

RESOLUTION NO. 5235

**A RESOLUTION SUPPORTING THE 2026 FAIRBANKS EMERGENCY
COMMUNICATIONS CENTER BUSINESS PLAN**

WHEREAS, the City of Fairbanks operates a state-of-the-art emergency communications center known as the Fairbanks Emergency Communications Center (FECC); and

WHEREAS, the FECC provides dispatching and call-taking services to numerous police departments, fire departments, emergency medical service agencies, and municipal agencies; and

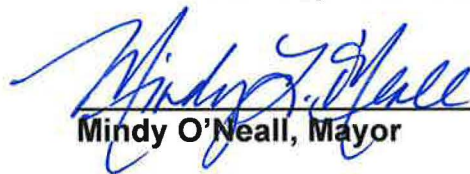
WHEREAS, the FECC 2020 business plan was supported by City Council with the approval of Resolution No. 4900.

NOW, THEREFORE, BE IT ENACTED BY THE CITY COUNCIL OF THE CITY OF FAIRBANKS, ALASKA, as follows:

SECTION 1. The City Council supports the updated 2026 Fairbanks Emergency Communications Center Business Plan (attached) that is premised upon the following four core foundational principles:

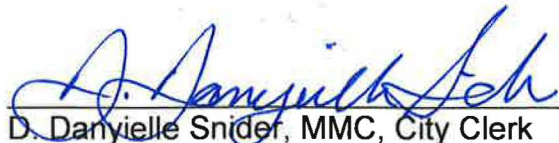
- 1 The City of Fairbanks owns and controls FECC;
- 2 FECC works to be self-supporting;
- 3 User agencies will have a formal advisory role in FECC operations; and
- 4 FECC will strive to provide affordable services for end-user agencies.

SECTION 2. The effective date of this resolution is six days after adoption.

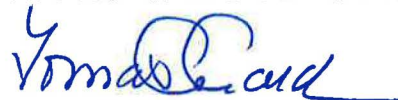

Mindy O'Neall, Mayor

YEAS: APPROVED by UNANIMOUS CONSENT
NAYS: None
ABSENT: None
ADOPTED: September 28, 2026

ATTEST:


D. Danyielle Snider, MMC, City Clerk

APPROVED AS TO FORM:


Thomas A. Chard II, City Attorney

CITY OF FAIRBANKS
FISCAL NOTE

I. REQUEST:

Ordinance or Resolution No: 5235

Abbreviated Title: FECC 2026 BUSINESS PLAN

Department(s): FECC

Does the adoption of this ordinance or resolution authorize:

1) additional costs beyond the current adopted budget? Yes _____ No x

2) additional support or maintenance costs? Yes _____ No x

If yes, what is the estimate? see below

3) additional positions beyond the current adopted budget? Yes _____ No x

If yes, how many positions? _____

If yes, type of positions? _____ (F - Full Time, P - Part Time, T - Temporary)

II. FINANCIAL DETAIL:

EXPENDITURES:	2027	2028	2029	2030
Dispatch Operational Costs (Budget)	\$3,461,870	\$3,581,165	\$3,704,780	\$3,832,870
Dispatch Operational Joint Costs (Facility, Admin, Other)	\$919,485	\$946,360	\$973,890	\$1,002,655
TOTAL	\$4,381,355	\$4,527,525	\$4,678,670	\$4,835,525

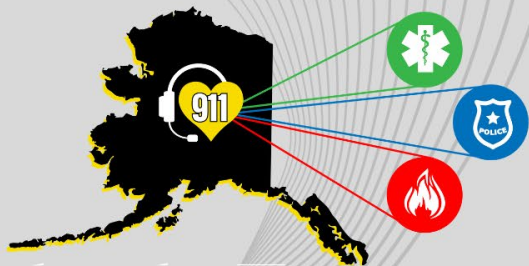
REVENUES:	2027	2028	2029	2030
City General Fund (Police, Fire, Other)	\$2,804,070	\$2,897,620	\$2,994,350	\$3,094,740
North Pole Police & Fire Departments	\$358,340	\$409,530	\$460,725	\$469,940
Fairbanks North Star Borough (911 Services)	\$487,190	\$687,540	\$701,290	\$715,320
Other Local Agencies	\$545,810	\$583,540	\$646,220	\$657,500
TOTAL	\$4,195,410	\$4,578,230	\$4,802,585	\$4,937,500

Dispatch Operational Costs projections include an annual 3.5% increase and Joint Costs projections include an annual 2.9% increase. Revenue projections are based on rates and number of calls dispatched by FECC as defined in the business plan.

Prepared by Finance Department:

Initial mb

Date 9/17/2026



Fairbanks Emergency COMMUNICATIONS CENTER

BUSINESS PLAN

Sergeant Allen Brandt
Police Station and
Emergency Communications Center



Prepared by
Brenda Geier

2026

907-450-6588



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I. Executive Summary

The Fairbanks Emergency Communications Center (FECC) serves as the region's primary 911 answering point, providing consolidated police, fire, and EMS dispatch services to multiple agencies. As demand for emergency communications continues to grow, the FECC remains a critical component of public safety operations across the Alaska Interior Region. The City of Fairbanks (City) owns and operates the center, ensuring modern, reliable, and comprehensive services for all user agencies.

