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**Executive
Report for
Consolidated
Public Safety
Dispatch
Center
Feasibility
Study: The
Next Steps**



TABLE OF CONTENTS

List of Figures.....	4
List of Tables.....	4
Acknowledgements	5
Introduction	7
Consolidation: The Next Steps.....	11
Case Studies.....	19
Assessment of Staffing And Costs	33
Appendices	37

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This report includes an overview of the recommended steps toward consolidation, a summary of case studies of consolidated dispatch centers in the United States, and an assessment of estimated staffing and costs for a consolidated center. The results suggest that while the experiences among consolidated dispatch centers varied, the key steps that should contribute to a successful transition are establishing a governance structure, establishing a multidisciplinary team of stakeholders to guide the implementation process, identifying leadership to manage the center, developing mission and goals and identifying stakeholder expectations, establishing policies, including standard operating procedures, identifying organizational structure and personnel needs, and developing and authorizing an intergovernmental agreement. The estimated operating costs for a consolidated center reflect an overall reduction in operating costs, as well as a reduction for all study participants but Cuyahoga Heights, Ohio.

Key Words: 9-1-1 communications, 9-1-1 dispatch, consolidation, emergency dispatch, merger, public safety, shared services

List of Figures

Figure 1: Study Area 9
Figure 2: Draft Organizational Chart..... 15
Figure 3: Map of Case Study Consolidated Dispatch Centers 20
Figure 4: Draft Organizational Chart..... 38

List of Tables

Table 1: Reasons for Consolidating 25
Table 2: Governance and Operating Structure..... 26
Table 3: Consolidated Centers by Number of Full-Time Dispatchers and Call Takers.. 27
Table 4: Staffing 27
Table 5: Financial Information 29
Table 6: Consolidated Dispatch Center 2009 Calls for Service 30
Table 7: Community Character of Case Study Dispatch Centers..... 31
Table 8: Demographic and General Information 31
Table 9: Scenario 1, Combined Shift Supervisors and Dispatchers per Shift..... 33
Table 10: Estimated Operating Costs for Consolidated Center..... 34
Table 11: Estimated Share of Consolidated Center Costs 34

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INTRODUCTION

The Center for Public Management was engaged to assist the city of Parma, in partnership with Brooklyn Heights, Cuyahoga Heights, Garfield Heights, North Royalton, Parma Heights, Seven Hills, and Valley View, with the next steps toward consolidating a public safety dispatch center. To achieve this, the PM facilitated dialogues with the leadership and public safety leaders and stakeholders of the jurisdictions, conducted research on implementation experiences of other consolidated centers (case studies), designed the protocol to guide facilitated sessions, developed a financial profile for the group and for each participating community, identified key elements to be included in an intergovernmental agreement, designed a human resources strategy, and identified the labor management relations issues that may impact the consolidated dispatch center.

The communities (the shaded area in Figure 1) involved in this study are located in Cuyahoga County, Ohio. These communities have a combined 2010 population of 177,631, which represents 14% of the county's population. The geography comprises 68 square miles (15% of the county's total). Within the study area, dispatch services are handled differently from one community to the next. Seven Hills, Brooklyn Heights, and Valley View pay other communities to provide dispatch services. Cuyahoga Heights, Garfield Heights, North Royalton, Parma, and Parma Heights provide their own dispatch services.

This report represents the overall outcomes of the analysis. It can be used as a guide for outlining a process for consolidating public safety dispatch centers. The report identifies consolidated centers that may serve as a resource for those looking to consolidate. It is not only useful for those looking to consolidate, but may also serve as a resource for an existing dispatch center in identifying "best practices" for operations or governance.

In order to consolidate services, communities need to consider whether it is legal (permitted within state statutes and/or local ordinances and charters), financially viable (less than or equal to existing costs), technologically feasible (can communications systems work together?), and whether consolidation would provide service that is equal to or better than current levels. In addition, participants need to consider the parameters set by existing labor contracts and contracts for dispatch services.

In *Feasibility Study: Consolidated Dispatch Center for Police, Fire and EMS Services* conducted for Parma and its surrounding communities on consolidated dispatch, the PM made the following assessment:

- Based on a review of the specific federal laws, state statutes, and municipal ordinances, the PM did not identify any legal impediments confronting the creation and implementation of multijurisdictional emergency dispatch centers in Ohio statute or in local charters.
- Investment in modern equipment such as an internet protocol (IP)-enabled emergency communications network that supports 9-1-1 will facilitate interoperability and system resilience, improve connections between 9-1-1 call centers, provide more robust capacity, and offer flexibility in receiving calls.
- Capital costs would also be reduced and evenly distributed from year to year for large items. Instead of the duplicate purchase of expensive equipment by several communities, the cost of large capital will be distributed over a larger base of beneficiaries.
- Centralization will reduce the physical blueprint of dispatch operations, which in turn, should reduce operating costs such as natural gas, electric, and maintenance.
- Given the proposed investment in high quality equipment, facilities, and staff, the level and quality of service provided by a consolidated dispatch center should exceed those currently being supplied.
- Dispatching operations, as they are centralized, benefit from economies of scale that make scheduling easier and generally result in a lower cost per call dispatched.
- In addition to the inability to receive text, data, and images, calls can be delayed or dropped when analog and digital systems do not mesh. Information on the location of the call can be lost because the digital details cannot be transmitted by the underlying telecommunications infrastructure or understood by the computers at public safety answering points (PSAPs).
- Consolidation of services would reduce the duplication of services and redundant capital projects. This, in turn, would free up money to maintain and replace capital items as their useful lives expire.

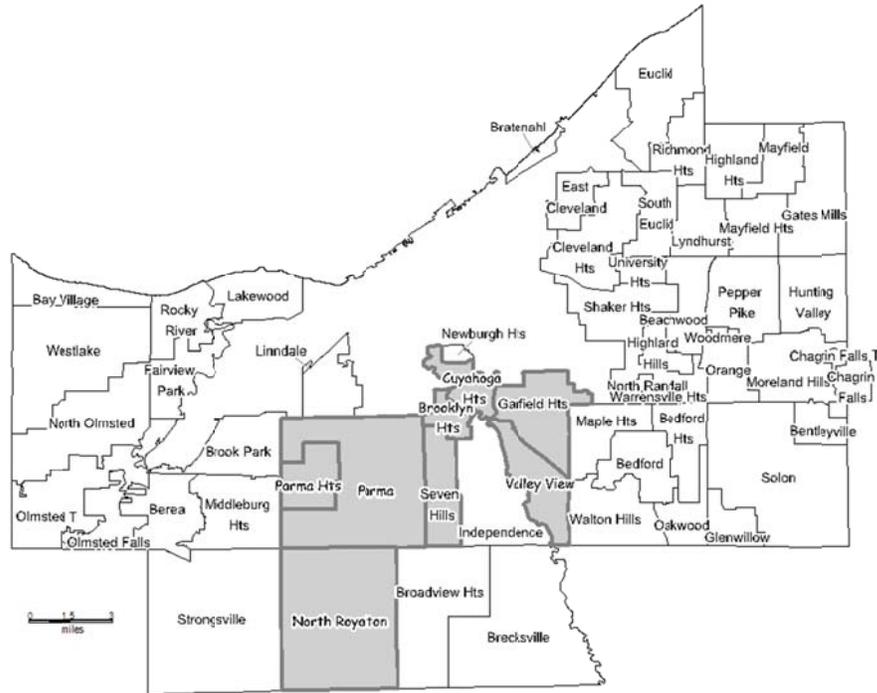


Figure 1: Study Area

CONSOLIDATION: THE NEXT STEPS

This section of the report incorporates the outcomes of discussions that were held with decision-makers, and the information that was gathered from the case studies research. This was used to outline a process for consolidation that should lead to a long-term sustainable structure. The steps highlighted by the case study research are bulleted below. Each subheading that follows addresses one of these steps and incorporates the decisions made by the city of Parma and other participating communities, as well as recommended practices:

- Establish a governance structure.
- Establish a multidisciplinary team of stakeholders that will guide the implementation process.
- Identify leadership to manage the center.
- Develop mission and goals and identify stakeholder expectations.
- Establish policies, including standard operating procedures.
- Identify organizational structure and personnel needs.
- Develop intergovernmental agreement.

Details regarding the case studies are in the full report entitled, *Case Studies for Consolidated Dispatch Center Feasibility Study: The Next Steps*.

Governance Structure

In an effort to move toward consolidation, in July 2010, the mayors and other representatives (such as police chiefs, fire chiefs, and public safety directors) of participating cities met to discuss the overall project and the various decisions that would need to be made throughout the process. One of the first decisions to be made was on governance structure. With that in mind, representatives indicated that the mayors would need to be involved in this decision. A conference call was held with the mayors or representatives in September 2010. The group discussed the characteristics of a council of governments and contract for service and decided that a contract for service would be the most suitable arrangement, with the city of Parma serving as the dispatch service provider.

The case study participants recommended that a governance structure be one in which participants have a democratic participation; this can help stabilize membership and keep members from price shopping. While the city of Parma has not identified a specific mechanism for stakeholder input, officials have indicated a commitment to a collaborative governance structure and are working to identify one or more mechanisms

to involve dispatch center participants.

The case studies provided two permanent structures that Parma might consider. Most case study participants had either a governing board, which deals with selection, oversight, and evaluation of the 9-1-1 center director and recommendations on policy, financial, and budgetary issues; an operating committee, which provides recommendations (or makes decisions) on operational matters including staff training and standard operating procedures; or both structures. Some of the case study organizations used the boards or committees in an advisory capacity, while others gave them at least some decision-making authority. These mechanisms can instill a sense of loyalty among participants because the participants have a stake in the organization and how it runs. Policy boards typically include the chief executive officer (mayor, county commissioner, or administrator) of each participating entity. Generally, members of operational committees are heads of law enforcement agencies (police chiefs or sheriffs), chiefs of fire/emergency medical services, and, in some cases, public safety department directors. In some cases, there was more than one operating committee. Examples of the various committees include law enforcement, fire/EMS, technology, and human resources.

Implementation Team

Another participant-input mechanism available to Parma is an implementation team. This is typically a (temporary) multidisciplinary and multijurisdictional team of stakeholders that guide the implementation process. This group meets until the transition is complete and the standard operating procedures are in place. The implementation team is useful in identifying potential technology and interoperability issues. This team can also identify potential operational challenges that participants may encounter as they transition to a consolidated center. Team members may include dispatchers, dispatch center managers or supervisors, and technology specialists from participating jurisdictions.

Another role of an implementation team can be policy and finance-oriented. This group may be responsible for decisions such as how costs are allocated (basis of the formula) and what costs are allocated (do participants pay a share of staffing cost for payroll or human resources, building and equipment maintenance, and other costs?). This type of team would likely consist of the executive officers of the participating entities. An implementation team could serve in an advisory or decision-making capacity.

Mission, Goals, and Stakeholder Expectations

Developing a mission statement is important in that it identifies the service provider's customers and their expectations. It specifies what an organization does, how it does it, and for whom. A mission statement guides the organization to pursue activities that will lead it forward and will help it avoid devoting resources to activities that are extraneous to its purpose. While having a mission statement may not seem like a priority, it will be important for the service provider (Parma) to understand the participants' expectations with regard to how Parma's dispatch services will satisfy its needs. Parma will need to determine what services each participant currently receives and what Parma is interested in and able to provide. For example, in addition to dispatching for police, fire, and EMS, Broadview Heights also dispatches for the service department of Seven Hills, when needed. If Seven Hills proceeds in engaging Parma as its dispatch service provider, Parma and Seven Hills will need to come to an agreement on whether this type of service would be continued. At some point in the future, other communities not participating in this study may approach Parma to join the consolidated center. When this occurs, both communities (Parma and the potential participant) must be clear on whether "after hours" emergency dispatch for the service department, monitoring of school bus frequencies, and other similar services might be part of the dispatch services rendered.

Policies and Procedures

Standardization of policies and procedures is important for a number of reasons. It can help reduce or manage risk, particularly in human resource practices (screening, hiring, training, and evaluation), and operating procedures. "Claims of 9-1-1 negligence usually involve hiring, training, supervision and entrustment (Carter, 2011)." Written standards, protocols, and procedural manuals are helpful in defending against negligence claims. Standardization of operating procedures, if consistent with professional standards, can also help the organization meet the national accreditation standards of organizations such as the Commission on Accreditation for Law Enforcement Agencies (CALEA), Underwriters Laboratories (Standards for Central Station Monitoring Centers), and National Fire Protection Association (NFPA72 - Alarm Systems). Accreditation enables an agency to follow a systematic process for conducting an internal review and assessment of its policies and procedures, and provides internationally accepted standards as a source for comparison so it can make adjustments wherever necessary to meet these standards.

To ensure a smooth transition, the city of Parma should meet with its stakeholders to gain an understanding of their standard operating procedures. Parma may also consider

drawing on dispatching policies and procedures from other than the communications center, as appropriate. As an outcome of this meeting, participants should gain a clear understanding of procedural differences that Parma's consolidated center would have (from what they currently use) and the effect of these differences on how each community communicates with public safety workers. The group of participants will need to negotiate a workable solution in terms of which procedures need to be standardized.

If charges to participating communities will be based on calls for service, it will be critical that a call for service is counted in the same way for all communities. For example, if three arrests occur as a result of one traffic stop, some law enforcement agencies may count this as one call for service, while another may count it as three (one for each arrest). Flexibility in data entry may be controlled for or eliminated by the computer aided dispatch (CAD) system. If not, a standard will need to be developed and implemented, in consultation with the client communities.

