

AFFINITY EXERCISE

The attached are recommendations from the Winbourne Study. Please review prior to the next meeting and select the 10 highest priority recommendations. At the meeting, we will ask for your top ten selections.

We will use the collective results to determine the most critical tasks and then make assignments to Subcommittees.

GOVERNANCE

	Recognize the Chatham Communications Center (C3) as a life critical operation and apply a higher standard of care for decisions and actions. (2.1) COMPLETE
	Stabilize the C3 versus working toward an expedited transition date. (2.2) COMPLETE
	Develop a Strategic Plan/Concept of Operations (2.3)
	Develop a Technology Master Plan. (2.3)
	Develop a Continuity of Operations Plan (COOP). (2.3, 3.9)
	Develop a Master Staffing Analysis and Development Plan. (2.3, 3.8)
	Establish an Advisory Board and governance structure to ensure all public safety and technical stakeholders have a role and responsibility at all relevant levels. (2.3) COMPLETE
	Establish performance metrics to evaluate operations. (2.3)
	Ensure multi-discipline evaluations of workflows, processes, policies and procedures. (2.3, 3.4)
	Ensures consistency of operations. (2.3)
	Employ an enterprise-wide GIS/mapping system for public safety. (2.3, 4.11)

OPERATIONS

	<i>Decide on an industry standard (3.0) COMPLETE</i>
	Adjust business processes to meet industry/public safety standard. (3.0, 3.4)
	Complete a Cost Benefit Analysis to improve CES workflow (3.1)
	Ensure CES contributes to EMD processes, protocols, QA/QI. (3.1, 3.3)
	Implement performance metrics to measure internal operations and establish uniform workflows and business processes. (3.4)
	Perform Radio System Ops Analysis to measure channel overloading. (3.5)
	Establish mandatory MDT utilization requirements. (3.5, 3.7)
	Develop unified discipline specific standards for dispatching and communications. (3.6)
	Create systematic operational processes and procedures that all member agencies approve and adapt. (3.6)
	Develop uniform naming conventions and call signs. (3.6)
	Develop policies and procedures for “standard” notification messages and leverage the system to send automatic notifications. (3.7)
	Develop a metrics for supervisors and acceptable standards for operations, supervisor training, and employee education. (3.8)
	Develop Situational Awareness workflows with CEMA. (3.10)
	Establish GICI/NCIC Intergovernmental Agreements and coordinate with GBI to maintain access and provide GCIC/NCIC data. (3.11)
	Conduct a teletype staffing analysis to forecast future workload and identify costs associated with staffing this position 24/7/365. (3.11)

	Employ a QA/QI program using industry standards. (3.12)
	Create a Public Service Announcement (PSA) describing when to use 9-1-1 versus when to use the non-emergency number. (3.13)
	Evaluate the Dispatch Center's requirements for answering after hours calls for Animal Services and the tasks of handling tow slips, receiving monies, releasing vehicles. (3.14)

STAFFING

	Provide the best possible incentives for vested and near vested employees and provide personnel with a formal offer regarding their pension, benefits and pay status. (3.1)
	Define a date employees will need to commit to transitioning to County. (3.1)
	Evaluate/update Center's training and certification program. (3.1, 3.3, 3.4)
	Reevaluate specifically the CTO position to ensure qualified personnel are providing training and there is a formal review, evaluation and assessment of each CTO and training process to ensure personal are receiving the correct and adequate amount of training. (3.4)
	Implement an over-hire process to ensure adequate staffing. (3.3)
	Hire a professional recruiter to identify viable potential applicants. (3.3)
	Create an internal user group to evaluate and create schedules and policies to be used to ensure fair and equitable scheduling. Recommend also addressing child care. (3.5)
	The CAD Administrator is the only subject matter expert for the Tiburon system. There is no back-up for the position. The County needs the current CAD Administrator's expertise. (3.6)
	Identify the types, roles and responsibilities of all relevant system administrator positions. (3.7)
	Develop a strategy to utilize more CAD system functionality (currently only using 10-15% of capability) to improve public safety operations. (3.8)
	Secure additional training for the CAD Administrator so they have SME knowledge regarding all capabilities of the CAD/Mobile system. (3.8)

