

Section 1. Scope of Work, Work Plan and Methodology

Our Understanding of the Project

Located in the Champlain Valley, Chittenden County is home to more than 160,000 residents, as well as the University of Vermont, Burlington International Airport, Camp Johnson and University of Vermont Medical Center. The CCRPC acts as the principal forum for planning, policy and community development in the region and represents 20 local communities. The municipalities that comprise Chittenden County range from the city of Burlington which, at 43,000 people, has a population ten times that of rural towns like Hinesburg and Richmond.

Public safety dispatching in Chittenden County is provided by nine distinct dispatch centers. In general, dispatch centers for the more populous municipalities use the Valcour Computer Aided Dispatch (CAD) system, while the less populous municipalities use a Spillman solution. Spillman is also used by the Vermont State Police.

The CCRPC and the municipalities of Burlington, Colchester, Essex, Hinesburg, Milton, Richmond, Shelburne, South Burlington, Williston and Winooski understand that a multi-town or regional approach to dispatching law enforcement, fire and rescue resources is feasible, may provide a more effective service delivery model than the current practices of operating numerous small, round-the-clock dispatch centers, and may present an opportunity to contain rising dispatch operating costs. The CCRPC therefore seeks the assistance of a consulting firm to conduct a Regional Dispatch Implementation Study that analyzes the current environment, documents the structural, cultural, operational, financial and other requirements for a successful consolidation, and identifies potential consolidation models. The implementation study will provide a roadmap for the CCRPC and participating municipalities to follow, should they ultimately decide to transition to a consolidated dispatch environment.

Detailed Approach

DELTAWRX based the following scope of work on the services described in the RFP, our knowledge of dispatch center operations and experience conducting similar studies. DELTAWRX expects frequent communication with the CCRPC's Project Manager and the managers of the participating municipalities to validate preliminary findings, provide feedback on the draft report and participate in key decisions. We will rely on the CCRPC's Project Manager to serve as our main point of contact, assist with document distribution, help coordinate meetings and broker contact with representatives from the municipalities.

Task 1 - Hold Project Planning Meeting – To initiate the project, DELTAWRX will facilitate a teleconference to finalize the work plan and project schedule, identify the CCRPC Project Team member roles and points of contact at the municipalities, develop a project communication plan, and discuss any constraints and risks that could affect project outcomes. During this meeting, we will review our understanding of the existing dispatch environments and confirm that we have a

complete list of all stakeholders, involved municipalities and agencies and other affected entities to which DELTAWRX should reach out during interviews. Finally, we will establish stakeholder priorities and discuss project requirements and logistics.

Task 2 - Gather Data for Analysis – DELTAWRX will review background material, distribute surveys, conduct interviews and observe operations to gather data for subsequent analysis.

Although the majority of data collection occurs at the beginning of the project, data collection can also be an on-going task. To accomplish this task, DELTAWRX will:

- **Review Background Material** – DELTAWRX will review any documentation that provides background information or context for the Regional Dispatch Implementation Study, as well as information regarding the state of existing facilities, operations and systems. Examples of items we would like to review, should they exist, include previous studies, reports from the Act 118 Working Group, dispatch center operating budgets, call statistics, facility diagrams, organizational charts, job descriptions, interagency agreements and other governance documents, labor contracts, Spillman, Valcour and other vendor contracts, system diagrams, training procedures and radio coverage maps.
- **Survey Municipalities** – DELTAWRX will distribute a Statistics Checklist and a Staffing, Technology and Facilities Survey that lists the information we need to conduct subsequent analysis. These documents include items such as technology and equipment, incoming administrative and emergency call volumes by day of week and hour of day, call for service levels, annual reports, budgets, maintenance agreements, salary and benefit structures, agency size and staffing statistics. As we conduct interviews at each dispatch center and participating municipality, we will work with the respective town or city to determine the best way to collect the requested information.
- **Conduct In-Person Interviews** – DELTAWRX will work with the Project Team to identify a comprehensive list of stakeholders to interview. We expect that the list will include representatives and subject matter experts from each of the ten participating municipalities and their respective police, fire and rescue departments, as well as potential external stakeholders. Interview questions will depend on the group we are interviewing and will include topics on current practices, strengths, weaknesses and current and long-term business needs in the areas of operations, technology, leadership, governance, culture, financial arrangements, and human resource practices.
- **Observe Operations** – To further understand the operations and culture of the PSAPs, DELTAWRX will observe operations at a representative subset of the nine dispatch centers to ensure we understand how the Valcour and Spillman CAD systems are used, and the differences between dispatching at the larger and smaller municipalities.

