

PSAP Consolidation Committee (PCC)



PSAP Consolidation Options and Recommendations Briefing

November 08, 2023

Topics for Discussion

- Approach
- Key Recommendations and Options
- Questions
- Next Steps

Reminder:



- These are *FE* recommendations for discussion and consideration to support this group to make *decisions* on the best path forward
- Recommendations are based on WG input, data gathered, best practices, industry standards, and *FE* experience

Approach

- Initial Meetings with established Working Groups (WG)
- Data collection and updated information gathering between now and 2017/2018 reports
- Recurring ROC Design and COOP meetings
- Facilitated WG sessions – onsite and remote
- Meetings with State 9-1-1 Administrator
- Established recurring Governance WG meetings for IGA2

Facility ROC & Backup Center

Key Recommendations – Facility



- **Quality Construction Project Management**
- **Facility planning aligns with Best Practices, industry standards, and building codes**
- **Areas evaluated with Recommendations:**
 - **Acoustics, Audio Visual, Cable Infrastructure, Emergency Power, Fire Protection, Flooring, Furniture, Grounding, HVAC, Lighting, Master Clock, Network, Parking, Security, Servers, Spatial Requirements, and Utilities**

Key Recommendations – Backup Center



- **Continuity of Operations Options**
- **Two satellite Backup Facilities**
 - **Gurnee**
 - **Lake Zurich**
- **Both sites will likely require upgrades**
 - **Site Assessment (structural options)**
 - **Console Furniture to support efficient design**
 - **Equipment / Technology (validate compatibility)**

Key Recommendations – Other Backup Considerations



- Explore medium / longer-range continuity of operations for the New Consolidated PSAP:
- Outreach to other regional centers, facility space exchange between locations to support operations if a center requires evacuation

Technology

Key Recommendations – Technology



- Technology planning aligns with best practices and industry standards
- Standardized for New Consolidated PSAP
- Transition planned as upgrades to minimize the cost of transition
- Substantial funds provided by J/ETSB funding
- Established Working Group

Governance

Key Recommendations – Governance



RECOMMENDATION: Finalize an Intergovernmental Agreement (IGA) that fully complies with the Intergovernmental Cooperation Act, 5 ILCS 220/1 et seq., and Article VII, Section 10 of the 1970 Constitution of the State of Illinois, 50 ILCS 750/15.4a, and other applicable law.

Key Recommendations – IGA2



RECOMMENDATION: Finalize and execute IGA2 supporting the agreed-upon governance model that establishes the New Consolidated PSAP and maximizes buy-in and participation.

Key Recommendations – IGA2



- Substantial Progress: Framework IGA and By-Laws, Defined Purpose
 - Accountability and transparency to and among Member agencies
 - Moderates the influence of an individual organization or single entity so that all Members are represented

Key Recommendations – IGA2



- Member Board of Directors
- Executive Committee
- Officers (Chair & Vice-Chair)
- Advisory Committees
- Transition Committee
- Roles & Responsibilities

Key Recommendations – Governance



RECOMMENDATION: Prepare and submit a New Consolidated PSAP Consolidation Plan to the Illinois State Police Office of the Statewide 9-1-1 Administrator that includes all required executed JETSB ordinances, executed IGA, and five-year strategic plan for the New Consolidated PSAP at the time of application.

New Consolidated PSAP Staffing

Key Recommendations – Staffing



RECOMMENDATION: Staffing in the New Consolidated PSAP should be 140 full-time equivalent employees in the consolidated PSAP.

Recommended Staffing w/Turnover - Consolidated ECC	
Position Title	Total Number of Employees
Shift Supervisors	20
Dispatchers	68
Call Takers	52
Total	140

Key Recommendations – Staffing Assumptions



- FTE supports a 12 percent (12%) Turnover
- Call-taking & Dispatch operate on 12-hour shifts.
- Horizontal operational model
 - Dedicated call-takers who do not perform any dispatch responsibilities
 - Dedicated dispatchers who do not perform any call-taking responsibilities.

