



**MissionCriticalPartners**

Because the Mission Matters

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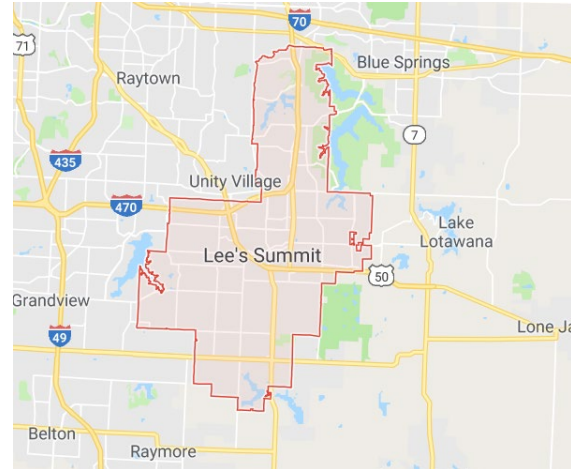
# Lee's Summit Emergency Dispatch Performance Audit

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March 17, 2020

# Agenda

- Introductions
- Project overview and approach
- Defining success
- Report review
- Questions



# Project Team

## MCP Team

- Bonnie Maney – Project Manager
- Coty Cooper – Client Manager
- Chris Kelly – Executive Project Support
- Jeff Wobbleton, ENP - Operations Center Specialist
- Jason Malloy, ENP - Staffing Standards and IAED review



# Project Team

## City of Lee's Summit Stakeholders

- Stephen Arbo, City Manager
- Steve Marsh, Chief Technology Officer
- Rick Gentry, Purchasing Department
  
- Dan Manley, Interim Fire Chief
- Brian Austerman, Assistant Fire Chief
- Arby Todd, Fire Battalion Chief
- Kimberly Harris, Fire Department Communications Supervisor
- Darrel Clowes, Fire Specialist
  
- Travis Forbes, Police Chief
- John Boenker, Deputy Police
- Jamie Taylor, Police Department Communications Supervisor



## Why we are here

Assess all components of the City's current system and provide a set of recommendations that meet or exceed the goals articulated in the three phases articulated by the stakeholders of Lee's Summit and maintain the certifications, accreditations, and standards currently acquired by Police, Fire, and Ambulance disciplines.



**MissionCriticalPartners**  
Because the Mission Matters

Emergency Dispatch  
Performance Audit

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Final Report

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PREPARED FEBRUARY 2020  
FOR CITY OF LEE'S SUMMIT, MISSOURI



# Defining Success

- Meeting the needs of the community
- Best practices
- Support citizen needs
- Transparency to community
- It Works!
- Best for citizens
- Citizens feel and are served
- Keep citizens and public safety officers safe
- Everyone agrees
- Most efficient, quickly
- Support first responders
- Best level of service to citizens and partner agencies
- Opportunity to improve 911 and public safety communications
- Alignment with mandate to citizens
- Serve citizens
- One team
- Best service
- Take off organizational hat – all for one!
- Best practices identified and implemented

