

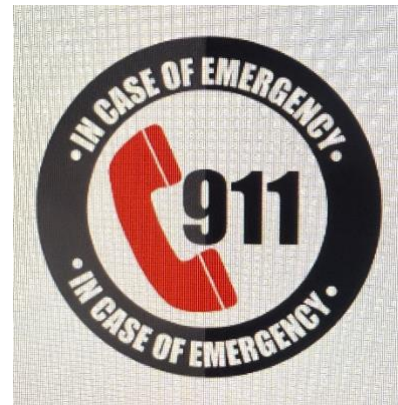
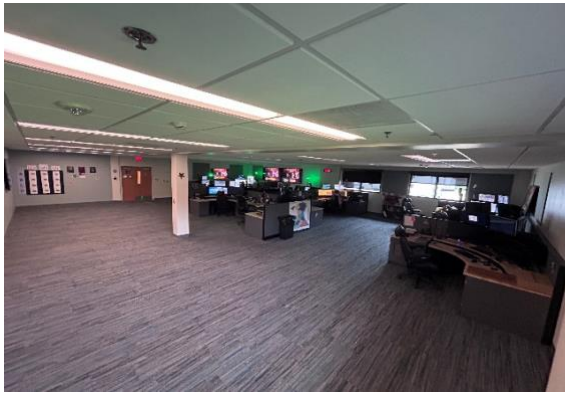
**CUMBERLAND COUNTY & CITY OF FAYETTEVILLE**  
**PUBLIC SAFETY ANSWERING POINT (PSAP)**  
**2025 CONSOLIDATION REPORT**



**Prepared for**  
**Chairman Kirk de-Viere**  
**Cumberland County**  
**Board of Commissioners**  
**County Manager Clarence Grier**

**&**

**Mayor Mitch Colvin**  
**Fayetteville City Council**  
**City Manager Doug Hewitt**



**Prepared By**  
**Freddy L. Johnson Sr.**  
**Chairman, 2025 PSAP Consolidation Committee**

## TABLE OF CONTENTS

<b>Table of Contents .....</b>	<b>2</b>
<b>Foreword .....</b>	<b>3</b>
Background .....	4
<b>Executive Summary .....</b>	<b>5</b>
Committee Members .....	7
Committee Meetings .....	8
Why Consolidate .....	9
Consolidation Models .....	9
➤ Full Consolidation.....	9
➤ Partial Consolidation .....	9
➤ Co-Location .....	9
➤ Hybrid.....	10
<b>Recommendations .....</b>	<b>10</b>
Operational Recommendation .....	10
<b>Mental Health Crisis Intervention .....</b>	<b>11</b>
Technology Modernization .....	14
Governing and Staffing .....	14
Future Planning .....	15
Implementation and Next Step .....	15

## TABS

Mayor Colvin’s PSAP Letter to Chairman de-Viere, .....	A
Chairman’s de-Viere PSAP Letter to Mayor Colvin dated March 24, 2025, .....	B
PSAP Committee Meeting Monday March 31, 2025 – Room 564 Courthouse.....	C
E-Mail Chain dated April 2, 2025 – Deputy Chief Richtmeyer – Agenda Inquiry .....	D
PSAP Committee Meeting Wednesday April 16, 2025 - County EOC .....	E
PSAP Committee Meeting Wednesday April 24, 2025 – City Hall .....	F
PSAP Committee Meeting Wednesday May 8, 2025 - Canceled .....	G
COF / County PSAP Leadership Meeting Friday June 6, 2025 – Room 564 Courthouse .....	H
2025 NC House Bill 793 Section 2 funding to support PSAP consolidation .....	I
Perquimans-Gates 911 Center Consolidation Press Release .....	J
Perquimans-Gates Interlocal Consolidation Agreement .....	K
Perquimans-Gates Consolidation Timelines.....	L
Watauga County & Town of Boone 9-1-1 Interlocal Governmental Agreement .....	M
2017 Intergovernmental Agreement Cumberland County – COF 9-1-1 Consolidation .....	N
<b>2016 MissionCriticalPartners COF &amp; CC Programing &amp; Planning Study .....</b>	<b>O</b>
<b>2016 MissionCriticalPartners Final Report – Co-Location Feasibility Study .....</b>	<b>P</b>
2025 Pictures Cumberland County PSAP Center .....	Q

## FOREWORD

It is with great pleasure that I present the culmination of the tireless efforts and dedication of the 2025 Public Safety Agency Heads, Public Safety Answering Point (PSAP) Consolidation Committee. This report serves as a testament to the collective commitment of the committee members towards the consolidation of the City of Fayetteville and the Cumberland County Public Safety Answering Points.

