

**Final Report on the Sheriff's Department  
Dispatch Unit**

**PLACER COUNTY, CALIFORNIA**



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**March 5, 2009**

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# **1. EXECUTIVE SUMMARY**

The Matrix Consulting Group was retained by Placer County to conduct a master plan review of the Sheriff's Department Dispatch Unit. This report provides the project team's evaluation, analysis and recommendations resulting from our study of the Dispatch Unit.

Specifically, the scope of work for this project included:

- Detailed evaluation of the current workload and services provided by the Dispatch Unit, including how staff resources are deployed and utilized.
- General operations and organizational structure, including evaluation of industry best practices.
- Analysis of staffing levels required to handle the current workload.
- Evaluation and analysis of consolidation of the two Dispatch Centers.
- Analysis of recruitment of Dispatcher applicants and retention of current employees.
- Analysis of the Sheriff's Department Emergency Operations Plan.
- Analysis of training in the Dispatch Unit.
- Review and update of all current Dispatch Unit job classifications and compensation of each classification.

To develop this analysis the project team conducted extensive interviews and collected detailed data in an effort to develop a comprehensive understanding of the operations of the Sheriff's Department Dispatch Unit and to set the stage for this assessment. This included the following:

- An interview with key County managers involved in the Dispatch Unit operations, Personnel Department managers, and Sheriff's Department management personnel to understand key background issues that frame this study and scope of work.

- Worked closely with the Project Steering Committee (which included representatives from the County Executive's Office, Sheriff's Department, Personnel Department, Emergency Management Services, and Information Technology) at key times during the course of the project to review work products.
- Interviews with the supervisors and Dispatchers in the Dispatch Unit to obtain an understanding of it's functions, operations, goals, and objectives.
- Interviews with other selected staff (e.g. employees in other work units such as Tech Support that work closely with Dispatch Unit staff).
- Collection and review of data from a wide range of sources, both electronic (e.g., Computer Aided Dispatch / Records Management System) as well as budget and statistical reports.

Any review of an organization will reveal many improvement opportunities and changes that could be made in the organization to improve operations, management and efficiency. It is important to place the analysis of the Dispatch Unit that was conducted in this study into a complete context of the overall operations and services provided by the organization over the last several years. One of the significant factors that existed during the last several years was a significantly high attrition rate of approximately 24% (for all separations of employees) in the Dispatch Unit (compared to a 10-15% attrition rate commonly seen by the project team). Also during this time the management of the Dispatch Unit changed from a civilian manager to a temporarily assigned sworn manager. During this time the Dispatch Unit employees continued to provide quality services to the Sheriff's Department, their contract fire service agencies, and the community. The project team has found that the strengths of any organization are primarily in the people who are employed by the organization, and this is certainly the case in Placer County.

The recommendations made by the Matrix Consulting Group in this report result from our independent analysis of the data collected and interviews with members of the Sheriff's Department and other work units. This report is intended to provide information, evaluation, analysis, recommendations, and also options for County management and Sheriff's Department management in organizing and managing the Dispatch Unit to continue to provide professional communications services to the Placer County community.

Detailed analysis for each of the areas studied is provided in the chapters of the report but a summary of the recommendations and associated costs (also found at the end of each analysis section) is provided in the following table.

| <b>Recommendation</b>                                                                                                                                                                                           | <b>Annual Cost / (Savings)</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Staffing</b>                                                                                                                                                                                                 |                                |
| Staff the Auburn Dispatch Center with a minimum of three staff 24/7, and a fourth position from 0800-2200 hours to provide sufficient staffing to handle the current workload (for current operations). Page 45 | <b>NA</b>                      |
| Staff the Tahoe City Dispatch Center with one position 24/7 to provide a minimum staffing level (for current operations). Page 46                                                                               | <b>NA</b>                      |
| <b>Organization</b>                                                                                                                                                                                             |                                |
| Re-organize the Auburn and Tahoe City Dispatch Units so that they are under the authority and responsibility of one manager. Page 53                                                                            | <b>NA</b>                      |
| Develop and adopt a Dispatch Unit policy procedures manual. Page 53                                                                                                                                             | <b>NA</b>                      |
| Continue to staff the Dispatch Unit with a civilian manager. Page 56                                                                                                                                            | <b>NA</b>                      |
| Recommendation: Develop a process to select and compensate "training Dispatchers" who will provide on the job training to newly hired Dispatchers. Page 57                                                      | <b>TBD</b>                     |
| <b>Consolidation</b>                                                                                                                                                                                            |                                |
| Develop a detailed plan to consolidate communications services in the Auburn Dispatch Center. Page 66                                                                                                           | <b>NA</b>                      |

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| <b>Recommendation</b>                                                                                                                                                                                                                                                                                                                              | <b>Annual Cost / (Savings)</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Staff a consolidated Dispatch Center with 29 personnel, a reduction of 8 staff (2 Senior Public Safety Dispatchers and 6 Public Safety Dispatchers); estimated salary & benefits savings to be determined by Personnel Department. Page 67                                                                                                         | <b>TBD</b>                     |
| <b>Emergency Operations Plan</b>                                                                                                                                                                                                                                                                                                                   |                                |
| Recommendation: Develop a Sheriff's Department Emergency Operations Plan as a companion document to the Placer County EOP. Page 77                                                                                                                                                                                                                 | <b>NA</b>                      |
| <b>Recruitment and Retention</b>                                                                                                                                                                                                                                                                                                                   |                                |
| The Personnel Department and Sheriff's Department should establish an ad hoc committee to cooperatively develop a recruiting plan for the Dispatch Unit in 2009. Page 87                                                                                                                                                                           | <b>NA</b>                      |
| Develop a recruiting flyer for the Sheriff's Department Dispatcher position. Page 88                                                                                                                                                                                                                                                               | <b>\$500</b>                   |
| Post and maintain current Dispatcher job announcements on dispatcher and law enforcement related internet websites. Page 89                                                                                                                                                                                                                        | <b>\$500</b>                   |
| Solicit the help and participation of current Dispatch Unit employees in the recruiting of candidates. Page 90                                                                                                                                                                                                                                     | <b>NA</b>                      |
| Continue the trend of improving the professionalism of the Sheriff's Department, evaluate and consider the best management practices discussed in this section for implementation. Page 94                                                                                                                                                         | <b>NA</b>                      |
| Develop a mentoring program for new employees. Page 96                                                                                                                                                                                                                                                                                             | <b>NA</b>                      |
| Conduct a facilitated series of meetings between management, supervision and staff to address issues relating to employee training, supervision, responsibility, accountability and engagement in the workplace. The goal of addressing these issues is to increase productivity, morale, and improve the retention of quality employees. Page 100 | <b>NA</b>                      |
| <b>Training</b>                                                                                                                                                                                                                                                                                                                                    |                                |
| Create a training group to meet, compile, assess and analyze the needs of the unit and provide recommendations for annual training and ensure current programs remain in compliance with regulatory agencies. Page 105                                                                                                                             | <b>NA</b>                      |
| Develop and publish written goals and objectives for the training program. Page 106                                                                                                                                                                                                                                                                | <b>NA</b>                      |
| Incorporate proficiency testing into the training model to assess the effectiveness of training and to identify the need for remedial training. Page 107                                                                                                                                                                                           | <b>NA</b>                      |
| Require all training to correspond with approved lesson plans. Incorporate reviews that ensure training is consistent with current practices, policies and regulations. Page 109                                                                                                                                                                   | <b>NA</b>                      |

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| <b>Recommendation</b>                                                                                                                                                                                                                                                                                                                    | <b>Annual Cost / (Savings)</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Develop a policy that covers the periodic review of all aspects of the training program. Generate a report that shows the level of compliance for each area to include member training and certification and all training materials. Page 110                                                                                            | <b>NA</b>                      |
| <b>Classification and Compensation</b>                                                                                                                                                                                                                                                                                                   |                                |
| Eliminate the policy of paying employees classified as PSD IIs a "working out of class" payment. Instead, incorporate the training duties and responsibilities into the class specification and pay employees "special additional pay" when they are assigned to the training function. Page 117                                         | <b>TBD</b>                     |
| Adopt the new and revised position titles and job specifications to reflect the actual duties and responsibilities of the revised classifications and to improve the County's competitive position in the market vis-à-vis the eight counties. Page 123                                                                                  | <b>TBD</b>                     |
| Adjust the Pay Grades of all Dispatch classifications to reflect the actual duties and responsibilities of the revised classifications and to improve the County's competitive position in the market vis-à-vis the eight counties. Page 123                                                                                             |                                |
| The County should discontinue EMD certification pay and roll that additional 2.5% into the base pay calculations for the Dispatch positions. The EMD certification is required for the following positions: Public Safety Dispatcher I and II, Public Safety Dispatcher Supervisor, and the Communications Services Supervisor. Page 124 | <b>TBD</b>                     |
| <b>Other</b>                                                                                                                                                                                                                                                                                                                             |                                |
| Update the current Emergency Medical Dispatch program with new computerized software to be compatible with the local JPA, which Placer County is a member. Page 159                                                                                                                                                                      | <b>\$30,000</b>                |

## **2. STAFFING ANALYSIS OF THE DISPATCH UNIT**

The first section in this document provides a summary overview of the current Placer County Sheriff's Department Dispatch Unit service areas and client agencies.

The Placer County Sheriff's Department Dispatch Unit operates out of two facilities, one in Auburn and one in Tahoe City. The Dispatch Unit also serves as the Public Safety Answering Point (PSAP) for the unincorporated areas of the County, handling all of the incoming 9-1-1 calls for Placer County. The population of Placer County is 333,401 residents, with 108,894 living in the unincorporated areas of the county. The County encompasses approximately 1,502 square miles; the land area is approximately 1,404 square miles, and approximately 98 square miles of lakes and other waterways.

There are six incorporated cities/towns in the County:

- Auburn – population 13,273 and land area of 7.4 square miles.
- Colfax – population of 1,855 and land area of 1.3 square miles
- Lincoln – population of 39,758 and land area of 18.3 square miles
- Loomis – population of 6,624 and land area of 7.3 square miles
- Rocklin – population of 53,843 and land area of 19.9 square miles
- Roseville – population of 109,154 and land area of 30.5 square miles

The total incorporated population is 224,507. In addition to the incorporated cities, there are over 15 unincorporated communities that stretch from the southern portion of the County near Sacramento all the way to the Lake Tahoe area and the border with the State of Nevada.

The Dispatch Unit provides all law enforcement dispatching and communications services for the Sheriff's Department. The Dispatch Unit also provides communications services for other law enforcement related and County work groups; these are:

- Animal Control (M-F 0800-1700 they operate their own dispatching services)
- Placer County Probation Department
- Placer County District Attorney's Office
- Placer County Roads Department
- Regional Drug Task Force (SIU)
- Regional Auto Theft Task Force
- Office of Emergency Services

The Dispatch Unit also provides fire/rescue dispatching and communications services for nine fire protection districts and fire departments:

- Penryn Fire Protection District, 7206 Church Street, Penryn, 95633
- Newcastle Fire Protection District, 9211 Cypress Street, Newcastle, 95658
- Loomis Fire Protection District, 5840 Horseshoe Bar Road, Loomis, 95650
- South Placer Fire District, 6900 Eureka Road, Granite Bay, 95746
- Placer Hills Fire Protection District, 16999 Placer Hills Road, Meadow Vista, 95722
- Foresthill Fire Protection District, 20540 Foresthill Road, Foresthill, 95631
- Squaw Valley Fire Department, 1810 Squaw Valley Road, Olympic Valley, 96146
- North Tahoe Fire Protection District, 300 N. Lake Boulevard, Tahoe City, 96145
- Meeks Bay Fire Protection District, 8041 Emerald Bay Road, Tahoma, 96142 (this agency is in El Dorado County).

The Squaw Valley Fire Department and the North Tahoe Fire Protection District have notified Placer County that, in the near future, they will be contracting with CalFire for their dispatching and communications services.

The evaluation of staffing and the number of employees needed to staff the Dispatch Centers is directly related to the workload level, shift schedule and employee availability, that are discussed in the following sections of this chapter.

## **1. DISPATCH UNIT STAFFING AND WORK SCHEDULE.**

Information regarding the Dispatch Unit was obtained through interviews with personnel, electronic data from the CAD system and other documents provided by staff.

Public Safety Dispatchers, when at or near full staffing, work 10 hour shifts, the three primary shifts are: 0700-1700, 1630-0230, 2130-0730 hours. Public Safety Dispatchers work 4 consecutive days of the week, followed by 3 days off. The Dispatch Unit does not operate on the "team concept" (where several Dispatchers, having the same Senior, work together as a "team"), so the employees have varying workdays on and days off. For most of the last 18 months, due to the high number of vacancies, the Dispatch Unit staff has been working 12 hour shifts, 4 days a week (requiring OT each week).

### **(1) Auburn Dispatch Center.**

The Auburn Dispatch Unit shift deployment for the 16 Public Safety Dispatchers and 6 Senior Dispatchers is:

- Dayshift, 0700-1700: 2 Senior Dispatchers, 6 Public Safety Dispatchers
- Dayshift Overlap, 1130-2130: 2 Public Safety Dispatchers
- Swingshift, 1630-0230: 2 Senior Dispatchers, 5 Public Safety Dispatchers

- Nightshift, 2130-0730: 2 Senior Dispatchers, 3 Public Safety Dispatchers
- Nightshift Overlap, 0130-1130: 1 Public Safety Dispatcher

The table below uses the authorized number of Public Safety Dispatchers and Senior Public Safety Dispatchers to show an hourly depiction of the 10 hour shift deployment schedule for the Auburn Dispatch Center. The table shows the full deployment for the total number of authorized Public Safety Dispatchers (16) and Seniors (7). Seniors are included in the authorized number, as they are “working” supervisor positions.

**Authorized Staffing Level – Auburn**

| <b>Hour</b>           | <b>Sun</b> | <b>Mon</b> | <b>Tue</b> | <b>Wed</b> | <b>Thu</b> | <b>Fri</b> | <b>Sat</b> | <b>Hourly Average</b> |
|-----------------------|------------|------------|------------|------------|------------|------------|------------|-----------------------|
| <b>0000</b>           | 6.0        | 7.0        | 7.0        | 7.0        | 9.0        | 7.0        | 8.0        | <b>7.3</b>            |
| <b>0100</b>           | 6.0        | 7.0        | 7.0        | 7.0        | 9.0        | 7.0        | 8.0        | <b>7.3</b>            |
| <b>0200</b>           | 4.0        | 5.0        | 5.0        | 5.0        | 6.5        | 5.5        | 6.0        | <b>5.3</b>            |
| <b>0300</b>           | 2.0        | 3.0        | 3.0        | 3.0        | 4.0        | 4.0        | 4.0        | <b>3.3</b>            |
| <b>0400</b>           | 2.0        | 3.0        | 3.0        | 3.0        | 4.0        | 4.0        | 4.0        | <b>3.3</b>            |
| <b>0500</b>           | 2.0        | 3.0        | 3.0        | 3.0        | 4.0        | 4.0        | 4.0        | <b>3.3</b>            |
| <b>0600</b>           | 2.0        | 3.0        | 3.0        | 3.0        | 4.0        | 4.0        | 4.0        | <b>3.3</b>            |
| <b>0700</b>           | 5.0        | 5.5        | 5.5        | 5.5        | 6.0        | 6.0        | 6.0        | <b>5.6</b>            |
| <b>0800</b>           | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | <b>4.0</b>            |
| <b>0900</b>           | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | <b>4.0</b>            |
| <b>1000</b>           | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | <b>4.0</b>            |
| <b>1100</b>           | 4.0        | 5.0        | 5.5        | 5.5        | 5.5        | 4.5        | 4.0        | <b>4.9</b>            |
| <b>1200</b>           | 4.0        | 6.0        | 7.0        | 7.0        | 7.0        | 5.0        | 4.0        | <b>5.7</b>            |
| <b>1300</b>           | 4.0        | 6.0        | 7.0        | 7.0        | 7.0        | 5.0        | 4.0        | <b>5.7</b>            |
| <b>1400</b>           | 4.0        | 6.0        | 7.0        | 7.0        | 7.0        | 5.0        | 4.0        | <b>5.7</b>            |
| <b>1500</b>           | 4.0        | 6.0        | 7.0        | 7.0        | 7.0        | 5.0        | 4.0        | <b>5.7</b>            |
| <b>1600</b>           | 6.0        | 8.0        | 9.0        | 9.5        | 8.5        | 7.0        | 6.0        | <b>7.7</b>            |
| <b>1700</b>           | 4.0        | 6.0        | 7.0        | 8.0        | 6.0        | 6.0        | 5.0        | <b>6.0</b>            |
| <b>1800</b>           | 4.0        | 6.0        | 7.0        | 8.0        | 6.0        | 5.0        | 4.0        | <b>5.7</b>            |
| <b>1900</b>           | 4.0        | 6.0        | 7.0        | 8.0        | 6.0        | 5.0        | 4.0        | <b>5.7</b>            |
| <b>2000</b>           | 4.0        | 6.0        | 7.0        | 8.0        | 6.0        | 5.0        | 4.0        | <b>5.7</b>            |
| <b>2100</b>           | 5.5        | 6.5        | 7.0        | 8.5        | 6.5        | 6.5        | 5.5        | <b>6.6</b>            |
| <b>2200</b>           | 7.0        | 7.0        | 7.0        | 9.0        | 7.0        | 8.0        | 7.0        | <b>7.4</b>            |
| <b>2300</b>           | 7.0        | 7.0        | 7.0        | 9.0        | 7.0        | 8.0        | 7.0        | <b>7.4</b>            |
| <b>Hourly Average</b> | <b>4.3</b> | <b>5.4</b> | <b>5.8</b> | <b>6.3</b> | <b>6.0</b> | <b>5.4</b> | <b>4.9</b> | <b>5.4</b>            |

The number varies from a low of 3.3 staff per hour to a high of 7.7 staff per hour, for an average deployment of 5.4 staff per hour per day. This staffing level is achieved only when fully staffed and no one is off on leave. It is unlikely that all 16 full time Public Safety Dispatchers positions will ever be filled with fully trained employees for any significant period of time, due to the attrition rate in the Dispatch Unit and the long training program for new employees.

The current staffing level in the Auburn Dispatch Unit is 6 Senior Dispatchers and 11 Dispatcher I and IIs. They are assigned to the following shifts:

- Dayshift, 0700-1700: 2 Senior Dispatchers, 4 Public Safety Dispatchers
- Swingshift, 1630-0230: 2 Senior Dispatchers, 4 Public Safety Dispatchers
- Nightshift, 2130-0730: 2 Senior Dispatchers, 2 Public Safety Dispatchers
- Nightshift Overlap, 0130-1130: 1 Public Safety Dispatcher

The table on the following page shows the deployment of the line dispatching staff (6 Seniors and 11 Public Safety Dispatchers). Seniors are included in the authorized number, as they are “working” supervisor positions.

**Current Staffing Level - Auburn**

| <b>Hour</b>           | <b>Sun</b> | <b>Mon</b> | <b>Tue</b> | <b>Wed</b> | <b>Thu</b> | <b>Fri</b> | <b>Sat</b> | <b>Hourly Average</b> |
|-----------------------|------------|------------|------------|------------|------------|------------|------------|-----------------------|
| <b>0000</b>           | 7.0        | 7.0        | 6.0        | 5.0        | 6.0        | 5.0        | 5.0        | <b>5.9</b>            |
| <b>0100</b>           | 7.0        | 7.0        | 6.5        | 5.5        | 6.5        | 5.5        | 5.0        | <b>6.1</b>            |
| <b>0200</b>           | 5.0        | 5.0        | 5.5        | 4.5        | 5.0        | 4.5        | 3.5        | <b>4.7</b>            |
| <b>0300</b>           | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 3.0        | 2.0        | <b>3.0</b>            |
| <b>0400</b>           | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 3.0        | 2.0        | <b>3.0</b>            |
| <b>0500</b>           | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 3.0        | 2.0        | <b>3.0</b>            |
| <b>0600</b>           | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 3.0        | 2.0        | <b>3.0</b>            |
| <b>0700</b>           | 5.5        | 5.5        | 5.5        | 5.0        | 5.0        | 5.0        | 5.0        | <b>5.2</b>            |
| <b>0800</b>           | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | <b>4.0</b>            |
| <b>0900</b>           | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | <b>4.0</b>            |
| <b>1000</b>           | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | 4.0        | <b>4.0</b>            |
| <b>1100</b>           | 4.0        | 4.0        | 3.5        | 3.5        | 3.5        | 3.5        | 4.0        | <b>3.7</b>            |
| <b>1200</b>           | 4.0        | 4.0        | 3.0        | 3.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>1300</b>           | 4.0        | 4.0        | 3.0        | 3.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>1400</b>           | 4.0        | 4.0        | 3.0        | 3.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>1500</b>           | 4.0        | 4.0        | 3.0        | 3.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>1600</b>           | 6.0        | 5.5        | 4.5        | 5.0        | 4.5        | 4.5        | 6.0        | <b>5.1</b>            |
| <b>1700</b>           | 4.0        | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>1800</b>           | 4.0        | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>1900</b>           | 4.0        | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>2000</b>           | 4.0        | 3.0        | 3.0        | 4.0        | 3.0        | 3.0        | 4.0        | <b>3.4</b>            |
| <b>2100</b>           | 5.5        | 4.5        | 4.0        | 5.0        | 4.0        | 4.0        | 5.5        | <b>4.6</b>            |
| <b>2200</b>           | 7.0        | 6.0        | 5.0        | 6.0        | 5.0        | 5.0        | 7.0        | <b>5.9</b>            |
| <b>2300</b>           | 7.0        | 6.0        | 5.0        | 6.0        | 5.0        | 5.0        | 7.0        | <b>5.9</b>            |
| <b>Hourly Average</b> | <b>4.6</b> | <b>4.3</b> | <b>4.1</b> | <b>4.1</b> | <b>3.9</b> | <b>3.8</b> | <b>4.2</b> | <b>4.1</b>            |

The current staffing level varies from a low of 3.0 staff per hour to a high of 6.1 staff per hour, for an average deployment of 4.1 staff per hour per day. This staffing level is achieved only when fully staffed and no one is off on leave.

**(2) Tahoe City Dispatch Center.**

The Tahoe City Dispatch Unit is authorized 8 Public Safety Dispatchers, 3 Senior Public Safety Dispatchers, and one Communications Supervisor. Currently they only have five staff: the Communications Supervisor, one Senior and three Dispatchers. As a result of the low staffing levels the Tahoe Center is closed from 2000-0800 Monday and Tuesday nights, and from Midnight – 0800 the other five nights of the week. During

these hours the Auburn Center handles the telephone calls and dispatching duties for the Tahoe City area.

The work schedule provided in the table below depicts the current deployment of the five staff – all working console positions during their shift. As in the Auburn Center, Seniors are included in the authorized number, as they are “working” supervisor positions; additionally the Communications Supervisor is included for the Tahoe City Center.

**Authorized Staffing Level - Tahoe**

| <b>Hour</b>           | <b>Sun</b> | <b>Mon</b> | <b>Tue</b> | <b>Wed</b> | <b>Thu</b> | <b>Fri</b> | <b>Sat</b> | <b>Hourly Average</b> |
|-----------------------|------------|------------|------------|------------|------------|------------|------------|-----------------------|
| <b>0000</b>           | 5          | 3          | 3          | 3          | 5          | 5          | 5          | <b>4.1</b>            |
| <b>0100</b>           | 5          | 3          | 3          | 3          | 5          | 5          | 5          | <b>4.1</b>            |
| <b>0200</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>0300</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>0400</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>0500</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>0600</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>0700</b>           | 4          | 4          | 4          | 4          | 4          | 4          | 4          | <b>4.0</b>            |
| <b>0800</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>0900</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>1000</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>1100</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>1200</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>1300</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>1400</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>1500</b>           | 2          | 2          | 2          | 2          | 2          | 2          | 2          | <b>2.0</b>            |
| <b>1600</b>           | 3          | 3          | 3          | 5          | 5          | 5          | 5          | <b>4.1</b>            |
| <b>1700</b>           | 2          | 2          | 1          | 3          | 3          | 4          | 4          | <b>2.7</b>            |
| <b>1800</b>           | 1          | 1          | 1          | 3          | 3          | 3          | 3          | <b>2.1</b>            |
| <b>1900</b>           | 1          | 1          | 1          | 3          | 3          | 3          | 3          | <b>2.1</b>            |
| <b>2000</b>           | 1          | 1          | 1          | 3          | 3          | 3          | 3          | <b>2.1</b>            |
| <b>2100</b>           | 1          | 1          | 1          | 3          | 3          | 3          | 3          | <b>2.1</b>            |
| <b>2200</b>           | 3          | 3          | 3          | 5          | 5          | 5          | 5          | <b>4.1</b>            |
| <b>2300</b>           | 3          | 3          | 3          | 5          | 5          | 5          | 5          | <b>4.1</b>            |
| <b>Hourly Average</b> | <b>2.3</b> | <b>2.1</b> | <b>2.1</b> | <b>2.8</b> | <b>2.9</b> | <b>3.0</b> | <b>3.0</b> | <b>2.6</b>            |

The number varies from a low of 2.0 staff per hour to a high of 4.1 staff per hour, for an average deployment of 2.6 staff per hour per day. This staffing level is achieved only when fully staffed and no one is off on leave.

The current staffing level in the Tahoe City Dispatch Unit of 1 Senior and 4 Dispatchers is depicted in the table below.

**Current Staffing Level - Tahoe**

| <b>Hour</b>          | <b>Sun</b> | <b>Mon</b> | <b>Tue</b> | <b>Wed</b> | <b>Thu</b> | <b>Fri</b> | <b>Sat</b> | <b>Hourly Average</b> |
|----------------------|------------|------------|------------|------------|------------|------------|------------|-----------------------|
| 0000                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0100                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0200                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0300                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0400                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0500                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0600                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0700                 | 0          | 0          | 0          | 0          | 0          | 0          | 0          | 0                     |
| 0800                 | 1          | 2          | 2          | 1          | 1          | 2          | 2          | 1.6                   |
| 0900                 | 1          | 2          | 2          | 1          | 1          | 2          | 2          | 1.6                   |
| 1000                 | 1          | 2          | 2          | 1          | 1          | 2          | 2          | 1.6                   |
| 1100                 | 1          | 2          | 2          | 1          | 1          | 2          | 2          | 1.6                   |
| 1200                 | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2.0                   |
| 1300                 | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2.0                   |
| 1400                 | 2          | 2          | 2          | 2          | 2          | 2          | 3          | 2.1                   |
| 1500                 | 2          | 2          | 2          | 2          | 3          | 3          | 3          | 2.4                   |
| 1600                 | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2.0                   |
| 1700                 | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2.0                   |
| 1800                 | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2.0                   |
| 1900                 | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2.0                   |
| 2000                 | 1          | 0          | 0          | 1          | 2          | 2          | 2          | 1.1                   |
| 2100                 | 1          | 0          | 0          | 1          | 2          | 2          | 2          | 1.1                   |
| 2200                 | 1          | 0          | 0          | 1          | 2          | 2          | 2          | 1.1                   |
| 2300                 | 1          | 0          | 0          | 1          | 2          | 2          | 2          | 1.1                   |
| <b>Daily Average</b> | <b>1.0</b> | <b>1.0</b> | <b>1.0</b> | <b>1.0</b> | <b>1.2</b> | <b>1.4</b> | <b>1.4</b> | <b>1.1</b>            |

The above table depicts the current five staff at the Tahoe City Center – equaling an average deployment of 1.1 staff per hour per day. This staffing level is achieved only when none of the five staff is off on leave.

**(3) The Dispatch Unit Has Established Minimum Staffing Levels for the Auburn Dispatching Center.**

The actual Dispatch Unit staffing levels are always lower than the authorized levels, due to vacancies, employees off on leaves and away at training. To provide sufficient staff to meet a basic service level, the Sheriff's Department has established minimum staffing levels in Auburn:

- From Midnight to 0600 hours – 3 Staff
- From 0600 – 2400 hours – 4 Staff

Whenever on duty staffing falls below the level listed above, Supervisors will schedule OT to fill the vacancy.

**2. THE DISPATCH UNIT HAS EXPERIENCED A HIGH NUMBER OF EMPLOYEE SEPARATIONS OVER THE LAST FOUR YEARS THAT HAS SIGNIFICANTLY IMPACTED STAFFING LEVELS.**

The number of employees separating from an agency in a year, and the number of leave hours taken by employees during the year, impacts the availability of staff to provide adequate staffing for the Dispatch Centers in Auburn and Tahoe City. The attrition rate for dispatchers is typically above 10% annually, but in Placer County over the last three years it has been significantly higher (23.6%). Most of the separations have been new employees that were released during the training program. The recruiting, hiring and training process for Dispatchers often takes over a year from the time a new employee is hired, until the completion of their basic training program (a target of approximately seven months). The high attrition rate and the time it takes to hire and train new employees significantly impacts the ability to staff both Dispatch Centers without requiring a significant amount of overtime.

The number of employees who have separated from employment with the Placer County Dispatch Unit is listed below. The number listed is for all separations from the Department, including retirement, taking a job at another agency, probationary releases and voluntary separation, etc.

|                            | <b>Number</b> | <b>Percentage</b> |
|----------------------------|---------------|-------------------|
| <b>2004</b>                | 8             | 21.6%             |
| <b>2005</b>                | 6             | 16.2%             |
| <b>2006</b>                | 10            | 27.0%             |
| <b>2007</b>                | 11            | 29.7%             |
| <b>2008 YTD</b>            | 11            | 29.7%             |
|                            |               |                   |
| <b>2004 - 2007 Average</b> | <b>10.7</b>   | <b>23.6%</b>      |

An average of 10.7 employees annually separated from the Dispatch Unit from 2004-2007, equaling an average attrition rate of 23.6%. In calculating the attrition rate, the project team used the authorized number of 37 Dispatcher and Senior Dispatcher positions. The reasons for the separations are listed in the following table.

| <b>Reason for Separation</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008 YTD</b> | <b>Total</b> | <b>Overall %</b> |
|------------------------------|-------------|-------------|-------------|-------------|-----------------|--------------|------------------|
| Probation Release            | 2           | 4           | 4           | 4           | 3               | <b>17</b>    | <b>37.0%</b>     |
| Job at Another Agency        | 6           | 1           | 2           | 2           | 0               | <b>11</b>    | <b>23.9%</b>     |
| Retire                       | 0           | 1           | 2           | 1           | 1               | <b>5</b>     | <b>10.9%</b>     |
| Voluntary                    | 0           | 0           | 2           | 4           | 7               | <b>13</b>    | <b>28.2%</b>     |
| <b>Total</b>                 | <b>8</b>    | <b>6</b>    | <b>10</b>   | <b>11</b>   | <b>11</b>       | <b>46</b>    | <b>100%</b>      |

The following points summarize the information presented in this table:

- A total of 46 employees separated from Placer County Dispatch since January 2005.
- 37% of these employees were released during the basic training phase of their probationary period.
- The number of probationary releases has remained relatively constant over the last five years, ranging from two to four per year.
- The number of employees leaving for another agency has dropped significantly since 2004.

- The number of employees quitting employment as a Dispatcher has increased from two in 2006 to seven in 2008. Specific reasons for these separations was not listed in the data, however, it includes people changing careers and “retiring” before eligible retirement age.

Over the last five years the Placer County Dispatch Unit has lost a significant percentage of their employees each year. This results in various negative impacts, including:

- Employees working a 12 hour shift, four days a week for most of the last 18 months.
- The need to schedule employees to work overtime to maintain minimum staffing levels.
- Constant recruiting, hiring of new staff causes a drain on the Personnel Department and Sheriff's Department staff involved in the hiring process.
- Dispatch Unit Training Officers being required to train several new employees in succession, not being able to have a break from training duties, resulting in “burnout”.

Management is aware of the high attrition rate in the Dispatch Unit and is interested in trying to make necessary changes to try and lower the number of employees separating from the organization. In the 2006 Sheriff's Department Strategic Plan, specific objectives were established to increase the number of applicants recruited by 50%, reduce the hiring process time by 50%, and reduce the voluntary separation rate by 50%. The timeline listed for the first two objectives was 2006, and the timeline for the third objected is 2006-2010.

One of the most frequently mentioned ways to improve the attrition rate is an improved training program for new employees. Improvement to the program includes proper selection of Dispatchers to provide on the job training to newly hired Dispatchers, a training guide, and a positive training environment. Currently, the Dispatch Unit has a

revised training guide in draft form that is being used by some as a general guide in the training process. However, it is not a completed document. Without an official training manual, "proper" procedures are open to interpretation, resulting in some of the veteran Dispatchers training the new dispatchers to handle a call one way, and others doing it a different way. It is very important to have an official, comprehensive training guide that provides clear policy on dispatching procedures for all employees. This will provide a common reference on training new employees, result in less confusion on the proper procedure, and is likely to positively impact the success rate of new employees.

**Recommendation: Complete the revisions and publish the training manual to standardize training and dispatching procedures (as a chapter in the forthcoming Dispatch Unit policy and procedures manual). This should be done within two months.**

**Recommendation: Establish a goal to increase the success rate of new Dispatcher trainees to 75%, measured by completion of probation (1 year from date of hire).**

**3. LEAVE HOURS USED BY DISPATCH UNIT EMPLOYEES ARE WITHIN THE NORMAL RANGE.**

In addition to the attrition of employees, the number of hours of leave used by employees also affects the staffing level. Employees are scheduled to work 2080 hours in a year but the hours actually worked are less, due to the number of leave hours taken by employees, and on-duty training hours. The project team obtained personnel leave and training hours data from staff to calculate the average number of leave hours and training hours used in CY 2007. The hours of line level staff, Dispatchers and Senior Dispatchers, who were employed for the entire year, was used to determine the average number of leave hours.

The following table summarizes the availability of staff, after deducting the average leave hours used during the year (vacation, holiday, illness, injury, family sick, compensatory time off, job, bereavement, military, and leave without pay) and in-service training hours. The basic dispatch academy training hours are not included.

| <b>Calendar Year 2007</b>                    | <b>Hours</b> |
|----------------------------------------------|--------------|
| <b>Total Paid Annual Work Hours</b>          | <b>2080</b>  |
| Average Leave Usage                          | 359          |
| Average In-Service / Special Skills Training | 12           |
| <b>Total Unavailable Hours</b>               | <b>371</b>   |
|                                              |              |
| <b>Net Work Hours</b>                        | <b>1709</b>  |
| <b>% Annual Availability</b>                 | <b>82.2%</b> |

Dispatch Unit staff averaged 359 hours of leave used during CY 2007; this is within the 300-400 hour range commonly seen by the project team. Dispatch Unit employees attended an average of 12 in-service training hours to meet departmental and POST training requirements. In total, a Placer County Dispatch Unit employee is working on the Dispatch floor approximately 1,707 straight time hours per year.

#### **4. METHODOLOGY UTILIZED TO ANALYZE THE WORKLOAD IN THE DISPATCH CENTERS.**

The analysis of the workload in the Placer County Sheriff's Department Dispatch Centers focuses on the tasks performed by the Dispatch Center staff.

There are several approaches that can be used to assess the staffing needs of a public safety communications center. These approaches include the following:

- Methods that are based on comparisons with other agencies. These methods are inconsistent because the workload, technology and service level requirements vary tremendously among agencies.
- Methods that are based on staffing a targeted number of "fixed posts" allocated on a functional basis (e.g. call taker, law enforcement radio, etc.). This methodology is unsound, as it does not tie staffing to actual workload.

- Analysis of workload based on the number of community generated calls for service.
- Analysis of workload based on the number of incoming telephone calls processed and the number of radio dispatches.

The Matrix Consulting Group used a quantitative process for assessing communications staffing needs based on actual workloads in the Dispatch Center. The data provided allowed the project team to analyze workload and required staffing based on the number of community generated calls for service.

Dispatch Center workload expressed in the number of community generated calls for service provides a straightforward and relatively simple method to determine required staffing levels. The tasks performed by a communications/dispatching center are relatively constant from one agency to another. These tasks include:

- Answering emergency, non-emergency and administrative telephone calls (wireless and land line),
- Processing community generated calls for service (a request for service from an outside source) and Officer initiated incidents,
- Radio transmissions, computer queries, related to the calls and Officer initiated incidents,
- Outbound telephone calls, and a variety of other information handling and processing.

These workload tasks could be analyzed and calculated separately, however, no agency is able to track the time spent on each of these tasks. The time to accomplish all of the above tasks is factored into the calculation of the total time required to handle a community generated call for service. These assumptions are critical because while most public safety agencies count community generated calls for service, many do not count, or are not able to count, other dispatching tasks, such as the number of

telephone calls, radio transmissions and other activities. The Matrix Consulting Group has converted the time required for all of these other tasks, including the dispatching time related to Officer initiated activity, into total minutes of workload which are expressed on a per "community generated call for service" basis.

