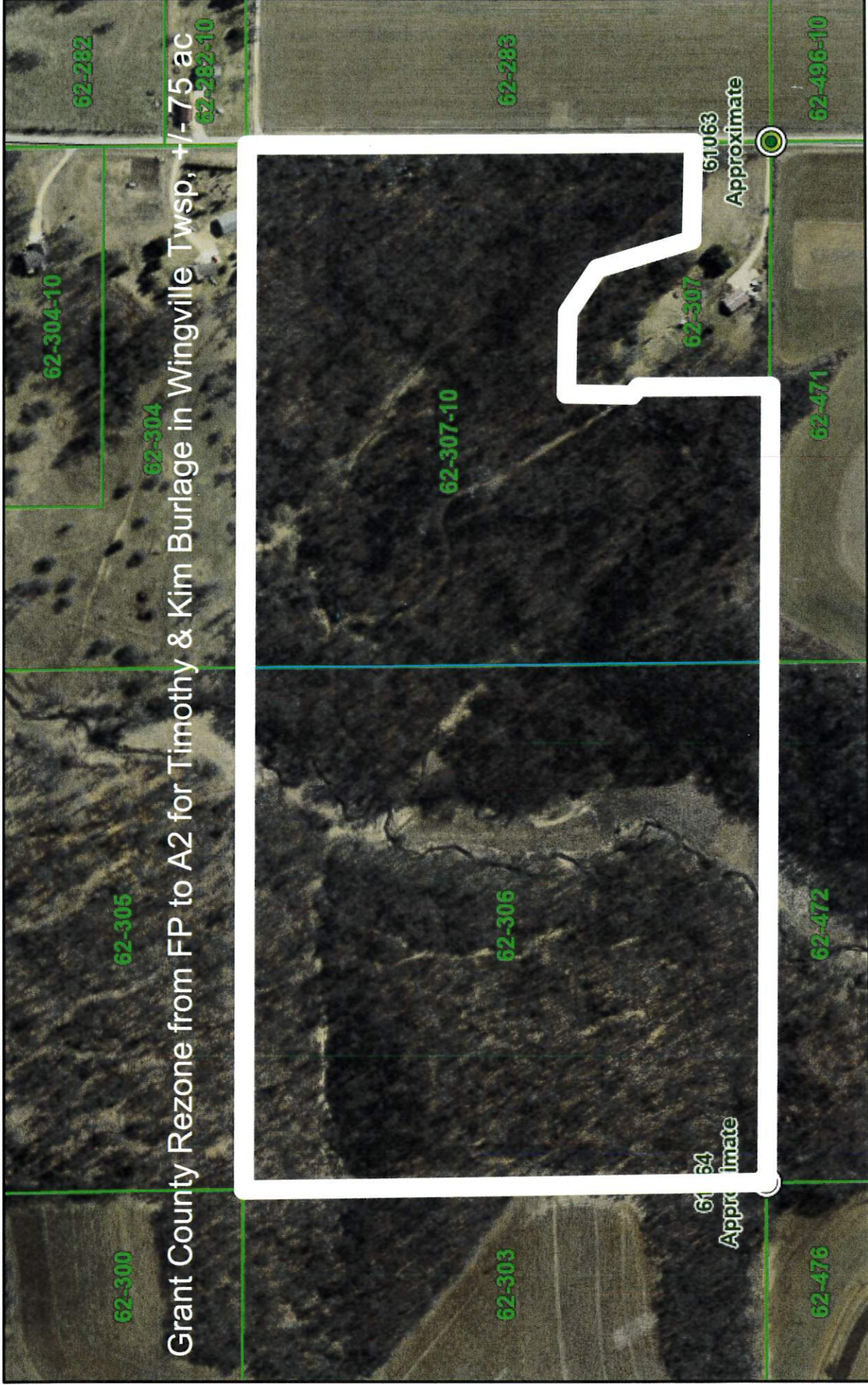


SOUTH 1/4 CORNER
SECTION 34, T3N R2W
3/4" Rebar found.
New tie sheet.

