

Public Safety Dispatch Center Organizational Design Analysis

Rochester, New Hampshire
April 2014



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MUNICIPAL RESOURCES INC.

Services for Effective Government

Rochester, New Hampshire



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Table of Contents

EXECUTIVE SUMMARY-----	5
TOP FIVE CHALLENGES FOR THE ROCHESTER COMMUNICATIONS CENTER:	6
OUR TOP FIVE ABBREVIATED RECOMMENDATIONS	6
SYNOPSIS OF RECOMMENDATIONS -----	7
I. ORGANIZATIONAL STRUCTURE AND SUPERVISION	7
II. QUALITY OF SERVICE AND FINANCE.....	8
III. SCHEDULING, STAFFING AND RETENTION OF PERSONNEL.....	9
IV. PROMOTION AND SELECTION OF PERSONNEL	9
OUR OBJECTIVES:	10
SCOPE OF WORK	11
METHODOLOGY.....	12
THE STUDY TEAM	13
RECOMMENDATIONS-----	15
I. ORGANIZATIONAL STRUCTURE AND SUPERVISION	16
II. QUALITY OF SERVICE AND FINANCE.....	20
III. SCHEDULING, STAFFING AND RETENTION	23
IV. PROMOTION AND SELECTION OF PERSONNEL	25
V. CONCLUSION	26

APPENDICES:

APPENDIX A - EXAMPLE LEAD DISPATCHER JOB DESCRIPTION--- 27

APPENDIX B - APCO PROJECT RETAINS ----- 32

EXECUTIVE SUMMARY

Rochester New Hampshire is a moderate size seacoast community located within Stafford County. The City of Rochester is composed of 45.4 square miles of land area and has a current population of approximately 29,752 (2010 census). As with many communities, fiscal constraint has produced the need to consider alternatives that would retain an acceptable service level and reduce operational cost.

The purpose of this study is to provide an organizational design analysis for the Rochester Public Safety Communications Center which is the emergency dispatch center that serves the City of Rochester. Rochester Public Safety Dispatch operates from within the Police Department. The Rochester Police Department and Rochester Communications Center have a strong reputation for providing quality service to the community. A review of data indicates that over the previous five years the following service level growth occurred:

- EMS calls have increased by 32%
- Fire Calls Have increased by 18%
- Police Incidents have increased by 7%
- Reportable accidents have increased by approximately 11%
- Over all law enforcement calls have increased approximately 7%
- After hours requests for DPW related services have increased approximately 175%

Considering the present volume of emergency calls, non-emergency telephone calls and radio traffic, providing operational staff should be the Communication Centers first priority. Based on a review of industry practice and APCO Project Retains (See Appendix B) minimum staffing within the communications center should be three operational personnel assigned to the day shift, three operational personnel assigned to the evening shift and two operational personnel assigned to the overnight shift.

Based on the fiscal constraints facing the City of Rochester and the Rochester Police Department, we recommend that the Rochester Communications Center be restructured to provide a more intense concentration on operations and direct service delivery. We recommend that supervision be reconfigured to provide a lead dispatcher as a first line supervisor on each shift. These lead dispatchers would report to a Police Sergeant who would serve as their direct supervisor. The sergeant would also be an interagency liaison and advocate for the communications center. The Police Sergeant assigned to communications would report to the Police Support Captain. The Police Support Captain would coordinate interagency coordination through a reinvigorated operational advisory board.

Top Five Challenges for the Rochester Communications Center:

- 1. Provide sufficient operational coverage given the existing level of turnover.***
- 2. Provide leadership focused on operations.***
- 3. Strengthen communications and training with each shift.***
- 4. Provide a supervisor within the Rochester Police Department chain of command that serves as a steadfast advocate for the communications unit.***
- 5. Provide the opportunity for stakeholders to give feedback on telecommunications issues.***

Our Top Five Abbreviated Recommendations

- 1. Eliminate the position of Dispatch Supervisor and refocus on operations and direct service delivery.***
- 2. Develop three lead dispatcher positions (one per shift).***
- 3. Reestablish the operational Advisory Board and provide that Board with a substantive role in the coordination of service delivery.***
- 4. Enhance the level of specialized training provided to dispatchers.***
- 5. Develop a strong retention strategy for public safety telecommunicators.***

SYNOPSIS OF RECOMMENDATIONS

In an effort to enhance the readability of this report, all recommendations made in the body of this document are listed on the following pages:

I. Organizational Structure and Supervision

Recommendation I.1 – The position of Dispatch Supervisor should be eliminated and the organizational focus should be adapted to providing the highest possible operational service level to the community and to developing first line supervision on each shift.

Recommendation I.2 – Under the oversight of the Police Support Captain, a Police Sergeant should be assigned to provide overall supervision of the communications unit.

Recommendation I.3 – Develop the position (one per shift) of Lead Dispatcher and selecting these positions from within the pool of existing personnel should enhance operational leadership and promote retention.

Recommendation I.4 – All Lead Dispatchers should be required to obtain Telecommunications Instructor Certification and certification as a Communications Training Officer within one year of appointment. These supervisors should also complete S.P.O.T.S, N.C.I.C. and T.A.C. law enforcement specific training, if they have not already done so.

