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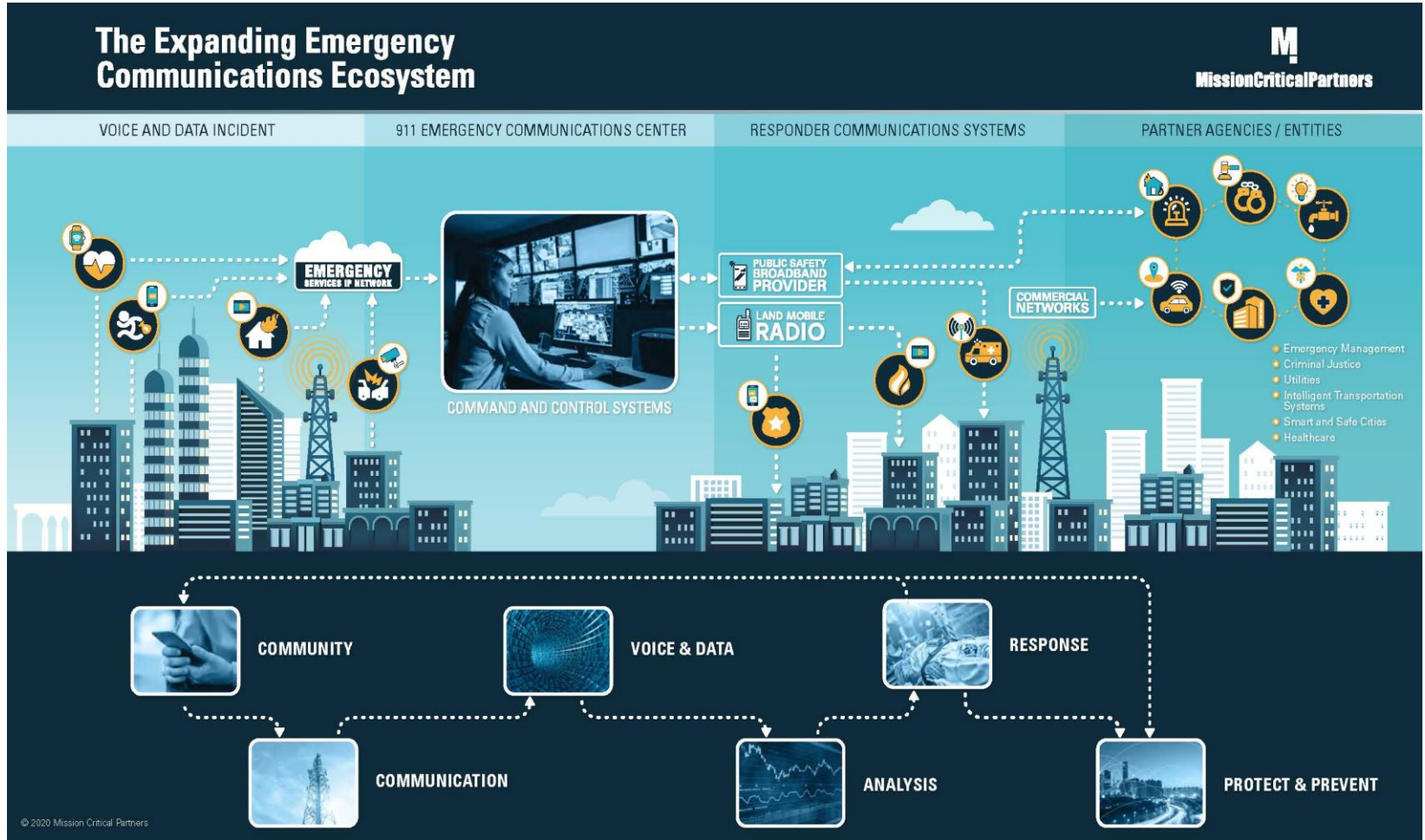
Because the Mission Matters