Communities nationwide are consolidating public safety communications systems to improve service quality and maximize public resources. The FECC has followed this trend through the development of Business Plans in 2011, 2015, 2020, and now 2026. Each plan has advanced the center's operational efficiency, strengthened user involvement in advisory roles, and reinforced the need for a sustainable, transparent financial model.

Historically, user fees were based on informal estimates rather than objective cost analytics. As the FECC matured, this approach led to questions from both City leadership and user agencies about cost equity, service value, and the City's disproportionate financial burden. These concerns highlighted the need for a clear, fair, and defensible cost allocation method that accurately reflects operational expenses and prevents cross subsidization.

The 2026 Business Plan addresses these challenges through four foundational principles:

1. The City of Fairbanks will continue to own and operate the FECC under its current governance structure.
2. FECC must be fully self-supporting, with no subsidy from the City of Fairbanks.
3. User agencies will maintain a formal advisory role in FECC operations.
4. FECC services must remain affordable for all users.

This plan ensures the delivery of high-quality, dependable emergency communications services while establishing a transparent financial model that equally benefits all user agencies. By reinforcing operational sustainability and equitable cost allocation, the FECC continues to provide essential value and protection to the communities it serves.

II. The Organization and Its Environment

The Fairbanks Emergency Communications Center (FECC) is a consolidated public safety dispatch center providing services to two police departments, multiple fire and emergency medical services agencies, and several related organizations. (A complete list of user agencies is provided under Historical Perspective.) The FECC began in 2002 as part of the Fairbanks Police Department and, in 2006, became an independent department within the City of Fairbanks government. The center is located at the Emergency Communications Center facility at 911 Cushman Street.

FECC dispatchers are fully trained to manage fire, EMS, and police calls. Their qualifications include Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD), and Emergency Police Dispatch (EPD), all of which contribute to the comprehensive training required for their role. In addition, all FECC dispatchers are certified by the International Academy of Emergency Dispatch.

Within the Fairbanks North Star Borough, the FECC is one of six full-time, year-round public safety dispatch centers, along with one seasonal center. The other year-round centers include:

1. Alaska State Trooper Dispatch Center (State of Alaska)
2. University of Alaska Fairbanks Police Dispatch Center (UAF campus)
3. Fairbanks International Airport Police/Fire Dispatch
4. Fort Wainwright, located on a U.S. Army installation
5. Eielson Air Force Base, located on a U.S. Air Force installation

In addition, the Alaska State Forestry Dispatch Center operates seasonally during the summer months.

Historical Perspective

Prior to the FECC's opening in 2002 and as early as the 1980s, local agencies and policymakers periodically explored the idea of consolidating public safety dispatch services within the Fairbanks North Star Borough. One frequently mentioned concept was the creation of a regional, consolidated dispatch center. Although no formal plans existed at the time, City planners anticipated future needs when designing the new police building by including space and infrastructure to support a much larger dispatch center than the City required without identified non-City users. From the outset, the FECC was intentionally designed to support a consolidated and sustainable regional dispatch capability.

In 2003, a Borough-sponsored study concluded that a consolidated dispatch center could be housed within the newly constructed police building. At the same time, federal mandates for improved interoperability significantly influenced planning decisions and reinforced the value of a unified communications facility.

In 2004, what would later become the FECC began providing dispatch and related services for the City of North Pole Police and Fire Departments. Although not part of an organized borough-wide consolidation effort, this marked the beginning of the FECC's expansion beyond City operations. Over time, additional Fire and EMS agencies joined the system. Today, the FECC manages the majority—over 75 percent—of all dispatch related activity within the Fairbanks North Star Borough and surrounding service areas, from E-911 call taking through dispatch coordination and call resolution.

The FECC's current user agencies are listed as follows:

Fire/EMS Agencies

- Chena-Goldstream Volunteer Fire and Rescue
- Delta Junction Fire Department
- Delta Junction Medical Transport
- Rural Deltana Volunteer Fire Department
- Denali Borough
 - Cantwell Volunteer Fire Department
 - Anderson Public Safety
 - Tri-Valley Volunteer Fire Department
 - McKinley Volunteer Fire Department
 - Panguingue Volunteer Fire Department
- Ester Volunteer Fire Department
- Fairbanks Fire Department
- Fairbanks North Star Borough
 - Emergency Operations

- Hazardous Materials Response Team
- North Pole Fire Department
- North Star Fire Department
- Salcha Fire and Rescue
- Steese Area Volunteer Fire Department
- University Fire Department

E911

- Fairbanks North Star Borough
- City of Delta Junction
- Denali Borough
- City of Nenana