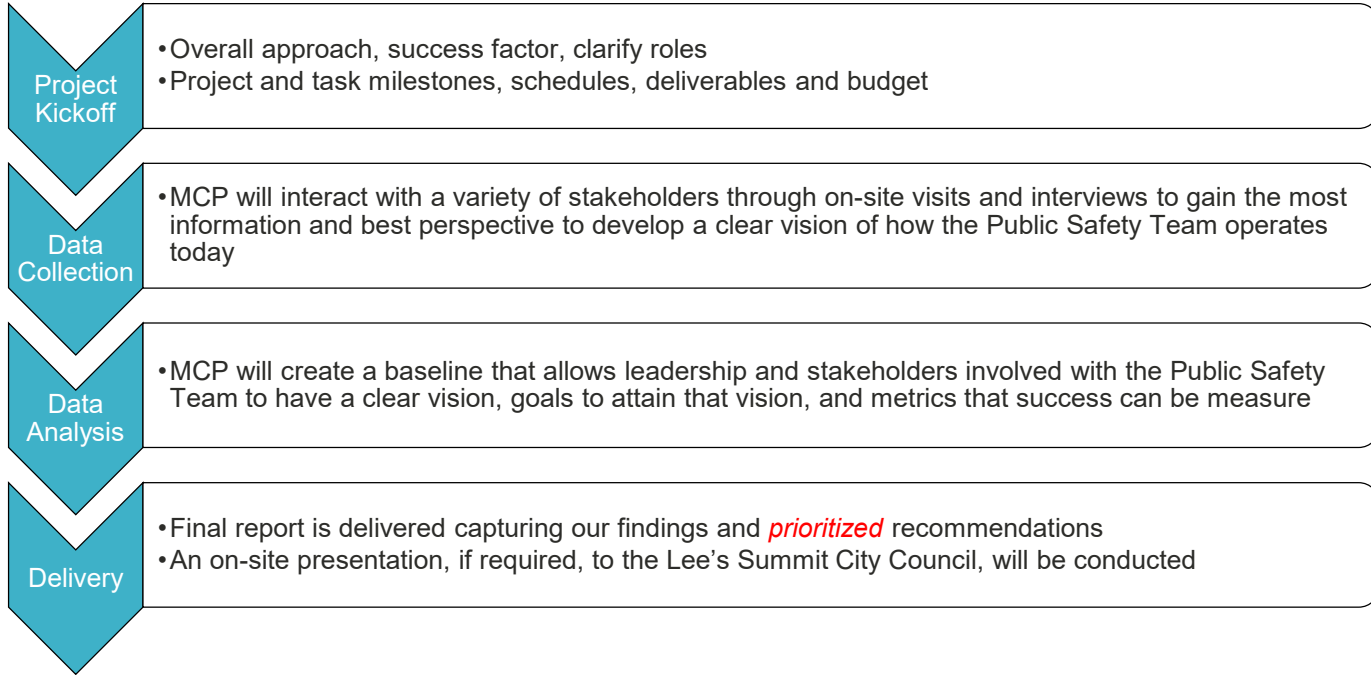




# Project Overview and Approach



# Project Phases





# Project Approach



## Interviews with Stakeholders

- MCP was on-site for three consecutive days speaking with operations and management personnel, executives, and elected officials who wished to share ideas, thoughts, and/or concerns.
- Following the on-site, MCP continued to conduct telephone interviews with additional staff and attended an additional on-site meeting.
- A total of 23 individual interviews were conducted.

## Discussions with Administration

- MCP worked with the administration to understand priorities and responsibilities both on a municipal and county level.

## Data Collection

- MCP met with PSAP leadership and support staff to gather data on staffing, call and incident volumes, incident types, ancillary duties, operations, and policies and procedures.

## Operational Observations

- MCP visited both PSAPs and spoke with supervisors, call takers, and dispatchers and observed operations as calls for service were processed.

## Data Analysis

- Data and information were analyzed against industry standards and best practices, which were the baseline.

## Model for Advancing Public Safety<sup>SM</sup> (MAPS<sup>SM</sup>)

- MAPS is designed to help agencies quantify risks in the public safety ecosystem and convert them into opportunities.

# Project Focus Areas





# Holistic Summary



# Turning Risks into Opportunities



## Summary

- Opportunities exist for joint activities and consolidating back of the house services to decrease costs and increase effectiveness and efficiencies.
- Issues exist, such as pay disparity and staffing issues, that if left uncorrected a future consolidation or co-location will most likely not be successful.
- Both agencies are functioning with distinct staff shortages.
- In comparison to the region, Lee's Summit is not in uncharted territory; there are multiple examples of agencies who have taken a similar path and been successful in the long-term.