The workload standards utilized in this study include both law enforcement calls for service and fire calls for service. The workload standards are as follows:

- For each law enforcement call for service, the equivalent of 8.9 minutes of call related and Officer-initiated activities are allocated. This includes time estimates for radio transmissions, telephone calls related to the incident, records checks and administrative tasks. The 8.9 minutes is comprised of the following elements:
  - 130 seconds (2.2 minutes) for processing a service request (citizen generated call for service) and dispatch; or transfer to a radio dispatcher. This standard incorporates the fact that multiple calls can be generated by the same incident, and that administrative / business calls are handled by staff in the communications center.
  - 327 seconds (5.4 minutes) of total radio transmission related activity, calculated on a "per call for service" basis. This time represents all workloads related to calls for service; Officer initiated activity and administrative transmissions.
  - 77 seconds (1.3 minutes) for other tasks associated with the dispatch center – administrative, computerized records/warrants checks, updating the call record, performing related service requests and other activities.
- For each fire, emergency medical and service related incident, the equivalent of 8.2 minutes are allocated. This includes time estimates of radio, telephone and administrative tasks. The 8.2 minutes is comprised off the following elements:
  - 120 seconds (2.0 minutes) are allocated to process service requests, dispatch, or transfer the call to a dispatcher. This standard incorporates the fact that multiple calls can be generated by the same incident, and that administrative / business calls are handled by staff in the communications center.
  - 372 (6.2 minutes) seconds are allocated to radio transmission; this is also expressed on a "per call for service" basis.

- These time standards are then applied against known or estimated law enforcement and fire calls for service to calculate the total minutes of dispatch workload. Call for service counts are distributed on a time of day basis and multiplied by the time standards described above (i.e., 8.9 minutes per call for a law enforcement call for service and 8.2 minutes per fire/rescue call for service). This calculation yields the total average dispatch center workload on a time of day and day of week basis.

To understand workload variations, calls and dispatch center workloads are calculated on a per hour basis. Finally, an allowance needs to be made regarding the proportion of time desirable to have a dispatcher actually involved in call handling and/or radio transmissions. There are several reasons why direct task allocation should not be 100%, including the following:

- Dispatch centers that have high utilization levels tend to "burn-out" staff and have high levels of sick leave usage and employee turnover.
- Dispatch centers that have high utilization levels experience "queuing" problems in which responses to incoming calls and transmissions are delayed because of the number of calls and units handled.
- Quality begins to suffer because dispatchers are not able to accurately track field units and cut calls and radio transmissions short. This impacts service to field units and the public.

Therefore, the project team uses a task-loading factor of 30 minutes of actual call/radio activity per dispatch employee per hour (50% utilization target). The basis of this assumption is that one-half of every working hour should be used for direct communications tasks (i.e. telephone calls, CAD case entries, radio dispatches, computer related queries). Remaining minutes per hour can be dedicated to administrative, follow-up tasks or other duties. This 30 minute factor is divided into the hourly workload in the Dispatch Center.

There were 47,447 law enforcement related community generated calls for service and 11,319 fire/EMS calls for service handled by both the Auburn Dispatching

Center and the Tahoe City Dispatching Center from 7/1/07-6/30/08. In the following sections, the project team presents the calculations for the Law Enforcement related and Fire/EMS related workloads for each of the Dispatching Centers, based on the number of calls handled.

**5. PLACER COUNTY DISPATCH CENTER WORKLOAD – LAW ENFORCEMENT.**

The project team obtained call for service workload data from the CAD system for the 12 month period July 1, 2007 – June 30, 2008. The call for service data included the CAD event number, date/time of initial call, location of the call, time incident entered into CAD, time unit was dispatched, primary unit dispatched, and type of call.

**(1) Law Enforcement Related Workload in the Auburn Dispatch Center and Tahoe City Dispatch Center.**

The project team calculated the separate workload for Auburn Dispatch Center (39,432 calls), Tahoe City Dispatch Center (8,015 calls) and the combined workload – a total of 47,447 community generated calls for service. The following table shows the number of calls for service by time of day and day of week and the breakdown of the law enforcement related calls for service in the Auburn service area and the Tahoe City service area.

The following table shows the number of calls for service (CFS) by time of day and day of week for all areas of Placer County.

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**All Law Enforcement Calls for Service – July 2007 – June 2008**

| <b>Hour</b>    | <b>Sun</b>   | <b>Mon</b>   | <b>Tue</b>   | <b>Wed</b>   | <b>Thu</b>   | <b>Fri</b>   | <b>Sat</b>   | <b>Total</b>  | <b>Hourly Average</b> |
|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|-----------------------|
| <b>0000</b>    | 272          | 174          | 167          | 159          | 163          | 178          | 242          | <b>1,355</b>  | 194                   |
| <b>0100</b>    | 206          | 124          | 136          | 106          | 126          | 122          | 205          | <b>1,025</b>  | 146                   |
| <b>0200</b>    | 200          | 93           | 98           | 96           | 101          | 97           | 168          | <b>853</b>    | 122                   |
| <b>0300</b>    | 123          | 78           | 95           | 82           | 95           | 91           | 126          | <b>690</b>    | 99                    |
| <b>0400</b>    | 108          | 86           | 88           | 69           | 69           | 73           | 95           | <b>588</b>    | 84                    |
| <b>0500</b>    | 107          | 102          | 91           | 74           | 79           | 85           | 89           | <b>627</b>    | 90                    |
| <b>0600</b>    | 108          | 131          | 146          | 127          | 140          | 142          | 100          | <b>894</b>    | 128                   |
| <b>0700</b>    | 167          | 231          | 214          | 234          | 230          | 247          | 185          | <b>1,508</b>  | 215                   |
| <b>0800</b>    | 249          | 315          | 336          | 301          | 290          | 366          | 277          | <b>2,134</b>  | 305                   |
| <b>0900</b>    | 263          | 348          | 348          | 338          | 354          | 334          | 348          | <b>2,333</b>  | 333                   |
| <b>1000</b>    | 324          | 405          | 348          | 407          | 397          | 390          | 378          | <b>2,649</b>  | 378                   |
| <b>1100</b>    | 348          | 421          | 373          | 430          | 340          | 402          | 410          | <b>2,724</b>  | 389                   |
| <b>1200</b>    | 344          | 422          | 353          | 435          | 372          | 421          | 346          | <b>2,693</b>  | 385                   |
| <b>1300</b>    | 345          | 404          | 385          | 390          | 376          | 439          | 398          | <b>2,737</b>  | 391                   |
| <b>1400</b>    | 325          | 415          | 344          | 368          | 386          | 446          | 375          | <b>2,659</b>  | 380                   |
| <b>1500</b>    | 341          | 412          | 430          | 411          | 392          | 467          | 357          | <b>2,810</b>  | 401                   |
| <b>1600</b>    | 348          | 441          | 419          | 431          | 429          | 477          | 395          | <b>2,940</b>  | 420                   |
| <b>1700</b>    | 386          | 411          | 391          | 452          | 451          | 457          | 420          | <b>2,968</b>  | 424                   |
| <b>1800</b>    | 350          | 406          | 355          | 363          | 378          | 397          | 380          | <b>2,629</b>  | 376                   |
| <b>1900</b>    | 338          | 340          | 315          | 328          | 319          | 365          | 345          | <b>2,350</b>  | 336                   |
| <b>2000</b>    | 323          | 338          | 334          | 308          | 305          | 348          | 324          | <b>2,280</b>  | 326                   |
| <b>2100</b>    | 294          | 301          | 296          | 314          | 293          | 339          | 345          | <b>2,182</b>  | 312                   |
| <b>2200</b>    | 289          | 262          | 259          | 243          | 259          | 370          | 380          | <b>2,062</b>  | 295                   |
| <b>2300</b>    | 218          | 227          | 220          | 191          | 226          | 303          | 372          | <b>1,757</b>  | 251                   |
| <b>Total</b>   | <b>6,376</b> | <b>6,887</b> | <b>6,541</b> | <b>6,657</b> | <b>6,570</b> | <b>7,356</b> | <b>7,060</b> | <b>47,447</b> |                       |
| <b>Ave/day</b> | 123          | 132          | 126          | 128          | 126          | 141          | 136          | 130           |                       |

The Placer County Sheriff's Office Dispatch Unit handled 47,447 calls for service in FY 2007-08, approximately 130 per day. This total does not include events that were created for system tests.

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**Auburn Service Area Law Enforcement Calls for Service – 7/07-6/08**

| <b>Hour</b>     | <b>Sun</b>   | <b>Mon</b>   | <b>Tue</b>   | <b>Wed</b>   | <b>Thu</b>   | <b>Fri</b>   | <b>Sat</b>   | <b>Total</b>  | <b>Avg. / Hour</b> |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------------|
| <b>0000</b>     | 209          | 143          | 131          | 125          | 135          | 142          | 204          | <b>1,089</b>  | 3.0                |
| <b>0100</b>     | 161          | 100          | 103          | 81           | 93           | 106          | 170          | <b>814</b>    | 2.2                |
| <b>0200</b>     | 157          | 74           | 84           | 75           | 77           | 74           | 147          | <b>688</b>    | 1.9                |
| <b>0300</b>     | 92           | 68           | 86           | 64           | 82           | 73           | 99           | <b>564</b>    | 1.5                |
| <b>0400</b>     | 91           | 77           | 64           | 57           | 60           | 65           | 83           | <b>497</b>    | 1.4                |
| <b>0500</b>     | 88           | 89           | 80           | 63           | 68           | 73           | 83           | <b>544</b>    | 1.5                |
| <b>0600</b>     | 90           | 111          | 128          | 109          | 123          | 118          | 80           | <b>759</b>    | 2.1                |
| <b>0700</b>     | 142          | 198          | 185          | 193          | 198          | 207          | 152          | <b>1,275</b>  | 3.5                |
| <b>0800</b>     | 206          | 253          | 278          | 244          | 231          | 310          | 237          | <b>1,759</b>  | 4.8                |
| <b>0900</b>     | 217          | 285          | 292          | 274          | 297          | 277          | 305          | <b>1,947</b>  | 5.3                |
| <b>1000</b>     | 276          | 335          | 282          | 342          | 326          | 312          | 329          | <b>2,202</b>  | 6.0                |
| <b>1100</b>     | 300          | 355          | 314          | 372          | 266          | 344          | 341          | <b>2,292</b>  | 6.3                |
| <b>1200</b>     | 282          | 359          | 300          | 365          | 306          | 353          | 287          | <b>2,252</b>  | 6.2                |
| <b>1300</b>     | 288          | 334          | 323          | 312          | 309          | 370          | 347          | <b>2,283</b>  | 6.3                |
| <b>1400</b>     | 268          | 330          | 289          | 303          | 333          | 361          | 312          | <b>2,196</b>  | 6.0                |
| <b>1500</b>     | 283          | 347          | 369          | 341          | 341          | 391          | 282          | <b>2,354</b>  | 6.4                |
| <b>1600</b>     | 284          | 377          | 352          | 343          | 355          | 379          | 321          | <b>2,411</b>  | 6.6                |
| <b>1700</b>     | 318          | 346          | 330          | 384          | 377          | 384          | 332          | <b>2,471</b>  | 6.8                |
| <b>1800</b>     | 304          | 330          | 300          | 305          | 324          | 339          | 309          | <b>2,211</b>  | 6.1                |
| <b>1900</b>     | 298          | 303          | 278          | 278          | 253          | 307          | 291          | <b>2,008</b>  | 5.5                |
| <b>2000</b>     | 261          | 285          | 276          | 255          | 266          | 295          | 261          | <b>1,899</b>  | 5.2                |
| <b>2100</b>     | 243          | 249          | 251          | 255          | 249          | 289          | 269          | <b>1,805</b>  | 4.9                |
| <b>2200</b>     | 234          | 216          | 207          | 210          | 226          | 297          | 302          | <b>1,692</b>  | 4.6                |
| <b>2300</b>     | 179          | 173          | 187          | 158          | 182          | 242          | 299          | <b>1,420</b>  | 3.9                |
| <b>Total</b>    | <b>5,271</b> | <b>5,737</b> | <b>5,489</b> | <b>5,508</b> | <b>5,477</b> | <b>6,108</b> | <b>5,842</b> | <b>39,432</b> |                    |
| <b>Avg/hour</b> | <b>4.2</b>   | <b>4.6</b>   | <b>4.4</b>   | <b>4.4</b>   | <b>4.4</b>   | <b>4.9</b>   | <b>4.7</b>   |               | <b>4.5</b>         |

The Auburn Dispatch Center handled 39,432 community generated calls for service, or 83%, of the total calls for service workload. The average number of calls per hour ranged from 1.4 calls/hour during the early morning, to 6.8 calls per hour during the late afternoon. This does not include the calls that were handled by the Auburn Dispatch Center for the Tahoe Dispatch Center, during the hours that they were closed.

The following table shows the law enforcement related calls only in the Tahoe City service area.

**PLACER COUNTY, CALIFORNIA**  
**Final Report on the Sheriff's Department Dispatch Unit**

**Tahoe City Service Area Law Enforcement Calls for Service – 7/07-6/08**

| <b>Hour</b>     | <b>Sun</b>   | <b>Mon</b>   | <b>Tue</b>   | <b>Wed</b>   | <b>Thu</b>   | <b>Fri</b>   | <b>Sat</b>   | <b>Total</b> | <b>Avg. / Hour</b> |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------|
| <b>0000</b>     | 63           | 31           | 36           | 34           | 28           | 36           | 38           | <b>266</b>   | 0.7                |
| <b>0100</b>     | 45           | 24           | 33           | 25           | 33           | 16           | 35           | <b>211</b>   | 0.6                |
| <b>0200</b>     | 43           | 19           | 14           | 21           | 24           | 23           | 21           | <b>165</b>   | 0.5                |
| <b>0300</b>     | 31           | 10           | 9            | 18           | 13           | 18           | 27           | <b>126</b>   | 0.3                |
| <b>0400</b>     | 17           | 9            | 24           | 12           | 9            | 8            | 12           | <b>91</b>    | 0.2                |
| <b>0500</b>     | 19           | 13           | 11           | 11           | 11           | 12           | 6            | <b>83</b>    | 0.2                |
| <b>0600</b>     | 18           | 20           | 18           | 18           | 17           | 24           | 20           | <b>135</b>   | 0.4                |
| <b>0700</b>     | 25           | 33           | 29           | 41           | 32           | 40           | 33           | <b>233</b>   | 0.6                |
| <b>0800</b>     | 43           | 62           | 58           | 57           | 59           | 56           | 40           | <b>375</b>   | 1.0                |
| <b>0900</b>     | 46           | 63           | 56           | 64           | 57           | 57           | 43           | <b>386</b>   | 1.1                |
| <b>1000</b>     | 48           | 70           | 66           | 65           | 71           | 78           | 49           | <b>447</b>   | 1.2                |
| <b>1100</b>     | 48           | 66           | 59           | 58           | 74           | 58           | 69           | <b>432</b>   | 1.2                |
| <b>1200</b>     | 62           | 63           | 53           | 70           | 66           | 68           | 59           | <b>441</b>   | 1.2                |
| <b>1300</b>     | 57           | 70           | 62           | 78           | 67           | 69           | 51           | <b>454</b>   | 1.2                |
| <b>1400</b>     | 57           | 85           | 55           | 65           | 53           | 85           | 63           | <b>463</b>   | 1.3                |
| <b>1500</b>     | 58           | 65           | 61           | 70           | 51           | 76           | 75           | <b>456</b>   | 1.2                |
| <b>1600</b>     | 64           | 64           | 67           | 88           | 74           | 98           | 74           | <b>529</b>   | 1.4                |
| <b>1700</b>     | 68           | 65           | 61           | 68           | 74           | 73           | 88           | <b>497</b>   | 1.4                |
| <b>1800</b>     | 46           | 76           | 55           | 58           | 54           | 58           | 71           | <b>418</b>   | 1.1                |
| <b>1900</b>     | 40           | 37           | 37           | 50           | 66           | 58           | 54           | <b>342</b>   | 0.9                |
| <b>2000</b>     | 62           | 53           | 58           | 53           | 39           | 53           | 63           | <b>381</b>   | 1.0                |
| <b>2100</b>     | 51           | 52           | 45           | 59           | 44           | 50           | 76           | <b>377</b>   | 1.0                |
| <b>2200</b>     | 55           | 46           | 52           | 33           | 33           | 73           | 78           | <b>370</b>   | 1.0                |
| <b>2300</b>     | 39           | 54           | 33           | 33           | 44           | 61           | 73           | <b>337</b>   | 0.9                |
| <b>Total</b>    | <b>1,105</b> | <b>1,150</b> | <b>1,052</b> | <b>1,149</b> | <b>1,093</b> | <b>1,248</b> | <b>1,218</b> | <b>8,015</b> |                    |
| <b>Avg/hour</b> | <b>0.9</b>   | <b>0.9</b>   | <b>0.8</b>   | <b>0.9</b>   | <b>0.9</b>   | <b>1.0</b>   | <b>1.0</b>   |              | <b>0.9</b>         |

The Tahoe City Dispatch Center handled 8,015 community generated calls for service, or 17%, of the total calls for service workload. The average number of calls per hour ranged from 0.2 calls/hour during the early morning, to 1.4 calls per hour during the late afternoon. This table includes the calls that were handled by the Auburn Dispatch Center for the Tahoe City Dispatch Center, during the hours that Tahoe City was closed.

**(2) Call Process Times for Law Enforcement Calls for Service.**

The project team calculated the call processing handling times, using the time stamps in the CAD data, for each type of call priority, and for each of the Dispatch Units.

The call priority types are defined as follows:

- Priority 1: “in progress” or “just occurred” calls with imminent threat to life (e.g. robbery or kidnapping in progress).
- Priority 2: “in progress” incident with a threat to property only, or “just occurred” with a suspect possibly still in the area (e.g. burglary, verbal argument).
- Priority 3: incidents occurring within the last 30 minutes, suspect is not believed to be in the area (e.g. vandalism, audible burglary alarm, fraud).
- Priority 4 and 5: cold reports/incidents or service related calls (e.g. loud noise or party, vandalism).
- Priority 6-9: unit status information or informational radio broadcasts (not an actual call for service).

The definition of these time stamps are:

- “Create time” is the time that the CAD case is called up by the call taker.
- “Enter time” is the time when the call taker sends the CAD case to a dispatcher to have a field unit assigned to the call.
- “Dispatch time” is the time when a field unit is sent to the call.

The table below shows the call process times for the Auburn Dispatch Center.

| <b>Call Priority Type</b> | <b># of Calls</b> | <b>Create to Enter</b> | <b>Enter to Dispatch</b> | <b>Total (Create to Dispatch)</b> |
|---------------------------|-------------------|------------------------|--------------------------|-----------------------------------|
| 1                         | 1,341             | 1.2                    | 1.8                      | 2.8                               |
| 2                         | 9,827             | 1.6                    | 2.8                      | 4.4                               |
| 3                         | 13,618            | 2.0                    | 9.7                      | 11.6                              |
| 4                         | 7,249             | 2.8                    | 19.6                     | 22.3                              |
| 5                         | 3,656             | 2.5                    | 27.9                     | 30.4                              |
| 6                         | 23                | 3.3                    | 46.6                     | 48.6                              |
| 7                         | 817               | 2.1                    | 27.1                     | 28.5                              |
| 8                         | 1,692             | 2.8                    | 59.4                     | 62.2                              |
| 9                         | 1,209             | 2.5                    | 39.2                     | 41.9                              |
| <b>All Calls</b>          | <b>39,432</b>     | <b>2.1</b>             | <b>12.8</b>              | <b>14.9</b>                       |

The following table shows the call process times for the Tahoe City Dispatch Center.

| Call Priority Type | # of Calls   | Create to Enter | Enter to Dispatch | Total (Create to Dispatch) |
|--------------------|--------------|-----------------|-------------------|----------------------------|
| 1                  | 209          | 1.1             | 1.5               | 2.6                        |
| 2                  | 1,756        | 1.6             | 6.3               | 7.9                        |
| 3                  | 2,815        | 1.8             | 15.0              | 16.8                       |
| 4                  | 1,349        | 2.7             | 29.1              | 31.9                       |
| 5                  | 1,046        | 2.7             | 64.2              | 67.0                       |
| 6                  | 16           | 1.8             | 4.9               | 6.6                        |
| 7                  | 16           | 2.2             | 19.1              | 20.4                       |
| 8                  | 708          | 2.2             | 38.1              | 40.2                       |
| 9                  | 100          | 1.6             | 79.6              | 82.1                       |
| <b>All Calls</b>   | <b>8,015</b> | <b>2.0</b>      | <b>22.8</b>       | <b>24.8</b>                |

The overall average time from “create” to “enter” for all priority types of 2.0 and 2.1 minutes is reasonable. However, the average “create to enter” time of 1.1 and 1.2 minutes for Priority 1 (emergency) calls should be near 30 seconds. The “enter to dispatch” time is not controlled by Dispatchers and depends on a unit being available.

**(3) Staffing Requirements for the Law Enforcement Related Workload.**

Based on this number of community generated calls for service and an estimated time requirement of 8.9 minutes per law enforcement call, and a 50% employee utilization factor, the following table shows the staffing that was needed in the Auburn Dispatch Center to handle the average hourly workload.

**Staffing Required to Handle the Law Enforcement Call for Service Workload – Auburn 7/07-6/08**

| <b>Hour</b>    | <b>CFS</b>    | <b>Minutes</b> | <b>Average CFS / Hour</b> | <b>Average Minutes / Hour</b> | <b>Staffing Needed @ 50%</b> |
|----------------|---------------|----------------|---------------------------|-------------------------------|------------------------------|
| 0000           | 1,089         | 9,692          | 3.0                       | 26.6                          | 0.9                          |
| 0100           | 814           | 7,245          | 2.2                       | 19.8                          | 0.7                          |
| 0200           | 688           | 6,123          | 1.9                       | 16.8                          | 0.6                          |
| 0300           | 564           | 5,020          | 1.5                       | 13.8                          | 0.5                          |
| 0400           | 497           | 4,423          | 1.4                       | 12.1                          | 0.4                          |
| 0500           | 544           | 4,842          | 1.5                       | 13.3                          | 0.4                          |
| 0600           | 759           | 6,755          | 2.1                       | 18.5                          | 0.6                          |
| 0700           | 1,275         | 11,348         | 3.5                       | 31.1                          | 1.0                          |
| 0800           | 1,759         | 15,655         | 4.8                       | 42.9                          | 1.4                          |
| 0900           | 1,947         | 17,328         | 5.3                       | 47.5                          | 1.6                          |
| 1000           | 2,202         | 19,598         | 6.0                       | 53.7                          | 1.8                          |
| 1100           | 2,292         | 20,399         | 6.3                       | 55.9                          | 1.9                          |
| 1200           | 2,252         | 20,043         | 6.2                       | 54.9                          | 1.8                          |
| 1300           | 2,283         | 20,319         | 6.3                       | 55.7                          | 1.9                          |
| 1400           | 2,196         | 19,544         | 6.0                       | 53.5                          | 1.8                          |
| 1500           | 2,354         | 20,951         | 6.4                       | 57.4                          | 1.9                          |
| 1600           | 2,411         | 21,458         | 6.6                       | 58.8                          | 2.0                          |
| 1700           | 2,471         | 21,992         | 6.8                       | 60.3                          | 2.0                          |
| 1800           | 2,211         | 19,678         | 6.1                       | 53.9                          | 1.8                          |
| 1900           | 2,008         | 17,871         | 5.5                       | 49.0                          | 1.6                          |
| 2000           | 1,899         | 16,901         | 5.2                       | 46.3                          | 1.5                          |
| 2100           | 1,805         | 16,065         | 4.9                       | 44.0                          | 1.5                          |
| 2200           | 1,692         | 15,059         | 4.6                       | 41.3                          | 1.4                          |
| 2300           | 1,420         | 12,638         | 3.9                       | 34.6                          | 1.2                          |
| <b>Total</b>   | <b>39,432</b> |                |                           |                               |                              |
| <b>Average</b> |               | <b>14,623</b>  | <b>4.50</b>               | <b>40.06</b>                  | <b>1.34</b>                  |

As shown above, an average of 0.4 to 2.0 Dispatch Unit staff was required to handle the average workloads for FY 2007-08. The following points summarize:

- The Dispatch Center handled 39,432 community generated calls for service in FY 2007-08. Workload ranged from a low of about 12 minutes per hour during the early morning hours, to a high of 60 minutes per hour in the late afternoon.
- Average workload per hour is approximately 40 minutes.
- The workload requires an hourly average of about 2 Public Safety Dispatchers.

The following table shows the staffing that was needed in the Tahoe City Dispatch Center to handle the average hourly workload in FY 2007-08.

**Staffing Required to Handle the Law Enforcement Call for Service Workload – Tahoe City 7/07-6/08**

| <b>Hour</b>    | <b>CFS</b>   | <b>Minutes</b> | <b>Average CFS / Hour</b> | <b>Average Minutes / Hour</b> | <b>Staffing Needed @ 50%</b> |
|----------------|--------------|----------------|---------------------------|-------------------------------|------------------------------|
| 0000           | 266          | 2,367          | 0.7                       | 6.5                           | 0.2                          |
| 0100           | 211          | 1,878          | 0.6                       | 5.1                           | 0.2                          |
| 0200           | 165          | 1,469          | 0.5                       | 4.0                           | 0.1                          |
| 0300           | 126          | 1,121          | 0.3                       | 3.1                           | 0.1                          |
| 0400           | 91           | 810            | 0.2                       | 2.2                           | 0.1                          |
| 0500           | 83           | 739            | 0.2                       | 2.0                           | 0.1                          |
| 0600           | 135          | 1,202          | 0.4                       | 3.3                           | 0.1                          |
| 0700           | 233          | 2,074          | 0.6                       | 5.7                           | 0.2                          |
| 0800           | 375          | 3,338          | 1.0                       | 9.1                           | 0.3                          |
| 0900           | 386          | 3,435          | 1.1                       | 9.4                           | 0.3                          |
| 1000           | 447          | 3,978          | 1.2                       | 10.9                          | 0.4                          |
| 1100           | 432          | 3,845          | 1.2                       | 10.5                          | 0.4                          |
| 1200           | 441          | 3,925          | 1.2                       | 10.8                          | 0.4                          |
| 1300           | 454          | 4,041          | 1.2                       | 11.1                          | 0.4                          |
| 1400           | 463          | 4,121          | 1.3                       | 11.3                          | 0.4                          |
| 1500           | 456          | 4,058          | 1.2                       | 11.1                          | 0.4                          |
| 1600           | 529          | 4,708          | 1.4                       | 12.9                          | 0.4                          |
| 1700           | 497          | 4,423          | 1.4                       | 12.1                          | 0.4                          |
| 1800           | 418          | 3,720          | 1.1                       | 10.2                          | 0.3                          |
| 1900           | 342          | 3,044          | 0.9                       | 8.3                           | 0.3                          |
| 2000           | 381          | 3,391          | 1.0                       | 9.3                           | 0.3                          |
| 2100           | 377          | 3,355          | 1.0                       | 9.2                           | 0.3                          |
| 2200           | 370          | 3,293          | 1.0                       | 9.0                           | 0.3                          |
| 2300           | 337          | 2,999          | 0.9                       | 8.2                           | 0.3                          |
| <b>Total</b>   | <b>8,015</b> |                |                           |                               |                              |
| <b>Average</b> |              | <b>2,972</b>   | <b>0.91</b>               | <b>8.14</b>                   | <b>0.27</b>                  |

An average of .1 to .4 Dispatch Unit staff per hour was required to handle the total average hourly workload. The following points are taken from the table above:

- The Dispatch Center handled 8,015 community generated calls for service in FY 2007-08. The workload ranges from a low of approximately 2 minutes per hour during the early morning hours, to a high of 13 minutes per hour in the late afternoon.
- Average workload per hour is approximately 8 minutes.
- The workload level requires an hourly average of 1 Public Safety Dispatcher (round up from the average of .27).

The next section evaluates the fire/EMS call for service workload and staffing.

**6. PLACER COUNTY DISPATCH CENTER WORKLOAD - FIRE SERVICES.**

The table below lists the calls for service dispatched by Placer County for the fire services agencies served. The CAD record documented a total of 11,319 fire incidents in FY 2007-08 that were handled by the Placer County Dispatch Unit.

**(1) Placer County Dispatch Centers Provide Dispatching Services for Nine Fire Agencies and Also Handle 9-1-1 Calls for Other Jurisdictions.**

The Auburn Dispatch Center dispatches for six different fire agencies and the Tahoe City Center dispatches for three separate agencies (at least two of the three agencies will be contracting with CalFire for dispatching services in the near future; the third agency is in El Dorado County). The following table shows the number of fire calls for each fire agency in Placer County.

| <b>Agency</b>                     | <b>Calls Dispatched</b> | <b>Percentage</b> |
|-----------------------------------|-------------------------|-------------------|
| CalFire (formerly CDF)            | 2,302                   | 20.3%             |
| Placer Consolidated (now CalFire) | 1,910                   | 16.7%             |
| <b>North Tahoe FPD</b>            | <b>1,658</b>            | <b>14.6%</b>      |
| <b>South Placer FD</b>            | <b>1,622</b>            | <b>14.3%</b>      |
| <b>Placer Hills FPD</b>           | <b>816</b>              | <b>7.2%</b>       |
| <b>Loomis FPD</b>                 | <b>807</b>              | <b>7.1%</b>       |
| <b>Foresthill FPD</b>             | <b>649</b>              | <b>5.7%</b>       |
| <b>Newcastle FPD</b>              | <b>509</b>              | <b>4.5%</b>       |
| <b>Squaw Valley FD</b>            | <b>385</b>              | <b>3.4%</b>       |
| <b>Penryn FPD</b>                 | <b>292</b>              | <b>2.6%</b>       |
| <b>Meeks Bay FPD</b>              | <b>147</b>              | <b>1.3%</b>       |
| Alpine Meadows                    | 111                     | 1.0%              |
| Tahoe Area Mutual Aid             | 76                      | 0.7%              |
| Rocklin FD                        | 11                      | 0.1%              |
| Colfax FPD (now CalFire)          | 19                      | 0.2%              |
| Lincoln FD                        | 9                       | 0.1%              |
| Auburn FD                         | 8                       | 0.1%              |
| US Forest Service                 | 6                       | 0.1%              |
| Truckee FD                        | 1                       | 0.0%              |
| <b>Total</b>                      | <b>11,319</b>           | <b>100%</b>       |

The agencies and calls in bold are those that a Placer County Dispatch Center has responsibility to provide call handling and dispatching services. The workload for

these agencies totals 6,885 calls for the year (7/1/07 – 6/30/08). Most of the calls listed for the other agencies were telephone calls received at a Placer County Dispatch Center and subsequently transferred to that agency (as the reported incident was in that jurisdiction):

- Calls received by Placer County Dispatch Center and transferred to the appropriate jurisdiction,
- Calls for service that were actually received, handled and dispatched by Placer County Sheriff's Department Dispatch Center (either Auburn or Tahoe City),
- CAD events handled by other fire service providers in Placer County (about 300 events) that show up in the Sheriff's Department CAD system only because the system is shared with other jurisdictions in Placer County.

Of the total number of 11,319 fire related incidents, a significant portion of the incoming 9-1-1 calls received by the Placer County Dispatch Center (4,434, or 39%) were in a jurisdiction dispatched by another agency. In these cases, a Placer County Dispatcher created a CAD event, but would "close" the event after the call was transferred to the appropriate agency (e.g. CalFire). The calls still require a Placer County Dispatcher, but less time than required.

**(2) Fire and EMS Related Workload in the Auburn and Tahoe Dispatch Centers.**

The tables on the following pages show the breakdown of the 11,319 fire and EMS related calls for service in the Auburn service area (8,935 calls) and the Tahoe City service area (2,384 calls).

**PLACER COUNTY, CALIFORNIA**  
**Final Report on the Sheriff's Department Dispatch Unit**

**All Placer County Fire Calls for Service July 2007 – June 2008**

| <b>Hour</b>    | <b>Sun</b>  | <b>Mon</b>  | <b>Tue</b>  | <b>Wed</b>  | <b>Thu</b>  | <b>Fri</b>  | <b>Sat</b>  | <b>Total</b>  | <b>Hourly Average</b> |
|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|-----------------------|
| 0000           | 56          | 37          | 28          | 41          | 44          | 33          | 33          | 272           | 39                    |
| 0100           | 41          | 42          | 24          | 21          | 20          | 22          | 35          | 205           | 29                    |
| 0200           | 41          | 27          | 38          | 19          | 19          | 21          | 31          | 196           | 28                    |
| 0300           | 35          | 22          | 15          | 19          | 33          | 24          | 30          | 178           | 25                    |
| 0400           | 29          | 29          | 24          | 19          | 21          | 11          | 26          | 159           | 23                    |
| 0500           | 26          | 34          | 21          | 17          | 22          | 21          | 20          | 161           | 23                    |
| 0600           | 34          | 37          | 36          | 32          | 38          | 38          | 38          | 253           | 36                    |
| 0700           | 30          | 55          | 42          | 49          | 51          | 68          | 41          | 336           | 48                    |
| 0800           | 68          | 63          | 61          | 68          | 67          | 86          | 65          | 478           | 68                    |
| 0900           | 50          | 91          | 75          | 79          | 89          | 99          | 82          | 565           | 81                    |
| 1000           | 110         | 87          | 84          | 105         | 90          | 82          | 103         | 661           | 94                    |
| 1100           | 114         | 110         | 115         | 62          | 102         | 99          | 113         | 715           | 102                   |
| 1200           | 114         | 114         | 102         | 92          | 85          | 125         | 85          | 717           | 102                   |
| 1300           | 132         | 103         | 107         | 87          | 109         | 139         | 110         | 787           | 112                   |
| 1400           | 103         | 103         | 78          | 97          | 102         | 111         | 95          | 689           | 98                    |
| 1500           | 98          | 97          | 100         | 85          | 84          | 119         | 112         | 695           | 99                    |
| 1600           | 83          | 90          | 110         | 106         | 86          | 108         | 103         | 686           | 98                    |
| 1700           | 92          | 91          | 83          | 89          | 89          | 101         | 92          | 637           | 91                    |
| 1800           | 90          | 95          | 87          | 81          | 78          | 92          | 94          | 617           | 88                    |
| 1900           | 80          | 82          | 69          | 86          | 66          | 83          | 92          | 558           | 80                    |
| 2000           | 85          | 73          | 72          | 78          | 65          | 92          | 93          | 558           | 80                    |
| 2100           | 53          | 51          | 80          | 59          | 56          | 67          | 84          | 450           | 64                    |
| 2200           | 54          | 48          | 42          | 63          | 40          | 85          | 70          | 402           | 57                    |
| 2300           | 53          | 45          | 45          | 35          | 45          | 59          | 62          | 344           | 49                    |
| <b>Total</b>   | <b>1671</b> | <b>1626</b> | <b>1538</b> | <b>1489</b> | <b>1501</b> | <b>1785</b> | <b>1709</b> | <b>11,319</b> |                       |
| <b>Ave/day</b> | <b>32</b>   | <b>31</b>   | <b>30</b>   | <b>29</b>   | <b>29</b>   | <b>34</b>   | <b>33</b>   | <b>31</b>     |                       |

The following tables show the breakdown of the calls handled by the two Dispatch Centers.

