

REQUEST FOR PROPOSALS (RFP)

Comprehensive Operational Assessment of Teton County 911 Dispatch Center

I. Introduction

Teton County 911 (“TC911” or the “Dispatch Center”) is seeking proposals from qualified consultants to conduct a comprehensive operational assessment of the county's emergency communications center. This analysis will evaluate the efficiency, cost-effectiveness, and overall performance of the Dispatch Center's operations, with the goal of improving service delivery and public safety outcomes for the citizens and first responders of Teton County. The assessment will benchmark TC911's operations against industry standards and comparable dispatch centers, identify areas for improvement, and produce actionable, prioritized recommendations — including an evaluation of the potential consolidation of dispatch services with Madison County.

II. Purpose of the RFP

The purpose of this RFP is to solicit proposals from qualified consultants who will:

1. Evaluate whether TC911's current staffing levels are appropriate to meet call volume, workload, and service demands.
2. Conduct a budget analysis of the Dispatch Center's current and projected costs, revenue sources, and cost drivers.
3. Assess call processing and call answering times against national and state performance standards.
4. Review the Dispatch Center's Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs) for completeness, currency, and alignment with best practices.
5. Evaluate the training program provided to telecommunicators, including initial, ongoing, and specialized training.
6. Assess the Dispatch Center's Quality Assurance/Quality Improvement (QA/QI) program.
7. Review procedures for Emergency Medical Dispatch (EMD) and Fire Dispatch protocols.
8. Conduct a feasibility study on the consolidation of dispatch services with Madison County.
9. Design and facilitate a stakeholder engagement process, including support for an Advisory Committee, throughout the project.
10. Identify inefficiencies, gaps, and risks, and provide clear, actionable recommendations for improvement.

III. Scope of Work

The selected consultant will be responsible for performing the following tasks, organized around ten core areas of analysis:

1. Appropriate Staffing Levels

- Evaluate current telecommunicator staffing levels, shift structures, and scheduling practices against call volume, workload, and peak-demand periods.
- Conduct a workload/staffing model analysis (e.g., Erlang C or comparable methodology) to determine minimum, recommended, and optimal staffing levels.
- Assess turnover, absenteeism, overtime usage, and their impact on staffing adequacy and employee well-being.
- Compare staffing ratios and models to those of similarly sized dispatch centers and industry benchmarks (e.g., NENA, APCO).
- Provide recommendations on staffing levels, shift design, and recruitment/retention strategies.

2. Budget Analysis

- Review TC911's current operating budget, including personnel costs, technology/equipment costs, and administrative overhead.
- Analyze funding sources (e.g., county appropriations, E-911 fees, interlocal agreements) and their sustainability.
- Benchmark TC911's cost per call, cost per capita, and overall budget against comparable dispatch centers.
- Identify cost-saving opportunities and any funding gaps relative to recommended staffing and service levels.
- Provide a multi-year budget projection reflecting recommended operational and staffing changes.

3. Call Processing Times

- Evaluate current call processing times (from call answered to dispatch/notification) for law enforcement, fire, and EMS calls.
- Compare call processing performance to NENA, APCO, and NFPA 1221 standards, as applicable.
- Identify factors contributing to delays, including CAD workflow, protocol adherence, staffing, and technology limitations.
- Provide recommendations to reduce call processing times while maintaining accuracy and safety.

4. Call Answering Times

- Assess current 911 call answering time performance (e.g., percentage of calls answered within 10/15/20 seconds) against NENA/APCO standards.
- Evaluate call queuing, abandonment rates, and overflow/mutual-aid procedures during high-volume periods.
- Identify root causes of any performance gaps and recommend operational or staffing adjustments to improve answering times.

5. SOPs/SOGs

- Review the Dispatch Center's existing Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs) for completeness, clarity, and currency.
- Evaluate alignment with national standards, state requirements, and best practices for public safety answering points (PSAPs).
- Identify gaps, outdated procedures, or inconsistencies across law enforcement, fire, and EMS dispatch protocols.
- Recommend updates, additions, or a revised policy structure, including a maintenance/review schedule.

6. Training Program

- Review the current training program for telecommunicators, including new-hire onboarding, field training, and certification requirements.
- Evaluate ongoing/continuing education, specialized training (e.g., EMD, fire dispatch, crisis intervention), and scenario-based exercises.
- Compare training program scope and hours to state minimums and industry best practices.
- Recommend improvements to curriculum, training timelines, certification tracking, and instructor/training officer development.

7. Quality Assurance/Quality Improvement Program

- Assess the Dispatch Center's current QA/QI program, including call review processes, scoring methodology, and feedback loops.
- Evaluate how QA/QI findings are used to inform training, coaching, and policy updates.
- Compare TC911's QA/QI practices to accreditation standards (e.g., IAED, CALEA, ACE) and peer agencies.
- Recommend enhancements to QA/QI structure, staffing, tools, and reporting.

8. Procedures for Medical and Fire Dispatching

- Review current Emergency Medical Dispatch (EMD) protocols, including pre-arrival instructions and medical priority dispatch systems in use.
- Review current fire dispatch protocols, including run-card/response assignment logic, structure fire and wildland response procedures, and mutual/automatic aid coordination.
- Evaluate compliance and consistency with medical director oversight, protocol licensing (if applicable), and quality review requirements.
- Recommend improvements to protocol adherence, technology support, and inter-agency coordination for medical and fire calls.