I would like to express my gratitude to all those involved in this important effort, from the committee members and assigned administrative staff member who supported the consolidation vote and effort. The invaluable contributions provided by the Executive Director of the North Carolina 9-1-1 Board, as well as the 2016 City of Fayetteville & Cumberland County, Emergency Communication Center Programming and Planning Study prepared by Mission Critical Partners which are included in tabs "O & P" of this report, have been instrumental in shaping the direction of our consolidation efforts.

As we reflect on the progress made and the challenges faced throughout this consolidation process, it is evident that our Public Safety Agency Heads commitment to enhancing and consolidating our emergency 9-1-1 (PSAP) communications was unwavering. This report aims to capture the broad work undertaken by the committee, highlighting a unanimous recommendation for consolidation support.

I also want to point out that the committee's most recent PSAP consolidation primarily focused on outlining the overall process and structure of consolidation, rather than detailing the specific steps involved. However, the studies conducted back in 2016/17 by Mission Critical Partners include specific details had co-location been suitable for both governments (Tabs "O & P").

The next steps will involve hiring an outside consultant who will be responsible for laying out the required steps, creating a road map, timelines, and coordinating related processes. The recommended center manager will be responsible for coordinating with both managers and the selected consultant to see the process through from beginning to end.

## **BACKGROUND**

Since 2007, there have been three unsuccessful attempts to merge the separate Public Safety Answering Points (PSAPs) of the City of Fayetteville and Cumberland County in one consolidated PSAP. The most recent effort in 2016/2017 faced obstacles primarily stemming from disagreements between the respective governing boards over control of the merged facilities. Despite recognizing the potential benefits of a consolidated PSAP, such as improved efficiency and coordination in emergency response services, the issue of governance has remained a key point of contention. The history of these failed consolidation attempts underscores the importance of establishing clear and mutually agreed-upon governance structures to facilitate successful integration of PSAP operations.

The background of the 2025 PSAP consolidation report involves the establishment of a working group by Kirk deViere, Chairman of the Cumberland County Board of Commissioner, in response to a letter from Fayetteville City Mayor Mitch Colvin. The City of Fayetteville directive dated March 17, 2025, urged the exploration of consolidating 9-1-1 call centers across Cumberland County. The working group is composed of heads of public safety partner agencies, including municipal Fire and Police Chiefs, the Sheriff's Office, representatives from Volunteer Fire Departments, current PSAP managers from both Cumberland County and the City of Fayetteville and Cape Fear Valley EMS. An administrative assistant from Cumberland County was assigned as the note taker for the committee, marking a significant step towards evaluating the feasibility of and implications of PSAP consolidation.

An important milestone took place during the inaugural meeting held on March 31, 2025, at 1 PM in room 565 of the Cumberland County Courthouse. The committee members were warmly welcomed by Commissioner Chairman deViere and Fayetteville Mayor Colvin, who set the tone by articulating the committee's mandate and outlining their expectations while assuring full support. This pivotal meeting laid the groundwork for the collaborative efforts ahead, emphasizing the commitment to enhancing public safety services across Cumberland County.

## EXECUTIVE SUMMARY

The City of Fayetteville (COF) and Cumberland County have made several unsuccessful attempts since 2007 to consolidate their Public Safety Answering Points (PSAPs). Despite hiring outside consultants to facilitate the process, each attempt faltered due to disagreements over who would have control -- the city or the county. However, with the advancements in 9-1-1 technology and the growing need to address mental health crisis calls, along with service level improvements, eliminating duplication of efforts, as well as a reduction or elimination of transfers (ring downs) between centers and improving response times, and with the concept of shared services there is a pressing need to better serve our citizens and find a solution for full public safety PSAP consolidation.