Prepared for: **LUKE LEIBFRIED**

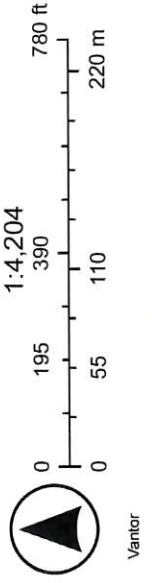
	Austin Surveying, LLC	JOB NO: 26s006	DRAWN BY: AJ AUSTIN CREW CHIEF: SHANE AUSTIN CREW: O. AUSTIN, T. AUSTIN SHEET 1 OF 2
	Land Surveying & Septic System Designs	H:\CRD\26s006	
	austinsurveyingllc.com Phone: 608-723-6363	H:\PLAT\T3NR2W\34\26s006-LEIBFRIED	
	4211 HWY 81 E, LANCASTER, WI 53813		

Public Notice Map



Grant County Rezone from FP to A2 for Timothy & Kim Burlage in Wingville Twsp, +/- 75 ac

4/16/2026, 3:25:41 PM



Grant County CSZD
Disclaimer: This map was printed from the Parcel Explorer App for Grant County, Wisconsin and is for advisory purposes only. This document is not a legal survey nor is it intended to be used as such.

RESOLUTION NO. 2026-12

A RESOLUTION AUTHORIZING THE USE OF JUVENILE DETENTION PLACEMENTS AS A DISPOSITION UNDER WIS. STAT. § 938.34(3)(f)3 and WIS STAT. § 938.06(5).

WHEREAS,

1. Wisconsin Statute § 938.34(3)(f)3 and Wisconsin Statute. § 938.06(5) permits a county to use placement in a juvenile detention facility, or the juvenile portion of a county jail, as a dispositional option only if authorized by resolution of the Grant County Board of Supervisors; and
2. The Grant County Board of Supervisors recognizes the importance of maintaining appropriate, lawful, and structured placement options for juveniles under court jurisdiction; and
3. The Grant County Board of Supervisors finds that, in limited circumstances, placement in a juvenile detention facility or juvenile portion of a county jail may be necessary to ensure public safety, accountability, and the welfare of the juvenile; and
4. Such placements will be utilized only in accordance with all applicable laws, standards established by the Wisconsin Department of Corrections, and court orders. Wisconsin Statute. § 938.06(5)

NOW, THEREFORE, BE IT RESOLVED by the Grant County Board of Supervisors, Grant County, Wisconsin, as follows:

1. Authorization

Grant County is hereby authorized to use placement in a juvenile detention facility or in the juvenile portion of a county jail as a dispositional option under Wisconsin Statute § 938.34(3)(f)3 and awards the rights and powers contained in and Wisconsin Statute § 938.06(5) to the Grant County Circuit Court in this entirety and without limitation.

2. Compliance with Law

Any such placement shall comply with all statutory requirements, administrative rules, and applicable standards governing juvenile detention facilities.

3. Use of Authorization

This authorization applies only when ordered by a court of competent jurisdiction and when deemed appropriate based on the individual circumstances of the juvenile.

4. Duration

This Resolution shall remain in effect until amended or rescinded by the Grant County Board of Supervisors.

5. Effective Date

This Resolution shall take effect upon passage.

Adopted this 19 day of May, 2026, by the Grant County Board of Supervisors.

GRANT COUNTY BOARD OF SUPERVISORS

By: _____

County Board Chair

Attest: _____

County Clerk

Leaves of Absence

Policy

A Leave of Absence may be granted to an employee at the discretion of the County unless the granting of leave is required by law.

Most leaves of absence are unpaid, and accrual of benefits does not occur during this period of time. ~~Only an employee with at least six (6) months of employment with the County may seek a leave of absence.~~ When an employee is on leave of absence in excess of three (3) weeks without pay he or she will not be entitled to accrue fringe benefits during such period. If his or her leave is occasioned by health disability, the County portion of his or her group insurance premium payment may be paid by the County for a maximum of twelve weeks, if permitted by the carrier. In the event of a leave of absence other than qualified FMLA leave, the employee is required to make monthly health premium payments in advance to the County or coverage will be canceled.