Recommendation I.5 – The Communications Unit supervisor, which will be a Police sergeant, should meet bi-monthly with all three lead dispatchers.

Recommendation I.6 – An on-call rotation should be developed as a method to recall a lead dispatcher to provide a presence within the Rochester Emergency Operations Center (EOC) and ensure sufficient dispatch center staffing during critical events.

II. Quality of Service and Finance

Recommendation II.1 - The Advisory Board should be led by the Police Support Captain and include the Deputy Fire Chief, EMS Director (or assistant), and all three lead dispatchers.

Recommendation II.2 - The Advisory Board should meet monthly. All issues discussed should be documented in writing and resolutions agreed to by the Police Chief, Fire Chief and EMS Director. These issues and resolutions should be shared via e-mail to all public safety personnel.

Recommendation II.3 - Any technical issues requiring an immediate remedy should be reported to the Police Sergeant assigned to communications and reported to the Police Shift Commander.

Recommendation II.4 - Fire and EMS personnel should conduct regular training for dispatchers that fits the needs of their respective organization.

Recommendation II.5 - All personnel working within the communications center should be properly trained and certified as a dispatcher, this includes all police and fire personnel assigned to this role on a temporary basis.

Recommendation II.6- The contribution applied to the communication center from Frisbee Hospital should be reevaluated over the next two years.

Recommendation II.7- Open dispatch shifts required to maintain the recommended minimum staffing level should be filled in the following order:

- ***Full-time dispatchers***
- ***Trained and certified Sworn Public safety officers***

Recommendation II.8 – The complement of part-time dispatchers should be increased to two and each of these dispatchers should be scheduled as frequently as possible to maintain their skill and proficiency.

Recommendation II.9 – Subject to bargaining, cross train a civilian support position to assist dispatchers during critical incidents.

III. Scheduling, Staffing and Retention of Personnel

Recommendation III.1 – Hire an eleventh dispatcher to provide operational coverage.

Recommendation III.2 – Conduct a comparative analysis with peer communities to determine how compensation compares.

Recommendation III.3 – Consider bargaining and implementing either a four days on – two days off rotating schedule or a five days on two day off rotating schedule.

Recommendation III.4 – consideration should be given to bargaining rotating shift assignments periodically as a means to work with all personnel and share the burden of the midnight shift.

IV. Promotion and Selection of Personnel

Recommendation IV.1 – The oral board that selects the three lead dispatchers should include, at minimum, the Police Support Captain, Deputy Fire Chief, and the Police Sergeant assigned to communications.

Recommendation IV.2 – The oral board that selects personnel should include the Deputy Fire Chief, the, the Police Sergeant assigned to communications and a lead dispatcher.

PURPOSE, SCOPE, AND METHODOLOGY

MRI (Municipal Resources, Inc.) was engaged by the City of Rochester to review the organizational design and operation of Rochester Public Safety, which is the emergency dispatch center operating within the Rochester Police Department. MRI was asked to consider how Rochester Public Safety could best be structured to meet the challenges of the next decade. We have produced a report containing recommendations that will assist the City of Rochester to develop an efficient and effective structure that will optimize the quality and level of service provided to the community.

Our Objectives:

- To help governmental and non-governmental agencies obtain maximum value for limited revenue;
- To raise public awareness of the value and professionalism of their emergency response resources; and
- To help the City of Rochester to develop and execute plans that best meet the communities needs, given available resources.

Scope of Work

The work contemplated herein is designed to assist the City of Rochester in its desire to provide the highest level of service, according to National Standards, to the service area, balanced with reasonable, effective costs for personnel, equipment, and related benefits. Accordingly, the scope of this study will review and address the following organizational issues:

- Conduct an onsite inspection of the existing dispatch center;
- Evaluate the policies and procedures that are currently utilized;
- Interview stakeholders;
- Review statistical data and reports that will help identify the effectiveness and efficiency of the current organizational (management) structure;
- Identify potential supervisory, oversight, governance and staffing issues;
- Identify potential cost savings.

Methodology

There were seven major work elements involved in this review. These are:

1. Conducted a review of compiled data regarding key fiscal and operational aspects of Rochester Communications Center.
2. Reviewed current standard operating procedures (SOPs) and policies of the Rochester Communications Center.
3. Reviewed the current Rochester Communications Center organizational design, including the identification of key organizational relationships.
4. Conducted a field visit and tour of the current telecommunications facility.
5. Interviewed key stakeholders including:
 - Police Chief Michael Allen
 - Police Captain Paul Toussaint
 - Fire Chief Norman Sandborn Jr.
 - Assistant Fire Chief mark Dupuis
 - Dispatch Supervisor Jason Cole
 - Frisbee Hospital EMS Director John Levitow
6. Conducted a literature review and Internet based research pertaining to public safety telecommunications organizational design and scheduling.
7. Reviewed incident frequency and 2013 call analysis.

To address the scope of this project, members of the study team held an initial conference call with members of the City management team. In partnership with several members of the organization, gathered a variety of statistical information and data on the Rochester Communications Center. As well, MRI consultants performed a day of on-site work, interviews, and observation.

Following the on-site visits, the data collected and observations made were subjected to analysis by the project team, both individually and collectively. The information was then compared with contemporary public safety practices, in order to formulate the recommendations contained in this report.