The COF using voter approved bond funding is considering either building a new 9-1-1 center or to consolidate operations into the existing state-of-the-art county center at 500 Executive Place. In an effort to explore consolidation and establish a path forward, Cumberland County Board Chairman Kirk deViere and Fayetteville Mayor Mitch Colvin have assembled a working group of key public safety agency heads across Cumberland County. The group's goal is to provide recommendations that will improve emergency response coordination across jurisdictional boundaries, while promoting balanced governance, operational efficiency, and equitable service delivery to all residents and the motoring public of Cumberland County.

*A defining characteristic of this 2025 consolidation effort is the commitment to fundamentally transform how Cumberland County responds to mental health crisis 9-1-1 calls. Unlike previous consolidation attempts that focused solely on operational efficiency, this initiative recognizes that effective emergency response in the 21st century requires embedding licensed mental health professionals directly within the PSAP to provide immediate crisis intervention, de-escalation, and appropriate resource deployment. This represents a paradigm shift from traditional emergency response models to a comprehensive, health-centered approach that addresses the full spectrum of community needs.*

### **Key Recommendations Preview:**

*The committee unanimously recommends full consolidation of both PSAPs into a single entity. Expand the existing Cumberland County facility, establishment of comprehensive mental health crisis response capabilities, and implementation of enhanced **joint governance structure** to ensure successful long-term operations.*

Though the consolidation process is often complex and difficult, it can yield substantial service level improvements, responder safety, employee retention, and potential cost

savings after several years due to capital and other related start-up costs - if implemented correctly. Notably, during the committee's meeting on April 16, 2025, a unanimous decision was made to recommend consolidation as a crucial step forward. This demonstrates a strong consensus and commitment towards fostering greater efficiency and effectiveness within the organization through consolidation.

**PUBLIC SAFETY CONSOLIDATION COMMITTEE MEMBERS**

##	Cumberland – Fayetteville PSAP Consolidation Committee	Primary Representative	Alternate Representative
01	Cumberland County Fire Chiefs Association	Freddy Johnson – Chair President / Fire Chief <a href="mailto:fjohnsonsr@stoneypointfire.com">fjohnsonsr@stoneypointfire.com</a>	Michael Hill Fire Chief (Ret) FFD / Wade FD <a href="mailto:Silverrun1@msn.com">Silverrun1@msn.com</a>
02	Cape Fear Valley Emergency Medical Services	Brian Pearce Cape Fear Valley <a href="mailto:bpearce@capefearvalley.com">bpearce@capefearvalley.com</a>	Brian Langston Interim EMS Chief <a href="mailto:blangston@capefearvalley.com">blangston@capefearvalley.com</a>
03	Cumberland County Emergency Services Director	Gene Booth Director <a href="mailto:wbooth@cumberlandcountync.gov">wbooth@cumberlandcountync.gov</a>	N/A
04	Fayetteville Police Department	Todd Joyce Interim Chief of Police <a href="mailto:christopherjoyce@fayettevillenc.gov">christopherjoyce@fayettevillenc.gov</a>	Lee Hicks Major <a href="mailto:leehicks@fayettevillenc.gov">leehicks@fayettevillenc.gov</a>
05	Fayetteville Fire Department	Kevin Dove – Vice Chair Fire Chief <a href="mailto:kevindove@fayettevillenc.gov">kevindove@fayettevillenc.gov</a>	David Richtmeyer Deputy Fire Chief – Operations <a href="mailto:davidrichtmeyer@fayettevillenc.gov">davidrichtmeyer@fayettevillenc.gov</a>
06	Hope Mills Police Department	Stephen Dollinger Chief of Police <a href="mailto:sdollinger@townofhopemills.co">sdollinger@townofhopemills.co</a>	Darwin Brayboy Captain <a href="mailto:dbrayboy@townofhopemills.com">dbrayboy@townofhopemills.com</a>
07	Hope Mills Fire Department	Matthew Cain Fire Chief <a href="mailto:mbcain@townofhopemills.com">mbcain@townofhopemills.com</a>	Robert Hurlburt Deputy Fire Chief <a href="mailto:rhurlburt@townofhopemills.com">rhurlburt@townofhopemills.com</a>
08	Cumberland County Sheriff's Office	Sheriff Ennis Wright <a href="mailto:ewright@ccsonc.com">ewright@ccsonc.com</a>	John Morgan Major - Patrol Commander <a href="mailto:jmorgan@ccsonc.com">jmorgan@ccsonc.com</a>
09	Spring Lake Police Department	Errol Jarman Police Chief <a href="mailto:ejarman@townofspringlake.com">ejarman@townofspringlake.com</a>	N/A
10	Spring Lake Fire Department Did Not Participate	Jason Williams Fire Chief <a href="mailto:jwilliams@townofspringlake.com">jwilliams@townofspringlake.com</a>	Jonathan Faircloth Assistant Fire Chief <a href="mailto:jfaircloth@townofspringlake.com">jfaircloth@townofspringlake.com</a>
11	Cumberland County 9-1-1 Associate Member	Adam Johnson 9-1-1 Tele-Communications Mgr. <a href="mailto:ajohnson@cumberlandcountync.gov">ajohnson@cumberlandcountync.gov</a>	Sheena Evans 9-1-1 Asst. Tele-Communications Mgr. <a href="mailto:sevens@cumberlandcountync.gov">sevens@cumberlandcountync.gov</a>
12	Fayetteville 9-1-1 Associate Member	Lisa Reid 9-1-1 Communications Mgr. <a href="mailto:lisareid@fayettevillenc.gov">lisareid@fayettevillenc.gov</a>	N/A
13	Note Taker Administrative Assistant	Iva Clark Deputy Clerk BOC <a href="mailto:iclark@cumberlandcountync.gov">iclark@cumberlandcountync.gov</a>	N/A