**Auburn Service Area Fire Calls for Service – 7/07-6/08**

| <b>Hour</b>     | <b>Sun</b>   | <b>Mon</b>   | <b>Tue</b>   | <b>Wed</b>   | <b>Thu</b>   | <b>Fri</b>   | <b>Sat</b>   | <b>Total</b> | <b>Avg. / Hour</b> |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------|
| <b>0000</b>     | 48           | 31           | 19           | 34           | 38           | 24           | 31           | <b>225</b>   | 0.6                |
| <b>0100</b>     | 31           | 38           | 17           | 15           | 17           | 19           | 29           | <b>166</b>   | 0.5                |
| <b>0200</b>     | 36           | 25           | 28           | 10           | 15           | 17           | 26           | <b>157</b>   | 0.4                |
| <b>0300</b>     | 29           | 21           | 14           | 15           | 26           | 23           | 24           | <b>152</b>   | 0.4                |
| <b>0400</b>     | 23           | 26           | 19           | 14           | 15           | 10           | 21           | <b>128</b>   | 0.4                |
| <b>0500</b>     | 23           | 31           | 13           | 17           | 21           | 15           | 18           | <b>138</b>   | 0.4                |
| <b>0600</b>     | 29           | 35           | 35           | 27           | 32           | 31           | 31           | <b>220</b>   | 0.6                |
| <b>0700</b>     | 26           | 43           | 36           | 41           | 42           | 59           | 34           | <b>281</b>   | 0.8                |
| <b>0800</b>     | 52           | 56           | 52           | 54           | 53           | 70           | 54           | <b>391</b>   | 1.1                |
| <b>0900</b>     | 34           | 71           | 56           | 65           | 72           | 79           | 65           | <b>442</b>   | 1.2                |
| <b>1000</b>     | 86           | 69           | 63           | 89           | 70           | 63           | 80           | <b>520</b>   | 1.4                |
| <b>1100</b>     | 85           | 84           | 89           | 51           | 72           | 78           | 84           | <b>543</b>   | 1.5                |
| <b>1200</b>     | 90           | 87           | 73           | 75           | 70           | 106          | 63           | <b>564</b>   | 1.5                |
| <b>1300</b>     | 107          | 78           | 75           | 69           | 85           | 108          | 78           | <b>600</b>   | 1.6                |
| <b>1400</b>     | 79           | 72           | 60           | 71           | 75           | 88           | 70           | <b>515</b>   | 1.4                |
| <b>1500</b>     | 76           | 72           | 66           | 66           | 65           | 90           | 76           | <b>511</b>   | 1.4                |
| <b>1600</b>     | 60           | 71           | 84           | 84           | 66           | 88           | 76           | <b>529</b>   | 1.4                |
| <b>1700</b>     | 66           | 77           | 67           | 71           | 72           | 80           | 72           | <b>505</b>   | 1.4                |
| <b>1800</b>     | 65           | 81           | 67           | 63           | 67           | 74           | 66           | <b>483</b>   | 1.3                |
| <b>1900</b>     | 62           | 72           | 52           | 76           | 50           | 67           | 74           | <b>453</b>   | 1.2                |
| <b>2000</b>     | 70           | 58           | 55           | 66           | 58           | 70           | 63           | <b>440</b>   | 1.2                |
| <b>2100</b>     | 45           | 37           | 66           | 53           | 48           | 54           | 69           | <b>372</b>   | 1.0                |
| <b>2200</b>     | 44           | 42           | 32           | 51           | 33           | 65           | 58           | <b>325</b>   | 0.9                |
| <b>2300</b>     | 45           | 34           | 35           | 29           | 37           | 48           | 47           | <b>275</b>   | 0.8                |
| <b>Total</b>    | <b>1,311</b> | <b>1,311</b> | <b>1,173</b> | <b>1,206</b> | <b>1,199</b> | <b>1,426</b> | <b>1,309</b> | <b>8,935</b> |                    |
| <b>Avg/hour</b> | <b>1.1</b>   | <b>1.1</b>   | <b>0.9</b>   | <b>1.0</b>   | <b>1.0</b>   | <b>1.1</b>   | <b>1.0</b>   |              | <b>1.0</b>         |

The Auburn Dispatch Center handled 8,935 community generated calls for service, or 79%, of the total calls for service workload. The average number of calls per hour ranged from 0.4 calls per hour during the early morning, to 1.6 calls per hour during the afternoon. This does not include the calls that were handled by the Auburn Dispatch Center for the Tahoe Dispatch Center, during the hours the Tahoe Center was closed (primarily from midnight – 0800 hours).

The following table shows the fire and EMS related calls in the Tahoe City service area.

**PLACER COUNTY, CALIFORNIA**  
**Final Report on the Sheriff's Department Dispatch Unit**

**Tahoe City Service Area Fire Calls for Service – 7/07-6/08**

| <b>Hour</b>     | <b>Sun</b> | <b>Mon</b> | <b>Tue</b> | <b>Wed</b> | <b>Thu</b> | <b>Fri</b> | <b>Sat</b> | <b>Total</b> | <b>Avg. / Hour</b> |
|-----------------|------------|------------|------------|------------|------------|------------|------------|--------------|--------------------|
| <b>0000</b>     | 8          | 6          | 9          | 7          | 6          | 9          | 2          | <b>47</b>    | 0.1                |
| <b>0100</b>     | 10         | 4          | 7          | 6          | 3          | 3          | 6          | <b>39</b>    | 0.1                |
| <b>0200</b>     | 5          | 2          | 10         | 9          | 4          | 4          | 5          | <b>39</b>    | 0.1                |
| <b>0300</b>     | 6          | 1          | 1          | 4          | 7          | 1          | 6          | <b>26</b>    | 0.1                |
| <b>0400</b>     | 6          | 3          | 5          | 5          | 6          | 1          | 5          | <b>31</b>    | 0.1                |
| <b>0500</b>     | 3          | 3          | 8          |            | 1          | 6          | 2          | <b>23</b>    | 0.1                |
| <b>0600</b>     | 5          | 2          | 1          | 5          | 6          | 7          | 7          | <b>33</b>    | 0.1                |
| <b>0700</b>     | 4          | 12         | 6          | 8          | 9          | 9          | 7          | <b>55</b>    | 0.2                |
| <b>0800</b>     | 16         | 7          | 9          | 14         | 14         | 16         | 11         | <b>87</b>    | 0.2                |
| <b>0900</b>     | 16         | 20         | 19         | 14         | 17         | 20         | 17         | <b>123</b>   | 0.3                |
| <b>1000</b>     | 24         | 18         | 21         | 16         | 20         | 19         | 23         | <b>141</b>   | 0.4                |
| <b>1100</b>     | 29         | 26         | 26         | 11         | 30         | 21         | 29         | <b>172</b>   | 0.5                |
| <b>1200</b>     | 24         | 27         | 29         | 17         | 15         | 19         | 22         | <b>153</b>   | 0.4                |
| <b>1300</b>     | 25         | 25         | 32         | 18         | 24         | 31         | 32         | <b>187</b>   | 0.5                |
| <b>1400</b>     | 24         | 31         | 18         | 26         | 27         | 23         | 25         | <b>174</b>   | 0.5                |
| <b>1500</b>     | 22         | 25         | 34         | 19         | 19         | 29         | 36         | <b>184</b>   | 0.5                |
| <b>1600</b>     | 23         | 19         | 26         | 22         | 20         | 20         | 27         | <b>157</b>   | 0.4                |
| <b>1700</b>     | 26         | 14         | 16         | 18         | 17         | 21         | 20         | <b>132</b>   | 0.4                |
| <b>1800</b>     | 25         | 14         | 20         | 18         | 11         | 18         | 28         | <b>134</b>   | 0.4                |
| <b>1900</b>     | 18         | 10         | 17         | 10         | 16         | 16         | 18         | <b>105</b>   | 0.3                |
| <b>2000</b>     | 15         | 15         | 17         | 12         | 7          | 22         | 30         | <b>118</b>   | 0.3                |
| <b>2100</b>     | 8          | 14         | 14         | 6          | 8          | 13         | 15         | <b>78</b>    | 0.2                |
| <b>2200</b>     | 10         | 6          | 10         | 12         | 7          | 20         | 12         | <b>77</b>    | 0.2                |
| <b>2300</b>     | 8          | 11         | 10         | 6          | 8          | 11         | 15         | <b>69</b>    | 0.2                |
| <b>Total</b>    | <b>360</b> | <b>315</b> | <b>365</b> | <b>283</b> | <b>302</b> | <b>359</b> | <b>400</b> | <b>2,384</b> |                    |
| <b>Avg/hour</b> | <b>0.3</b> | <b>0.3</b> | <b>0.3</b> | <b>0.2</b> | <b>0.2</b> | <b>0.3</b> | <b>0.3</b> |              | <b>0.3</b>         |

The Tahoe City Dispatch Center handled 2,384 community generated calls for service, or 22%, of the total calls for service workload. The average number of calls per hour ranged from 0.2 calls/hour during the early morning, to 1.4 calls per hour during the late afternoon. The above table includes the calls that were handled by the Auburn Dispatch Center for the Tahoe City Dispatch Center, during the hours that Tahoe City was closed.

**(3) Call Process Times for Fire/EMS Calls for Service.**

The project team calculated the call processing handling times, using the time stamps in the CAD data, for each type of call priority, and for each of the Dispatch Units.

The call priority types are defined as follows:

- Priority 1: a strike team response (mutual aid call).
- Priority 1A: emergency incident response (commonly 1 fire unit).
- Priority 2 – 5: lower priority calls for service.
- Priority 6 – these are Priority 1A EMS calls where pre-arrival instructions have been provided by the Dispatch Unit (i.e. a Priority 1A call for service that was changed to Priority 6 to document that pre-arrival instructions were provided).
- Priority 8, 9 – information only broadcasts, e.g. “burn days”, fire prevention talks (not an actual call for service).

The definition of these time stamps are:

- “Create time” is the time that the CAD case is called up by the call taker (it is automatic in the case of a 9-1-1 call).
- “Enter time” is the time when the call taker sends the CAD case to a dispatcher to have a field unit assigned to the call.
- “Dispatch time” is the time when a field unit is sent to the call.

The table below shows the call process times for the Auburn Dispatch Center.

| <b>Call Priority Type</b> | <b># of Calls</b> | <b>Create to Enter</b> | <b>Enter to Dispatch</b> | <b>Total (Create to Dispatch)</b> |
|---------------------------|-------------------|------------------------|--------------------------|-----------------------------------|
| 1 (Strike Team Response)  | 24                | 3.2                    | 46.6                     | 48.8                              |
| 1A                        | 6677              | 1.1                    | 1.1                      | 2.0                               |
| 2                         | 1166              | 1.6                    | 1.3                      | 2.8                               |
| 2A                        | 7                 | 0.7                    | 0.9                      | 1.7                               |
| 3                         | 10                | 2.6                    | 9.7                      | 13.7                              |
| 4                         | 3                 | 3.8                    | 18.0                     | 23.1                              |
| 5                         | 2                 | 1.6                    | 12.5                     | 14.1                              |
| 5A                        | 1                 | 2.4                    | 0.8                      | 3.2                               |
| 6                         | 1018              | 0.7                    | 0.8                      | 1.4                               |
| 8                         | 1                 | 2.1                    | BD                       | BD                                |
| 9                         | 26                | 3.0                    | 1.1                      | 1.2                               |
| <b>All Calls</b>          | <b>8,935</b>      | <b>1.1</b>             | <b>1.3</b>               | <b>2.2</b>                        |

The following table shows the process times for the Tahoe City Dispatch Center.

| Call Priority Type       | # of Calls   | Create to Enter | Enter to Dispatch | Total (Create to Dispatch) |
|--------------------------|--------------|-----------------|-------------------|----------------------------|
| 1 (Strike Team Response) | 3            | 2.0             | 78.2              | 79.2                       |
| 1A                       | 1,743        | 1.3             | 3.2               | 4.4                        |
| 2                        | 278          | 1.9             | 1.9               | 3.5                        |
| 2A                       | 8            | 0.9             | 17.3              | 18.3                       |
| 3                        | 0            |                 |                   |                            |
| 4                        | 1            | 0.8             | BD                | BD                         |
| 5                        | 0            |                 |                   |                            |
| 5A                       | 0            |                 |                   |                            |
| 6                        | 344          | 0.7             | 1.5               | 2.4                        |
| 8                        | 0            |                 |                   |                            |
| 9                        | 7            | 3.1             | BD                | BD                         |
| <b>All Calls</b>         | <b>2,384</b> | <b>1.2</b>      | <b>2.9</b>        | <b>4.1</b>                 |

The overall average time from “create” to “enter” for all priority types of 1.1 and 1.2 minutes is a reasonable average. However, the average “create to enter” time of 1.1 and 1.2 minutes for Priority 1A (emergency) calls should be near 30 seconds. The “enter to dispatch” time is not under the control of Dispatchers, and is dependent upon a field unit being available to respond to the call.

**(4) Staffing Requirements for the Fire/EMS Workload.**

Based on this number of community generated calls for service and an estimated time requirement of 8.2 minutes per fire/EMS call, and a 50% employee utilization factor, the following table shows the staffing that was needed in the Auburn Dispatch Center to handle the average hourly workload.

**Staffing Required to Handle the Fire/EMS Call for Service Workload – Auburn 7/07-6/08**

| <b>Hour</b>    | <b>CFS</b>   | <b>Minutes</b> | <b>Average CFS / Hour</b> | <b>Average Minutes / Hour</b> | <b>Staffing Needed @ 50%</b> |
|----------------|--------------|----------------|---------------------------|-------------------------------|------------------------------|
| 0000           | 225          | 1,845          | 0.6                       | 5.1                           | 0.2                          |
| 0100           | 166          | 1,361          | 0.5                       | 3.7                           | 0.1                          |
| 0200           | 157          | 1,287          | 0.4                       | 3.5                           | 0.1                          |
| 0300           | 152          | 1,246          | 0.4                       | 3.4                           | 0.1                          |
| 0400           | 128          | 1,050          | 0.4                       | 2.9                           | 0.1                          |
| 0500           | 138          | 1,132          | 0.4                       | 3.1                           | 0.1                          |
| 0600           | 220          | 1,804          | 0.6                       | 4.9                           | 0.2                          |
| 0700           | 281          | 2,304          | 0.8                       | 6.3                           | 0.2                          |
| 0800           | 391          | 3,206          | 1.1                       | 8.8                           | 0.3                          |
| 0900           | 442          | 3,624          | 1.2                       | 9.9                           | 0.3                          |
| 1000           | 520          | 4,264          | 1.4                       | 11.7                          | 0.4                          |
| 1100           | 543          | 4,453          | 1.5                       | 12.2                          | 0.4                          |
| 1200           | 564          | 4,625          | 1.5                       | 12.7                          | 0.4                          |
| 1300           | 600          | 4,920          | 1.6                       | 13.5                          | 0.4                          |
| 1400           | 515          | 4,223          | 1.4                       | 11.6                          | 0.4                          |
| 1500           | 511          | 4,190          | 1.4                       | 11.5                          | 0.4                          |
| 1600           | 529          | 4,338          | 1.4                       | 11.9                          | 0.4                          |
| 1700           | 505          | 4,141          | 1.4                       | 11.3                          | 0.4                          |
| 1800           | 483          | 3,961          | 1.3                       | 10.9                          | 0.4                          |
| 1900           | 453          | 3,715          | 1.2                       | 10.2                          | 0.3                          |
| 2000           | 440          | 3,608          | 1.2                       | 9.9                           | 0.3                          |
| 2100           | 372          | 3,050          | 1.0                       | 8.4                           | 0.3                          |
| 2200           | 325          | 2,665          | 0.9                       | 7.3                           | 0.2                          |
| 2300           | 275          | 2,255          | 0.8                       | 6.2                           | 0.2                          |
| <b>Total</b>   | <b>8,935</b> |                |                           |                               |                              |
| <b>Average</b> |              | <b>3,053</b>   | <b>1.02</b>               | <b>8.36</b>                   | <b>0.28</b>                  |

As shown above, an average of .1 to .4 Dispatch Unit staff per hour was required to handle the total average hourly workload for FY 2007-08. The following points are taken from the table above:

- The Dispatch Center handled 8,935 community generated calls for service in FY 2007-08. The workload ranged from a low of about 3 minutes per hour during the early morning hours, to a high of 13 minutes per hour in the late afternoon.
- Average workload per hour is approximately 8 minutes.

The following table shows the staffing that was needed in the Tahoe City Dispatch Center to handle the average hourly workload in FY 2007-08.

**Staffing Required to Handle the Fire/EMS Call for Service Workload – Tahoe City 7/07-6/08**

| <b>Hour</b>    | <b>CFS</b>   | <b>Minutes</b> | <b>Average CFS / Hour</b> | <b>Average Minutes / Hour</b> | <b>Staffing Needed @ 50%</b> |
|----------------|--------------|----------------|---------------------------|-------------------------------|------------------------------|
| 0000           | 47           | 385            | 0.1                       | 1.1                           | 0.0                          |
| 0100           | 39           | 320            | 0.1                       | 0.9                           | 0.0                          |
| 0200           | 39           | 320            | 0.1                       | 0.9                           | 0.0                          |
| 0300           | 26           | 213            | 0.1                       | 0.6                           | 0.0                          |
| 0400           | 31           | 254            | 0.1                       | 0.7                           | 0.0                          |
| 0500           | 23           | 189            | 0.1                       | 0.5                           | 0.0                          |
| 0600           | 33           | 271            | 0.1                       | 0.7                           | 0.0                          |
| 0700           | 55           | 451            | 0.2                       | 1.2                           | 0.0                          |
| 0800           | 87           | 713            | 0.2                       | 2.0                           | 0.1                          |
| 0900           | 123          | 1,009          | 0.3                       | 2.8                           | 0.1                          |
| 1000           | 141          | 1,156          | 0.4                       | 3.2                           | 0.1                          |
| 1100           | 172          | 1,410          | 0.5                       | 3.9                           | 0.1                          |
| 1200           | 153          | 1,255          | 0.4                       | 3.4                           | 0.1                          |
| 1300           | 187          | 1,533          | 0.5                       | 4.2                           | 0.1                          |
| 1400           | 174          | 1,427          | 0.5                       | 3.9                           | 0.1                          |
| 1500           | 184          | 1,509          | 0.5                       | 4.1                           | 0.1                          |
| 1600           | 157          | 1,287          | 0.4                       | 3.5                           | 0.1                          |
| 1700           | 132          | 1,082          | 0.4                       | 3.0                           | 0.1                          |
| 1800           | 134          | 1,099          | 0.4                       | 3.0                           | 0.1                          |
| 1900           | 105          | 861            | 0.3                       | 2.4                           | 0.1                          |
| 2000           | 118          | 968            | 0.3                       | 2.7                           | 0.1                          |
| 2100           | 78           | 640            | 0.2                       | 1.8                           | 0.1                          |
| 2200           | 77           | 631            | 0.2                       | 1.7                           | 0.1                          |
| 2300           | 69           | 566            | 0.2                       | 1.6                           | 0.1                          |
| <b>Total</b>   | <b>2,384</b> |                |                           |                               |                              |
| <b>Average</b> |              | <b>815</b>     | <b>0.27</b>               | <b>2.23</b>                   | <b>0.1</b>                   |

As shown above, an average of .1 Dispatch Unit staff per hour was required to handle the total average hourly workload for FY 2007-08:

- The Dispatch Center handled 2,384 calls for service in FY 2007-08. The workload demand ranged from less than one minute per hour during the early morning hours to a high of 4 minutes per hour in the late afternoon.
- Average workload per hour is approximately 2 minutes.

This workload level will be further decreasing in 2009, when the North Tahoe Fire Protection District and the Squaw Valley Fire Department move their dispatching services to the CalFire Dispatching Center in Grass Valley.

**7. CURRENT STAFFING REQUIREMENTS IN THE DISPATCH CENTERS, BASED ON WORKLOAD.**

The following sections provide the staffing calculations for the Auburn Dispatch Center, the Tahoe City Dispatch Center, and the combined workload of both Centers.

**(1) Auburn Dispatch Center Staffing Requirements.**

The table below shows the estimated total staffing required for the combined Law Enforcement and Fire/EMS calls in the Auburn Dispatch Center in FY 2007-08.

**Staffing Required for Combined Law Enforcement and Fire/EMS Workload - Auburn**

| <b>Hour</b>    | <b>Staffing Needed for LE Workload</b> | <b>Staffing Needed for Fire Workload</b> | <b>Total Staffing Needed</b> |
|----------------|----------------------------------------|------------------------------------------|------------------------------|
| <b>0000</b>    | 0.9                                    | 0.2                                      | 1.1                          |
| <b>0100</b>    | 0.7                                    | 0.1                                      | 0.8                          |
| <b>0200</b>    | 0.6                                    | 0.1                                      | 0.7                          |
| <b>0300</b>    | 0.5                                    | 0.1                                      | 0.6                          |
| <b>0400</b>    | 0.4                                    | 0.1                                      | 0.5                          |
| <b>0500</b>    | 0.4                                    | 0.1                                      | 0.5                          |
| <b>0600</b>    | 0.6                                    | 0.2                                      | 0.8                          |
| <b>0700</b>    | 1.0                                    | 0.2                                      | 1.2                          |
| <b>0800</b>    | 1.4                                    | 0.3                                      | 1.7                          |
| <b>0900</b>    | 1.6                                    | 0.3                                      | 1.9                          |
| <b>1000</b>    | 1.8                                    | 0.4                                      | 2.2                          |
| <b>1100</b>    | 1.9                                    | 0.4                                      | 2.3                          |
| <b>1200</b>    | 1.8                                    | 0.4                                      | 2.3                          |
| <b>1300</b>    | 1.9                                    | 0.4                                      | 2.3                          |
| <b>1400</b>    | 1.8                                    | 0.4                                      | 2.2                          |
| <b>1500</b>    | 1.9                                    | 0.4                                      | 2.3                          |
| <b>1600</b>    | 2.0                                    | 0.4                                      | 2.4                          |
| <b>1700</b>    | 2.0                                    | 0.4                                      | 2.4                          |
| <b>1800</b>    | 1.8                                    | 0.4                                      | 2.2                          |
| <b>1900</b>    | 1.6                                    | 0.3                                      | 2.0                          |
| <b>2000</b>    | 1.5                                    | 0.3                                      | 1.9                          |
| <b>2100</b>    | 1.5                                    | 0.3                                      | 1.7                          |
| <b>2200</b>    | 1.4                                    | 0.2                                      | 1.6                          |
| <b>2300</b>    | 1.2                                    | 0.2                                      | 1.4                          |
| <b>Average</b> | <b>1.3</b>                             | <b>0.3</b>                               | <b>1.6</b>                   |

The staffing need to handle the combined Law Enforcement and Fire/EMS workload is 2 positions (round up from 1.6).

**(2) Tahoe City Dispatch Center Staffing Requirements.**

The table below shows the estimated total staffing required for the combined Law Enforcement and Fire/EMS calls in the Tahoe City Dispatch Center in FY 2007-08.

**Staffing Required for Combined Law Enforcement and Fire/EMS Workload – Tahoe City**

| <b>Hour</b>    | <b>Staffing Needed for LE Workload</b> | <b>Staffing Needed for Fire Workload</b> | <b>Total Staffing Needed</b> |
|----------------|----------------------------------------|------------------------------------------|------------------------------|
| <b>0000</b>    | 0.22                                   | 0.04                                     | 0.3                          |
| <b>0100</b>    | 0.17                                   | 0.03                                     | 0.2                          |
| <b>0200</b>    | 0.13                                   | 0.03                                     | 0.2                          |
| <b>0300</b>    | 0.10                                   | 0.02                                     | 0.1                          |
| <b>0400</b>    | 0.07                                   | 0.02                                     | 0.1                          |
| <b>0500</b>    | 0.07                                   | 0.02                                     | 0.1                          |
| <b>0600</b>    | 0.11                                   | 0.02                                     | 0.1                          |
| <b>0700</b>    | 0.19                                   | 0.04                                     | 0.2                          |
| <b>0800</b>    | 0.30                                   | 0.07                                     | 0.4                          |
| <b>0900</b>    | 0.31                                   | 0.09                                     | 0.4                          |
| <b>1000</b>    | 0.36                                   | 0.11                                     | 0.5                          |
| <b>1100</b>    | 0.35                                   | 0.13                                     | 0.5                          |
| <b>1200</b>    | 0.36                                   | 0.11                                     | 0.5                          |
| <b>1300</b>    | 0.37                                   | 0.14                                     | 0.5                          |
| <b>1400</b>    | 0.38                                   | 0.13                                     | 0.5                          |
| <b>1500</b>    | 0.37                                   | 0.14                                     | 0.5                          |
| <b>1600</b>    | 0.43                                   | 0.12                                     | 0.5                          |
| <b>1700</b>    | 0.40                                   | 0.10                                     | 0.5                          |
| <b>1800</b>    | 0.34                                   | 0.10                                     | 0.4                          |
| <b>1900</b>    | 0.28                                   | 0.08                                     | 0.4                          |
| <b>2000</b>    | 0.31                                   | 0.09                                     | 0.4                          |
| <b>2100</b>    | 0.31                                   | 0.06                                     | 0.4                          |
| <b>2200</b>    | 0.30                                   | 0.06                                     | 0.4                          |
| <b>2300</b>    | 0.27                                   | 0.05                                     | 0.3                          |
| <b>Average</b> | <b>0.27</b>                            | <b>0.07</b>                              | <b>0.3</b>                   |

The staffing need to handle the combined Law Enforcement and Fire/EMS workload in Tahoe City is 1 position (round up from 0.3).

**8. PLACER COUNTY DISPATCH CENTER STAFFING LEVELS SHOULD BE BASED ON WORKLOAD AND OTHER REQUIREMENTS OF A REGIONAL DISPATCHING CENTER.**

The workload calculations above resulted in an average hourly need of 2 Dispatcher positions for Auburn, and 1 Dispatcher position for Tahoe City to handle the average workload.

Although the total staffing required to handle the *average* call taking and dispatching workload of the Auburn Dispatch Center is 2 positions, two Dispatchers will not be able to handle all of the required tasks during peak workload times when multiple calls are received in a short period of time. During peak workload times, three or four Public Safety Dispatchers could easily be needed to handle incoming 9-1-1 calls, police/fire radio traffic and associated tasks.

Additionally, this workload demand is a significant factor in determining the staffing level in a Dispatch Center, but it is not the only factor that should be considered when establishing minimum staffing levels. Other factors include the number of job functions and tasks required (e.g. call taking, law enforcement dispatch, fire dispatch), the level of service desired, and County/regional communications coordination must also be considered.

As mentioned earlier, the Placer County Dispatch Center is the Public Safety Answering Point (PSAP) for all of the unincorporated areas of Placer County. This function should have a minimum of one position dedicated as the primary call taker for receiving incoming 9-1-1 and other phone calls. A second Dispatcher assigned as the primary Law Enforcement Dispatcher, and a third Dispatcher assigned as the primary Fire/EMS Dispatcher, are additional positions that have separate job

functions/workload, and are reasonable to staff 24/7. Notwithstanding the *average* hourly workload requirements, a minimum staffing level of three in the Auburn Dispatch Center is recommended for the following reasons:

- To ensure that concurrent police and fire incidents could be handled
- To handle the telephone call volume and radio traffic volume during peak hours
- To ensure that one position could be dedicated to a high priority call without eliminating the ability of the center to handle routine business
- To handle the additional phone calls that will come in to the Dispatch Center after normal business hours
- To continue to answer the business phone lines
- To provide regional coordination of mutual aid (e.g. Strike Teams)
- To provide a high level of service to internal and external customers
- To provide intra-shift relief and breaks
- To reduce dispatcher burnout

In the Tahoe City Dispatch Center, the minimum staffing level is 1 Dispatcher (when they are open). This is appropriate, due to the low workload demand and the ability of the Auburn Dispatch Center to provide backup support for operations.

**9. STAFFING LEVEL NEEDS FOR THE AUBURN AND TAHOE CITY DISPATCH CENTERS.**

The Auburn Dispatch Center and the Tahoe City Dispatch Center staffing requirements are evaluated separately in this section.

**(1) Auburn Dispatch Center Staffing Requirements.**

The Auburn Dispatch Center has a variable minimum staffing level of 3 staff from 0000-0600, and 4 staff from 0600-2400. The project team supports a minimum staffing level of 3 Public Safety Dispatcher/Senior positions 24/7, but recommends a reduction

in the number of hours that a fourth position is staffed – from the current hours of 0600-2400 to the hours of 0800-2200, seven days a week.

The table below shows the number of Public Safety Dispatcher/Senior positions needed to fill the minimum hourly average of three positions.

| <b>Staffing Level</b>                             | <b>Hours</b> | <b>Positions</b> |
|---------------------------------------------------|--------------|------------------|
| Staff Positions                                   |              | 3                |
| Hours Required to Fill One 24 Hour Position       | 8,760        |                  |
| Average Annual Hours Worked / Employee            | 1,709        |                  |
| Staff Required to Fill One 24 Hour Position       | 5.1          |                  |
| Sub-Total of Staff Required                       |              | <b>15.4</b>      |
| 10 Hour Shift Factor (Inefficiency Factor of 25%) |              | 3.8              |
| Attrition @ 24% ("Over hire" positions)           |              | 3.7              |
| <b>Total Staff Required</b>                       |              | <b>22.9</b>      |

The following points summarize the information presented in this table:

- The current minimum staffing level for the Communications Center requires three staff positions on duty each hour of the day.
- One 24/7 staff position requires 8,760 hours to fill for a year.
- Communications Center employees currently work approximately 1,709 hours per year.
- The 10 hour work shift provides additional overlap hours (covering 30 hours a day for three shifts) requiring an additional 3.8 positions.
- The average attrition rate of 24% requires an additional 3.7 positions (providing essentially "over hire" positions to allow time to train new staff). If the attrition rate could be reduced to an average of 15% annually, a rate that is reasonably achievable, will reduce the number of "over hire" positions needed to 2.3.

The additional staff hours required to meet the recommended minimum staffing level of 4 Dispatchers is shown below:

| <b>Time Period</b>                  | <b>Positions</b> | <b>Hours</b> | <b>Days</b> | <b>Total Hours</b> |
|-------------------------------------|------------------|--------------|-------------|--------------------|
| Additional Staff 0800-2200 All Year | 1                | 14           | 365         | <b>5,110</b>       |

A total of 5,110 staff hours are needed to fully staff the additional hours when minimum staffing is above three. The additional staff positions needed to cover these additional work hours is shown in the following table.

| <b>Staffing Level</b>                               |            |
|-----------------------------------------------------|------------|
| Additional Staff Hours to Meet Established Minimums | 5,110      |
| Average Annual Hours Worked / Employee              | 1,709      |
| <b>Additional Positions Required</b>                | <b>3.0</b> |

An additional 3 Public Safety Dispatcher positions are needed to staff the hours in the Auburn Dispatch Center at the recommended minimum staffing level of 4 positions from 0800-2200 hours. A total of 26 Public Safety Dispatchers/Seniors (22.9 staff + 3.0 staff = 26 staff) are needed to maintain a fully trained staff (basic training completed) and achieve the current minimum staffing levels, without the use of significant overtime. This staffing level will result in a low vacancy rate for permanent staff positions and minimal use of overtime. Reducing the attrition rate in 2008 and future years will also reduce the number of "over hire" positions required.

The Auburn Dispatch Unit currently has 23 budgeted full time Public Safety Dispatcher/Senior positions, 1 Communications Supervisor position (that should not be included in these line level staffing needs), and three "extra help" part time positions (although these positions are not funded in the budget they provide a significant additional, and cost efficient resource of skilled dispatchers to work shifts when regular dispatchers are off on leave).

The current number of Public Safety Dispatcher, Senior and Supervisor positions in the Auburn Dispatch Center is less than recommended. However, the use of overtime to backfill minimum staffing positions while new employees are in basic training is common, and, depending on the amount of overtime usage, reduces the

number of staff needed up to a maximum of three positions. Currently, there are five vacant positions, out of the 23 Dispatcher/Senior positions. These positions have been held vacant due to budget reductions in the County.

Further discussion and the recommendations regarding the Auburn Dispatch Center staffing are in a subsequent chapter in this report – Consolidation Analysis.

**Recommendation: Staff the Auburn Dispatch Center with a minimum of three staff 24/7, and a fourth position from 0800-2200 hours to provide sufficient staffing to handle the current workload.**

**(2) Tahoe City Dispatch Center Staffing Requirements.**

The Tahoe City Dispatch Center has a minimum staffing need of 1 staff position, seven days a week.

The table below shows the number of positions needed to fill the one position.

| <b>Staffing Level</b>                             | <b>Hours</b> | <b>Positions</b> |
|---------------------------------------------------|--------------|------------------|
| Staff Positions                                   |              | 1                |
| Hours Required to Fill One 24 Hour Position       | 8,760        |                  |
| Average Annual Hours Worked / Employee            | 1,709        |                  |
| Staff Required to Fill One 24 Hour Position       | 5.1          |                  |
| Sub-Total of Staff Required                       |              | <b>5.1</b>       |
| 10 Hour Shift Factor (Inefficiency Factor of 25%) |              | 1.3              |
| Attrition @ 24% ("Over hire" positions)           |              | 1.2              |
| <b>Total Staff Required</b>                       |              | <b>7.6</b>       |

The following points summarize the information presented in this table:

- One 24/7 staff position requires 8,760 hours to fill for a year.
- Communications Center employees currently work approximately 1,709 hours per year.
- The 10 hour work shift provides additional overlap hours (covering 30 hours a day for three shifts) requiring an additional 1.3 positions.
- The average attrition rate of 24% requires an additional 1.2 positions (providing essentially "over hire" positions to allow time to train new staff). If the attrition rate could be reduced to an average of 15% annually, a rate that is reasonably achievable, it will reduce the number of "over hire" positions needed to 0.8.

The workload in the Tahoe Dispatch Center does not even support one full time staff position, however, as a practical matter, one position is the minimum. A staffing level of one is not an ideal situation, as a single Dispatcher will not be able to handle all of the required tasks during peak workload times when multiple calls are received, Deputies are talking on the radio, and a fire unit is on a call. Additionally, a single Dispatcher does not have anyone, absent calling in a Deputy from the field, to provide relief for a break during the shift.

The 2008 authorized staffing level in Tahoe City Dispatch Unit is 12 positions, 8 Dispatchers, 3 Seniors and 1 Supervisor. Six of the 12 positions are currently vacant and unfunded (4 Dispatchers and 2 Seniors).

Further discussion and the recommendations regarding the Tahoe City Dispatch Center staffing are in a subsequent chapter in this report – Consolidation Analysis.

**Recommendation: Staff the Tahoe City Dispatch Center with one position 24/7 to provide a minimum staffing level.**

### 3. ORGANIZATIONAL ANALYSIS OF THE DISPATCH UNIT

The Placer County Sheriff's Department Dispatch Unit provides a wide range of communications and dispatching services for the Sheriff's Department, operating out of two facilities, one in Auburn and one in Tahoe City. The Dispatch Unit also serves as the Public Safety Answering Point (PSAP) for the unincorporated areas of the County, handling all of the incoming 9-1-1 calls for Placer County.

#### 1. CURRENT DISPATCH CENTER ORGANIZATION AND BUDGETED POSITIONS.

In total for FY 2008-09, the Placer County Sheriff's Department Dispatch Unit has 37 budgeted full-time positions.

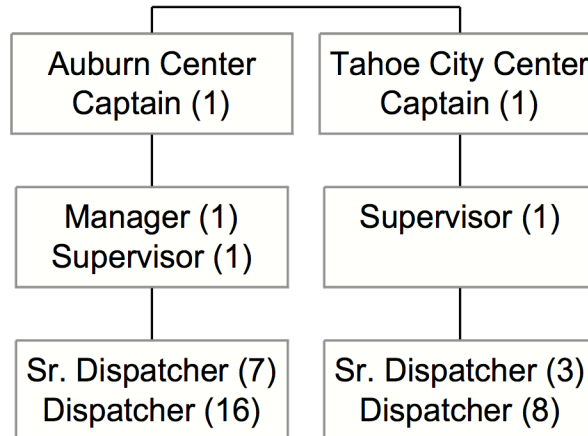
| Dispatch Unit                   | Authorized & Budgeted Positions |            |
|---------------------------------|---------------------------------|------------|
|                                 | Auburn                          | Tahoe City |
| Communications Services Manager | 1                               | 0          |
| Communications Supervisor       | 1                               | 1          |
| Sr. Public Safety Dispatcher    | 7                               | 3          |
| Public Safety Dispatcher        | 16                              | 8          |
| <b>Total</b>                    | <b>25</b>                       | <b>12</b>  |

Additionally, there are three "extra help" part time dispatcher positions in the Auburn Dispatch Unit. The project team strongly recommends that Placer County maintain this valuable and cost efficient resource.

The organization chart below provides a graphical summary of the organizational structure and current budgeted personnel for the Dispatch Unit.

**(1) Organization of the Dispatch Unit.**

The chart, below, portrays the organization of the Placer County Sheriff's Department Dispatch Unit.



**(2) Personnel Roles and Responsibilities.**

A Captain manages the Placer County S/O Dispatch Unit in Auburn, and the Dispatch Unit in Tahoe City is managed by the Captain in charge of the Tahoe City Sheriff's Station. The Auburn Center also has an authorized full time civilian manager's position that provides the daily operational oversight. Currently a Sheriff's Lieutenant is filling this position.