Key Recommendations – Staffing Assumptions



- Dedicated shift supervisors not tasked with any call-taking or dispatch responsibilities.
- A minimum of three (3) Supervisors on duty during the slowest hours of the day.
- A minimum of four (4) Supervisors on duty during the busiest hours of the day.
- Consolidation of public safety radio talk groups (shared radio channels) to maximize the efficiency

Key Recommendations – Staffing FTE Options



8-hour

8-Hour Shift Staffing w/Turnover - Consolidated ECC	
Position Title	Total Number of Employees
Shift Supervisors	22
Dispatchers	76
Call Takers	57
Total	155

10-hour

10-hour Recommended Staffing w/Turnover	
Position Title	Total Number of Employees
Shift Supervisors	22
Dispatchers	74
Call Takers	56
Total	152

Human Resources (HR)

Key Recommendations – Human Resources



- Implement a competitive (above-market) wage and compensation for communications staff in the New Consolidated PSAP.
- Establish a schedule that optimizes available staff and provides maximum flexibility to support retention and minimize turnover.
- Initiate staff hiring from existing PSAP staff during a to-be-defined transition timeframe.

Key Recommendations – Human Resources



- Initiate the Illinois Municipal Retirement Fund (IMRF) process during the transition timeline and in accordance with IMRF requirements.
- Evaluate contract services for HR activities during the transition period.
- Initiate hiring the new/founding Executive Director immediately following IGA approval.

Key Recommendations – Industry Standards



Industry Standards and Best Practice

Key Recommendations – Industry Standards



- National Emergency Number Association (NENA)
- Association of Public-Safety Communications Officials - International (APCO)
- Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Center for Public Safety Excellence (CPSE) formerly CFAI
- National Fire Protection Association (NFPA)
- International Academy of International Dispatch™ (IAED)

Key Recommendations – Industry Standards



- Adopt NENA and NFPA 9-1-1 call answer and dispatch standards
- Measure and report metrics regularly as part of a quality assurance and quality improvement program and as per the NFPA and NENA industry standards for quality assurance

Operations Scope of Services

Key Recommendations – Operations Scope of Services



- Implement a horizontal call model where call taking and dispatching are assigned as separate functions at separate workstations
- Reduce or eliminate 9-1-1 call transfers through a horizontal call model and universal call takers who are cross trained in police, fire, and medical call taking; incoming emergency calls can be processed at the first point they are answered.

Key Recommendations – Operations Scope of Services



- **Standardize emergency call-taking interrogation, triage, and prioritization across all disciplines: police, fire and medical. This is especially important in police calls (least standardized across agencies today).**
- **Implement Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD) and Emergency Police Dispatch (EPD) protocol to standardize call-taking in the new PSAP for all staff.**

Key Recommendations – Operations Scope of Services



- Standardize dispatch process and field support activities to the fullest extent possible for police, fire, and medical calls.
- Consolidate radio talk groups to create workload efficiency, equity and span of control. There are not enough workstations in the new PSAP to support the number of dispatchers required to monitor total number of talk groups today

Key Recommendations – Operations Scope of Services



- Wherever possible, automate and utilize technology for electronic call information sharing and transfer to eliminate manual data entry of call information, reducing error and risk potential, and improving efficiency and time to process calls.

Key Recommendations – Operations Scope of Services



Ancillary Duties

- Any ancillary workload that takes focus away from priority/core work in the PSAP of emergency call taking, dispatch, responder support during incidents, must be carefully evaluated before it is implemented as part of center duties
- Ancillary duties reviewed and recommendations have been made for what should be discontinued, stay, and/or stay with exceptions

Key Recommendations – Operations Scope of Services



- Electronically automate or create a public facing application for ancillary services (where appropriate) immediately, this does not need to wait for consolidation. Examples: overnight parking, towing relocation notices.
- Consider a 3-1-1 center that includes alarm monitoring and fee for service ancillary duties.