## **COMMITTEE MEETINGS**

The committee convened its inaugural meeting on March 31, 2025, to kick off their important objective. Following that, subsequent meetings were held at various locations. On April 16th, a meeting took place at the county EOC (Emergency Operation Center). The committee gathered again on April 24th, 2025, this time in the Lafayette Room at Fayetteville City Hall. These meetings have allowed the committee members to engage in discussions and collaborate effectively concerning current effective PSAP programs and important matters.

During the April 16 meeting, Ms. Pokey Harris, Executive Director of the North Carolina 9-1-1 Board, and her team shared insightful and positive information regarding the importance of PSAP consolidation. It was emphasized that PSAP consolidation is a key priority for the 9-1-1 Board, with a primary focus on ensuring the safety and well-being of our citizens. There are priority grant opportunities through the 9-1-1 Board to assist with PSAP Consolidation.

The PSAP consolidation committee meeting held on Thursday April 24, 2025, in City Hall proved to be a challenging yet pivotal moment in the ongoing efforts to merge the two PSAPs. The committee found itself in a critical impasse when a discussion arose regarding which entity, the City or the county should have ultimate governance control over the consolidated PSAP. Chairman Johnson, recognizing the risk of allowing this divisive issue to disrupt another consolidation attempt, made the difficult decision to cancel the vote and initiate discussions with Chairman de-Viere and Mayor Colvin.

On June 6, 2025, a productive 3-hour meeting was held in room 564 of the Cumberland County Courthouse, with notable leaders including Chair Kirk deViere, Vice Chair Veronica Jones of the Cumberland County Board of Commissioners, Mayor Mitch Colvin, Mayor Pro-Tem Kathy Jensen of Fayetteville, County Manager Clarence Grier, and City Manager Doug Hewitt along with PSAP Committee Chair Johnson and County Deputy Clerk Iva Clark. The meeting was marked by fruitful discussions and collaborative efforts towards consolidating PSAP services. Chairman Johnson articulated key consolidation recommendations, and a notable proposal to integrate Mental Health Crisis Experts into the dispatch center was introduced by City of Fayetteville representatives and agreed upon by county officials.



### **Why Consolidate**

The primary reason for contemplating consolidation is direct service delivery improvements, which provide numerous benefits and efficiency improvements to emergency response services. By centralizing these critical operations, it helps in streamlining communication processes, enhancing coordination among first responders, and reducing duplication of resources. Consolidation will also lead to quicker response times to emergency calls, as emergency dispatchers can allocate resources more effectively and efficiently. It also promotes standardized training for dispatchers (Tele-Communicators) and ensures a consistent level of service county-wide. Furthermore, merging two PSAPs into one after start-up costs can result in cost savings, improved emergency response outcomes, and an enhanced overall public safety infrastructure.

### **Consolidation Models**

Having established the compelling reasons for consolidation, there are several consolidation models to determine the most effective approach. Consolidation in the Public Safety Answering Point (PSAP) sector refers to the concept of combining two or more PSAPs into a single facility and/or organization, leading to a more technological, streamlined, and efficient system. There are four main models of consolidation: Full, Partial, Co-Location and Hybrid.