Organizational Structure and Personnel Needs

As consolidation occurs, it is important to have a clear organizational and reporting structure. This will provide contracting communities with a clear chain of command to follow if there are issues or concerns. Parma's dispatch center currently consists of dispatchers who report to a dispatch center manager. The dispatch manager reports to the director of the Department of Public Safety, who reports to the mayor. The director indicated that if consolidation occurs, the city may begin with the colocation of centers, whereby participating communities' existing dispatch staff members are brought into the city of Parma's dispatch center. Dispatchers would continue to dispatch for the communities they had prior to being folded into Parma's center. The director indicated that the city intends to maintain its current dispatch center employees and structure, but with the addition of shift supervisors. If the consolidated center requires additional employees, Parma may consider a process that prioritizes previous experience, thus affording an advantage to displaced dispatchers from the other participating municipalities to fill these needed positions, or it may choose to follow its traditional procedure.

With the addition of shift supervisors to the organizational structure, job descriptions for dispatchers and the dispatch center manager may need to be reviewed and modified to reflect changes in duties, minimum and preferred qualifications, and reporting relationships inherent in the consolidated center. Additionally, a position description would be required for any new positions created. An organizational chart would also be required to facilitate the process of revising existing position descriptions and the

developing new ones. Examples of job descriptions for shift supervisor positions are provided in Appendix F. The draft organizational chart is in Figure 2.

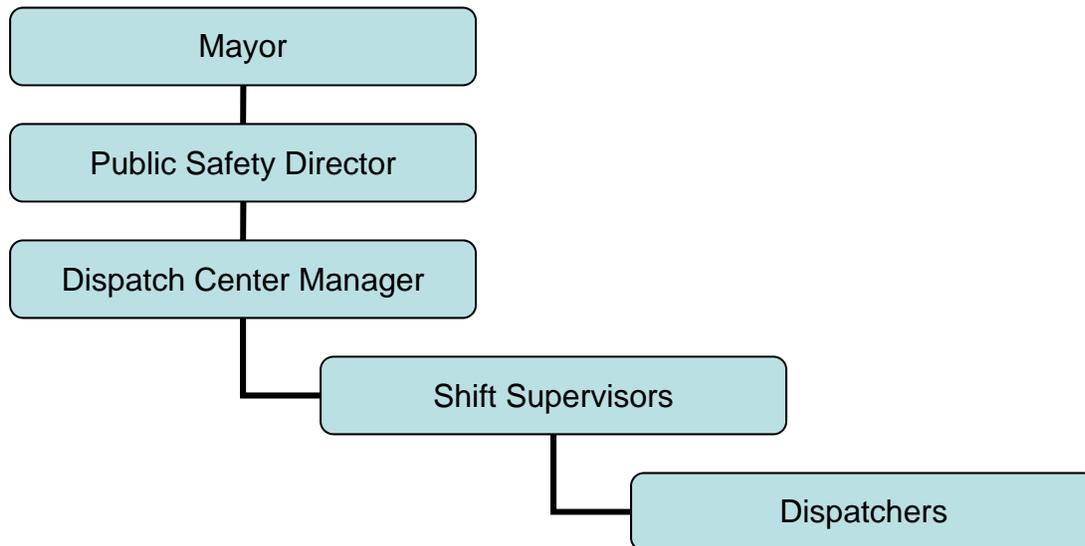


Figure 2: Draft Organizational Chart

In staffing a dispatch center, consideration should be given to whether part-time employees will be used. Depending upon an entity's part-time policy, employers can be "at the mercy" of part timers' availability, even for scheduled time off (e.g., vacation). Employers may also feel part-time employees are not able to maintain their skill set as well as full-time dispatchers. Further, part-time positions may attract inexperienced workers or those looking for full-time employment. Hiring part-time employees may prove to be costly in terms of higher training costs and lower productivity in the short-term. If an employer does not adequately compensate or promote these employees, it may serve as a training program for other employers, as employees leave for full-time or better paying positions. Finally, training costs for a part-time employee are likely comparable to that of a full-time employee. Consequently, the training costs will be higher relative to hours worked for part timers versus full-time workers.

While there are disadvantages to part-time employees, part-time employees can reduce staffing and overtime costs because of increased flexibility in scheduling. By using part-time employees to cover regularly scheduled days off and vacations as well as unscheduled (sick) leave, entities minimize the likelihood that they will be overstaffed (more employees than required). There may also be a reduction in costs since employers do not necessarily pay for health care and other benefit costs for part-time employees.

The city of Parma indicated that it currently does not employ part-time dispatchers and does not foresee a role for part timers in a consolidated center. In making its final determination on the use of part-time dispatchers, the city should consider that, this type of policy (not using part timers) would contribute to 4,552 surplus dispatcher hours at an estimated cost of \$153,023; for shift supervisors, this equates to 1,264 hours or \$44,438.¹ Beyond the surplus staffing costs, Parma's consolidated center would need to have a minimum of eight dispatch consoles to accommodate the maximum number of staff that might be assigned to a shift. Part-time employees, scheduled for a minimum of one to three days per week, would reduce the surplus staffing, as well as eliminate the need for equipment to accommodate the additional staff.

Based on postings to the *PSConnect Open Forum* (Association of American Public-Safety Communications Officials International, 2010), there are dispatch centers with successful part-time policies. In these policies, employers require part-time employees to work a minimum number of hours per pay period, per week, or per month. A practical and cost-saving policy is one that uses part timers before opening shifts to other employees for overtime. It would also establish guidelines for minimum number of hours worked per month; on whether employees sign up for shifts or are assigned, and a progressive disciplinary policy that applies to part-time employees. It would be beneficial for the union contract to include a clause that allows management to fill shifts that either become open or remain open 24 hours prior to the shift however management is able. If the shift opens with more than 24-hour notice, the seniority list would be used. This may also include designating specific shifts for part timers and/or assigning one or more part-time positions to a set schedule, leaving the rest to fill in, as needed. Another option is to let part-time employees pick from open shifts.

Training

Staffing considerations include more than just the number and types of positions. As Parma moves forward, it may need to consider its training and orientation programs. Standardized training can ensure all dispatchers follow a consistent set of procedures. This not only reduces risk, but it makes training less confusing for dispatchers, as the same expectations are expressed by all trainers and supervisors. Case study and other research has recommended professional certifications (e.g., law enforcement, fire, EMD) and training programs as a way to ensure consistency and ensure the training is of a high quality. For example, the Association of Public-Safety Communication Officials

¹ Surplus, as used in this section, means that in order to schedule each dispatcher or supervisor for a minimum of 2,080 hours per year, some shifts are overstaffed. The number of hours that this overstaffing equates to is referred to as a surplus.

(APCO), National Emergency Number Association (NENA), and the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) offer extensive information and guidance on training requirements. These groups offer standardized training programs that may help dispatchers, supervisors, and managers stay on the cutting edge. Training is integral to the provision of dispatch services, in that high quality service cannot be achieved without it.

In Ohio, there are recommended minimum standards for emergency service telecommunicator certification, which are described in the Ohio Revised Code (ORC) §4742. Certifications standards in this section of the ORC include a minimum of 40 hours of training on the role of a dispatcher; effective communication skills; liability; requirements of the Americans With Disabilities Act as it pertains to dispatchers; handling hysterical and suicidal callers; law enforcement, fire service, and EMS terminology; emergency call processing guides for law enforcement, fire service and EMS; disaster planning; police officer survival and fire or emergency medical service scene safety; and others. To maintain certification, dispatchers must complete at least eight hours of continuing education coursework in emergency service telecommunicator training over a two-year period.

Parma's dispatchers receive four hours of cardiopulmonary resuscitation training every two years. The initial 24-hour EMD training certification is provided for dispatchers along with 12 hours of continuing education every two years to maintain this certification.

More detailed recommendations and observations are outlined in Appendix C: Human Resources and Labor Relations.

Intergovernmental Agreement

The content of an intergovernmental agreement or contract can vary depending upon the level of detail the contracting parties wish to cover. In its most basic form, it includes the service to be provided and financial responsibilities (capital and operating). Among the financial considerations should be elements including what costs would be shared among participants. This may include a portion of administrative costs such as human resources, finance, and other staff. If the center shares a facility with other departments, the center would be responsible for a share of costs, which may include utilities, building maintenance costs, depreciation, fixtures, furniture, and equipment (e.g. copy machines). In a stand-alone facility, the center participants would bear all these costs. Depending upon the governance structure, it may also include a description of any decision-making or advisory boards and their role or function and membership. Some

may even specify a cost allocation formula (e.g., participants' costs may be based on the average number of calls for service in the preceding two years). To ensure quality of service and consistent provision of training, the client entities may include a commitment to a specific number of hours of training, a commitment that dispatchers would be certified in one or more dispatch areas (e.g., law enforcement, fire, EMD, training), and that the service provider is committed to obtaining accreditation for the center.

CASE STUDIES

The PM conducted case study research of 12 consolidated dispatch centers across the United States. These centers were self-selected (volunteers) from a group of subscribers to the Association of Public Safety Communications Officials International's (APCO) PSConnect's "eGroups." Participants were asked to provide information on the organization's governing and operating structure, funding and fee structure, and the organization's consolidation experience, and share their perception of the organization's successes, challenges, and lessons learned. Information was obtained via phone interviews and in written correspondence. Case studies were conducted with the following consolidated dispatch centers (see Figure 3):

- Allegheny County Emergency Services, Pittsburgh, PA
- Chagrin Valley Regional Communications Center, Chagrin Falls, OH
- Charleston County Consolidated 9-1-1 Center, North Charleston, SC
- East Central Dispatch Center, Richmond Heights, MO
- Essex County, MA
- Guilford Metro 9-1-1, Greensboro, NC
- Liberty County Public Safety Communications, Hinesville, GA
- North East King County Regional Public Safety Communications Agency, Bellevue, WA
- Northwest Central Dispatch System, Arlington Heights, IL
- Placer County Sheriff Emergency Services, Tahoe City, CA
- Rice and Steele Consolidated 911 Center, Owatonna, MN
- San Juan County Communications Authority, Aztec, NM

This section of the report provides highlights of this research. Table 1 through Table 8 illustrate the general characteristics of each case study dispatch center.

dispatch protocols and quality assurance programs.

Chagrin Valley Regional Communications Center (Chagrin Falls, OH)

Chagrin Valley Regional Communications Center found that a service provider/end-user structure was challenging and could ultimately lead to a loss of subscribers. Specifically, end users wanted to have a voice and a vote in CRCC's operation and planning. The police chief of Chagrin Falls posited that, because county governments are pushing toward dispatch regionalization, more and more regional dispatch centers may be created in the near future. This could create a greater risk of losing current subscribers to competitors. The chief indicated that it is best to get ahead of the regionalization trend by creating a co-owner relationship with CRCC's end users; this should alleviate competitor risk and ensure continued buy-in of its members.

Charleston County Consolidated 9-1-1 Center (North Charleston, NC)

One of the main challenges faced by Charleston County Consolidated 9-1-1 Center (CCCC) was consolidating too quickly. The director noted that consolidation occurred more quickly than had been planned because of financial constraints experienced by many of the municipal members. This caused CCCC to begin consolidation before a clear consolidation plan had been designed. Consequently, CCCC has endured some growing pains in many operational areas. For instance, CCCC is still working to develop standard operating procedures (SOPs) for the center. As of this writing, each municipality retains its own SOPs, which is challenging for both dispatchers and the CAD system.

Essex Regional Emergency Communications Center (Essex County, MA)

Essex Regional Emergency Communications Center (RECC) is still in the process of consolidation, so a discussion of consolidation successes and lessons is somewhat premature; however, RECC's consultant indicated that the biggest challenge of consolidation efforts to date has been "parochialism in local government" and stakeholders who want to guard their authority and that this "makes it difficult to get consensus."

RECC places enough of a priority on training, certification, and accreditation that its draft intergovernmental agreement specifies its intent in each of these areas:

- Bring all personnel up to Association of Public Communications Officials (APCO) (or equivalent) certification prior to beginning operation of the RECC. In addition

to APCO certifications, the agreement also specifies first aid, cardiopulmonary resuscitation (CPR), automated external defibrillator (AED), and any state-mandated certifications (Essex County RECC, 2009).

- Create all policies and procedures with an eye toward compliance with Commission of Accreditation for Law Enforcement Association (CALEA) standards (Essex County RECC, 2009).
- RECC indicates that training, certification, and accreditation will “allow for a reduction in insurance rates and will lessen the opportunity for frivolous lawsuits to be filed against the center. This recognition will also increase dramatically the stature the center will have among its peers nationwide (Essex County RECC, 2009).”

Guilford Metro 9-1-1 (Greensboro, NC)

The director recommended that centers looking to consolidate invite all participants to collaborate and agree on the consolidated center’s operations (including SOPs) and management. Many of Guilford Metro’s challenges were overcome through negotiation and collaboration. The director stressed that it is important to create a forum where ideas can be exchanged and to keep an open mind to new ideas.

Liberty County Public Safety Communications (Hinesville, GA)

High dispatcher turnover has been one of LCPSC’s biggest challenges. The center’s director and chief attributed this turnover largely to the close proximity of another dispatch center that offers higher wages. [Keep this in mind when developing a wage structure, as the center may become a training ground for nearby centers if compensation and working conditions are not sufficient.]

The director and chief also indicated that all participating communities worked together to set the goals for the center, and that this type of stakeholder inclusion is essential to successful consolidation.

**North East King County Regional Public Safety Communications Agency
(Bellevue, WA)**

NORCOM's upper management shared a number of insights and advice for those looking to consolidate, based on their own experiences: Establish a governance structure first and then develop a clear mission and accompanying expectations and policies. Also, ensure union representatives are involved in consolidation discussions early.

