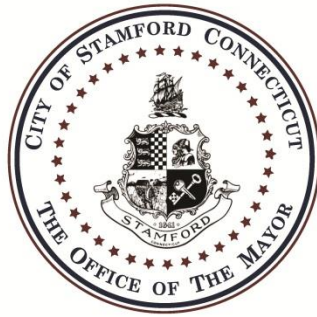


# Civilianizing 911 Emergency Operations Center

May 5, 2023



May 5, 2023

TO: Members of the Board of Finance  
FROM: Mayor Caroline Simmons  
RE: Civilianizing 911 Emergency Operations Center

Thank you for reconsidering my request to civilianize the City's Emergency Communications Center (ECC).

Restructuring the ECC and its 911 positions, as presented in my proposed budget, remains a priority. Based on analyses provided by Director of Public Safety and Health Lou DeRubeis and Emergency Operations Center Director Joe Gaudett, I believe the time to reconfigure the department is now. This packet contains documentation that presents the rationale and data for supporting the restructuring and the budget needed to implement the changes.

In the enclosed document titled "*Emergency Communications – Throughput Analysis*," in 2020, high-priority calls for service (CFS) volume increased by 21.8%, followed by further increases of 7.4% and 9.5% in 2021 and 2022, respectively. As the City grows, so will its need for public safety services. In October 2022, Chief of Police Timothy Shaw began reassigning three of five Supervisors staffed in the ECC to address the increase of demand of police services needed within our community. Several factors, including the Police Accountability Bill, drove this process as well as ensuring we are managing our public safety departments as efficiently as possible. Examples of areas that require Police Supervision include: State Accreditation, Digital Forensics Investigations, Behavioral Health Services, the Stamford Police Training Academy and the Patrol Division. It is my responsibility to ensure that our public safety infrastructure keeps pace with our population growth and demand for services.

As Directors DeRubeis and Gaudett shared during their presentations to the Board of Finance and Board of Representatives, Stamford is one of the last cities in the State that has not civilianized our ECC. Civilianizing the ECC workforce is the first step in regionalizing the function of emergency operations. It is a long-term goal to do so, and restructuring our current department will position the City to regionalize in the future.

The following documents are enclosed in this package:

1. Executive Summary
2. Organizational Chart with Proposed New Positions
3. New Positions Salary Ranges
4. Proposed Budget Options
5. Explanation of Overtime Process for PSD Supervisor
6. Overtime Minimum Staffing Plan
7. ECC Supervisor Comparison to Other Municipalities
8. Emergency Communications – Throughput Analysis
9. Job Descriptions

Thank you for taking the time to reconsider what I believe is a critical restructuring for efficient City operations. We will plan to appear before the Board at your June meeting to discuss this proposal.

Sincerely,

Caroline Simmons  
Mayor

# Executive Summary

## **Executive Summary**

In October of 2022, as a result of a police department reorganization, on-site police supervision of the Emergency Communications Center (ECC) was reduced from 168 hours per week (5 Sergeants working 24/7) to 80 hours per week (2 Sergeants working Mon-Fri, 0700-2300). During the remaining 88 hours, remote supervision has been provided by the front desk sergeant at police headquarters and the on-duty shift supervisor. The Police Chief, Director of ECC, and Director of Public Safety agree that this is not an ideal situation and have expressed the desire to fully “civilianize” supervision in the ECC, to provide the highest level of service to the Public Safety Dispatchers working in the ECC, as well as the Citizens that we serve.

## **Background**

Supervision in the civilian-staffed Emergency Communications Center (ECC) has been provided on a full-time basis by five (5) Police Sergeants who were specifically assigned as Communications Dispatch Supervisors by the PD on a rotating quarterly basis. The police sergeants were not State-certified Telecommunicators and, therefore, could not act as call-takers or dispatchers. As a result, there was limited oversight of the performance of the Public Safety Dispatchers under their supervision, and most of their duties were advisory or administrative in nature. In October of 2022, due to a police departmental reorganization, on-site police supervision of the ECC was reduced from 168 hours per week (5 Sergeants working 24/7) to 80 hours per week (2 Sergeants working Mon-Fri, 0700-2300). During the remaining 88 hours, remote supervision has been provided by the front desk sergeant at police headquarters and the on-duty shift supervisor.

## **Alternatives**

Alternatives for civilian supervision models have been explored and include: Creating a Public Safety Dispatcher 2 (PSD2) position that would be promotional and remain in the UAW Union and/or creating Civilian Dispatch Supervisors. This position would be considered open and competitive, as well as promotional, and fall under the MAA Union. The number of Supervisors necessary to provide 24/7/365 coverage was also considered. Police supervisors have a “bench” to draw from when one of the ECC supervisors is not at work and coverage becomes necessary. Having a limited number of civilian supervisors would severely restrict that “bench.” We are concerned about employee overwork and burnout and believe it is essential that we provide an alternative to provide coverage in the absence of a supervisor.

## **Recommendation**

In the end, we have come to the Boards with a hybrid approach that we think will work best: We are proposing the creation of five (5) Civilian Dispatch Supervisor positions that will provide coverage to the ECC on a 24/7 basis. The allocation of supervisors would be identical to how the five (5) police sergeants were deployed. Unlike the Sergeants, these Civilian Dispatch Supervisors will be State-certified Telecommunicators and will be expected to perform all of the functions of a Public Safety Dispatcher, should circumstances dictate. The MAA Union would represent these Civilian Dispatch Supervisors.

In order to provide a “bench” for these five (5) Civilian Dispatch Supervisors, we are proposing the creation of the Public Safety Dispatcher 2 (PSD2) position. The PSD2 position, which would remain in the UAW, would be promotional from the eligible group of PSD1s and would include

the added responsibilities of Communications Training Officers (CTOs) and Subject Matter Experts (SMEs) credentials, and possessing the knowledge, skills, and ability to “act” as a Civilian Dispatch Supervisor in the absence of one.