Both the Auburn Dispatch Unit and the Tahoe City Dispatch Unit have one Supervisor's position to provide a second level of management and supervision for each Center. The table below provides a summary of the primary roles and responsibilities of the management and staffing of the Dispatch Unit:

| Budgeted Staffing by Classification      |        |       | Key Roles and Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------|--------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          | Auburn | Tahoe |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Communications Services Manager (Auburn) | 1      |       | <ul style="list-style-type: none"> <li>• Management of the communications functions and supervision of Dispatch staff.</li> <li>• Oversees activities, provides assistance as appropriate.</li> <li>• Responsible for coordinating maintenance of the CAD system, computers, mobile and portable radios.</li> <li>• The designated CLETS/NCIC (California Law Enforcement Telecommunications System / National Crime Information Center) terminal coordinator for Placer County Sheriff's Department.</li> <li>• Conducts audits of the law enforcement systems to ensure compliance with the law.</li> <li>• Functions as the regional coordinator for the Placer County Sheriff's Department PSAP (Public Safety Answering Point), handles issues relating to the 9-1-1 system.</li> <li>• Coordinates maintenance and authorizes bills for payment;</li> <li>• Prepares and monitors budget for the Dispatch Unit.</li> <li>• This position is vacant and is currently being filled by a Sheriff's Department Lieutenant.</li> </ul> |
| Communications Supervisor                | 1      | 1     | <ul style="list-style-type: none"> <li>• Oversee daily operations for all shifts.</li> <li>• Ensures sufficient staff is working the Dispatch floor.</li> <li>• Provides triage of calls for service during peak workloads.</li> <li>• Provides quality control, handles complaints, and makes personnel decisions.</li> <li>• Assists the Communications Manager with administrative functions and special projects.</li> <li>• Frequently works the dispatch floor handling incoming calls and dispatching units.</li> <li>• The position in Auburn is currently being filled by a Senior Dispatcher working out of class.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |

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| Budgeted Staffing by Classification |           |           | Key Roles and Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | Auburn    | Tahoe     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Senior Public Safety Dispatcher     | 7         | 3         | <ul style="list-style-type: none"> <li>• Provides call-taking and law enforcement dispatching services for Placer County.</li> <li>• Answers 9-1-1 calls and determines appropriate response for the call.</li> <li>• Uses the computer aided dispatch (CAD) system to create cases, monitor calls for service and provide appropriate disposition to all calls.</li> <li>• Dispatch Deputies to calls for service and performs related requests.</li> <li>• Uses law enforcement computer systems to provide information to Deputies as appropriate.</li> <li>• Dispatcher IIs can become training officers, and receive extra pay while training a new employee.</li> <li>• Perform data entry: CLETS data entry for missing persons, restraining orders, stolen vehicles and other stolen property (occasionally).</li> <li>• Serves as the primary answer point for the business phone number for the Sheriff's Department after normal business hours.</li> <li>• Provide telephone answering and dispatching services for Animal Control after normal business hours.</li> <li>• The Auburn Center provides services for all of Placer County when the Tahoe City Dispatch Center is closed.</li> <li>• Senior Dispatchers are "working" shift supervisors; they conduct the annual written evaluations of Dispatchers.</li> <li>• Senior Dispatchers supervise line staff, monitor activity in the Dispatch Center, ensure staffing meets minimum levels, ensure policy compliance, ensure calls are handled properly, oversee the training program.</li> <li>• Seniors and Dispatchers normally work a 10 hour shift but due to staffing shortages have been working 12 hour shifts in 2008.</li> <li>• One Dispatcher is currently assigned as an Admin. Legal Clerk.</li> <li>• <b>Vacant Senior Dispatcher positions:</b><br/> Auburn: 1<br/> Tahoe City: 2</li> <li>• <b>Vacant Dispatcher positions:</b><br/> Auburn: 4<br/> Tahoe City: 4</li> </ul> |
| Public Safety Dispatcher (I and II) | 16        | 8         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Full Time Positions</b>          | <b>25</b> | <b>12</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

In total, the Placer County Sheriff's Department Dispatch Unit has 37 full time positions.

## **2. ORGANIZATION OF THE SHERIFF'S DEPARTMENT DISPATCH UNITS.**

Currently, the Auburn Dispatch Unit and the Tahoe City Dispatch Unit are managed separately. The Auburn Dispatch Unit is managed by a civilian Communication Services Manager (for the last 18 months a Lieutenant has been assigned as the manager), with one Communications Supervisor to assist with operations. The Tahoe City Dispatch Unit is managed by a Captain, who is also assigned one Communications Supervisor, who provides the primary oversight of daily operations.

The purpose of an organizational structure is not only to provide the traditional command and control of a work unit or Department, but also to help define job duties and responsibilities, ensure efficient and effective workflow, establish a reporting hierarchy, and ultimately determine appropriate lines of authority and accountability. To accomplish this, the design of an organizational structure and placement of employees within the organization should be established on general principles that provide the organizational cohesion necessary to accomplish the primary mission of the work unit, in this case, the Sheriff's Department Dispatch Unit. These organizational principles include:

- **Responsibility and Authority:** A structure must have clear lines of responsibility to accomplish the mission and goals of the organization; and the authority within the organization to manage assigned operations to accomplish the organizational mission and stated goals.
- **Accountability:** A structure that provides clear lines of accountability among management and supervisory staff. While this is highly dependent upon the individuals assigned to the functions, the organizational structure itself should facilitate, and not impede, general supervision of employees and the daily performance of an organization.

- **Complementary Functions:** Like functions are grouped together to support regular interaction for planning and scheduling approaches and for effective service delivery.
- **Coordination of Work Efforts:** The organizational structure should facilitate communication and working relationships among staff and work units. Many functions need close or indirect alignment in order to maximize efficiency and effectiveness. The structure should also provide easy identification of job function to people outside the organization, including other County Departments and other law enforcement agencies.
- **Degree of Organizational Risk:** This relates to how much risk a function incurs if an activity is not performed or is performed poorly. Risk might involve operations, consequence of error, service level concerns and potential liability of the organization if errors are made. Generally, higher risk functions have closer management oversight.
- **Degree of Public Scrutiny:** This factor is concerned with the degree to which public attention is routinely paid to a given activity. Activities with potentially high public scrutiny such as a communications center, are best performed under closer supervision.
- **Supervisor and Management Span of Control:** This relates to whether supervisors are fully devoted to overseeing a select few primary activities or a broader set of duties and responsibilities. Appropriate spans of control are related to both the number of staff directly supervised as well as the complexity of activities overseen.
- **Degree of Centralization:** The geographic or physical dispersal of functions also relates to supervisory and management requirements – the greater the level of physical decentralization, the greater the number of managers and/or supervisors are generally required.

There are several improvement opportunities available to the Sheriff's Department in the organization of the Dispatch Units. Providing a unity of operations and a centralized command structure is a first priority. There should be one manager of the Sheriff's Department Dispatch operations, who has authority and responsibility for both the Auburn and Tahoe City Dispatch Units. This will allow one person to provide direction on policy and procedures for the dispatching functions, have the operational

authority to ensure compliance, coordinate work efforts, and supervise both Communications Supervisors in Auburn and Tahoe City.

The second opportunity is to provide a more formalized approach to policy and training procedures. Currently, the policy manual is a collection of various memos issued over the years that address many topics, issues and tasks. However, it is not a formal policy manual that addresses the dispatching function in a thorough and systematic approach. The need to know the official policy and procedures was a common theme expressed by staff to the project team during the course of this study.

Related to this is the need to formalize the current "draft" training manual. This manual has been developed by many of the staff and is being used as the "unofficial" guide to train new employees, but it has not been officially adopted. This manual should be finalized and adopted, recognizing that it is important to have an officially adopted manual, and that revisions will be necessary to keep it up to date.

**Recommendation: Re-organize the Auburn and Tahoe City Dispatch Units so that they are under the authority and responsibility of one manager.**

**Recommendation: Develop and adopt a Dispatch Unit policy procedures manual.**

**4. A CIVILIAN MANAGER OF THE DISPATCH UNIT PROVIDES THE BEST OPTION FOR PLACER COUNTY.**

Since October 2006 a Sheriff's Department Lieutenant has been assigned as the manager of the Auburn Dispatch Unit.

One of the issues in this study is the evaluation of the Communications Services Manager position, and the benefits of the Dispatch Unit manager being a sworn position or a civilian position. The project team evaluated the pros and cons of a sworn manager compared to a civilian manager. In this regard, it is important to note that

none of the items are a reflection of the interest and performance of the Lieutenant that is currently assigned. He has taken a direct interest in trying to stabilize this work group, decrease the number of vacant positions and provide a more normal work schedule for the Dispatchers.

Some of the “pros” and “cons” relating to this position being filled by a sworn manager or a civilian manger are listed below.

- **Sworn Dispatch Unit Manager:**

Pros:

- thorough knowledge of field services needs,
- good relationship with sworn staff,
- a perception of more “connectedness” between line Dispatchers and line Deputies,
- more able to deal with sworn supervisors to resolve problems/issues between the Dispatch Unit staff and sworn staff,
- a perception of being more able to be an advocate for the Dispatch Unit in the primarily sworn management structure.

Cons:

- typically not trained as a dispatcher, so has less knowledge of dispatch operations, functions and technology than a civilian dispatch professional,
- frequently the sworn person assigned to the Dispatch Unit would rather be in a different assignment, leading to a lack of personal interest and investment in the dispatch assignment,
- a normal assignment rotation of three years is not long enough to understand, plan, develop and implement a multi-year technology project,

- **Civilian Dispatch Unit Manager:**

Pros:

- professionally trained as a dispatcher and supervisor, so will have specific preparation to manage a dispatch unit,
- familiar with the hardware, software and other technology in a dispatch center,
- personal identification with the line dispatchers,
- educated in the dispatch/communications field knowledge base, typically will have better technical skills,
- dedicated to the dispatch/communications profession, resulting in progressive knowledge of the field,

- the civilian classification of the management position provides a career path for civilians.

Cons:

- not a sworn employee, so will likely have to develop and maintain a good relationship with sworn field staff,
- may not be as willing to deal with problems/issues with sworn staff that affect the dispatchers

A person who has good inter-personal relationship skills and leadership abilities can be found in both sworn and civilian ranks. However, there is a significantly greater likelihood of finding a technically competent civilian dispatch professional (someone who is a career professional and intends to stay in the profession). Overall, the project team believes that a civilian manager of the Dispatch Unit provides the best option for the Sheriff's Department.

Should Placer County decide to continue with a civilian manager, it is important to fill this position with a person who will be able to develop and maintain a good relationship with sworn personnel, both at the line level and in management. One of the important issues expressed to the project team by line staff was the better connection with sworn field units since the Lieutenant has been in charge. This includes a greater number of Deputies coming into the Dispatch Center to talk with the Dispatchers, and an increased understanding of each other's job functions. Staff expressed that it is also important for Dispatchers to feel that their manager has the power to address the issues and concerns they raise. These issues are often minor policy/procedure issues and operational conflicts with field units, relating to radio procedures in the handling calls for service. Although these issues are minor, if not addressed, over the long term they can have a cumulative negative impact in the work environment and relationships with

sworn staff. Hiring a manager who can address these issues will be important for the employees in the Dispatch Unit.

**Recommendation: Continue to staff the Dispatch Unit with a civilian manager.**

## **5. ORGANIZATION FUNCTIONS AND JOB TITLES.**

The current organization structure within the Dispatch Unit is appropriate. The positions in the Dispatch Unit are as follows:

- Communications Services Manager
- Communications Services Supervisor
- Senior Public Safety Dispatcher
- Public Safety Dispatcher I / II

The job functions for these positions are appropriate, but the job function of the Senior Public Safety Dispatcher position should be changed to more accurately reflect their job function of a shift supervisor. The Senior Public Safety Dispatcher is a line level supervisor on the dispatch floor. This position has the responsibility to oversee and supervise daily operations, make operational decisions, triage calls and take corrective action. The recommended changes to these job descriptions are provided in the "Classification and Compensation Analysis" chapter, later in this report.

## **6. TRAINING POSITIONS FOR THE DISPATCH UNIT.**

One of the significant functions in a dispatch unit is the training of new employees. The training process involves 7 months or more of daily training in policy, procedures, protocols for the police and fire agencies for whom they provide dispatching and communications services. This training position is referred to as a Communications Training Officer (CTO) in most agencies. It is common that these positions are filled

through an application process, by skilled veteran dispatchers who are interested in training new dispatchers. Typically, a person selected as a CTO serves for several years, and receives extra compensation when they are training a new dispatcher.

The selection of CTOs is an important decision for an agency. The dispatchers who train new employees should want to be a trainer and also have the skills needed to be successful in this position. This position should not normally be assigned to someone who does not have a desire to be a trainer.

**Recommendation: Develop a process to select and compensate “training Dispatchers” who will provide on the job training to newly hired Dispatchers.**

## **4. CONSOLIDATION ANALYSIS OF THE DISPATCH UNIT**

The Placer County Sheriff's Department currently staffs Dispatch Units in Auburn and in Tahoe City. As shown earlier in this report, there is a significant difference in the workload demand between the Auburn Dispatch Center and the Tahoe City Dispatch Center. The Auburn Dispatch Center handled 83% of the law enforcement related workload (approximately 86% when including the Tahoe City workload handled by Auburn from 0000-0800 hours), and 79% of the fire/EMS related workload in FY 2007-08. In 2009, when the two Tahoe area fire agencies move their dispatching services to CalFire, it will reduce the Tahoe Dispatch Center fire/EMS workload to just a few hundred calls per year – for Meeks Bay Fire Protection District (and this agency is in El Dorado County). When this occurs it will be problematic for Placer County to continue to dispatch for Meeks Bay due to radio equipment ownership and maintenance.

### **1. STAFFING REQUIREMENTS FOR THE TOTAL LAW ENFORCEMENT WORKLOAD FOR THE PLACER COUNTY SHERIFF'S DEPARTMENT.**

Placer County Sheriff's Department had a total of 47,447 calls for service in FY 2007-08. The table below shows the daily and hourly distribution of this total number of calls handled by both Dispatch Centers (39,432 in Auburn and 8,015 in Tahoe City).

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**Final Report on the Sheriff's Department Dispatch Unit**

**Total Law Enforcement Calls for Service – 7/07-6/08**

| <b>Hour</b>     | <b>Sun</b>   | <b>Mon</b>   | <b>Tue</b>   | <b>Wed</b>   | <b>Thu</b>   | <b>Fri</b>   | <b>Sat</b>   | <b>Total</b>  | <b>Avg. / Hour</b> |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------------|
| <b>0000</b>     | 272          | 174          | 167          | 159          | 163          | 178          | 242          | <b>1,355</b>  | 3.7                |
| <b>0100</b>     | 206          | 124          | 136          | 106          | 126          | 122          | 205          | <b>1,025</b>  | 2.8                |
| <b>0200</b>     | 200          | 93           | 98           | 96           | 101          | 97           | 168          | <b>853</b>    | 2.3                |
| <b>0300</b>     | 123          | 78           | 95           | 82           | 95           | 91           | 126          | <b>690</b>    | 1.9                |
| <b>0400</b>     | 108          | 86           | 88           | 69           | 69           | 73           | 95           | <b>588</b>    | 1.6                |
| <b>0500</b>     | 107          | 102          | 91           | 74           | 79           | 85           | 89           | <b>627</b>    | 1.7                |
| <b>0600</b>     | 108          | 131          | 146          | 127          | 140          | 142          | 100          | <b>894</b>    | 2.4                |
| <b>0700</b>     | 167          | 231          | 214          | 234          | 230          | 247          | 185          | <b>1,508</b>  | 4.1                |
| <b>0800</b>     | 249          | 315          | 336          | 301          | 290          | 366          | 277          | <b>2,134</b>  | 5.8                |
| <b>0900</b>     | 263          | 348          | 348          | 338          | 354          | 334          | 348          | <b>2,333</b>  | 6.4                |
| <b>1000</b>     | 324          | 405          | 348          | 407          | 397          | 390          | 378          | <b>2,649</b>  | 7.3                |
| <b>1100</b>     | 348          | 421          | 373          | 430          | 340          | 402          | 410          | <b>2,724</b>  | 7.5                |
| <b>1200</b>     | 344          | 422          | 353          | 435          | 372          | 421          | 346          | <b>2,693</b>  | 7.4                |
| <b>1300</b>     | 345          | 404          | 385          | 390          | 376          | 439          | 398          | <b>2,737</b>  | 7.5                |
| <b>1400</b>     | 325          | 415          | 344          | 368          | 386          | 446          | 375          | <b>2,659</b>  | 7.3                |
| <b>1500</b>     | 341          | 412          | 430          | 411          | 392          | 467          | 357          | <b>2,810</b>  | 7.7                |
| <b>1600</b>     | 348          | 441          | 419          | 431          | 429          | 477          | 395          | <b>2,940</b>  | 8.1                |
| <b>1700</b>     | 386          | 411          | 391          | 452          | 451          | 457          | 420          | <b>2,968</b>  | 8.1                |
| <b>1800</b>     | 350          | 406          | 355          | 363          | 378          | 397          | 380          | <b>2,629</b>  | 7.2                |
| <b>1900</b>     | 338          | 340          | 315          | 328          | 319          | 365          | 345          | <b>2,350</b>  | 6.4                |
| <b>2000</b>     | 323          | 338          | 334          | 308          | 305          | 348          | 324          | <b>2,280</b>  | 6.2                |
| <b>2100</b>     | 294          | 301          | 296          | 314          | 293          | 339          | 345          | <b>2,182</b>  | 6.0                |
| <b>2200</b>     | 289          | 262          | 259          | 243          | 259          | 370          | 380          | <b>2,062</b>  | 5.6                |
| <b>2300</b>     | 218          | 227          | 220          | 191          | 226          | 303          | 372          | <b>1,757</b>  | 4.8                |
| <b>Total</b>    | <b>6,376</b> | <b>6,887</b> | <b>6,541</b> | <b>6,657</b> | <b>6,570</b> | <b>7,356</b> | <b>7,060</b> | <b>47,447</b> |                    |
| <b>Avg/hour</b> | 5.1          | 5.5          | 5.2          | 5.3          | 5.3          | 5.9          | 5.7          |               | 5.4                |

The 47,447 calls for service handled by the Dispatch Units equaled an average of 5.4 calls per hour during the year.

The following table shows the hourly distribution of the workload and the average hourly staffing that was needed to handle this workload.

**Staffing Required for the Total Law Enforcement Workload – 7/07-6/08**

| <b>Hour</b>    | <b>CFS</b>    | <b>Minutes</b> | <b>Average CFS / Hour</b> | <b>Average Minutes / Hour</b> | <b>Staffing Needed @ 50%</b> |
|----------------|---------------|----------------|---------------------------|-------------------------------|------------------------------|
| <b>0000</b>    | 1,355         | 12,060         | 3.7                       | 33.0                          | 1.1                          |
| <b>0100</b>    | 1,025         | 9,123          | 2.8                       | 25.0                          | 0.8                          |
| <b>0200</b>    | 853           | 7,592          | 2.3                       | 20.8                          | 0.7                          |
| <b>0300</b>    | 690           | 6,141          | 1.9                       | 16.8                          | 0.6                          |
| <b>0400</b>    | 588           | 5,233          | 1.6                       | 14.3                          | 0.5                          |
| <b>0500</b>    | 627           | 5,580          | 1.7                       | 15.3                          | 0.5                          |
| <b>0600</b>    | 894           | 7,957          | 2.4                       | 21.8                          | 0.7                          |
| <b>0700</b>    | 1,508         | 13,421         | 4.1                       | 36.8                          | 1.2                          |
| <b>0800</b>    | 2,134         | 18,993         | 5.8                       | 52.0                          | 1.7                          |
| <b>0900</b>    | 2,333         | 20,764         | 6.4                       | 56.9                          | 1.9                          |
| <b>1000</b>    | 2,649         | 23,576         | 7.3                       | 64.6                          | 2.2                          |
| <b>1100</b>    | 2,724         | 24,244         | 7.5                       | 66.4                          | 2.2                          |
| <b>1200</b>    | 2,693         | 23,968         | 7.4                       | 65.7                          | 2.2                          |
| <b>1300</b>    | 2,737         | 24,359         | 7.5                       | 66.7                          | 2.2                          |
| <b>1400</b>    | 2,659         | 23,665         | 7.3                       | 64.8                          | 2.2                          |
| <b>1500</b>    | 2,810         | 25,009         | 7.7                       | 68.5                          | 2.3                          |
| <b>1600</b>    | 2,940         | 26,166         | 8.1                       | 71.7                          | 2.4                          |
| <b>1700</b>    | 2,968         | 26,415         | 8.1                       | 72.4                          | 2.4                          |
| <b>1800</b>    | 2,629         | 23,398         | 7.2                       | 64.1                          | 2.1                          |
| <b>1900</b>    | 2,350         | 20,915         | 6.4                       | 57.3                          | 1.9                          |
| <b>2000</b>    | 2,280         | 20,292         | 6.2                       | 55.6                          | 1.9                          |
| <b>2100</b>    | 2,182         | 19,420         | 6.0                       | 53.2                          | 1.8                          |
| <b>2200</b>    | 2,062         | 18,352         | 5.6                       | 50.3                          | 1.7                          |
| <b>2300</b>    | 1,757         | 15,637         | 4.8                       | 42.8                          | 1.4                          |
| <b>Total</b>   | <b>47,447</b> |                |                           |                               |                              |
| <b>Average</b> |               | <b>17,595</b>  | <b>5.42</b>               | <b>48.21</b>                  | <b>1.61</b>                  |

As shown above, .5 to 2.4 Dispatchers per hour was required to handle the total average hourly workload for FY 2007-08. The following points are taken from this table:

- The Dispatch Centers handled 47,447 community generated calls for service in FY 2007-08. The workload demand ranges from a low of approximately 14 minutes per hour during the early morning hours, to a high of 72 minutes (total workload) per hour in the late afternoon.
- Average workload per hour is approximately 48 minutes.

The total law enforcement call for service workload requires an hourly average of 2 Public Safety Dispatchers (round up from the average of 1.61).

**2. STAFFING REQUIREMENTS FOR THE TOTAL FIRE/EMS WORKLOAD.**

Placer County Dispatch Units handled a total of 11,319 calls for service in FY 2007-08. The table below shows the daily and hourly distribution of this total number of calls handled by both Dispatch Centers (8,935 in Auburn and 2,384 in Tahoe City).

**Total Fire Calls for Service – 7/07-6/08**

| <b>Hour</b>     | <b>Sun</b>   | <b>Mon</b>   | <b>Tue</b>   | <b>Wed</b>   | <b>Thu</b>   | <b>Fri</b>   | <b>Sat</b>   | <b>Total</b>  | <b>Avg. / Hour</b> |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------------|
| <b>0000</b>     | 56           | 37           | 28           | 41           | 44           | 33           | 33           | <b>272</b>    | 0.7                |
| <b>0100</b>     | 41           | 42           | 24           | 21           | 20           | 22           | 35           | <b>205</b>    | 0.6                |
| <b>0200</b>     | 41           | 27           | 38           | 19           | 19           | 21           | 31           | <b>196</b>    | 0.5                |
| <b>0300</b>     | 35           | 22           | 15           | 19           | 33           | 24           | 30           | <b>178</b>    | 0.5                |
| <b>0400</b>     | 29           | 29           | 24           | 19           | 21           | 11           | 26           | <b>159</b>    | 0.4                |
| <b>0500</b>     | 26           | 34           | 21           | 17           | 22           | 21           | 20           | <b>161</b>    | 0.4                |
| <b>0600</b>     | 34           | 37           | 36           | 32           | 38           | 38           | 38           | <b>253</b>    | 0.7                |
| <b>0700</b>     | 30           | 55           | 42           | 49           | 51           | 68           | 41           | <b>336</b>    | 0.9                |
| <b>0800</b>     | 68           | 63           | 61           | 68           | 67           | 86           | 65           | <b>478</b>    | 1.3                |
| <b>0900</b>     | 50           | 91           | 75           | 79           | 89           | 99           | 82           | <b>565</b>    | 1.5                |
| <b>1000</b>     | 110          | 87           | 84           | 105          | 90           | 82           | 103          | <b>661</b>    | 1.8                |
| <b>1100</b>     | 114          | 110          | 115          | 62           | 102          | 99           | 113          | <b>715</b>    | 2.0                |
| <b>1200</b>     | 114          | 114          | 102          | 92           | 85           | 125          | 85           | <b>717</b>    | 2.0                |
| <b>1300</b>     | 132          | 103          | 107          | 87           | 109          | 139          | 110          | <b>787</b>    | 2.2                |
| <b>1400</b>     | 103          | 103          | 78           | 97           | 102          | 111          | 95           | <b>689</b>    | 1.9                |
| <b>1500</b>     | 98           | 97           | 100          | 85           | 84           | 119          | 112          | <b>695</b>    | 1.9                |
| <b>1600</b>     | 83           | 90           | 110          | 106          | 86           | 108          | 103          | <b>686</b>    | 1.9                |
| <b>1700</b>     | 92           | 91           | 83           | 89           | 89           | 101          | 92           | <b>637</b>    | 1.7                |
| <b>1800</b>     | 90           | 95           | 87           | 81           | 78           | 92           | 94           | <b>617</b>    | 1.7                |
| <b>1900</b>     | 80           | 82           | 69           | 86           | 66           | 83           | 92           | <b>558</b>    | 1.5                |
| <b>2000</b>     | 85           | 73           | 72           | 78           | 65           | 92           | 93           | <b>558</b>    | 1.5                |
| <b>2100</b>     | 53           | 51           | 80           | 59           | 56           | 67           | 84           | <b>450</b>    | 1.2                |
| <b>2200</b>     | 54           | 48           | 42           | 63           | 40           | 85           | 70           | <b>402</b>    | 1.1                |
| <b>2300</b>     | 53           | 45           | 45           | 35           | 45           | 59           | 62           | <b>344</b>    | 0.9                |
| <b>Total</b>    | <b>1,671</b> | <b>1,626</b> | <b>1,538</b> | <b>1,489</b> | <b>1,501</b> | <b>1,785</b> | <b>1,709</b> | <b>11,319</b> |                    |
| <b>Avg/Hour</b> | 1.3          | 1.3          | 1.2          | 1.2          | 1.2          | 1.4          | 1.4          |               | 1.3                |

The 11,319 calls for service handled by the Dispatch Units equaled an average of 1.3 calls per hour during the year.

The following table shows the hourly distribution of the workload and the average hourly staffing that was needed to handle this workload.

**Staffing Required for the Total Fire/EMS Workload – 7/07-6/08**

| <b>Hour</b>    | <b>CFS</b>    | <b>Minutes</b> | <b>Average CFS / Hour</b> | <b>Average Minutes / Hour</b> | <b>Staffing Needed @ 50%</b> |
|----------------|---------------|----------------|---------------------------|-------------------------------|------------------------------|
| 0000           | 272           | 2,230          | 0.7                       | 6.1                           | 0.2                          |
| 0100           | 205           | 1,681          | 0.6                       | 4.6                           | 0.2                          |
| 0200           | 196           | 1,607          | 0.5                       | 4.4                           | 0.1                          |
| 0300           | 178           | 1,460          | 0.5                       | 4.0                           | 0.1                          |
| 0400           | 159           | 1,304          | 0.4                       | 3.6                           | 0.1                          |
| 0500           | 161           | 1,320          | 0.4                       | 3.6                           | 0.1                          |
| 0600           | 253           | 2,075          | 0.7                       | 5.7                           | 0.2                          |
| 0700           | 336           | 2,755          | 0.9                       | 7.5                           | 0.3                          |
| 0800           | 478           | 3,920          | 1.3                       | 10.7                          | 0.4                          |
| 0900           | 565           | 4,633          | 1.5                       | 12.7                          | 0.4                          |
| 1000           | 661           | 5,420          | 1.8                       | 14.8                          | 0.5                          |
| 1100           | 715           | 5,863          | 2.0                       | 16.1                          | 0.5                          |
| 1200           | 717           | 5,879          | 2.0                       | 16.1                          | 0.5                          |
| 1300           | 787           | 6,453          | 2.2                       | 17.7                          | 0.6                          |
| 1400           | 689           | 5,650          | 1.9                       | 15.5                          | 0.5                          |
| 1500           | 695           | 5,699          | 1.9                       | 15.6                          | 0.5                          |
| 1600           | 686           | 5,625          | 1.9                       | 15.4                          | 0.5                          |
| 1700           | 637           | 5,223          | 1.7                       | 14.3                          | 0.5                          |
| 1800           | 617           | 5,059          | 1.7                       | 13.9                          | 0.5                          |
| 1900           | 558           | 4,576          | 1.5                       | 12.5                          | 0.4                          |
| 2000           | 558           | 4,576          | 1.5                       | 12.5                          | 0.4                          |
| 2100           | 450           | 3,690          | 1.2                       | 10.1                          | 0.3                          |
| 2200           | 402           | 3,296          | 1.1                       | 9.0                           | 0.3                          |
| 2300           | 344           | 2,821          | 0.9                       | 7.7                           | 0.3                          |
| <b>Total</b>   | <b>11,319</b> |                |                           |                               |                              |
| <b>Average</b> |               | <b>3,867</b>   | <b>1.29</b>               | <b>10.60</b>                  | <b>0.35</b>                  |

As shown above, .1 to .5 Dispatchers per hour was required to handle the total average hourly workload for FY 2007-08. The following points are taken from this table:

- The Dispatch Centers handled 11,319 community generated calls for service in FY 2007-08. The workload demand ranges from a low of approximately 4 minutes per hour during the early morning hours to a high of 15 minutes per hour (total workload) in the late afternoon.
- Average workload per hour is approximately 10 minutes.

The total fire/EMS call for service workload requires an hourly average of 1 Public Safety Dispatcher (round up from the average of .35).

**3. THE COMBINED WORKLOAD OF THE TAHOE CITY AND AUBURN DISPATCH CENTERS CAN BE HANDLED BY THE AUBURN DISPATCH CENTER.**

The table below shows the estimated total staffing required for the combined Law Enforcement and Fire/EMS calls in both Dispatch Centers in FY 2007-08.

**Total Staffing Required for Combined Law Enforcement and Fire/EMS Workload**

| <b>Hour</b>    | <b>Staffing Needed for LE Workload</b> | <b>Staffing Needed for Fire Workload</b> | <b>Total Staffing Needed</b> |
|----------------|----------------------------------------|------------------------------------------|------------------------------|
| <b>0000</b>    | 1.1                                    | 0.2                                      | 1.3                          |
| <b>0100</b>    | 0.8                                    | 0.2                                      | 1.0                          |
| <b>0200</b>    | 0.7                                    | 0.1                                      | 0.8                          |
| <b>0300</b>    | 0.6                                    | 0.1                                      | 0.7                          |
| <b>0400</b>    | 0.5                                    | 0.1                                      | 0.6                          |
| <b>0500</b>    | 0.5                                    | 0.1                                      | 0.6                          |
| <b>0600</b>    | 0.7                                    | 0.2                                      | 0.9                          |
| <b>0700</b>    | 1.2                                    | 0.3                                      | 1.5                          |
| <b>0800</b>    | 1.7                                    | 0.4                                      | 2.1                          |
| <b>0900</b>    | 1.9                                    | 0.4                                      | 2.3                          |
| <b>1000</b>    | 2.2                                    | 0.5                                      | 2.6                          |
| <b>1100</b>    | 2.2                                    | 0.5                                      | 2.7                          |
| <b>1200</b>    | 2.2                                    | 0.5                                      | 2.7                          |
| <b>1300</b>    | 2.2                                    | 0.6                                      | 2.8                          |
| <b>1400</b>    | 2.2                                    | 0.5                                      | 2.7                          |
| <b>1500</b>    | 2.3                                    | 0.5                                      | 2.8                          |
| <b>1600</b>    | 2.4                                    | 0.5                                      | 2.9                          |
| <b>1700</b>    | 2.4                                    | 0.5                                      | 2.9                          |
| <b>1800</b>    | 2.1                                    | 0.5                                      | 2.6                          |
| <b>1900</b>    | 1.9                                    | 0.4                                      | 2.3                          |
| <b>2000</b>    | 1.9                                    | 0.4                                      | 2.3                          |
| <b>2100</b>    | 1.8                                    | 0.3                                      | 2.1                          |
| <b>2200</b>    | 1.7                                    | 0.3                                      | 2.0                          |
| <b>2300</b>    | 1.4                                    | 0.3                                      | 1.7                          |
| <b>Average</b> | <b>1.6</b>                             | <b>0.4</b>                               | <b>2.0</b>                   |

The staffing need to handle the average hourly combined Law Enforcement and Fire/EMS workload in both Dispatch Centers is 2.0 positions.

Should the County decide to consolidate dispatching services, the Auburn Dispatch Unit staff can handle the combined workload. In an earlier Staffing Analysis chapter of this report the project team calculated the staffing requirement for the Auburn Dispatch Center at 26 Dispatchers/Seniors. This staffing level is sufficient to handle the total combined workload.

**4. THE FIRE/EMS WORKLOAD IN THE TAHOE AREA WILL BE REDUCED IN THE NEAR FUTURE.**

In 2009, the fire services workload in the Tahoe area will be significantly reduced, as two fire agencies in Placer County, North Tahoe Fire Protection District and Squaw Valley Fire Department, will be contracting with CalFire for dispatching services. This will reduce the call for service workload by approximately 2,000 calls, or approximately 93% of the Tahoe Dispatch Center's fire/EMS workload (about 17% reduction of the total fire calls). The other 7% of the workload is for Meeks Bay Fire Protection District, an agency that is in El Dorado County.

**5. OTHER FACTORS TO CONSIDER IN THE POTENTIAL CLOSING OF THE TAHOE CITY DISPATCH CENTER AND CONSOLIDATION OF DISPATCHING OPERATIONS IN AUBURN.**

In addition to workload and staffing factors, there are other factors to consider and evaluate in the potential consolidation of the Auburn and Tahoe City Dispatch Centers. These include:

- Infrastructure requirements, radio and CAD coverage,
- Training needs of Auburn staff (for Tahoe area),
- Public perception of a reduced service level in the Tahoe City area, the Tahoe City staff has local knowledge and familiarity.

Currently, and in the future, whether a dispatcher is located in Auburn or Tahoe City should not be a factor in communication with field units. Additionally, Placer County is in the middle of a multi-year wireless radio infrastructure upgrade project that will improve the reliability, coverage and interoperability of its radio system. A backup Dispatch Center is an important infrastructure need, providing an alternate site for the continuity of operations should the primary dispatching site be unable to function. The Auburn and Tahoe Dispatch Centers can provide this backup function for each other, with the main secondary site for the Auburn Dispatch Center is at the Roseville police department facility.

Another issue is the familiarity of staff with the various dispatching procedures for the field units for whom they provide communications services. The differences are related to the different fire service providers dispatched by Placer County. With the changes that are planned in the Tahoe region in 2009, this will not be an issue should consolidation of the two centers occur. However, Dispatchers will need to be familiar with Sheriff's Department staff in the Tahoe sub-station and any unique needs they may have. A training program to familiarize Auburn staff with the Tahoe area was recently implemented, and all Auburn Dispatch Unit staff will receive this training within the next few months. Part of this program is developing a better knowledge of the geography of the Tahoe area. It will be important to continue this training to ensure Auburn based Dispatchers are reasonably familiar with the Tahoe region.

There are about 1,501 square miles in Placer County, and with an area this large it will take a Dispatch Unit employee some time to become reasonably familiar with all areas. It is important for Dispatchers to become knowledgeable about the various areas

where they provide service. Continuous annual training should be provided on this topic.

Another factor to consider is the public perception regarding the service level provided by the Sheriff's Department to the Tahoe region. The closing of a local Dispatch Center facility in Tahoe City may cause residents to believe that the services provided to them in the Tahoe area are less than other County residents. Should the decision be made to consolidate dispatch operations, addressing this issue should be included in the transition plan that is developed.

All of these factors should be addressed but they do not present significant obstacles to consolidation of communications services in Placer County.

**Recommendation: Develop a detailed plan to consolidate communications services in the Auburn Dispatch Center.**

## **6. A CONSOLIDATED DISPATCH UNIT WILL REQUIRE FEWER STAFF.**

A consolidated Dispatch Unit will be located in Auburn and retain all of the current functions and tasks. Because of the distance to the Tahoe City Sheriff's Department sub-station, additional efforts will be required to provide needed services for Sheriff's Department staff at this location. Maintaining a good working relationship will be a critical component of a successful consolidation of services.

The organization of the Dispatch Unit will require a manager and sufficient support staff to perform the necessary administrative functions, and sufficient line staff to handle the Dispatch Unit workload. The following table shows the classification and location assignments of the current 37 authorized positions.

| Position Classification         | Authorized & Budgeted Positions |            |
|---------------------------------|---------------------------------|------------|
|                                 | Auburn                          | Tahoe City |
| Communications Services Manager | 1                               | 0          |
| Communications Supervisor       | 1                               | 1          |
| Senior Public Safety Dispatcher | 7                               | 3          |
| Public Safety Dispatcher        | 16                              | 8          |
| <b>Total</b>                    | <b>25</b>                       | <b>12</b>  |

A consolidated Dispatch Unit will require the following number of employees to provide adequate management, administration, training, supervision and line level staffing.

| Position Classification                                                           | Recommended Positions |
|-----------------------------------------------------------------------------------|-----------------------|
| Communications Services Manager                                                   | 1                     |
| Communications Services Supervisor                                                | 2                     |
| Public Safety Dispatcher Supervisor<br>(formerly Senior Public Safety Dispatcher) | 8                     |
| Public Safety Dispatcher I / II                                                   | 18                    |
| <b>Total</b>                                                                      | <b>29</b>             |

A consolidated Dispatch Unit will require 29 staff, which is 8 fewer staff (2 Senior Public Safety Dispatchers and 6 Public Safety Dispatchers) than authorized in 2008. The reduction in staff should be accomplished through the reduction of vacant positions and attrition of staff (funding for some positions has already been eliminated in early 2009). The extra help dispatcher positions are not included, as they will still be needed to provide needed shift relief for regular dispatchers in the future.

