

AGENDA ITEM FOR ADMINISTRATIVE MEETING

() Discussion only
() Action

FROM (DEPT/ DIVISION): Sheriff's Office

PROGRAM: Dispatch (1509)

SUBJECT: Dispatch efficiency/staffing assessment

<p>Background: In our past Dispatch stakeholders meeting, there was considerable discussion surrounding the desire to have a 3rd party efficiency and staffing assessment of the dispatch center.</p> <p>Dispatch Commander, Capt. Primmer solicited through APCO and our user group to identify potential companies/individuals that could perform such a 3rd party study. Capt. Primmer was able to identify 2 companies, Chris Fischer and ADCOMM.</p> <p>Each company provided a brief summary of identifying areas of study and provided a quote. Chris Fischer's estimate is \$23,000 and Adcomm is \$48,500.</p> <p>At this time, we are respectfully request funding to support the aforementioned study in the amount of \$25,000. So that we can move forward as soon as possible.</p>	<p>() <u>ACTION REQUESTED:</u></p> <p>Requesting approval and \$25,000 from General Fund and to move forward with the efficiency/staffing assessment by Chris Fischer</p>
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ATTACHMENTS: Proposals

Date: (12-01-2021) Submitted By: (Sheriff Terry Rowan)

*****For Internal Use Only*****

Checkoffs:

- () Exec. Asst.
- () Dept. Head (copy)
- () Human Resources (copy)
- () Budget (copy)
- () Fiscal
- () Legal (copy)
- () (Other - List:)

To be notified of Meeting:

Needed at Meeting:

Scheduled for meeting on: December 15, 2021

Action taken:

Follow-up:

Chris Fischer Consulting

P.O. Box 98993
Des Moines, WA 98198
206.255.0148
cfischer911@msn.com

December 8, 2021

Captain Karen Primmer
Umatilla County Sheriff's Office
4700 NW Pioneer Place
Pendleton, OR 97801

RE: Request for Proposal for Communications Center Efficiency Assessment

Captain Primmer,

Thank you for the opportunity to provide this proposal to conduct an assessment and recommendations process for your emergency communications center. As we've discussed, assessments of this nature provide excellent opportunities for identifying areas for potential improvement while also identifying things that are working well and need to be sustained. The experience I bring with over 40 years of running communications centers and performing assessments like this for similarly sized agencies will allow me to provide advice and recommendations with a track record of success.

You have requested the following work elements be included in this engagement:

- Onsite assessment of staff members, including supervisory and management staff, to better understand the agency culture and environment.
- Interview members of the various oversight Boards to better understand any concerns or observations they feel need to be addressed.
- Confer with the Communications Captain and other staff to better understand the recruitment and hiring processes utilized at the Center.
- Review the current state of the organization, specifically Standard Operating Policies/Procedures, performance metrics and quality assurance programs.
- Identify any operational deficiencies, staffing concerns, training program deficiencies, or performance evaluation system gaps.
- Review the current training program for new hires.
- Review any in-service or continuing education programs offered for tenured staff and evaluate any career development opportunities/programs.

- Review and make recommendations for Supervisor training and development.
- Analyze organizational data in terms of workload to determine staffing requirements.
- Analyze the funding formula in use and make recommendations for changes and improvements if appropriate.
- Analyze current technologies in use at the Center and make recommendations for increase efficiencies as needed.
- Understand current performance benchmarks and assist in establishing performance goals/targets that are appropriate to your current environment and constraints.

To perform this work, I propose we follow the approach outlined below:

- Once we get the contract in place, I will send you a list of some upfront information and documents for my review before I come onsite. This will be things like budget documents, annual reports (if you do those), SOPs, training manuals, etc. By reviewing this type of material in advance I'm better prepared for my time onsite.
- We will then schedule a week for me to spend there at the center. I' will plan on arriving mid-day on the Monday and depart mid-day on Friday. During this week I'd conduct all needed interviews, observe operations during various times of the normal 24-hour cycle, and gather further data.
- I will then take a period of approximately 2 weeks to compile all the information I've gathered and formulate my preliminary observations and recommendations.
- I will then schedule a day to come back onsite and deliver my observations, and a DRAFT Report, in a workshop setting that typically takes 2½ - 3 hours to complete. Sometimes I do this briefing just for the management of the center I'm working with, sometimes I'm asked to deliver the briefing to a group of stakeholders, or a governing board. Whatever group you want me to meet with is fine with me.
- Following this workshop, I typically ask the customer (or the group I briefed in the workshop) to take a week or so to digest the information, read the DRAFT Report, and provide any additional feedback you feel I need before I issue the FINAL Report. I will then make edits as needed and send you an electronic copy of the FINAL Report.

My fee for this body of work will be a fixed price of \$23,000. This is inclusive of all travel, living or other expenses I incur to perform the work. Payment of \$10,000 will be invoiced at the completion of the onsite work, and the balance of \$13,000 will be invoiced at the delivery of the Final Report.

If this scope and approach meet your needs, please provide me a letter or purchase order authorizing the work to proceed. If a formal contract is needed, please provide that to me at your earliest convenience so I can review it prior to us finalizing my moving forward with the work.

I look forward to working with you and your organization to conduct this assessment. Please let me know if you have any further questions or need any further information.

