



Public Safety Dispatch Study

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DELTAWRX
management consultants



Agenda

- ☐ Project Tasks and Objective
- ☐ Project Methodology
- ☐ Major Findings
- ☐ Conclusion
- ☐ Recommendations

Project Tasks

- ❑ The City of Waukesha retained DELTAWRX to perform the following:
 - Benchmark the current communications environment
 - Determine the technological feasibility of transitioning dispatching services from CWCC to WCC
 - Project the additional call volume and WCC workload associated with a potential transition, as well as the staffing levels necessary to meet those requirements
 - Project one-time transition costs and recurring technology, human resources, support and other costs and compare such costs to the status quo

Project Objective

- ❑ Goal of the study:
 - Determine the feasibility of moving to the WCC for the provision of the City's public safety dispatch services
- ❑ Feasibility is determined by answering the following questions:
 - Would a transition to the WCC result in an improved level of service?
 - Would a transition to the WCC result in cost savings?

Project Methodology

- ❑ Reviewed prior studies and other pertinent background information
- ❑ Interviewed multiple stakeholders
 - City Executive Management
 - City Police
 - City Fire
 - City IT
 - Community Stakeholders
 - CWCC Personnel
 - WCC Executive Management
 - WCC Personnel
 - WCC Subscriber Agencies
- ❑ Analyzed call volume and call for service information
 - Data from CWCC was limited due to current system limitations. Where appropriate, DELTAWRX made projections based on comparative statistics provided by WCC

Major Findings

- ❑ Finding #1: Transitioning dispatching services to the WCC would still require the CWCC to maintain 24/7 positions
 - CWCC dispatchers are responsible for multiple duties within the City that would not transition to CWCC (jail monitoring, after hours call support, security camera monitoring, fleet watch, overnight parking system management, etc.)
 - Effective reduction in staff would be from 16 personnel to 7 (6 + 1 supervisor)
- ❑ Finding #2: There are no technical or physical limitations that would prevent a transition of services
 - Transition to WCC would require an investment in new software (Mobiles, RMS interfaces), but it is a transition that other agencies have managed effectively
 - WCC has adequate space and future room for expansion for additional workstations

Major Findings

- ❑ Finding #3: Transitioning to the WCC would significantly reduce the level of decision-making and ownership of the City regarding dispatch services and alter current culture
 - WCC has in place multiple advisory groups, but ultimate decision-making authority rests with County. This structure would require the City to work with other, smaller agencies and may require compromise for “the greater good” as opposed to agency specific benefits
 - CWCC is highly embedded in the City’s daily operations; moving to WCC will alter the relationship between dispatchers and WKPD field personnel
- ❑ Finding #4: Agencies serviced by both CWCC and WCC have responded with satisfaction in performance
 - Both WKPD and WKFD are satisfied with the performance of dispatchers at the CWCC and have benefitted from being the only law and only fire agency served by the dispatch center
 - WCC has strong scores in benchmarked categories (EMD, call answering), is pursuing best practices and accreditation from professional dispatching organizations, and interviewed stakeholders provided positive reviews of provided service

Major Findings

- ❑ Finding #5: A loss of local knowledge is probable, however through appropriate training, optimized technology and continual service the gap likely will be reduced over time
 - CWCC benefits from its dispatchers only working for the City and its two agencies whereas WCC dispatchers work for multiple agencies dependent on shift
 - CWCC personnel, however, would grow to learn the unique aspects of the City, have a modern CAD system that provides tools to assist dispatchers (e.g., mapping, commonplace names), and could develop plans to ease transition from CWCC to WCC
- ❑ Finding #6: Wireless 911 call transfers create a delay in response, but it is a policy as opposed to technical shortcoming
 - As long as WCC is the sole recipient of wireless 911 calls in the County, calls requiring a City of Waukesha response always will be delayed

Major Findings

- ❑ Finding #7: Adding anticipated Waukesha workload would require a significant increase in current WCC staff
 - Modeling predicts the addition of 3 24/7 positions (CT, PD, and FD)
 - Factoring in relief factor and turnover rate, this equates to 21 FTEs
 - This is an increase of 45% (47 telecommunicators currently)
- ❑ Finding #8: Transitioning to WCC would result in significant cost savings for the City, but is likely to result in higher costs for the County as a whole
 - City: Savings of approximately \$6M over 10 years
 - Primary cost savings are reduction in personnel costs as well as some savings related to technology
 - County: Cost increase of approximately \$7M over 10 years
 - Primary cost increase is due to the increased staffing required

Conclusion

☐ Level of Service

■ If fully staffed, we believe WCC can offer a satisfactory level of service to the City

- Well organized, dedicated dispatching environment, that has adopted best practices (e.g., Quality Assurance, Training) and has an inclusive advisory group of its stakeholders
- City would also benefit with greater situational awareness of entire community

■ However, the obstacle to get to fully-staffed is significant and City's level of control over dispatch operations would be greatly reduced

- Requires an increase in staffing of nearly 50%
- Requires WKPD and WKFD to operate in a shared environment in which the interests of the whole take precedent (move from owner to advisor)

☐ Cost Savings

■ The City would see significant cost savings but the County would likely see a cost increase

Recommendations

- ❑ Maintain the CWCC and not transition services to the WCC
 - Increase in required staffing is significant
 - City's position of influence is reduced
 - Overall cost to the County is increased
- ❑ CWCC committee rely on an increased use of statistics
 - Ongoing monthly reports analyzing call-answering and processing times as well as utilization rates should be developed
- ❑ Increased partnership between WKFD and WKPD leadership
 - Increase dialogue and formalized meetings between leadership at each agency to review quantitative reports and discuss ongoing ways to improve services
- ❑ Explore future partnerships with WCC
 - The primary driver for the recommendation is the increase staffing required; should WCC increase in staff and the absorption of the City workload become more manageable, a future partnership should be explored
 - Future studies should be sensitive to existing employees well-being

Questions?



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