911 Center Staffing Study and Regional Consolidation Feasibility

Humboldt County Sheriff's Office, California

December 8, 2020

Introduction



Presentation Objectives

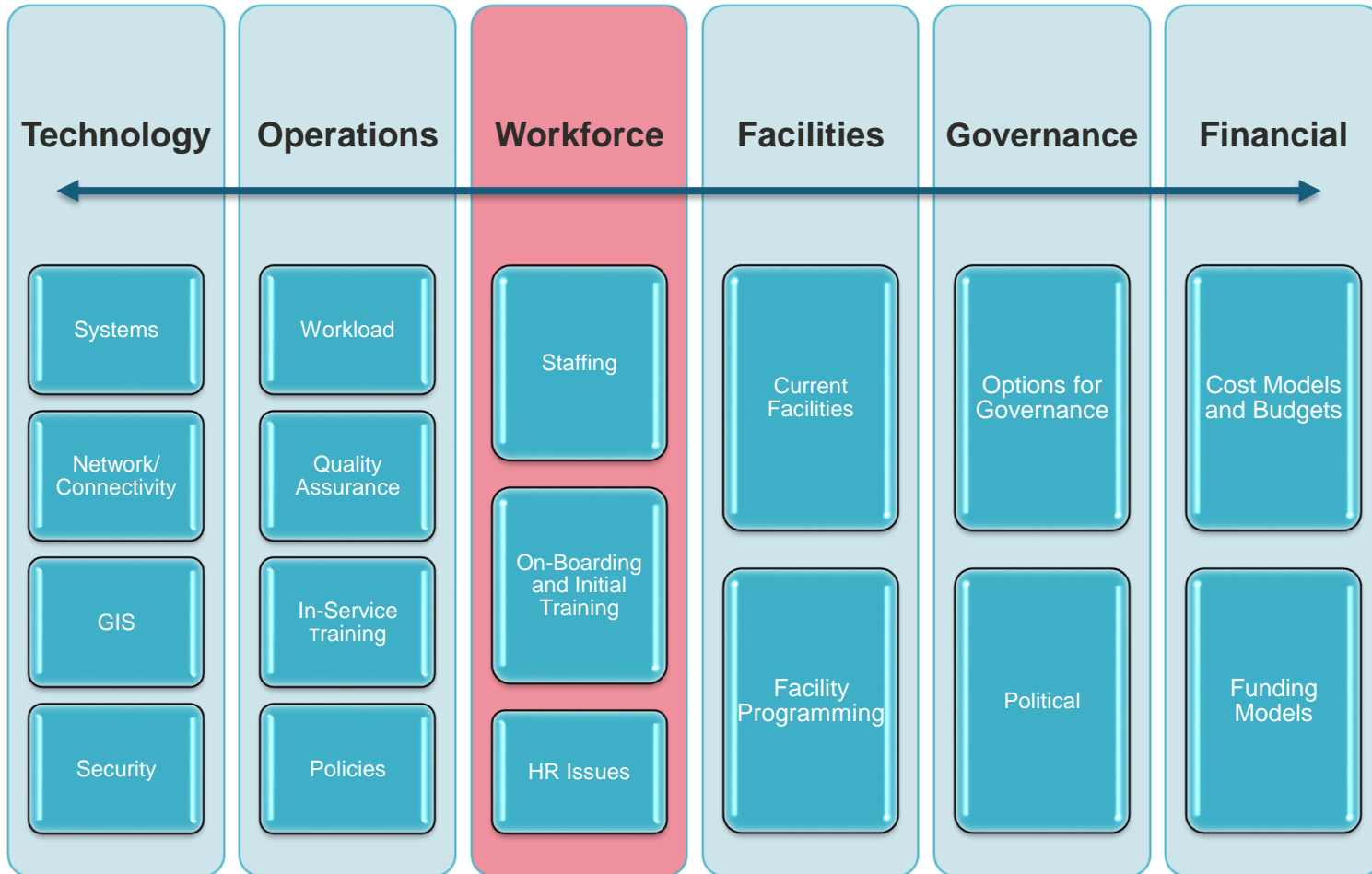


Provide a high-level overview of the results of the staffing study conducted for the Humboldt County Sheriff's 911 Center

Provide insight on consolidation and the various types and options to consider

Offer input on consolidating fire operations into the Sheriff's 911 Center

Scope of this Project





Staffing



The State of PSAP Staffing



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Officials working to properly staff San Francisco 911 dispatch center



Audit of the 911 Emergency Communications Center

Report # 2019/20-05 | September 2019

911 Call Answer Times Have Improved and Are Exceeding State Standards

Quality Assurance and Disaster Preparedness Could Be Improved by Adopting Industry Best Practices