# Project Focus Areas

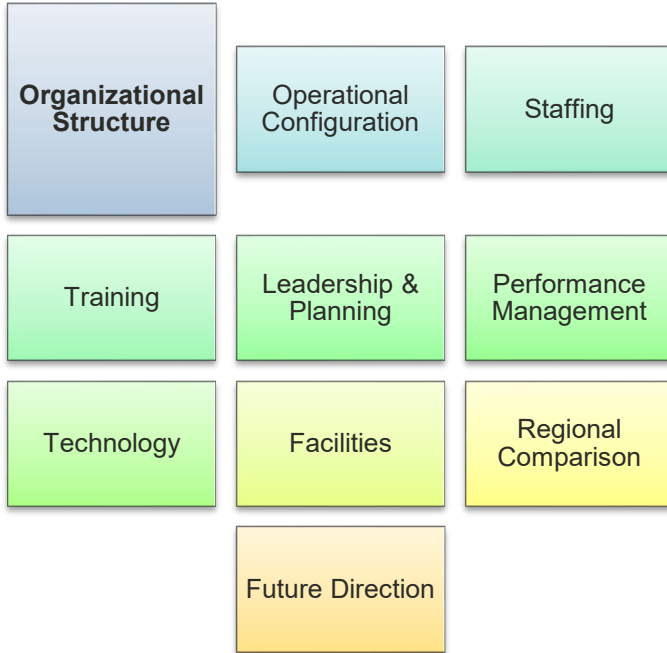




# Key Take-Aways and Recommendations



# Organizational Structure

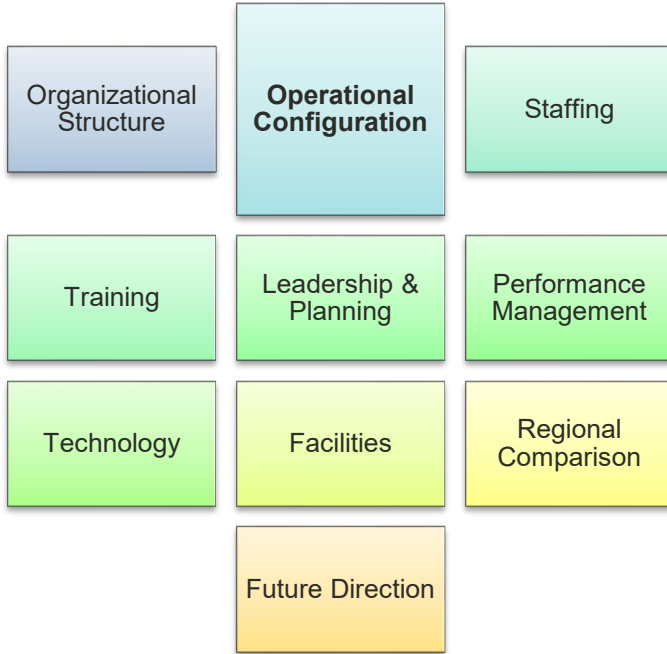


- Expectations of roles, responsibilities, duties and professional conduct are well-defined.
- Structure in both centers is flat with few opportunities for career advancement.
- Training is available through MARC but largely unused due to staffing limitations.
- There are no inter-agency activities or work groups that could improve communications between the two centers.
- A severe lack of trust, support, and engagement between communications staff exists.

# Recommendations

Organizational Structure	
Recommendations	Outcomes
Share back of the house services	<ul style="list-style-type: none"> <li>• Reduces costs</li> <li>• Streamlines recruiting, hiring, and training</li> <li>• Improves consistency of operational service</li> </ul>
Create interagency working groups that leverage similarities between LSPD Communications and LSFDC Communications	<ul style="list-style-type: none"> <li>• Eliminates duplication of effort and provides relief to staff workloads</li> <li>• Reduces duplicate expenditures associated with the duplication of effort</li> <li>• Improves stakeholder involvement and shares responsibilities for tasks related to shared responses</li> <li>• Improves stakeholder perspectives and expectations between PSAPs</li> </ul>

# Operational Configuration



- LSPD is not properly using EMD protocols; shortened to reduce call processing time and post-dispatch instructions typically skipped.
- LSPD does not utilize EPD protocols; currently evaluating two vendors for possible implementation.
- Both agencies use 12-hour shift schedules, but rotations, total hours worked per pay period and salary levels are different.
- No common processes or procedures.