Northwest Central Dispatch System (Arlington Heights, IL)

Northwest Central Dispatch System's executive director suggested that dispatch entities wishing to consolidate hire a director who has great interpersonal skills and is strong-willed, proficient, diplomatic, decisive, technologically adept, and able to prioritize tasks. She also suggested that it is important to provide training to all incoming employees so they have the information needed to function at the same level and to establish a payroll structure that provides for pay equity.

Placer County Sheriff's Communications Division (Auburn, CA)

Placer County Sheriff's Communications Division's information technology analyst said that the multidisciplinary implementation committee was a success and beneficial to the overall implementation process; she said that having this broad scope of experts and stakeholders kept the process moving and helped develop many creative solutions. She recommended that those considering consolidation create and convene a preconsolidation committee to map out the new dispatch center's organizational chart and decide fundamental personnel decisions first. This includes determining the hierarchy of personnel and job responsibilities such as structure, titles, salary, benefits compensation, hiring practices, and length of probationary periods.

Rice and Steele Consolidated 911 Center (Owatonna, MN)

The assistant director said to conduct a detailed assessment of service levels and protocols in each jurisdiction before consolidation, and establish clear and realistic expectations and specific performance metrics. The assistant director also suggested a preconsolidation job audit of dispatchers so that the nondispatch duties currently performed are clearly defined and accounted for in the cost analysis.

San Juan County Communications Authority (Aztec, NM)

The San Juan County Communications Authority's system administrator indicated that it is important to train the supervisors on leadership and effectiveness, and to make sure that employees have the opportunity to provide input and voice their concerns. That, along with taking the time to explain the implications of consolidation to the employees, should result in employees being more receptive to change.

Characteristics of Consolidation

Of the 12 case studies, 10 consolidated voluntarily. Only Allegheny County and Placer County were mandated to consolidate. The general theme in terms of reasons for consolidating was to save money. Northwest Central Dispatch System in Arlington Heights, Illinois, indicated that consolidation would enable participants to afford the latest technology. Chagrin Valley Regional Communications Center in Chagrin Falls, Ohio, is already consolidated but is changing its structure from a service contract model to a council of governments' model in which each participant will have a voice and a vote. Guilford Metro 9-1-1 (Greensboro, NC) did not provide its reasons for consolidating.

Table 1: Reasons for Consolidating

	financial	avoid duplication of operating costs	avoid duplication of equipment costs	share resources	increase effectiveness	other
Dispatch/Communications Center						
Allegheny County Emergency Services, Pittsburgh, PA	x	x	x			
Chagrin Valley Regional Communications Center, Chagrin Falls, OH						x
Charleston County Consolidated 9-1-1 Center, North Charleston, SC	x	x	x			
East Central Dispatch Center, Richmond Heights, MO	x	x	x			
Essex County, MA	x	x	x			
Liberty County Public Safety Communications, Hinesville, GA	x					
NORCOM, Bellevue, WA	x	x	x			
Northwest Central Dispatch System, Arlington Heights, IL	x			x		x
Placer County Sheriff Emergency Services, Tahoe City, CA	x					
Rice and Steele Consolidated 911 Center, Owatonna, MN	x	x	x			
San Juan County Communications Authority, Aztec, NM	x				x	

NOTE: The Essex County dispatch center is not yet operational.

Governance and Operating Structure

There are two primary governance structures among the case studies. Six of the consolidated centers are stand-alone entities, while five are either a county department or operated by a county department. Guilford Metro 9-1-1 (Greensboro, NC) is a city department that reports to an executive board.

Most (nine) of the consolidated centers have policy boards with each entity having one representative. The exceptions are Charleston County Consolidated 9-1-1 Center, (North Charleston, SC), Rice and Steele Consolidated 911 Center (Owatonna, MN), and Placer County Sheriff Emergency Services (Tahoe City, CA). Charleston County Consolidated 9-1-1 Center has two county officials, two representatives from the fire

**Consolidated Dispatch Center
Next Steps: Executive Report**

association, and two representatives from its largest members. Rice and Steele Consolidated 911 Center has two per county and one for each of the three largest municipalities. Placer County Sheriff Emergency Services does not have a policy board.

For the purposes of this report, an operating committee is a group that provides input and may make decisions on operational matters but does not make policy decisions. Seven of the consolidated centers have at least one operating committee.

Table 2: Governance and Operating Structure

Dispatch/Communications Center	Type of governance structure	Policy board members	Operating committee
Allegheny County Emergency Services, Pittsburgh, PA	department of county government	1 per entity	yes
Chagrin Valley Regional Communications Center, Chagrin Falls, OH	stand-alone entity created by COG	1 per entity	yes (technical advisory)
Charleston County Consolidated 9-1-1 Center, North Charleston, SC	department of county government	2 county officials, 2 reps from fire assoc., 2 representatives from largest members	yes
East Central Dispatch Center, Richmond Heights, MO	stand-alone entity created by agreement	1 per entity	yes (police and fire)
Essex County, MA	department within the county sheriff's office	1 per entity	yes (police, fire, and finance)
Guilford Metro 9-1-1, Greensboro, NC	city department, reports to executive board	1 per entity	no
Liberty County Public Safety Communications, Hinesville, GA	department of county government	1 per entity	no
NORCOM, Bellevue, WA	stand-alone entity	1 per entity	yes (fire, police, joint)
Northwest Central Dispatch System, Arlington Heights, IL	intergovernmental cooperative, have same powers as the governments that formed them	1 per entity	yes
Placer County Sheriff Emergency Services, Tahoe City, CA	operated by county sheriff's department	no	no
Rice and Steele Consolidated 911 Center, Owatonna, MN	stand-alone entity	2 per county, 1 for three largest municipalities	no

**Consolidated Dispatch Center
Next Steps: Executive Report**

Dispatch/Communications Center	Type of governance structure	Policy board members	Operating committee
San Juan County Communications Authority, Aztec, NM	stand-alone government agency	1 per entity	no

NOTE: The Essex County dispatch center is not yet operational.

Staffing

Staffing varies among the consolidated centers (see Table 3 and Table 4). Size of dispatch staff varied from six full-time dispatchers to 196. Most of the case study centers had between 11 and 75 dispatchers and call takers. The majority (eight) did not use part-time dispatchers. Of the four that did, the number ranged from one to 49 part-timers.

Table 3: Consolidated Centers by Number of Full-Time Dispatchers and Call Takers

Number of full-time dispatchers and call takers	No. of centers
< 10 FT	1
11-25	4
26-50	2
51-75	3
76-100	1
>100	1

Only Allegheny County (Pittsburgh, PA), NORCOM (Bellevue, WA), and Northwest Central Dispatch System (Arlington Heights, IL) have unionized dispatchers. Nondispatch staffing is described in Table 4.

Table 4: Staffing

Dispatch/Communications Center	Number of dispatchers	Types of non-dispatch staff
Allegheny County Emergency Services, Pittsburgh, PA	196 FT; 49 PT	multiple managers and administrators
Chagrin Valley Regional Communications Center, Chagrin Falls, OH	6 FT; 2PT	not applicable

**Consolidated Dispatch Center
Next Steps: Executive Report**

Dispatch/Communications Center	Number of dispatchers	Types of non-dispatch staff
Charleston County Consolidated 9-1-1 Center, North Charleston, SC	25 FT call takers; 46 FT dispatchers; 8 shift supervisors; 4 floor supervisors	GIS coordinator, administrative assistant, training supervisor, quality assurance supervisor, operations manager, 911 coordinator, administrative services coordinator, deputy director
East Central Dispatch Center, Richmond Heights, MO	20 FT; 0 PT; 4 FT shift supervisors	operations manager
Essex County, MA	14 FT; 0 PT; 4 FT supervisors	human resources/training supervisor
Guilford Metro 9-1-1, Greensboro, NC	90 FT; 0 PT	not applicable
Liberty County Public Safety Communications, Hinesville, GA	22 FT; 0 PT	not applicable
NORCOM, Bellevue, WA	72 FT; 0 PT	5 departmental managers with support staff
Northwest Central Dispatch System, Arlington Heights, IL	73 FT; 2 PT	radio system manager, radio technician, IT manager, database/GIS analysts
Placer County Sheriff Emergency Services, Tahoe City, CA	29 FT; 0 PT	dispatch services manager
Rice and Steele Consolidated 911 Center, Owatonna, MN	15 FT; 1 PT	GIS coordinator, administrative assistant
San Juan County Communications Authority, Aztec, NM	27 FT; 1 PT	not applicable

Financial Information

Half of the consolidated centers rely on revenues from some form of a 9-1-1 fee. According to the National Emergency Number Association (NENA), subscribers to wireline (connected by cable or wire) and wireless phones are assessed 9-1-1 fees. Some states are also moving toward, or are already assessing, 9-1-1 fees on “pay-as-

you-go” plans and voice over Internet protocol (VoIP) service. These fees are collected by telecommunications providers and submitted to either state or local agencies (NENA, 2007). These funds are distributed within the state/county to pay for the 9-1-1 system and to supplement Public Safety Answering Point (PSAP) operating budgets (NENA, 2007). The method of distribution of these fees varies by state. For example, some require jurisdictions to apply for funds; others have a formula based on the number of telephone subscribers residing in each community. Some states have restrictions on how the funds may be spent (e.g., 9-1-1 equipment purchase and system maintenance only).

Of those levying a user fee on participants (8 of 12), three allocate cost strictly based on call volume, two base the formula on population, and one bases the formula on both call volume and calls for service. San Juan County Communications Authority (Aztec, NM) allocates 44% of its costs to the county and 44% to the city of Farmington. Because of their relatively smaller populations, the remaining member-cities (Aztec and Bloomfield) pay only 6% each.

Table 5: Financial Information

Dispatch/Communications Center	Current funding sources	Basis for cost allocation
Allegheny County Emergency Services, Pittsburgh, PA	9-1-1 wireless and landline fee, county general fund	N/A
Chagrin Valley Regional Communications Center, Chagrin Falls, OH	grants, state 9-1-1 fee, user fee	call volume (total calls)
Charleston County Consolidated 9-1-1 Center, North Charleston, SC	grants, user fee for first two years; county to assume financial responsibility in third year of operation	N/A
East Central Dispatch Center, Richmond Heights, MO	user fee	call volume (total calls)
Essex County, MA	state 9-1-1 grant, user fee	population
Guilford Metro 9-1-1, Greensboro, NC	grants, state 9-1-1 fee, user fee	call volume (total calls)
Liberty County Public Safety Communications, Hinesville, GA	9-1-1 fee, funding from county, grants	N/A
NORCOM, Bellevue, WA	user fee	calls for service
Northwest Central Dispatch System, Arlington Heights, IL	user fee	call volume (total calls) and calls for service
Placer County Sheriff Emergency Services, Tahoe City, CA	9-1-1 fee on phone service	N/A

**Consolidated Dispatch Center
Next Steps: Executive Report**

Dispatch/Communications Center	Current funding sources	Basis for cost allocation
Rice and Steele Consolidated 911 Center, Owatonna, MN	user fee	split between two counties based on population
San Juan County Communications Authority, Aztec, NM	county emergency communications and emergency medical services gross receipts tax; user fee	44% county; 44% Farmington; 6% Aztec; 6% Bloomfield

N/A means not applicable/available.

NOTE: The Essex County dispatch center is not yet operational.

Demographic and General Information

Table 8 provides general and demographic information on the consolidated centers. The oldest center, Chagrin Valley Regional Communications Center, began operating in 1963, followed by Northwest Central Dispatch System in 1972. Liberty County Public Safety Communications and San Juan County Communications Authority began operations in the 1990s. Seven of the centers began operating some time during the 21st century; Essex County is projected to open in 2012.

The number of calls processed by dispatchers ranged from 32,000 (Chagrin Valley Regional Communications Center) to 440,000 (Guilford Metro 9-1-1) annually. As shown in Table 6, 33% of these centers received between 100,001 and 200,000 calls per year, while 25% had between 400,001 and 500,000 annual calls.

Table 6: Consolidated Dispatch Center 2009 Calls for Service

# of calls for service	# of centers
<100,000	2
100,001-200,000	4
200,001-400,000	2
400,001-600,000	3

In terms of community character, the case study centers described themselves in a variety of ways. Seven indicated at least some rural component and seven had at least some suburban characteristics.

Table 7: Community Character of Case Study Dispatch Centers

Character	# of centers
Urban and suburban	1
Mostly urban and suburban	2
Urban and rural mix	1
Suburban	2
Suburban and rural	3
Mostly rural	2
Rural	1

The number of jurisdictions or entities served varied considerably. Most handle police or sheriff and fire/EMS. San Juan County Communications Authority handles a more diverse group, including San Juan County Sheriff; police, fire and EMS for the cities of Farmington, Bloomfield and Aztec; state probation and parole office; state park agencies; and U.S. Department of the Interior’s Bureau of Land Management rangers.