~~**a. Personal Leave.** A leave of absence may be granted an employee for immediate, urgent personal matters requiring the employee's attention. Such leave may not exceed 10 days per a 365-day period. Personal leave is granted only after vacation time, discretionary time, and earned compensatory time is depleted.~~

a. Compassion Leave. A leave of absence up to six (6) weeks may be granted for employees that may experience an extraordinary personal or family circumstances requiring time away from work that does not qualify for leave under the Family and Medical Leave Act (FMLA). ***See full policy under Compassion Policy Leave.***

b. Education Leave. A leave of absence up to twelve (12) months may be granted for attendance at a college, university, vocational-technical school or business school, for the purpose of training in subjects relating to the work of the employee and those which will benefit the employee in County Service.

c. Medical Leaves / Family & Medical Leave Act (FMLA). State & Federal law requires you to notify your employer if you need time off work for family and medical leave. The County's complete Family & Medical Leave Act (FMLA) policies are located in the Grant County Administration Manual. The FMLA policy is also posted on the County's website and distributed to employees along with the applicable FMLA forms.

d. Bone Marrow and Organ Donation Leave Act. Wisconsin law allows that up to 6 weeks leave of absence during a 12-month period may be granted an employee for the purpose of serving as a bone marrow or organ donor, if the employee provides his or her employer with written verification that the employee is to serve as a bone marrow or organ donor, and so long as the leave is only for the period necessary for the employee to undergo the bone marrow or organ donation procedure and to recover from the procedure.

This law applies only to an employee who has worked for the employer more than 52 consecutive weeks and for at least 1,000 hours during that 52-week period. An employee may use paid leave or unpaid leave. Bone Marrow and Organ Donation Leave will run concurrent with Federal and State FMLA.

e. Military Leave. Consistent with the federal Uniformed Services Employment and Reemployment Rights Act (USERRA), Grant County employees who are called or volunteer for Uniformed Service to the United States of America will be eligible for Military Leave.

‘Uniformed Service’ includes covered activities with the United States Army, Navy, Air Force, Space Force, Marine Corps and Coast Guard, as well as the commissioned corps of the federal Public Health Service and training duty with the Reserve or National Guard of the Armed Forces. This includes other category of persons designated by the President in time of war or emergency. Requests for military leave should be submitted in writing.

Employees may be allowed to take time off from work to fulfill active-duty military requirements annually if such orders are given by the military unit. (The employee shall be given the choice of accepting either the regular salary paid by the County or the military duty pay. If the option is to accept the County's pay, then the military pay shall be refunded to the County. If the option selected is to accept military pay, then the County's pay shall return to the County. The limit on this benefit is 14 calendar days of leave per year.)

f. Outside Employment. Outside employment is prohibited while on any form of leave of absence. Employees in violation of this policy may be subject to disciplinary action. The Executive Committee may grant exceptions for extenuating circumstances.

g. Unauthorized Absence. It is recognized that there may be extenuating circumstances for unauthorized absence, and due consideration shall be given for each case. However, an employee who is absent from duty without approval from his/her supervisor for three (3) consecutive scheduled working days or an employee's request for paid time off has been denied and the absence occurs anyway, the employee shall be considered as having resigned his/her employment with Grant County. (See also the Absenteeism section of the Grant County Employee Handbook.)

Compassion Leave Policy

Purpose

Grant County recognizes that employees may experience extraordinary personal or family circumstances requiring time away from work that does not qualify for leave under the Family and Medical Leave Act (FMLA). The purpose of this policy is to provide a discretionary leave option of up to six (6) weeks in appropriate circumstances, while maintaining the County's ability to meet operational and service needs.

Eligibility

Regular full-time and regular part-time employees are eligible to request Compassion Leave under this policy.

Temporary employees, seasonal employees, elected officials, and independent contractors are not eligible unless otherwise required by law or expressly approved by the County.

This policy applies to non-represented employees unless otherwise required by law. Employees covered by a collective bargaining agreement shall be governed by the applicable agreement. To the extent this policy is applied to bargaining unit employees, it shall be applied only if and to the extent it is consistent with the applicable collective bargaining agreement.

Qualifying Reasons

Compassion Leave may be granted only for extraordinary circumstances involving significant personal hardship, family crisis, or similar compelling events that do not qualify for FMLA and cannot reasonably be addressed through other available leave benefits.