**Recommendation: Staff a consolidated Dispatch Center with 29 personnel, a reduction of 8 staff (2 Senior Public Safety Dispatchers and 6 Public Safety Dispatchers); the salary & benefits savings to be determined by the Personnel Department.**

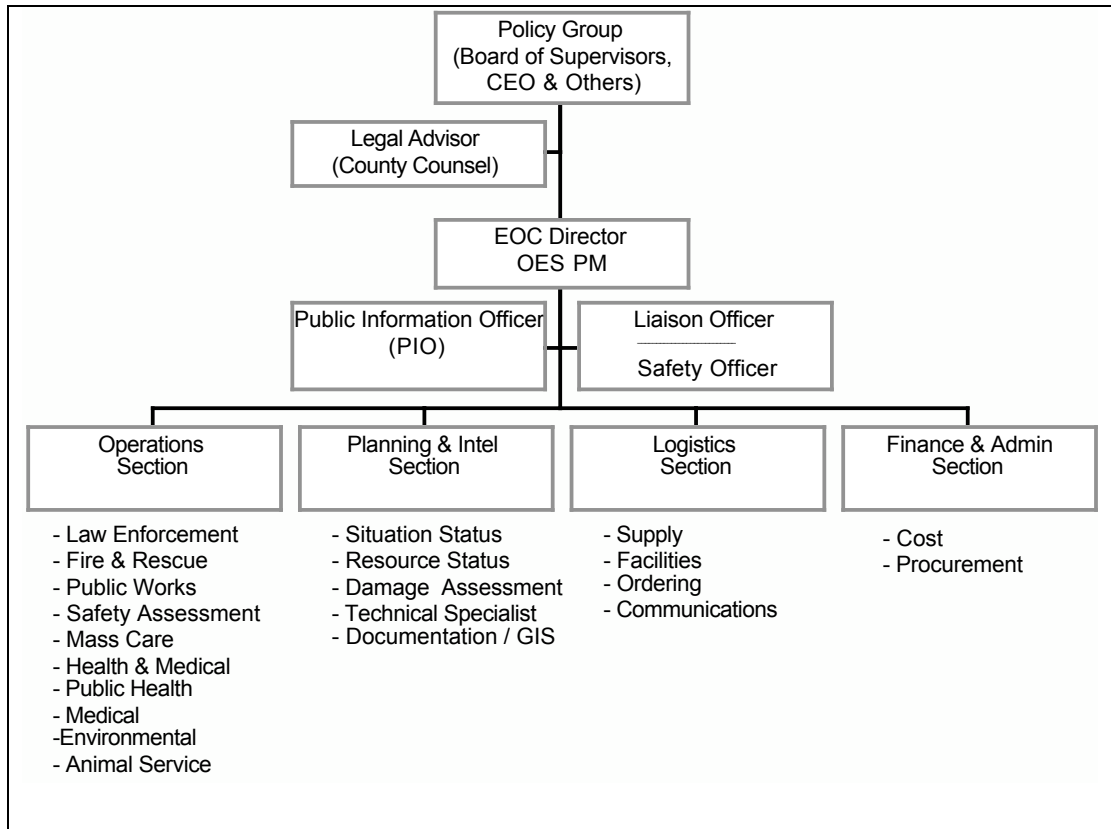
## **5. ANALYSIS OF THE EMERGENCY OPERATIONS PLAN**

Placer County has developed a comprehensive Emergency Operations Plan (EOP) that models the National Incident Management System (NIMS) / Incident Command System (ICS) protocols. The plan is written from a global perspective identifying areas of responsibility throughout the numerous agencies of the County with the intent to provide disaster emergency management and continuity of government in the event of a natural or man-made situation.

The primary Emergency Operations Center (EOC) is located in Auburn. The facility is approximately 4,000 square feet in size and dedicated as an EOC. The facility is equipped with 17 telephone lines and five state-owned satellite phones linked to the Operational Area Satellite Information System (OASIS) to ensure telephone communications. The center is equipped with one radio dispatch console for radio communications. Additionally, there are a total of 11 computer stations and additional Internet accessible plug-in points for laptop connectivity. Four flat panel televisions capable of broadcasting local, cable or satellite programs are placed within the center. Capabilities for video teleconferencing have been completed.

A back-up center is located at Burton Creek / Tahoe City. This facility is 500 square feet and shares space as a conference center. This facility has one telephone line that rolls over to six secondary lines and also has satellite/video conferencing capabilities. The room is located in the same building as the Tahoe Dispatch Center.

The EOP was found to be comprehensive, establishing a formal hierarchical reporting chain for the plan development and in the event of a critical incident. The following chart shows the structure developed for Placer County EOP.



The structure organizes the different entities of the County into manageable groups both for event activation and for the purposes of future planning. In the event of an emergency, where the operational area is within Placer County, first responders (fire, law enforcement, Hazmat, etc.) are dispatched to the scene. The EOP calls for the dispatch center to notify the Office of Emergency Services. The Sheriff's Dispatch Center has the primary responsibility for establishing and maintaining communications between the Incident Commander and the OES. Once an emergency is declared, the dispatch center is expected to expand day-to-day operations and responsibilities in support of the larger scale emergency. The center can be tasked with providing

“Incident Dispatch Teams” as necessary. Additionally, the dispatch center is expected to provide “dispatch documents” at the conclusion of the event for inclusion in the after action report.

**1. THE PLACER COUNTY SHERIFF'S DEPARTMENT DISPATCH UNIT NEEDS TO DEVELOP AN EMERGENCY PLAN IN SUPPORT OF THE COUNTY EOP.**

Each year Placer County typically experiences snow related and fire related emergencies in the County. Each of these incidents are initially reported to the Dispatch Unit on 9-1-1 lines. Depending on the type, extent and duration of the emergency, Dispatch Unit staffing levels may require small to significant staffing increases to handle the workload and management of these incidents (e.g. extensive coordination with the Sheriff's Department, Fire Service agencies and other agencies handling the field workload).

Additional potential sources of emergency incidents are the eleven dams within Placer County that are identified in the EOP as critical structures. Dam failure plans have been developed and appear to be well communicated. Aside from those plans, the review of the Dispatch Unit showed the lack of written instructions in the event of a declared emergency.

The Dispatch Unit plays a critical role in all emergency incidents and it is critical that their role is planned, documented and training is provided to staff on implementing the plan. Currently, staff members were cognizant of the County EOP but were not knowledgeable of the plan, and no one had received training regarding their roles in the plan. The Sheriff's Department needs to develop an emergency plan identifying key roles, responsibilities and procedures for the Dispatch Unit to follow in the event of a critical incident.

The following sections provide information for the minimum content of an emergency plan for the Sheriff's Department Dispatch Unit.

**(1) Implementing the Emergency Plan.**

The decision to activate the EOP is a first critical decision that must be made. The County EOP identifies "operational periods" as 12 hour increments, or planning periods, that are used to organize and manage the County's response to emergency incidents. If an incident is estimated to last less than 12 hours (one operational period) then the EOP guideline calls for the incident to be handled by the Sheriff's Department and other emergency response agencies. However, if the duration of the incident is estimated to exceed one "operational period" (e.g. a two day snowstorm) then the EOP should be activated.

The Sheriff's Department EOP should identify who has the authority to activate the EOP and initiate the procedures to quickly address calling back personnel to handle the additional workload and planning infrastructure.

**(2) In the Event of an Emergency Situation, Time Becomes a Critical Factor. Notification of the Proper Entities is Essential to Providing a Rapid and Appropriate Response.**

The plan should incorporate a notification reference document for dispatch personnel. The reference should be readily accessible to all dispatchers and complete with current contact information. This document should be reviewed and updated periodically for accuracy. Additionally, protocols should be established to ensure that dispatchers quickly recognize when a situation should be classified as a critical incident and requires immediate notification.

**(3) The Emergency Plan Should Include an Interoperability Plan for All Entities Serviced by the Placer County Sheriff's Dispatch Unit.**

The plan should incorporate a resource and communications capabilities matrix of the fire districts and law enforcement agencies within the County. The matrix should show the hourly on-duty staffing level, vehicles and other equipment each agency deploys with their personnel. Additional resource capabilities, both personnel and equipment (e.g. communications van, boats, number of critical incident dispatch teams, etc.) should also be included.

The interoperable capabilities of each agency should be annotated in the matrix. The goal of the plan should be to ensure seamless communications between agencies during an emergency. In the event an agency does not have the capability to communicate within the Placer County infrastructure, plans should be developed to address the deficiency. As the plan develops, the interoperability matrix should expand to include other surrounding jurisdictions.

As a note, the interoperability plan should include contact information for key personnel via telephone lines and cellular communications. The plan should be reviewed, tested and updated periodically.

**(4) The Command Function of the Emergency Plan Ensures Prompt Notification of Key Personnel in Order to Maintain the Safety of All Personnel.**

In most situations, a field unit will be assessing the situation and transferring information to the dispatch center. When an emergency is declared in the field, the Dispatch Unit incident command system (ICS) should also be implemented. Decisions regarding mobilization of additional staffing for the communications center, mutual aid and public information will need to be made expeditiously. At the same time, dispatch

activity will most likely increase dramatically as the situation progresses, and until it is stabilized. Notification and implementation of the communications incident command is essential in the early stages of an event.

**(5) Depending on the Situation, Evacuation of the Communications Center May Be Necessary.**

In the current configuration, the Auburn and Tahoe facilities provide redundancy in the communications system. Either facility can serve as an alternative site for Countywide communications. Additionally, the communications van provides for mobility and an alternate site. The decision to evacuate to an alternate site requires a great deal of planning and training. The plan should enable continuous communications for field units during the transition. This may mean that dispatchers perform their functions from portable radios without the assistance of the CAD for a period of time. Protocols should in place and dispatchers trained in alternate dispatch techniques that do not include the use of the CAD. This also serves to support operations when the CAD is not available due to system failures.

Evacuation plans necessarily include an assessment of resource requirements. At a minimum, an alternate site should be equipped to handle call loads established for peak periods during normal operations. Equipment lists should be included in the evacuation plan to ensure that necessary items are transported to the alternate site. One item frequently overlooked in the evacuation plan is the need for transportation. The plan should cover a method for moving personnel and equipment from one site to another in the event a decision is made to relocate to an alternate dispatch site.

**(6) Protocols Should Be Established to Ensure Staffing Requirements Are Met Throughout an Event.**

Emergency staffing schedules should be established to include essential personnel for the first operational period (12 hours) and relief personnel for the second operational period (12 hours). Accurate recording of personnel work times are necessary to recuperate expenditures during declared disasters.

**2. ADDITIONAL OPPORTUNITIES FOR IMPROVEMENT WERE IDENTIFIED IN THE AREAS OF RISK ASSESSMENT AND TRAINING.**

Three additional steps should be taken in the development of the Communications Emergency Plan. These are described in the subsections, below:

**(1) An Important Component to the Communications Emergency Plan Is the Development and Continuous Review of Potential Threats.**

The Dispatch Unit would benefit from a risk / threat assessment of their data and telecommunications networks. The infrastructure that supports communications during an emergency is critical. Attacks on communications networks pose a viable threat to the continuity of business. The identification of and reaction to the loss of data and/or voice communications will determine the extent of damage caused by an attack on the communications network.

Regular sessions to review potential areas for risk assessments and appropriate responses would be beneficial. At a minimum the development of a line of communication for subordinates to pass information should be developed and implemented.

**(2) The Greatest Opportunity for Improvement in Placer County Comes in the Area of Training.**

The comprehensive EOP prepared by the Placer OES delegates the majority of the responsibility for training to the subordinate departments / jurisdictions of the County. In both the current (section 12.2) and the draft form of the Quick EOP (section 17.2), OES assumes the responsibility of notifying departments of "training opportunities." Many training opportunities for dispatchers in the area of critical incident management may also satisfy annual training requirements for dispatcher certification. While outside training provides great opportunities for professional development, the greatest need comes in the area of training for the implementation of the EOP and the Dispatch Unit's emergency plan (once created).

All emergency plan training should be documented in personnel files. Additionally, responsibilities within the plan should only be delegated to trained personnel capable of carrying out those duties.

Placer County OES should serve as a clearinghouse for training to ensure consistency with the EOP. Training as well as readiness assessments of the Dispatch Unit should be reported to the OES in a written document.

At a minimum, a dispatch training program should address:

- Awareness of potential threats / risks present in the County
- Awareness of the EOP and specifically the roles and responsibilities of entities within the plan
- Awareness of the Dispatch Unit Emergency Plan
- Skills enhancement to assume different roles within the plan

The training program should provide for the identification of training tasks and a reporting process for the completion of training tasks. Ideally, a training committee would review information collected from exercises and risk assessments to identify specific training needs and recommend training topics on a periodic basis.

**(3) Exercises Are Included in the Placer County EOP, But They Should Be Evaluated Afterwards.**

In both the current EOP and the Quick Plan draft, exercises are noted in the training section. Minimally, exercises should be utilized for three purposes:

- Evaluate the level of training of personnel
- Evaluate the effectiveness and completeness of the plan
- Opportunity for increased communication

An exercise does offer the opportunity to evaluate the level of preparedness within the Dispatch Unit. While training does occur in the form of allowing the unit to “practice” in a scenario based environment, the purpose of an exercise should be to evaluate where the unit is in terms of being able to respond to a live event.

Exercises allow for critical evaluation of the effectiveness of the plan and to identify potential gaps in the plan. After action reports of exercises should critically assess the plan and identify deficits. The plan should be revised and training offered to cover the “new” plan. In this way, the plan is under continuous review for improving the plan, and / or addressing new threats.

Exercises vary in shape and size. Full-scale field exercises are not always necessary for training of staff or to assess the validity of a plan. Considerable value can come out of round-table discussions with dispatch personnel in small groups.

Additionally, walk-through exercises provide an excellent opportunity to train or evaluate the completeness of the plan.

Periodic exercises should be scheduled if for no other reason than to test equipment, especially as it relates to the interoperability plan. Additionally, perishable skills exist that should be identified and evaluated. If "patching" of channels is seldom done, routine exercises are essential to ensure all personnel retain the skill.

All exercises should be documented in an after action report.

**3. KEY STAKEHOLDERS IN THE PLACER COUNTY SHERIFF'S DEPARTMENT DISPATCH UNIT EMERGENCY PLAN SHOULD BE INCLUDED IN THE DEVELOPMENT OF THE PLAN.**

All agencies supported by the Placer County Sheriff's Department Dispatch Unit should minimally be included in a briefing of the Emergency Plan. Information gleaned from the stakeholders, which includes line Dispatchers, regarding the potential impact on individual operations will serve to improve the quality of the final product. Additionally, awareness on the part of serviced entities provides necessary regarding expectations during an actual event.

The development of a Sheriff's Department Emergency Operations Plan is an important step to identify the policy and procedures needed to effectively coordinate County resources, and the resources of the fire agencies dispatched by Placer County when an emergency incident occurs. A written document that provides clear guidelines and procedures for staff during the initial phases of the incident, during the operational period of the incident through its conclusion are important components of an Emergency Operations Plan.

**Recommendation: Develop a Sheriff's Department Emergency Operations Plan as a companion document to the Placer County EOP.**

## **6. ANALYSIS OF RECRUITMENT AND RETENTION**

One of the primary elements in this study is an evaluation of the Placer County Sheriff's Department Dispatch Unit recruitment and retention practices. Of significant concern is the difficulty over the last five years of recruiting and hiring qualified applicants, successfully training the new employees in the basic training program, and retaining high quality Dispatch Unit employees. The Dispatch Unit attrition rate over the last three years has averaged almost 24%, and in 2008 it was close to 30%. This is significantly higher than the 10-15% attrition rates the project team has seen in agencies in the western United States over the last few years. Clearly, it is important for the County Personnel Department and the Sheriff's Department to take all reasonable measures to increase the retention of high quality employees and thereby reduce the attrition rate in the Dispatch Unit.

A number of articles, books and papers have been written on the subject of the problems related to recruiting, hiring and retaining employees in a law enforcement agency. There is also literature that provides methods and plans for the successful recruitment, hiring and retention of highly qualified law enforcement employees. Most of the literature is focused on sworn officer/deputy issues, but over the last 10 years there has been a growing awareness of the significance of the recruiting and retention problems for dispatch work units. The problems and issues that exist in recruitment and retention of sworn employees are essentially the same issues that exist for dispatchers working for public safety agencies (e.g., shift work, short staffing, mandatory overtime hours, sometimes extremely stressful work).

It is well documented that the recruitment and retention issue is one of the most difficult issues facing law enforcement agencies today, for both sworn and civilian staff; and in most law enforcement dispatch units the attrition rate is higher than for the sworn staff of an agency. Although some turnover is good for all agencies, a high turnover of employees, as Placer County has experienced over the last several years, exacts a significant toll on an agency – hiring costs, training costs, a drain on the human resources involved in training new employees, supervision and management.

These issues and challenges have existed in law enforcement for many years and are ones that will remain for the foreseeable future. The national trend over the last few years has been a reduction in the number of applications for law enforcement and dispatcher positions. There are many reasons for this trend. People entering the labor market often are not attracted to law enforcement for a variety of reasons, including the minimum hiring requirements, background investigation, the shifts and holidays they are required to work, and type of work dispatchers are hired to perform.

As a result, law enforcement agencies are spending more time and money to recruit quality candidates to fill their vacancies; law enforcement agencies cannot any longer realistically expect to obtain a sufficient number of quality candidates just by placing an ad in the local newspaper. All agencies should strive to differentiate themselves from other agencies to gain a competitive advantage in recruiting and retaining the best possible candidates. For example, smaller agencies can stress the Department “family” theme where benefits such as easy access to command staff, is highlighted as a selling point. Agencies such as Placer County, where employees can live outside of the heavily populated areas, can use this benefit as a positive recruiting

factor. Larger agencies can point to the significant resources available at the Department, the variety of specialty jobs and the possibility of relatively quick advancement opportunities. The local market is extremely competitive and most law enforcement agencies face the same recruitment and retention challenges as the Placer County Sheriff's Department.

The focus of this chapter is to evaluate potential improvements that can be employed by Placer County to improve the recruitment practices, the applicant pool, and the retention of high quality employees in the Dispatch Unit. The next section presents a review of the current information regarding the attrition rate in the Dispatch Unit, followed by sections on recruitment and retention.

#### **1. ANALYSIS OF ATTRITION IN THE DISPATCH UNIT.**

Information regarding the number of employee separations was previously presented in the staffing analysis, but reviewed here again to highlight the current situation.

Placer County's current overall attrition rate of employees is approximately 24%, which is significantly higher than the 10%-15% attrition rates commonly seen by the project team in other dispatch units in the western United States. Furthermore, the current vacancies in the Auburn dispatch center (4 Dispatcher positions and 1 Senior position) and Tahoe City dispatch center (4 Dispatcher positions and 2 Senior positions) have put a strain on the staff to maintain sufficient coverage for all of the shifts. It has resulted in mandatory overtime and changing the work schedule from four 10 hour shifts in a week to four 12 hour shifts.

Since 2004, the Dispatch Unit has had 46 employees who have separated from the County for a variety of reasons (one of whom was subsequently re-hired by Placer County). The number listed below is for all separations from the Department, including retirement, taking a job at another agency, probationary releases and voluntary separation, etc.

|                            | <b>Number</b> | <b>Percentage</b> |
|----------------------------|---------------|-------------------|
| <b>2004</b>                | 8             | 21.6%             |
| <b>2005</b>                | 6             | 16.2%             |
| <b>2006</b>                | 10            | 27.0%             |
| <b>2007</b>                | 11            | 29.7%             |
| <b>2008 YTD</b>            | 11            | 29.7%             |
| <b>2004 - 2007 Average</b> |               |                   |
|                            | <b>10.7</b>   | <b>23.6%</b>      |

An average of 10.7 employees annually separated from the Dispatch Unit from 2004-2007, equaling an average attrition rate of 23.6%. In calculating the attrition rate, the project team used the authorized number of 37 Dispatcher and Senior Dispatcher positions. The reasons for the separations are listed in the following table.

| <b>Reason for Separation</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008 YTD</b> | <b>Total</b> | <b>Overall %</b> |
|------------------------------|-------------|-------------|-------------|-------------|-----------------|--------------|------------------|
| Probation Release            | 2           | 4           | 4           | 4           | 3               | <b>17</b>    | <b>37.0%</b>     |
| Job at Another Agency        | 6           | 1           | 2           | 2           | 0               | <b>11</b>    | <b>23.9%</b>     |
| Retire                       | 0           | 1           | 2           | 1           | 1               | <b>5</b>     | <b>10.9%</b>     |
| Voluntary                    | 0           | 0           | 2           | 4           | 7               | <b>13</b>    | <b>28.2%</b>     |
| <b>Total</b>                 | <b>8</b>    | <b>6</b>    | <b>10</b>   | <b>11</b>   | <b>11</b>       | <b>46</b>    | <b>100%</b>      |

The following points summarize the information presented in this table:

- A total of 46 employees separated from Placer County Dispatch since January 2005.
- 37% of these employees were released during the basic training phase of their probationary period.
- The number of probationary releases has remained relatively constant over the last five years, ranging from two to four per year.

- The number of employees leaving for another agency has dropped significantly since 2004.
- The number of employee separations as a Dispatcher has increased from two in 2006 to seven in 2008. Specific reasons for these separations was not listed in the data, however, it includes people changing careers and “retiring” before eligible retirement age.

The project team also asked employees, during the individual interviews, why Dispatchers left the Sheriff's Department. There were two primary reasons stated during the interviews – the new employees who were not able to complete the basic training program, and employees who left for better working conditions, pay and benefits. Many employees commented on their belief that at least some, if not many, of the new employees could have been successful dispatchers but the training program failed them in not providing consistent direction and a positive training environment.

It was also expressed by some employees that, at times, the Dispatch Unit is an extremely critical environment where a mistakes are highlighted; for example, an error made by one Dispatcher is commonly told to many other Dispatchers not involved in the incident and without a “need to know”. The project team has heard this type of comment from employees in other dispatch studies, and it is not uncommon for a critical atmosphere and gossip to exist in a dispatch center. Although this type of environment may be common, it is an undesirable working environment, leads to employee separations, and must be addressed by managers and supervisors.

It is clear from this data that the most significant challenge is for Placer County to develop a strategy to slow the rate at which Dispatchers leave Placer County for another law enforcement agency or another type of job. The Sheriff's Department has taken steps to try and reduce the attrition rate by improving the training program,

improving the work schedule (i.e., stabilizing it in 2007 and 2008), and trying to improve the working environment. A clear and focused effort to develop solutions to these issues will be presented in the section on retention of employees.

**2. THERE ARE A NUMBER OF OPPORTUNITIES FOR IMPROVEMENT IN THE RECRUITMENT EFFORTS FOR PLACER COUNTY.**

Placer County has traditionally used a couple of basic recruitment methods to attract new dispatcher candidates and has not spent a significant amount of time or resources in an attempt to obtain a larger candidate pool. These methods have produced many good candidates and are still viable methods, however, additional methods and approaches to recruitment are needed to attract additional candidates.

**(1) A Review of Best Management Practices Shows Additional Recruiting Methods Should Be Used to Attract Candidates for Dispatcher Positions.**

For many years Placer County has relied on print media ads and the County website as the primary methods for obtaining a pool of candidates for new Dispatcher positions. Job openings have also been posted on national dispatch related websites (but haven't been updated for over a year), and current employees have told their friends and acquaintances when there are job openings in the Dispatch Unit, encouraging them to apply.

These methods have provided a sufficient number of candidates to fill open positions in past years. While these methods should not be abandoned, there are additional methods and steps that can be taken to obtain a larger number and broader pool of candidates. Some of these additional steps result from a comparison of best management practices in law enforcement recruiting. These best management

practices have been developed by reviewing successful programs identified in other agencies, published literature, guides and articles on the subject of recruitment.

| <b>Practice Area</b>                                                                 | <b>Best Practice Target</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Conduct a Work Unit Assessment</b></p> <p><b>Develop a Recruiting Plan</b></p> | <ul style="list-style-type: none"> <li>• Define advantages of working for the Sheriff's Department.</li> <li>• Professionalize – ensure it is an attractive place to work (building, equipment, atmosphere).</li> <li>• Analyze current agency practices, identify trends.</li> <li>• Develop hiring priorities.</li> <li>• Determine expectation of stakeholders.</li> <li>• Project number of new Dispatchers needed over next five years.</li> <li>• Define recruitment goals, develop an action plan.</li> <li>• Identify those responsible for outcomes.</li> <li>• Identify and select the right people as recruiters.</li> <li>• Train recruiters, attend at least one professional training course such as those offered by IACP.</li> <li>• Develop a partnership with the Personnel Department.</li> <li>• Review and evaluate plan.</li> </ul> |
| <p><b>Personalize the Recruitment Process</b></p>                                    | <ul style="list-style-type: none"> <li>• Make staff accessible to candidates to answer questions.</li> <li>• Provide/require dispatch center “sit-alongs”.</li> <li>• Keep candidates informed regarding process.</li> <li>• Maintain regular contact with candidates.</li> <li>• Assign a mentor or liaison.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>Develop Partnerships</b></p>                                                   | <ul style="list-style-type: none"> <li>• Develop relationships with those who can help provide a potential pipeline of candidates such as the military, local high schools and community colleges, community based organizations.</li> <li>• Internships with the local community college(s).</li> <li>• Employee referral program: provide brochures; encourage employees to be ambassadors of the agency, acknowledge/reward employees who refer candidates.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Develop an Advertising Plan and Internet Presence</b></p>                      | <ul style="list-style-type: none"> <li>• Develop a Sheriff's Department message.</li> <li>• Provide appropriate literature for planned methods and getting the message out to the target audience.</li> <li>• As appropriate, recruit at job fairs, community groups, service clubs, businesses or schools.</li> <li>• Keep the website updated with current salary, hiring process; has online applications downloadable and current information regarding job openings, pay, benefits and the advantages of working at the agency.</li> <li>• Develop a recruitment DVD.</li> <li>• Speak at local junior colleges, service clubs and community functions.</li> <li>• Advertise on dispatch and law enforcement related employment websites.</li> </ul>                                                                                                 |

| Practice Area            | Best Practice Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Selection Process</b> | <ul style="list-style-type: none"> <li>• Look for ways to speed up the recruitment and testing process so that is less than four months from application date to hire date.</li> <li>• Ensure that proper screening tools are in place.</li> <li>• Select candidates that are suited for dispatching and the unique features/challenges of the agency.</li> <li>• Complete the background investigation in a timely manner.</li> <li>• Ensure all of the steps are necessary, eliminate those that are not.</li> <li>• Compare the process with other agencies in the area.</li> <li>• Survey candidates to determine how they learned about the job opening and how they felt about the process.</li> </ul> |

The table above summarizes general recruitment best practices that can be applied for many agencies. Improving the effectiveness of recruiting for Dispatchers will require a focused effort and the dedication of additional resources from both the Sheriff's Department and the Personnel Department. Utilizing the practices described above, the project team developed specific tasks and methods that could be used to attract a larger number, and broader spectrum, of applicants including the following:

- A recruiting plan for the Sheriff's Department Dispatch Unit, including what methods will be used, who will be involved, what resources will be used and a realistic goal(s) to measure success (e.g., a certain number of applications received).
- An attractive flyer for the Dispatcher position; distribution of the flyers in various locations for viewing by potential candidates.
- A public service announcement (PSA) for airing over local radio stations and other local government TV channels.
- Having a primary contact person and close working relationship with Personnel Department to review the current process, and maintain close lines of communication regarding the needs of the Sheriff's Department recruiting and hiring process.
- Developing a working relationship with local community college professors who teach in the criminal justice classes, to steer quality students to apply for a job.
- Selective participation with other law enforcement agencies in job fairs and "college and career" days at regional colleges, returning to locations that draw a significant number of inquiries.

- Post job openings and advertising on appropriate dispatch and law enforcement related web sites.
- Develop relationships with business owners and any neighborhood associations in Placer County and, over the long term, seek their assistance as neighborhood recruiters, arming them with information and flyers about Sheriff's Department Dispatch Unit job opportunities.
- Solicit the assistance of current Sheriff's Department employees to assist in recruiting candidates.

Some of the above steps are fairly simple and inexpensive; others will require additional time and resources to accomplish. Employment of at least some additional methods will likely increase the number and quality of candidates applying for Dispatcher positions at Placer County. Several of these specific steps will be discussed in the sections below.

## **(2) Develop a Recruiting Plan.**

One of the most important items above is the development of a recruiting plan – having a plan will provide focus and agreed upon methods for improving the recruiting process. Development of a recruitment plan should involve the Personnel Department and Sheriff's Department stakeholders to conduct an agency assessment to determine the advantages and disadvantages that exist in recruiting quality candidates. Questions to ask and answer include:

- Why would I want to work for the Sheriff's Department Dispatch Unit?
- What does Placer County and the Sheriff's Department have to offer?
- How does Placer County and the Sheriff's Department go about seeking the best suited and most qualified candidates?

The recruiting plan should provide initial direction and resources (personnel and a budget) that will be dedicated to the recruiting process. Specific recruiting tasks

should be identified to use as recruiting tools. These include use of literature, radio announcements, and participation in appropriate recruiting fairs (typically to be done with sworn recruiting).

The Dispatch Unit currently does not have anyone that has a job responsibility for recruiting Dispatchers. A small percentage of time and number of hours dedicated for recruiting should be identified and planned for as part of an overall recruitment plan.

**Recommendation: The Personnel Department and Sheriff's Department should establish an ad hoc committee to cooperatively develop a recruiting plan for the Dispatch Unit in 2009.**

**(3) Develop a Recruiting Flyer for the Dispatcher Position.**

A printed flyer is a valuable tool to have to get the message out to the general community and the law enforcement community of the existence of job openings and the desire to hire quality people to work in the Sheriff's Department Dispatch Unit. The flyer should clearly describe the excitement and challenge of the Dispatcher position, current salary range and benefits, and who to contact for additional information and how to apply for a job. It should also emphasize that Placer County Dispatchers have an excellent dispatching facility, good benefits and affordable housing in the area.

The flyer should communicate a consistent message or slogan that will be used to recruit new candidates. A succinct message that describes the excitement of working for the organization should be developed and used on flyers for the Dispatcher position. The current U.S. Army "go Army / strong" commercials are an example of this 'branding' of an organization; another example is the U.S. Marine recruiting slogan "we do not accept applications, only commitments". The purpose of this type of advertising is to develop a desire in potential candidates to be a part of that organization, resulting in

them applying to join the armed forces. While the Sheriff's Department does not have the resources of the Army to devise an advertising campaign such as this, it is realistic that the Sheriff's Department could "brand" the organization, for both Dispatcher positions and Deputy positions, by developing a phrase or slogan to be used on recruiting flyers and other recruiting advertising. It is important that any branding of the Sheriff's Department be developed by employees so that it accurately represents the organization and is positively supported by current employees. The development of a recruiting flyer can also be used as a basis for other types of advertising (e.g., on internet sites) and getting the message out to the community and law enforcement related organizations of the opportunities at the Sheriff's Department. A well designed flyer can be used for a variety of functions and distributed to selected agencies and locations to attract candidates. Some of these locations are:

- Other law enforcement agencies in California for distribution within their agency.
- Bulletin boards at the Sheriff's Department lobby, at other County facilities, libraries, etc.
- Community Colleges in Placer County and the Sacramento metro area.
- Local health clubs and gyms.
- Military bases in the northern California area.
- Other unique locations that may be developed by employees (e.g. restaurants, airlines) that may have similar multi-tasking job skills.

**Recommendation: Develop a recruiting flyer for the Sheriff's Department Dispatcher position.**

**(4) Advertise for Dispatchers on the Internet.**

The current generation of potential candidates for dispatcher positions are frequent users of the internet in their daily lives. This includes when they are deciding

on careers and looking for jobs. There are a number of dispatch/law enforcement related websites that post dispatcher, police officer and other local, state and federal law enforcement jobs. A main "dispatch only" website is 911dispatch.com; there are several other websites that are targeted at sworn law enforcement but also have dispatch related information and job postings (e.g., lawenforcementjob.net; officer.com; 911hotjobs.com and policeone.com). Currently, Placer County has notices on two internet sites (911dispatch.com and findjobsnet.com) for Dispatcher positions in Tahoe City (one site) but the salary information is not correct, as they have not been updated for over a year.

**Recommendation: Post and maintain current Dispatcher job announcements on dispatcher and law enforcement related internet websites.**

**(5) Current Employees Also Attract Quality Candidates.**

It is important to remember, that for all law enforcement agencies, current employees do some of the best recruiting. An employee who feels proud to work for an agency expresses that pride and loyalty to others. It is also true that if employees of an agency are unhappy with their pay/benefits, work environment or other factors, they often will discourage prospective candidates from applying.

Dispatchers who are happy working for Placer County will tell her/his friends and acquaintances about the Dispatch Unit and that it is a good place to work. They will explain the challenges of the job, how they are treated at work, their perceptions of the equity and fairness in the Dispatch Unit, the work ethic of fellow employees, supervisors and managers. Those who are considering a career in public safety dispatching often apply as a result of this informal 'word of mouth' recruiting. The Dispatch Unit has

benefited from this type of recruiting as several current Dispatchers heard about Placer County in this manner.

Current Dispatchers and other employees should be kept informed about current recruitment efforts, application deadlines and the testing process, etc. They should also be encouraged to tell their friends about openings in the Sheriff's Department to solicit applications from good candidates. Each month the Sheriff's Department should provide information to all County employees via e-mail and a written memo that describes the current recruiting needs, the salary range for new hires, any recruitment processes that are being conducted, (e.g., job fair), the number of applications received, status of the current recruitment process (oral board, background investigations, etc.) one – three year projections (updated each month to account for known and estimated separations) and other relevant information.

**Recommendation: Solicit the help and participation of current Dispatch Unit employees in the recruiting of candidates.**

**3. THE PLACER COUNTY SHERIFF'S DEPARTMENT CAN TAKE REASONABLE MEASURES TO HELP RETAIN THE BEST EMPLOYEES.**

Most law enforcement agencies have a focus on recruitment efforts, as vacancies in a Sheriff's Department are very visible to managers and administrators. What is often overlooked, however, is the impact of work practices and the overall work environment on the attrition rate. An agency that can make changes in the organization that results in retaining a higher percentage of quality employees will reduce recruiting needs, and related expenses, and provide a more stable and positive workforce in the community.