Sincerely,

A handwritten signature in purple ink that reads "Chris Fischer". The signature is written in a cursive style with a light blue shadow effect behind the text.

Chris Fischer

ADCOMM Engineering LLC

Bridging the Gap Between Operations and Technology®

Proposal

DATE: October 25, 2021
TO: Karen Primmer, Communications Captain, Umatilla County Sheriff's Office
FROM: Susan Ronning, Principal, ADCOMM Engineering LLC
SUBJECT: UCSO Dispatch Center Efficiency Study

Purpose

The Umatilla County Sheriff's Office (UCSO) has requested a proposal for a consultant to perform a study on the UCSO's dispatch center to identify areas to improve operational efficiencies.

Background

The UCSO has answered some initial efficiency study needs and questions on April 12, 2021:

- How quickly do you want to answer calls? Within two rings of telephones both 9-1-1 and administrative lines.
- How soon do you want to dispatch calls for service? 90 percent of the calls within 75 seconds of receiving them.
- How many units is a single dispatcher responsible to track?
- How quickly can additional staff be added if needed or when the phones begin to overwhelm dispatchers?
- What is our best customer service target for the public? For our own agency? For other agencies we dispatch for?
- Can the RIMS CAD be improved in some way to assist with efficiency? If so, in what way? What will be the cost? Is this a feasible idea?
- Should call takers and dispatchers be separated?

Scope

ADCOMM will perform a needs capture and assessment to develop a set of recommendations with respect to business operations, administrative programs, funding mechanisms, and technology systems to support improvements in operational efficiencies within UCSO's dispatch center.

ADCOMM will provide the following services:

Tasks

1. Perform Stakeholder Interviews
 - a. Operations' End Users: Observe work activities and process to gain understanding of current processes
 - b. Operations' Supervisors: Observe work activities and process to gain understanding of current processes
 - c. Operations' Business: Meet with Communications Captain and staff as directed to establish understanding of recruitment, hiring process, programs, processes and concerns
 - d. Business/Executive Team: Conduct interviews with members of the various oversight Boards to better understand any concerns.
2. Review Existing Systems and Operations
 - a. Business Operations
 - i. Review of the current organizational standard operating procedures and processes
 - ii. Evaluate current workload and staffing requirements
 - iii. Review existing performance metrics and quality assurance program
 - iv. Analyze the current technologies in use at the center
 - b. Funding Programs
 - i. Review funding formula
 - c. Administrative Programs
 - i. New hire training program
 - ii. In-service training program
 - iii. Supervisor training and development
 - iv. Career development opportunities
3. Perform Assessment
 - a. Identify staff key concerns
 - b. Identify operational deficiencies
 - c. Identify training program deficiencies
 - d. Identify performance evaluation system gaps
 - e. Identify funding formula improvements
 - f. Identify potential technology system improvements

Deliverables

1. **Operational Efficiency Study Findings Report**

Assumptions and Limitations

- One on-site visit for 2 days to gather data for two ADCOMM staff members.
- One on-site visit for 1 day for two ADCOMM staff members to share findings and discuss next steps.
- All other meetings and presentations will be held remotely.

Client is responsible to provide the following:

- Provide reference material to support ADCOMM staff reviews for operational procedures, training programs, technology systems, contracts, and other agreements, as needed to support reviews and assessments.

Timeline

The work described in this proposal should take approximately 3 months.

Cost

Consulting services are estimated to be up to \$49,500 or 300 hours for the services and deliverables as detailed herein.

TABLE 1
ADCOMM Rate Schedule

Category	Rate
Principal	\$205/hour
Chief Engineer	\$205/hour
Technical Specialist	\$185/hour
Senior Consultant	\$175/hour
Consultant	\$155/hour
Project Manager	\$145/hour
Engineer	\$135/hour
Site Manager	\$135/hour
Technical Writer	\$110/hour
Office Manager	\$75/hour
Technical Assistant	\$70/hour
Clerical	\$65/hour

Terms

- See Table 1 for a detail of ADCOMM services rate information.
- ADCOMM invoices based on actual time and expenses on a monthly basis for the duration of the project.
- Projected cost is based on hours used. If additional time is needed, additional time may be added as a change order.
- Mileage is billed at the current IRS rate.
- Expenses are billed at cost (travel, telephone, copies, etc.).
- Meals are billed on a per diem basis using GSA rates.
- Pass-through costs are marked up 5 percent (FCC license fees, equipment, subconsultants, subcontractors, materials, etc.).

Agreement for Services

I appreciate your taking the time to review our proposal. If you have any questions, please contact me at s.ronning@adcomm911.com or 971-718-7574.

APPROVED FOR:
UCSO

APPROVED FOR:
ADCOMM Engineering LLC

Name:

Ms. Susan Ronning, Principal

Date

October 25, 2021
Date

This proposal is valid for 120 days.

For technical questions or clarification, contact:

Susan E. Ronning, P.E., PMP
Owner and Principal Consultant

Voice/Text: 971-718-7574
Email: s.ronning@adcomm911.com

For invoice or billing questions, contact:

Sue Seefeld
Office Manager

Mailing Address: P.O. Box 308, Woodinville, WA 98072-0308
Voice/Text: 425-487-1361
Fax: 206-374-2834
Email: accounting@adcomm911.com