#### **Full Consolidation:**

Full consolidation merges the City of Fayetteville (COF) and the Cumberland County PSAPs into a single entity. This allows for direct service level improvements, centralized management, standardized procedures and can lead to cost savings and improved resource allocation. By bringing all functions under one roof, full consolidation promotes seamless coordination between different emergency response agencies and achieves the highest level of public safety enhancements.

#### **Partial Consolidation:**

Partial consolidation involves merging some functions of our two PSAPs while keeping others separate. This model allows for a degree of customization based on the specific needs of the jurisdictions. It offers a balance between sharing resources and maintaining local control, making it a flexible option to collaborate while preserving some autonomy.

#### **Co-Location**

Involves physically placing our two PSAPs in the same building, while maintaining their operational independence. This is an approach to cost efficiencies by sharing physical

space and technology without giving up direct control of actual call taking and dispatching. Jurisdictions that choose to co-locate most of the time evolve into full consolidation.

### **Hybrid**

Typically refers to the co-location with another public safety entity such as a Fire or Police department with a fully consolidated PSAP.

## **RECOMMENDATIONS**

### ***Primary Recommendation: Full Consolidation***

**It is the committee's recommendation for a full consolidation that merges the City of Fayetteville (COF) and the Cumberland County PSAPs into a single entity.**

As a result of the PSAP Committee members unanimous decision to recommend consolidation as a critical measure for the future, it underscores the shared vision of all our Public Safety Agency Heads of enhancing operational efficiencies and boosting our public safety effectiveness through PSAP consolidation.

#### **1. Operational Recommendations**

##### **. Facility and Expansion**

- . It is recommended to consolidate the outgrown COF PSAP operations into the existing state-of-the-art Cumberland County Public Safety Answering Point at 500 Executive Place. To accommodate future growth and ensure scalability, there should be a planned expansion of the center by an additional 6000 square feet. This expansion will provide the necessary space and resources to meet the increasing demands placed on PSAP centers, thereby future proofing our operations for years to come. The city and county should determine an equitable cost sharing for the expansion as well as future operational cost. This committee would recommend a 50-50 split but understand both organizations' staff and elected officials should make the final determination.**

. Leadership Structure

- . *It's recommended that Ms. Lisa Reid, the respected City of Fayetteville 9-1-1 Center Manager, be entrusted with the role of overseeing the consolidation process and assuming the responsibilities of the consolidated center manager.* Ms. Reid brings to the table a wealth of experience, with over 30 years of invaluable expertise in emergency communications management and a deep-rooted understanding of the intricacies of 9-1-1 center operations. The selection of Ms. Reid as the consolidated center manager is not only a testament to her professional background but also a strategic move to work with both managers to ensure seamless integration and smooth transition from the beginning to the end during the consolidation phases.
- . *Note: In the event that Ms. Reid does not accept the position of consolidated center manager, it is essential to acknowledge the importance of promptly filling the role with a qualified professional. The position should be advertised to attract candidates who demonstrate strong communication skills and a proven ability to work collaboratively between both governments.*

2. Mental Health Crisis Integration

To address mental health crisis 911 calls more effectively here in Cumberland County, it is recommended to embed trained mental health professionals directly within our consolidated PSAP following an integrated model that combines Durham HEART's proven framework with enhanced capabilities from California's Alternative Crisis Response system, customized through partnerships with Behavioral Alliance, Cape Fear Valley Health System, Cumberland County Schools, Cumberland County Health Department, and Cumberland County Department of Social Services.

**Evidence-Based Benefits**

Research from Harvard Kennedy School's Government Performance Lab identifies three key benefits: providing capacity support for 911 call takers by handling high-intensity behavioral health calls; improving call outcomes through immediate de-escalation and resource connections; and right-sizing emergency response resources by resolving appropriate calls telephonically without dispatching responders. Durham's program achieves 70% crisis call diversion with 99% responder safety, while Austin's program resolves 80-85% of calls without police involvement.