Key Recommendations – Operations Scope of Services



- **LEADS monitoring and entries are core PSAP work, not ancillary duties, and require priority monitoring.**
- **Assign this task to a specific workstation where call taking or dispatching functions are not required.**

Key Recommendations – Operations Scope of Services



New PSAP Training Program

Key Recommendations – Operations Scope of Services



- Implement a training program that includes
 - Recruit training: classroom and practical components
 - Continuing education and professional development
 - Supervisor/leadership training program – start developing staff before promotion opportunities
- That the training program adopt the NENA, APCO and NFPA industry standards for training and certifications in public safety communications

Key Recommendations – Operations Scope of Services



- That a full time employee (Training Coordinator or Officer) be dedicated to the oversight, development and delivery of the training program, and assisted by a group of frontline staff and supervisors who participate as part of the training team.
- That any staff who are creating or delivering training be certified to do so as per NENA/APCO and NFPA standards.

Key Recommendations – Operations Scope of Services



- Implement a staff performance planning and appraisal program
- Implement a succession planning program
- Implement an employee health and wellness program

Key Recommendations – Operations Scope of Services



Quality Assurance and Quality Improvement Program (QA/QI)

Key Recommendations – Operations Scope of Services



- Create and implement a QA/QI program for the consolidated center informed by industry standards and best practice – APCO/NENA and NFPA
- Assign a full time employee as QA/QI Coordinator/Officer to oversee the program
- Ensure staff providing QA/QI be certified to do so as per industry standards (APCO/NENA, NFPA, IAED)

Key Recommendations – Operations Scope of Services



Change Management

Key Recommendations – Change Management



- Form a change management team, comprised of a cross section of PSAP, response agency, technical and administrative staff.
- Change management strategy and communications should be centrally coordinated with this group and dispersed out to each of the stakeholders' groups and agencies via their change management team member.