Task 3 - Benchmark Current Environment – To provide a basis for subsequent analysis, DELTAWRX will analyze the existing environment at the nine dispatch centers to understand trends, similarities and differences. We have found that the importance and prevalence of current environment factors vary from study to study, however we expect to analyze:

- Facilities, focusing on the ability of each to support a regional operation, either in its current state or in an expanded state
- Technology, especially with regards to CAD systems in use, systems interfaced to CAD, and what equipment, hardware and software can be used or modified for use in a regional communications environment
- Support and maintenance, both in terms of current and potential future technology
- Operations, focusing on similarities and differences among the nine centers in:
 - Call loads, call volumes, call for service volumes
 - PSAP call routing, call handling methods, non-emergency call processing
 - Standard operating procedures, policies and service levels
 - Staffing, scheduling and cross-training
 - Mutual aid agreements, interoperability facilitators
 - Non-communications tasks performed by communications staff, such as VCIC entries, video monitoring, cash disbursement, etc.
- Current staffing levels, including both budgeted positions and filled positions
- Human resource practices, focusing on similarities and differences among the nine centers in the following areas:
 - Supervision and management structures
 - Training and quality assurance practices
 - Salary, vacation, seniority, retirement plans and benefit structures
 - Recruitment efforts, and reasons for and rates of turnover
- Financial factors, focusing on current operating costs

Task 4 - Conduct Roadmap Workshop – To ensure our final report is a practical deliverable that meets the needs of project stakeholders, we propose conducting a one-day, onsite workshop for the CCRPC Project Team and municipality leadership. The workshop would tentatively cover the following agenda:

- Presentation of Benchmark Findings
- Consolidation Options Discussion
 - Based on what we learn about the current environment, what consolidation options merit further exploration, and what are advantages and disadvantages of the options on the table? While numerous dispatch options will be possible, we will seek to focus our efforts on the two to four options that are most feasible and are of most interest to the CCRPC and the municipalities.
 - How might consolidation impact service delivery?
- Operational Models Discussion
 - How might each option be staffed (call taking positions, dispatch/radio positions, supervision, management)?

- What CAD system will be used for each of the identified options?
- Where might each option be located?
- What will become of “non-communications” duties currently performed at the municipal level, if applicable?

While we do not anticipate reaching final decisions on many of the questions posed during the workshop, we believe that the collective process of discussing options and identifying opportunities and constraints is a critical step, should consolidation ultimately occur. This workshop will increase the practicality of DELTAWRX’s final report by ensuring we are meeting the team’s expectations, and build buy-in for the decision making process by providing a transparent forum for stakeholders to voice preferences, comments and concerns.

Task 5 - Develop Staffing and Financial Models – Based on the high level operational models developed at the workshop, DELTAWRX will prepare detailed staffing and financial models. Our staffing model will incorporate any assumptions agreed upon during the workshop, industry standards, the projected call volumes and workloads by hour of day, service levels, scheduling, staffing ratios, radio talk channels, radio channel discipline and radio traffic volume. We will use the model to identify the optimal number and type of staff for each consolidation option.