**Project Timeline**

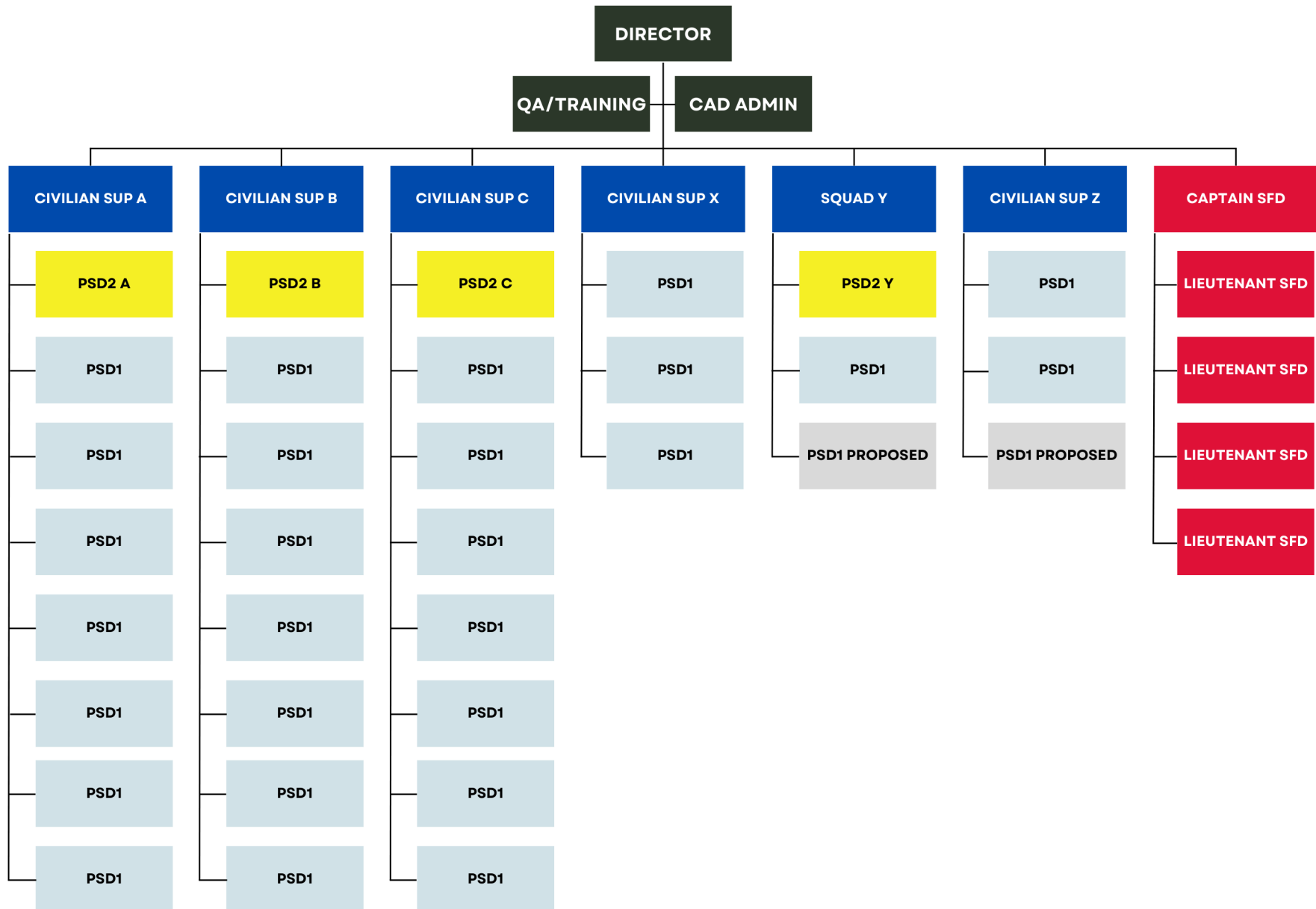
We propose that we onboard the 5 Civilian Dispatch Supervisors on or about July 1, 2023 – after a competitive exam and appropriate background checks have been conducted. We anticipate that it will take approximately six (6) months to fully train these new hires in the Supervision, Operations and Administration of the ECC.

The training will be conducted by the appropriate Police, Fire, EMS and ECC personnel. Once the Civilian Dispatch Supervisors have been onboarded, we will work toward the promotional examination for the new rank of PSD2, with an anticipated start date of January 1, 2024. After a 3 to 6-month training period, we expect that our PSD2s will be capable of executing the duties of a Civilian Dispatch Supervisor.

# Organizational Chart with Proposed New Positions



# CITY OF STAMFORD EMERGENCY COMMUNICATIONS CENTER ORGANIZATIONAL CHART



# New Positions Salary Ranges





## EMERGENCY COMMUNICATION CENTER DISPATCHER POSITIONS

<b>Classifications</b>	<b>Bargaining Unit</b>	<b>Minimum Salary</b>	<b>Maximum Salary</b>	<b>Salary as of*</b>
Public Safety Dispatcher Supervisor	MAA	\$92,811.00	\$119,402.00	6/30/2022
Public Safety Dispatcher II	UAW	\$81,626.48	\$96,412.16	6/30/2022
Public Safety Dispatcher I	UAW	\$71,474.20	\$84,423.24	6/30/2022

\*latest data

# Proposed Budget Options

FY 23/24 BUDGET

**CASE 1**

NOTE: PROGRAM EXPANSION-PUBLIC SAFETY DISPATCH POSITIONS - 5 Supervisors - 4 PSD2 - 2 PSD1

Count	Office	Office Name	Program	Dept	Job Title	Status	Union Co	Hours / Week	Grade	Current Step	DEPT REQUEST	MAYOR'S PROPOSED	Pension/Match	Benefits	Full Time Count	Full Year	9 Mo. Funded	Half Year Funded
1	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
2	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
3	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
4	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
5	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
6	3	PUB SAFETY	3350	Emerg Comm	PSD 1	Full Time	UAW	40	UAV11	1	\$71,475	\$71,475	\$6,361.27 + future oblig	YES + Pension	1	\$71,475	\$53,606	\$35,738
7	3	PUB SAFETY	3350	Emerg Comm	PSD 1	Full Time	UAW	40	UAV11	1	\$71,475	\$71,475	\$6,361.27 + future oblig	YES + Pension	1	\$71,475	\$53,606	\$35,738

Total \$652,390 \$652,390

**UPGRADE REQUEST**

Count	Office	Office Name	Program	Dept	Job Title	Status	Union Co	Hours / Week	Grade	Current Step	DEPT REQUEST	MAYOR'S PROPOSED	Pension	Justification	Full Time Count	Full Year	9 Mo. Funded	Half Year Funded
1	3	PUB SAFETY	3350	Emerg Comm	PSD 2	Full Time	UAW	40	UAV13	5	\$11,889	\$11,889	\$1,058.12+ future oblig	upgrade from I	0	\$11,889	\$8,917	\$5,945
2	3	PUB SAFETY	3350	Emerg Comm	PSD 2	Full Time	UAW	40	UAV13	5	\$11,889	\$11,889	\$1,058.12+ future oblig	upgrade from I	0	\$11,889	\$8,917	\$5,945
3	3	PUB SAFETY	3350	Emerg Comm	PSD 2	Full Time	UAW	40	UAV13	5	\$11,889	\$11,889	\$1,058.12+ future oblig	upgrade from I	0	\$11,889	\$8,917	\$5,945
4	3	PUB SAFETY	3350	Emerg Comm	PSD 2	Full Time	UAW	40	UAV13	5	\$11,889	\$11,889	\$1,058.12+ future oblig	upgrade from I	0	\$11,889	\$8,917	\$5,945

Total \$47,556 \$47,556

Personnel Grand Total

\$699,946 \$699,946

7	\$652,390	\$489,293	\$326,195
Savings		\$163,098	\$326,195
0	\$47,556	\$35,667	\$23,778
Savings		\$11,889	\$23,778
7	\$699,946	\$524,960	\$349,973
Savings		\$174,987	\$349,973