# Recommendations

Operational Configuration	
Recommendations	Outcomes
Resolve pay disparity between LSPD Communications and LSPD Communications to assure recommendations can be implemented under any future management models	<ul style="list-style-type: none"> <li>Equal pay and comparable benefits across the region tend to increase staff morale and, consequently, overall retention rates tend to improve also.</li> </ul>
Develop program formalizing a documented practice of sending new hires to LSPD Communications and LSPD Communications during training to observe their sister agency and then at least once every two years (if joint operations in the form of co-location and/or consolidation are rejected) - Sections 4 and 6	<ul style="list-style-type: none"> <li>Cooperative training and continuing education assist in the overall learning experience of both new hire and seasoned employees alike</li> <li>Being able to observe and monitor the operations of a sister agency allows personnel to learn from the experiences and policies of the other agency and implement said knowledge in their own agency</li> </ul>

# Staffing



- Call handling statistics (answering and processing) do not always meet or exceed applicable national standards from the NENA and/or the NFPA.
- LSFD and LSPD are both significantly understaffed.
- A supervisory/leadership position is not always present on every shift.

# Recommendations

Staffing	
Recommendations	Outcomes
Address staffing shortages at the individual agency level prior to consideration of any joint operations effort.	<ul style="list-style-type: none"> <li>Adequate staffing in the PSAP allows for the handling of calls and incidents according to national standards and maintains appropriate field responder safety. It also tends to increase staff morale and, consequently, overall retention rates tend to improve also</li> </ul>
Provide a position on every shift that has supervisor authority	<ul style="list-style-type: none"> <li>Maintaining appropriate management (according to span of control principles) helps agencies to maintain situational awareness, address problems or crises as they arise, and reduce the risk of errors</li> </ul>



# Regional Comparison

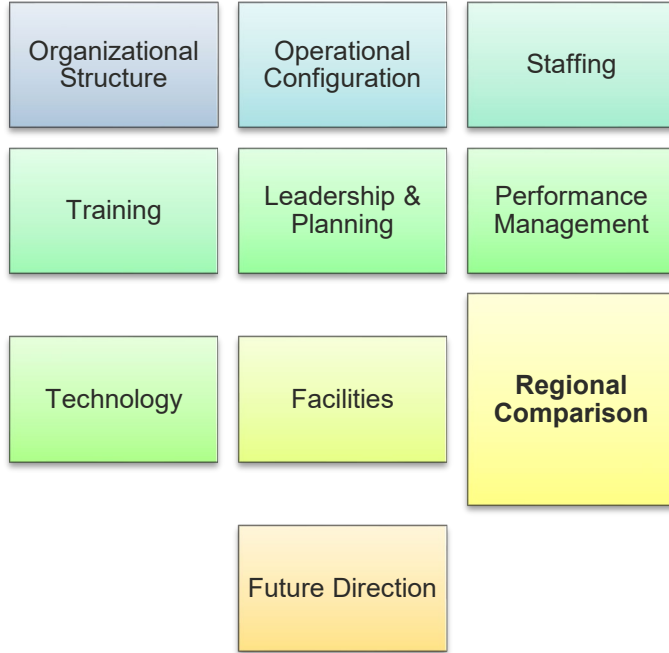


## Regional Comparison

- To facilitate an informed decision-making process, the City requested a review of several nearby localities
  - Kansas City, Missouri, Police Department Communications
  - Kansas City, Kansas, Police Department Communications
  - Independence, Missouri, Police Department Communications
  - Johnson County, Kansas, Sheriff's Office Communications
- Each agency asked a series of questions to determine various basic statistical factors (e.g., population, 9-1-1 call volume, number of telecommunicators) and operational format.
- Each agency was also asked for specific factors (strengths and challenges) that resulted from the operational change to the current configuration.