Personnel and technology costs are typically the two largest inputs into a regional dispatch center financial model. If a new facility or substantially expanded facility is required, additional financial considerations are clearly necessary. To determine the financial impact of the potential dispatch consolidation, DELTAWRX will project one-time capital expenditures (e.g., facility renovations or technology investments, such as software licenses or interface development costs), transition costs (e.g., training and professional service fees), and operating costs (e.g., administrative, technology maintenance and personnel) for each option. We will compare these costs to the current environment to identify if possible savings. We plan to baseline our analysis against current authorized staffing levels at the nine dispatch centers unless an alternative method is desired.

Task 6 - Present Draft Roadmap – We will present our draft roadmap to the CCRPC Executive Director, Senior Planner and Steering Committee via web-conference. Our presentation will cover operational models (including staffing and technology), human resources, associated facilities, cost savings or expenditures and governance models. We will include a decision making matrix to enable the municipalities to further evaluate the remaining options on an individual basis, and a potential transition plan that includes strategies for facilitating dialogue within and between communities. We will incorporate the Team’s feedback on our presentation into the final written report.

Task 7 - Prepare the Final Roadmap – Our final roadmap will be a comprehensive presentation detailing our findings, analysis and recommendations in the areas of staffing, technology, equipment, facilities, human resources and finances. We will discuss the opportunities and challenges associated with transitioning to a regional entity, including the operational effectiveness of consolidation, as well as the drivers and barriers to implementation. The roadmap will conclude with a high-level transition plan that provides a clear path forward.

Preliminary Project Schedule

The preliminary project schedule presented in Figure 1 assumes a start date of September 12, 2016 and has the project completed by the end of the year. DELTAWRX has built time into the schedule to accommodate natural project lag times such as review and feedback cycles; we have not built time into the schedule to accommodate delays on the part of the CCRPC's resources. We have identified the CCRPC and municipality representative resource requirements below.

Figure 1. Timetable

Task		Estimated Completion Date	Resource Requirements
1	Hold Project Planning Meeting	9/12/16	1 hour project call; ½ day to arrange kickoff logistics
2	Gather Data for Analysis	10/14/16	Varies; interviews are typically 1 hour
3	Benchmark Current Environment	10/28/16	2 hours to review draft and provide feedback
4	Conduct Roadmap Workshop	11/11/16	½ day to arrange workshop logistics; 1 day to participate in workshop
5	Develop Staffing and Financial Models	11/25/16	Up to ½ day to provide feedback on models and additional data as necessary
6	Present Draft Roadmap	12/7/16	1 hour project call; up to 1 hour to provide feedback
7	Prepare Final Roadmap	12/31/16	None anticipated

Section 2. Statement of Qualifications

Contact Information

Founded in 2000 by former executives and consultants of The Warner Group and Gartner Consulting, DELTAWRX is dedicated to providing management and information technology consulting services to the public safety sector. Our firm is led by the Executive Team of Michael Thayer, Brian Hudson and Howard Goodman, who combined have more than sixty years of public sector consulting experience.

Brian Hudson is authorized to negotiate a contract on behalf of DELTAWRX. His contact information, followed by the address of DELTAWRX's headquarters, is provided below.

Email: bhudson@deltawrx.com
Mobile Phone: (213) 247-2243
Office Phone: (818) 227-9300
Fax: (818) 227-9301

DELTAWRX
21700 Oxnard Street, Suite 530
Woodland Hills, California 91367

Firm Capabilities

The DELTAWRX team has a proven record of success in the public safety and criminal justice community, having successfully completed more than 150 engagements in this sector over the past sixteen years. We are nationally recognized experts in public safety operations, information management systems, and data and voice radio systems, combining extensive technical experience with real-world business and management skills to ensure balanced and practical deliverables and recommendations.

DELTAWRX's mission is to:

"Provide the highest level of service and expertise to assist our public safety and general government clients in cost effectively utilizing technology to protect their personnel and communities."

On the following pages we describe three projects similar in size and scope to the Regional Dispatch Implementation Study that we have completed in the past three years. We trust that these and all other clients with whom we have worked will assure you of the breadth and depth of our experience, our professionalism and our commitment to our clients. A full client list is provided in Appendix 2. If additional references are desired, we would be pleased to provide them upon request.