### **Integrated Crisis Response Framework**

**Crisis Call Diversion:** Licensed mental health clinicians embedded directly in the PSAP provide immediate intervention for suicide threats and mental health crises, working alongside telecommunicators with full CAD system access for real-time crisis counseling and resource coordination. Health Department specialists provide substance abuse consultation while DSS liaisons coordinate child welfare and adult protective services concerns.

**Mobile Crisis Teams:** Unarmed three-person teams (clinician, peer support specialist, EMT) respond to non-violent behavioral health calls, with enhanced Psychiatric Mobile Response Teams handling complex psychiatric emergencies. Specialized teams include Health Department nurses for medical-behavioral situations and DSS specialists for family crisis response and vulnerable adult situations.

**Co-Response Integration:** Mental health clinicians paired with Crisis Intervention Team-trained officers handle higher-risk calls involving potential violence or weapons, including specialized School Threat Assessment and Response Teams for educational settings. Health Department and DSS specialists coordinate when medical or protective services concerns are present.

**Crisis Treatment Options:** Partnerships provide crisis residential treatment, psychiatric urgent care alternatives to emergency departments, and 23-hour observation capabilities. Health Department coordinates medical detoxification services while DSS provides emergency shelter and housing resources, giving mobile teams comprehensive "somewhere to go" options.

**Care Navigation:** Follow-up within 48 hours connects individuals with ongoing community services, enhanced with extended case management and crisis prevention planning. Health Department coordinates medical care and substance abuse treatment while DSS provides benefits navigation, housing support, and family services coordination.

### **Implementation Approach**

**Foundation Phase:** Begin with embedded mental health clinicians in the PSAP during peak hours, providing immediate crisis intervention and establishing

baseline operations with comprehensive staff training for all telecommunicators. Integrate Health Department and DSS consultation protocols.

**Expansion Phase:** Deploy mobile crisis response teams with extended embedded PSAP clinician coverage, launch school-based crisis response capabilities, and establish community partnerships for enhanced services. Add Health Department and DSS specialists to mobile response capabilities.

**Integration Phase:** Add specialized psychiatric response teams, co-response capabilities with law enforcement, and crisis facility partnerships for comprehensive treatment options. Implement multi-agency specialized teams for family crisis, vulnerable adults, and substance abuse emergencies.

**Full Implementation:** Complete system integration with care navigation services, specialized population teams, and comprehensive data tracking for continuous quality improvement. Achieve full coordination across mental health, medical, and social service domains.

### **Partnership Framework**

Behavioral Alliance serves as the primary clinical partner providing licensed staff, supervision, and protocol development. Cape Fear Valley Health System provides psychiatric consultation and medical oversight. Cumberland County Schools enables specialized educational crisis response. Cumberland County Health Department provides substance abuse services, medical consultation, and public health coordination. Cumberland County Department of Social Services coordinates child welfare, adult protective services, benefits navigation, and family support services. Multi-stakeholder governance ensures community ownership and sustainable operations across all service domains.

### **Expected Outcomes**

This phased approach allows Cumberland County to build expertise gradually while demonstrating measurable improvements at each stage. The integrated model provides comprehensive crisis response addressing mental health calls across the full spectrum from immediate phone intervention through long-term care coordination, while simultaneously addressing underlying health, social, and

economic factors that contribute to crisis situations. This holistic approach positions Cumberland County as a national leader in comprehensive community

crisis response, ensuring individuals receive appropriate mental health intervention while connecting them to medical care, social services, and community resources that address root causes and prevent future crises, all while maintaining traditional emergency response capabilities.

### 3. Technology Modernization

- . It is recommended that we prioritize the incorporation of the latest technology, such as Digital Dispatch, into our PSAP consolidation efforts. By adopting advanced technologies, we can streamline operations and improve efficiency, ultimately freeing up Tele-Communicators to focus on more critical communications tasks. This will not only enhance our overall response capabilities but also ensure that our resources are utilized optimally.