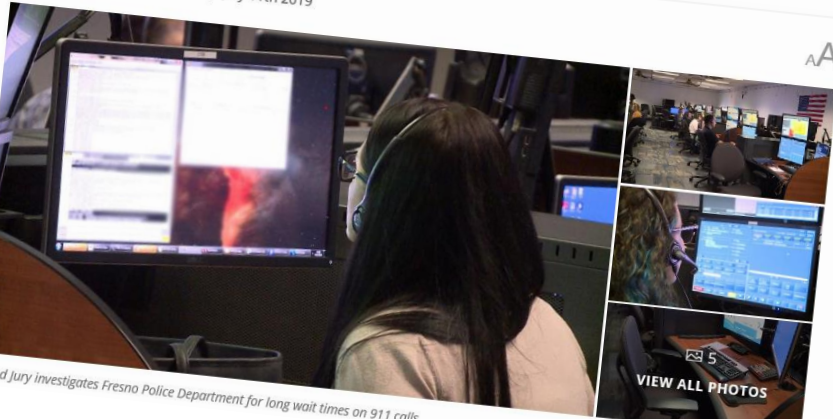


City of SACRAMENTO
Office of the City Auditor

BERKELEY CITY AUDITOR

Grand Jury investigates Fresno Police Department for long wait times on 911 calls

by Marie Edinger | Thursday, July 11th 2019



News

Archives | RSS

MONDAY, FEBRUARY 12, 2019

Town Business: Oakland Police 911 Comms Center Is Still Understaff and Still Doesn't Answer Calls in Time

By Darwin BondGraham

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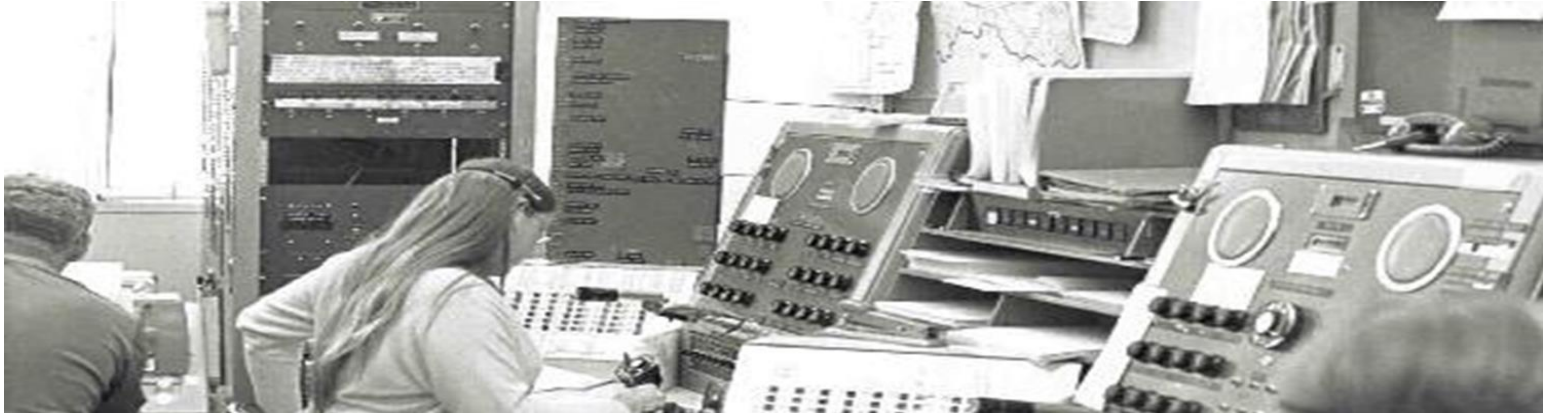