Table 8: Demographic and General Information

Dispatch/ Communications Center	Operating Since	Annual Calls for Service 2009	Square Mileage	Character	Number/Types of Entities Involved
Allegheny County Emergency Services, Pittsburgh, PA	2003	447,376	745	mostly urban and suburban	130 municipalities in Allegheny County; includes 89 police departments, 166 fire departments, and 43 EMS departments
Chagrin Valley Regional Communications Center, Chagrin Falls, OH	1963	32,000	N/A	suburban and rural	8 communities
Charleston County Consolidated 9-1- 1 Center, North Charleston, SC	2008	395,460	917.4 (county)	urban and rural mix	16 municipalities
East Central Dispatch Center, Richmond Heights, MO	2004	125,000	17	suburban	6 communities
Essex County, MA	projected 2012	N/A	TBD	rural and suburban	6 communities

**Consolidated Dispatch Center
Next Steps: Executive Report**

Dispatch/ Communications Center	Operating Since	Annual Calls for Service 2009	Square Mileage	Character	Number/Types of Entities Involved
Guilford Metro 9-1-1, Greensboro, NC	2007	440,000	650	urban and suburban	most of Gilbert County, including the cities of Greensboro and High Point.
Liberty County Public Safety Communications, Hinesville, GA	1991	103,000	511	suburban and rural	3 police, 1 sheriff, 8 fire departments, 1 EMA and 1 EMS
NORCOM, Bellevue, WA	2009	174,000	1,400	mostly urban and suburban	19 agencies
Northwest Central Dispatch System, Arlington Heights, IL	1972 but added 3 in the last 3 years.	410,000	126.4	suburban	11 communities
Placer County Sheriff Emergency Services, Tahoe City, CA	2010	160,000	1,506	mostly rural	entire county, excluding four small cities
Rice and Steele Consolidated 911 Center, Owatonna, MN	2000	60,000	960	mostly rural	2 counties (18 agencies)
San Juan County Communications Authority, Aztec, NM	1994	250,000	5,500	rural	San Juan County Sheriff; police, fire and EMS for the cities of Farmington, Bloomfield and Aztec; state probation and parole office; state park agencies; and U.S. Dept. of the Interior's Bureau of Land Management rangers

N/A means not available. NOTE: The Essex County dispatch center is not yet operational.

ASSESSMENT OF STAFFING AND COSTS

To enable study participants to assess financial feasibility, the PM developed cost projections for staffing and operations. This section describes the outcomes of this analysis and provides the distribution of costs across participating entities. It briefly describes the methodology and assumptions; however, a detailed explanation is available in Appendix B of this report.

Staffing

The projected combined dispatcher and shift supervisor staffing needs per shift are shown in Table 9. These staffing figures per shift include one shift supervisor. Both dispatchers and shift supervisors are assumed to function as call takers and dispatchers. All would be cross-trained to handle police, fire, and emergency medical dispatch (EMD). Based on the projected staffing needs per shift, overall staffing estimates are 24 full-time dispatchers and five full-time shift supervisors.

Table 9: Combined Shift Supervisors and Dispatchers per Shift

Shift	Sun	Mon	Tue	Wed	Thu	Fri	Sat
1st	5	6	6	6	6	6	6
2nd	5	6	6	6	6	6	6
3rd	5	6	6	6	6	6	6

To determine staffing levels, the PM identified a staffing model and shift scheduling software. The staffing model, developed by Russ Russell of 9-1-1 SME Consulting, was used to determine the number of staff needed per shift. The model bases the outcomes on a number of factors, including average number of calls during the peak shift and normal shifts. Staffing levels were determined using trial scheduling software from ShiftSchedules.

Cost Estimates

The cost estimates for dispatch are based on 2008 maintenance and operating costs (doubled to be conservative in estimates) plus the estimated costs for staffing. Estimated operating costs are provided in Table 10. Details on the staffing analysis are provided in Appendix B of this report.

Table 10: Estimated Operating Costs for Consolidated Center

	Estimated Annual Costs
Total contracts for services, maintenance, etc.*	\$55,874
Training, memberships, certifications & conferences	\$6,800
Salaries & benefits (dispatchers)	\$1,678,144
Salaries & benefits (shift supervisors)	\$294,482
Salaries & benefits (dispatch manager)	\$75,150
Overtime (dispatchers)	\$166,201
Overtime (shift supervisors)	\$46,391
Total estimated operating costs	\$2,323,042

* Includes operating and maintenance costs, seven additional CRIS licenses, and access charges for three additional dispatch consoles to Cleveland's CAD

Table 11 provides a breakdown of each study participants projected share of operating costs for the overall center. This is based on the estimated costs (Table 10) and the assumption that costs would be allocated based on a jurisdiction's share of calls for service. The methodology and assumptions for determining the estimated 2010 operating costs are explained in Appendix B. Since actual 2010 cost information was not available for study participants, each entity would need to assess whether it is cost effective to move forward with consolidation; however, the estimates in Table 11 should provide a general idea as to whether consolidation would offer a cost savings.

Table 11: Estimated Share of Consolidated Center Operating Costs

Jurisdiction/entity	calls for service 2008	Estimated share of costs	Estimated share of consolidated center costs	Estimated 2010 actual costs*	Cost savings (-) or increase (+)
Brooklyn Heights	6,179	3%	\$78,527	\$121,534	-\$43,007
Cuyahoga Heights	10,262	6%	\$130,416	\$91,227	+\$39,189
Garfield Heights	25,186	14%	\$320,080	\$1,106,872	-\$786,792
North Royalton	38,085	21%	\$484,006	\$571,706	-\$87,700
Parma	70,356	38%	\$894,130	\$1,265,086	-\$370,956
Parma Heights	15,011	8%	\$190,774	\$479,145	-\$288,371
Seven Hills	10,525	6%	\$133,759	\$158,800	-\$25,041
Valley View	7,188	4%	\$91,350	\$134,701	-\$43,351
	182,792	100%	\$2,323,042	\$3,929,071	-\$1,606,029

* 2008 costs from the previous study were adjusted for inflation using the Bureau of Labor Statistics Consumer Price Index Inflation Calculator at http://www.bls.gov/data/inflation_calculator.htm.²

² The CPI inflation calculator uses the average Consumer Price Index for a given calendar year. This data represents changes in prices of all goods and services purchased for consumption by urban households. For the current year, the latest monthly index value is used.

Based on the estimates in Table 11, the overall savings in operating costs is estimated to be \$1.6 million. All communities but Cuyahoga Heights should save on operating costs for dispatch.³ It is important to keep in mind the figures in Table 11 do not include capital costs since the city of Parma's vendor was unable to provide budgetary estimates of capital costs during the course of the study. Capital costs will vary considerably depending upon which entities choose to move forward with consolidation. Once the commitment has been made to move forward, Parma can seek budgetary estimates for equipment. Since Parma will need to supplement rather than replace its existing equipment, the capital costs for the participants involved in this study should be substantially less than those in the 2009 report entitled *Feasibility Study: Consolidated Dispatch Center for Police, Fire and EMS Services*.

If the staffing levels increase beyond Parma's ability to house staff and equipment, the city will need to construct or rehabilitate a larger facility. While the size of the current group of participants would not require as large a building, estimates from the (December 2009) feasibility study projected a cost of \$3.5 million for a facility that would accommodate 16 to 18 dispatchers. Costs for a facility should be financed over the useful life of the building.

Financing

External funding of capital⁴ purchases is the recommended approach for Parma's consolidated center. Equipment for the consolidated dispatch center can be obtained through internal or external financing strategies. Internal strategies utilizing a "pay out of pocket" financing strategy would make for an efficient and discrete purchase of equipment, but it would initially be accompanied by a high cost to the participating partners to buy into the consolidated dispatch center. External funding approaches include municipal bond market tools such as general obligation bonds and revenue bonds, lease purchasing agreements, and certificates of participation. The use of these financing tools consider three critical factors: (1) The long useful life of the equipment, (2) the intergenerational nature of the funding base, and (3) the ability to spread the cost of the equipment over the current and future population of consumers (i.e. residents of the area). This approach moderates the annual capital costs for the host and

Cuyahoga Heights indicated its total 2008 cost were \$345,075. To determine its share of costs, the amounts paid by Brooklyn Heights and Valley View were subtracted from the total costs.

³ This may be attributed to the method used by the PM for estimating Cuyahoga Heights' share of its center's total costs or an underestimation of this center's costs. For example, a portion of Cuyahoga Heights' share may be in-kind contributions for utility costs, generators, or facility costs.

⁴ Capital or fixed assets have a useful life of many years. Current expenditures differ from capital in that current expenditures provide services, for the most part, in the current fiscal year. (Mikesell, 1986)

participating partners (if financed over 10 years, the annual cost to subscribers would be one-tenth of the overall cost).

APPENDICES

Appendix A: References

Appendix B: Staffing Assumptions and Methodology

Appendix C: Human Resources and Labor Relations

Appendix D: Performance Management and Assessment

Appendix E: Sample Performance Evaluation, Livingston Co. MI

Appendix F: Sample Shift Supervisor Job Descriptions

Appendix G: City of Parma's Proposed Drug Test Language Policy

Appendix A: References

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Appendix B: Staffing Assumptions and Methodology

This appendix describes the methodology and assumptions used by the Center for Public Management (PM) to determine staffing levels and costs for a consolidated dispatch center.

For the purposes of this study, the assumption is that the study group will contract with the city of Parma for dispatch services. This is based on the preference indicated by the majority of mayors of the participating communities. Parma's public safety director indicated a few staffing parameters: (1) that the city will use the existing structure and employees for providing dispatch services, (2) the city is interested in incorporating shift supervisors into the staffing for the dispatch function, and (3) no part-time dispatch employees would be used. Consequently, the staffing estimates only include full-time employees.

Staffing Methodology

To determine staffing levels, the PM identified a staffing model and shift scheduling software. The staffing model, developed by Russ Russell of 9-1-1 SME Consulting, was used to determine the number of staff needed per shift. The model bases the outcomes on a number of factors, including average number of calls during the peak shift and *normal hour shifts*. Russell's model was developed in conjunction with a PSAP Staffing Survey and Analysis Study conducted by L. Robert Kimball & Associates, Inc. and 9-1-1 SME Consulting for the National Emergency Number Association (NENA) Special Weapons and Tactics (SWAT) Team Operations Group. This model is listed on NENA's web page, along with the PSAP Staffing Guidelines Report, as Standard Number 54-501A. The scheduling software from ShiftSchedules was used to calculate the total number of dispatchers and shift supervisors needed to cover each shift, given specific vacation accrual rates outlined in the assumptions.

The PM identified peak call levels based on the 2008 data provided by Broadview Heights, Seven Hills, Parma, Cuyahoga Heights, North Royalton, Garfield Heights, and Parma Heights dispatch centers. This data was provided in incremental terms of calls per four hours. These calls were assumed to occur evenly across the four-hour time period. Calls for communities not providing calls per four hours were assumed to occur in the same pattern as those communities that provided the information. Call data for all entities were added together to establish when the heaviest call loads occurred or might occur, once consolidated. The greatest percentage of calls for service in 2008 occurred during the four-hour increment of 12:00 pm and 3:59 pm. The next busiest time was

8:00 am to 11:59 am. The fewest calls per four-hour increment occurred between 4:00 am and 7:59 am, followed by 12:00 am to 3:59 am.

The next step was to determine peak shift staffing for dispatcher and shift supervisors. For all calls (emergency and nonemergency), the PM used the model's default call duration of 95 seconds. Call data (Table 12) and estimated leave usage (Table 13) were entered into Russell's model to generate staffing estimates per shift.

Table 12: Estimated hourly call volume and duration

Call Volume Category	Call Volume		Call Duration in Seconds
	Busy Hour Shift	Normal Shift	
Total calls	63	34	95

Table 13: Estimated Leave

Leave usage	No. of days
Paid holidays	12
Vacation	15
Training	3
Sick	7

The staffing model estimated the need for five to six call takers (see Table 14). At the request of the city of Parma, there is one shift supervisor per shift. It is assumed that a shift supervisor is answering calls while serving in this position. Consequently, when counting call takers, the number comprises both dispatchers and shift supervisors.

Table 14: Estimated staffing per shift

Day of the week	Dispatchers			Shift supervisors		
	1 st shift	2 nd shift	3 rd shift	1st shift	2nd shift	3rd shift
Sunday	4	4	4	1	1	1
Monday	5	5	5	1	1	1
Tuesday	5	5	5	1	1	1
Wednesday	5	5	5	1	1	1
Thursday	5	5	5	1	1	1
Friday	5	5	5	1	1	1
Saturday	5	5	5	1	1	1

To satisfy the estimated staffing needs per shift outlined in Table 15, the ShiftSchedules software yielded a need for 24 dispatchers with eight (generally) assigned to one specific shift. In addition, there would be five full-time shift supervisors; one assigned to

the first shift, two to the second shift, and two to the third shift. All dispatch center employees are assumed to work and get paid for 2,080 hours annually, not including overtime.

Staffing Analysis Assumptions

This subsection discusses the assumptions relative to holidays, sick leave, training and certification, compensation, overtime, vacation, and scheduling of dispatchers and shift supervisors that were used in developing the staffing estimates.

Holidays

Estimated staffing figures assume there are 12 paid holidays that are paid at the rate of time-and-a-half for all employees scheduled. Costs for covering holidays are based on staffing levels of five dispatchers for all shifts. There would also be one shift supervisor per shift.

Sick Leave

It is assumed that each full-time employee uses seven sick days per year. This is the same figure agreed upon in the 2009 feasibility study. To cover sick time, this analysis assumes that the center will use overtime at a rate of time-and-a-half.

Training and Certifications

In Ohio, there are recommended minimum standards for emergency service telecommunicator certification, which are described in the Ohio Revised Code (ORC) §4742. Certifications standards in this section of the ORC include a minimum of 40 hours of training on the role of a dispatcher; effective communication skills; liability; requirements of the Americans With Disabilities Act as it pertains to dispatchers; handling hysterical and suicidal callers; law enforcement, fire service, and EMS terminology; emergency call processing guides for law enforcement, fire service and EMS; disaster planning; police officer survival and fire or emergency medical service scene safety; and others. To maintain certification, dispatchers must complete at least eight hours of continuing education coursework in emergency service telecommunicator training over a two-year period.