Law Enforcement Agencies

- Fairbanks Police Department
- North Pole Police Department

Other Services

- Emergency Services Patrol
- Volunteers in Policing
- Mobile Crisis Team

Historical Business Plans

In spring 2010, the City of Fairbanks and the Fairbanks North Star Borough's Emergency Operations Department began coordinated discussions to evaluate cost fairness, workload distribution, and the value provided by the FECC. To establish an objective understanding of FECC operations, the City of Fairbanks, City of North Pole, and the Borough jointly contracted with Information Insights to conduct a comprehensive Workload Analysis. This study quantified actual operational activity within the center and determined the distribution of tasks as follows:

- 18% E-911 call taking
- 46% dispatching
- 27% records management
- 9% other tasks

Following the Workload Analysis, Alaska Management Resources, Inc. was engaged to develop a formal business plan to support long-term sustainability of the FECC. The initial Business Plan was completed in 2011 and subsequently revised in 2015 and again in 2019. This 2026 Business Plan serves as an update to the 2019 Business Plan and reflects current operational realities, user needs, technological developments, and financial considerations.

III. FECC Cost Allocation Model

The FECC provides comprehensive regional dispatch services for police, fire, and EMS agencies. These services include Computer-Aided Dispatch (CAD), records management and reporting, automatic and conventional paging, radio dispatching, E-911 call taking, fire and police alarm

monitoring, digital call logging, and other administrative support functions. To ensure that user cost allocation is appropriate and equitable, the FECC—working in partnership with the Mayor’s Office, Finance Department, and participating user agencies—developed a revised financial model designed to fully recover operating costs and fairly distribute charges among all users.

The projected total cost to operate the FECC in FY 2027 (January 1–December 31) is \$4,381,355. This budget supports 20 full-time and 1 part-time positions and reflects all direct, indirect, and shared facility expenses necessary for sustained operations.

Determining the actual cost of FECC operations has been an essential component of long-term planning. Beginning in 2011, the FECC implemented a structured effort to develop a fair and defensible method for distributing public safety communications costs among all user agencies. Actual cost calculations include direct operational expenses, indirect administrative costs, and proportional facility overhead.

In the 2015 Business Plan, and with input from user agencies, the City’s Chief of Staff, and the Finance Department, the FECC adopted a modified à-la-carte cost allocation model. Under this approach, agencies pay based on their call volume and the specific services they receive from the center. All police and fire agencies pay for a required “General Services” package and may choose to purchase additional “Specialized Services” depending on their operational needs.

The 2015 model provided clarity for existing agencies on their cost responsibilities and created a fair and transparent framework for new agencies to contract for FECC services. Costs are organized within three primary service categories:

1. **E-911 Call Taking:** The Fairbanks North Star Borough allocates E-911 call-taking fees to fund the portion of FECC operations dedicated to answering emergency calls prior to dispatching appropriate responder agencies. These fees are based on the number of call takers required to provide continuous 24-hour coverage and the associated personnel costs. At the FECC, a minimum of six call takers is necessary to meet this requirement, representing approximately 12,480 staff hours per year.

The total cost of E-911 call taking is deducted from the FECC’s overall operating budget before calculating individual agency cost allocations. This ensures that user agencies are not charged separately for call-taking services funded through the Borough. The agreement with the Borough includes an annual Consumer Price Index (CPI) adjustment, along with a 10 percent indirect rate applied to call-taking expenses.

The City intends to continue working closely with the Fairbanks North Star Borough to ensure future agreements fully cover all E-911 call-taking costs. This includes the comprehensive training required for all dispatchers, which is essential for maintaining high-quality emergency communications and meeting operational standards.

2. **General Services:** FECC operations function as a comprehensive foundational package that all subscribing user agencies receive. This package encompasses the core activities associated with processing and managing police, fire, and EMS calls from initial intake through resolution. These services represent the essential, baseline operational functions required to support effective public safety communications across all participating agencies. General Services include the following:

- Call taking
- Determining the primary response agency or agencies
- Initiating Automatic Mutual Aid and other mutual aid responses
- Dispatching user agencies
- Emergency fire/medical/police dispatching
- Tracking apparatus response times
- CAD entry
- Staffing call-backs
- Response plan setup and maintenance
- Alpha paging setup
- Alaska State Trooper notifications and updates
- Red Cross notifications
- Pertinent Fairbanks North Star Borough notifications
- Golden Valley Electric Association notifications and updates
- Addressing other service requests from user agencies
- Call and radio recordings for agency use and public records requests

Charging for General Services is determined by call volume, meaning the number of police/fire/EMS calls dispatched by FECC for each user agency. Event-based call volume has been determined to be the most appropriate, consistent, and equitable method to calculate agency cost allocation because it is objective and easily verified. Billable call volume is based on the calendar year.