8:5

440 PSAP's in California

County of Marin, City of Santa Rosa, City of Richmond, City of Santa Barbara, City of Costa Mesa, Town of Hillsborough, City of Hayward, City of Santa Monica, City of Visalia, City of Huntington Beach, Riverside City - Parks and Recreation, City of Vallejo, City of Redondo Beach, County of San Mateo, City of Paso Robles, CSU Riverside, South Bay Regional Public Communications Authority, City of Elk Grove, City of Calistoga, City of Pleasant Hill, City of Corcoran, City of Rialto, County of San Diego, City of Glendale, City of Carlsbad, City of Healdsburg, City of Orange, City of Coronado, San Diego Unified School District, City of San Diego, City of La Mesa, City of Livingston, City of Montclair, City of Fortuna, City of Pasadena, City of Citrus Heights, CSU San Bernardino, City of Arcata, City of Martinez, City of Montebello, CSU San Diego, City of Concord, CSU Santa Cruz, City of Los Angeles, City of Santa Ana, City and County of San Francisco, City of Albany, County of Amador, UC Berkeley Police, City of Bishop, CHP, City of Campbell, Colusa County, UC Irvine, City of Long Beach, City of Livermore, City of Petaluma, City of Rohnert Park, City of Benicia, City of Cathedral City, City of Oakdale, City of Yuba, County of Shasta, City of Berkeley, City of Santa Clara, City of Vacaville, County of Placer, City of Riverside, City of Murrieta, UCSF Police, Plumas County, Sacramento County

Legacy Shift



- Staffing was born from clerical formulas, not operational ones
- Staffing hours went from 8 to 10 or 12 hours shifts, working weekends and holidays, and resulting in minute-to-minute relief, which is more operational than clerical, yet scheduling and time reporting remained on an 8-5 schedule and processes.
 - Staffing pattern hasn't changed since 1989 and then again in 2014- Add#1 Measure Z
- Formulas to identify solid staffing numbers for dynamic shift hours weren't readily available
- Working supervisors were applied, commensurate with other job types i.e., those that carry a case load

New Generation Staffing



- 911 centers are moving from “call center” practices to “operations or command and control” centers, mostly driven by the availability of data to support field response
- Starting in 2000’s, 911 operational studies emerged with several data elements that impact staffing. Notably, shift work was one: 12 – hour shifts
- Formulas identifying division of labor e.g., call-taker and dispatcher produced the foundation for operational business plans
- Call volume increased, operations became more dynamic, expectations evolved, yet staffing was being calculated based on “how we’ve always done it”
- Working Supervisors and overhead still counted in staffing ordinance = unable to properly supervise, mentor and administratively execute their duties.

Staffing – Determining the right number

Industry Standards, Best Practices and Human Capital Optimization

Industry Standards

- Association of Public-Safety Communications Officials, International (APCO)
- **National Emergency Number Association (NENA)**
- National Fire Protection Association (NFPA)
- International Academies of Emergency Dispatch (IAED)
- Insurance Services Office (ISO)
- Commission on Accreditation for Law Enforcement Agencies (CALEA)
- **California Governor’s Office of Emergency Services (Cal-OES)**
- **California Department of Justice, Commission on Peace Officers Standards and Training (POST)**

Staffing – Determining the right number

Industry Standards, Best Practices and Human Capital Optimization

Industry Standards – Mandated (CA) and Best Practices

- **NENA**
 - Ninety percent (90%) of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume)
 - Ninety-five (95%) of all 9-1-1 calls should be answered within twenty (20) seconds
- **Cal-OES**
 - Ninety-five (95) percent of incoming 9-1-1 calls shall be answered within fifteen (15) seconds
- **POST**
 - 24- hours of Continued Professional Training every two years

Staffing – Determining the right number

Supervision

National Fire Protection Association

NFPA “delivers information and knowledge through more than 300 consensus codes and standards, research, training, education, outreach, and advocacy ...”

7.3.4.1 states, “Supervision shall be provided by personnel located within the communications center who are familiar with the operations and procedures of the communications center.”

7.3.4.2 states, “The supervisor shall be allowed to provide short-term relief coverage for a telecommunicator, provided that the telecommunicator does not leave the communications center and is available for immediate recall as defined in the policies and procedures of the AHJ.”

HCSO 911 Staffing – Current State

The 911 Center has an authorized strength of nine (9) full-time employees (FTEs):

Seven (7) FTE Public Safety Dispatchers + Two (2) (working) Senior Dispatchers

One (1) Communications Center (Working) Supervisor

Consoles customarily staffed:

Two (2) - 1 after 0100 – 0700 Monday - Thursday



HCSO 911 Staffing – Current State

What we know

A minimum of two staff should be on-duty 24 –hours a day, seven days a week, regardless of an official staffing study.

Staff work 2,184 hours annually on 12 –hour shifts

To staff two (2) - 24 hour a day, seven day a week console with 12 –hour shifts, 17,472 hours needs to be filled.