TECHNOLOGY

	Ensure the CAD system is provisioned with the data and interfaces needed to make operations effective and efficient. (4.1)
	Apply appropriate resources to maximize the capabilities of the CAD. (4.1)
	Purchase and install a new CAD with modern features and functions. (4.2)
	Define standardized hardware, software and operations for member agencies to streamline and reduce radio traffic. (4.4)
	Explore consolidating RMS applications and provide the police RMS services to agencies to streamline data collection/information sharing. (4.5)
	Explore the potential benefits of implementing an ACD system. (4.6)
	Research the benefit of an automated EMD system supported by the current or future CAD system. (4.7)
	Fix the VIPER automatic call back system for abandoned calls to fully leverage 9-1-1/VIPER reports and complete the recording requirement for the admin call back lines. (4.3, 4.8)
	Research the full capability of the current CAD system to leverage Motorola Location Services (MLS) for GEO location and tracking. (4.9)
	Implement an integrated CAD/RMS system for all stakeholders. (4.10)
	Transfer C3 Admin lines from City of Savannah to Chatham County. (4.12)
	Purchase a data warehouse and business intelligence system to allow for in-depth CAD reporting and the ability of data mining. (4.13, 4.14)
	Hire a SME with business intelligence skills to create a report library that can be scheduled to auto generate and distribute reports. (4.13)
	Create a bi-directional interface between Firehouse and CAD to allow sharing of incident data. (4.18)

FACILITY

	Conduct a complete facility assessment and develop a strategy to remediate adverse findings. (5.1)
	Another refrigerator or larger size is needed as well as equipping the secondary food preparation area with basic kitchen tools. A true kitchen, with hot water, is requested along with space that is not shared with IT. (5.1)
	Designate and outfit a quiet room. (5.1)
	The facility only has a single shower in the current patrol locker room. There should be a separate shower and locker room dedicated to staff. (5.1)
	Repair the secured parking gates and install appropriate alarms and video surveillance equipment to help ensure safety. (5.1)
	Consider acquiring low pro treadmills for sedentary operators. (5.1)
	The facility needs a complete equipment refresh to include furniture and chairs. Updated (standing/ergonomic) desks and better space utilization is essential. (5.2)
	Consider partial partition walls to reduce noise from station to station. (5.2)
	The best solution is the creation of a new C3 with the space and capabilities to serve Chatham County and then relegate the current C3 with appropriate updates and space to operate as the backup facility. (5.2)

FINANCIAL ANALYSIS

	<p>Conduct a comprehensive analysis of 9-1-1 surcharge revenues (landline and wireless), legislation, collection documentation, remittances. (6.1, 6.3, 6.4, 6.5)</p>
	<p>Conduct a more comprehensive analysis of all pertinent 9-1-1 surcharge legislation and provide specific language that eliminates ambiguities and misinterpretations by telephone service providers. (6.2)</p>
	<p>Require that landline revenues for traditional landline and VoIP services be separated within its general ledger accounting system and on remittance forms, so that an accurate analysis would identify true trends in traditional versus VoIP landline services. (6.3)</p>
	<p>Conduct a comprehensive analysis of budget related expenditures to determine the accuracy of line items and category totals. Where possible, reconcile discrepancies so that a more all-inclusive and accurate comparison between actual revenues and expenses can be conducted. (6.4)</p>
	<p>Facilitate a line-by-line, in person, detailed billing review with the Chatham County/City of Savannah local AT&T representative. In preparation for this review, ensure the AT&T representative knows to have readily available access to all information (databases, systems, etc.) required to accurately identify every item on every bill, including both end points for all circuits. (6.4)</p>
	<p>Given the fact that the State will take over audit authority of service providers in the County, and the fact that remittances to the County are inconsistent, we recommend the County give consideration to conducting audits of the larger service providers in the County before the Order takes effect. (6.5)</p>
	<p>Study the ability to tighten requirements on local retailers to collect and remit 9-1-1 surcharge on prepaid telephones and add-on services. (6.5)</p>
	<p>Research the ability to change applicable legislation so that the 9-1-1 surcharge amount is collected and remitted for prepaid wireless services, not just prepaid wireless phones. (6.5)</p>
	<p>Explore the possibility of implementing a "9-1-1 Hospitality Tax" on occupied hotel rooms. "Hotel room" is defined to be any room in a hotel, motel or short-term vacation rental (including Airbnbs). (6.5)</p>