Dispatch Consolidation
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Presenters;
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  • JECC Leadership role

Core Questions;
• Is Dispatch Consolidation for you?
• What are the factors that allow you to answer that question?

What are the Potential Benefits?

What are the likely challenges?

What would a successful planning and implementation process look like?

Realities/Lessons Learned
Is Dispatch consolidation for you?

- Why should I consider consolidation?
  - Long term cost savings potential
  - Better systems and service model
  - Opportunity to reduce duplication, share costs and focus on core missions (new public sector emphasis)
  - Improved employee retention and growth opportunities for dispatch personnel

- Does political support for the concept exist and are their internal champions?
What type of support and engagement is necessary for success?

- Political will to do it right so that the result is successful. Realistic expectations.
- Engagement of:
  - Elected leaders (concept support)
  - Senior Management (Process support)
  - SME’s (Hands on involvement)
  - Unions, Employees, HR roles
  - Involvement that is broad based and a process that is transparent is essential

Long term cost savings potential

Costs vary greatly and are based on the scope of the consolidation

- **Long-term savings areas**
  - Improved economies of scale
  - Improved staff efficiency and flexibility
  - Fewer systems to maintain
  - 5-15% annual savings is typical

- **One-time stand-up cost areas**
  - Planning/consultants
  - Facility
  - Systems/equipment
  - Training (O/T)
  - Cost savings generally occur in year two and forward, transition year may cost more
Opportunity for a better systems and service model

- **Systems Improvements**
  - Opportunity to select best system(s)
  - Opportunity to improve facilities and ergonomics
  - Opportunity to embrace new/standardized technologies
  - Opportunity for improved radio interoperability

- **Service Model Improvements**
  - Opportunity for improved supervision and training
  - Improved coordination, standardization and consistency
  - Improved shift staffing/scheduling capabilities
  - Opportunity to review and implement best practices

What are the likely Challenges?

- **Political buy-in** (Need concept Champions; understanding of potential benefits & challenges)
- Governance structure (key points)
- Cost sharing formulas (key points)
- Perception of a potential loss of control and organizational identity
- Adoption of a shared service model – differences must be resolved so there will be a consistent service provision approach/change management (business rules/protocols)
More Challenges

- Conflicting technologies (type, make, model, frequency band, features, age, etc)
- Differences in systems and records (data consolidation/transition issues)
- Facility needs
- Training (key points)
- Addressing service equity/large partner dynamic
- Human Resource issues (key points)
- Developing a solid communications plan and protocol (Different stakeholder needs/concerns)

High Level Planning Template

- Establish realistic goals and objectives
- Gauge support – develop concept champions
- Identify planning tasks and pre-transition activities (significant)
- Identify core and expanded team members and stakeholders
- Budget development (Transition and post-transition)
- Determine what outside expertise will be necessary
- Work out governance and cost sharing early
Implementation Plan Elements

- Develop a project Gantt Chart and timeline
- Obtain/Assign necessary resources
- Establish a project tracking, reporting and issue resolution process
- Identify tangible milestones that will demonstrate progress
- Follow all normal procurement practices

Lessons Learned Tidbits

- The importance of gaining buy-in
- Set realistic timelines and expectations
- The importance of message/process/transparency
- Anticipate that there will be issues to resolve and plan how to mitigate them. Don't minimize challenges or set-backs but rather engage the concept champions in their resolution – no surprises rule – team effort mindset
- Agree on a project spokesperson who can stay on message and de-escalate hot spots
- Focus on the people issues and relationship building
Consolidated Services Resources

- IACP publication: “Consolidating Police Services – planning approach” http://theiacp.org/LinkClick.aspx?fileticket=fU9dovj4EGs%3d&tabid=87
- IACP consolidation retreats contact: Elaine Deck decke@theiacp.org 703-647-6843
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