While not the only provider, the National Academy of Emergency Dispatch (NAED) certifies individuals in emergency police dispatch, emergency fire dispatch, and emergency medical dispatch. Certification in all three areas requires a minimum of 48

hours of training over a two-year period; for two areas, 36 hours of training is required, and for one area, 24 hours.

Given the importance of training and that Parma plans to continue providing emergency medical dispatch, this study assumes that training provided to dispatchers and shift supervisors will exceed Ohio's recommended minimum standards by providing at least three days (24 hours) of training per employee, per year. This would ensure dispatchers maintained certification in at least one of three areas.

Because the group would contract with the city, training costs are assumed to be for experienced employees. This is noteworthy because new employee training would be more lengthy and costly than refresher or recertification training. For example, APCO offers a Public Safety Telecommunicator 1 course, which is five days in the classroom or four weeks online, for \$309 to \$359. An online crisis negotiations course is \$199 to \$249 for an eight-hour course (in classroom). Continuing education through the APCO Institute is available for free, in the form of articles and quizzes, and for \$59 to \$79 for web seminars. NAED recertification costs are \$50 for an individual certification, \$85 for two certifications, and \$110 for three. Continuing education may be obtained by reading NAED articles and taking quizzes (free) or by participating in a variety of courses and seminars (at varying costs).

In an effort to overestimate rather than underestimate training costs for staff time, this study assumes dispatchers and shift supervisors are paid overtime for training.

Compensation

Wages for dispatchers (average) and the dispatch center manager are based on Parma's 2009 hourly rates, which did not increase in 2010 or 2011 (Table 15). The shift supervisors' hourly rate is based on data obtained from www.payscale.com for telephone dispatch supervisors in the Cleveland area. The hourly rate used was listed at the 75th percentile for that category.

Table 15: Wage Rates Used in Calculations

Position	Average
Full-time dispatchers	\$33.62
Shift supervisors	\$35.16
Dispatch Manager	\$36.13

Overtime, Vacation, and Scheduling of Dispatchers and Shift Supervisors

For all dispatch-related employees, each is paid for an eight-hour shift. Employees are scheduled for no more than five days in a seven-day period without a day off. The output of the ShiftSchedules software assumes that there are seven dispatchers with four weeks of vacation, 14 with three weeks, two with two weeks, and one with one week. It also assumes that there would be a maximum of three dispatchers off at a time, with most vacation time usage concentrated over an 18-week period.

Using the scheduling software, full-time dispatchers and shift supervisors are scheduled 40 hours per week with five days on and two consecutive days off. For the most part, dispatchers and shift supervisors are assigned to work the same days of the week and the same shift from one week to the next, with some exceptions. There is one supervisor assigned to first shift, two assigned to second shift, and two assigned to third. The open days in the supervisors' schedules are covered by dispatchers, who are assumed to receive a pay adjustment to a supervisor's level for those hours.

Proposed staffing levels are adequate for covering most of the hours required for operating a dispatch center. However, the analysis revealed some shortfalls. To cover vacation and regular days off, the city would be short-staffed for dispatchers by 384 hours (resulting in overtime of 576 hours at time-and-a-half) and 264 hours for shift supervisors (396 hours at time-and-a-half). The amount of overtime would be reduced if the assumption was that the maximum number of dispatchers on vacation at any given time was reduced to two. Overtime hours to cover training are 864 for dispatchers and 180 for shift supervisors. Sick leave usage, assumed to be seven days per dispatch center employee, equates to 1,344 hours of overtime for dispatchers and 84 for supervisors. The combined overtime totals to cover vacation, regular days off, training, and sick leave are 2,784 hours for dispatchers and 660 for shift supervisors. Overtime for holidays accounts for another 2,160 for dispatchers and 720 hours for supervisors.

Appendix C: Human Resources and Labor Relations

The purpose of this appendix is to identify the labor management relations issues that may impact on the consolidated dispatch center and provide a strategy for addressing various human resources issues. To accomplish this, the PM project team conducted a review of relevant Ohio Civil Service human resource regulations; Ohio Revised Code (ORC) 4117 (Ohio Labor Law); labor agreements which were submitted by participating jurisdictions; dispatcher position descriptions; qualifications and required skills; and procedures for hiring and selecting the best qualified employees for dispatch positions. No performance appraisal forms or procedures were submitted. This section addresses the results of the review.

Ohio Civil Service Rules and Regulations and ORC 4117

The relevant sections of the Civil Service Rules and Regulations and ORC 4117 to the proposed consolidation of dispatch services are as follows:

Section 3.01 Classified Service. All compensated positions in the service of the city, except those in the unclassified service which are exempt ... shall be included in the classified service and the provisions of these rules shall be applicable to them and to their incumbents **unless a labor agreement has been signed by the City subject to the procedures set forth in the State of Ohio's Collective Bargaining Law.** (emphasis added)

This section explains that an agreement between a city and an authorized bargaining unit may supersede the provisions of the civil service rules and regulations. Therefore, the parties to the consolidation of dispatch centers could agree with the employee representatives to give priority consideration to the displaced dispatchers without violating the civil service regulations.

Section 3.07 Reclassification of Existing Positions. When a new title and new specification are put into effect by the action of the Civil Service Commission, any employees with permanent status and whose duties do not change from the previous title and specification but conform to the new classification, shall be included in the new classification and shall be entitled to all benefits, if any. Such individuals shall have permanent status under the new classification without examination.

This section provides that dispatchers whose positions are reclassified without substantial change will not lose any benefits and shall have permanent status.

Therefore, dispatchers who are displaced by the consolidation and selected for dispatcher positions in the consolidated center can retain all benefits and not be required to serve a probationary period.

Section 3.08 Establishment of New Positions. Whenever an appointing authority desires to establish any new position in the classified service, he shall present a statement of the proposed duties and responsibilities of such position, the conditions which made its establishment necessary, the qualifications which should be required of the incumbent, and his recommendations respecting the title and rates of compensation.... If the new position is authorized it shall be classified and allocated to the proper class, and the Commission shall give notice to the appointing authority of such action.

This section establishes the process for creating the director position and any new supervisory or support positions required in the consolidated center.

ORC 4117.10 Terms of agreement.

(A) An agreement between a public employer and an exclusive representative entered into pursuant to this chapter governs the wages, hours, and terms and conditions of public employment covered by the agreement. If the agreement provides for a final and binding arbitration of grievances, public employers, employees, and employee organizations are subject solely to that grievance procedure and the state personnel board of review or civil service commissions have no jurisdiction to receive and determine any appeals relating to matters that were the subject of a final and binding grievance procedure. Where no agreement exists or where an agreement makes no specification about a matter, the public employer and public employees are subject to all applicable state or local laws or ordinances pertaining to the wages, hours, and terms and conditions of employment for public employees.... Except for sections 306.08, 306.12, 306.35, and 4981.22, ... this chapter prevails over any and all other conflicting laws, resolutions, provisions, present or future, except as otherwise specified in this chapter or as otherwise specified by the general assembly.

Section 4117.10 states that the Collective Bargaining Law for Public Employees prevails over any and all other conflicting laws and regulations including Civil Service Rules and Regulations. This language, in conjunction with Section 3.01 (above) clarifies the right of the participating communities to provide priority consideration for the displaced dispatchers if the parties agree.

Labor Agreements and Labor/Management Issues

As a result of the decision of the participating municipalities to contract the services of a consolidated dispatch center in the city of Parma, the following is a summary of the impact of this decision on labor management relations issues that may need to be addressed by the contracting community (not the city of Parma.)

Dispatchers in the cities of North Royalton, Parma and Parma Heights are represented by the Ohio Police Benevolent Association (OPBA). Dispatchers in Cuyahoga Heights (who also dispatch for Brooklyn Heights and Valley View) and Garfield Heights are represented by the Fraternal Order of Police (FOP). Labor agreements were received from Garfield Heights, North Royalton, Parma, and Parma Heights.

The review and analysis of these agreements reflect management rights language that provides for moving forward with the consolidation without waiting for termination of existing labor agreements:

Parma Article 5.03 "... the Employer retains the right to: ... 14) consolidate, merge, or otherwise transfer any or all of its facilities, property, processes or work with or to any other municipality or entity or effect or change in any respect the legal status, management or responsibility of such property, facilities, or work:" (OPBA)

Parma Heights 5.01 (d) "Determine the overall methods, process, means, or personnel by which governmental operations are to be conducted; and to assign and schedule workers in whatever configuration best suits the City's needs in the covered by this Agreement." (OPBA)

Garfield Heights Article VI "Except as specifically deleted or modified by the provisions of this Agreement, the Employer retains the complete and total authority, responsibility, power and right to and control the operation and work of the Police Department, including the dispatchers, jailers and the direction of all of its employees. Specifically, the Employer's exclusive management rights include, but are not limited to, the sole right to: ... (c) Reorganize, discontinue or enlarge any operation or division within the Police Department, including the dispatchers and jailers; ..." (FOP)

North Royalton 5.01 "13) consolidate, merge, or otherwise transfer any and all of its facilities, property, processes with or to any other municipality or entity of effect or change in any respect the legal status, management or responsibility of such property, facilities, or work:" (OPBA)

It is a presumption that similar management rights would be found in the contracts that were not submitted for review.

While management rights allow for the establishment of a consolidated dispatch center, management would be required to negotiate the impact and implementation of the consolidated dispatch center on bargaining unit employees. These negotiations would be unique, since they would involve multiple municipalities, bargaining units and two unions.

Federal Mediation Conciliation Service, Labor-Management Cooperation Grant Program, FMCS-2011 provides grants of up to \$60,000 to assist employers and unions to pursue unique approaches to collaborative bargaining on issues that result in improved efficiency and/or cost effectiveness. The group looking to consolidate dispatch centers may consider seeking a grant to assist them in dealing with potential labor management issues.

In order to minimize the impact of consolidation on the participating centers, the city of Parma may consider offering priority hiring to all displaced employees. This would require establishing a selection process that would assure the “best of the best” are selected for the consolidated dispatch center. Both the highlighted sections of the Civil Service Rules and Regulations and ORC 4117 (above) provide for this exception to Civil Service Rules and Regulations.

It should be noted that in situations where bargaining unit positions will be eliminated, unions generally pursue seniority as the basis for selection.

Overall, the negative impact on bargaining unit employees in the participating municipalities will be greatest for dispatchers that are not selected for positions in the consolidated center. Participating municipalities may demonstrate concern for these “displaced” dispatchers by making an effort to minimize the impact. For example, management may be able to reassign dispatchers who are not selected for positions in the consolidated center to other comparable positions in the municipality. Management may also assist with out-placement assistance when no positions are available.

Different impact issues will affect dispatchers, if they are selected for the consolidated center and not currently in the Parma bargaining unit. These include sick leave, vacation, holidays, overtime, longevity, insurance, wage rates, and uniform allowances are articles that would most likely require discussion. Management should be willing to make reasonable efforts to minimize any adverse impact on bargaining unit employees during the transition to the consolidated center.

Finally, management groups in the affected communities should consider initiating discussions with their union representatives early in the process.

Hiring procedures and job qualifications

As a statutory city, Parma's hiring and selection procedures are in compliance with Civil Service Rules and Regulations. It is recommended that Parma examine procedures and tests used by the participating municipalities to see if any elements might be incorporated into its existing procedures and testing procedures. For example, the software CritiCall testing software was used by at least a few of the case study communities, as well as the city of Parma Heights. The following is a summary of Parma's hiring procedures:

Safety dispatchers are civil servants and hired through cooperative procedures between the city of Parma and the Parma Civil Service Commission that includes a competitive examination. Public notice of the competitive examination is provided to local newspapers via their online job sites and placed on the city of Parma website.

The first examination is a written test. The candidates must show proof of required experience, education, etc., as stated on the job description to be eligible to take the examination. Only those who obtain a passing score are allowed to sit for the 9-1-1 simulation test. Both test results are scored as a combination and candidates are listed in rank order base pm the combination score. For those who obtain a passing score, additional credit is available in the form of 20% of their score if they are a veteran, 20% of their score if they have a bachelor degree or 10% if they have an associate degree. The maximum additional credit is 20%.

Once the list is approved by the Parma Civil Service Commission, the safety director, communications center manager, and the human resources director (if requested) review the applications from the top 10 from the Civil Service Commission list. Interviews are held for those chosen. A conditional job is offered to the chosen candidate based on their passing a Bureau of Criminal Investigation and local background check as well as polygraph examination.

Salaries and benefits

Communities choosing to close their dispatch centers and contract with the city of Parma for these services may be required to negotiate the impact of closing the dispatch center with the dispatcher's union. This is of particular importance in

communities that offer higher compensation (wages and/or benefits) or those in which dispatch employees may not be offered a position with the city of Parma. These potential areas of negotiation are identified below.

- Cuyahoga Heights' dispatchers had a higher average hourly rates for 2009 than Parma (\$33.86 versus \$33.62) and higher vacation accrual rates.
- Garfield Heights' employees have higher sick leave accrual rates (0.6 hours more per year), and holiday leave (8 hours more) than Parma.
- North Royalton's employees accrue 40 hours of personal time; Parma's are provided 2 personal health days, which are part of their sick leave allocation.

Job descriptions

The city of Parma indicated that it plans to add shift supervisor positions to its dispatch center organizational structure. Consequently, job descriptions for dispatchers and the dispatch center manager may need to be reviewed and modified to reflect changes in duties, minimum and preferred qualifications and reporting relationships inherent in the consolidated center. Additionally, a position description will be required for any supervisory positions created. An organizational chart will be required to facilitate the process of revision of existing and the development of new positions descriptions. A draft organizational chart is shown in Figure 4. This includes the shift supervisor position proposed by the city of Parma.

