

# **Presentation of the Final Report Consolidation of Dispatch Services**

**Town of Falmouth, Massachusetts**



**matrix**   
consulting group

**December 2014**

# Project Scope of Work

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- ◆ To evaluate the current emergency communication services currently provided to the Town and to police, fire and other services.
- ◆ To evaluate the feasibility of consolidating Police, Fire, Marine and Environmental Services (MES) and Public Works dispatch functions.
- ◆ To provide a time-phased implementation plan for the creation of a consolidated dispatch center in Falmouth.



# Project Methodology

- ◆ Interviewed personnel at all levels in the of the Police and Fire Departments related to the provision of dispatch services.
- ◆ Interviewed managers at Public Works and MES to understand after hour dispatch needs.
- ◆ Collected and analyzed comprehensive data from each dispatch center.
- ◆ Developed an understanding of the operations, workload, staffing and organization of each dispatch center.
- ◆ Developed a survey to allow input from all police and fire personnel.
- ◆ Conducted reviews of interim reports with the Town.



# Key Themes in the Report

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- ◆ There are opportunities to utilize a single CAD system for dispatching in Falmouth which would improve the coordination of public safety services and information about these services.
- ◆ There are opportunities to consolidate dispatch operations which will enhance service delivery to the Town and improve the cost effectiveness of these services.
- ◆ Full consolidation would require a decision on an existing location for the dispatch center or the construction of a new dispatch facility.
- ◆ Consolidating dispatch services will take approximately an additional 9 - 12 months to complete.



# Dispatch Consolidation Findings

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- ◆ Three options were considered
  - **Status Quo:** Continuing separate dispatch operations in Falmouth.
  - **Virtual Consolidation:** Consolidating technology to allow the separate dispatch centers to take 911 calls for the other service and the other service's dispatch units.
  - **Full Consolidation:** Operating a shared dispatch center and integrating all operations, personnel, technology and governance into a single Department.



# Dispatch Consolidation Findings

## ◆ Status Quo

### → Benefits:

- \* Little to no effort for the Town or Departments to change.
- \* Shared or separate CAD/RMS can be used.
- \* Current access for walk-in customers continues.

### → Issues:

- \* Continue to maintain outdated separate 911 equipment.
- \* Separate and more costly maintenance for consoles, 911, CAD / RMS and computers.
- \* Continued delay in call processing.
- \* Callers must repeat information for transferred calls.
- \* No interface of Police and Fire CAD systems.



# Dispatch Consolidation Findings

## ◆ Virtual Consolidation:

### → Benefits:

- \* Sharing of personnel is possible.
- \* Little change for dispatch employees.
- \* Additional local back-up facility.
- \* How operations are shared can be locally defined.

### → Issues:

- \* Increased technology requirements.
- \* No personnel cost savings.
- \* Significant training for all public safety services.
- \* Duplication of technology and equipment.
- \* Personnel issues are complicated including separate collective bargaining.



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# Dispatch Consolidation Findings

## ◆ Full Consolidation

### → Benefits:

- \* Complete integration of dispatch services.
- \* Elimination of the current duplication of effort.
- \* Technology, facility and personnel cost savings.
- \* Personnel are cross-trained to meet all public safety dispatching needs.
- \* An assigned Police Officer can be returned to operations.
- \* Single point of accountability.
- \* Improved service to MES and Public Works.
- \* Enhanced collaboration on dispatch issues.

### → Issues:

- \* No locally staffed back-up dispatch center.
- \* Significant effort in training and policy development.





# Dispatch Consolidation Findings

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- ◆ Start Up Costs – approximately \$1.1 million.
- ◆ Annual Operating Costs
  - Current Approach \$889,540
  - Consolidated Approach \$724,288
  - Anticipated Annual Savings \$165,252
- ◆ Long Term Savings – realized from less duplication of effort, shared facilities and shared technology.



# Dispatch Consolidation Findings

- ◆ In the long term, fewer staff would be needed in a consolidated dispatch environment.

Position	Current	Consolidated
Dispatch Administrator	0	1
Lead Communication Officer	0	3
Police Officer	3	0
Communication Officer	7 FT 4 PT	6 FT
<b>Total</b>	<b>10 FT 4 PT</b>	<b>10 FT</b>



# Dispatch Consolidation Recommendations

- ◆ **Consolidate Dispatch Operations** – The Town should work toward a full consolidated approach to providing dispatch services over the next 9 - 12 months.
  - \* Develop specifications for shared CAD and RMS systems\*.
  - \* Implement organizational structure and service levels\*.
  - \* Determine the location of the consolidated center\*.
  - \* Purchase required technology\*.
  - \* Develop job descriptions and negotiate a CBA\*.
  - \* Install, test and verify technology; integrate the 911 phone system.
  - \* Train personnel.
  - \* Initiate operations in the new center.