# Regional Comparison



- Issues currently under consideration by or recommended to the City, such as cross-training and co-location, were largely met with success by these agencies.
- The agencies were a mixture of primary and secondary PSAPs, some handling only call-taking and law enforcement dispatch duties, with others fully consolidated.
- Experience of these agencies showed that operational changes suggested herein can be accomplished without compromising safety of the citizens or first responders, while still providing excellent service.



# Future Direction

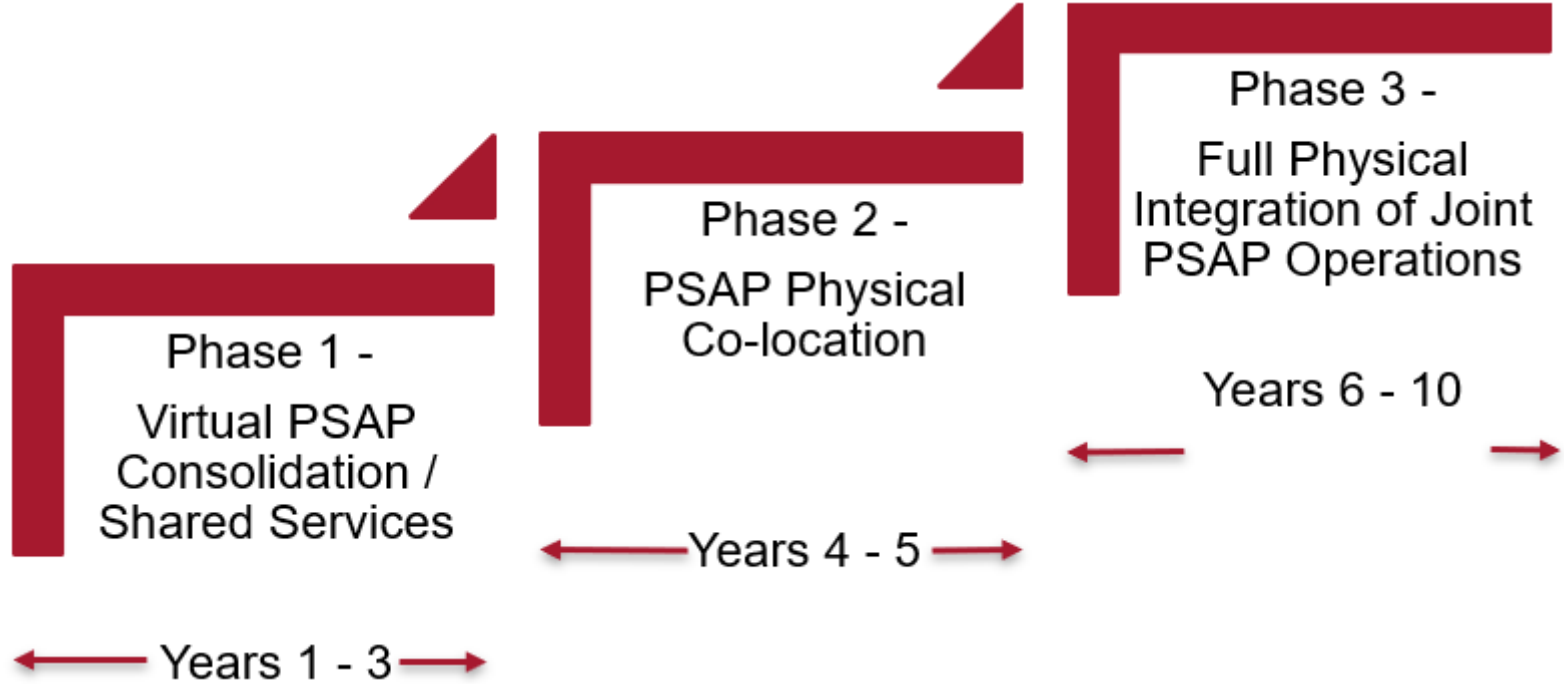


# Future Direction



- Planning for the future of public safety communications in Lee's Summit is a key effort that should be given priority attention.
- Any consolidation plan moving forward should include not only administrative members of each agency, but operational members (e.g., telecommunicators) as well to assure the best chances for success.
- If consolidation not desired, the concept of co-location of both LSPD Communications and LSPD Communications is another option open to the City.