The Study Team

The following MRI personnel participated in the study:

Project Manager:

Alan S. Gould is a graduate of Saint Anselm College with a BS degree in Criminal Justice. He is certified as a Public Manager by the American Academy of Certified Public Managers and has completed numerous management and leadership programs including the Babson Command Training Institute and the FBI's LEEDS program. He is recognized for his creativity in community policing and his leadership in promoting ethics in the law enforcement community. Mr. Gould began his public sector career with the Salem N.H Police Department where, during 21 years, he served in all ranks including Chief of Police. He served as Chief of Police in Rye New Hampshire, where, upon retirement from law enforcement, he was appointed and served as Town Administrator until joining MRI in 2008. Mr. Gould served as the Ethics Instructor at the New Hampshire Police Academy for 15 years and has been an instructor of college courses in Criminal Code, Criminal Investigation, Report Writing, Constitutional Law and Juvenile Delinquency. Among his many community involvements, Alan served as an initial incorporator of the Greater Salem Council Against Family Violence; a founder of New Hampshire's second "visitation center" designed to protect children from abusive parents; an initiator of Rye Senior SERVE, a non-profit organization established to help seniors remain in their homes as they age; and he continues as the Emergency Management Director in his home town of Rye, New Hampshire.

MRI Associates:

Thomas E. Garrity is currently Project Manager for the Nashoba Valley Regional Emergency Dispatch Center Project. This project consists of developing and implementing a 4 community regional dispatch center. Prior to this, Mr. Garrity served as Fire Chief/Director of Public Safety for Massachusetts Development - Devens for 13 years, where he directed all public safety operations which included the delivery of fire, emergency medical, 911 emergency dispatch, and supervision of the Massachusetts State Police contingent that was assigned to Devens as its Police Force. During his tenure, he administered an annual operating budget of \$2.5M. Mr. Garrity also served 29 years with the Hudson, Massachusetts, Fire Department starting as a firefighter, mechanic and eventually serving as Fire Chief/Emergency manager for 12 years. Mr. Garrity served as a consultant at the Massachusetts Fire Fighting Academy, as President of the Massachusetts Fire Chiefs Association, and as a member of the Board of directors for over 10 years. Mr. Garrity served as a member of the Fire Service Commission, Chairman of the Hazardous Materials Policy Board for the State regional hazardous material response teams; as a member of the State Emergency Response Committee as Representative of the Fire Chiefs of Massachusetts for 8 years; and as a member of the North East Regional Code Committee. Mr. Garrity holds a Bachelor of

Science in Fire Science from Anna Maria College and an Associate's Degree in Fire Science from Quinsigamond Community College. He is affiliated with many professional associations, including the New England Fire Chiefs Association, the Massachusetts Fire Chiefs Association, the New York Fire Chiefs Association, and the International Association of Fire Chiefs. Mr. Garrity serves as a subject advisor to MRI and will occasionally work on a project team.

Brian P. Duggan now commands the Fire Department in the City of Northampton, Massachusetts, where he has instituted substantial changes to modernize the entire department including equipment, facilities, personnel, training and organizational structure. He formerly commanded the Northborough, Massachusetts Fire Department, and has significant experience with the Massachusetts Department of Fire Services where he held several key positions. He also developed and directed the Graduate and Undergraduate Fire Science Programs at Anna Maria College in Paxton, Massachusetts, from 1995 - 2003. Chief Duggan has a Business Management/Fire Science degree from Providence College, and a Masters Degree of Business Administration (MBA) from Nichols College in Dudley, Massachusetts. He is also a graduate of the National Fire Academy's Executive Fire Officer Program, and is one of only a few fire service professionals to be designated as a Chief Fire Officer by the Commission on Fire Accreditation International. Chief Duggan also leads the Massachusetts fire service through his affiliation as Chairman of the Fire Chief Association of Massachusetts Technology Committee and as a Regional Director on the Massachusetts State Fire Mobilization Committee. In addition, he has authored several publications inclusive of writing Section 7, Chapter 3, "*Fire Department Information Systems*" in the Nineteenth Edition of the National Fire Protection Association's Fire Protection Handbook.

RECOMMENDATIONS

As we developed the report we produced a series of 22 recommendations that are detailed in the following pages.

Recommendations shaded in gray have been listed earlier in the document and are duplicated for the purpose of reference.

General Observations

The Rochester Communications Center was found to be a modern and well-equipped moderate size dispatch platform. Sufficient space and infrastructure exist to expand the center to include a fourth answering position. Based on the emerging trend of regionalism and the ability to expand the center, consideration should be given to providing emergency telecommunications services to other communities as a means to absorb any excess capacity and provide a revenue stream to partially support the future operation of the center.