FY 23/24 BUDGET

PROGRAM EXPANSION-PUBLIC SAFETY DISPATCH POSITIONS - 9 MAA Supervisors - 0 PSD2 - 2 PSD1

**CASE 2**

Count	Office	Office Name	Program	Dept	Job Title	Status	Union Co	Hours / Week	Grade	Current Step	DEPT REQUEST	MAYOR'S PROPOSED	Pension/Match	Benefits	Full Time Count	Full Year	9 Mo. Funded	Half Year Funded
1	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
2	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
3	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
4	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
5	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
6	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
7	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
8	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
9	3	PUB SAFETY	3350	Emerg Comm	PSD Supervisor	Full Time	MAA	40	MA07	4	\$101,888	\$101,888	\$5,604	YES	1	\$101,888	\$76,416	\$50,944
10	3	PUB SAFETY	3350	Emerg Comm	PSD 1	Full Time	UAW	40	UAV11	1	\$71,475	\$71,475	\$6,361.27 + future oblig	YES + Pension	1	\$71,475	\$53,606	\$35,738
11	3	PUB SAFETY	3350	Emerg Comm	PSD 1	Full Time	UAW	40	UAV11	1	\$71,475	\$71,475	\$6,361.27 + future oblig	YES + Pension	1	\$71,475	\$53,606	\$35,738

Total \$1,059,942 \$1,059,942

11	\$1,059,942	\$794,957	\$529,971
Savings		\$264,986	\$529,971

**PUBLIC SAFETY DISPATCHER PENSION COST**

<b><i>Classification</i></b>	<b><i>Union</i></b>	<b><i>Pension Plan</i></b>	<b><i>Min Salary</i></b>	<b><i>Pension Cost % *</i></b>	<b><i>Pension Cost in \$'s</i></b>
Public Safety Dispatcher II	UAW	DB	\$81,626.48	8.90%	\$7,264.76
Public Safety Dispatcher Supervisor	MAA	DC	\$92,811.00	5.50%	\$5,104.61
				Variance	\$2,160.15
* DB percent of payroll July 1, 2022 CERF Valuation					
* DC match percent from MAA Collective Bargaining Agreement					

Explanation of Overtime  
Process for PSD  
Supervisor

## ***EXPLANATION OF OVERTIME PROCESS FOR PSD SUPERVISOR***

With regard to overtime as it pertains to the Civilian Supervisors, we have taken steps to minimize the amount of overtime necessary by eliminating the “one for one” requirement that the Police Department had used in staffing the Emergency Communications Center (ECC) in the past. We have done this by creating the Public Safety Dispatcher 2 positions and strategically distributing their assignments throughout the “ABC/XYZ” schedule:

### **ABC Schedule:**

**Squads A, B and C work a schedule that consists of rotating Days and Evening Shifts on a 5 days-on/2 days-off, 5 days-on, 3 days-off schedule that looks like this:**

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>SQUAD A</b>	7-3	7-3	7-3	7-3	7-3	OFF	OFF	3-11	3-11	3-11	3-11	3-11	OFF	OFF	OFF
<b>SQUAD B</b>	OFF	OFF	3-11	3-11	3-11	3-11	3-11	OFF	OFF	OFF	7-3	7-3	7-3	7-3	7-3
<b>SQUAD C</b>	3-11	3-11	OFF	OFF	OFF	7-3	7-3	7-3	7-3	7-3	OFF	OFF	3-11	3-11	3-11

Each Squad – A, B and C – will have 8 PSDs (7 PSD1s and 1 PSD2), and 1 PSD Supervisor assigned.

MINIMUM STAFFING for each shift will be 5 PSDs and 1 Supervisor.

If the PSD Supervisor in Squad A requests time off (vacation, sick, etc.), then the PSD2 assigned to Squad A will act as Supervisor for that shift without the need for overtime. (In the past, the Police Department would hire a replacement Sergeant on OVERTIME in their “one-for-one” requirement.) It is important to note that there will not be a need to replace the PSD2, as the 7 PSD1s will be able to fill the minimum staffing requirements. This plan results in SAVINGS in overtime compared to the historical PD plan.

### **XYZ Schedule:**

**Squads X, Y and Z work a schedule that consists of strictly midnight shifts (11p-7a) on a 4 days-on/2 days-off schedule that looks like this:**

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>SQUAD X</b>	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7
<b>SQUAD Y</b>	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF
<b>SQUAD Z</b>	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7

Squads X and Z will each have 1 PSD Supervisor assigned, and Squad Y will have 1 PSD2 assigned. Each of the Squads – X, Y and Z will have 3 PSD1s assigned.

MINIMUM STAFFING for the midnight shift will be 5 PSDs and 1 Supervisor.

If a PSD Supervisor on the midnight shift requests time off (vacation, sick, etc.), then either the other on-duty Supervisor or the on-duty PSD2 (in the absence of a PSD Supervisor) will supervise the shift without the need for overtime. (In the past, the Police Department would hire a replacement Sergeant on OVERTIME in their “one-for-one” requirement.) It is important to note that there will not be a need to replace the PSD2, as the 5 or 6 PSD1s will be able to fill the minimum staffing requirements. This plan results in SAVINGS in overtime compared to the historical PD plan.

# Overtime Minimum Staffing Plan



May 1, 2023

To: ALL COMMUNICATIONS DISPATCH SUPERVISORS

From: Joseph L. Gaudett, Jr., Director, Emergency Communications

Re: **Minimum Staffing Plan - AMENDED**

Effective Monday, May 1<sup>st</sup>, the Emergency Communications Center shall be staffed with Public Safety Dispatchers (PSD) as follows:

	SUN	MON	TUE	WED	THU	FRI	SAT
2300 - 0700	5	5	5	5	5	5	5
0700 - 1100	5	5	5	5	5	5	5
1100 - 1500	5	5	6	6	6	6	5
1500 - 1900	5	5	5	5	6	6	6
1900 - 2300	5	5	5	5	6	6	6
5 = 1 FIRE, 2 POLICE, 2 CALL TAKERS							
6 = 1 FIRE, 2 POLICE, 3 CALL TAKERS							

The purpose of this plan is to ensure that ALL 911 calls are answered within 10 seconds of the first ring in accordance with the State of Connecticut's minimum standards. Communications Dispatch Supervisors (CDS), who will be held accountable for the 911 answering performance of their respective shifts, shall be responsible for ensuring that PSDs are manning their consoles, that breaks and reliefs - especially at times of shift change - are kept to the contractual minimum and that the use of personal electronic devices do not interfere with the proper performance of PSD duties. CDS will also receive automated reports -via email - 45 minutes prior to the end of their shift that will indicate whether, or not, their squad was able to maintain compliance during the shift on an hourly basis. Failure of the squad to meet the standard (90% or greater) during the shift will require written explanation from the Sergeant prior to booking off-duty.