### 4. Governance and Staffing Recommendations

- . Communications Advisory Board
  - . The PSAP consolidation committee highly suggests the formation of a Communications Advisory Board which will encompass key stakeholders such as Public Safety agency heads from Fire and Police departments from Fayetteville (COF), Hope Mills and Spring Lake. Additionally, the board will include representation from the 14 Volunteer Fire districts through two (2) volunteer chiefs, the President of the Cumberland County Fire Chiefs Association (CCFCA), the county Sheriff, and the Cape Fear Valley Hospitals EMS Chief. To ensure seamless communications and coordination, it is further recommended that the COF Council and the Cumberland County Board of Commissioners each appoint a council and commissioner member, respectively, to serve on the advisory board, acting as direct liaisons between the board and their respective governing bodies.
- . Telecommunicator Compensation and Job Security
  - . In the process of PSAP consolidation the committee unanimously agreed that there would be no job losses or reduction in the quality of current programs and dispatch accreditations. However, it became apparent that the county must address the issue of telecommunicator salaries to ensure parity with the salaries offered

## 2025 City of Fayetteville & Cumberland County PSAP Consolidation Report

by the City of Fayetteville. This adjustment is essential to retain our top talent and provide equitable compensation for the vital services provided by our dedicated telecommunicators.

### 5. Future Planning Recommendations

#### . Backup Center Development

- . It is crucial to address the importance of establishing a backup PSAP center to ensure continuity of emergency response services in case the primary center experiences any unforeseen downtime. The committee strongly recommends the construction of a backup center that mirrors the capabilities of our primary center, accommodating seamless operations transfer in times of need. To facilitate cost-sharing and efficiency, it is advised that both governments collaborate in building and maintaining the backup center. This facility should be strategically located, possibly co-located with a new fire station or another government building, and equipped to meet all necessary standards and requirements of a backup PSAP. The scope of work with the PSAP integrator should include planning and modeling for this future backup PSAP.

### **IMPLEMENTATION AND NEXT STEPS**

To ensure successful implementation of these recommendations, it is recommended to engage a consultant who will play a crucial role in outlining timelines and strategies for the successful consolidation/implementation of changes within our Public Safety Answering Points (PSAPs). The consultant should work closely with the recommended center manager to coordinate between both management teams throughout the implementation process.

Priority should be given to pursuing NC 9-1-1 Board grant opportunities that support PSAP consolidation efforts. The phased approach for mental health crisis integration should begin immediately upon consolidation approval, starting with Crisis Call Diversion capabilities.

### **CONSOLIDATED RECOMMENDATIONS SUMMARY**

Based on the unanimous vote of the PSAP Consolidation Committee and extensive analysis of operational models, the following recommendations provide a comprehensive roadmap for successfully consolidating the City of Fayetteville and Cumberland County Public Safety Answering Points:



### **Core Consolidation Decision**

- **Full Consolidation Model:** Merge COF and Cumberland County PSAPs into a single integrated entity at the state-of-the-art Cumberland County facility at 500 Executive Place

### **Facility and Infrastructure**

- **Facility Expansion:** Plan 6,000 square feet expansion to accommodate consolidated operations and future growth
- **Cost Sharing:** Establish equitable 50-50 cost sharing agreement between city and county for expansion and ongoing operational costs (subject to final determination by elected officials)
- **Backup Center Planning:** Include backup PSAP planning and modeling in consultant scope of work for future resilience

### **Leadership and Management**

- **Joint Governance Structure:** Adopt Interlocal Agreement with leadership role rotating
- **Consolidated Center Manager:** Recommend Ms. Lisa Reid as consolidated center manager, with provision for qualified alternative if unavailable
- **Communications Advisory Board:** Establish board including public safety agency heads, volunteer fire representatives, Sheriff, EMS Chief, and elected official liaisons from both governments

### **Mental Health Crisis Integration**

- **Phased Implementation:** Deploy Durham HEART model through four phases:
  - **Phase 1:** Crisis Call Diversion (embedded mental health clinicians)
  - **Phase 2:** Community Response Teams (unarmed crisis response)
  - **Phase 3:** Co-Response Teams (mental health + law enforcement partnerships)
  - **Phase 4:** Care Navigation (48-hour follow-up and community connections)

### **Workforce and Compensation**

## 2025 City of Fayetteville & Cumberland County PSAP Consolidation Report

- **No Job Losses:** Guarantee no job losses during consolidation process
- **Salary Parity:** Establish telecommunicator salary parity between jurisdictions
- **Program Continuity:** Maintain all current dispatch accreditations and agency programs

### **Technology and Operations**

- **Technology Modernization:** Prioritize Digital Dispatch and advanced technologies to improve efficiency
- **Standardized Training:** Implement consistent training protocols across all staff
- **Service Level Improvements:** Focus on reducing transfer times, improving response coordination, and eliminating duplication