A review of data indicates that in the five year period spanning 2008-2013 incident volume has steadily increased as noted below :

- EMS calls have increased by 32%
- Fire Calls Have increased by 18%
- Police Incidents have increased by 7%
- Reportable accidents have increased by approximately 11%
- Over all law enforcement calls have increased approximately 7%
- After hours requests for DPW related services have increased approximately 175%

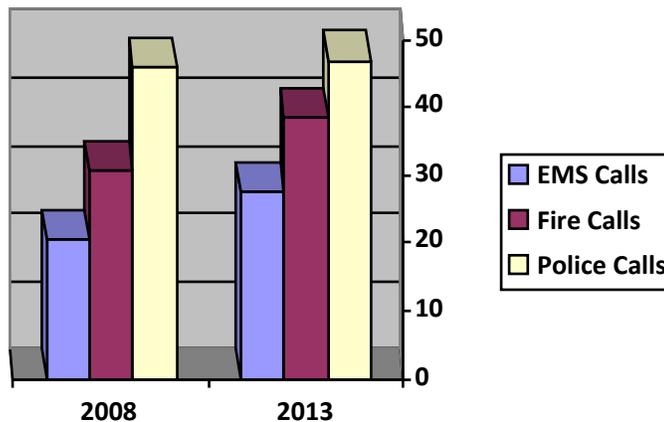


Figure 1 - Call Volume Comparison 2008 - 2013

The changes in volume referenced above are further detailed within the chart below:

Year	Total Dispatch Incident Volume	Average per Day	EMS Incidents	Police Incidents	Fire Incidents
2008	24268	66	4,228	18,049	1,991
2013	27,241	75	5,580	19,306	2,355
Percentage Change	12%	14%	32%	7%	18%

During our field visit four issues emerged. These issues are listed below:

- The communications center struggles to provide a consistent level of response;
- Training of personnel is minimal and should be significantly expanded;
- The dispatch consoles should be replaced through a capital budgeting process;
- Surge suppression is an issue that should be evaluated within the center.

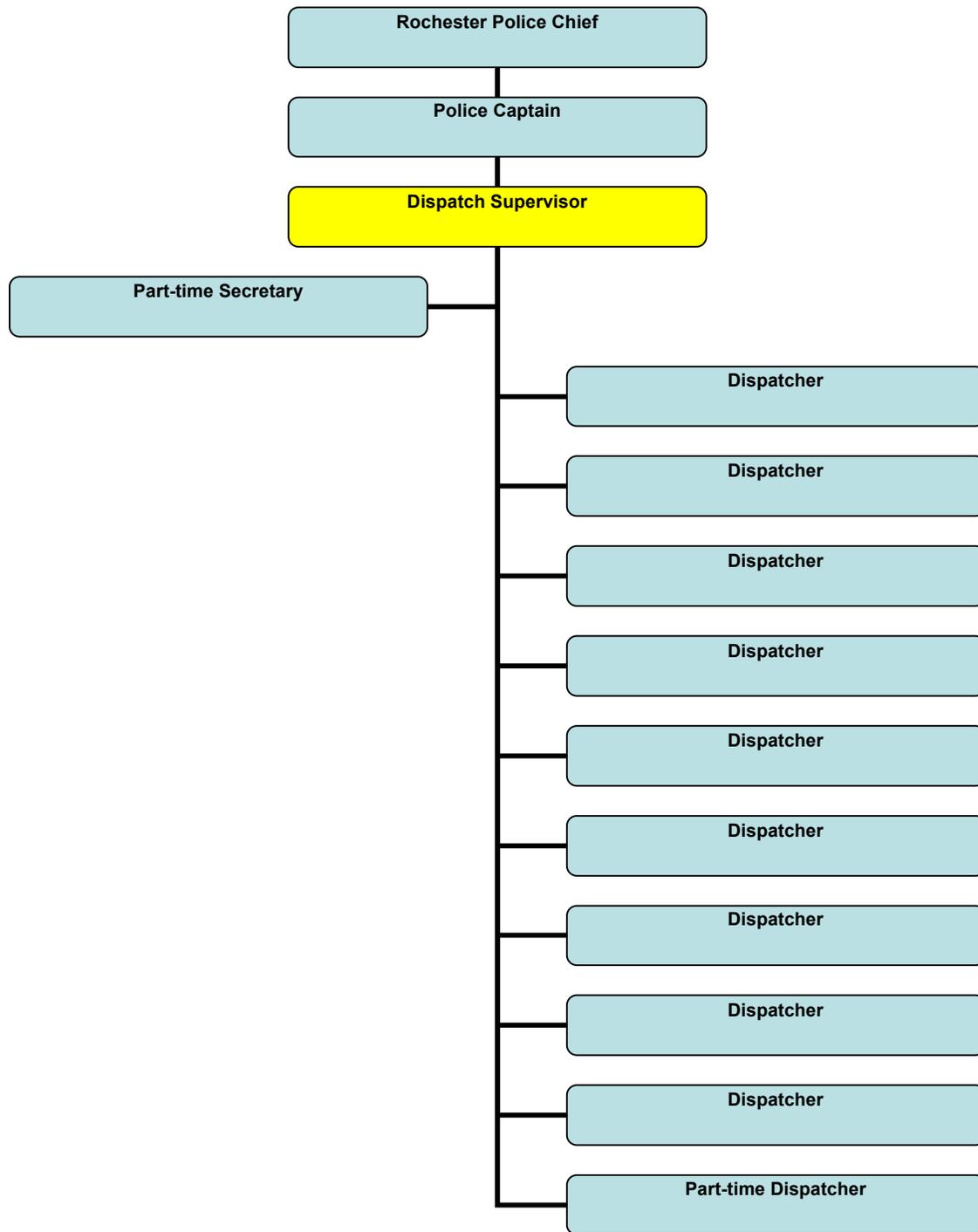
I. Organizational Structure and Supervision