- **Fire/EMS Calls:** These calls tend to have a longer duration and are therefore charged out at \$70 per call, based on call-volume increments. Effective July 1, 2027, the rate will increase to \$80 per call, and effective July 1, 2028, the rate will increase to \$90 per call. Fire/EMS agencies that respond into the City of Fairbanks on any call, including but not limited to automatic or requested mutual aid, will not be charged. In addition, agencies will not be charged for mutual aid or automatic mutual aid when responding to a Structure Fire, Fire Alarm, or Outside Fire that is dispatched by FECC, this charge will be applied to the primary response agency.
 - **Police Calls:** These calls, which are of higher volume but shorter duration, are charged out at a lower rate than Fire/EMS – at \$35 per call. Effective July 1, 2027, the rate will increase to \$40 per call, and effective July 1, 2028, the rate will increase to \$45 per call. The Fairbanks Police Department rate per call will include an additional \$10 per call for other in-house administrative duties.
3. **Specialized Services:** In addition to the foundational General Services package, the FECC offers a range of specialized or “premium” services that user agencies may elect to purchase based on their operational needs. These services extend beyond standard dispatch functions and provide agencies with enhanced capabilities for records management, mobile reporting, administrative support, and advanced system integration. Current specialized services offered by the FECC include:
- Police Records Management System
 - Police Mobile Field Reporting
 - Police Administration Call Taking
 - Mobile Computing Application

- Freedom Application
- Computer-Aided Dispatch (CAD) Application
- CAD Status Monitor

User agencies may opt into any of these specialized services and will be charged based on the actual usage and the costs incurred by the City of Fairbanks for each software license, system user, or service component.

The FECC may also offer additional specialized services upon request. All costs associated with such services, including software, licensing, equipment, training, and maintenance will be fully borne by the requesting agency.

One-Time Initiation Fee: Any new fire, fire/EMS, police, or other public safety agency joining the FECC as a user agency will be assessed a one-time Initiation Fee of \$2,500. This fee must be paid prior to the agency receiving services. The Initiation Fee covers the administrative, technical, and operational expenses associated with transitioning and integrating the new agency into FECC operations. These activities may include system configuration, user setup, training coordination, workflow alignment, and other onboarding requirements necessary to ensure seamless participation in FECC services.

IV. Market Analysis – FECC Users and the Market

The Market Analysis in a public-sector business plan identifies the organization's customers or stakeholders, evaluates future service needs, and highlights competitive advantages. For the FECC, the primary customers and stakeholders are police and fire/EMS providers:

Police. Across the country, Public Safety Answering Points (PSAPs) typically provide combined police and fire/EMS services, with most of their workload generated by police calls. The majority of police events begin as 911 calls handled by dispatch, while additional calls are initiated by officers in the field. Because police activity accounts for a significant portion of dispatch workload, many PSAPs are operated by law enforcement agencies.

The FECC provides dispatch services to two police departments, which together make up a substantial share of the center's workload. Other regional law enforcement organizations operate their own independent dispatch centers, including the Alaska State Troopers, Fairbanks International Airport Police and Fire, and the University of Alaska Fairbanks Police Department, each staffed by their respective agencies.

Fire/EMS: The FECC dispatches fire departments with a mix of fully paid, partially paid/part-volunteer, and all-volunteer staffing models. Most fire department calls are EMS-related, requiring frequent coordination between law enforcement and fire/EMS providers.

Other Clients: The FECC provides dispatch and communications support for several other important organizations within the region. These include Community Service Officers with Volunteers in Policing (VIP), the Fairbanks North Star Borough's Emergency Operations and Hazardous Materials Operations, the Emergency Services Patrol, and the Mobile Crisis Team. These organizations rely on the FECC for coordinated communications, resource tracking, emergency notifications, and real-time support during critical incidents and community response operations.

While there are many user agencies, the ultimate stakeholders of the FECC are the residents who rely on timely and accurate emergency communications—often without knowing that the center exists,

where it is located, or how it operates. The agencies themselves are the paying customers, but the FECC's services ultimately protect and serve the public.

The Competition

Although several other PSAPs operate within the region and provide varying levels of consolidated services, none offer the broad, fully integrated E-911 call taking and dispatching capabilities that the FECC provides. The other area PSAPs are described below:

- **The University of Alaska Fairbanks (UAF) Police Department Dispatch Center** provides call-taking and dispatching services primarily for the UAF Police Department. The nature of UAF's dispatch operations is somewhat unique and may be difficult to integrate into the FECC environment. UAF currently contracts with the City to use the FECC CAD system; however, UAF has given notice that it intends to transition to its own CAD platform in March 2027.
- **Fairbanks International Airport Dispatch.** Fairbanks International Airport Dispatch is operated by the Alaska Department of Transportation and Public Facilities. It provides call-taking and dispatch services for police and fire/EMS units assigned to the Fairbanks International Airport Public Safety Department. Dispatchers also support security and access-control functions for the airport property. Due to its responsibility for tarmac access control under Homeland Security requirements, as well as the unique nature of airport fire operations, the likelihood of the Airport Dispatch utilizing FECC services is minimal
- **Alaska State Trooper Dispatch.** Operated by the Alaska Department of Public Safety, Alaska State Trooper Dispatch provides services for the Alaska State Troopers, Fish and Wildlife Protection, and the State Fire Marshal, covering an extensive geographic region. The distinct nature of its services and coverage area, combined with ongoing facility expansion projects, potential regional consolidations elsewhere in the state, and continuing state budget considerations, make a transition to FECC services unlikely.
- **Fort Wainwright and Eielson Air Force Base.** Both Fort Wainwright (FTWW) and Eielson Air Force Base operate their own PSAPs for police and fire/EMS services, providing functions similar to those offered by the FECC. However, because these PSAPs operate on active military installations with unique federal requirements and security protocols, it is unlikely that either would become an FECC customer.
- **Forestry Dispatch Center.** The Forestry Dispatch Center is a seasonal operation that provides dispatching services for wildland firefighting. Forestry does not dispatch structural fire, EMS, or police units, and its service model is substantially different from that of the FECC. Forestry plans to contract with the City for access to fire-related CAD information.
- **Other Competition.** During the development of this business plan, one user agency noted that out-of-state PSAPs might be able to provide dispatching services to current FECC users. The availability, practicality, and effectiveness of such services for agencies within the FECC service area remains unclear. As a result, out-of-state PSAPs do not factor into the development of this business plan.