# Future Direction





# Recap





## ReCap

- Opportunities exist for joint activities and consolidating back of the house services to decrease costs and increase effectiveness and efficiencies.
- Issues exist, such as pay disparity and staffing issues, that if left uncorrected a future consolidation or co-location will most likely not be successful.
- Both agencies are functioning with distinct staff shortages.
- In comparison to the region, Lee's Summit is not in uncharted territory; there are multiple examples of agencies who have taken a similar path and been successful in the long-term.



## City Staff Plans

- Short Term
  - Budget expansion requests (FY21)
    - Four communications call takers
    - Four fire communications specialists
  - CWA negotiations
    - Pay disparity
  - Cross-functional leadership meetings
  - Advisory Board Established for Fire Contract Agencies

# City Staff Plans

- Intermediate
  - Police building renovations
    - Include dispatch center
  - Fire contract agencies
    - Contract structure
- Long term
  - Continue staffing evaluation
  - Continue studying consolidation options
  - Study facility options



# Questions



# Training



- Both agencies have documented internal training programs and a requirement to complete the 40-hour MARC dispatcher course.
- Both agencies suffer from a lack of continuing education and professional development after initial certification (due to staffing issues).

# Recommendations

Training	
Recommendations	Outcomes
Evaluate LSPD Communications training program	<ul style="list-style-type: none"> <li>• Increase new hire training completion rate</li> <li>• Increase unit morale</li> <li>• Increase CTO morale</li> <li>• Decrease overtime costs</li> <li>• Reduce overtime resulting in improved personnel health</li> </ul>
Establish interdepartmental training	<ul style="list-style-type: none"> <li>• Leverage common continuing education opportunities</li> <li>• Leverage training resources into a combined telecommunicator training academy</li> <li>• Develop supervisory think tank</li> </ul>

# Leadership and Planning



- LSFD completes in-depth department-wide planning efforts annually; the LSPD Communications Supervisor should become more involved with the agency planning process so communications is included.
- Some costs and expenses are duplicated due to the City maintaining two separate communication centers.
- A new LSFD contract for dispatch services with updated cost sharing mechanisms should be investigated.



# Recommendations

Leadership and Planning	
Recommendations	Outcomes
Establish a change management workflow	<ul style="list-style-type: none"> <li>• Facilitates jurisdictional and interdepartmental collaboration</li> <li>• Improved workflow for review and approval of overall procurement strategies</li> <li>• Supports the project and project components by communicating the vision and working to reduce barriers and mitigating risk</li> <li>• Improved decision-making</li> <li>• Increased project success (projects that stay within scope, time and budget with required functions and features)</li> <li>• Decreased opportunities for unexpected and planned systems downtime</li> </ul>
Develop a joint strategic plan at the communications unit level	<ul style="list-style-type: none"> <li>• Provides oversight of strategic goals and strategy modifications</li> <li>• Coordinates and leverages funding opportunities and helps ensure the availability of funds</li> <li>• Facilitates jurisdictional and interdepartmental collaboration</li> <li>• Improved ability to direct resources to accomplish goals</li> <li>• Provides leadership and support for initiatives</li> <li>• Supports the project and project components by communicating the vision and working to reduce barriers and mitigating risk</li> </ul>
Organize a cost-sharing model workgroup to review and develop an equitable, predictable and scalable formula	<ul style="list-style-type: none"> <li>• Improved transparency and helps build trust</li> <li>• Facilitates jurisdictional and interdepartmental collaboration</li> <li>• Provides member agencies with clarity and improved budgeting</li> </ul>