The Dispatch Supervisor is scheduled to work a daytime administrative schedule. The need to provide coverage for open shifts due to turnover and a lack of sufficient personnel results in the Dispatch Supervisor frequently working a dispatch console as the schedule demands. This results in an inconsistent administrative presence, creates confusion within the organization and produces a position with an unpredictable schedule. These factors have translated to an overall lack of continuity within the unit. Based on the current organizational structure, there is no supervision on two of three shifts. This results in the lack of an immediate capability to adapt and correct operational issues and provide an acceptable level of continuity of operations.

The current configuration coupled with the organizational practice of filling open shifts with the Dispatch Supervisor produces an inability for the supervisor to provide sufficient training based on the present utilization of this position. The success of a public safety dispatch center is driven by the ability of the center to provide sufficient service to all stakeholder agencies. Often a user group or Advisory Board provides a forum to resolve interagency issues and produce collaborative solutions. In Rochester, the Dispatch Supervisor is charged with organizing these meetings. Currently regular monthly meetings of this group have not occurred. This lack of interagency

communication and cooperation has the potential to deteriorate both operational relationships and coordinated response.

The current organizational configuration is detailed in the chart below:



Considering the operational needs outlined above the study team provides the following recommendations pertaining to organizational design:

Recommendation I.1 – The position of Dispatch Supervisor should be eliminated and the organizational focus should be adapted to providing the highest possible operational service level to the community and to developing supervision on each shift.

Recommendation I.2 – Under the oversight of the Police Support Captain, a Police Sergeant should be assigned to provide overall supervision of the communications unit.

Recommendation I. 3 – Develop the position (one per shift) of Lead Dispatcher and selecting these positions from within the pool of existing personnel should enhance operational leadership and promote retention.

An example job description for the position of Lead Dispatcher has been attached to this report under Appendix A.

Recommendation I. 4 – All Lead Dispatchers should be required to obtain Telecommunications Instructor Certification and certification as a Communications Training Officer within one year of appointment. These supervisors should also complete S.P.O.T.S, N.C.I.C. and T.A.C. law enforcement specific training, if they have not already done so.

The proposed organizational configuration is detailed in the chart on the following page:

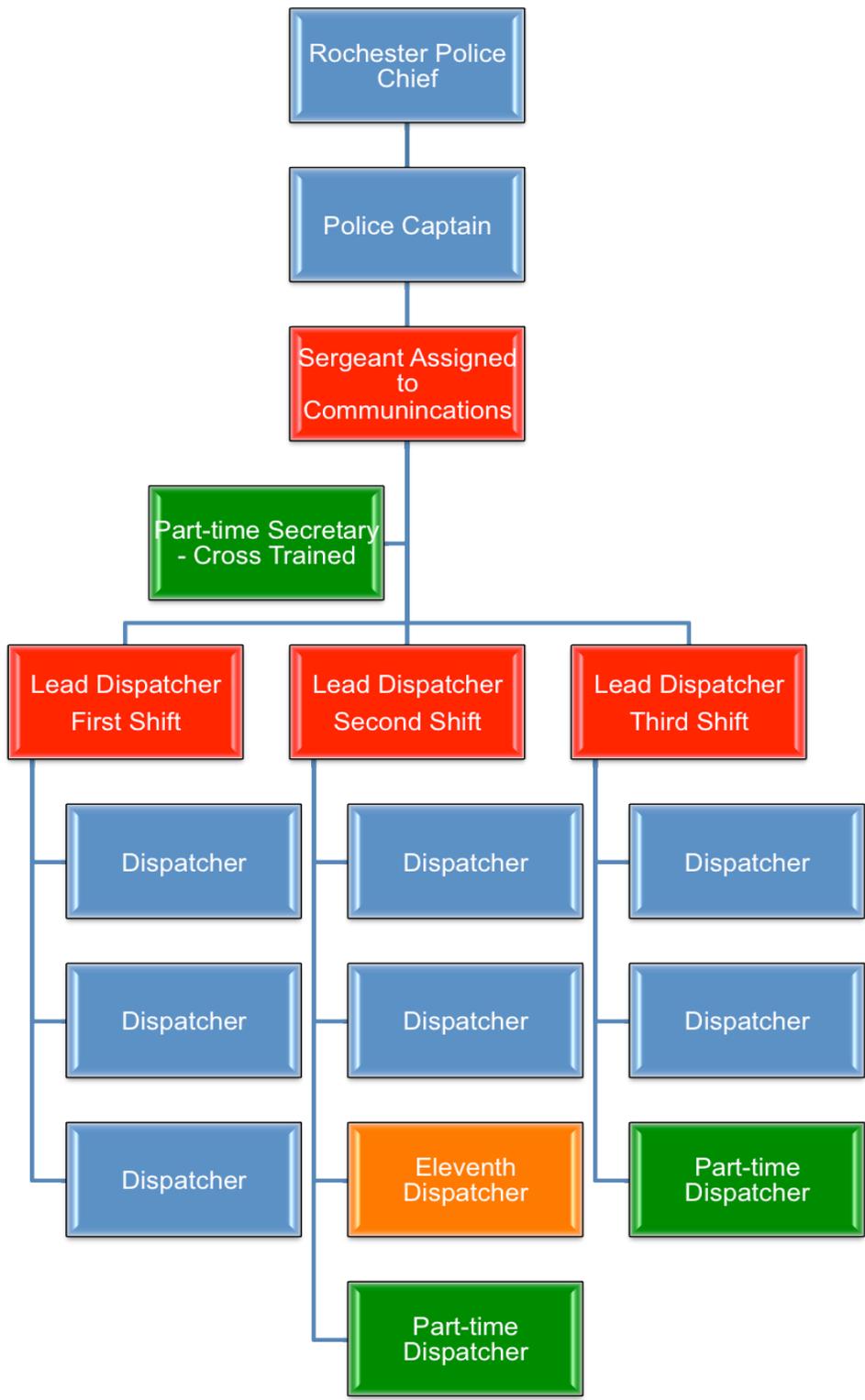


Figure 2 - Recommended organizational configuration. Please note that the reference to cross training is a general recommendation that could apply to the position referenced or another civilian support position.

Recommendation I.5 – The Communications Unit Supervisor, who will be a Police sergeant, should meet bi-monthly with all three lead dispatchers.

Recommendation I.6 – An on-call rotation should be developed as a method to recall a lead dispatcher to provide a presence within the Rochester Emergency Operations Center (EOC) and ensure sufficient dispatch center staffing during critical events.

II. Quality of Service and Finance

Considering the present volume of emergency calls, non-emergency telephone calls and radio traffic, providing operational staff should be the Communication Centers first priority. Based on a review of industry practice and APCO Project Retains (See Appendix B) minimum staffing within the communications center should be three operational personnel assigned to the day shift, three operational personnel assigned to the evening shift and two operational personnel assigned to the overnight shift.

The development of the position of lead dispatcher is an essential change that will enhance consistency and shift the Rochester Communication Center to an operationally focused footing. The development of these new positions will provide supervision, leadership and continuity of operations on a 24/7 basis. These positions will enhance the quality of service by providing training to each work group during normal shift hours this will have two effects. First, training will be significantly increased and enhanced. Second, as training will be provided on shift, the need for overtime will be reduced.

Typically a public safety dispatch center is operated by the Police Department within a community. While based within the Police Department, the communications center usually adopts a wide array of community responsibilities including:

- Police Department dispatch
- Fire Department dispatch
- Emergency Medical dispatch
- Emergency medical instruction to callers
- Interoperability with regional and state agencies
- Backup communication with local and regional hospitals
- After Hours coordination for the DPW
- Coordination with schools
- Management of reverse 911 software

This wide variety of responsibilities produces a large group of customers that need to be served by the communication center. In many instances, these agencies require simultaneous service and often compete for the dispatchers' time. The communication center needs to effectively prioritize and balance the needs of each agency. Industry best practice suggests that each of these stakeholders need to have a voice in the operational practices of the communication center and a partnership with the host Police Department. The most effective means to provide exceptional service to all customers is develop an advisory board and issue resolution process. In Rochester it appears the framework of an Advisory Board is in place but this group scheduled by the Dispatch Supervisor is dormant. The study team feels that this group should be reestablished, reinvigorated and meetings should be held on a monthly basis.

The study team provides the following recommendations pertaining to quality of service:

Recommendation II.1 - The Advisory Board should be led by the Police Support Captain and include the Deputy Fire Chief, EMS Director (or assistant), and all three lead dispatchers.

Recommendation II.2 - The Advisory Board should meet monthly. All issues discussed should be documented in writing and resolutions agreed to by the Police Chief, Fire Chief and EMS Director. These issues and resolutions should be shared via e-mail to all public safety personnel.

Recommendation II.3 - Any technical issues requiring an immediate remedy should be reported to the Police Sergeant assigned to communications and immediately reported to the Police Shift Commander.

Recommendation II.4 - Fire and EMS personnel should conduct regular training for dispatchers that fits the needs of the respective organization.

Recommendation II.5 - All personnel working within the communications center should be properly trained and certified as a dispatcher, this includes all police and fire personnel assigned to this role on a temporary basis.

Creating a staffing model that more aggressively utilizes part-time personnel and fills the majority of remaining shifts with fulltime dispatchers is more cost effective than paying higher overtime rates to sworn public safety personnel. The elimination of the position of Dispatch Supervisor in conjunction with hiring an additional dispatcher (eleventh) produces a fiscal budget reduction of approximately \$21,000.

Presently Frisbee Hospital pays for a single dispatch position. Once the center is able to more effectively provide a consistent level of service, consideration should be given to renegotiating the level of contribution. As mentioned previously EMS calls have increased by 32%, given this dramatic increase the method of cost allocation should be revisited. An increased assessment equal to the cost of 1.5 dispatch positions would be an appropriate request.

The study team provides the following recommendations pertaining to financial management:

Recommendation II.6 The contribution applied to the communication center from Frisbee Hospital should be reevaluated over the next two years.