Examples may include, but are not limited to:

- Providing care or support related to a family member's serious health condition where the relationship does not meet FMLA definitions
- Addressing the death, terminal illness, or crisis involving a close family member or other person with a relationship equivalent to family
- Responding to catastrophic events affecting the employee's household
- Addressing significant mental, emotional, or personal hardship as approved by Human Resources
- Other compelling circumstances approved on a case-by-case basis by Human Resources

For purposes of this policy, family member may include:

- Spouse
- Child
- Parent
- Domestic partner
- Grandparent
- Grandchild
- Sibling

- Mother-in-law, father-in-law, son-in-law, daughter-in-law, brother-in-law, or sister-in-law
- Any person residing in the employee's household
- Any individual with a relationship equivalent to family

Compassion Leave is not intended to replace vacation, sick leave, bereavement leave, compensatory time, personal leave, or any other available paid or unpaid leave benefit.

Maximum Leave Amount

Eligible employees may be granted up to six (6) weeks of Compassion Leave during a rolling twelve (12) month period.

Compassion Leave under this policy does not run concurrently with FMLA unless the leave later becomes FMLA-qualifying, in which case the County may designate the leave as FMLA leave to the extent permitted by law.

Exhaustion of Other Leave

Employees must exhaust all available accrued paid leave and any other available leave benefits before Compassion Leave may begin. This includes, as applicable:

- Vacation
- Sick leave, if permitted by County policy and the reason for leave qualifies for sick leave use
- Compensatory time
- Discretionary time
- Bereavement leave

Compassion Leave is unpaid once all other available leave has been exhausted, unless otherwise required by law.

Request Procedure

Employees must submit a written request for Compassion Leave to their Department Head and Human Resources as far in advance as practicable. The request should include:

- The reason for the leave
- The expected start date
- The anticipated duration
- A summary of all other leave used or requested for the absence
- Any supporting documentation requested by the County

When the need for leave is unforeseeable, the employee must provide notice as soon as practicable.

Documentation

The County may require reasonable documentation supporting the need for Compassion Leave. Depending on the circumstances, documentation may include:

- A statement from a health care provider
- Funeral, hospice, or care-related documentation

- Evidence of a catastrophic event or emergency
- A written explanation from the employee
- Documentation showing exhaustion or unavailability of other leave benefits

All medical or sensitive documentation will be maintained in accordance with applicable confidentiality requirements.

Approval and Administration

Compassion Leave is a discretionary benefit and is not an entitlement. Approval is based on the specific facts and circumstances of each request, including:

- The nature and severity of the hardship or crisis
- Whether the request falls outside FMLA and other available leave protections
- Whether all other available leave has been exhausted
- The adequacy of the documentation provided
- The employee's work record and leave history
- The operational needs of the department
- The County's ability to maintain essential services during the requested absence

All requests for Compassion Leave must be reviewed and approved in advance by the Human Resources Manager, unless emergency circumstances make advance approval impracticable.

The County reserves the right to approve, deny, limit, extend, or place reasonable conditions on Compassion Leave based on operational needs, staffing capacity, documentation, and applicable law.

Benefits During Leave

During approved Compassion Leave, the employee may remain enrolled in County benefit plans under the same terms and conditions that apply to other unpaid leaves, provided the employee timely pays any required employee premium contributions.

If the employee fails to make required premium payments, coverage may lapse in accordance with plan terms and applicable law.

Job Restoration

Because Compassion Leave is discretionary and based in part on the County's operational capacity, the County will make reasonable efforts to return an employee from approved Compassion Leave to the same position or, if that position is unavailable, to a comparable position.

However, Compassion Leave does not guarantee reinstatement to the same position in all circumstances. Reinstatement will depend on staffing, operational needs, budgetary conditions, and whether the position remains available for legitimate business reasons unrelated to the leave.

Nothing in this policy creates a contract of employment or alters the employee's at-will status to the extent permitted by law.

Interaction with Other Laws and Agreements

This policy shall be administered consistent with applicable federal and Wisconsin law, including but not limited to:

- FMLA
- ADA, as applicable
- Wisconsin Fair Employment Act
- Workers' compensation laws
- Applicable County handbook provisions
- Applicable collective bargaining agreements

If a requested leave qualifies under another mandatory leave law, contractual leave provision, or accommodation requirement, the County will administer the leave under the applicable law, agreement, or policy.

Misuse of Leave

Providing false or misleading information, failing to comply with notice requirements, failing to provide requested documentation, or using approved leave for purposes other than those authorized may result in disciplinary action, up to and including termination of employment.

No Greater Rights

Compassion Leave is a discretionary benefit established by County policy. It does not create rights greater than those provided by applicable law and may be amended, suspended, or discontinued by the County at any time.