cc: Chief Timothy Shaw, Stamford PD  
Chief Trevor Roach, Stamford FD  
Director Lou DeRubeis, Public Safety, Health & Welfare



ECC Supervisor  
Comparison to Other  
Municipalities



## EMERGENCY COMMUNICATION CENTER SUPERVISOR COMPARISON BY MUNICIPALITY

<b>Municipality</b>	<b>Current ECC Supervisor Situation</b>
Hartford	1 CIVILIAN SUPERVISOR PER SHIFT
Bridgeport	2 CIVILIAN SUPERVISORS PER SHIFT
Norwalk	2 CIVILIAN SUPERVISORS PER SHIFT (1 IS OFF FRIDAY AND SATURDAY, 1 IS OFF SUNDAY AND MONDAY)
New Haven	MOSTLY 2 CIVILIAN SUPERVISORS PER SHIFT, EXCEPT PARTS OF THE MIDNIGHT SHIFT. 1 CIVILIAN TRAINING SUPERVISOR
New Britain	1 CIVILIAN WORKING SUPERVISOR AND 1 CIVILIAN TRAINER THAT CAN ACT AS SUPERVISOR PER SHIFT
Waterbury (NCPSCC)	2 CIVILIAN SUPERVISORS DURING THE DAY, 1 CIVILIAN SUPERVISOR ON NIGHTS AND WEEKENDS
Westport/Fairfield	1 SUPERVISOR PER SHIFT - HYBRID MODEL (SWORN AND CIVILIAN) UNTIL MORE CIVILIAN SUPERVISORS CAN BE HIRED

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
SQUAD A	7-3	7-3	7-3	7-3	7-3	OFF	OFF	3-11	3-11	3-11	3-11	3-11	OFF	OFF	OFF
SQUAD B	OFF	OFF	3-11	3-11	3-11	3-11	3-11	OFF	OFF	OFF	7-3	7-3	7-3	7-3	7-3
SQUAD C	3-11	3-11	OFF	OFF	OFF	7-3	7-3	7-3	7-3	7-3	OFF	OFF	3-11	3-11	3-11

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
SQUAD X	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7
SQUAD Y	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF
SQUAD Z	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7	11-7	11-7	11-7	OFF	OFF	11-7

# Emergency Communications Throughput Analysis

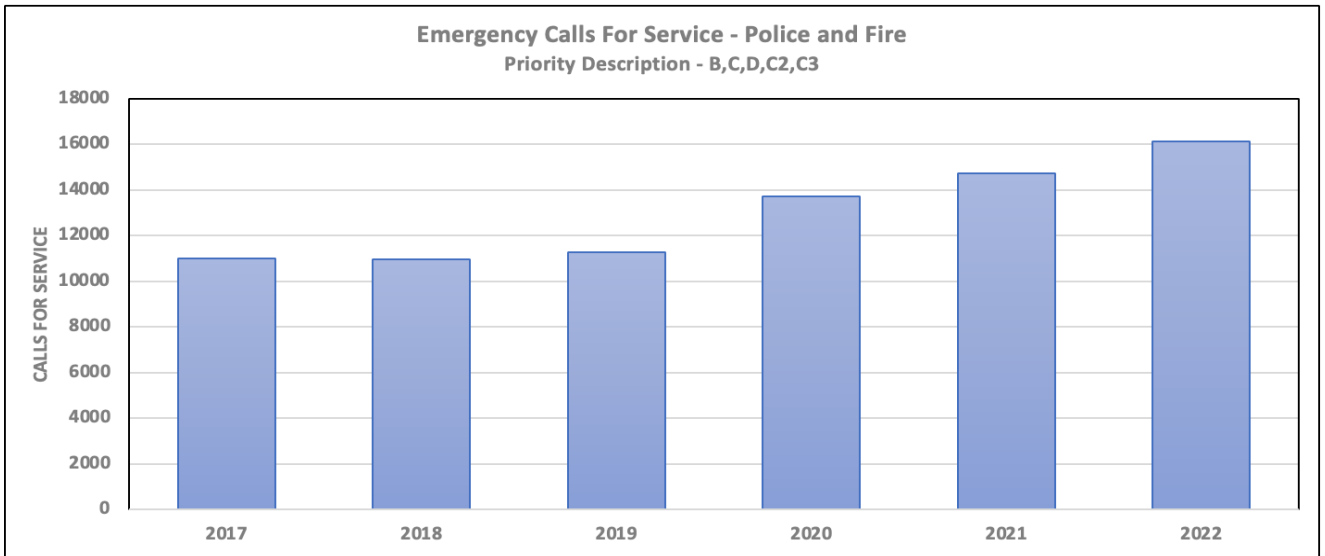
**Stamford Emergency Communications Center  
Call Throughput Analysis  
4/26/2023**

**I. Call Volume**

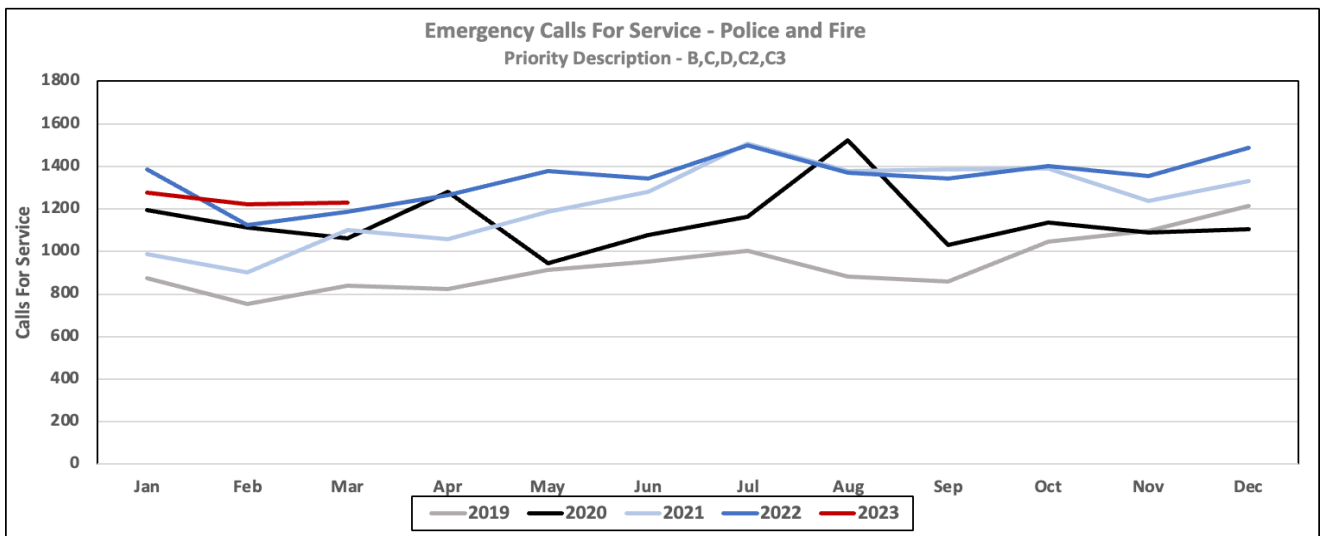
Stamford ECC : Volume of Calls 2022								
		911 Calls						
Month	Admin	Wireline	VOIP	Wireless	Text	Total 911 Calls	Distr%	1 yr Change
Jan	7121	729	159	3951	11	4850	7.68%	3.10%
Feb	6694	669	145	3801	16	4631	7.34%	7.85%
Mar	7572	749	168	4121	8	5046	7.99%	2.02%
Apr	7578	801	175	4311	6	5293	8.39%	1.42%
May	8071	873	191	4548	9	5621	8.91%	-0.48%
Jun	8432	888	194	4811	13	5906	9.36%	5.35%
Jul	8565	746	175	4519	8	5448	8.63%	4.71%
Aug	8763	777	171	4343	20	5311	8.41%	4.65%
Sep	8403	781	164	4710	16	5671	8.98%	11.15%
Oct	8206	767	164	4318	14	5263	8.34%	2.65%
Nov	7892	738	183	4124	11	5056	8.01%	3.48%
Dec	7459	741	168	4111	4	5024	7.96%	2.24%
<b>YTD</b>	<b>94756</b>	<b>9259</b>	<b>2057</b>	<b>51668</b>	<b>136</b>	<b>63120</b>		
<b>%YTD</b>		<b>14.67%</b>	<b>3.26%</b>	<b>81.86%</b>	<b>0.22%</b>	<b><u>TOTAL ALL CALLS: 157,876</u></b>		