While opportunities to bring other PSAPs into the FECC as user agencies are limited, there is a strong culture of collaboration among existing PSAPs in the region. The most significant growth potential for the FECC lies in adding new user agencies and expanding or enhancing services provided to current agencies.

Competitive Advantage and Strategic Position

The FECC has several competitive advantages that position it strongly as a regional, comprehensive Public Safety Answering Point (PSAP) and emergency communications center:

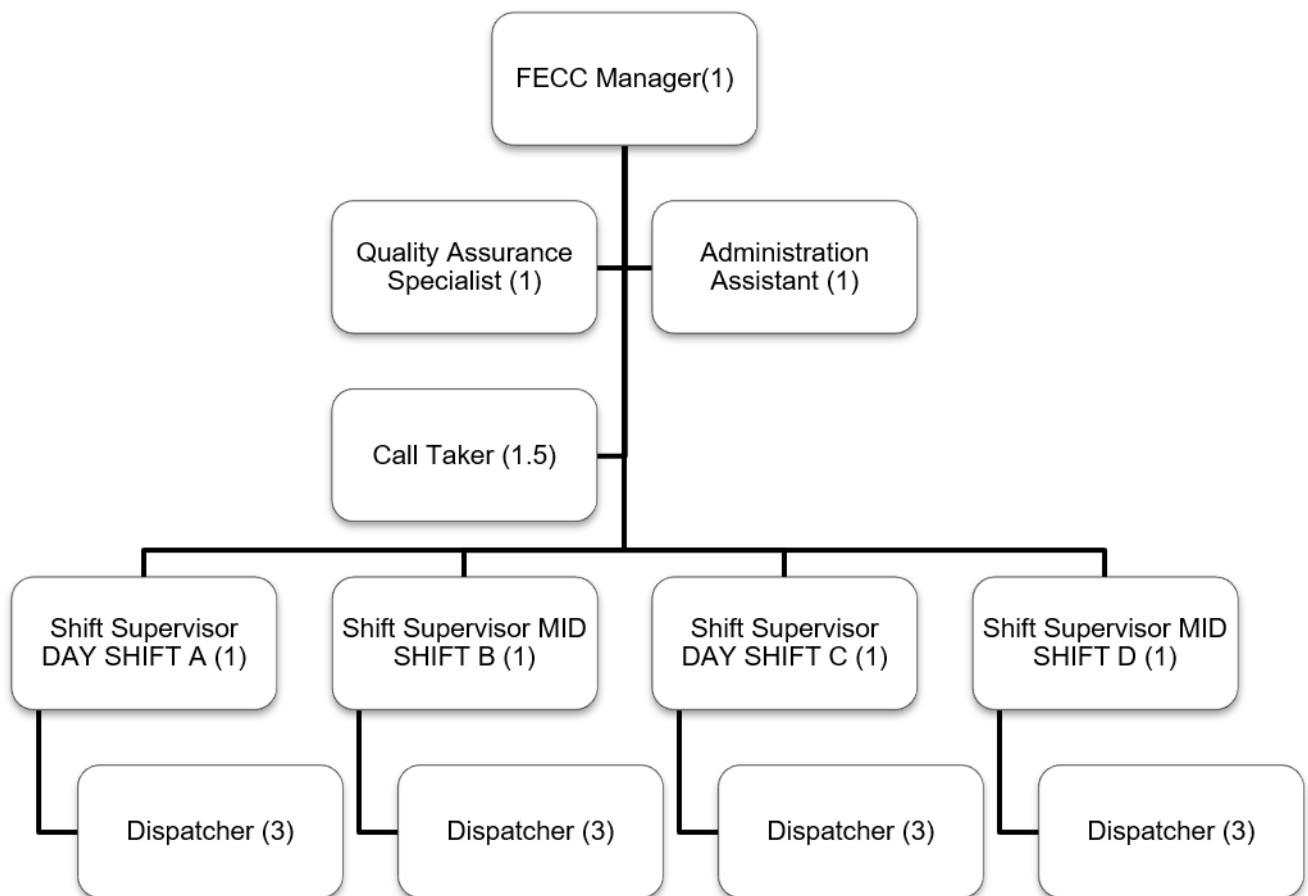
1. FECC facility is state-of-the-art, designed for long-term use with modern infrastructure capable of supporting future growth.
2. FECC operates with current, secure, and robust technology systems that meet industry standards and evolving public safety requirements.
3. FECC physical layout is flexible and expandable, capable of accommodating additional dispatchers and supporting increased services as more user agencies join.
4. FECC employees are highly trained, and the center maintains a strong commitment to ongoing professional development and certification.
5. FECC consistently receives strong ratings from the Insurance Services Office (ISO), contributing to reduced insurance rates for stakeholders and service recipients.