Transition Timeline and Steps

Key Recommendations – Transition Timeline



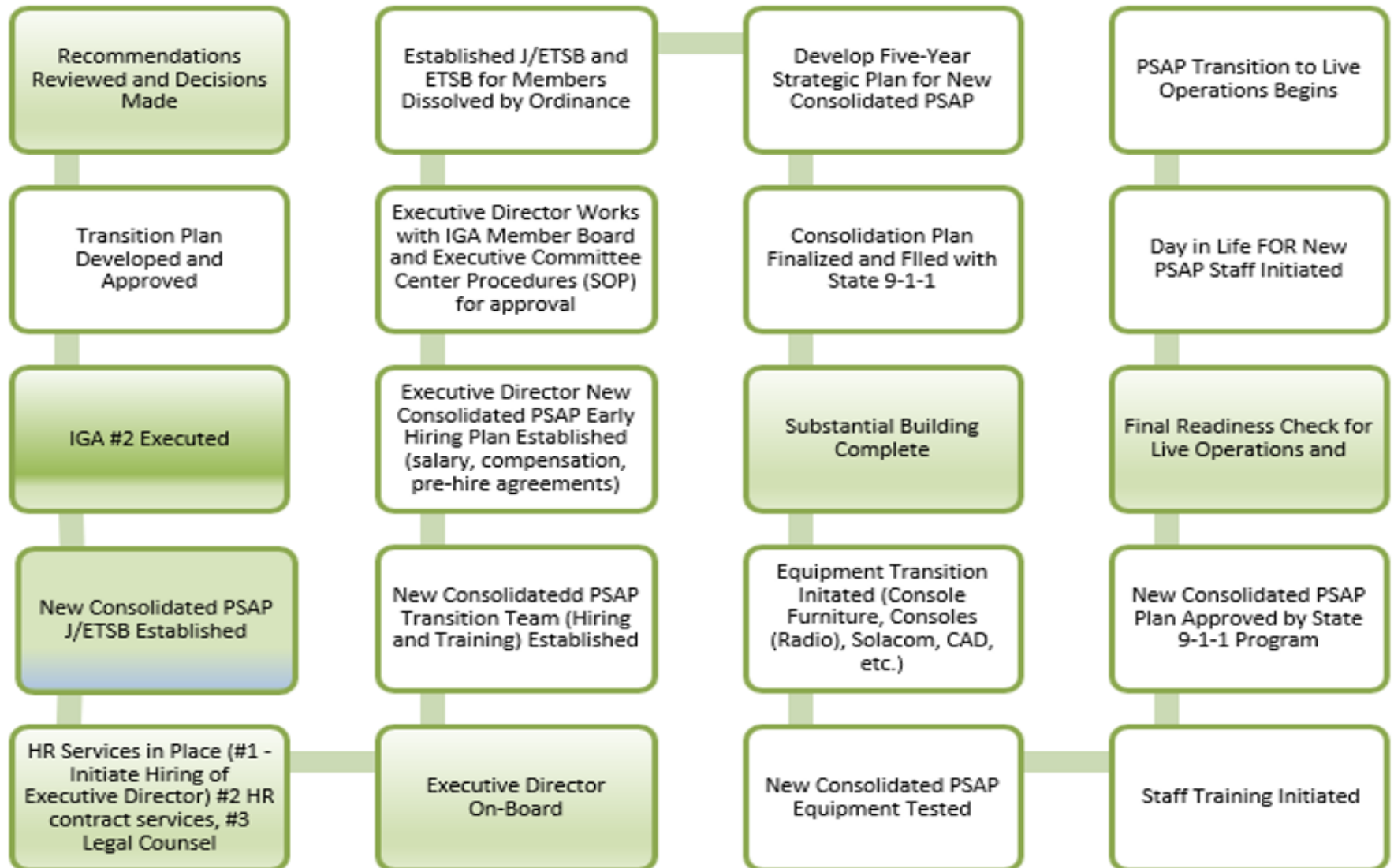
RECOMMENDATION: Implement a Transition Timeline with sufficient time from Substantial Building Completion (December 31, 2024) and the New Consolidated PSAP cutover (July 1, 2025) to support coordinated installation of all equipment and technology to be completed not less than 90 days prior to cutover.

Key Recommendations – Transition Timeline



- Execute all vendor contracts for furniture, technology/equipment with time to stagger installation and proper testing in advance of operational training by the New Consolidated PSAP staff.

Key Recommendations – Transition Steps



Budget

Key Recommendations – New Consolidated PSAP Budget



- Review the initial Budget Estimate of ~\$25 million with the Finance Working Group
 - ~ \$17M Compensation for front line (140 staff)
 - ~ \$1.5M Other Staff (Exec Director, Deputy Director, IT/Technical, QA, and Training staff)
 - ~ \$1M in facility-related operating costs
 - Operating Costs – updating 2019 data

Key Recommendations – New Consolidated PSAP Budget



- Review Funding Models with Finance Working Group
 - Careful consideration is essential to find a cost-sharing model that is fair and equitable for the Member Agencies
- Evaluate and Finalize the Transition Cost Budget

Key Recommendations – Cost-Sharing Funding Models



- **Population**
 - External factor that provides a neutral and easily calculated format to determine contribution to a consolidated center budget.
- **Calls for Service**
 - Formula based on workload percentage that uses the reported number of 9-1-1 calls and recorded number of dispatched events against the overall percentage

Key Recommendations – Cost-Sharing Funding Models



- **Recommended: Hybrid of Population and Calls for Service**
 - Population alone doesn't factor in communications centers' 9-1-1 and dispatching services
- **Additional Alternatives**
 - Hybrid of Cost per Call that includes the costs associated with first responders – might be viable
 - Assessment Value