- Stamford's Emergency Communications Center has seen call volume increases of 8% and 2% from 2020 to 2021 and 2021 to 2022 respectively. Overall, call volume is 2% higher than in 2018.
- Stamford's Emergency Communications Center received 63,120 calls in 2022. This includes wireline, VOIP, wireless and text calls. These totals also include abandoned/outgoing follow-up calls.
- In addition to the emergency calls received, there were an additional 94,756 calls received through the administrative line.

## II. Emergency Calls For Service



- Calls for service are those resulting in a responding unit through SFD, SPD, or SEMS. Emergency calls for service are categorized based on the listed priority descriptions (B, C, D, C2, C3), these are calls involving lights and sirens on emergency units.
- Emergency calls for service take precedence over other calls received by the center and are higher intensity for call takers. They also present the highest potential for adverse outcomes when a delayed answer or delay in unit assignment occurs.
- From 2017 through 2019 the volume of these calls was relatively consistent. In 2020, emergency CFS count increased 21.8%. This was followed by further increases of 7.4% and 9.5% in 2021 and 2022 respectively.



- From 2021 to present, we have seen the establishment of a new baseline level of emergency calls. Based on this increase, the high month to month variation of 2020 has not recurred, instead CFS counts remain elevated consistently indicating these higher levels will be sustained.

### III. Risk Evaluation

All Calls For Service		
Year	% of Call Overlap	Overlapping Calls
2017	1.41%	573
2018	1.58%	648
2019	1.91%	779
2020	2.03%	729
2021	2.48%	735
2022	2.28%	841

- In this table, we have subset those calls for service to three of the most used call taking stations within the Emergency Communications Center. We are sub-setting all calls to calls for service, examining only those that would have to run through call taking and dispatch.

- From there we track, within a specific call station, the likelihood of a call taker having to respond to an incoming call while currently on an

existing call. We do so to determine trends in call taker workload and periods of higher risk within the emergency communications center. We can see that, while the likelihood is generally low, it has increased substantially over the past five years.

Priority Calls For Service		
Year	% of Call Overlap	Overlapping Calls
2017	1.80%	117
2018	1.77%	116
2019	2.29%	155
2020	2.39%	192
2021	3.19%	216
2022	2.56%	228

- In this case, we limit our previous analysis to only emergency/priority calls as defined in the previous section. Calls qualify if an incoming emergency call to a call taker overlaps with any existing call.

- In this case we see a similar trend, with a higher increase in likelihood likely due to the clustering of emergency calls at certain times of the day, higher call volume, and longer call times.

- A decrease in call overlap with an increase

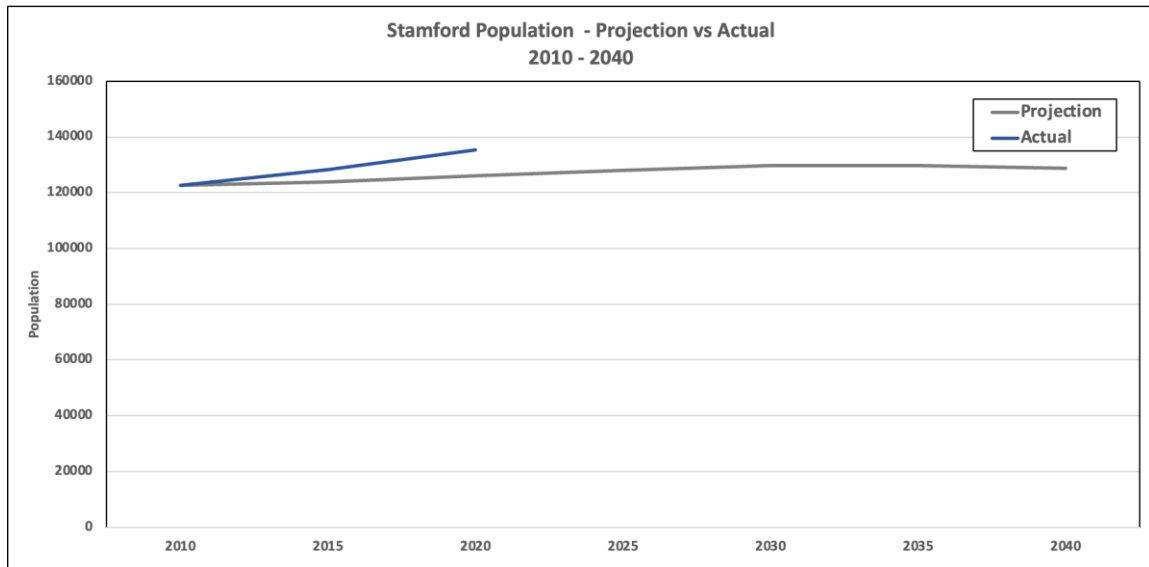
in overlapping calls occurs between 2021 and 2022 due to an overall increase in calls for service with a change in the timing distribution of these calls. This resulted in more overlapping calls despite a lower individual likelihood of overlap.

- In 2023, were an additional civilian call taker available on staff for the 3<sup>rd</sup>/4<sup>th</sup> incoming calls, the % of call overlap would have been reduced to 0.32%.