# Performance Management

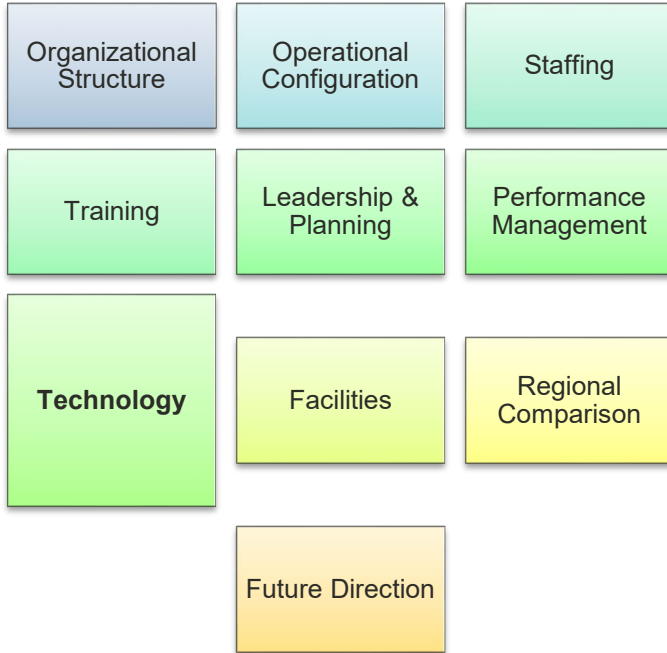


- Both parent agencies maintain industry accreditations.
- LSFD is not properly using EMD protocols; LSPD does not utilize EPD protocols.
- Quality assurance is not being completed properly by either agency.
- The opportunity for a joint training and other process exists between the two communications centers. This includes a joint complaint resolution process.

# Recommendations

Performance Management	
Recommendations	Outcomes
Add interdepartmental workgroups for QA/QI, complaint resolution, change management, after-action reviews, etc.	<ul style="list-style-type: none"> <li>Increased interagency communication and cooperation</li> </ul>
Ensure all components of QA/QI program meet applicable standards (local, state, federal and accrediting agency)	<ul style="list-style-type: none"> <li>Ensures compliance with standards</li> <li>Reduced telecommunicator errors</li> <li>Ensures transparency</li> </ul>

# Technology



- Neither agency has direct IT support in-house.
- LSFD's CAD system is outdated, presenting a prime opportunity to merge systems with LSPD.
- The expectation of how quickly IT tickets are be handled should be agreed upon by all agencies.

# Recommendations

Governance	
Recommendations	Outcomes
Establish common expectations for response times for service issues	<ul style="list-style-type: none"><li>• Sets expectations for service</li><li>• Decreases response times</li><li>• Improves system functionality and reliability</li><li>• Decreases system downtime</li></ul>
Make a decision for LSF D Communications to join LSPD Communications' CAD system, if the decision is made to continue operating two PSAPs	<ul style="list-style-type: none"><li>• Provides greater functionality with implementation of new CAD system</li><li>• Reduces call processing times</li><li>• Reduces risk of call entry errors</li></ul>

# Facilities



- Both agencies have growing space needs, to include communications
- LSFDF technology is split between two separate rooms, both of inadequate size.
- The opportunity exists to co-located or consolidate PSAPs and a city-wide EOC to reduce costs and improve operations.



# Priority Two Recommendations

Facilities	
Recommendations	Outcomes
Plan to accommodate LSPD and LSFD operations at a City-owned hardened facility	<ul style="list-style-type: none"> <li>Provides a secure facility which can be renovated to appropriately accommodate the City's law enforcement and fire/EMS operations in a single location</li> </ul>
Develop continuity of operation (COOP) plans for each communications center	<ul style="list-style-type: none"> <li>Develop continuity of operation (COOP) plans for each communications center</li> </ul>

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