Recommendation II.7- Open dispatch shifts required to maintain the recommended minimum staffing level should be filled in the following order:

- ***Full-time dispatchers***
- ***Trained and certified Sworn Public safety officers***

Recommendation II.8 – The complement of part-time dispatchers should be increased to two and each of these dispatchers should be scheduled as frequently as possible to maintain their skill and proficiency.

Recommendation II.9 – Subject to bargaining, cross train a civilian support position to assist dispatchers during critical incidents.

III. Scheduling, Staffing and Retention

The development of lead dispatcher provides a path for advancement that in itself should enhance retention of personnel. Eliminating the position of Dispatch Supervisor produces a savings as calculated below:

Current Dispatch Supervisor salary (\$57,258) - budgeted amount for a new dispatcher \$36,001 = \$21,257 budget reduction.

This potential savings could help to close the fiscal gap that currently exists and provide a source of funding for compensating the three new lead dispatchers.

The retention of dispatch personnel is a major issue across the country. This is especially acute in Rochester. Consideration should be given to the retention of personnel through the recommendations listed below. APCO Project Retains (see Appendix B) is a 2005 research study that provide a perspective and tangible recommendations focused on retention of the emergency telecommunicator. Specifically page 54 of this study notes a variety of strategies to adjust shifts and scheduling to be more conducive to retention. In Rochester dispatcher work a 40 hour schedule of 5 - 8 hour days on and two eight hour days off. The current shift schedule is fixed and requires all personnel to work at least one weekend shift. This is not conducive to retention of personnel. A rotating schedule should be considered, bargained and implemented as a management best practice that considers the needs of the employee.

Recommendation III.1 – Hire an eleventh dispatcher to provide operational coverage.

Recommendation III.2 – Conduct a comparative analysis with peer communities to determine how compensation compares.

Recommendation III.3 – Consider bargaining and implementing either a four days on – two days off rotating schedule or a five days on two day off rotating schedule.

Recommendation III.4 – consideration should be given to bargaining rotating shift assignments periodically as a means to work with all personnel and share the burden of the midnight shift.

Part time personnel provide a cost effective means to reduce overtime and a potential source for trained and oriented personnel that could fill future fulltime positions.

Recommendation II.8 – The complement of part-time dispatchers should be increased to two and each of these dispatchers should be scheduled as frequently as possible to maintain their skill and proficiency.

Recommendation II.9 – Subject to bargaining, cross train a civilian support position to assist dispatchers during critical incidents.

Emergency telecommunications has become a public safety specialty. This career path requires an individual with specialized training and a strong base of ongoing experience. As dispatching skills are perishable, it is essential that personnel assigned have regular exposure to this function. Offering open shifts to fulltime dispatchers rather than other public safety personnel is both cost effective and beneficial to continuity of operations. This strategy is also a retention tool that could motivate an employee to remain with the City of Rochester rather than seeking other more fiscally lucrative employment.

Recommendation II.7- Open dispatch shifts required to maintain the recommended minimum staffing level should be filled in the following order:

- ***Full-time dispatchers***
- ***Trained and certified Sworn Public safety officers***

IV. Promotion and Selection of Personnel

The study team believes that sufficient talent exists within the existing staff to select and promote three lead dispatchers. As with any new position the Sergeant will need to provide direction and the Police Department will need to provide support for these first line operational supervisors to obtain the training and certification outlined within the example job description and the body of this report. The assessment process should consist of an oral board and based on the required level of certification and training outlined within the job description (See Appendix A). General recommendations are listed below:

Recommendation I.4 – All Lead Dispatchers should be required to obtain Telecommunications Instructor Certification and certification as a Communications Training Officer within one year of appointment. These supervisors should also complete S.P.O.T.S, N.C.I.C. and T.A.C. law enforcement specific training if they have not already done so.

Recommendation IV.1 – The oral board that selects the three lead dispatchers should include, at minimum the Police Captain, Deputy Fire Chief, and the Police Sergeant assigned to communications.

Recommendation IV.2 – The oral board that selects personnel should include the Deputy Fire Chief, the, the Police Sergeant assigned to communications and a lead dispatcher.

V. Conclusion

Fiscal constraints facing the City of Rochester requires a reevaluation of the organizational design of the communication center. Despite the need to control finances, the study team feels that a realignment of organizational structure within the communications center is an opportunity to enhance service provided to the community. Specifically a transition from an administrative position to continuous first line supervision will accomplish the following:

- Reduced cost
- Develop a strong leadership team
- Refocus on operations
- Increase training of personnel
- Enhance operational continuity
- Provide a clear path for the immediate resolution of technical issues
- Reduce overtime through the addition of an eleventh dispatcher

Sufficient space and infrastructure exist to expand the center to include a fourth answering position. Based on the emerging trend of regionalism and the ability to expand the center, consideration should be given to providing emergency telecommunications services to other communities as a means to absorb any excess capacity and provide a revenue stream to partially support the future operation of the center.

APPENDIX A

Lead Dispatcher Job Description

City of Rochester, New Hampshire

POSITION: Communications Specialist/Lead Dispatcher

DEPARTMENT: Police

Statement of Duties

Receives, processes and transmits emergency and business calls for service received via phone, radio and in person. Operates computers, alarm system receiving equipment and other technology utilized for Public Safety Dispatching Activities. and Monitors multi-channel base radios, telephone consoles , computers and related emergency equipment. Performs supervisory work of dispatchers to allow for the effective operation of the Public Safety Communications Center.