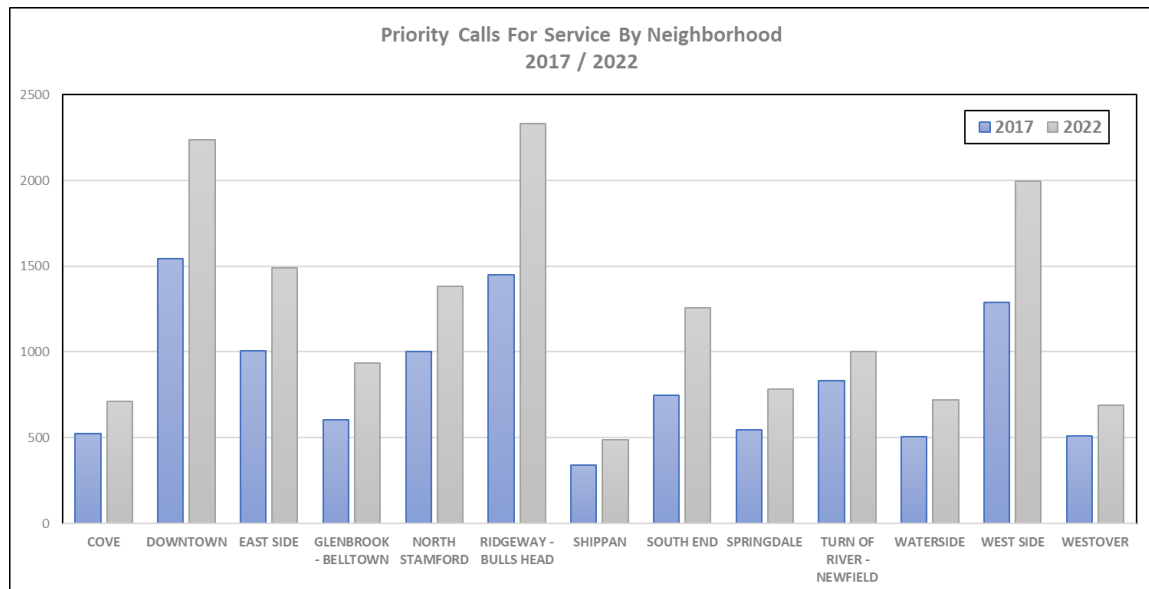
Avg Call Time	2016	2017	2018	2019	2020	2021	2022
911ICAD-08	0:01:59	0:02:07	0:02:08	0:02:10	0:02:23	0:02:35	0:02:55
911ICAD-09	0:02:04	0:02:07	0:02:16	0:02:19	0:02:40	0:02:54	0:03:09
911ICAD-10	0:02:06	0:02:14	0:02:31	0:02:41	0:02:34	0:02:44	0:03:06

- In addition to the noted increase in calls for service, another contributing factor to the increase in call taker workload has been the increasing length of calls. By taking a subset of call taker stations, we can see an increase in the average call length in line with that of increasing emergency calls.
- The increase in call time increases the likelihood of call overlap, overall workload on emergency call takers, and likely signals the increasing impact of high stress calls on emergency call takers.

#### IV. Projecting Need



- Stamford is currently experiencing the highest rate of growth of any of Connecticut’s major cities. Projections of the city’s population in 2010 (available through the State of Connecticut data portal linked below) were outpaced by 4,326 in 2015 and 9,371.



- Limiting our analysis to emergency calls for service in which we have location data, growth in calls for service is evident across the city’s neighborhoods. This information is used in order to project future call volume in the Emergency Communications Center.
- In the case of general calls for service and emergency calls for service, population increases explain a component of increases. We are also seeing an increase in calls per 100,000 residents within each neighborhood.



## **Data Notes**

### **I. Call Volume**

- a. Data sourced through Connecticut's MIS emergency communications system and the cities CAD database.
- b. Text message counts include all those from one phone number within a one hour span. Therefore a text exchange from the same number will be counted as one communication.
- c. Abandoned calls are attributed to the source for which they came in. Text message calls cannot qualify as abandoned.

### **II. Emergency Calls for Service**

- a. Data sourced through the cities CAD database.
- b. Calls for service are counted independently for SFD/SEMS and SPD. A single call coming into emergency communications may result in a call for service from both, neither, or one of the listed services.
- c. Emergency / priority calls for service are those with a priority level of B, C, D, C2 or C3.
- d. A response within an agency is counted as one call for service regardless of how many units respond.

### **III. Risk Evaluation**

- a. Data sourced through Stamford's CAD database.
- b. Call overlap is tracked through charting those calls in which an incoming call to the same workstation lists a fixed call pickup time that is less than the fixed call closing time of the previous call.
- c. Average call time includes all applicable calls lasting 1 or more seconds that were not re-opened by responders.

### **IV. Projecting Need**

- a. Data based on ACS Census data and the State of Connecticut's population projections found through the state's [data portal](#).
- b. Neighborhood boundaries are available upon request.

# Job Descriptions

Department: Emergency Communications Center FLSA: Exempt Classified: MAA Salary Grade: A07S Reports to: Director of Emergency Communications	Adopted: 3/23/2023
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## City of Stamford

<b>CLASS SPECIFICATION</b>
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**Job Title:** PUBLIC SAFETY DISPATCH SUPERVISOR

**Job Summary:** Under the general direction of the Director of Emergency Communications, performs responsible work assisting in the daily oversight, monitoring, and supervision of the Public Safety Dispatchers (PSD1 and PSD2). Administers projects as assigned. Makes independent decisions within the delegated scope of activity. Performs all the duties and responsibilities of the Public Safety Dispatchers (PSD1 and PSD2). Assists and participates in the training of new Public Safety Dispatchers.

**Supervision Received:** Reports to the Director of Emergency Communications or designee.

**Supervision Exercised:** Supervises the Public Safety Dispatchers on an assigned shift.

**Examples of Duties:**

- Plans, schedules, and supervises the work of public safety dispatchers.
- Provides instruction to subordinates, answer questions, and inspect work for accuracy.
- Participates in completing performance evaluations for public safety dispatchers. Meets with the Director of Emergency Communications to review evaluations, and may make recommendations about performance matters.
- Meets with the Director of Emergency Communications regarding disciplinary matters.
- Responds to and resolves conflicts and/or disputes arising from 911 calls with subordinate Dispatchers, Police, Fire and EMS or other agencies and the public.
- Responds to and resolves employee relations and/or staff conflicts within the Emergency Communications Center, documents same, and provides recommendations for appropriate changes in protocols and/or referral to the Director of Emergency Communications for discipline.

- Audits and reviews EMD calls for compliance and proper protocol. Participates in a variety of quality control procedures for departmental operations, including related documentation.
- Actively participates in the conduct of training programs and CTO programs; participates in the development of lesson plans and training curriculum, may supervise or oversee training.
- Monitors daily performance and prepares evaluations for probationary PSD1s.
- With the Director of Emergency Communications, reviews dispatch operations to assist in identifying problem areas and initiates related investigations and presents follow-up reports.
- PSD supervisors only in emergency situations, may perform the tasks of PSDI or PSD2.
- Oversees the ordering of supplies and materials.