Definitions

For purposes of this policy, a rolling twelve (12) month period means the twelve-month period measured backward from the date an employee uses any Compassion Leave.

Employee Status

Regular Full-time- A regular full-time employee holds a position that is regularly scheduled to work a minimum of 80 hours per pay period. These employees are eligible for fringe benefits in accordance with County policy.

Regular Part-time—A regular part-time employee holds a position regularly scheduled to work at least 60-79 hours per pay period. These employees are eligible for fringe benefits on a pro-rated basis in accordance to County policy. employees receive fringe benefits on a pro-rated basis.

Part-Time—A part-time employee holds a position that is regularly scheduled to work less than 60 hours per pay period and less than 1,560 hours annually. These employees are not eligible for fringe benefits, except Wisconsin Retirement System participation if qualified under applicable Wisconsin law and administrative rules.

Part time—A part time employee holds a position regularly scheduled for less than 1,560 hours annually and less than 60 hours per pay period (effective 01/01/2017). These employees receive no fringe benefits except Wisconsin Retirement Fund benefit accrual if qualified per applicable Wisconsin Statutes and administrative rules.

PRN (Pro Re Nata meaning as the situations arises or as needed)—A PRN employee is employed on an as-needed, intermittent basis to meet operational staffing needs. PRN employees are not assigned a regular ongoing schedule and are not guaranteed any minimum number of work hours. PRN employees are not eligible for fringe benefits, except Wisconsin Retirement System participation if qualified under applicable Wisconsin law and administrative rules. PRN status does not create an expectation of continued or regularly scheduled employment. PRN employees may be offered shifts based on operational need, but such availability does not establish a regular work schedule or guaranteed continued employment.

Limited Term—A limited-term employee generally works not more than 1040 hours per year and for a specified period. These employees receive no are not eligible for fringe benefits, except Wisconsin Retirement Fund benefit accrual if qualified per applicable Wisconsin Statutes and administrative rules. These employees may stay on as LTE versus re-hiring each year for specific events.

Temporary—A temporary employee is an employee hired for a specific period of time or as a temporary replacement for another employee on authorized leave, where employment is expected to terminate upon the employee's return to duty. Temporary employees receive no fringe benefits unless required by law or as otherwise authorized by the Executive Committee.

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5.3 HIGHWAY DEPARTMENT (reviewed 7/2019)

The following policies differ from the general personnel handbook policies. The differences are described below and apply to the Highway Department.

Hours of Work

The normal workweek for all employees at the highway department shall be forty (40) hours, consisting of five (5) consecutive eight (8) hour days, Monday through Friday. However, due to the nature of the work, deviation from the employee(s) normal schedule of hours, 7:00 a.m. to 3:30 p.m., may occur. Saturday and Sunday are normal days off.

Employees will work a modified summer work schedule beginning the first week of April through the second full week of October. (This period may be extended by up to two (2) additional weeks by the Employer.) The modified schedule will be:

Monday through Thursday – 6:00 a.m. through 4:00 p.m.

~~Three scheduled paid ten (10) minute breaks. The break schedule may be adjusted as necessary in response to work load requirements.~~

~~9:00 a.m. – Morning break~~

~~12:00 p.m. – Noon Break~~

~~2:00 p.m. – Afternoon break~~

In any week in which a holiday occurs (during the modified summer work schedule), employees shall be paid a ten (10) hour holiday, if the holiday falls on a regularly scheduled work day. If the holiday or observed holiday falls on Friday, the highway department will work four 8 hours days during that week and be paid 8 hours for that holiday. The four (4) ten (10) hour day work schedule will not impact the accrual of benefits. Such accrual shall be pursuant to normal policy. Vacation, sick and discretionary leave shall be used on an hourly basis (example: 1 day = 10 hours). Funeral leave shall be paid at ten (10) hours per day.

Revised February 21, 2023

Overtime and Compensatory Time

(This policy does not apply to clerical/office staff as they are governed under the general County overtime policies in the employee handbook.)