Supervision

Works under the general direction of the of the Police Sergeant in charge of communications, who reports directly to the Police Support Captain, subject to limitations imposed by the Police Chief who has control over the Dispatch Center. Exercises direct supervision of dispatcher assigned on shift. Provides necessary guidance to dispatchers assigned and reviews work performed. Plans and carries out regular work assigned in accordance with standard practices and previous training. Conducts Training for the Dispatchers assigned to the shift in accordance to industry requirements for Police, Fire and EMS.

Job Environment

Work involves some supervisory tasks for dispatchers working on shift. Work involves a multi-task communications switchboard, including computer-aided dispatch system: operates computers and other office equipment , i.e. , copy machine, fax machine, radio and telephone, video and closed circuit television, cellular phones and weather stations. Work involves standardized tasks, operations and procedures, involving analysis and evaluation. Incumbent is expected to use initiative in coping with unusual situations and circumstances in order to resolve them. Incumbent when exposed to stressful situations must exercise calm and professional behavior. Emergency situations are reported to with supervisor(s). Required to work various shifts, be flexible in hours of attendance.

Makes frequent contact with the general public, Public Safety personnel, other City departments and various other state and local agencies. Communication is by means of telephone, personal discussion correspondence (reports), radio systems and other electronic media.

Errors could result in delays of loss of service, personal injury/loss of life, injuries to other employees, damage to building and / or equipment and legal/liability issues for the city.

Constant contact with the public, Other contacts are with the business and other city agencies. Contact is usually through the telephone, in person facsimile, radio and teletype.

Essential Functions

The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of special statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

Assign tasks and reviews work as outlined in procedures; responsible for training of new hires. Receive, interpret, prioritize and process all calls for service. Dispatch and coordinates the deployment of Police, Fire and Emergency Medical personnel and response vehicles for emergency and non-emergency incidents: broadcast nature, location and time of incident: contact all required personnel: provides supplemental information: ensures the presence of reserve units by contacting personnel designated for call-back contacts and coordinates Mutual Aid responses; relays information as required.

Operate and maintain on-line communications equipment , including multi-channel base radio, multi-line telephone console, multi-channel voice recording system, and nationwide telecommunications computer network, such as S.P.O.T.'s terminal and N.C.I.C.

Perform data entry and information retrieval for on duty units, multiple alarm panels, in-house Police and fire Information Management Systems (IMC), street files, fire hydrants, arrest and warrant files, call back rosters, calls for service and others as developed. Notify shift supervisor of all matters of importance or unusual occurrences requiring his/her attention.

Constantly monitor location and status of on-duty and on-call units.

Monitor video cameras for police and fire, maintain recording equipment, monitor Crimeline, Public Works and Animal Control Officer lines after hours.

Ensure all communications equipment is in working order and report equipment failures immediately to appropriate vendors and if necessary to the Police Sergeant in charge of communications. Assures that the work area in the communication center is clean.

Recommended Minimum Qualifications

The preferred incumbent for this position must have a High school graduate or GED equivalent. Familiar with general office practices such as typing, filing, accounting/bookkeeping required: of any equivalent combination of education and experience. Will and have the ability to receive mandated training certificates within a specified period of time.

Special requirements

The following must be obtained within one (1) year of promotion to Lead Dispatcher. Deadline may be extended if classes are unavailable.

1. Telecommunicator Instructor Certification
2. Communications Training Officer Certification
3. SPOTS and TAC training

Knowledge Ability and Skill

Knowlege

Extensive knowledge and background of emergency and routine police, fire and EMS communications and dispatching procedures. Operation of communications equipment and computer system for department.

Ability

Hands on ability relative to the performance of the dispatch function. The position requires a calm, poised individual with excellent customer service skills. The ability to supervise dispatcher assigned to shift, and follow the chain of command. The ability to retain communications information and to perform duties during emergency conditions and prolonged stress; record, maintain and process data to computer system, and to initiate appropriate responses for emergency service agencies; priorities demands; communicate information in a clear, concise and logical order; simultaneously calm and extract pertinent information form citizens requiring emergency assistance and to provide this information to units in the field for their protection and the protection of the public; provide emergency pre-arrival assistance or advise to aid caller in dealing with crisis; exercise sound judgment in evaluating situations and in making decisions; follow verbal and written instructions; and complete data entry and record keeping functions through computer software/hardware.

Skill

Excellent verbal, written and communications skills. Excellent skills in establishing and maintaining effective working relationships with the public, coworkers, other City Departments and City officials.

Physical and Mental Requirements

Work is performed indoors, with some minor risk of electrical shock from operation equipment. Noise exposure is moderate. Physical demands generally involve standing, stooping or reaching with hands or arms up to one-third of the time; and sitting, talking or listening, use of hands to finger, handle or feel more than two-thirds of the time. Force is seldom exerted beyond 10 pounds. The position requires close, color vision. Equipment used includes personal computers, telephones, radio communications, and office machines.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.

APPENDIX B

APCO Project Retains