**(1) Management Has Made Recent Changes to Improve the Workplace, Additional Improvement Opportunities Exist That Will Have a Positive Impact on the Attrition Rate.**

Over the last few years the Sheriff's Department management has taken steps to address a variety of issues and concerns in the Dispatch Unit. This has included temporarily assigning a Lieutenant to improve the working environment, provide consistent decision making, develop/update policies and procedures, with the purpose of creating a more professional organization. There are always additional opportunities to implement best management practices, and the table below lists employee retention related best management targets that are appropriate for agencies such as Placer County. This list is intended to be a comprehensive overview of practices, many of which Placer County is already doing, or intends to accomplish.

| <b>Practice Area</b>                        | <b>Best Practice Target</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Basic Training Process</b>               | <ul style="list-style-type: none"> <li>• Ensure daily/weekly involvement and contact.</li> <li>• Assign a mentor or liaison, in addition to the CTO (training officers).</li> <li>• Select and train high-quality CTOs.</li> <li>• Monitor program to ensure a positive training environment.</li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>Job Challenge and Career Development</b> | <ul style="list-style-type: none"> <li>• Opportunities for personal growth and development provided to all.</li> <li>• Managers work with supervisors to develop a plan and job challenge; Supervisors work with Dispatchers.</li> <li>• Provide training opportunities for Dispatchers to develop special skills that enhance their development and provide in-house resources for the Unit.</li> <li>• Reading professional literature.</li> <li>• Educational incentives offered.</li> <li>• Offer and encourage employees to learn about supervisory functions; develop and provide training for an acting supervisor position.</li> </ul> |

| <b>Practice Area</b>            | <b>Best Practice Target</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pay Plan and Advancement</b> | <ul style="list-style-type: none"> <li>• Develop a reasonable pay structure and pay ranges for each classification that is competitive with other agencies.</li> <li>• The pay plan's defined pay steps have a time frame to achieve the salary increases, e.g. six years from entry level to top step for good performers.</li> <li>• Dispatchers' pay at the three year anniversary contains a extra salary incentive to remain with the agency.</li> <li>• There is a reasonable pay incentive to promote to higher level positions.</li> <li>• Conduct an annual salary and brief benefits compensation with other agencies that are competing for the same candidate pool.</li> <li>• Ensure the entry level salary is appropriately adjusted, and also that tenured employees' salary is appropriately adjusted to maintain a percentage spread above entry level salary.</li> <li>• Conduct a comprehensive salary and benefits compensation survey every three to five years.</li> </ul> |
| <b>Benefits Plan</b>            | <ul style="list-style-type: none"> <li>• Competitive health, dental, life and vision insurance.</li> <li>• Holidays or 'in-lieu of holiday' pay.</li> <li>• Competitive retirement program.</li> <li>• Attractive vacation and sick leave accrual.</li> <li>• Emergency Family Leave of reasonable duration.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Mentoring Program</b>        | <ul style="list-style-type: none"> <li>• Develop a formal program to promote professional growth of new and current employees.</li> <li>• Create program structure and procedures.</li> <li>• Define mentor/protégé roles and responsibilities.</li> <li>• Select and train mentors; pair mentors and new hires.</li> <li>• Goals: assimilate new employees into the Department, develop a career plan, and inspire personal motivation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Facilities and Equipment</b> | <ul style="list-style-type: none"> <li>• Headquarters facility is functional, clean, provides adequate space to carryout job functions.</li> <li>• Facilities are secure.</li> <li>• Radio, CAD and records system is reliable and functional.</li> <li>• Department presents a professional appearance: offices are clean and free of large storage items.</li> <li>• Dispatchers present a professional appearance: well groomed; uniforms/polo shirts are clean and look good.</li> <li>• Capital replacement funds are established.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| <b>Practice Area</b>                             | <b>Best Practice Target</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Work Environment and Employee Recognition</b> | <ul style="list-style-type: none"> <li>• Clarify the agency's mission statement, focus and future direction.</li> <li>• Management solicits and address employee concerns and issues.</li> <li>• Comprehensive communications system to keep all employees informed of routine and significant incidents, events and changes.</li> <li>• Develop/maintain positive co-worker relationships.</li> <li>• The existence of worker friendly policies (e.g. the ability to work half time).</li> <li>• Career opportunities are announced and selections made based on performance.</li> <li>• The agency promotes and practices a 'level playing field' concept; favoritism is avoided.</li> <li>• Managers, supervisors and Dispatchers are mutually supportive of each other and the different roles and responsibilities.</li> <li>• Develop an employee recognition program where supervisors have the primary responsibility to inform management; ensure consistent management involvement and recognition.</li> </ul> |
| <b>Training</b>                                  | <ul style="list-style-type: none"> <li>• Annual training is provided to maintain required certifications.</li> <li>• Training updates are provided to stay current with changes in the law and other requirements.</li> <li>• Detailed analysis is provided in the Training Analysis chapter.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Performance and Evaluation</b>                | <ul style="list-style-type: none"> <li>• Clear policy and expectations for Dispatcher conduct.</li> <li>• All employees responsible and accountable for displaying a good work ethic and attitude.</li> <li>• Work is high quality and follows policy/procedures.</li> <li>• Discipline is appropriate and consistent.</li> <li>• Remedial training needs are identified and carried out.</li> <li>• Regular management involvement with line employees at their work site.</li> <li>• Maintain a formal written annual evaluation based on objective criteria and written scoring guidelines.</li> <li>• Use of evaluations as a criteria for pay advancement, specialized job assignments and promotional opportunities.</li> </ul>                                                                                                                                                                                                                                                                                    |
| <b>Succession Plan</b>                           | <ul style="list-style-type: none"> <li>• Identify and project 3 and 5 year staffing needs.</li> <li>• Evaluate service needs and priorities.</li> <li>• Assess attrition rate and vacancy trends.</li> <li>• Identify future promotional opportunities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

The best management practices described above all relate to the primary goal of retaining the best employees at Placer County for at least five years, and hopefully many employees for an entire career.

The project team found in the individual interviews and also reflected in the employee survey (although the responses were mixed) that employees generally believe the changes made by management over the last year reflect a desire to improve

the working environment. However, the high number of vacancies required employees to work longer hours, which has increased the “burnout” feeling. Overall, the Department has made progress in changing policies, procedures, operations that has improved operations and the working environment.

**Recommendation: Continue the trend of improving the professionalism of the Sheriff's Department, evaluate and consider the best management practices discussed in this section for implementation.**

**(2) Pay and Benefit Package for Employees.**

The project team developed a separate pay and classification chapter that will provide a comprehensive evaluation of the current classifications and compensation package. However, it is important to mention in this section the importance of compensation during the first five years of an employee's career, as a tool to retain high quality employees.

After an employee completes probation (typically between 18 and 24 months after the hire date) the employee is more marketable to other law enforcement agencies as a higher paid lateral Dispatcher. A recent study evaluated the timing of employees leaving one agency for employment at another agency. It found that the three year anniversary date (36 months tenure) is a critical time in an employees' career in determining if he/she will remain at the agency, or apply and attempt to transfer to another law enforcement agency. A salary increase near the three year anniversary date provides an additional retention incentive for fully trained, increasingly seasoned and high quality employees to remain with Placer County. Overall, it is important that Placer County maintain a competitive pay and benefits structure to attract, retain, and motivate top quality employees.

**(3) Developing Organizational Commitment and Loyalty Results in Retaining Employees.**

An employee's pride in working for an agency results in commitment to the organization. This is a significant factor in determining if they will remain working at an agency and also positively portray their experience in the Dispatch Unit to others (and recruit them to the agency). One recent study found that the level of an employee's commitment to their agency decreased as time in the organization increased. It was also shown that the strongest levels of commitment to the agency were found in employees who felt that the organization supported them and valued their contribution.<sup>1</sup> The findings of this study are not at all surprising and managers who wish to improve the commitment level of their employees should identify specific factors in the work environment that demonstrate value and support to employees.

Maintaining commitment and loyalty to the organization positively impacts retaining quality employees, as an employee's commitment level is a significant factor in determining if they will separate from the Sheriff's Department or remain for a career. It also relates to whether or not current employees will be good or poor recruiters for the agency. The feeling of value and support is a factor in determining if current employees, potentially the Sheriff's Department best and most effective recruiters, will present a positive image of the Dispatch Unit or a negative one to potential candidates. The organization should make a concerted effort to ensure that employees believe management supports them and that their contributions to the organization are important.

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<sup>1</sup> The Development of Organisational (sic) Commitment: The Impact of Experience of the Police Organisation, Karen Beck and Carlene Wilson, Australasian Centre for Policing Research.

**(4) Develop a Mentoring Program for New Employees.**

A mentoring program is a primary “best practice” strategy in law enforcement agencies to assist in retaining employees. It is a common approach in the private sector that has been used for many years. However, the success of the program lies in the quality of participants and the ability to train mentors to fulfill their responsibilities and take ownership of the program.

There are current articles and information available that provide information on the steps in developing a mentoring program<sup>2</sup>. Key components of a successful mentoring program include management support and oversight that results in a long-term commitment to establish and maintain mentoring in the Sheriff's Department. The mentoring concept must be explained to all employees so that everyone is aware of the intent of the program, who is responsible and how it is coordinated with the new Dispatcher's basic training program. Acceptance of the program will be known by the number of current employees who want to participate and volunteer as mentors for new Dispatchers.

**Recommendation: Develop a mentoring program for new employees.**

**(5) Address Issues Raised by Employees.**

As part of the study for the Sheriff's Department Dispatch Unit, the project team developed and distributed a survey to obtain staff perspectives regarding a variety of issues. A detailed summary of this survey has already been presented and reviewed by the Project Steering Committee. It is mentioned here to highlight that the survey brought out concerns of Dispatch Unit staff.

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<sup>2</sup> Police Chief magazine, For Smaller Police Agency Executives: Mentoring for Success, March 2004.

One of the narrative questions asked in the survey was “what is the single highest priority to address during this study?” The general consensus of responses for this question had to do with addressing staffing (more and better), stronger leadership, and more reliable equipment. The comments are summarized below.

- Low staffing level
- Burnout of employees, poor morale, due to working too much OT
- Recruitment and background process
- Improving basic training of new employees, and in-service training

As in any survey, the responses are reflective of organizational concerns and employee perceptions at the time the survey was completed. Regardless, perceptions are important facts in managing any organization and it is important for managers to address the issues raised by staff as part of an overall employee retention strategy.

**(6) An Effective Retention Strategy Involves Maintaining Employees Who Are Engaged in the Workplace.**

During interviews with Dispatch Unit employees a general theme was expressed of their belief that County management and Sheriff's Department management were not genuinely concerned about the issues in the dispatch center; as long as everything “went smooth” the Dispatch Unit was ‘out of sight and out of mind’. Additionally, there was an expressed feeling that the dispatchers (meaning the line level Dispatchers and the Seniors) have to take care of each other (on the job), and did not feel a “connection” to the larger Sheriff's Department, or Placer County organization. It is important to note that this feeling is not unique to the Placer County Dispatch Unit; it is a commonly expressed feeling or belief among work units who work different shifts from the “normal” work hours of most employees.

Obtaining and maintaining a “connectedness”, or “engagement” of employees who work different shifts, or in remote locations (e.g. Tahoe City), is a challenge for managers. Over the last decade, several studies had been completed, both in the United States and internationally, on effectively engaging employees in the workplace and addressing their concerns. The intent, of course, is to improve productivity, morale, and retain quality staff. Referred to as “employee engagement,” this term is summarized as follows: “A heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work.” This definition is further characterized by eight “engagement drivers” that ultimately reflect what is desired to ensure employee engagement. These eight drivers have been supported by The Conference Board, the pre-eminent business membership and research organization, best known for the Consumer Confidence Index and the Leading Economic Indicators. The eight employee engagement drivers are:

- **The presence of trust and integrity** – how well managers communicate and 'walk the talk'?
- **The nature of the job** – Is it mentally stimulating day-to-day?
- **The relationship with one's manager** – Does the employee value his or her relationship with his or her manager/supervisor?
- **The line of sight between employee performance and organization performance** – Does the employee understand how their work contributes to the organization's performance?
- **The relationship between coworkers and/or team members** significantly influences one's level of engagement.
- **The pride about the organization** – How much self-esteem does the employee feel by being associated with their agency?

- **The career growth opportunities** – Are there future opportunities for growth?
- **Employee development** – Is the organization making an effort to develop the employee's skills?

As a component of the various studies discussing employee engagement, key findings included the fact that larger companies are more challenged to engage employees than are smaller companies. Furthermore, employees under age 44 rank "challenging environment/career growth opportunities" much higher than do older employees, who value "recognition and reward for their contributions."

Interestingly and of critical importance, all of the studies reported that the direct relationship with one's manager (i.e., immediate supervisor) is the strongest of all drivers. As noted, many of these key drivers for employee engagement are ultimately areas of concern for the Dispatch Unit staff. A supervisor who, at times, may act unprofessionally or become excessively critical is a strong disincentive in maintaining employee engagement. This is an area, due to the nature of shift work (where only a supervisor is present), that management must take extra efforts to ensure a professional and positive working environment on all shifts. In sum, it is contingent upon the Sheriff's Department and the County to maintain an environment that supports these employee drivers.

However, no organization operates in a management and supervisory vacuum. The inter-relationship between all staff, not only supervisor/manager to line personnel but colleague to colleague as well, is a critical contributor to an agency's environment. It is also an important variable in the long term improvement of the retention rate of high quality employees. As noted in the section above, "the relationship between co-workers/team members" is very important to ensure employees remained engaged in

the organization to have a positive impact on morale. Dissension in the employee ranks, and a perpetuated environment of criticism and complaint, is not a strong foundation upon which to build future positive change. Consequently, all agency personnel, line staff and above, should strive to adjust attitudes with the intent of creating positive change for the future. If general consensus can be obtained as it relates to moving in a positive direction, and attitudes can reflect this, then the work environment will improve as a result of changes in behaviors. As line employees always represent the bulk of an organization, the importance of their participation in creating a positive environment cannot be understated. Therefore, employees must take accountability for assisting with the successful implementation of the key drivers, noted above.

One step that could be taken in this area would be to host a meeting (facilitated by a person outside the Sheriff's Department organization) between management, supervision and staff, to address and discuss the eight key drivers noted in this report. Objectively and candidly addressing these drivers, with the objective to ensure a positive perception regarding these drivers is in place, with as many of Sheriff's Department Dispatch Unit employees as possible, should be defined as a important goal for the organization to improve productivity, morale, and retention.

**Recommendation: Conduct a facilitated series of meetings between management, supervision and staff to address issues relating to employee training, supervision, responsibility, accountability and engagement in the workplace. The goal of addressing these issues is to increase productivity, morale, and improve the retention of quality employees.**

## **7. ANALYSIS OF TRAINING IN THE DISPATCH UNIT**

Over the past year, the Placer County Sheriff's Department Dispatch Unit has been working to create a new and more efficient training model. Staffing shortages and workload have conflicted with the unit's ability to achieve training requirements. The following table provides a summary of the training hours completed by members of the unit during the 2007 and 2008 calendar years.

|                          | <b>POST (hours)</b> | <b>Non-POST (hours)</b> |
|--------------------------|---------------------|-------------------------|
| <b>TOTAL</b>             | 1,032               | 400                     |
| <b>BASIC TRAINING</b>    | 600                 | 136                     |
| <b>TOTAL (NON-BASIC)</b> | 432                 | 264                     |
| <b>AVERAGE</b>           | 28.8                | 17.6                    |

The table shows that on average, each member of the unit has received 28.8 hours of POST certified training and another 17.6 hours of non-POST certified training outside of the Basic Dispatcher's Course. California POST requires 24 hours of Continuing Professional Training (CPT) for dispatchers every two years. The training records of the unit show that five members of the unit do not meet this requirement. Additionally, the supervisor of the unit has received 16 hours of management specialty training.

Currently, the Placer County training program is limited to a new employee development and the tracking of annual CPT hours each year for each employee. Issues are addressed as situations arise dictating the need to change a process or renew vigor with an old process. An analysis of the training program revealed several opportunities for improvement to achieve excellence in training. Several factors

contribute to an effective training program. The following list provides a summary of topic areas for this report.

- Training needs assessment
- Training plans
- Proficiency testing
- Documentation
- Review process

Each topic area will be discussed in terms of current practice and models for improvement.

**1. A FORMALIZED PROCESS TO IDENTIFY TRAINING NEEDS IS NECESSARY TO ENSURE THE EFFECTIVE AND EFFICIENT USE OF TRAINING HOURS.**

Training can be segmented into two categories:

- Mandated training
- Discretionary training.

The State of California mandates that specific training be conducted for all new dispatchers. The following table provides the topics that are mandated for new dispatcher training.

**Public Safety Dispatchers' Basic Course Curriculum**

| <b>Learning Domain</b> | <b>Domain Description</b>                                        | <b>Minimum Hours</b> |
|------------------------|------------------------------------------------------------------|----------------------|
| 100                    | Professional Orientation and Ethics                              | 8 hours              |
| 101                    | Criminal Justice System                                          | 4 hours              |
| 102                    | Introduction to Law                                              | 12 hours             |
| 103                    | Workplace Communication                                          | 4 hours              |
| 104                    | Telephone Technology and Procedures                              | 14 hours             |
| 105                    | Missing Persons                                                  | 2 hours              |
| 106                    | Domestic Violence                                                | 4 hours              |
| 107                    | Community Policing/Cultural Diversity/Hate Crimes/Gang Awareness | 12 hours             |
| 108                    | Child, Elder and Dependent Adult Abuse                           | 4 hours              |
| 109                    | Law Enforcement Telecommunications                               | 6 hours              |
| 110                    | Radio Technology and Procedures                                  | 12 hours             |
| 111                    | Resources/Referral Services                                      | 2 hours              |
| 112                    | Critical Incidents                                               | 16 hours             |
| 113                    | Wellness Management                                              | 4 hours              |
|                        | <b>Minimum Instructional Hours</b>                               | 104 hours            |
|                        | <b>Presenter Activities/Exercises/Tests</b>                      | 16 hours             |
|                        | <b>Total Minimum Required Hours</b>                              | <b>120 hours</b>     |

Additionally, the agency requires training in other topic areas to ensure dispatchers are capable of performing required functions. This training is not included in the basic course and covers such topics as Emergency Medical Dispatch procedures and CPR for dispatchers. The basic “on the job” program is intended to be taught by qualified Communications Training Officers (CTO).

Within the Dispatch Unit, all Senior Dispatchers can be assigned as a training Dispatcher as part of their job description. In addition, Senior Dispatchers are considered shift supervisors. A Dispatcher II can complete the requisite training and receive incentive pay for providing training to new Dispatchers. As a result, some members at the Dispatcher II level that receive compensation as a training Dispatcher have elected not to pursue advancement, primarily because the increase in pay as a supervisor would be negligible. Additionally, the combination of these two functions

(training and supervision) is a source of potential conflict when emergencies arise requiring the trainer to abandon a trainee to perform a supervisor function.

The State of California dictates the need for 24 hours of POST qualified CPT training for dispatchers every two years. POST certified training includes those courses listed in the California POST manual, taught by certified instructors. California POST instructor certification includes:

- General instructor development training (24 hours)
- Self-study program
- Demonstration of competency

At the current time the Dispatch Unit has one POST certified instructor and one in the process of completing the certification process.

The State of California also dictates that all supervisors complete an 80 hour supervisory / management course upon promotion and to pursue annual CPT specific to supervision. Within the Dispatch Unit, only the unit supervisor has logged hours specific to management during the review period.

Discretionary training (for all Dispatchers) would include any training that serves to further the career development of the individual or that would benefit the unit in terms of adding expertise, but do not meet POST qualifications. Members allowed to attend discretionary training opportunities should be required to share the newly gained knowledge with the rest of the unit upon completion of the training.

**(1) Training Needs Assessment Should Occur at Least Annually.**

A process should be in place to ensure that training programs are reviewed annually to maintain compliance with state and agency mandated training requirements.

The process should include a mechanism for collecting input from members of the unit. Additionally, the assessment should not be limited to a review of current mandatory training topic, but minimally should include a review of:

- Mandatory training requirements for Basic, Supervisors and CPT
- Opportunities to improve unit practices.
- Career development.
- The unit's ability to provide in-house training.

In terms of best practices, needs assessment should be a collective endeavor, involving the unit supervisor, shift supervisors and any members with liaison responsibilities outside the unit.

The by-product of the process should be a report that identifies deficiencies and suggested topics that serve to improve the procedures and quality of services delivered to customers of the unit.

**(2) Identification of Training Needs Provides the Necessary Information to Develop Goals and Objectives for the Upcoming Training Period.**

Training should be designed to achieve specific objectives thereby improving the productivity of the unit. In the area of discretionary training, time should only be allocated for those training opportunities that are directly related to the improved functioning of the unit. The identification of goals for the unit in the area of training provides direction and unity of focus.

**Recommendation: Create a training group to meet, compile, assess and analyze the needs of the unit and provide recommendations for annual training and ensure current programs remain in compliance with regulatory agencies.**

**2. THE DEVELOPMENT OF A TRAINING PLAN PROVIDES A GUIDELINE AND A PERFORMANCE MEASURE FOR THE DISPATCH UNIT.**

The Dispatch Unit currently does not have a training plan outside of the need to provide 120 hours of basic training and the need to meet CPT requirements. At minimum, a training plan incorporates goals and objectives for a specified training period. Goals are developed based on the needs assessment developed as a result of the findings of the training group. Objectives provide stepping-stones for achieving the broader goals. Time lines should be applied to the goals to provide a means of measuring progress. In particular, mandatory annual training requirements should be refined to identify hours achieved quarterly, providing early warning for supervisors/managers regarding those members not meeting requirements.

The publication of unit training goals provides direction for the dispatchers. Understanding what the unit is hoping to achieve through its training efforts helps to develop a unified vision for the future.

**Recommendation: Develop and publish written goals and objectives for the training program.**

**3. PROFICIENCY TESTING IS A NECESSARY COMPONENT OF ALL TRAINING.**

Training is not just the communication of information to a recipient regarding task performance or new regulation. Training includes a necessary second component of communication related to reception. Proficiency testing ensures that the message of the training was not only delivered, but also incorporated into practice. Additionally, the practice of proficiency testing provides feedback on the effectiveness of the training.

Performance oriented training incorporates the concept of pre-testing to assess the level of expertise of an individual and the level of training that will be beneficial to

developing a higher skill competency. Training then addresses specific areas that will benefit the individual with specific criteria to be met associated with a skill level. Post-testing was designed to assess not only the proficiency of the student, but also the effectiveness of the instruction. Low post-test scores are indicative of the need for re-training or remedial training. The dual purpose of proficiency testing leads to more meaningful and effective training program.

On the surface this appears to only apply to in-house training, however, there is application when related to outside training. Members attending outside training should return with certain new skills that can be tested through traditional and non-traditional methods. POST qualified training normally includes some level of testing. Supervisors should be aware of the skill set an employee should have attained during the training. Assessments of that skill should be reflected in performance or assessed verbally.

Additionally, in order for discretionary training of topics outside normal skill areas for dispatchers, information needs to be brought back to the unit. Members not certified as instructors on the subject matter should not be expected to teach the unit, but information regarding the effectiveness of the training could determine whether or not the training will be utilized in the future.

All annual in-service training should incorporate proficiency testing as an assessment tool in determining the needs of the unit. Annual proficiency testing should first validate minimum proficiency standards. Second this type of testing should assess the actual skill level. Shortfalls help in identifying training needs. As a result, these tests should be challenging and not just routine.

**Recommendation: Incorporate proficiency testing into the training model to assess the effectiveness of training and to identify the need for remedial training.**

**4. THE DOCUMENTATION OF TRAINING IS ESSENTIAL TO MITIGATING LITIGATION AND PERSONNEL ISSUES THAT MAY ARISE IN THE FUTURE.**

Training documentation involves much more than just recording training hours and creating a training manual. At a minimum, the Dispatch Unit needs to expand their training documentation to include:

- Lesson plans
- Training manual / lesson plan reviews
- Training plan reviews

Each member providing instruction for the unit should be required to follow an approved lesson plan. Ideally, instructors develop the lessons plans that are submitted for review and approval. The review process requires a thorough understanding of the current practices and policies of the unit to ensure compliance. Once a lesson plan is approved it can be utilized in a portable fashion, that is, other instructors should be expected to teach from the same document.

At least annually, lesson plans should be reviewed to ensure continued compliance. Approving authority should sign and date the document to show the review has been completed.

In the same fashion the training manual should be reviewed. At minimum a crosswalk should be provided to delineate those topic areas that correspond with the mandatory training curriculum provided by the state. This will simplify the review process especially when changes occur at the state level. Currently, identifying topics within the training manual and correlating those to the state guideline is difficult at best.

As a final note training plans should be reviewed to assess progress and the need for revisions. As situations change, new training needs may be developed that significantly alter the training goals of the unit.

**Recommendation: Require all training to correspond with approved lesson plans. Incorporate reviews that ensure training is consistent with current practices, policies and regulations.**

**5. AN ANNUAL REVIEW OF ALL TRAINING IS NECESSARY TO ENSURE CERTIFICATIONS MAINTAINED AND GOALS ARE MET.**

Currently, a dispatcher is tasked with the responsibility of logging completed training for unit employees. In addition, the training manual for new employees is under review. The entry-level training program is being revitalized to include classroom instruction before on-the-job training occurs. While these all represent positive activities for the unit, an annual review should be mandated in policy. Minimally, the review should include a review of:

- All individual training files to ensure mandatory training requirements and career development objectives are being met.
- All lesson plans to ensure compliance with current policies and regulations.
- All training manuals to ensure compliance with current lesson plans.
- All certifications of members with specialized skills requiring recertification to ensure specialty skills lists are current.

Supervisors should be tasked with the responsibility of periodically reviewing individual member's training files to ensure all training is being completed in a timely fashion. Including career development in the process, personalizes the process for the individual member lending an added degree of importance to the process. Additionally, supervisors should be recording any remedial training that may occur during the year.

Recurring problems may be indicative of issues with the individual or the practice that should be reviewed.

Any member tasked with the responsibility of providing instruction should be required to follow or develop an approved lesson plan. Ad-hoc instruction tends to create confusion for students and problems when issues are identified with performance. Pre-approved lesson plans provide consistency, ensuring that policy is being taught and not personal opinion.

Training manuals should be updated regularly. This guideline means that only those sections that no longer reflect policy or align with regulations require re-writing. At a minimum, the training manuals should be reviewed and a promulgation memorandum prepared indicating that manual is current with the approved practices of the unit. The unit commander should sign the memorandum, indicating acceptance of the manual.

All certifications that require re-testing or continuing education should be reviewed annually. A report should be generated indicating those members with specialized certifications. Members that are not current with their certifications should not be allowed to perform tasks associated with that area of expertise.

**Recommendation: Develop a policy that covers the periodic review of all aspects of the training program. Generate a report that shows the level of compliance for each area to include member training and certification and all training materials.**

## **8. CLASSIFICATION AND COMPENSATION ANALYSIS**

This Chapter addresses Section 5.5 in the County's Scope of Work included in the Request for Proposals for this project. The scope of work required that all class specifications in the Dispatch Unit be updated based upon operational needs and best practices data. Position duties were also evaluated based upon current policies and procedures in determining the validity of the class specifications.

The project team worked with both the County's Personnel Department and the Personnel Unit in the Sheriff's Department to ensure that the processes followed in developing the classification and compensation recommendations correspond to the County's current methods of classifying positions throughout the County. Consistency in evaluating these positions is important, since the employees in the Sheriff's Dispatch Unit fall within the County's pay structure for General Employees and Management Employees. The following sections identify the methodology used in developing classification and compensation recommendations, as well as present the revised class specifications and recommended pay grades for the positions covered in this study.

### **1. SCOPE, PROCESS, AND METHODOLOGY OF THE CLASSIFICATION AND COMPENSATION ANALYSIS**

This section summarizes the current situation with respect to Placer County's classification and compensation approaches with respect to dispatchers.

**(1) Summary of Classifications and Salary Ranges Included in the Analysis.**

The County's current classification system for Dispatch Unit employees is represented in the table below. These are the positions that are included in the classification and compensation analysis.

**Sheriff's Department Dispatch Unit Classifications**

| <b>Job Title</b>                          | <b>Salary Plan</b> | <b>Pay Grade</b> | <b>Range Maximum</b> | <b>% Difference Between Maximums</b> |
|-------------------------------------------|--------------------|------------------|----------------------|--------------------------------------|
| Public Safety Dispatcher I                | General            | 67               | \$4,151.61           |                                      |
| Public Safety Dispatcher II               | General            | 79               | \$4,577.16           | 10.25%                               |
| Public Safety Dispatcher – Senior         | General            | 91               | \$5,046.32           | 10.25%                               |
| Sheriff's Communications Supervisor       | General            | 103              | \$5,563.60           | 10.25%                               |
| Sheriff's Communications Services Manager | Management         | 437              | \$8,039.20           | 44.50%                               |

As the table above identifies, the classification hierarchy contains an approximately 10% difference between the maximums of the pay grades for each of the classifications in the General Employee Salary Plan. The Communications Services Manager position, the only position in the Management Plan, has a range maximum almost 45% higher than its first direct report.

The Public Safety Dispatcher classification levels in the current structure follow the classification level guidelines defined in the County's Classification Plan developed by Shannon Associates in 1995. The Classification Plan states that County jobs are grouped "into a systematic classification structure based on the inter-relationship of the duties performed, nature and level of responsibilities, and other work-related requirements of the job."<sup>3</sup> The County maintains a number of "Class Levels." The relevant levels for this analysis include:

- Trainee

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<sup>3</sup> *Classification Plan, Placer County, 1995, Page 7 – prepared by Shannon Associates.*

- Entry
- Journey
- Advanced Journey
- Coordinator
- Supervisor
- Section Head
- Division Head
- Major Division Head

The Classification Plan also identifies that within each job family there may exist a classification at every level, or at certain selected levels. The Dispatch Unit classifications, as they are now structured, are arranged with the following classification hierarchy:

**Sheriff's Department Dispatch Unit Classification Levels**

| <b>Job Title</b>                          | <b>Class Level</b>  |
|-------------------------------------------|---------------------|
| Public Safety Dispatcher I                | Entry               |
| Public Safety Dispatcher II               | Journey             |
| Public Safety Dispatcher - Senior         | Advanced Journey    |
| Sheriff's Communications Supervisor       | Supervisor          |
| Sheriff's Communications Services Manager | Major Division Head |

The current classification hierarchy is based upon analyses of the job duties and responsibilities of the Public Safety Dispatcher I and II in May 2004; the Public Safety Dispatcher – Senior in March 2003; the Sheriff's Communications Supervisor in May 1999; and the Communications Services Manager in June 2003. Since the creation of the Sheriff's Communications Services Manager position in 2003, the duties and responsibilities of the position have changed significantly.

The span of control for the Sheriff's Communications Services Manager position has been reduced from managing two Dispatch Units (Auburn and Tahoe), the Records Unit, and the Jail Records Unit, to management of only the Auburn Dispatch Unit. What was once viewed as a position with significantly broader responsibilities is now focused on managing only the Auburn Dispatch Center functions. It was outside of this study's scope to analyze Sheriff's Records functions in Placer County. Therefore, the Sheriff's Communications Manager position has been analyzed with duties strictly related to managing Dispatch functions and personnel.

**(2) Process and Methodology Used to Analyze Dispatch Classifications.**

The analytical process included a substantial amount of employee involvement and discussion in order for the project team to fully understand the primary duties and responsibilities of Dispatch jobs in the classifications discussed above. The project team used information gathered from all employees in the Dispatch Unit as the basis for developing revised class specifications for all positions. The first part of the analysis included development of revised classification specifications for all Dispatch positions. In summary, the project team performed the following tasks to develop its recommendations:

- Conducted initial meetings with HR staff from both County HR and Sheriff's HR to discuss scope and methodology of the project. In those meetings the group determined the format for gathering information on job duties (the County's Position Information Questionnaire - PIQ) and the agencies to survey for total compensation comparisons.
- Conducted employee orientation meetings with Dispatch Unit staff to explain the process and review the PIQ to encourage employee participation.
- Interviewed selected employees after review of the completed PIQs. Any employee who wanted to meet with the consultant was allowed to have a one-on-one interview to discuss job duties and responsibilities.

- Reviewed class specifications from other jurisdictions to identify if the Placer County's job requirements; minimum qualifications, knowledge, skill or ability statements; or essential job functions are significantly different than others in the local and regional market.
- Consulted within the project team to discuss the organizational recommendations and ensure that the class specifications fit into the recommended organizational structure for the Dispatch Unit.

The project team also evaluated the compensation structure for the Dispatch Unit based upon the requirements in the County's RFP. This process involved reviewing the total compensation data developed in a countywide compensation study conducted in mid-2008. The process for analyzing the total compensation data included the following tasks:

- Discussed the methodology used by the County to develop compensation recommendations for County positions and reviewed the County's process for compensation adjustments for classification series (class levels) and job families.
- Reviewed the data provided by the compensation consultant for eight counties used in the comparative analysis: Contra Costa, El Dorado, Sacramento, San Luis Obispo, Santa Clara, Santa Cruz, Solano, and Sonoma.
- Contacted the counties to verify that the data collected earlier in 2008 was still valid; made adjustments and updates to the data, where necessary.
- Recommended new and adjusted Dispatch classifications to reflect a more competitive position in the market and adjust the internal pay grade relationships based upon the revised class specifications that reflect the duties and responsibilities of positions in the new organizational structure.

These tasks resulted in the findings and recommendations found in the next section of this Chapter.

## **2. CLASSIFICATION RECOMMENDATIONS FOR THE SHERIFF'S DISPATCH UNIT**

Chapter 3, which contains the organizational analysis of the Dispatch Unit, identifies the recommended organizational structure developed during the management

audit portion of this project. However, the project team's analysis, both from the management audit perspective and the classification analysis perspective, identified some key differences in duties and responsibilities between current classifications and the proposed classifications. The table below summarizes the title changes to the Dispatch classifications. Specific differences in duties, responsibilities, minimum qualifications, knowledge, skills, and abilities are shown in the revised class specifications.

| <b>Current Job Title</b>                                                    | <b>Proposed Job Title</b>                                                             | <b>Class Level</b>                                     |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------|
| Public Safety Dispatcher I<br>Public Safety Dispatcher II                   | Public Safety Dispatcher I<br>Public Safety Dispatcher II<br>Public Safety Dispatcher | Entry<br>Journey<br>Supervisor (1 <sup>st</sup> Level) |
| Public Safety Dispatcher – Senior<br>Sheriff's Communications<br>Supervisor | Supervisor<br>Communications Services<br>Supervisor                                   | Supervisor (2 <sup>nd</sup> Level)                     |
| Sheriff's Communications Services<br>Manager                                | Communications Services<br>Manager                                                    | Section Head                                           |

The key differences between the current classification structure and the proposed classifications structure center on the Public Safety Dispatcher Supervisor position. The current classification structure identifies the PSD – Senior as a lead worker and an advanced journey level position in the Dispatcher classification series. This study recognizes a completely new position as a fully functional first-line supervisor, based upon the information provided in employee PIQs and the classification interviews conducted with the staff and management of the Dispatch Unit, as well as the separate series of interviews conducted during the management audit.

The next section of this Chapter presents summaries of the class specifications in draft format. Complete class specifications can be found in Appendix A at the end of

the report. The following brief summaries highlight the similarities and differences between the recommended class specifications and the existing ones.

**(1) Public Safety Dispatcher I and Public Safety Dispatcher II Classification**

The Public Safety Dispatcher I/II positions are the entry and journey levels for this job series. The class specification follows the format identified in the County's Classification Plan. There were a few significant differences made to this specification, in addition to clarifying and updating some essential duties and responsibilities and clearly defining the differences between the PSD II and the Public Safety Dispatcher Supervisor in terms of supervision and direction of the shift. Furthermore, the minimum qualifications for the PSD I were modified to reflect the experience and training required in a number of other Dispatch organizations in the region and throughout California.

Another significant difference is the introduction of training responsibilities into the PSD II classification. Currently, the County uses PSD II positions to train entry-level staff during the first year of employment. The County acknowledges that PSD II employees are working out of class and pays them a 5% adjustment for working out of class when they are assigned entry-level employees to train. The project team recommends that the County abolish the practice of paying employees for working out of class in this circumstance. The class specification has been revised to reflect the essential duties and responsibilities an employee will perform when assigned to the training function. The County should utilize its "special additional pay" policy to compensate PSD II incumbents when they perform these duties.

**Recommendation: Eliminate the policy of paying employees classified as PSD IIs a "working out of class" payment. Instead, incorporate the training duties and responsibilities into the class specification and pay employees "special additional pay" when they are assigned to the training function.**

**(2) Public Safety Dispatcher Supervisor Classification**

The project team developed a completely new class specification – the Public Safety Dispatcher Supervisor. The class specification follows the format identified in the County's Classification Plan. The new class specification clarifies and better defines the differences between the Public Safety Dispatcher II and establishes the supervisory nature of this position. The project team believes that this position requires duties and responsibilities of a full-fledged supervisor – performance evaluation, scheduling, managing and directing an assigned shift in the absence, many times, of the Communications Services Supervisor.

The position may also train subordinate staff, when necessary. However, the focus of the position will be to assist the Communications Services Supervisor position in developing and refining staff training and overseeing those PSD II positions that are selected to perform entry-level dispatcher training duties. In the event that a Public Safety Dispatcher Supervisor is required to train, they would not be eligible to receive the additional compensation.

**(3) Communications Services Supervisor Classification**

The project team prepared a revised class specification for the Communications Services Supervisor position. The class specification follows the format identified in the County's Classification Plan. The new class specification clarifies and better defines the duties and responsibilities of the position in a consolidated environment, although the primary duties and responsibilities remain the same. Currently, one incumbent is located in Tahoe and one incumbent is located in Auburn. The administrative and

operational responsibilities of the two positions will be coordinated and combined out of the Auburn Dispatch Center.

Additionally, In the event that a Communications Services Supervisor is required to train, they would not be eligible to receive the additional compensation.

#### **(4) Communications Services Manager Classification**

Finally, the project team developed a revised class specification for what is currently the Sheriff's Communications Services Manager position. The class specification follows the format identified in the County's Classification Plan. As was discussed in a previous section, the span of control for the Sheriff's Communications Services Manager position has been reduced from managing two Dispatch Units (Auburn and Tahoe), the Records Unit, and the Jail Records Unit, to management of only the Auburn Dispatch Unit. Therefore, the title and responsibilities reflect the management of a single **Unit** rather than a Division. The new class specification removes all references to position duties related to the management of the Records Division. The more narrow scope of duties and responsibilities will also result in a recommended pay grade reduction for this position.

### **3. COMPENSATION RECOMMENDATIONS FOR THE SHERIFF'S DISPATCH UNIT.**

Placer County considers "total compensation" as a tool to help place classifications on appropriate, competitive pay grades within the County pay structures. Instead of comparing positions strictly based upon comparable salary ranges, the County has a formula that considers the fringe benefit packages offered in the market. Placer County benefits are then compared to the market averages to determine a comparable salary range maximum. In 2008, the County conducted this analysis and

utilized a benchmark classification to develop the fringe benefit factor used to adjust salary ranges.

