

Durham 9-1-1 Consolidation & HEART Expansion Study Board of County Commissioners – Work Session

ADCOMM Engineering LLC

Bridging The Gap Between Operations & Technology®

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February 2, 2026

Agenda

- Purpose and context
- Study overview
- Status update: work completed
- Key focus areas and Board priorities
- Timeline and next steps
- Questions and discussion

Why We're Here

- **Provide a status update on the consolidation study**
- **Summarize work completed to date**
- **Preview upcoming activities**
- **Address questions raised by the Board during contract approval**
- **Confirm how Board priorities are being incorporated into the study**
- **Who is ADCOMM Engineering and why we were selected for this work**

This is a progress and process update — not a decision briefing.

ADCOMM Engineering LLC

“ Bridging the Gap between Operations & Technology” since 1979

We ensure public safety and public service agencies can communicate when and how they need to, where they need to do it.



**Proud to be
Client
Advocate
&
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Agnostic**

ADCOMM provides consulting engineering and professional project management services for critical communications' technology systems. We are vendor-neutral; we are an independent consultant who advocates for our clients to ensure you get the right solution, using the right products and services, that best meet your needs. Our staff consists of registered professional engineers, certified project management, emergency number professionals, and systems engineering professionals.

We are veteran-owned and a certified DBE, woman- and minority-owned business

Sherri Bush, ENP – Project Team Lead ADCOMM Engineering LLC



Certified NENA® Emergency Number Professional

Total Years of Experience – 35

Local Government Consulting in U.S. and Canada

Experience (Local, State, and Federal)

Expertise

- CAD/RMS/JMS/CMS
- Policy and Strategic Plan Development
- Radio Dispatch Console Systems
- Call Handling Equipment (CHE)
- ESInets and NG9-1-1 systems
- PSAP Merged Services planning
- PSAP Facility Planning
- Organizational/Operational/Technical transitions

Affiliations

- ICCRA Advisory Board Chair
- NENA Virginia Chapter President, Standards Committees
- APCO International, Standards Committees



ADCOMM SMEs & Support Team

Cindy Leiro, Project Coordinator



Susan Ronning, P.E., PMP, ASEP, Principal & Owner, Radio Engineer

Chris Gass, Senior Consultant – PSAP Operations and Technology SME

Brian Brady, Senior Consultant – GIS SME



Sharon Counterman, ENP, CMCP, Senior Consultant – Organization, Staffing, and Compliance & Policy SME

Joe Thomas, Senior Consultant – Mental Health Program and Governance SME



Why ADCOMM

Relevant Experience

City–County and multi-jurisdictional 9-1-1 consolidation studies

Regional and countywide dispatch system assessments

Integration of mental-health response programs with 9-1-1 operations

Backup and continuity planning for critical control rooms

Team Approach

Deep operational PSAP experience

Systems-engineering-based analysis

Strong focus on governance, cost modeling, transition planning, and risk

What This Study Is Evaluating

- This study examines:
- Potential consolidation of the City of Durham Emergency Communications Center (DECC) and the Durham County Sheriff's Office dispatch operations
- Expansion of the HEART mental-health response program from a City-based program to a potential countywide service
- Alignment of consolidation and HEART decisions with continuity planning, including backup capabilities and the planned Emergency Operations Center (EOC)
- Objective:
Provide Durham with feasible and practical options, supported by operational, financial, governance, and implementation analysis.

Where We Are in the Study

- Current Phase: Discovery & Current State Assessment
- The project is currently completing Tasks 1 and 2:
 - Initiation and stakeholder engagement
 - Current-state documentation and analysis
- At this stage:
 - No recommendations have been made
 - No decisions are being proposed
 - The focus is on building a complete and accurate baseline

Data & Documentation Collected

- Surveys & Requests for Information
- Completed to date:
 - Agency surveys covering:
 - Call volumes and workload
 - Demographics and staffing
 - Technology inventories (CAD, call handling, radio, logging, etc.)
 - Documentation collected via RFI, including:
 - Policies and procedures
 - Organizational charts
 - Job descriptions and schedules
 - Service level and interagency agreements
 - Training and QA/QI documentation
 - This information establishes the foundation for all subsequent analysis.