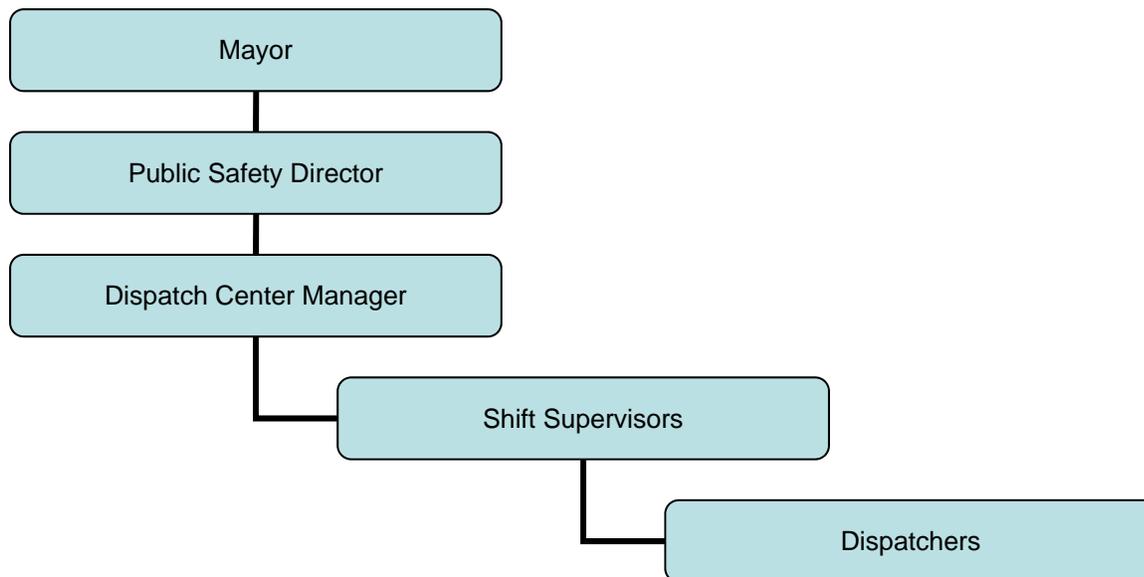


Figure 4: Draft Organizational Chart

Orientation procedures and training requirements

Orientation procedures and training requirements (both-on-the-job and classroom) should be established for all dispatchers. The city of Parma Heights provided an extensive operations manual that could serve well as a basis for developing orientation and procedures. Additionally, the Association of Public-Safety Communication Officials (APCO) offers extensive information and guidance on training requirements. The parties should explore the existing orientation requirements and the APCO guide to determine and develop agreeable procedures and requirements.

Performance Management and Appraisal

A comprehensive plan for effective performance management and appraisal will be critical to the success of a consolidated dispatch center. Consequently, it is recommended that the city of Parma review its performance appraisal forms and procedures to ensure its consistency with the model provided in Appendix D. It is recommended that implementing any system for performance management and appraisal should include training for supervisors and employees.

Appendix D: Performance Management and Assessment

This appendix was authored in January 2011 by Thomas A. Cozzens, (retired) director of the Unger International Center for Local Government Leadership of the Maxine Goodman Levin College of Urban Affairs at Cleveland State University. The purpose of this appendix is to discuss the current state of performance management and evaluation in the public service and to recommend an approach that facilitates integration of these two processes.

Supervisors have two legitimate expectations of their employees: 1) They will perform their jobs in a satisfactory manner (job performance expectations), and 2) that they will observe and respect the administrative values, policies and procedures of the organization (administrative expectations). Anything more should be appreciated. Anything less should be unacceptable. However, with the right to these expectations comes the responsibility to clearly communicate them at the beginning of the assessment period and through dialogue with employees during the course of the assessment period.

To facilitate managing job performance, managers have two tools: First is the position management system (job descriptions), which tells employees what management expects them to do. The second is the performance management system (performance appraisals), which tells employees how well management expects them to do it. Unfortunately, in many organizations, both of these tools are broken, outdated, ignored, or missing. This is likely a contributing factor to public sector manager's failure to take corrective (a.k.a. disciplinary) action for poor performance.

If employees do not have a clear understanding of their responsibilities, they cannot be expected to perform them acceptably. Consequently, position descriptions should be current, clear, concise, and related to organizational goals. Further, if position descriptions are current, clear, and concise, they should serve as the basis for performance management, not some generic form that often measures traits rather than job performance.

Unfortunately, some evaluation instruments have succumbed to "the bureaucratic tendency to homogenize the process for ease of comparison... and to facilitate analysis of the evaluations. Precise graphs and charts can only be constructed if uniform criteria are used and employees are rated on identical scales of, say, 1 to 5" (Sylvia, et al., 2002).

The tools available to facilitate managing administrative expectations are most often found in the employee handbook or the personnel manual, if the organization has one

or both of these. With or without these tools, it is reasonable for managers to expect employees to work cooperatively with supervisors, co-workers, subordinates and customers, to demonstrate the ability to manage conflict, to respect diversity, and to observe hours of duty. Incorporating these expectations in a performance management instrument and discussing them during an orientation of new employees and at the beginning of an appraisal period for all employees provides the manager with an opportunity to highlight their importance at the outset rather than having to raise the issues when unacceptable deviations occur.

Below is a brief description of the key elements of a performance evaluation form.

Period of assessment

This function is clearly the purview of management. In most cases a one-year period is appropriate, but a shorter period may be selected. For example, it may be advisable to assess a new employee after three or six months. In any case, the employee should be aware of the period chosen for assessment at the time of employment.

Part I. Job performance expectations

Performance issues should be keyed to the essential elements of the employee's job description. A copy of the job description could be attached to the appraisal form and job elements referred to by number. Expectations should be stated briefly, and when possible, in quantitative terms. For example, if the employee is a case manager, the expected average number of closed cases per week or month might be listed. In many instances, particularly in service organizations, expectations will be stated in qualitative terms. The important point is that the expectations generate a constructive dialogue between supervisor and employee about what is expected of the employee during the assessment period.

Part II. Administrative expectations

These expectations should reflect the administrative values of the organization. Discussing these expectations, particularly with new employees as part of the orientation process, provides the supervisor with an opportunity to explain the organization's administrative values and expectations such as hours of duty and interpersonal relations. Additional expectations may be added to accommodate the needs a particular work group.

Part III. Employee development & objective setting

Both the employee and supervisor should look ahead and discuss developmental issues or opportunities. An open discussion of training, increased responsibilities, developmental assignments, and the like, can lead to a greater understanding of the potential for integration of the employee's aspirations with the organization's needs, goals, and capacity to respond. Agreements reached during the discussion of employee development and objective setting can be incorporated into the performance management/appraisal form for the next assessment period.

Rating levels

A good performance instrument provides for three rating levels: Exceeds, Meets, or Below Expectations. Granted, the more popular employee rating systems in the public and nonprofit sectors utilize five levels. Generally these levels, by a variety of different terms or symbols, are Outstanding, Very Good, Good, Fair, or Poor. It is further recognized that rating performance in service organizations, including the public and nonprofit sectors, is highly subjective. Five level systems merely compound the subjectivity of an already subjective process. Further five-level systems, no matter what terms or symbols are used, can be perceived by the supervisor and employee in academic terms (i.e. A, B, C, D, and F). When this perception is present, a rating that equates to an academic "C" is not likely to be accepted as descriptive of successful performance. Consequently, a three-level system minimizes the need for subjective hair splitting and reduces the potential for confusing ratings of performance with academic grades.

Employee ratings

Self-evaluation can be controversial and tradition suggests that performance evaluation is the responsibility of the supervisor. However, current organizational theory fosters the notion of employee involvement. The traditional approach to performance assessment has, in many instances, disenfranchised employees and left many conscientious managers uncomfortable with the process. If one of the primary purposes of performance assessment is to encourage constructive dialogue between supervisor and employee, the supervisor's knowledge of the employee's perceptions of her/his performance should facilitate this dialogue.

The supervisor and employee are encouraged to use the instrument to facilitate performance related meetings during the appraisal period. It becomes an integral part of a two-way, continuous process of observation, conversation, thinking, planning, and coaching that occurs throughout the year. Additionally, each of the items on the

instrument may be elaborated in attachments and/or supported by notes and memoranda developed during the rating period. Consequently, the appraisal is a cover sheet or summary of the natural dynamics of good performance management.

Appendix E: Sample Performance Evaluation, Livingston Co. MI

It is important to note that while this performance evaluation does not satisfy all the criteria discussed in Appendix D, this evaluation uses performance measures or criteria that are specific to a dispatch position.

Performance Evaluation Ratings and Definitions

Exceptional (5): Consistently performs at the highest level of standards in handling all assignments. Acquires and demonstrates skills, abilities, and knowledge beyond what is expected for the position. Makes unique contributions to the department that provides substantial and significant impact, outcome, and solutions.

Above Average (4): Demonstrates ability to integrate a wide variety of skills to effectively solve problems and carry out duties, responsibilities, and objectives. Makes or recommends ongoing improvements in the performance of regularity of assigned tasks, and in other related areas of the work department.

Satisfactory (3): Performance meets requirements needed to fulfill the principal duties, responsibilities, objectives, and expectations of the position. Has demonstrated the ability to handle wide variety of assignments and is considered fully competent.

Marginal (2): Performance frequently does not meet the satisfactory requirements needed to fulfill the principal duties, responsibilities, objectives, and expectations of the position. Requires above normal amount of guidance, supervision, or follow-up to assure that work assignments are completed adequately.

Unsatisfactory (1): Performance is consistently below the minimum requirements needed to fulfill the principal duties, responsibilities, objectives, and expectations of the position. Requires an extensive amount of supervision. Consistently fails to meet deadlines and standards of accuracy.

Yearly performance evaluation

Review Information

Name: _____ **Classification:** _____
Date: _____ **Review Period:** _____ **to** _____

Guidelines

Review completed, using the following scale:

- 5 = *Exceptional*
- 4 = *Above Average*
- 3 = *Satisfactory*
- 2 = *Marginal*
- 1 = *Unsatisfactory*
- NA = *Not Applicable*

Not Applicable should be documented in space next to Unsatisfactory. Review to be conducted annually.

Call Intake/ Service Delivery

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
1. Processes received information <i>Enters info in CAD w/o error in appropriate time frame</i>	<input type="checkbox"/>				
2. Listens effectively <i>Obtains necessary info to determine nature and priority of call, utilizes sensory perception while gathering info, attentive to officer safety</i>	<input type="checkbox"/>				
3. Utilizes EMD cards appropriately <i>Follows EMD protocol during applicable calls</i>	<input type="checkbox"/>				
4. Demonstrates a courteous and professional demeanor <i>Consistently tactful, courteous, and fair with all members of public</i>	<input type="checkbox"/>				
5. Ability to multi-task effectively <i>Performs several tasks simultaneously</i>	<input type="checkbox"/>				
6. Quality of work <i>Lack of errors, attention to detail, relevancy</i>	<input type="checkbox"/>				

Total: _____

Comments: _____

Job performance/stress

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
7. Maintains composure	<input type="checkbox"/>				

**Consolidated Dispatch Center
Next Steps: Executive Report**

Remains calm, confident, and organized in extreme situations

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 8. Leads by example
<i>Consistently displays appropriate professional behavior</i> | <input type="checkbox"/> |
| 9. Strong customer advocate
<i>Seeks and initiates opportunities to assist citizens</i> | <input type="checkbox"/> |
| Total: _____ | | | | | |

Communication

- | | (5) =
Exceptional | (4) = Above
Average | (3) =
Satisfactory | (2) =
Marginal | (1) =
Unsatisfactory |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 10. Exhibits relaxed/confident demeanor | <input type="checkbox"/> |
| 11. Uses proper voice tone
<i>Voice transitions between delicacy and forcefulness as dictated by situation</i> | <input type="checkbox"/> |
| 12. Responds appropriately to questions
<i>Does not challenge authority</i> | <input type="checkbox"/> |
| 13. Demonstrates good interpersonal skills
<i>Tactful, constructive, positive, respectful</i> | <input type="checkbox"/> |
| 14. Uses appropriate language
<i>No antagonistic or combative language</i> | <input type="checkbox"/> |
| 15. Communicates effectively: | | | | | |
| a. Verbal communications- <i>Speaks in a concise, clear manner and presents organized ideas and appropriate info to assure understanding</i> | <input type="checkbox"/> |
| b. Written /CAD entry- <i>Good writing principles such as clarity, brevity, and appropriate detail. Acceptable grammar/vocabulary</i> | <input type="checkbox"/> |
| c. Reading comprehension- <i>Comprehends written material and complexity common to the position</i> | <input type="checkbox"/> |
| d. Listening- <i>Absorbs info and relates to issues appropriately. Exhibits appropriate non verbal behavior</i> | <input type="checkbox"/> |
| e. Organizational- <i>Disseminates info appropriately throughout the organization. Follows chain of command</i> | <input type="checkbox"/> |
| Total: _____ | | | | | |

Comments:

Initiative, motivation, and productivity

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
16. Establishes realistic/challenging goals	<input type="checkbox"/>				
17. Completes assigned tasks timely	<input type="checkbox"/>				
18. Manages time effectively <i>Uses free time for constructive self improvement</i>	<input type="checkbox"/>				
19. Organizes tasks	<input type="checkbox"/>				
20. Strives to be self reliant <i>Ability to perform duties independently</i>	<input type="checkbox"/>				
21. Develops working knowledge of available resources	<input type="checkbox"/>				
					Total: _____