The project team agrees that this approach is an equitable way to compare total compensation. The Matrix Consulting Group re-contacted all counties involved in the original 2008 study and updated the salary and benefits (total compensation) information. All counties responded to our inquiries and provided updated information. In the original study completed last year, the “gain” was calculated at 8% for the benchmark classification. The revised data indicates the gain to be 7.8%. The County does not simply compare base pay ranges when developing recommended pay ranges for County positions. It uses the benefits data comparison to adjust the ranges and create a “total compensation” approach to place classifications into the pay structure. The calculation the County uses to compare maximum base salary and maximum base salary PLUS benefits is summarized in the table below:

| <b>Labor Market Mean (Base Salary) And % Above or Below Market</b> | <b>Labor Market Mean (Total Compensation) And % Above or Below Market</b> | <b>Amount Placer Moves From Base Pay to Pay and Benefits</b> | <b>Adjusted Labor Market Mean (Base Salary)</b> |
|--------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------|
| \$4,619 (-0.91%)                                                   | \$6,355 (+6.89)                                                           | 7.80% gain on the market                                     | $\$4,619 / 1.078 = \$4,277$                     |

This calculation identifies that Placer County moves 7.8% from base pay to pay with benefits when making comparisons to the maximum base salaries paid in the market. This 7.8% amount is then used when comparing the maximum base pay in the market for Public Safety Dispatcher II (journey level) positions to the maximum base pay offered by Placer County. This comparison is profiled in the table below:

**PLACER COUNTY, CALIFORNIA**  
**Final Report on the Sheriff's Department Dispatch Unit**

| Surveyed Agency                                     | Classification Title                        | Maximum Salary    |
|-----------------------------------------------------|---------------------------------------------|-------------------|
| <b>Placer County</b>                                | <b>Public Safety Dispatcher II</b>          | <b>\$4,577.16</b> |
| Contra Costa County                                 | Sheriff's Dispatcher II                     | \$5,350.00        |
| El Dorado County                                    | Public Safety Dispatcher II                 | \$4,139.00        |
| Sacramento County                                   | Sheriff's Communication Dispatcher Level II | \$5,120.83        |
| San Luis Obispo County                              | Sheriff's Dispatcher                        | \$5,670           |
| Santa Clara County                                  | Communications Dispatcher II                | \$6,600           |
| Santa Cruz County -No Comparable Class              |                                             |                   |
| Solano County                                       | Public Safety Dispatcher                    | \$5,068           |
| Sonoma County                                       | Communications Dispatcher II                | \$5,446           |
|                                                     |                                             |                   |
| <b>Labor Market Mean</b>                            |                                             | <b>\$5,342</b>    |
| <b>% Placer is Above or Below Labor Market Mean</b> |                                             | <b>-16.71%</b>    |
|                                                     | <b>Benefit Factor</b>                       | <b>7.80%</b>      |
|                                                     | <b>Mean Adjusted for Benefit Factor</b>     | <b>\$4,946</b>    |
|                                                     | <b>Comparability</b>                        | <b>7</b>          |

The table above indicates that although Placer County lags the market by almost 17 percent (\$5,342) when comparing market maximums, the additional benefits offered reduces the Labor Market Mean by 7.8 percent (\$396). In effect, if the Public Safety Dispatcher II classification is placed on a salary range whose maximum is at or near \$4,946, then the County will be very competitive with its defined County labor market. The current classification structure for the Public Safety Dispatcher classification series is as follows:

**Current Sheriff's Department Dispatch Unit Classifications**

| <b>Job Title</b>                          | <b>Salary Plan</b> | <b>Pay Grade</b> | <b>Range Maximum - Monthly</b> | <b>% Difference Between Maximums</b> |
|-------------------------------------------|--------------------|------------------|--------------------------------|--------------------------------------|
| Public Safety Dispatcher I                | General            | 67               | \$4,151.61                     |                                      |
| Public Safety Dispatcher II               | General            | 79               | <b>\$4,577.16</b>              | 10.25%                               |
| Public Safety Dispatcher – Senior         | General            | 91               | \$5,046.32                     | 10.25%                               |
| Sheriff's Communications Supervisor       | General            | 103              | \$5,563.60                     | 10.25%                               |
| Sheriff's Communications Services Manager | Management         | 437              | \$8,039.20                     | 44.50%                               |

As the table above indicates, the current monthly maximum of Pay Grade 79 is \$4,577.16, compared to a Benefits-Adjusted Market Average of \$4,946. This leaves the current Pay Grade for the Public Safety Dispatcher II (PSD II) position approximately 8.1% below the market.

The County's current practice is to pay incumbents an additional 2.5% certification pay for obtaining an Emergency Medical Dispatch (EMD) certification. The project team recommends that the EMD certification be listed as a minimum requirement for the Dispatch positions and be considered in setting the recommended pay grade for these classifications. In order to place the PSD II in a market-competitive position, the classification would need to be moved to Pay Grade 91 with a maximum step of \$5,046.32. Using this position as a benchmark to set the other positions in the classification series, the following table illustrates the pay grade adjustments for all positions. It should be noted that the currently titled Public Safety Dispatcher - Senior position is currently classified as "Advanced Journey Level" in the classification plan. The recommended classification structure recognizes that the newly created Public Safety Dispatcher Supervisor (formerly the PSD – Senior) as a fully functional supervisor and the Communications Services Manager as strictly managing the Auburn Dispatch Unit without any Records functions.

**Proposed Sheriff's Department Dispatch Unit Classification Structure**

| <b>Job Title</b>                    | <b>Salary Plan</b> | <b>Pay Grade</b> | <b>Range Maximum - Monthly</b> | <b>% Difference Between Maximums</b> |
|-------------------------------------|--------------------|------------------|--------------------------------|--------------------------------------|
| Public Safety Dispatcher I          | General            | 79               | \$4,577.16                     |                                      |
| Public Safety Dispatcher II         | General            | 91               | \$5,046.32                     | 10.25%                               |
| Public Safety Dispatcher Supervisor | General            | 103              | \$5,563.60                     | 10.25%                               |
| Communications Services Supervisor  | General            | 115              | \$6,133.97                     | 10.25%                               |
| Communications Services Manager     | Management         | 427              | \$7,287.27                     | 18.80%                               |

These classification and pay structure recommendations provide a baseline competitive Pay Grade for the PSD II classification. The other Pay Grade recommendations maintain the existing relationships between Pay Grade maximums or, in the case of the Communication Services Manager, narrow the Pay Grade differences to reflect a reduced span of control as well as a reduced level of duties and responsibilities.

**Recommendation: Adopt the new and revised position titles and job specifications to reflect the current duties and responsibilities of all Dispatch positions as detailed in the revised classification specifications.**

**Recommendation: Adjust the Pay Grades of all Dispatch classifications to reflect the actual duties and responsibilities of the revised classifications and to improve the County's competitive position in the market vis-à-vis the eight counties.**

**4. SUMMARY OF OTHER COMPENSATION AND BENEFITS NOT IDENTIFIED IN THE TOTAL COMPENSATION ANALYSIS**

The total compensation analysis used in this study is consistent with the analysis conducted for all other County positions. However, the proposal presented by the Matrix Consulting Group identified that the project team would capture data on several other types of compensation not included in the County's total compensation review.

Briefly, the findings from that survey indicate that Placer County offers a uniform allowance that is lower than two of the three other counties that offer uniform allowance.

However, the other five counties do not offer uniform allowance. The other additional pay types offered (bilingual pay, for example) are not substantial enough to say that Placer significantly lags the market in not offering some of these special pay types. Placer County does offer the EMD certification pay of 2.5%. The project team's recommendation for that benefit is described below.

**Recommendation: The County should discontinue EMD certification pay and roll that additional 2.5% into the base pay calculations for the Dispatch positions. The EMD certification is required for the following positions: Public Safety Dispatcher I and II, Public Safety Dispatcher Supervisor, and the Communications Services Supervisor.**

## APPENDIX A – JOB SPECIFICATIONS

### PUBLIC SAFETY DISPATCHER I PUBLIC SAFETY DISPATCHER II

#### DEFINITION

To receive and transmit routine and emergency requests for law enforcement, fire, ambulance and/or emergency assistance and equipment in a coordinated and calm manner; to monitor public safety frequencies; to operate a variety of communications equipment including radio consoles and a computer aided dispatch system according to established procedures.

#### DISTINGUISHING CHARACTERISTICS

**Public Safety Dispatcher I:** This is the entry level class in the Public Safety Dispatcher series. This class is distinguished from the journey level by the performance of the more routine tasks and duties assigned to positions within this series. Employees at this level are not expected to perform with the same independence of direction and judgment on matters allocated to the journey level. Since this class is typically used as a training class, employees may have only limited or no directly related work experience. Employees work under immediate supervision while learning job tasks.

**Public Safety Dispatcher II:** This is the full journey level class within the Public Safety Dispatcher series. This class is distinguished from the Public Safety Dispatcher I by the assignment of the full range of call taking and public safety dispatch duties. Employees at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the entry level.

This class is further distinguished from the Public Safety Dispatch Supervisor position in that the latter supervises line staff, monitors day to day activity in the Dispatch Center, ensures staffing meets minimum levels, ensures calls are handled properly, monitors compliance with applicable policies and procedures, and oversees the training program for entry-level dispatchers, when assigned.

#### SUPERVISION RECEIVED AND EXERCISED

##### PUBLIC SAFETY DISPATCHER I

Receives immediate direct supervision from a Public Safety Dispatch Supervisor and technical and functional supervision from the Communications Services Supervisor and/or the Watch Commander.

**PUBLIC SAFETY DISPATCHER II**

Receives general supervision from a Public Safety Dispatch Supervisor, Communications Services Supervisor and/or the Watch Commander.

May exercise technical and functional supervision over entry dispatchers as needed.

**EXAMPLES OF ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:**

On assigned shift, receive telephone communications requiring the dispatching of emergency public safety equipment and personnel; receive and dispatch routine and emergency radio communications from Sheriff's patrol units and other public safety agencies (including contract agencies), such as fire and ambulance; maintain status of units on assignments in the field; keep Department officials informed of critical incidences; interpret information from units in field; work to ensure safety of personnel in the field at all times.

Monitor various public safety radio frequencies where emergencies involving the coordinated efforts of several agencies are required; relay information to other agencies as required; contact agencies concerned with major emergency operations and provide critical information concerning emergency situations; confirm warrants for deputies, as needed.

Coordinate efforts between Local/State/Federal agencies for both law enforcement and fire incidents.

Interface with various computer programs on a local/State/Federal level.

Provide emergency medical instructions over the phone per approved protocols, as necessary.

Document large volumes of calls for service; compile data and prepare reports of reported emergencies, equipment dispatched and/or status of emergency.

Operate a variety of communications equipment including the basic and, if applicable, enhanced equipment associated with the 911 public safety answering point (P.S.A.P.); operate radio transmitters and receivers and related equipment.

Receive, file, send and where appropriate, take appropriate action concerning teletype messages; utilize current law enforcement automated systems, as needed, to identify persons, vehicles, and/or property.

Perform light clerical duties including entering information for briefing bulletins.

Monitor electronic alarm systems for County property; monitor the animal control radio frequency after hours and on weekends.

Perform research and update information relating to events in the C.A.D. system.

Monitor and maintain access of after-hours call-out data for the Sheriff's Department and other County departments.

Perform related duties as assigned.

When assigned Communications Training duties:

Conducts the training of emergency dispatch personnel; instructs employees in the proper methods of operating communications and dispatch equipment, monitoring specified radio frequencies and dispatching public safety personnel and equipment.

Directs and evaluates the work of trainee employees on an assigned shift.

Maintains training materials including manuals and support information; maintains training records.

Assists Public Safety Dispatcher Supervisor in periodic review of current procedures and policies.

Confers with the Public Safety Dispatcher Supervisor and other management staff regarding special instructions or procedural changes and relays information to employees.

May provide input on the performance evaluations of trainees.

## **MINIMUM QUALIFICATIONS**

### **PUBLIC SAFETY DISPATCHER I**

#### **Knowledge of:**

- Modern office procedures and equipment.
- Basic functions of police, fire, and other public safety agencies.
- Correct English usage and grammar.

#### **Ability to:**

- Operate computerized keyboards and other related equipment accurately at a speed necessary for successful job performance.
- Effectively process several tasks simultaneously.
- Learn to operate radio and 911 telephone equipment in dispatching public safety equipment and personnel.
- Sit at workstation for long periods of time on a continuous basis. Intermittently, twist and reach office equipment, or to obtain materials from printer or other locations within the dispatch center; write or use keyboard to communicate through written

means; verbally give instructions to officers in the field; possess auditory requirements in order to differentiate sounds over the radio; lift light weight.

- Continuously analyze information received from a variety of sources; identify different voices and sounds on the radio and telephone; interpret radio codes correctly and translate information to the public; know various locations and addresses; observe computer screen for messages; receive information from the public and assist in problem solving their particular dilemma; remember, understand, interpret and apply Department policies for different types of calls; explain to the public how their concern will be handled.
- Learn to analyze a situation and determine an effective course of action; learn to adjust quickly to changing situations; learn to perform several tasks at once and assign reasonable priorities to incoming calls; learn to monitor multiple frequencies.
- Learn the geography of the County and location of streets and important buildings.
- Read maps quickly and accurately.
- Learn established rules and procedures.
- Learn to listen carefully and attentively and remember names, locations and numbers; learn to record pertinent data associated with C.A.D. events and logs.
- Learn to speak clearly and concisely in an understandable voice via radio and telephone and in person.
- Understand and carry out oral and written directives.
- Perform job tasks effectively under pressure for sustained periods of time.
- Memorize and retain information from a variety of sources.
- Communicate effectively both orally and in writing.
- Exercise good judgment in emergency situations.
- Develop and maintain an efficient, calm demeanor in handling adverse and/or emergency situations.
- Work irregular hours and shift work, including holidays, nights and weekends.
- Establish and maintain effective working relationships with those contacted in the course of work.

### **Experience and Training**

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

#### **Experience:**

Two years of customer service experience which demonstrate a general aptitude for working with the public in an environment requiring multi-tasking, balancing competing priorities/demands, and extensive public contact. Experience with computer terminals and radio-broadcasting/communications equipment and/or experience within a law enforcement setting is desirable.

#### **Training:**

Equivalent to the completion of the twelfth grade.

**License or Certificate:**

- Must have satisfactorily completed the P.O.S.T. certified Basic Complaint/Dispatcher course within 12 months of the date of appointment to this class.
- Must satisfactorily complete the P.O.S.T. certified Emergency Medical Dispatch course within 12 months of the date of appointment to this class.
- Possession of, or ability to obtain, a valid CPR certificate by the completion of the probationary period.
- May need to possess a valid driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.

**PUBLIC SAFETY DISPATCHER II**

In addition to the qualifications for Public Safety Dispatcher I:

**Knowledge of:**

- Techniques, procedures and methods utilized in the operation of emergency dispatch and related communications equipment.
- Organization, operations and terminology of police, fire, or other public safety agencies.
- Automated systems pertaining to communications/dispatch operations.
- Pertinent Federal, State and local laws and codes.
- Geography of the County and location of streets and important buildings.
- Departmental established rules and procedures.
- Principles of training and adult teaching techniques and supervision.

**Ability to:**

- Manage emergency situations and assist in directing an appropriate course of action by operating radio and 911 telephone equipment to dispatch public safety equipment and personnel.
- Analyze a situation and determine effective course of action; adjust quickly to changing situations; perform several tasks at once and assign reasonable priorities to incoming calls; monitor multiple frequencies.
- Listen carefully and attentively and remember names, locations and numbers; record pertinent data associated with C.A.D. events and logs.
- Speak clearly and concisely in an understandable voice via radio and telephone and in person.
- Interact with others and maintain an efficient, calm demeanor in handling adverse and/or emergency situations.
- Differentiate various sound and tones, i.e., alarms.
- Conduct emergency dispatch training programs; train subordinates effectively and tactfully; organize and prioritize workload and subordinates' assignments
- Exercise tact, courtesy and patience in training and public contacts

- Follow and train others to follow safe work practices including workplace safety policies and procedures

### **Experience and Training**

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

#### **Experience:**

One year of experience in a public safety dispatching setting performing duties comparable to a Placer County Public Safety Dispatcher I.

#### **Training:**

Equivalent to the completion of the twelfth grade.

#### **License or Certificate:**

- Successful completion of the P.O.S.T. Certified Basic Complaint/Dispatcher course or the P.O.S.T. Public Safety Dispatcher Training Equivalency Examination;
- Must satisfactorily complete the P.O.S.T. certified Emergency Medical Dispatch course prior to completion of the probationary period.
- Possession of, or ability to obtain a valid CPR certificate by the completion of the probationary period.
- May need to possess a valid driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.

Placer County Job Specifications:  
Revised November 1996  
Revised March 2003  
Revised May 2004  
Revised XXXXX 2009

## **PUBLIC SAFETY DISPATCHER SUPERVISOR**

### **DEFINITION**

To act as shift supervisor and participate in the work of the Public Safety Communications Center; to oversee training of dispatchers; and to provide administrative support to management staff.

### **DISTINGUISHING CHARACTERISTICS**

This is the first supervisory level in the Public Safety Dispatcher series and recognizes positions that perform full, first-line supervisory responsibilities including planning, assigning and evaluating the work of subordinates and is responsible for a program area within a work unit or department. Employees perform the most difficult and responsible types of duties assigned to classes within this series including oversight of training new and experienced dispatchers and acting as shift supervisor; responsibilities may include supervising personnel on more than one shift. Employees at this level are required to be fully trained in all procedures related to assigned area of responsibility.

This class is distinguished from the Communications Services Manager in that the supervisory responsibilities are tied to an assigned shift, whereas the latter class has broader responsibilities which may encompass an organizational section or program area within the Dispatch Unit of the Sheriff's Department.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives direction from the Communications Services Supervisor and/or management staff; and technical and functional supervision from the Watch Commander. Exercises direct supervision over assigned Public Safety Dispatchers I/II.

### **EXAMPLES OF ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:**

Act as shift supervisor, including responsibility for directing the activities of assigned subordinate staff; planning and coordinating dispatch activities for assigned shift; and participating in activities involving the dispatch of routine and emergency law enforcement personnel, including the Sheriff's Department, fire and other municipal and emergency services such as ambulance, tow trucks and rescue services.

Oversee and/or provide training for new and existing employees in the operation of 911 communications equipment, the monitoring of specified radio frequencies and the dispatching of public safety equipment and personnel; ensure that all employees are trained to provide pre-arrival medical instructions to individuals prior to rescue and/or ambulance personnel arriving on the scene.

Ensure that Public Safety Dispatcher II positions assigned Communications Training responsibilities generate and maintain complete training records.

Keep watch commander informed of pertinent incoming information and potential operating problems.

Maintain the Dispatch scheduling records and postings; enter all pre-approved time-off requests and ensure that mandatory staffing coverages are met; recommend and/or order appropriate staff coverage in the event of staffing shortages, depending on the shift to which assigned.

Confer with higher-level staff regarding special instructions and/or changes in procedures; relay information to subordinates.

Serve as resource to subordinates on policies and procedures.

Review radio logs and other documents prepared by Dispatchers for accuracy, completeness and legibility.

Evaluate performance of employees supervised on an assigned shift; identify and correct operational procedures and problems to maintain a high level of service to field units.

May be required to maintain statistical information concerning communication operations.

Update computer aided dispatch files as necessary.

Perform dispatch duties as required while supervising a shift.

Perform routine computer system maintenance; maintain daily back-up tapes for the C.A.D. system; assist staff in all other data base management activities.

Provide communications training in the absence of available staff ordinarily assigned Communications Training duties.

May provide vacation and other temporary relief for supervisor as required.

Prepare requisitions for supplies and other materials.

Perform related duties as assigned.

## **MINIMUM QUALIFICATIONS**

### **Knowledge of:**

- Automated systems pertaining to communication/dispatch operations including, but not limited to, C.A.D., C.L.E.T.S. and other automated computer systems.
- Various jurisdictions to which 911 communication is responsible.
- Principles of training and adult teaching techniques in an emergency dispatch environment.
- Organization, operations and terminology of police, fire, or other public safety agencies.
- Appropriate Emergency Medical Dispatch procedures.
- Pertinent Federal, State and local laws and codes.
- Geography of the County and location of streets and important buildings.
- Departmental established rules and procedures.
- Modern office procedures, methods and computer equipment.

**Ability to:**

- Act as shift supervisor and in emergency situations direct an appropriate course of action by operating radio and 911 communications equipment to dispatch public safety equipment and personnel.
- Sit at workstation for long periods of time on a continuous basis.
- Intermittently, twist and reach office equipment, or to obtain materials from printer or other locations within the dispatch center; write or use keyboard to communicate through written means; verbally give instructions to officers in the field; auditory requirements in order to differentiate sounds over the radio; lift light weight.
- Continuously analyze information received from a variety of sources; identify different voices and sounds on the radio and telephone; interpret radio codes correctly and translate information to the public; know various locations and addresses; observe computer screen for messages; receive information from the public and assist in problem solving their particular dilemma; remember and understand Department policies for different types of calls; explain to the public how their concern will be handled.
- Supervise, train and evaluate assigned shift personnel.
- Plan and coordinate dispatch activities for a designated shift.
- Plan, organize and conduct emergency dispatch training programs.
- Evaluate the specific training needs of subordinate staff, plan, organize and conduct emergency dispatch training programs.
- Implement operational policies and procedures effectively.
- Analyze a situation and determine effective course of action; adjust quickly to changing situations; perform several tasks at once and assign reasonable priorities to incoming calls; monitor multiple frequencies.
- Listen carefully and attentively and remember names, locations and numbers; record pertinent data associated with C.A.D. events and logs.
- Speak clearly and concisely in an understandable voice via radio and telephone and in person.
- Maintain an efficient, calm demeanor in handling adverse or emergency situations, act quickly and calmly and direct other personnel to do the same.
- Differentiate various sound and tones, i.e., alarms.

- Read maps quickly and accurately.
- Operate all equipment associated with the dispatch function including, 911 (basic and advanced), telephone and radio.
- Understand C.A.D. data files.
- Maintain accurate and complete records.
- Operate computerized keyboards and other related equipment at a speed necessary for successful job performance.
- Act quickly and calmly in emergency situations and direct other personnel to do the same.
- Work unusual and prolonged work schedules.
- Communicate clearly and concisely, both orally and in writing.
- Work with various cultural and ethnic groups in a tactful and efficient manner.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Follow and train others to follow safe work practices including workplace safety policies and procedures

### **Experience and Training**

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

#### **Experience:**

Three years of experience as a Public Safety Dispatcher, one year of which must be in a class comparable to Public Safety Dispatcher II with Placer County.

#### **Training:**

Equivalent to the completion of the twelfth grade.

#### **License or Certificate:**

- Successful completion of the P.O.S.T. certified Basic Complaint/Dispatcher course; or the P.O.S.T. Basic Dispatcher Training Equivalency Examination.
- Successful completion of the P.O.S.T. certified Emergency Medical Dispatch course.
- Possession of a valid CPR certificate at the time of appointment.
- Successful completion of the P.O.S.T. Civilian Supervision course by the completion of the probationary period.
- May need to possess a valid driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.

Placer County Job Specifications:  
XXXXX 2009

## **COMMUNICATIONS SERVICES SUPERVISOR**

### **DEFINITION**

To plan, organize, direct, schedule and supervise public safety dispatch operations within the Sheriff's Department; to administer the communications system; and to perform a variety of technical tasks relative to assigned area of responsibility.

### **DISTINGUISHING CHARACTERISTICS**

Positions at this level perform full, second-line supervisory responsibilities that include directing the planning, assigning and evaluating work of subordinates as well as responsibility for an organizational section within the Dispatch Unit of the Sheriff's Department.

This class is distinguished from the Communications Services Manager position in that the latter provides full lone and functional management responsibility for the entire Dispatch function in the Sheriff's Department, whereas this class oversees multiple shifts and/or a particular section or program within the Dispatch Unit.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives general direction from the Communications Services Manager or sworn administration personnel.

Exercises general supervision over first line supervisory personnel.

### **EXAMPLES OF ESSENTIAL DUTIES – Essential duties may include, but are not limited to, the following:**

Recommend and implement unit goals and objectives; establish schedules and methods for a central communications dispatch center; draft for approval and implement policies and procedures.

Plan, prioritize, assign, supervise and review the work of staff involved in public safety dispatch.

Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities; prepare and maintain radio and phone logs, including incident logs; and preparation and maintenance of other reports and records; prepare Fire Department communication statistics as required.

Participate in budget preparation and administration; prepare cost estimates for budget recommendations; submit justifications for staff, materials and supplies as needed;

monitor and control expenditures; prepare and provide technical reports for grant funding; coordinate and develop agreements for communication services for all contracted Fire Departments.

Participate in the selection of staff; supervise assigned Dispatch staff; direct training and staff development in coordination with the Communications Services Manager; prepare first line supervisory dispatch performance evaluations and oversee preparation of line staff evaluations; recommend discipline; implement discipline procedures as directed.

Make minor repairs to the communications system; analyze system problems and refer significant failures to the proper source of service; consult with vendors regarding communications equipment and techniques; coordinate vendor purchases; assist in systems analysis and make recommendations for efficiency.

Administer the 911 public safety answering point (PSAP) and the computer aided dispatch system; conduct billing for 911 system; work closely with the Sheriff's Communications Manager to ensure system consistency throughout the County; work closely with Department management staff to procure and maintain dispatch equipment and technology.

Supervise training activities of assigned work unit or section; train first line supervisory staff; ensure that new personnel are trained in the systems and procedures related to the communications functions including operation of the dispatch system; troubleshoot problems and respond to questions and inquiries from other Department staff; may be required to provide relief dispatching, as necessary.

Assure that subordinate staff understand and comply with all policies and procedures of the communication center.

Work with Department personnel and the public in the areas of assigned functional responsibilities.

Provide technical assistance on special projects for Department and County management personnel.

Represent Placer County Dispatch to outside agencies and organizations as directed by higher level management staff; participate in outside community and professional groups and committees; provide technical assistance as necessary.

Research, collect data, and prepare statistical, technical and/or administrative reports as required; prepare written correspondence; participate in the preparation of procedural manuals for dispatch staff.

Answer questions and provide information to the public; investigate complaints and recommend corrective action as necessary.

Build and maintain positive working relationships with co-workers, other County employees and the public using principles of good customer service.

Provide back-up to Communications Services Manager as required.

Perform routine computer system maintenance and related duties as assigned.

## **MINIMUM QUALIFICATIONS**

### **Knowledge of:**

- Principles and practices of public safety dispatch administration, organization, budgeting, and personnel management.
- Equipment, tools and materials used in an automated public safety communications center.
- Principles, practices and operating characteristics of manual and computerized call-taking and dispatching systems in local government public safety environments.
- Principles of supervision, training and performance evaluation.
- Principles and practices of leadership, motivation, and conflict resolution.
- Principles and practices of work safety.
- Pertinent local, State and Federal laws, ordinances and rules.
- Operations and structure of a criminal justice system.

### **Ability to:**

- Organize, implement and direct the operations and activities of a public safety communications/dispatch center.
- Continuously analyze information received from a variety of sources; identify different voices and sounds on the radio and telephone; interpret radio codes correctly and translate information to the public; know various locations and addresses; observe computer screen for messages; receive information from the public and assist in problem solving their particular dilemma; remember and understand Department policies for different types of calls; explain to the public how their concern will be handled.
- Plan, assign, supervise, and evaluate the work of assigned staff.
- Develop and provide staff training as needed; prepare understandable and concise program documentation for staff training materials.
- Interpret and explain pertinent County and Department policies and procedures.
- Assist in the development and monitoring of an assigned program budget.
- Draft and recommend policies and procedures related to assigned operations.
- Understand the organization and operation of the County and of outside agencies as necessary to assume assigned responsibilities.
- Perform complex administrative work.
- Analyze a situation and determine effective course of action; adjust quickly to changing situations; perform several tasks at once and assign reasonable priorities to incoming calls; monitor multiple frequencies.

- Maintain an efficient, calm demeanor in handling adverse or emergency situations.
- Operate all public safety communications equipment and equipment associated with the dispatch functions including 911 (basic and advanced), telephone and radio.
- Operate computerized keyboards and other related equipment at a speed necessary for successful job performance.
- Act quickly and calmly in emergency situations and direct other personnel to do the same.
- Work unusual and prolonged work schedules.
- Communicate clearly and concisely, both orally and in writing.
- Work with various cultural and ethnic groups in a tactful and efficient manner.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Sit at desk/console for long periods of time on a continuous basis. Intermittently, twist and reach office equipment; walk to obtain printer materials from printer; write or use keyboard to communicate through written means; verbally give instructions to officers in the field; auditory requirements in order to differentiate sounds over the radio; lift light weight.

### **Experience and Training**

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

#### **Experience:**

Four years of increasingly responsible experience in public safety dispatch within a 911 communications center, including one year of lead or supervisory experience.

#### **Training:**

Equivalent to the completion of the twelfth grade supplemented by college course work in criminal justice or a related field is desired. Completion of the experience requirement is proof of sufficient education for this class.

#### **License or Certificate:**

- Must have satisfactorily completed the P.O.S.T. certified Basic Complaint/Dispatcher course or passed the P.O.S.T. Basic Dispatcher Training Equivalency Examination, prior to appointment.
- Must satisfactorily complete the P.O.S.T. certified Emergency Medical Dispatch course prior to appointment.
- Must have obtained the P.O.S.T. Supervisory Certificate at the time of appointment and the P.O.S.T. Management Certificate within twelve months of appointment.
- Must maintain a valid CPR/First Aide certificate.
- Must obtain the CLETS Training Certificate within twelve months of appointment.
- Must obtain the Records Supervisory Certificate within twelve months of appointment.

- Must satisfactorily complete the P.O.S.T. certified Emergency Medical Dispatch course.
- May need to possess a valid driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.

Placer County Job Specifications:  
September 1996  
Revised November 1996  
Revised May 1999  
Revised XXXX 2009

## **COMMUNICATIONS SERVICES MANAGER**

### **DEFINITION**

To plan, organize, direct and manage the activities of the Sheriff's Dispatch Unit within the Sheriff's Department; to prepare, monitor, and administer the Dispatch Unit's budget; to coordinate public safety communication services with other divisions, agencies and departments; and to provide highly complex staff assistance to sworn and non-sworn staff.

### **DISTINGUISHING CHARACTERISTICS**

The Manager level recognizes positions that provides full line and functional management responsibility for the Dispatch Unit within the Sheriff's Department.

This class is distinguished from the supervisory levels in the Dispatch Unit in that it includes responsibility for budget management, coordination of services with other agencies and County departments, and for providing strategic leadership to address changing technology and emergency communications services demands.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives administrative direction from higher-level sworn staff.  
Exercises direct supervision over supervisory, technical and clerical personnel.

### **EXAMPLES OF ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:**

Develop and implement Unit goals, objectives, policies and procedures; write and update procedures manual for Unit.

Plan, organize, direct and manage the activities within the Dispatch Unit including managing staff, coordinating vendor contracts, and providing assistance to sworn staff on technical and operational issues.

Direct, oversee and participate in the development of the Dispatch Unit's work plan; assign work activities, projects and programs; monitor work flow; and review and evaluate work products, methods and procedures.

Prepare the Dispatch Unit's budget; assist in budget implementation; participate in the forecast of additional funds needed for staffing, equipment, materials and supplies; monitor and control expenses; administer the approved budget.

Recommend the appointment of personnel; provide or coordinate staff training; conduct performance evaluations; recommend discipline; implement discipline procedures as

directed; maintain discipline and high standards necessary for the efficient and professional operation of the Unit.

Provide direction and guidance to subordinate staff as they undertake staff development; identify training needs; initiate training programs and evaluate training activities.

Ensure security of access to restricted telecommunications and computer terminals by means of orders, inspection, supervision and discipline; as agency terminal coordinator, disseminate current law enforcement automated bulletins to system users (i.e., DOJ, CLETS, NCIC, etc.).

Analyze and troubleshoot multiple communication systems; refer significant communication systems failures to the proper source of service; consult with vendors regarding communication services equipment and techniques; assist in systems analysis and make recommendations for efficiency.

Provide training for Dispatch Unit supervisors in personnel management functions, such as counseling, discipline, performance evaluation and public relations; ensure that staff in the unit are trained in the systems and procedures related to the Dispatch functions including operation of related systems and equipment; troubleshoot problems and respond to questions and inquiries from other Department staff.

Perform specialized research and analysis of Dispatch Unit data to assist in the legal defense of the County arising from emergency services; prepare statistical data and appear in court, when necessary.

Recommend and develop policies and procedures for improved workflow and efficiency. Build and maintain positive working relationships with co-workers, other County employees, vendors and the public using principles of good customer service.

Represent the Placer County Dispatch Unit to outside agencies, vendors and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.

Act as liaison with Federal, State and local governmental agencies in communication services matters; coordinate the operation of the Dispatch Unit with other user agencies.

Research and prepare technical and administrative reports; prepare written correspondence.

Perform related duties as assigned.

## **MINIMUM QUALIFICATIONS**

**Knowledge of:**

- Principles and practices of public safety administration including organization, budgeting and human resource management of dispatch functions.
- Operations, terminology, regulations, services and procedures used in dispatch functions.
- Equipment, tools and materials used in an automated public safety dispatch center.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal rules, regulations and laws.
- Modern office procedures, methods and computer equipment.
- Principles and practices of policy development.
- Principles and practices of organizational analysis and management.
- Budgeting procedures and techniques.
- Principles and practices of supervision, training and personnel management.
- Criminal justice procedures and record keeping.
- Correct English usage including spelling, grammar, and punctuation.

**Ability to:**

- Organize and direct the operations of the Sheriff's Dispatch Unit.
- On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports; know laws, regulations and codes; observe performance and evaluate staff; problem solve unit related issues; remember various personnel rules; and explain and interpret policy.
- On a continuous basis, sit at desk and in meetings for long periods of time. Intermittently twist to reach office equipment and materials; perform simple grasping and fine manipulation; lift light weight; use telephone and communicate through written means.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Perform CLETS audits as mandated by the Department of Justice.
- Gain cooperation through discussion and persuasion.
- Interpret and apply County and Department policies, procedures, rules and regulations.
- Prepare and administer the Dispatch Unit budget.
- Select, supervise, train and evaluate personnel.
- Understand the organization and operation of the County and of outside agencies as necessary to assume assigned responsibilities.
- Maintain an efficient, calm demeanor in handling adverse or stressful situations.
- Operate software and equipment associated with the dispatch functions including CAD, RMS, and CMS.
- Act quickly and calmly in emergency situations and direct other personnel to do the same.
- Communicate clearly and concisely, both orally and in writing.
- Work with various cultural and ethnic groups in a tactful and efficient manner.
- Establish and maintain effective working relationships with those contacted in the course of work.

## **Experience and Training**

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

### **Experience:**

Five years of increasingly responsible law enforcement experience directly related to public safety Dispatch, including two years of supervisory responsibility.

### **Training:**

Equivalent to a Bachelor's degree from an accredited college or university with major course work in business administration, criminal justice or a related field. Additional qualifying experience may be substituted for the required education on a year-for-year basis.

### **License or Certificate:**

- Successful completion of the P.O.S.T. certified Basic Complaint/Dispatcher course; or the P.O.S.T. Basic Dispatcher Training Equivalency Examination at time of appointment.
- Successful completion of the P.O.S.T. Civilian Supervision course at time of appointment.
- Successful completion of the CLETS Training Certificate (Train the Trainer) within twelve months after appointment.
- Possession of, or ability to obtain, a valid driver's license. Proof of adequate vehicle insurance and medical clearance may also be required.

Placer County Job Specifications:  
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## **APPENDIX B – EMPLOYEE SURVEY RESULTS**

As part of the Sheriff's Dispatch Unit Analysis, the project team developed and distributed a survey for both Dispatch Units, in Auburn and Tahoe City, in September 2008. The following summary provides information regarding this survey instrument.

### **1. AN ANONYMOUS SURVEY WAS CIRCULATED TO ALL EMPLOYEES IN BOTH AUBURN AND TAHOE CITY.**

An anonymous survey was circulated to obtain staff perspectives regarding a variety of issues. Members of the Project Steering Committee reviewed the survey prior to distribution to staff. Surveys were distributed to the Public Safety Dispatchers, Senior Public Safety Dispatchers, and Communications Supervisors in the Auburn and Tahoe City Dispatch Centers. Employees were asked to respond to a series of questions regarding quality of services, compensation, training, recruitment, Dispatch Unit organization, and consolidation.

Respondents provided the degree to which they either disagreed or agreed with the statement, given the following options: "Strongly Disagree", "Disagree", "Agree", "Strongly Agree", and "No Response". There were a total of 20 responses, out of 29 distributed surveys distributed, equaling a response rate of 69%. For discussion purposes in this document, the project team groups the "Strongly Disagree" and "Disagree" responses into one grouping when reporting general employee responses; the same is true for the "Strongly Agree" and "Agree" responses.