V. Sustainable Human Resources Plan - Current Personnel and Projected Needs

Maintaining a sustainable human resources infrastructure continues to be a challenge for the FECC due to several factors, including the increasing volume and complexity of the workload, expanding training and certification requirements, and the absence of a pre-trained workforce. These pressures require ongoing investment in recruitment, training, retention, and professional development.

Projected staffing for the FECC is 20.5 full-time equivalent (FTE) positions, organized in the configuration outlined below. Each position carries distinct responsibilities essential to maintaining high-quality emergency communications services.

FIGURE 1: FECC Organizational Chart



- **FECC Manager (1 FTE).** The FECC Manager provides overall administrative leadership for the center, supervises all FECC staff, and serves as the primary external liaison between the center and its user agencies.
- **Administration Assistant (1 FTE).** Under the direction of the FECC Manager, the Administrative Assistant provides essential clerical and administrative support. Responsibilities include processing invoices, payroll, reports, and supply orders, as well as completing additional tasks assigned by the FECC Manager.
- **Quality Assurance Specialist (1 FTE).** Quality Assurance Specialist ensures that all emergency calls and dispatch activity meet International Academy of Emergency Dispatch standards. The specialist reviews EMD, EFD, and EPD calls for accuracy and protocol compliance, identifies areas for improvement, and supports dispatcher training and certification. Their work helps maintain consistent, high-quality performance across the center and reinforces FECC's adherence to national best-practice standards.
- **Shift Supervisors (4 FTEs).** Shift Supervisors provide direct supervision of dispatch operations across the four required shifts—A, B, C, and D—to support continuous 24-hour emergency communications. They oversee dispatcher performance, ensure adherence to policies and procedures, coordinate operational needs during their shifts, and manage critical incidents as they arise.
- **Dispatchers (12 FTEs).** Dispatchers serve as the front-line E-911 call takers and dispatchers for all user agency resources. They handle initial data entry into the CAD system, manage call

processing, coordinate responses, and provide essential communications support throughout each incident.

- **Call Taker/Admin Support (1.5 FTEs).** Call Taker/Admin Support staffs the front desk of the Emergency Communications Center and provides both call-taking and administrative support. Duties include assisting with incoming calls, supporting dispatch operations as needed, and performing front-office administrative tasks.

Minimal Staffing and Shifts

The FECC's staffing configuration is based on maintaining a minimum of four dispatchers per shift. As in previous Business Plans, the purpose of this section is not to revisit earlier staffing debates, but rather to outline the most sustainable staffing structure moving forward.

For a dispatch center with FECC's current workload, the Insurance Services Office (ISO) recommends four dispatchers per shift, including a dedicated call taker. Other industry guidance suggests five dispatchers per shift, not including a separate call taker. There continues to be national debate on what constitutes appropriate and sustainable staffing levels for PSAPs.

The discussion generally centers on whether staffing should be based on worst-case scenarios or mid-case scenarios. Most agencies work to strike a balance between these two approaches, and the FECC continues to follow that balanced model as well.

Better Leveraging People Resources

Overtime has long been a concern for City leadership, and this challenge has persisted since before FECC operations began. The fundamental cause remains the same: the time required to fully train a new dispatcher and bring them into the minimum staffing pool. On average, it takes approximately eight months for a trainee to complete all required training and achieve full operational status. Until that point, they cannot be counted toward minimum staffing levels, and gaps in the schedule must be filled by existing dispatchers—resulting in significant overtime.

An additional complication is the high attrition rate during or near the end of training. Trainees may determine that dispatching is not the right fit and choose to leave employment with the City. When this happens, the invested training time does not result in a fully trained dispatcher, and overtime demands on current staff continue. This reality means that the burden of training new dispatchers falls entirely on the City, with no guarantee of a successfully filled position at the end of the process.

As a result, the cost of training including the substantial overtime required to support staffing during training periods remains a major operational challenge for the FECC.