9. Consolidation with Madison County

- Evaluate the feasibility of consolidating dispatch operations, in whole or in part, between Teton County 911 and Madison County, including a shared or joint communications center model.
- Assess operational coordination, including how agencies would coordinate emergency response and dispatch protocols across jurisdictions.
- Evaluate potential cost savings and economies of scale from shared staffing, facilities, and technology.
- Examine staffing implications, including how personnel, expertise, and shift coverage might be shared or restructured.
- Assess technology integration requirements, including CAD, radio systems, and interoperability between the two jurisdictions.
- Evaluate the potential impact on service quality, including response times, call accuracy, and service delivery for both jurisdictions.
- Recommend a governance and operational oversight structure, including decision-making authority, funding formulas, and administrative responsibilities.
- Identify risks, challenges, and liabilities associated with consolidation, including legal, jurisdictional, labor, and cultural considerations.
- Provide a phased implementation roadmap if consolidation is recommended, including timeline, governance structure, and cost projections.

10. Stakeholder Engagement — Advisory Committee

- Develop and facilitate a stakeholder engagement plan involving key partners, including county leadership, law enforcement, fire, EMS agencies, TC911 staff, and Madison County representatives as applicable.
- Support the formation and ongoing work of a project Advisory Committee, including meeting facilitation, materials preparation, and progress reporting.

- Solicit input and feedback from telecommunicators, first responders, and elected officials throughout the assessment process.
- Incorporate stakeholder feedback into findings and recommendations, and present interim updates to the Advisory Committee at agreed-upon milestones.
- Document the engagement process and stakeholder input as part of the final report.

IV. Final Report and Recommendations

The consultant shall provide a comprehensive, actionable final report that includes, at a minimum:

- An executive summary of findings across all ten scope-of-work areas.
- A staffing analysis and recommended staffing model, including implementation costs.
- A detailed budget analysis and multi-year financial projections.
- Call processing and call answering time performance findings, benchmarked against industry standards.
- A summary of SOP/SOG, training, and QA/QI review findings and recommended updates.
- Findings on medical and fire dispatch procedures and recommended protocol or process changes.
- A full feasibility study on consolidation with Madison County, including a recommendation on whether to proceed, and if so, a proposed governance and implementation structure.
- A summary of the stakeholder engagement process and Advisory Committee input.
- A prioritized implementation roadmap with timelines, responsible parties, and cost estimates for all recommendations.

V. Consultant Qualifications

To be considered, consultants should meet the following minimum qualifications:

- Proven experience analyzing and optimizing public safety answering points (PSAPs)/911 dispatch centers, including law enforcement, fire, and EMS dispatch operations.
- Expertise in staffing/workload modeling, budget analysis, and performance benchmarking for emergency communications centers.
- Experience conducting dispatch center consolidation or shared-services feasibility studies, including governance and inter-agency coordination.
- Familiarity with national standards and accreditation bodies (e.g., NENA, APCO, NFPA 1221, IAED, CALEA).

- Experience reviewing Emergency Medical Dispatch (EMD) and fire dispatch protocols.
- Demonstrated ability to design and facilitate stakeholder engagement and advisory committee processes.
- Strong communication skills, including the ability to present complex findings and recommendations in clear, actionable terms to elected officials and the public.

VI. Proposal Requirements

Proposals should include the following:

11. **Consultant/Company Overview:** A brief history of the firm, including relevant experience with 911/PSAP operational assessments, staffing studies, and consolidation feasibility studies.
12. **Approach and Methodology:** A detailed explanation of the proposed approach for each of the ten scope-of-work areas, including data collection methods, benchmarking sources, and stakeholder engagement/Advisory Committee facilitation.
13. **Project Timeline:** A proposed timeline for completing the analysis, including key milestones, Advisory Committee touchpoints, and delivery dates.
14. **Cost Proposal:** A detailed breakdown of the consultant's fees and all associated costs, including any anticipated travel or out-of-pocket expenses.
15. **Staffing Plan:** Identification of key personnel who will be assigned to the project, including relevant qualifications and role on the engagement.
16. **References:** At least three references from previous clients who have worked on similar projects, ideally related to 911 dispatch operations, staffing/workload studies, or dispatch center consolidations.

VII. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- Relevant experience and qualifications of the consultant, particularly with 911/PSAP operations and consolidation studies.
- Clarity, feasibility, and rigor of the proposed approach and methodology across all scope-of-work areas.
- Demonstrated understanding of TC911's operating environment and the potential for consolidation with Madison County.
- Approach to stakeholder engagement and Advisory Committee facilitation.
- Cost-effectiveness and overall value proposition.
- Quality of references and previous project outcomes.

VIII. Submission Instructions

All proposals must be submitted by [Insert Deadline Date]. Late submissions will not be considered. Proposals can be submitted via [insert submission method — email, online portal, etc.]. Please direct any questions or requests for clarification to [Contact Person's Name and Contact Information].

IX. Terms and Conditions

- The selected consultant will be required to sign a contract with Teton County that outlines the scope of work, deliverables, timeline, and payment terms.
- Teton County reserves the right to reject any and all proposals.
- All submitted proposals become the property of Teton County and will not be returned.