The following charts show the breakdown of responses by full time/part time employee, years of service, and either the one or two Dispatch Centers where they have worked.

| <b>Type of Employee</b> |    |
|-------------------------|----|
| Full Time               | 18 |
| Part Time               | 1  |
| No Response             | 1  |

| <b>Years of service</b> |   |
|-------------------------|---|
| Less than 5 years       | 9 |
| 5 – 10 years            | 2 |
| 10 years or more        | 8 |
| No Response             | 1 |

| <b>Place Worked</b> |    |
|---------------------|----|
| Tahoe City          | 4  |
| Auburn              | 11 |
| Both                | 4  |
| No Response         | 1  |

Four out of the 19 respondents (21%) indicated they have worked in both Auburn and Tahoe City, so their responses are based on their knowledge of both centers, not just the one they are currently working.

The sections below summarize the results of the employee survey.

**2. EMPLOYEES REPORTED THE DISPATCH CENTERS PROVIDE HIGH SERVICE LEVELS.**

Respondents were presented with a series of statements regarding the level of service provided by their agency.

- A majority of respondents, 85%, agreed with question #1, “Our dispatch center provides a high level of service to our agency.” About 5% disagreed with the statement and 10% were neutral.
- A majority of respondents, 85%, agreed with question #2, “Our dispatch center provides a high level of service to our contract fire agencies.” About 5% disagreed with the statement and 10% were neutral.
- Approximately 70% of respondents agreed with question #4, “Our dispatchers provide a high level of service and professionalism.” About 20% disagreed with the statement and 10% were neutral.

In summary, a majority of respondents feel that their dispatch center provides a high level of service and professionalism.

**3. EMPLOYEES REPORTED GOOD INTERAGENCY RELATIONSHIPS BUT HAD LESS POSITIVE VIEWS REGARDING COMMUNICATION BETWEEN THE DISPATCH CENTERS AS WELL AS THE EFFECTIVENESS OF THE AUBURN CENTER DISPATCHING FOR THE TAHOE AREA.**

Respondents were presented with a series of statements regarding the working relationship and effectiveness of communication with agencies they support.

- A majority of respondents, 85%, agreed with question #3, "We have a good working relationship with the agencies for whom we dispatch." About 10% disagreed with the statement and 5% were neutral.
- A majority of respondents, 65%, disagreed with question #26, "Communication with our counterpart dispatch center is effective." About 15% agreed with the statement and 20% were neutral.
- Approximately 50% of respondents agreed with question #22, "During the hours the Tahoe City center is closed, the Auburn center has been able to provide effective dispatching services for the Tahoe center." About 40% disagreed with the statement and 10% were neutral.

The vast majority of respondents feel that their agency has a good working relationship with the agencies for whom they dispatch, however, a majority feel that communication with their counterpart dispatch center is not effective. This highlights the mixed feelings of respondents with regards to the Auburn center's ability to provide effective dispatching services for the Tahoe center, during the hours it is closed each day.

**4. EMPLOYEES GENERALLY BELIEVE THE COUNTY IS NOT RECRUITING QUALIFIED APPLICANTS.**

Respondents were asked a series of questions relating to the recruitment and retention of qualified applicants.

- A majority of respondents, 60%, disagreed with question #12, "The County does a good job recruiting qualified applicants." About 25% agreed with the statement and 15% were neutral.

- A majority of respondents, 55%, disagreed with question #13, "Our dispatch agency does a good job retaining qualified applicants." About 30% agreed with the statement and 20% were neutral.
- A majority of respondents, 50%, disagreed with question #14, "Our current background process for new hires has been developed appropriately." About 10% agreed with the statement and 40% were neutral.

While a majority of respondents believe the County is not doing a good job recruiting or retaining qualified applicants, respondents have mixed feelings regarding the appropriateness of the background process developed for new hires.

**5. EMPLOYEES GENERALLY THINK THEIR CLASSIFICATION IS APPROPRIATE AND THE TOTAL COMPENSATION PACKAGE IS FAIR, BUT THERE WAS A MIXED RESPONSE REGARDING THEIR SALARY.**

Respondents were asked a series of questions pertaining to their compensation packages and classification structures.

- A majority of respondents, 55%, agreed with question #5, "Our entire compensation package (salary and benefits) is fair and equitable." About 30% disagreed and 15% were neutral.
- Respondents had a mixed reaction to question #6, "The pay for employees is fair and equitable." 40% of respondents agreed, while 45% of respondents disagreed, and 15% were neutral.
- A majority of respondents, 65%, agreed with question #27, "I have the proper job classification for the work I perform." About 25% disagree and 10% were neutral.
- Respondents had a mixed reaction to question #28, "The job classification structure is appropriate, and allows for career advancement." Thirty five percent of respondents agreed, while 40% of respondents disagreed, and 25% were neutral.

While a majority of respondents believe they have the proper job classification, respondents had mixed feelings regarding the fairness and equitableness of their compensation and pay packages as well as the ability for career advancement with the current structure of job classifications.

**6. A MAJORITY OF EMPLOYEES THINK THE TRAINING PROGRAMS NEED IMPROVEMENT.**

Respondents were asked to respond to several statements regarding agency provided training and support.

- Respondents had a mixed reaction to question #15, "The agency provides staff with a strong and consistent initial training program so they are prepared to do their jobs." An equal amount of respondents, 45%, agreed and disagreed, while 10% were neutral.
- Respondents had a mixed reaction to question #16, "The agency provides adequate in-service and continuous training." An equal amount of respondents, 40%, agreed and disagreed, while 20% were neutral.
- Respondents had a mixed reaction to question #17, "Trainees receive appropriate support from staff that encourages them to succeed." An equal amount of respondents, 45%, agreed and disagreed, while 10% were neutral.
- A majority of respondents, 60%, disagreed with question #18, "I have been appropriately trained in disaster response consistent with our emergency planning." An equal number of respondents, 20% agreed and were neutral.

In summary, respondents had mixed feelings regarding the consistency and adequacy of the training they are provided, and do not believe they are being properly trained in disaster response.

**7. A MAJORITY OF EMPLOYEES BELIEVE THEY HAVE THE TOOLS AND TECHNOLOGY NEEDED FOR THEIR JOB.**

Respondents were asked to respond to two questions regarding the technologies they currently use and their effectiveness.

- A majority of respondents, 55%, agreed with question #20, "We have the proper tools and technology necessary to effectively do our jobs." About 35% disagreed and 10% were neutral.
- A majority of respondents, 65%, agreed with question #21, "As necessary, current technologies allow us to interface with our counterpart center to effectively dispatch public safety services." About 25% disagreed and 10% were neutral.

Respondents believe they have the tools and technology necessary to effectively interface with their counterpart center, and to provide effective communications and dispatching services.

**8. EMPLOYEES HAD MIXED RESPONSES REGARDING THE ACCOUNTABILITY OF EMPLOYEES, RECOGNITION FOR GOOD PERFORMANCE, MOTIVATION, AND DIRECTION FROM THEIR SUPERVISOR.**

Respondents were asked to respond to questions regarding performance and supervisory direction.

- Half of respondents, 50%, disagreed with question #7, "Employees are held accountable for poor performance." About 35% of respondents agreed and 15% were neutral.
- A majority of respondents, 60%, disagreed with question #8, "Employees are adequately rewarded for exceptional performance." About 25% of respondents agreed and 15% were neutral.
- Respondents had a mixed reaction to question #11, "I am appropriately recognized for my work and contributions to the organization." 50% of respondents disagreed and 40% of respondents agreed, while 10% were neutral.
- Respondents had a mixed reaction to question #9, "My supervisor motivates me to work well." 50% of respondents agreed and 40% of respondents disagreed while 10% were neutral.
- A majority of respondents, 55%, agreed with question #10, "My supervisor provides adequate direction." About 35% of respondents disagreed and 10% were neutral.

A majority of employees (60%) do not feel that Dispatch Unit employees are rewarded for exceptional performance, and 50% of respondents said that they are not recognized for *their* contributions to the Dispatch Unit.

Fifty percent reported that their supervisor provides positive motivation for them at work, and 55% said that their supervisor provides adequate direction for them.

**9. EMPLOYEES REPORTED CONCERNS REGARDING MORALE, BUT BELIEVE THERE IS A GOOD WORK ETHIC IN THE COMMUNICATIONS CENTER.**

Respondents were asked two questions regarding their overall morale and work ethic.

- A majority of respondents, 60%, disagreed with question #19, "Over the last year my morale at work is generally improving." About 15% agreed and 25% were neutral.
- A majority of respondents, 55%, agreed with question #23, "Our center's work ethic is good." About 30% disagreed and 15% were neutral.

In summary, a majority of respondents said their morale at work is not improving, however they do believe their center has a good work ethic.

**10. EMPLOYEES REPORTED THEY CAN GENERALLY KEEP UP WITH THE WORKLOAD IN THE COMMUNICATIONS CENTER.**

Question #34 asked Dispatch Unit employees to describe their current workload. Approximately 15% of respondents indicated that they could easily handle more work given the available time to do so. The majority of respondents, 60%, reported that they often find themselves busy but can generally keep up with the workload. About 20% indicated that they have the right balance of work and time available, and no one said they are always busy and can never catch up.

**11. EMPLOYEES REPORTED THAT THEY WORK TOO MUCH OVERTIME.**

Respondents were asked two questions regarding the amount of overtime they and the dispatch staff work.

- A majority of respondents, 70%, agreed with question #24, "I personally work too much overtime." An equal number of respondents, 15%, disagreed and were neutral.

- A majority of respondents, 70%, agreed with question #25, "Our dispatch staff work too much overtime." About 15% of respondents disagreed and 10% were neutral.

In summary, most respondents believe that they themselves, along with dispatch staff work too much overtime.

**12. RESPONSES TO THE POSSIBLE CONSOLIDATION OF THE TWO DISPATCH CENTERS WERE MIXED, WITH MOST EMPLOYEES BELIEVING THERE ARE SOME ORGANIZATIONAL BENEFITS BUT NEGATIVE IMPACTS ON THE DISPATCH UNIT EMPLOYEES.**

Respondents were asked to respond to a series of questions regarding the possible benefits of consolidating dispatch operations.

- Respondents had a mixed reaction to question #29, "Some kind of consolidation of dispatch operations would benefit the citizens of our communities." 50% of respondents disagreed, 40% agreed, and 10% were neutral.
- Respondents had a mixed reaction to question #30, "Consolidation would benefit our sheriff and fire/medical field staff." 50% of respondents agreed, 45% disagreed, and 5% were neutral.
- A majority of respondents, 55%, disagreed with question #31, "Consolidation would benefit the Dispatch employees at the Tahoe City and Auburn centers." About 35% agreed and 10% were neutral.
- Respondents had a mixed reaction to question #32, "Consolidation will impact me negatively." 50% of respondents agreed, 45% disagreed, and 5% were neutral.
- A majority of respondents, 60%, agreed with question #33, "If we were to consolidate I would probably continue to make a career at Placer County dispatch." An equal number of respondents, 20%, disagreed with this statement or were neutral.

In summary, respondents had mixed thoughts regarding the benefit of consolidation for the community and law/fire field staff, with most employees believing there are some benefits. However, employees believe a consolidation will have a negative impact on employees, a possible negative effect on the retention of current

employees. A majority of respondents disagree that consolidation would benefit the Dispatch employees at the Tahoe City and Auburn centers, although most employees said they would continue to make a career at Placer County dispatch.

### **13. NARRATIVE SURVEY RESPONSES.**

In addition to the survey's forced choice questions, respondents were asked to provide narrative responses to two open-ended questions (#35 and #36). The responses to the questions were grouped and summarized by the project team.

#### **(1) What Do You Believe Is The Greatest Strength, and Most Significant Shortcoming Of Placer Dispatch Operations?**

Those who chose to answer the open-ended questions felt that the strengths of the Placer County Dispatch Units were the employee's abilities to work together as a team, to do their best to get the job done. The comments are summarized below.

- Greatest strength of the organization:
  - Working as a team
  - Close location to allied agencies
  - Local knowledge of the community
  - Quality employees
  - Commitment to provide good service
  - Technology that is available

The most common responses mentioned were the quality of the employees and the dedication to the job.

The responses for the most significant shortcoming provided a wider range of the types of issues and concerns. The comments are summarized below.

- Most significant shortcoming:
  - Staffing level is low, requiring employees to work too much OT
  - CAD system
  - Hiring process: it takes too long; too many are failing the background investigation

- Poor quality employees
- The staff that are petty and vindictive, "snake pit" environment
- Too many additional projects for seniors takes them away from their primary duties
- Lack of communication between employees and supervisors
- Supervisors not bringing people together as a team
- Lack of consistency in policy/procedures, and between Seniors
- Poor management and administration (don't positively engage employees, don't respond to voice mail, e-mail); not understanding a dispatcher's job
- Management not following through on decisions; not supporting employees
- Lack of direction from management regarding staffing, training, employee development

The most frequent responses related to the inadequate staffing level, a lack of consistency in application of policy and between supervisors/management, and a general lack of direction from management.

**(2) What Is The Single Highest Priority To Address During This Study?**

The general consensus of responses for this question had to do with addressing staffing (more and better), stronger leadership, and more reliable equipment. The comments are summarized below.

- Highest priority issue to address:
  - Low staffing level
  - Burnout of employees, poor morale, due to working too much OT
  - Recruitment and background process
  - Improving basic training of new employees, and in-service training
  - Reducing the supervision/management focus on dealing with complaints, increasing management focus on rewarding good behavior.
  - Improving the physical work environment, e.g. better chairs, cleaning of Center, the workstation layout in the Auburn Center
  - Better supervision (consistency)
  - Improving compensation
  - Improving Tahoe operations (recruitment, training, facility)

Respondents most often mentioned the most important issue to address was the low staffing level and the resulting requirement to work too much overtime, leading to

burnout of employees and a major factor in low morale. Another frequently mentioned issue was the need to improve consistency (policy, procedures, supervision).

**14. SURVEY DATA.**

The following table shows the response rate for each question asked in the employee survey. Answers of "Strongly Agree" and "Agree" were combined into one category, as were "Strongly Disagree" and "Disagree".

**Employee Survey Tabulated Responses**

|     |                                                                                     | <b>No Response</b> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|-----|-------------------------------------------------------------------------------------|--------------------|-----------------------|--------------|-----------------|--------------------------|
| 1.  | Our dispatch center provides a high level of service to our agency.                 | 10%                | 60%                   | 25%          | 5%              | 0%                       |
| 2.  | Our dispatch center provides a high level of service to our contract fire agencies. | 10%                | 50%                   | 35%          | 5%              | 0%                       |
| 3.  | We have a good working relationship with the agencies for whom we dispatch.         | 5%                 | 25%                   | 60%          | 5%              | 5%                       |
| 4.  | Our dispatchers provide a high level of service and professionalism.                | 10%                | 30%                   | 40%          | 20%             | 0%                       |
| 5.  | Our entire compensation package (salary and benefits) is fair and equitable.        | 15%                | 5%                    | 50%          | 15%             | 15%                      |
| 6.  | The pay for employees is fair and equitable.                                        | 15%                | 5%                    | 35%          | 30%             | 15%                      |
| 7.  | Employees are held accountable for poor performance.                                | 15%                | 10%                   | 25%          | 35%             | 15%                      |
| 8.  | Employees are adequately rewarded for exceptional performance.                      | 15%                | 0%                    | 25%          | 35%             | 25%                      |
| 9.  | My supervisor motivates me to work well.                                            | 10%                | 0%                    | 50%          | 20%             | 20%                      |
| 10. | My supervisor provides adequate direction.                                          | 10%                | 5%                    | 50%          | 15%             | 20%                      |

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|     |                                                                                                                                                   | <b>No Response</b> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------|--------------|-----------------|--------------------------|
| 11. | I am appropriately recognized for my work and contributions to the organization.                                                                  | 10%                | 5%                    | 35%          | 25%             | 25%                      |
| 12. | The County does a good job recruiting qualified applicants.                                                                                       | 15%                | 0%                    | 25%          | 30%             | 30%                      |
| 13. | Our dispatch agency does a good job retaining qualified applicants.                                                                               | 15%                | 10%                   | 20%          | 45%             | 10%                      |
| 14. | Our current background process for new hires has been developed appropriately.                                                                    | 40%                | 0%                    | 10%          | 20%             | 30%                      |
| 15. | The agency provides staff with a strong and consistent initial training program so they are prepared to do their jobs.                            | 10%                | 10%                   | 35%          | 40%             | 5%                       |
| 16. | The agency provides adequate in-service and continuous training.                                                                                  | 20%                | 10%                   | 30%          | 25%             | 15%                      |
| 17. | Trainees receive appropriate support from staff that encourages them to succeed.                                                                  | 10%                | 10%                   | 35%          | 40%             | 5%                       |
| 18. | I have been appropriately trained in disaster response consistent with our emergency planning.                                                    | 20%                | 10%                   | 10%          | 35%             | 25%                      |
| 19. | Over the last year my morale at work is generally improving.                                                                                      | 25%                | 0%                    | 15%          | 35%             | 25%                      |
| 20. | We have the proper tools and technology necessary to effectively do our jobs.                                                                     | 10%                | 5%                    | 50%          | 25%             | 10%                      |
| 21. | As necessary, current technologies allow us to interface with our counterpart center to effectively dispatch public safety services.              | 10%                | 5%                    | 60%          | 15%             | 10%                      |
| 22. | During the hours the Tahoe City center is closed, the Auburn center has been able to provide effective dispatching services for the Tahoe center. | 10%                | 0%                    | 50%          | 25%             | 15%                      |
| 23. | Our center's work ethic is good.                                                                                                                  | 15%                | 20%                   | 35%          | 30%             | 0%                       |
| 24. | I personally work too much overtime.                                                                                                              | 15%                | 20%                   | 50%          | 15%             | 0%                       |

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|     |                                                                                                  | <b>No Response</b> | <b>Strongly Agree</b> | <b>Agree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|-----|--------------------------------------------------------------------------------------------------|--------------------|-----------------------|--------------|-----------------|--------------------------|
| 25. | Our dispatch staff work too much overtime.                                                       | 10%                | 45%                   | 30%          | 15%             | 0%                       |
| 26. | Communication with our counterpart dispatch center is effective.                                 | 20%                | 0%                    | 15%          | 55%             | 10%                      |
| 27. | I have the proper job classification for the work I perform.                                     | 10%                | 15%                   | 50%          | 15%             | 10%                      |
| 28. | The job classification structure is appropriate, and allows for career advancement.              | 25%                | 0%                    | 35%          | 25%             | 15%                      |
| 29. | Some kind of consolidation of dispatch operations would benefit the citizens of our communities. | 10%                | 15%                   | 25%          | 30%             | 20%                      |
| 30. | Consolidation would benefit our sheriff and fire/medical field staff.                            | 5%                 | 15%                   | 35%          | 25%             | 20%                      |
| 31. | Consolidation would benefit the Dispatch employees at the Tahoe City and Auburn centers.         | 10%                | 15%                   | 20%          | 15%             | 40%                      |
| 32. | Consolidation will impact me negatively.                                                         | 5%                 | 25%                   | 25%          | 30%             | 15%                      |
| 33. | If we were to consolidate I would probably continue to make a career at Placer County dispatch.  | 20%                | 15%                   | 45%          | 5%              | 15%                      |

34. Please select one of the following choices to describe your current workload:

|                                                         |     |                                                       |     |
|---------------------------------------------------------|-----|-------------------------------------------------------|-----|
| A. I am always busy and can never catch up.             | 0%  | B. I am often busy but can generally keep up.         | 60% |
| C. I have the right balance of work and time available. | 20% | D. I could handle more work given the available time. | 15% |

## **APPENDIX C – BEST MANAGEMENT PRACTICES**

This 'best practices assessment' represented an interim and important step for the project team to develop its preliminary findings and issues. In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of measures or "best management practices" against which to evaluate the Sheriff's Department Dispatch Unit operations and practices.

The measures utilized have been derived from the project team's collective experience as well as 'industry' standards or guidelines and represent the following ways to identify strengths and potential improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other agencies.
- Ideal "standards" of the profession from nationally and internationally recognized organizations and researchers. Several Best Management Practices contained herein come from a variety of sources including California P.O.S.T., APCO, CALEA, IACP, and various other sources.
- Identification of whether and how agencies meet the best management practice (BMP) targets, specifically the strengths of Placer County relative to the BMP.
- Identification of issues which could represent areas for more detailed study in a later stage of this project, specifically improvement opportunities relative to the BMP.

Detailed analysis of the issues identified here will be conducted in ensuing weeks of the project, leading to the development of the draft final report.

### **2. GENERAL OVERVIEW**

The tables on the following pages list individual best management practices; however, these BMPs often reflect larger, common themes in the organization, when examined with other data collected, survey data and individual interviews. Overall strengths and opportunities for improvement arise as a result of collectively evaluating all of the information gathered. The following observations and issues are provided to demonstrate the various strengths and opportunities based on review of the data.

The following matrices represent our diagnostic assessment related to specific best management practices.

**STAFFING AND OPERATIONS**

| <b>Performance Target</b>                                                                                                                    | <b>Organization Strengths</b>                                                                                                                                              | <b>Potential Improvements</b>                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Dispatch Unit has developed and utilizes written procedures to standardize effective dispatch practices.                                 |                                                                                                                                                                            | Most procedures are in a training manual that is currently being revised; operational procedures should be developed in a formal manual.                                                                                           |
| The Dispatch Unit utilizes a formal review, validation and approval process for all written procedures.                                      |                                                                                                                                                                            | Formalize a process by which all written procedures undergo a review and validation approval process prior to implementation. Clearly define who has the authority to create policy.                                               |
| At least annually, all written procedures are reviewed and promulgated by the Communications Services Manager.                               |                                                                                                                                                                            | Formalize a process to ensure all written procedures are reviewed annually for currency with "best practices" for the agency.                                                                                                      |
| Whenever a change in manager occurs, the incoming manager will review and promulgate all written procedures within 90 days.                  |                                                                                                                                                                            | Clearly define that the Communications Services Manager is responsible for the performance of the unit and specifically all written procedures. Promulgation of the policy manual should be part of the change of command process. |
| A clear chain of command has been established.                                                                                               | A clear organizational structure exists.                                                                                                                                   | Senior dispatchers conduct evaluations on Dispatchers, but do not know who they are evaluating until they receive the word to do the evaluation.                                                                                   |
| 90% of the 9-1-1 calls are answered within 10 seconds.                                                                                       | Calls are answered in an average of 5 seconds in Auburn and an average of 3 seconds in Tahoe.                                                                              |                                                                                                                                                                                                                                    |
| 90% of emergency calls for service are dispatched within 60 seconds.                                                                         |                                                                                                                                                                            | CAD data shows an average call processing time for Priority 1 police calls of 1.2 minutes; and for Priority 1 fire calls of 1.1 minutes.                                                                                           |
| A "quick dispatch" process is used to alert fire/EMS or police units to a call as soon as basic call type and location information is known. | Calls are dispatched when basic information about the incident is obtained; additional information from the reporting party is solicited and provided to responding units. |                                                                                                                                                                                                                                    |

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| <b>Performance Target</b>                                                                                                                                                                                                          | <b>Organization Strengths</b>                                                                                                                     | <b>Potential Improvements</b>                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A call priority system has been developed and is implemented that effectively distinguishes between low, medium and high priority calls for service.                                                                               | A priority system has been developed as part of the CAD system.                                                                                   |                                                                                                                                                                                                      |
| Pre-arrival instructions are available to callers in medical emergencies.                                                                                                                                                          | Placer County Dispatch staff have been trained in emergency medical dispatching.                                                                  |                                                                                                                                                                                                      |
| Emergency medical dispatching protocols are in place which enable responders differentiate between call types and priorities.                                                                                                      | A call priority system is in place and Dispatch staff is trained in it.                                                                           | The current EMD software system is approximately 15 years old and should be upgraded to be compatible with the local JPA that Placer County is a member.                                             |
| A quality assurance (QA) program is in place to assure calls for service compliance with established protocols.                                                                                                                    |                                                                                                                                                   | Currently not being accomplished.                                                                                                                                                                    |
| Calls for service reports are run on a regular basis to track performance to standards and assist in management decision-making.                                                                                                   |                                                                                                                                                   | Currently not being accomplished.                                                                                                                                                                    |
| Communication center has designed and maintain a "GEO-FILE" (master street address guide) on a consistent basis.                                                                                                                   | Staff is assigned to maintain this file and it is 97-98% accurate.                                                                                | The file does not have all of the current/correct addresses and locations in the County.                                                                                                             |
| Equipment, furniture and facilities have been spatially and ergonomically designed to reduce environmental stresses, the risk of repetitive motion injuries, eye strain due to lighting and constant use of computer screens, etc. | The dispatch facility and workstations have been ergonomically designed to allow individual console adjustments, both seated and standing.        |                                                                                                                                                                                                      |
| The dispatch and radio equipment is well maintained by telecommunications staff. Equipment and software is upgraded and/or exchanged on an appropriate replacement cycle.                                                          | Equipment is well maintained.                                                                                                                     | Communication problems exist in known areas of the County; a multi-million dollar project has been in process for several years to upgrade equipment for better radio coverage and interoperability. |
| Dispatch center schedules are legal under the FLSA provisions for civilian personnel and provide for efficient coverage of workloads.                                                                                              | Dispatchers normally work a 10 hour shift (40 hours per week); they are currently working a 12 hour shift but paid OT for the extra hours worked. |                                                                                                                                                                                                      |
| Appropriate relief is provided so that breaks and meals can be taken away from workstations.                                                                                                                                       | A break room adjacent to the Dispatch Center can be used for breaks and meals when staffing levels are sufficient.                                | Due to the staffing levels, meals are commonly eaten at workstations or on short breaks.                                                                                                             |

| <b>Performance Target</b>                                                                                                                              | <b>Organization Strengths</b>                                                                                                                                                                                                                | <b>Potential Improvements</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| A backup PSAP has been established for the communication center(s).                                                                                    | A backup site exists in Roseville; Auburn and Tahoe City are backup sites for each other; a mobile communications van; and the County's emergency operations center has space that could be used, but without the technology infrastructure. |                               |
| Uninterruptible power supplies and backup generators are available to prevent power disruptions from interrupting calls in progress or incoming calls. | Backup power is available.                                                                                                                                                                                                                   |                               |
| Security measures are in place for the Dispatch Center.                                                                                                | Appropriate building security measures are in place.                                                                                                                                                                                         |                               |

**RECRUITING, HIRING AND RETENTION**

| <b>Performance Target</b>                                                                                                                                                                | <b>Organization Strengths</b>                                                    | <b>Potential Improvements</b>                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| There is a written classification plan; job classifications are regularly reviewed and updated to ensure changes in job complexity, duties and responsibilities are accurate.            |                                                                                  | A review of job descriptions is being done as part of this study to ensure they are appropriate.                                                                          |
| A current formal recruitment plan exists that contains a clear marketing/outreach plan.                                                                                                  |                                                                                  | A formal plan should be developed.                                                                                                                                        |
| As part of recruitment plan, there is a profile for the types of applicants desired, that focuses on attempting to attract the "right" candidate types who will be successful employees. |                                                                                  | A profile should be developed as part of a recruitment plan.                                                                                                              |
| The job description is consistent with the expectations and knowledge, skills, and abilities required of the job.                                                                        | A clear job description and testing process exists and is posted on the website. | Clearly explain all details in the testing process (e.g. "CVSA").                                                                                                         |
| The agency participates in appropriate regional job fairs; has funding for, and advertises job openings in various regional/state mediums.                                               |                                                                                  | Targeted use of appropriate magazine advertising should be part of a recruitment plan; the Dispatch Unit used to participate in job fairs and it should be started again. |

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| <b>Performance Target</b>                                                                                                                                                          | <b>Organization Strengths</b>                                                                                                                                                          | <b>Potential Improvements</b>                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| There is an easily located and regularly updated website as a cornerstone of cost-effective recruitment marketing; website provides job details, including minimum qualifications. | All jobs are clearly identified on the main page, easy links to job details, an application, and supplemental questionnaire.                                                           |                                                                                                                               |
| An employee referral program, encouraging the very effective 'word of mouth' advertising, and rewards employees for identifying qualified applicants who join the organization.    |                                                                                                                                                                                        | Informal recruiting occurs, but a formal program does not exist.                                                              |
| Lateral candidates undergo a streamlined application/selection process.                                                                                                            | Some steps in the hiring process are not required of a lateral; the training program is also shorter.                                                                                  |                                                                                                                               |
| The application process is expedited to limit the hiring process time.                                                                                                             |                                                                                                                                                                                        | The prolonged background process likely results in the loss of some eligible candidates before hiring offers can be extended. |
| There is a formal mentoring program for new employees.                                                                                                                             |                                                                                                                                                                                        | A program does not currently exist.                                                                                           |
| There is a formalized retention plan or similar document as a component of a broader strategic plan.                                                                               | Placer County has a strategic plan goal to increase the number of applicants recruited by 50%, reduce the hiring process time by 50%, and reduce the voluntary separation rate by 50%. |                                                                                                                               |
| The position has a competitive compensation package consistent with the region; market surveys are periodically conducted to maintain competitiveness.                             | This assessment is part of the Dispatch Unit study.                                                                                                                                    |                                                                                                                               |
| Compensation practices recognize the achievement of specialized skills (e.g. CTO's) and/or certifications.                                                                         | A temporary pay for Communications Training Officers (CTO) has been implemented, a permanent solution is in process.                                                                   |                                                                                                                               |
| Job-sharing, part-time employment and other flexible work options are offered.                                                                                                     | Extra Help Dispatchers are used to supplement staff; additional light duty employees are also used.                                                                                    |                                                                                                                               |
| Exit interviews are routinely conducted to determine the causes for turnover, and data collected and analyzed to determine possible trends that can be addressed.                  |                                                                                                                                                                                        | A routine process to complete this should be developed; interviews should occur before the employees' last day.               |

**TRAINING AND CAREER DEVELOPMENT**

| <b>Performance Target</b>                                                                                                                 | <b>Organization Strengths</b>                                                                                                                                                                                                             | <b>Potential Improvements</b>                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All newly hired dispatchers are required to successfully complete a training program before assuming the duties of a dispatcher.          | The Dispatch Unit utilizes a combination of "academy" styled classroom instruction and on-the-job training under the direct supervision of Communications Training Officer (CTO).                                                         |                                                                                                                                                                                                                                                                                       |
| A comprehensive written training manual is used to train new employees.                                                                   | All new employees receive a training manual that is maintained for daily reference.                                                                                                                                                       | The "draft" training manual should be completed/adopted as soon as possible for official use.                                                                                                                                                                                         |
| All training materials are reviewed and updated periodically.                                                                             | Training materials are updated with new information / procedures.                                                                                                                                                                         | Periodic reviews should be implemented to ensure outdated information is removed and replaced with approved procedures.                                                                                                                                                               |
| There is a formal approval process for updating policy/procedures, and all new practices.                                                 |                                                                                                                                                                                                                                           | Formalize a process to ensure all procedures are reviewed and vetted as "best practices" for the agency prior to implementation. Any policy updates (when memos are issued) should be dated / numbered for quick reference to identify the changes needed when the manual is updated. |
| A formalized and annually updated training needs assessment is completed, that includes all staff.                                        | Employees are encouraged to provide suggestions for training to the training coordinator.                                                                                                                                                 | Formalize a training committee representative of each shift to identify training needs that cannot be met with internal resources.                                                                                                                                                    |
| A systematic review of the in-service training curriculum is completed every 1-2 years, to ensure it is current and meets training needs. |                                                                                                                                                                                                                                           | Formalize an internal in-service training committee representative of each shift to identify training needs and to develop a training curriculum.                                                                                                                                     |
| Training is provided to meet basic in-service update training and required certifications.                                                | Employees attend outside special skills training when staffing and budget allows. Recently, management instituted an appropriate 4 day training program to familiarize all Auburn dispatchers with the Tahoe City dispatching operations. |                                                                                                                                                                                                                                                                                       |
| An average of 24 in-service training hours are provided to employees each year.                                                           |                                                                                                                                                                                                                                           | Formalize a review process to ensure all employees are receiving a minimum of training each year defined in policy.                                                                                                                                                                   |

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| <b>Performance Target</b>                                                                                                                 | <b>Organization Strengths</b>                                                                                                               | <b>Potential Improvements</b>                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| In-service training for personnel is scheduled and tracked by supervisors.                                                                | A Sheriff's Department volunteer tracks all training completed annually by each employee.                                                   | Clearly define lines of supervision to ensure that training and significant performances are properly tracked and noted in evaluations.                                                                                                                                         |
| All newly assigned supervisors attend a mandatory supervisory class.                                                                      | The Communications Services Supervisor attends a POST certified "Leadership and Accountability" course as well as the ICS 100 – 400 series. | Expand supervisory training to include Senior Dispatchers, as they are required to evaluate personnel and act as shift supervisors.                                                                                                                                             |
| At least annually, Emergency Operations procedures are reviewed and training conducted with all employees.                                |                                                                                                                                             | The Dispatch Unit should develop a comprehensive plan based on the County EOP to include a training plan for all employees.                                                                                                                                                     |
| Employees are able to participate in task forces and special assignments, when feasible, to provide growth opportunities.                 | Employees are encouraged to participate in "ride-alongs" with fire and police personnel to broaden their understanding of the job.          |                                                                                                                                                                                                                                                                                 |
| Written policies are in place describing the steps in the promotional process.                                                            | Employees are familiar with the career progression plan within the Dispatch Unit.                                                           |                                                                                                                                                                                                                                                                                 |
| There is a formal career development program to promote professional growth, to inspire personal motivation and to enhance effectiveness. |                                                                                                                                             | A formal program does not exist, career development is largely left to the individual. If a formal career development program is not feasible, an organized, but informal, mentoring programming would provide a resource for capturing the experience of seasoned dispatchers. |

**ORGANIZATION AND MANAGEMENT**

| <b>Performance Target</b>                                                                               | <b>Organization Strengths</b>                                                                                   | <b>Potential Improvements</b> |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------|
| A written policy is in place that describes the Dispatch Unit's organizational structure and functions. | A General Order Manual section provides this information.                                                       |                               |
| The agency develops and maintains a multi-year plan.                                                    | The Sheriff's Department has completed a comprehensive plan in 2006, providing multi-year organizational goals. |                               |

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| <b>Performance Target</b>                                                                                                                                                                      | <b>Organization Strengths</b>                                                                                                                                 | <b>Potential Improvements</b>                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance measures have been established for the Dispatch Unit and are annually reviewed and updated.                                                                                        |                                                                                                                                                               | Performance tracking has been established for one item (% of Priority 1 and 2 police and fire calls dispatched within 2 minutes of receipt) but a clear performance goal should also be established (do it 90% of the time). |
| Managers and supervisors meet regularly to review issues.                                                                                                                                      | Informal manager/supervisor meetings are daily occurrences.                                                                                                   | Management/Senior meetings should occur at least every two months.                                                                                                                                                           |
| There are both formal and informal methods to obtain employee input about decisions that impact the workplace.                                                                                 |                                                                                                                                                               | A plan for systematic input should be developed.                                                                                                                                                                             |
| The organization communicates effectively to ensure that employees are informed and provided opportunities for input. The organization follows-through on expectations that have been created. |                                                                                                                                                               | Communication is more informal, relying on Supervisors and Seniors; a formal, consistent method should be developed (e.g. minutes from manager/supervisor meetings).                                                         |
| There is a program/practice that recognizes employee contributions and provides clear feedback, verbal and/or written, to the employee.                                                        | Annual evaluations are completed by Senior Dispatchers on each employee.                                                                                      | More frequent recognition, both informal and formal, of employee's good work and performance by supervisors (Seniors/ Supervisors).                                                                                          |
| Conduct guidelines, including use of alcohol/drugs, and general conduct are written policies.                                                                                                  | The Sheriff's Department General Orders Manual addresses these issues, including appearance guidelines.                                                       |                                                                                                                                                                                                                              |
| There is a written policy concerning dissemination of confidential information obtained by employees during the course of employment.                                                          |                                                                                                                                                               | This specific issue is not addressed in the General Orders Manual.                                                                                                                                                           |
| A culture of professional conduct is fostered; Seniors, Supervisors and managers quickly correct unprofessional conduct.                                                                       |                                                                                                                                                               | The Sheriff's Department has an ethics code in the General Orders Manual but it is focused on sworn personnel; it should be revised to include specific references to civilians.                                             |
| There is an established complaint tracking and resolution program.                                                                                                                             | Complaints are documented, forwarded to and followed-up by a Senior or the Dispatch Unit Supervisor. Serious complaints could be investigated by the IA Unit. |                                                                                                                                                                                                                              |
| The management team meets at least quarterly with executive leadership from client agencies.                                                                                                   | Meetings occur as needed; when there are specific issues they are handled quickly.                                                                            |                                                                                                                                                                                                                              |

**PLACER COUNTY, CALIFORNIA**  
**Final Report on the Sheriff's Department Dispatch Unit**

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| <b>Performance Target</b>                                                       | <b>Organization Strengths</b> | <b>Potential Improvements</b>                                                                                                                                           |
|---------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Formal policies and procedures are in place to address any unique client needs. |                               | Needed policies (e.g. specific sequence of information when dispatching a call) should be included in the training manual (currently in draft form as described above). |