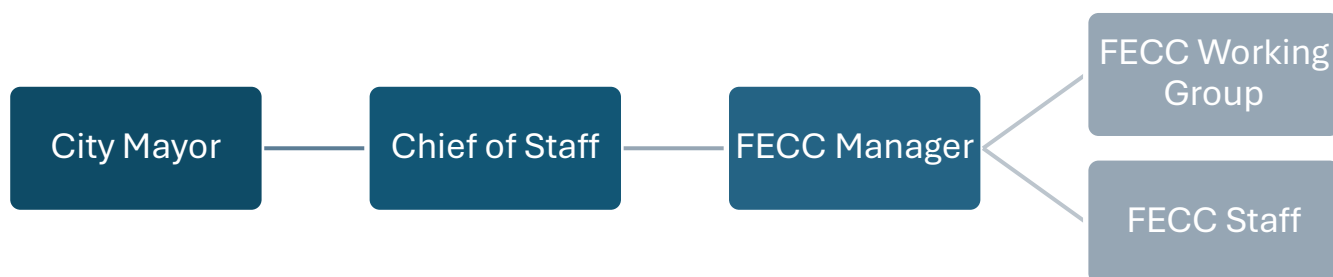
VI. FECC Governance and Leadership

The Fairbanks Emergency Communications Center originally operated as a division within the Fairbanks Police Department, with day-to-day management handled by a Deputy Police Chief. While this structure was effective during start-up, it became clear over time that greater independence was needed. Leaders recognized that neither the Fairbanks Police Department nor the Fairbanks Fire Department should have direct control over dispatch operations, given the importance of neutrality and balanced service across multiple agencies.

Today, the FECC functions as a separate department within the City of Fairbanks. The Center reports to the City Mayor through the Chief of Staff, who oversees all executive-level operations and leadership positions. The FECC Manager serves at the same organizational level as the Police Chief, Fire Chief, and Public Works Director, ensuring consistent authority and visibility within the City's leadership structure.

The figure below illustrates the FECC's span of control and its placement within the overall City of Fairbanks organizational framework.

FIGURE 2: FECC Placement within City of Fairbanks Infrastructure



Under the current structure, decision-making authority for FECC operations rests with the FECC Manager, who regularly solicits input from user agencies through the FECC Working Group. The FECC Manager reports to the City Mayor through the Chief of Staff. This structure results in significant collaboration—and some overlap—between the FECC and other components of the City's infrastructure, including the Mayor's Office, Chief of Staff, Police and Fire Departments, Finance Department, IT Department, the City Attorney, and the City Clerk's Office.

Current Key Management Decision Makers

Brenda Geier serves as the Interim FECC Manager, bringing in more than two decades of progressive experience in emergency communications. Since beginning her dispatch career in 2002, Brenda has advanced through every operational tier of the Fairbanks Emergency Communications Center, including roles as Dispatcher, Dispatch Supervisor, Communications Training Officer, Operations Manager, and Interim FECC Manager. This breadth of experience provides her with a comprehensive understanding of the center's operational needs, staffing challenges, and strategic priorities.

Brenda holds the Communications Center Manager certification from Fitch & Associates, a nationally recognized credential that underscores her leadership capabilities and technical expertise in public safety communications management.

In addition to her professional achievements, Brenda has demonstrated exceptional commitment to community engagement. She organized and facilitated the inaugural "Run for the Cops" 5K family walk/run event, earning APOA's Citizen of the Year award for her efforts. Her operational depth,

leadership experience, and dedication to public service position her as a key decision-maker guiding the FECC's continued sustainability and growth.

The FECC Working Group

Based on a recommendation in the 2015 FECC Business Plan, the ad-hoc (temporary and sporadic) FECC User Council was replaced with a formalized FECC Working Group, operating under a set of Operating Principles. The FECC Working Group is composed of one member appointed by each user agency; members must be in a leadership capacity within their agencies. Unlike the User Council, the structure and function of the Working Group is more formal, with a leadership structure based on having a Chair, Vice-Chair and Secretary; members have specifically articulated roles and responsibilities, as well as a decision-making process. Operating Principles for the FECC Working Group appear in Appendix A of this document. Like the original User Council from the 2011 Business Plan, the Working Group retains its advisory role, but with a more robust decision-making process and mechanism for meaningful and productive interaction with FECC management.

Other Structural Considerations and Annual FECC Review

Throughout the life of the FECC, several user agencies have expressed interest in exploring alternative organizational structures that would provide the center with greater independence and autonomy. The 2015 plan outlines several potential structural options for consideration. However, as reaffirmed in the 2020 Business Plans and reflected in this updated plan, City leadership is not interested in pursuing structural changes at this time.

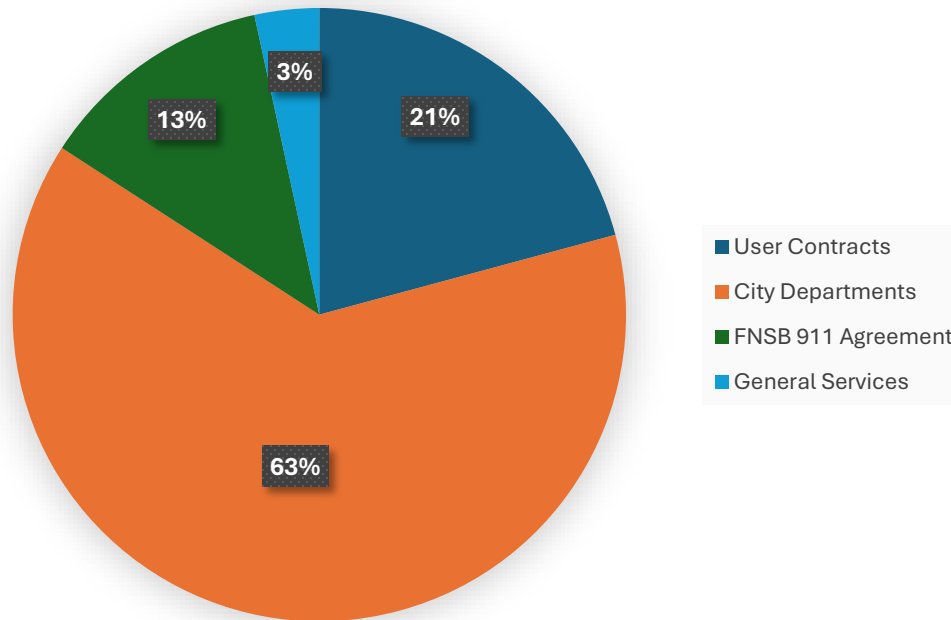
Instead of implementing long-term structural modifications, the City will conduct an annual review of FECC operations. The results of this review will be shared with user agencies and used in conjunction with continued engagement through the FECC Working Group. This annual review process provides an additional “check and balance,” ensuring that user agencies maintain a meaningful advisory role in FECC management and leadership while supporting transparency and accountability in overall operations.