**Knowledge, Skills, and Abilities:**

- Considerable knowledge of the geographic boundaries of the City of Stamford and surrounding areas including locations of streets and important buildings and sub-divisions.
- Knowledge of the procedures and regulations involved in public safety dispatch.
- Knowledge of computer systems, land mobile radio systems, telephony, and other public safety-related applications.
- Knowledge of the principles and practices of public administration; ability to adhere to prescribed routines and to make decisions in accordance with laws, regulations and established departmental policies.
- Ability to supervise subordinate employees; plan and assign work.
- Ability to motivate, train and evaluate staff.
- Skilled in handling difficult situations involving both the public and subordinate employees.
- Skilled in communicating with and obtaining information from the public.
- Ability to maintain composure under duress when dealing with complaints; utilizing strong interpersonal skills; ability to maintain strict confidentiality of information; ability to be courteous and firm with the public.
- Ability to clearly and concisely communicate orally and in writing under emergency and stressful conditions.
- Ability to react quickly and calmly and maintain composure under emergency conditions and in stressful situations.
- Skilled in keyboarding.

- Ability to understand and execute oral and written instructions.
- Ability to receive, record, clarify and input oral and written communications accurately.
- Ability to understand and be understood on the telephone and during radio communications.
- Ability to operate all equipment necessary to perform the job such as a computer, two-way radio, 911 telephone console, other telecommunications applications and devices, dispatch and recording equipment.
- Ability to read and understand laws, ordinances, departmental policies, rules and instructions.
- Ability to write reports.
- Ability to work effectively with officials, administrators, and employees; ability to meet and deal tactfully and courteously with co-workers and the public.
- Ability to sit for long periods of time and to execute repetitive motions.

**Minimum Qualifications:**

**OPEN COMPETITIVE:**

1. High School Diploma or equivalent;
2. Five years of full-time work experience in public safety dispatch telecommunications or emergency dispatch communications within the last 8 years; or
3. AAS degree or equivalent college credits may be used for up to two years of the required work experience. However, all candidates must have at least three years of work experience in public safety dispatch telecommunications or emergency dispatch communications within the last 8 years.

NOTE: All candidates applying under the Open Competitive minimum qualifications must possess the following certifications at the time of application:

- Enhanced 911 Training
- EMD Certification from a State-approved application
- CPR Certification from an accredited organization
- NCIC/COLLECT or comparable state certification
- State of Connecticut Public Safety Telecommunicator Certification, or its equivalent from another State

**A copy of the above-listed certifications must be submitted at the time of application.**

**Must be able to successfully pass a background investigation, psychological evaluation, and medical examination.**

**PROMOTIONAL:**

1. Current employees of the City of Stamford who meet the Open Competitive requirements listed above or;
2. Three years of satisfactory service as a full-time City of Stamford Public Safety Dispatcher within the last 5 years.

**SPECIAL NECESSARY QUALIFICATIONS:**

Obtain and/or maintain certification as a Public Safety Telecommunicator as required by the State of Connecticut and the City of Stamford.

Certifications and/or training include, but are not limited to:

- Public Safety Telecommunicator class
- Emergency Medical Dispatch certification
- Fire Dispatch
- Enhanced 911 Training
- COLLECT/NCIC
- In-house CTO training

**Working Conditions, Physical and Mental Requirements:** Employees appointed to positions in this class must have adequate physical strength, stamina, physical agility and visual and auditory acuity and must maintain such physical fitness as to be able to perform the duties of the class. A physical examination may be required.

<b>RARELY (R)</b>	<b>OCCASIONALLY (O)</b>				<b>FREQUENTLY (F)</b>				<b>CONSTANTLY (C)</b>			
0-10 % of Shift	11-33% of Shift				34-66% of Shift				67-100% of Shift			
<b>Frequency:</b>	<b>R</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>Frequency:</b>	<b>R</b>	<b>O</b>	<b>F</b>	<b>C</b>			
<b>Physical Demands:</b>					Depth Perception	X						
Standing	X				Color Distinction		X					
Walking	X				Peripheral Vision		X					
Sitting				X	Driving	X						
Lifting	X				<b>Physical Strength:</b>							
Carrying	X				Little Physical Effort (-10 lbs.)			X				
Pushing	X				Light Work (-20 lbs.)			X				
Pulling	X				Medium Work (20-50 lbs.)	X						
Climbing	X				Heavy Work (50-100 lbs.)	X						
Balancing	X				Very Heavy Work (100+ lbs.)	X						
Stooping	X				<b>Environmental Conditions:</b>							
Kneeling	X				Cold (50 degrees F or less)	X						
Crouching	X				Heat (90 degrees F or more)	X						
Crawling	X				Temperature Changes	X						
Reaching			X		Wetness	X						
Handling			X		Humidity	X						
Grasping			X		Extreme Noise or Vibration		X					
Twisting		X			Exposure to Chemicals	X						
Feeling					Exposure to Gases and Fumes	X						
Talking				X	Exposure to Unpleasant Odors	X						
Hearing				X	Exposure to Bodily Fluids	X						
Repetitive Motion				X	Exposure to Dampness	X						
Hand/Eye/Foot Coordination	X			X	Confinement to a Small/Restricting Area	X						
Visual Acuity/Near					Mechanical Hazards	X						
Visual Acuity/Far		X			Physical Danger	X						

**Frequency: Place an “X” in each box that is appropriate to your job.**

The above statements are intended to describe the general nature and level of work being performed by the employee assigned to this position. They are not to be construed as an exhaustive list of all job responsibilities and duties performed by personnel so classified.

The City of Stamford is an equal opportunity employer. In compliance with the Americans with Disabilities Act, the City will provide reasonable accommodations to qualified individuals with disabilities and encourage both prospective and current employees to discuss potential accommodations with the City when necessary.

\*563-16-S/V11  
Adopted- 01/25/79  
Revised- 06/16/80  
Revised- 12/20/88  
Revised- 03/22/95  
Revised- 07/23/97  
Revised - 11/21/00  
\*Revised- 11/17/05

## PUBLIC SAFETY DISPATCHER I

### GENERAL SUMMARY OF DUTIES

Under the direct supervision of a shift supervisor, uses radio, computer terminal or telephone to: receive and record reports of emergency and non-emergency information, complaints, messages, and requests for service, assistance or coverage; transmit reports and messages to mobile units, persons or departments; and dispatch equipment and personnel to location where service, assistance or coverage is needed. Functions as calltaker and/or radio dispatch operator for fire, police or emergency medical service, as assigned. Is required to work evenings, nights, holidays and weekends as assigned; does related work as directed.

### EXAMPLES OF WORK (Illustrative Only)

Receives emergency and non-emergency complaints, messages, information, and requests for service by radio or telephone.

Questions callers to obtain further information as required.

Sets priorities among incoming calls to determine which should be transmitted first.

Determines appropriate course of action based on departmental procedures and information from the computer-aided dispatch system and/or Emergency Medical Dispatch protocols.