Employee(s) required to work in excess of their scheduled workday or work week shall be compensated at the rate of time and one-half (1-1/2) the employees applicable hourly rate of pay. Employee(s) may elect to take pay or compensatory time off. Compensatory time off shall be computed on a one and one-half (1-1/2) basis. Compensatory time shall be scheduled by mutual agreement between the employee and his supervisor. Compensatory time accumulation will be capped at a maximum of sixty

(60) hours. An employee can use up to 80 hours of compensatory time per year. Any compensatory time used in excess of 80 hours per year would need to be approved by employee's supervisor.

All work performed in excess of eight (8) hours per day or forty (40) hours per week shall be compensated at the rate of time and one-half (1-1/2) the employee's applicable hourly rate of pay. All work performed prior to or after the employee's normal schedule of hours shall be compensated at the rate of time and one-half (1-1/2) the employee's applicable hourly rate of pay.

Employees called in prior to the start of their scheduled shift shall be paid for such hours at time and one-half (1-1/2) in accordance with this agreement, provided, however, the County will not terminate the shift prior to (8) hours worked nor shall the employees suffer the loss of time and one-half (1-1/2) as a result thereof for being sent home early by the County following eight (8) hours worked.

Call-In Pay. Any employee called back to work by the County after having completed his regular day's work shall be paid not less than two (2) hours wages and shall be paid at the rate of one and one-half (1-1/2) times the applicable hourly rate of pay.

Any employee called back to work on a day off by the County shall be given not less than two (2) hours' time or wages in lieu thereof and shall be paid the rate of one and one-half (1-1/2) times the applicable hourly rate of pay.

Revised 01/29/2023

Personal Tool Replacement

Mechanics in the Grant County Highway Department are required to supply certain hand and power tools for the performance of their duties.

If these personal tools need replacement because of breakage while performing assigned duties or theft while properly stored on County property, the Grant County Highway Department agrees to reimburse affected employee for costs (not covered by County insurance or tool warranty) to replace said tool with an identical tool (or if unavailable, a tool of equal value), provided the employee received departmental approval to use said tool and employee provides documentation of replacement cost of said tool.

The employee is responsible for preparing an itemized list of personal tools which are used on the job. The shop foreman will verify accuracy of list and sign-off on list. The employee is responsible for updating the personal tool list.

Safety Clothing/Shoes

The Highway Department will reimburse employees required to wear safety shoes a maximum of One Hundred Seventy-Five (\$175) every year to be used for clothing/shoes. To be eligible for such reimbursement, the employee must submit a paid itemized receipt to the commissioner's office effective 01/01/2023.

Revised 12/15/2022

Administration Building
 111 South Jefferson St
 P.O. Box 430
 Lancaster, WI 53813-0430
 Phone: 608-723-2604
 Fax: 608-723-5636

APRIL, 2026
Grant County
Treasurer

General Investments

Investment	Term	Rate	Principal	Bank	Maturity
Wisconsin State Local Gov Investment Pool		3.69%	\$ 3,183,789.42	LGIP	As Needed
ICS High Yield Money Mkt		3.68%	\$ 3,185,700.81	Mound City Bank	As Needed
CD#0530824	15 Months	4.25%	\$ 549,975.00	Dupaco Comm Credit Unio	6/21/2026
CD#0530832	10 Months	3.90%	\$ 600,000.00	Dupaco Comm Credit Unio	1/24/2027
CD#740622496	24 Months	4.55%	\$ 800,000.00	MidWestOne Bank	7/8/2026
CD#6001408	25 Months	4.15%	\$ 800,000.00	Fidelity Bank	2/14/2027
CD#6001198	18 Months	3.85%	\$ 650,000.00	Fidelity Bank	10/7/2027
CD#20048800	25 Months	3.89%	\$ 958,140.68	Mound City Bank	9/21/2027
CDARS#1031722027	52 Weeks	4.05%	\$ 929,181.43	Mound City Bank	8/20/2026
CD#330330706492	16 Months	4.00%	\$ 800,000.00	Peoples State Bank	12/20/2026
Total General Investments			\$ 12,456,787.34		

TREASURER'S RECONCILIATION

BANK BALANCE MAR,26	\$20,118,716.92	
RECEIPTS	\$4,784,587.12	
DISBURSEMENTS		\$9,385,411.88
BANK BALANCE APR,26		\$15,517,892.16
	<u>\$24,903,304.04</u>	<u>\$24,903,304.04</u>