### **Implementation Support**

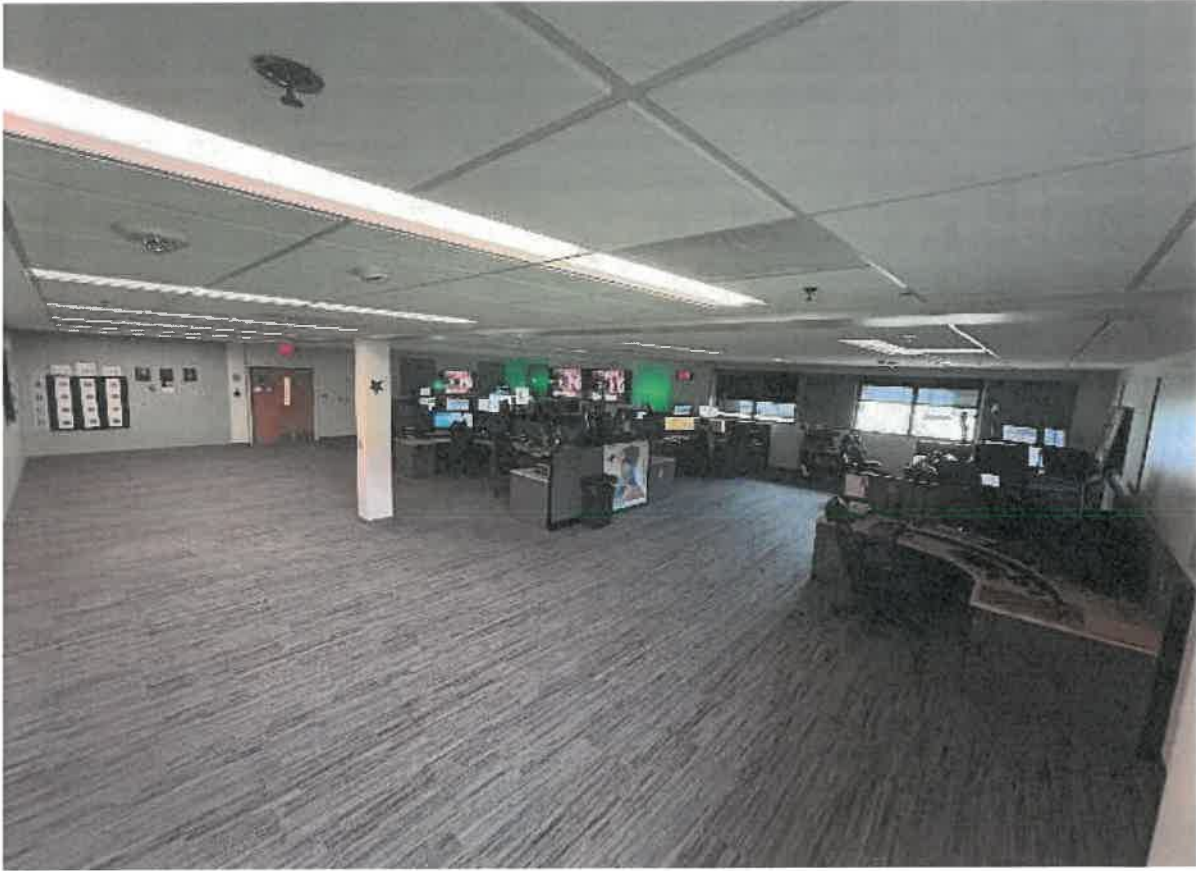
- **Professional Consultant:** Engage qualified consultant to develop detailed implementation timeline, strategies, and coordination processes
- **Grant Opportunities:** Pursue NC 9-1-1 Board priority grant funding for PSAP consolidation
- **Continuous Evaluation:** Establish metrics and review processes to measure consolidation success

### **Next Steps**

Upon both elected bodies concurrence, the committee recommends immediate engagement of a professional consultant to begin detailed planning, with Ms. Reid (or selected alternative) coordinating between both management teams and the consultant throughout the implementation process. This comprehensive approach ensures Cumberland County achieves the service delivery improvements, operational efficiencies, and cost savings that full PSAP consolidation can provide while maintaining the highest standards of emergency response for all residents.







**Cumberland County 9-1-1 Center**