Stakeholder Engagement: Week One

- January 19–23 | City-Focused Engagement
- Completed onsite:
 - City of Durham Emergency Communications Center (DECC)
 - HEART program leadership interviews and observations (operating within DECC)
 - County EMS leadership
 - Durham Fire group interview with responders
 - Individual interviews with leadership, supervisors, and support functions
 - Direct observation of DECC 9-1-1 workflows, including call handling, dispatch, and HEART integration
- This engagement focused on how operations function in practice, not just how they are documented.

Stakeholder Engagement: Week Two

- February 2–6 | County-Focused Engagement
- Scheduled next:
 - Durham County Sheriff's Office leadership
 - Sheriff's Office dispatch operations staff and support
 - Office of Emergency Services (Emergency Management) leadership
(focused on backup 9-1-1 planning and continuity only)
 - Follow-up interviews with City and HEART staff as needed
 - Additional operational observations
- This second onsite week completes the on-site discovery phase. Follow up remote interviews may be necessary.

Board Engagement & Transparency

- How the Board Stays Involved
- The Board expressed interest in:
 - Visibility into study progress
 - Opportunities for discussion
 - Understanding key decision points
- The study includes structured opportunities for Board engagement, including:
 - Status updates through County leadership
 - A formal draft review workshop prior to final recommendations
 - Up to two work-session presentations to the Board
- Study findings and recommendations will be informed by and mindful of Durham County's adopted strategic plan (Durham Forward 2029).

Best Practices & National Context

- Consolidation and HEART Expansion
- As requested by the Board, the study incorporates:
 - National best practices for 9-1-1 consolidation
 - Comparable mental-health response programs
 - Jurisdictions where programs originated within one entity and expanded regionally
- These comparisons inform:
 - Operational models
 - Governance approaches
 - Staffing and cost considerations
 - Lessons learned from similar efforts

Cost, Efficiency & Investment Focus

- Key Board Priority Areas
- The analysis explicitly addresses:
 - Current and future operating costs
 - Capital investment implications
 - Opportunities for efficiency
 - Leveraging existing assets and planned investments
- Important note:
Cost estimates will be presented alongside consolidation and HEART expansion options, not in isolation, once feasibility analysis is complete.

What Does “Consolidation” Mean for Durham?

- Clarifying the Term
- Consolidation is not a single predetermined outcome.
- The study evaluates:
 - Operational models
 - Governance structures
 - Technology and facility approaches
 - Transition, cost, and continuity impacts
- Each option will be assessed for feasibility, practicality, and alignment with Durham’s needs.

Backup 9-1-1 & EOC Coordination

- Timing and Resiliency Considerations
- The study examines:
 - Current backup and continuity arrangements
 - How consolidation options affect redundancy
 - How the planned EOC backup 9-1-1 space could support future operations
 - Whether shared facilities or resources provide resilience or cost benefits
- The goal is alignment between operational decisions and long-term investments.

Project Timeline

- *High-level timeline aligned with the approved project schedule*
- Fall–Winter 2025
 - Project initiation, Surveys and documentation collection, City and County stakeholder engagement
- Winter–Spring 2026
 - Current-state analysis, Feasibility and practicality assessment, Development of consolidation and HEART expansion options, Interim section reviews with leadership
- Spring–Early Summer 2026
 - Draft report development, Draft review workshop, Refinement of recommendations
- Summer 2026
 - Final report and Board work sessions

What Comes Next

- Near-Term Milestones
 - Complete County onsite engagement
 - Consolidate discovery findings
 - Begin feasibility and option development
 - Integrate cost, governance, and implementation considerations
 - Prepare draft materials for project leadership and key stakeholders' review

Key Takeaways

The study is on schedule and progressing as planned

Discovery and stakeholder engagement are 50% complete

Board priorities are directly shaping the analysis

Findings and recommendations will be data-driven, practical, and transparent

We welcome continued dialogue with the Board at key milestones.

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THANK YOU

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Questions & Discussion