Simple Math: Eight (8) FTE’s for two consoles with no backfill staffing

LEGACY CALCULATION



HCSO 911 Staffing – Current State

What we know

There is an average 504 hours per FTE that is backfilled, resulting in an additional 18,400 hours annually

MCP's formula includes a utilization factor. Utilization takes in account the minutes/hours FTE are not performing tasks, i.e., breaks/meals, training, meetings, etc.

Humboldt 911 has a 92% Utilization Factor

HCSO 911 Staffing

Coverage of one console

If at full 911 dispatcher staffing:

5.2 **Dispatchers** per console

If **continuous turnover (near 40%)**:

7.3 Staff are required per console

	Consoles	Dispatchers	Leads	Supervisors/ Manager
Now	1.66	7	2	1
Add	.33	6	2	
Recommended	2	13	4	1

Impact

- Maximizes staffing to backfill all leave at straight time with no solo staffing hours
- Reduces unreasonable demand on existing staff to fill shifts = retention
- Call answering times maximized to meet industry standards
- Provides for time off to train off-site
- Maximum coverage can meet surge and high-risk incidents
- Health and well being of staff are part of the staffing equation

Summary

- Over hire
- Revisit the “working supervisor/working manager” position
- Phase in eight (8) staff, over a defined period, to reach optimum staffing levels to meet industry standards
- Retention methods: i.e., call-taker and dispatcher positions



Consolidation Feasibility



Current State of Regional PSAP's



Themes

Growth vs space

Staffing vacancies

Infrastructure and wiring

Facility accommodations

Retrofitting vs re-location

Use of equipment rooms vs storage

Use automatic vehicle location (AVL) to start regional operational picture

Leased fiber

Geographic information systems (GIS) and mapping

Non-dispatch related duties

Administrative vs dispatch assigned duties

Consolidation Types



Full, partial, colocation, virtual or shared



Consolidating Fire Operations to Sheriff's 911



Incorporating Fire Dispatch

Shift in culture and mindset in the PSAP

Fire dispatch includes EMS responsibilities, including EMD

Operational Assumptions

- Overall call volume 16,000 calls
- Call-take/dispatch up to 75-80% of EMS calls = 12,000 to 12,800 calls
- EMD application, in general, is estimated at 60% of the above volume = 7,200 to 9,600 EMD calls annually, or 26 calls a day, one (1) call average per hour.

Fire Dispatch

Recommendations include:

- **New:** Add one (1) full-time console, dedicated to fire operations always
 - 7.3 people added to existing recommendations of 13
- **New:** Two (2) emergency medical dispatchers on-duty always
- **New:** .5 personnel dedicated to quality assurance (QA), may not be a new position but is a collateral assignment
- **New:** Supervision needs to be calculated into but separate of the staffing equation. Add two (2) Leads
- **Evaluate** call answering impacts during the first year; couple with QA scores to see if quality and quantity projections are aligned

Fire Dispatch

Feasibility of this kind of consolidation is possible

There are one-time project costs vs. on-going budgetary costs which will increase the communications center budget

One-Time Project Costs	On-going budgetary increases
Technology procurement, licensing, installation, testing, implementation, training and cutover	Revolving costs; radio, additional phone lines, CAD software modifications, IAED protocol software maintenance
Operational plans, policy and procedure development in fire suppression, EMS responses and coordination with ambulance and special calls	<Soft Cost>
Human Resources – targeted recruitment, selection, hiring, on-boarding	New hire salary and benefits Promotional margin costs
New hire training	<Soft Cost>
In-service training	Possible differentials
QA training and program implementation	Possible additional time or outsourcing
	On-going in-service training to meet standards

Summary

HCSO Current State Staffing

Institute: Over hire

Revisit: “Working supervisor/manager” position

Add: Phase-in eight (8) staff

Retention: Call-take and Dispatch positions

15 Sheriff’s Dispatchers

Two (2) Seniors (Working)

One (1) Communications Center Supervisor

Humboldt Consolidated

Institute: Over hire

Add: One (1) additional 24x7 console

Add: 7.3 new positions to staff it

Add: Two (2) Leads

Ensure: Two (2) EMD’s on-duty always

Evaluate: Best approach for .5 FTE time for QA

Evaluate: Reclassification of communications supervisor to communications manager



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Thank you for the opportunity

Questions