VII. The FECC Expenditures and Sustainable Revenue

FECC management and City leadership remain committed to maintaining and continually improving a revenue structure that fully covers the center's operating expenses—including funding the 20.5 FTEs required for full staffing—while also supporting the long-term goal of sustaining FECC operations without financial subsidy from the City of Fairbanks. The total cost to operate the FECC in FY 2025 (January 1–December 31) was \$4,050,157. Revenue to support these operations is shown in the Figure 3 by their proportion of total revenue.

FIGURE 3: FECC Revenue by Sources

FECC revenue is generated through services provided to User Agencies (13%), Fairbanks Police and Fire Departments are the largest users (63%), FNSB 911 Contract (21%), and General Services (3%).



VIII. Conclusion

Sustainable and effective public safety communications are essential. The need for comprehensive 911 call-taking and dispatching continues to increase both nationally and locally. In Fairbanks and the surrounding region, factors such as population growth, an aging community, and anticipated military expansion over the next five years will further elevate demand for police, fire, and EMS services.

There is no single solution for meeting all emergency communications needs. However, maintaining a sustainable and resilient infrastructure through the FECC is critical. The City of Fairbanks is committed to preserving and strengthening this infrastructure by implementing the right mix of services, supporting diverse user agencies, providing appropriate human resources, incorporating guidance from the FECC Working Group, and upholding a fair pricing structure grounded in a defensible cost-allocation methodology.

Appendix A: FECC Working Group Operating Principles

Article I. Name

The name of this entity is the Fairbanks Emergency Communications Center Working Group (the “Working Group”).

Article II. Purpose and Duties

1. **Core Purpose**
The purpose of the Working Group is to communicate the needs and interests of the FECC’s user agencies to FECC Management and City Leadership.
 2. **Duties**
To fulfill its core purpose, the Working Group will:
 - Stay informed on public safety communication issues and policies, particularly those affecting FECC operations.
 - Present the concerns and issues of FECC user agencies to FECC Management.
 - Maintain awareness of FECC operations and the interests of its diverse user agencies.
 - Provide advice to FECC Management regarding operational goals and service delivery.
 - Participate in the development of FECC Strategic Plans and Business Plans.
 3. **Manner of Acting**
Guidance provided to FECC Management may take the form of resolutions or informal recommendations, based on a consensus model of decision-making.
 4. **Responsibility of FECC Management**
While FECC Management is not required to adopt Working Group recommendations, in any instance where it does not follow the Working Group’s guidance, it must fully inform the Working Group of the reasons for that decision.
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Article III. Membership

1. The Working Group consists of one representative from each FECC user agency. Members must hold leadership positions within their respective agencies.
 2. The FECC Manager serves as a non-voting, ex officio member of the Working Group and does not participate in formal votes.
 3. Each user agency is solely responsible for appointing its Working Group representative and any necessary replacements.
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Article IV. Officers

The Working Group shall elect a Chairperson, Vice Chair, and Secretary annually by majority vote of the full membership. When needed, a Nominating Committee may submit a slate of candidates for election at the final meeting of the year.

1. **Duties of Officers**
 - Chair: Presides over Working Group meetings, appoints committees, establishes “Chair Rules,” and performs other duties as determined by the Working Group.
 - Vice Chair: Serves as Chair in the Chair’s absence.
 - Secretary: Responsible for submitting meeting minutes to the Working Group.
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Article V. Meetings

1. The Working Group shall hold at least four meetings per year.
 2. A quorum consists of more than 50 percent of Working Group members.
 3. Working Group members are expected to attend all regular meetings.
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Article VI. Conducting Meetings

The initial meeting of the Working Group will follow an informal interpretation of Robert's Rules of Order, Newly Revised. Once elected, the Chair will establish decorum rules ("Chair Rules") for meetings. A simple majority of Working Group members may override any standard or procedure established by the Chair.

Article VII. Open Process

The Working Group will operate in an open and transparent manner, in accordance with City of Fairbanks ordinances, regulations, and policies.