Departmental Equipment

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
22. Demonstrates proper use and maintenance of equipment					
<i>a. Radio console- adding/subtracts radio channels</i>	<input type="checkbox"/>				
<i>b. Recording device-can replay radio traffic</i>	<input type="checkbox"/>				
<i>c. 911/telephone display-ANI/ALI</i>	<input type="checkbox"/>				
<i>d. CAD system-functions of CAD</i>	<input type="checkbox"/>				
<i>e. LEIN/NCIC terminal- can determine when there is a problem</i>	<input type="checkbox"/>				
<i>f. Weather computer-can fix errors, bring up weather map</i>	<input type="checkbox"/>				
23. Reports problems/potential problems w/ dispatch and non dispatch equipment appropriately	<input type="checkbox"/>				
24. Records information in an effective and efficient manner	<input type="checkbox"/>				
					Total: _____

Comments:

Police, fire, and EMS safety

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
26. Anticipates needs and requests of units in field <i>May include making calls, sending additional units, reviewing previous calls, flags, etc.</i>	<input type="checkbox"/>				
27. Monitors availability/location of on duty units <i>Consistently aware of unit location and current status</i>	<input type="checkbox"/>				
28. Checks unit status appropriately	<input type="checkbox"/>				
29. Relays pertinent information to responding units <i>Updates units appropriately</i>	<input type="checkbox"/>				
30. Coordinates assistance of additional units when necessary <i>Uses map and common places to see potential hazards/areas of concern</i>	<input type="checkbox"/>				
31. Consistently attentive to radio traffic	<input type="checkbox"/>				
32. Uses necessary resources	<input type="checkbox"/>				
				Total:	_____

Relationships

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
33. Strives to get along with co-workers <i>Establishes open and friendly rapport, mutual trust and responsiveness</i>	<input type="checkbox"/>				
34. Contributing member of assigned team <i>Seeks and initiates opportunities to help all team members-helps with productivity of team</i>	<input type="checkbox"/>				
35. Seeks to resolve conflicts appropriately <i>Talks one on one with person to resolve problem. Follows chain of command</i>	<input type="checkbox"/>				
36. Shares experience and knowledge	<input type="checkbox"/>				
37. Demonstrates loyalty towards	<input type="checkbox"/>				

**Consolidated Dispatch Center
Next Steps: Executive Report**

department

Speaks highly of department and shows dedication to department

38. Ability to set aside biases

Remains neutral during interpersonal interactions (verbal/non verbal, gestures, actions, behaviors)

Total: _____

Comments:

Department and County policies/procedures

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
39. Attendance/punctuality <i>Present and on time ready to perform all tasks/not tardy and rarely misses work</i>	<input type="checkbox"/>				
40. Professional conduct <i>Promotes positive image of dept. through appearance, demeanor, and treating everyone fair</i>	<input type="checkbox"/>				
41. Awake and alert during shift	<input type="checkbox"/>				
42. Dress code <i>Consistently complies with dress and grooming standards</i>	<input type="checkbox"/>				
43. Weather emergencies <i>Attentive to NOAA notifications</i>	<input type="checkbox"/>				
44. Computer usage <i>Uses computers for work purposes only/doesn't interfere w/work</i>	<input type="checkbox"/>				
45. Reviews current materials <i>On daily basis to stay up to date</i>	<input type="checkbox"/>				

Total: _____

County geography

	(5) = Exceptional	(4) = Above Average	(3) = Satisfactory	(2) = Marginal	(1) = Unsatisfactory
47. Knowledge of county geography <i>County borders (road names), major roads/freeways, common locations</i>	<input type="checkbox"/>				
48. Knowledge of police/fire/EMS jurisdictions/bases <i>Address/cross roads to bases/PD's/fire halls</i>	<input type="checkbox"/>				
49. Familiar with and uses necessary resources	<input type="checkbox"/>				

**Consolidated Dispatch Center
Next Steps: Executive Report**

assignment sheets, attendance reports, and other similar documents

- | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 59. Verifies the accuracy & completeness of work performed by team members | <input type="checkbox"/> |
| 60. On regular basis, performs general dispatch duties as part of an assigned team | <input type="checkbox"/> |
| 61. Notifies management of any violations of department or county rules and regulations | <input type="checkbox"/> |
| 62. Provides guidance and direction to all employees | <input type="checkbox"/> |
| 63. Monitors multiple situations simultaneously | <input type="checkbox"/> |
| 64. Determines the need to call-in additional dispatch/management staff during bad weather and/or emergency situations | <input type="checkbox"/> |

Total: _____

Comments:

Overall total: _____ out of _____

Goals:

**Consolidated Dispatch Center
Next Steps: Executive Report**

**Plan of
action:**

Comments:

Supervisor signature: _____ **date:** _____

Shift Leader signature: _____ **date:** _____

Employee signature: _____ **date:** _____

Appendix F: Sample Shift Supervisor Job Descriptions

There are recommended elements of a job description (Freyss, 2009). These include (1) position title and department, (2) position summary or purpose, (3) essential functions, (4) qualifications (education, training and experience; knowledge, ability, and skill; and physical requirements), (5) supervision (who the position reports to and who reports to the position), (6) job environment, and (7) legal disclaimers. While these job descriptions do not satisfy all these criteria, they do include elements that may be helpful as Parma crafts a job description for shift supervisors.

Example # 1

Los Alamos County Job Description and Classification

JOB TITLE: Dispatch Shift Supervisor

JOB CODE: 4203

CLASSIFICATION: Non-Exempt

DEPARTMENT/DIVISION: Police/Dispatch I Supervisor: Consolidated Dispatch Center Supervisor

Position Summary: Under general supervision of the Consolidated Dispatch Center Supervisor, supervises daily activity of shift for the Dispatch Center. Responds to emergency and non-emergency telephone calls for service, identifies and dispatches appropriate emergency units, gathers and relays critical information, documents calls and responses, and complies with department policies and procedures to ensure the safety of personnel and the public. Maintains confidentiality of all privileged information.

The general level and nature of this position are described in the headings below. This is not an all-inclusive list of all responsibilities, duties and skills required of personnel in this classification.

Essential Duties & Responsibilities

- Supervises and coordinates the day-to-day activities of Dispatch Shift Supervisors, to include scheduling, allocation of work assignments, and approval of time records.
- Serves as Terminal Agency coordinator for NMLETS System.
- Assists the Dispatch Supervisors with assigned projects.
- Responsible for NCIC, TAC, MSAG.
- Maintains Protection Order Book.

- Ensures county, department, and staff comply with CDC rules.
- Participates in personnel decisions, such as interviewing applicants, hiring decisions, discipline and corrective action. Prepares performance evaluations. Ensures that dispatchers are trained in the appropriate usage of the state and NCIC computer network.
- Creates and maintains a training manual and performance evaluation checklist for new dispatchers; provides training and ensures that on-the-job training is completed and - documented for new dispatchers.
- Develops recordkeeping procedures and manages appropriate department records in accordance with applicable regulations, policies, and standards.
- Assures that the communications center equipment is fully operational, including radio, telephone, teletype, and computer aided dispatch (CAD).
- Checks equipment and makes minor repairs and schedules vendor repairs. Researches and recommends equipment upgrades.
- Receives calls concerning crimes, emergencies, nonemergencies, and other requests for assistance. Prioritizes calls, dispatches police, fire, rescue and/or medical units.
- Maintains contact with personnel responding to calls; relays information and answers questions. Provides timely responses to all requests for information from authorized personnel and other public safety and law enforcement agencies.
- Operates a National Crime Information Center (NCIC) computer, the New Mexico Crime Information Center (NMCIC) and other databases to assist the officers.
- Dispatches through radios, computers and telephones. Operates pagers to call out additional services.
- Broadcasts orders to patrol officers in vicinity to investigate complaint or request when appropriate; relays instructions or questions from remote units.
- Logs calls and data into the Computer Aided Dispatch system (CAD).
- Tracks the locations and activities of on-duty personnel.
- Dispatches calls for a variety of other agencies, including fire, emergency medical services, rescue units, utilities, public works, New Mexico Fish and Game, and others.
- Records calls broadcast and complaints received; performs data entry on computer.
- Performs various clerical duties, including completing the electronic dispatch log and filing reports.
- Answers a variety of questions dealing with public safety and community activities, refers questions and information to appropriate county departments or other agencies, to include road and weather conditions and travel directions.

- Locates and informs appropriate department and county personnel of emergency situations, operations and/or conditions and upon direction of authorized personnel.
- Initiates activation of the county's Emergency Operations Center.
- Ensures strict confidentiality of records.
- Contributes to a team effort and accomplishes related results as required.
- Performs other duties as required.

Minimum Qualifications

- High School Diploma or GED, three years of experience in police or other emergency services dispatch.
- Successful completion and maintenance of the New Mexico Law Enforcement Academy (NMLEA) Public Safety Telecommunicator certification (formerly NMLEA Police Dispatcher Radio) within one year of employment.
- Successfully obtain Emergency Medical Dispatch certification within one year of employment and maintain thereafter.
- Successful completion of computer based skills test prior to commencing work.
- Successful completion of thorough background investigation, including FBI fingerprint check.
- Successful completion of the pre-employment physical and psychological exam prior to commencing work.
- Must not have been convicted of a felony or other crime involving moral turpitude.

Preferred Qualifications

- Associate's Degree in Criminal Justice, Criminology, Sociology, Psychology, Social Work, or related field.
- One year police dispatch experience.
- One year lead experience.
- Emergency Medical Dispatch, Health Provider CPR, and NCIC certifications.

Knowledge, Skills, and Abilities

- Knowledge of radio dispatch regulations, procedures, protocols, and/or equipment.
- Knowledge of modern practices and procedures, standard office and accounting equipment. -Knowledge of records management and basic accounting procedures.

- Knowledge of customer service practices and techniques.
- Knowledge of general principles of training and leading employees.
- Knowledge and ability to use NCIC, TAC, MSAG.
- Skill in the use of computers and ability to use NCIC identification and Computer Aided Dispatch software.
- Strong interpersonal and communication skills and the ability to work effectively with a wide range of constituencies in a diverse community.
- Records maintenance skills.
- Skill in making decisions and acting quickly and calmly in emergency situations.
- Skill at analyzing work assignments for completeness, safety concerns and quality assurance.
- Skill in operating radio, telephone and computer equipment.
- Computer data entry skills.
- Clerical, word processing, and/or office skills.
- Ability to interact and communicate with people over the telephone, often in stressful situations. -Ability to effectively operate an ACU 100 interoperable radio console.
- Ability to react calmly and effectively in emergency situations.
- Ability to perform multiple tasks and solve problems in a technical setting.
- Ability to learn the geography of Los Alamos County, the locations of important buildings and the street system.
- Ability to learn county, state, and federal laws and the department policies and procedures as they relate to dispatching police and other emergency services.
- Ability to supervise, motivate, train and lead personnel.
- Ability to read, understand, follow, and enforce safety procedures.
- Ability to understand and follow specific instructions and procedures.
- Ability to communicate effectively, both verbally and in writing.

Physical Demands: While performing the duties of this job, the employee regularly is required to sit; have manual and finger dexterity; stoop, and talk and hear. The employee is occasionally required to crawl, stand, climb heights, walk, reach above shoulder level, crouch, kneel, balance, push/pull, and carry. The employee must occasionally lift and/or move up to 25 pounds.

Work Environment: Work is performed in a police radio communications environment with a moderate noise level. Work may be stressful at times. Irregular hours, night shift, weekend and holiday work is required.

Each and every county position requires the following professional skills and abilities as key and necessary elements of performance. Employees are required to:

- Demonstrate regular and reliable attendance;
- Work well with others and participate fully in a team oriented environment;
- Interface with other employees and customers in a courteous and respectful manner;
- Project positive support of their department and all county organizations at all times; and,
- Maintain and enhance the county's commitment to customer service excellence.

Example # 2:

CITY OF ATLANTA

Department of Human Resources, 68 Mitchell St., SW, Suite 2120, Atlanta, GA 30303

INVITES APPLICATIONS FOR THE POSITION OF:
COMMUNICATIONS DISPATCHER SUPERVISOR, SENIOR
Apply at. www.atlantaga.gov

An Equal Opportunity Employer

SALARY: \$44,318.00 - \$64,703.00 Annually

OPENING DATE: 01/27/11

CLOSING DATE: 02/25/11

Purpose of Position

The purpose of this job is to supervise the entire shift of all call takers, all dispatchers, GCIC, and supervisors while maintain professionalism and rapid response throughout the center. Duties include, but are not limited to: direct oversight of the entire shift from supervising, scheduling and ensuring all requests for services from citizens or emergency units are received and dispatched to the appropriate agency in a timely and accurate manner; and keeping accurate records of all activities. Also included in the duties are handling complaints from citizens, answering the supervisor phones,

completing time cards and payroll for employees on your shift. The main source of responsibility is to ensure that all 911 calls are answered in a timely manner with professionalism and accuracy.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The following duties are required for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals.
- Directs and administers work assignments of shift supervisors and subordinate personnel engaged in dispatching activities; reviews and approves personal leave, sick and vacation.
- Oversees day-to-day operation of E911.

Planning and Organizing

- Plans and maintains schedule for the dispatchers; adjusts schedule, staffing and/or authorizes staff to work overtime when necessary to ensure full staff at all times.
- Organizes, prioritizes and distributes work assignments to supervisors and subordinates; works to meet the goals and objectives of the department.
- Inventories office supplies and equipment; orders and maintains sufficient amount to ensure adequate units are available to perform daily tasks.