BANK RECONCILIATION

CLARE - GEN	APR, 26	\$13,442,388.59
CFB - HRA	APR, 26	\$118,755.38
CFB - ACH	APR, 26	\$1,211,373.72
CFB - RISK RESRV	APR, 26	\$13,929.56
CFB - TX LINK	APR, 26	\$2,000.00
MCB-CSZD	APR, 26	\$9,545.46
ROYAL - OPIOID	APR, 26	\$719,874.45
DUPACO	APR, 26	\$25.00
SUBTOTAL		<u>\$15,517,892.16</u>
LESS OUTSTANDING ORDERS		<u>\$87,260.16</u>
TREASURER'S BALANCE		\$15,430,632.00

Other Accounts

Waste Water Equipment Replacement Account	\$	23,450.55
Future Bond Payment Orchard Manor	\$	228,749.49
Jail Assess Fund carry over Balance	\$	210,340.34

(City Revenue: Fines & Forfeitures thru 4/30/2026 \$11,382.99)

Interest Earned 1/01/2026 to 4/30/2026

State Investment Pool	\$	39,364.49
General Fund Investments	\$	103,125.35
Checking Accounts	\$	229,527.55
On Delinquent Taxes	\$	92,820.61
MCB Sweep Acct	\$	37,060.56
CSZD Account	\$	0.94
ROYAL Opioid Account	\$	1,478.62
Waste Water Account	\$	38.50
CFB Risk Reserve Account	\$	5.96
Total Interest	\$	503,422.58

Grant County Treasurer's Tax Collection Report

Year	Tax Collected in APR 2026	Tax Yet to Collect APR 30, 2026	Compared to Tax to Collect APR 30, 2025
2015	\$ -	\$ -	\$ -
2016	\$ -	\$ -	
2017		\$ 474.07	\$ 6,983.88
2018		\$ 994.59	\$ 9,197.87
2019		\$ 879.15	\$ 8,106.07
2020		\$ 7,581.27	\$ 9,900.57
2021	\$ 206.53	\$ 9,297.27	\$ 32,638.51
2022	\$ 7,360.49	\$ 26,510.40	\$ 127,221.65
2023	\$ 4,345.78	\$ 208,717.54	\$ 449,033.47
2024	\$ 12,173.74	\$ 476,206.88	
TOTAL	\$ 24,086.54	\$ 730,661.17	\$ 643,082.02
2025-2026	\$ 307,661.59	\$ 16,131,911.88	\$ 15,601,613.71

MONTHLY SALES TAX REPORT 2026						
2026 MONTHLY SALES TAX DISTRIBUTION	2026	2025	2024	2023	2022	2021
Dec 16, 2025 - Jan 15, 2026	\$483,146.40	\$517,680.20	\$298,903.07	\$340,174.42	\$299,158.92	\$325,118.27
Jan 16, 2026 - Feb 15, 2026	\$460,056.45	\$434,239.48	\$646,515.46	\$576,314.29	\$433,775.71	\$309,198.35
Feb 16, 2026 - Mar 15, 2026	\$376,313.13	\$317,762.88	\$318,862.48	\$320,019.72	\$336,077.73	\$259,736.98
Mar 16, 2026 - Apr 15, 2026	\$390,279.23	\$491,362.09	\$261,132.76	\$301,464.73	\$416,278.22	\$346,170.58
		\$479,995.46	\$496,102.94	\$434,991.52	\$343,917.91	\$362,045.14
		\$330,284.39	\$372,802.59	\$487,400.33	\$507,672.44	\$433,225.78
		\$696,287.98	\$383,042.36	\$402,860.49	\$390,239.12	\$349,210.92
		\$492,645.54	\$631,419.98	\$520,229.63	\$421,231.76	\$370,519.94
		\$427,680.08	\$349,211.68	\$437,590.98	\$475,170.48	\$411,180.46
		\$592,791.48	\$428,022.67	\$361,699.88	\$436,634.29	\$366,645.81
		\$413,527.43	\$528,038.39	\$479,054.21	\$505,415.05	\$344,935.87
		\$452,377.41	\$375,327.70	\$426,900.37	\$412,789.80	\$432,129.92
	\$1,709,795.21	\$5,646,634.42	\$5,089,382.08	\$5,088,700.57	\$4,978,361.43	\$4,310,118.02

Respectfully Submitted,

Carrie Eastlick

Carrie Eastlick, Grant County Treasurer