Explains to caller steps to be taken or third party at scene to assist the individual requiring emergency medical response.

Transmits messages by radio to mobile units or by telephone to appropriate person, department, or agency.

Dispatches proper equipment and personnel to locations where service, assistance, or coverage is needed.

Monitors various radio frequencies, computer terminals or other systems for information or requests for assistance.

Obtains information from reference books and manuals or computer files and appropriate language references.



PUBLIC SAFETY DISPATCHER I

563-16-S/V11

EXAMPLES OF WORK (Illustrative Only) (cont'd.)

Maintains various logs and files manually or on computer.

Assists in on-the-job training of new personnel.

Operates recording equipment.

Checks equipment, requesting repair service as needed.

REQUIRED KNOWLEDGE, SKILLS & ABILITIES

Knowledge of the operation of radio and communications equipment.

Knowledge of dispatching terminology, procedure and equipment.

Ability to effectively utilize departmental computer systems.

Ability to remain calm under stressful circumstances.

Ability to deal effectively with others.

Knowledge of, and ability to effectively utilize, all components of Emergency Medical Dispatch.

Knowledge of City of Stamford geography, including, but not limited to, streets, landmarks and other prominent locations.

Ability to find information in directories, manuals and computer files.

Ability to maintain logs and files.

Ability to receive, clarify, record and input oral and written communications accurately and in a timely fashion.

Ability to communicate effectively, orally and in writing.

Ability to understand and follow oral and written directions.

Proficiency in keyboarding.

PUBLIC SAFETY DISPATCHER I

563-16-S/V11

MINIMUM TRAINING & EXPERIENCE REQUIRED

Graduation from an accredited high school.

SPECIAL REQUIREMENT

As a condition of continued employment, must maintain all certifications, including but not limited to Emergency Medical Dispatch and NCIC, as may be required and amended from time to time. (New hires must obtain such certifications within one (1) year of hire, based upon course availability.)

\*Reallocated to S/V11, effective 7/1/05, per 10/5/05 Memorandum of Agreement.

Department: Emergency Communications  
FLSA: Non-Exempt  
Classified: UAW  
Salary Range: UA-13  
Reports to: Public Safety Dispatcher Supervisor

Revised- 3/23/2023

## City of Stamford

<b>CLASS SPECIFICATION</b>
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**Job Title:** PUBLIC SAFETY DISPATCHER II

**Job Summary:** Under the direct supervision of a shift supervisor, uses radio, computer terminal, or telephone to: receive and record reports of emergency and non-emergency information, complaints, messages, and requests for service, assistance, or coverage; transmit reports and messages to mobile units, persons or departments; and dispatch equipment and personnel to the location where service, assistance or coverage is needed. Functions as call-taker and/or radio dispatch operator for fire, police, or emergency medical service, as assigned. May act as a Public Safety Dispatch Supervisor. Is required to work evenings, nights, holidays, and weekends as assigned; does related work as directed.

**Supervision Received:** Under the direct supervision of the Public Safety Dispatch Supervisor.

**Supervision Exercised:** May act as a Public Safety Dispatch Supervisor in the absence of same.

**Examples of Duties:**

- Performs all the duties of a Public Safety Dispatcher 1.
- Performs related duties as required.
- Actively participates as a CTO (Communications Training Officer) for probationary new hires and completes Daily Observation Reports (DORs) as required.
- Provides training and instruction to PSD1s on new policies, procedures, and applications. Serves as a Subject Matter Expert (SME) for all related applications.
- Receives instruction in and familiarizes themselves with the duties and responsibilities of a Public Safety Dispatch Supervisor.

**Knowledge, Skills and Abilities:**

- Ability to work with individuals from diverse backgrounds.
- Knowledge of the operation of radio and communications equipment.
- Knowledge of dispatching terminology, procedure and equipment.
- Ability to effectively utilize departmental computer systems.
- Ability to remain calm under stressful circumstances.
- Ability to deal effectively with others.
- Ability to effectively train and instruct others.
- Ability to act as a Public Safety Dispatch Supervisor.

- Knowledge of, and ability to effectively utilize, all components of Emergency Medical Dispatch.
- Knowledge of the City of Stamford geography, including, but not limited to, streets, landmarks and other prominent locations.
- Ability to find information in directories, manuals, and computer files.
- Ability to maintain logs and files.
- Ability to receive, clarify records and input oral and written communications accurately and in a timely fashion.
- Ability to communicate effectively, orally and in writing.
- Ability to understand and follow oral and written directions.
- Proficiency in keyboarding.

**Minimum Qualifications: PROMOTIONAL**

1. Three years of satisfactory service as a full time City of Stamford Public Safety Dispatcher 1.
2. Communications Training Officer (CTO) Certification is preferred.

SPECIAL REQUIREMENT: As a condition of continued employment, must maintain all certifications, including but not limited to Communications Training Officer, Emergency Medical Dispatch and NCIC, as may be required and amended from time to time. (Newly promoted must obtain such certifications within one (1) year of hire, based upon course availability.)

**Working Conditions, Physical and Mental Requirements:** Employees appointed to positions in this class must have adequate physical strength, stamina, physical agility and visual and auditory acuity and must maintain such physical fitness as to be able to perform the duties of the class. A physical examination may be required.

**Frequency: Place an “X” in each box that is appropriate to your job.**

<b>Rarely (R)</b>	<b>OCCASIONALLY (O)</b>				<b>FREQUENTLY (F)</b>				<b>CONSTANTLY (C)</b>			
0 % of Shift	1-33% of Shift				34-66% of Shift				67-100% of Shift			
<b>Frequency:</b>	<b>R</b>	<b>O</b>	<b>F</b>	<b>C</b>	<b>Frequency:</b>	<b>R</b>	<b>O</b>	<b>F</b>	<b>C</b>			
<b>Physical Demands:</b>					Depth Perception							
Standing					Color Distinction							
Walking					Peripheral Vision							
Sitting					Driving							
Lifting					<b>Physical Strength:</b>							
Carrying					Little Physical Effort (-10 lbs.)							
Pushing					Light Work (-110 lbs.)							
Pulling					Medium Work (110-50 lbs.)							
Climbing					Heavy Work (50-100 lbs.)							
Balancing					Very Heavy Work (100+ lbs.)							
Stooping					<b>Environmental Conditions:</b>							
Kneeling					Cold (50 degrees F or less)							
Crouching					Heat (90 degrees F or more)							
Crawling					Temperature Changes							
Reaching					Wetness							
Handling					Humidity							
Grasping					Extreme Noise or Vibration							
Twisting					Exposure to Chemicals							
Feeling					Exposure to Gases and Fumes							
Talking					Exposure to Unpleasant Odors							
Hearing					Exposure to Bodily Fluids							
Repetitive Motion					Exposure to Dampness							
Hand/Eye/Foot Coordination					Confinement to a Small/Restricting Area							
Visual Acuity/Near					Mechanical Hazards							
Visual Acuity/Far					Physical Danger							

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