Communication

- Must be able to answer and take 911 calls, operate effectively and efficiently in CAD and communicate effectively over law enforcement radio channels initiating and responding to calls; issues case numbers; notifies others, such as wreckers, cabs and utilities, when services are requested/required.
- Provides the general public with directions and referrals, answers to citizen complaints and concerns and any other information requested regarding the community or situation.
- Contacts various utility companies to resolve problems such as gas detection, power failures, etc.; contacts telephone companies for assistance in obtaining address of distressed callers.
- Answers the telephone; provides information, advice and guidance; takes and relays messages and/or direct calls to appropriate personnel; returns calls as necessary.

Employee Development

- Provides ongoing, in-service training for all dispatchers; keeps supervisors and dispatchers updated on changes or additions in procedures affecting their job directly or indirectly.
- Guides and trains subordinates on proper procedures and protocol of the department; shows best technique to accomplish tasks and provides technical assistance as needed.
- Reviews documents produced by subordinates to ensure accuracy; discusses errors that may arise and recommends method for corrective action.

Administrative Duties

- Substitutes for other supervisors and/or co-workers in temporary absence of same; performs flexible unit assignments as needed in emergency response; performs other administrative tasks as assigned.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental and city operations, to promote improved job performance and to stay current with changing policies, and command memorandums.

Problem Identification and Solution

- Monitors supervisors and staff members on both radio and telephone traffic to ensure all procedures and policies are followed and all tasks are performed in a professional manner.

Productivity and Accountability

- Performs multiple tasks simultaneously; takes appropriate action when presented with a stressful life/death situation; remains calm under all circumstances.
- Monitors multiple radio frequencies while answering/handling phone calls or other radio frequencies.
- Works assigned shifts.

Equipment Use and Maintenance

- Operates a photocopy machine to copy and a facsimile machine to transmit and receive correspondence, documents and reports; maintains printers changing paper and ribbons as needed.
- Must be able to operate telecommunications device for the deaf.

Record Keeping and Documentation

- Maintains a daily log of all shift personnel, dispatcher work schedule book and leave (absence) time log; prepares time sheets and payroll of unit.

- Prepares statistical information for performance evaluations on employees; prepares disciplinary packages as needed.

Minimum Qualifications

High school diploma or GED required; five years in communications dispatching, or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must be certified by the Peace Officer Standard and Training as a Communications Officer or become certified within six months of appointment and must maintain certification of same. Supervisory experience required.

03-29-2011

Example # 3

Position Title: 6329-Supervisor, Police Telecommunications

Department: University Police

Division: Facilities Management

Reports to: Manager, Police Telecommunications

MISSION STATEMENT

The mission of The University of Texas M. D. Anderson Cancer Center is to eliminate cancer in Texas, the nation, and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.

SUMMARY

The primary purpose of the Supervisor, Police Telecommunications position is to provide supervision, guidance and training to police telecommunicators. Impacts the effectiveness of public safety through radio communications, telephone communications, teletype and automated data systems and monitoring of security alarm systems and closed circuit television systems within the Police Communications Center (PCC).

CORE VALUES

Caring Behaviors

- Courtesy: Is respectful and courteous to each other at all times
- Friendliness/Teamwork: Promotes and rewards teamwork and inclusiveness; Is sensitive to the concerns of our patients and our co-workers

Integrity Behaviors

- Reliability: Communicates frequently, honestly and openly
- Accountability: Holds self and others accountable for practicing our values
- Safety: Notices a safety concern and brings it to someone's attention; Models safe behaviors (wears badge, washes hands, keeps work area clean and orderly)

Discovery Behaviors

- Responsiveness: By his/her actions, creates an environment of trust; Encourages learning, creativity and new ideas
- Personal Leadership/Self-Initiative: Helps others to identify and solve problems; Seeks personal growth and enables others to do so

KEY FUNCTIONS

1. Supervises, assigns, trains and evaluates employees in the performance of public safety telecommunications and takes quick decisive actions involving escalating situations.
2. Provides guidance in interpreting and enforcing operational policies and procedures and uses appropriate authority regarding actions. Evaluates, writes, and updates emergency and standard operating procedures.
3. Schedules and assigns respective shift personnel; maintains adequate staffing levels.
4. Verifies and executes institutional emergency plan and initiates and follows through with emergency notification system. Participates in the Incident Command System (ICS) in coordination with field operations and the Emergency Operation Centers of the University of Texas.
5. Inspects and monitors the overall performance of radio and telephone communications, closed circuit television, automated data systems, and alarms. Forwards concerns through channels to the appropriate authority. Ensures compliance with CJIS, Clery, CALEA, and other applicable State and Federal regulations.
6. Prepares daily and monthly reports.
7. Performs monthly quality assurance checks.
8. Other duties as assigned.

CORE COMPETENCIES

- IC - Coach & Develop:

- Assess strengths and development needs of employees;
 - Provide challenging development opportunities; and
 - Provide relevant, timely feedback; mentor others.
- IC - Build Relationships:
 - Initiate, develop, and manage relationships and networks; and
 - Show sincere interest in others and their concerns.
- IC - Provide Direction:
 - Provide clear direction and priorities toward a common vision;
 - Clarify roles and responsibilities for employees; and
 - Promote empowerment.
- IC - Oral Communication:
 - Express ideas clearly and concisely in groups and one-to-one conversations; and
 - Create an environment with open channels of communication.
- IC - Written Communication:
 - Convey information clearly and concisely through both formal and informal documents;
 - Adapt writing style to fit the audience.
- IC - Technical/Functional Expertise:
 - Demonstrate technical proficiency required to do the job;
 - Possess up-to-date knowledge in the profession; and
 - Provide technical expertise to others.
- IC - Analytical Thinking:
 - Gather relevant information systematically;
 - Break down problems into simple components; and
 - Make sound decisions.

EDUCATION

Required: Associate's degree from an accredited college or university with major course work in Criminal Justice, Police Science, Public Safety Communications, Business Administration or related field.

Preferred: Bachelor's degree from an accredited college or university with major course work in Criminal Justice, Police Science, Public Safety Communications, Business Administration or related field.

LICENSE/CERTIFICATION

Required: Ability to obtain the NCIC/TCIC Certificate within six months and the TCLEOSE Intermediate Telecommunications Operator Certificate within 24-months.

Preferred: Possess the TCLEOSE Advanced Telecommunications Operator Certificate, the NCIC/TCIC Certificate, and an instructor certification from a licensing agency equal to the TCLEOSE.

EXPERIENCE

Required: Five years of experience in public safety telecommunications. May substitute required education degree with additional years of equivalent experience on a one to one basis.

Preferred: Six years of experience in public safety telecommunications to include two years of supervisory/team lead experience.

SUPERVISION GIVEN

Lead Police Telecommunicators, Senior Police Telecommunicators, and Police Telecommunicators

WORKING CONDITIONS

This position requires:

- Working in an enclosed, secured communications environment _____ No Yes
- Working in Patient Care Unit (e.g. Nursing unit; outpatient clinic) ___X___ No _____ Yes
- Exposure to human/animal blood, body fluids, or tissues ___X___ No _____ Yes
- Exposure to harmful chemicals ___X___ No _____ Yes
- Exposure to radiation ___X___ No _____ Yes
- Exposure to animals ___X___ No _____ Yes

May be required to work rotating shift assignments on day, evening, and nights with varying days off and on holidays. Subject to emergency recall during man-made or natural disasters and unusual occurrences on campus.

PHYSICAL DEMANDS

	Time Spent			
	Never 0%	Occasionally 1-33%	Frequently 34-66%	Continuously 67-100%
Standing		X		

	Time Spent			
	Never 0%	Occasionally 1-33%	Frequently 34-66%	Continuously 67-100%
Walking		X		
Sitting				X
Reaching		X		
Lifting/Carrying				
Up to 10 lbs.			X	
10lbs. to 50 lbs.		X		
More than 50 lbs.	X			
Pushing/Pulling				
Up to 10 lbs.			X	
10 lbs. to 50 lbs.		X		
More than 50 lbs.	X			
Use computer/keyboard				X

**Example # 4
COMMUNICATIONS SUPERVISOR (PUBLIC SAFETY COMMUNICATIONS)**

DEFINITION

Under general supervision of a Division Manager and direction of the Director of Public Safety Communications, performs technical and supervisory work and will plan, coordinate, schedule, assign and evaluate the work of personnel providing or supporting emergency communications for law enforcement, fire and emergency medical services.

EXAMPLES OF DUTIES

Supervise dispatch personnel and direct and monitor dispatch activities to ensure prompt and appropriate responses to requests for emergency assistance in compliance with standard operating procedures; assign and schedule work; train employees on new or changed methods and procedures; directly make or effectively recommend personnel actions, including probationary decisions, discipline, performance evaluations and adjustment of grievances; assist with the development of budgetary recommendations and administration; identify system and equipment operational deficiencies and recommend potential solutions; maintain personnel and computer system records and procedures manuals; manage projects; perform other tasks as assigned.

EMPLOYMENT STANDARDS

Education and Experience: Experience equivalent to high school graduation and work as a Communicator for at least two years with Public Safety Communications. Additional credit will be awarded for previous supervisory or lead work experience (i.e., Acting Communications Supervisor).

Knowledge, Skills and Abilities: Extensive knowledge of police, fire and emergency medical services dispatch procedures; knowledge of Federal Communications Commission rules and regulations; knowledge of Dane County geographic area; knowledge of the communications system, its equipment and proper operation; knowledge of proper arrangement of material for transmission, including priority of messages; possession of effective oral and written communication skills; ability to recognize equipment malfunctions and coordinate service or repair; ability to supervise others including adapting to scheduling problems on short notice and under other stressful conditions; and ability to establish and maintain effective working relationships with subordinates, police, fire and emergency medical personnel and the public.

Special Requirements: Must be available to work evenings, weekends and holidays. Background investigations, including fingerprinting will be part of the final selection process. Must maintain current Wisconsin Transaction Information for Management of Enforcement System Advanced Certification, Emergency Medical Dispatch certification, Emergency Fire Dispatch certification and Emergency Dispatch – Quality certification.

**Example #5
APCO-INTERNATIONAL
Public-Safety Communications Line Supervisor**

Sample Job Titles:

Dispatch Line Supervisor, Dispatch Supervisor, Dispatch Operations Shift Supervisor, Supervising Public Safety Dispatcher, Supervisor, Shift Manager/Supervisor, Communications Supervisor, Communications Shift Supervisor, Communications Center Supervisor, Line Supervisor, Operations Supervisor, Emergency Resource Supervisor, Telecommunications Supervisor, Senior Fire Communications Supervisor

Sample Job Responsibilities

- Plans, organizes, establishes objectives; resolves difficult and complex operational issues; participates in the administration of a Communications Center, and supervises one or more employees.
- Is familiar with all operations and functions expected of subordinates and demonstrates that knowledge on a regular basis.

- Monitors and evaluates staff performance for completeness, accuracy and compliance with established policies and procedures.
- Recognizes performance issues and takes appropriate measures to correct, or praise employees.
- Is able to quickly prioritize and organize operational functions and makes appropriate decisions in stressful situations.
- Recognizes and mitigates potential issues within, or affecting, the Communications Center and is able to diffuse tense situations.
- Maintains a professional attitude at all times and ensures employees maintain the same.
- Promotes a positive working relationship with subordinates as well as supervisors, coworkers, and other professional entities.

Appendix G: City of Parma's Proposed Drug Test Language Policy

Qualification of Undesirable Applicants

The following elements in an applicant's background will result in immediate rejection of the applicant.

1. Conviction of a felony in the State of Ohio, or an offense in another state that would be a felony if committed in the State of Ohio.
2. Conviction of an offense involving moral turpitude.
3. Conviction of an offense involving the unlawful use, sale, manufacture, production or possession of a controlled substance.
4. Conviction of an offense involving the unlawful use, sale, manufacture, production or possession of prescription drugs.
5. Has a criminal proceeding pending or is under investigation for a crime.
6. Has a documented history of physical violence, or has been convicted of a crime of "Domestic Violence".
7. Maintains an on-going relationship with individual(s) who have been convicted of felony crimes and who are reputed to be involved in recent or current felonious activity.
8. Any violation of public trust while previously employed in law enforcement or other public or government service.
9. An affiliation with, and/or support of any organization or group which advocates the overthrow of the State or of the United States Government, or whose professed goals are contrary to the interests of public safety and welfare.
10. Any illegal use of a controlled substance within the listed time limits preceding the date of application:
 - Marijuana.....3 years.
 - Inhalant of any harmful intoxicant ("whippets", paint, glue, etc.) ...5 years.
 - Schedule 1 Drugs (as defined in Ohio Revised Code)..... EVER
 - Schedule 2 thru 5 Drugs (as defined in Ohio Revised Code) 5 years.
 - Anabolic Steroids..... 5 years.
11. A history of alcohol or controlled substance abuse which has hampered job performance at any time during the five years immediately preceding the date of application.
12. Deceptive results of a polygraph or CVSA examination regarding the applicant's background.
13. Evidence that the applicant has willfully provided false or misleading information during the application process, in his/her written application or Personal History Statement, or has cheated during any testing in the application process.

14. Any conclusion brought about by the investigation that the applicant is unsuited for police work.
15. Prior termination for cause from a law enforcement agency.
16. Separation from any branch of the United States Armed Forces under less than honorable conditions or for reasons of unsuitability or misconduct
17. A conclusion by any physician, psychiatrist or psychologist that questions the applicant's suitability to perform the duties of a police officer.
18. An ineligible reenlistment code on DD Form 214.