



YORK COUNTY
DEPARTMENT OF EMERGENCY SERVICES
9-1-1 COMMUNICATIONS CENTER
REVIEW PROCESS

FINAL REPORT

June 17, 2019



Conducted by:

IXP Corporation

Princeton Forrestal Village

103 Main Street

Princeton, NJ 08540

609.759.5100 *phone*

609.759-5099 *fax*

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	1
SECTION 1 – USER AGENCY LISTENING SESSIONS	3
SUMMARY OF LISTENING SESSION INPUTS	3
SPECIFIC OBSERVATIONS FROM THE LAW ENFORCEMENT SESSION	4
SPECIFIC OBSERVATIONS FROM THE FIRE/EMS SESSION	5
SECTION 2 – ORGANIZATIONAL GOVERNANCE AND STRUCTURE	8
SECTION 3 – SPECIFIC AREAS OF IXP REVIEW	10
9-1-1 CALL TAKING	10
AGENCY DISPATCH	10
TRAINING.....	11
QUALITY ASSURANCE.....	11
IT SUPPORT.....	12
GIS SUPPORT.....	13
RADIO AND MOBILE DATA	13
SCOPE	14
SCHEDULING.....	14
ADMIN & SUPPORT	14
SECTION 4 – RECOMMENDATIONS.....	16

EXECUTIVE SUMMARY

IXP has appreciated the opportunity to work with the leadership of York County to conduct an organizational and operational review of your 9-1-1 Communications Center. This work encompassed several information gathering activities including detailed discussions with York County's elected leaders and senior administration officials, listening sessions with the public safety agencies that are serviced by the Communications Center, and direct on-site observations and interviews with the Communications Center personnel.

This report provides the results of our examination in more detail, but the key findings are summarized here to set the stage for the material that follows.

The current organizational structure is not suitable for an operation of this complexity. – The organizational structure of an emergency communications organization has a direct correlation to the ability of that organization to be successful. The current structure and governance mechanisms are not well suited to working with such a large and diverse community of law enforcement, fire service and emergency medical organizations. They also don't build the levels of collaboration with those agencies needed for successful operations.

Relationships, trust and confidence with the public safety customer agencies are largely broken, with Fire/Emergency Medical Services (EMS) relationships deteriorated to a greater degree than Law Enforcement. – With such a large number of individual public safety agencies to serve, it is extremely important that strong relationships are sustained with the user community. These relationships are at or past the breaking point and a concentrated change-management strategy is needed to rebuild these relationships.

Leadership perception. – Emergency communications organizations require strong leaders who can tailor their activities and interactions to accomplish two simultaneous outcomes: leading a strong organizational team that sustains quality service delivery, and doing this while simultaneously nurturing a collaborative relationship with the customer agencies being served. The leadership of the Center is not perceived as having the experience and strength to accomplish this outcome.

Current training processes work on paper but are not meeting the needs of the organization which has a direct impact on performance. – While the organization is meeting or exceeding the minimal training requirements established by the Pennsylvania Emergency Management Agency (PEMA), the training program is not aggressively advancing personnel through the process, so they are able to work any position in the Center as needed. This creates the need for more overtime utilization of the more broadly trained staff to meet minimum staffing needs. Further, supervisory training needs to do more to develop leadership and management skills to improve the capacity and quality of the mid-management layer of the organization.

Current dispatch processing for Fire/EMS is overly complex which results in the possibility of dispatch errors and omissions of required data. – Over time, the agency has allowed an exceptionally high degree of process tailoring to meet the individual needs of the multitude of fire and EMS agencies they serve. This is always a reality in centers serving a broad range of agencies ranging from agencies fully staffed with career personnel to ones relying entirely on volunteers. In IXP’s experience, the levels of tailoring currently in place at York far exceeds what is typically seen in multi-jurisdictional centers. This creates too complex a process even for the best Computer Aided Dispatch (CAD) system operated by even the best communications center staff. Significant change management work is needed with the fire and EMS communities to develop call processing and dispatching protocols that can be executed with both speed and accuracy.

Lack of full cross-training creates multiple opportunities for personnel to ‘game the system’ and create opportunities for overtime. – There are numerous work rule issues, which coupled with lack of full cross-training, creates multiple opportunities for personnel to “game the system” and create opportunities for overtime. As noted above, by not having all personnel fully cross-trained to work any position in the center, management needs to post high levels of overtime to keep critical positions staffed. When this is coupled with work rules that allow personnel to both strategically and tactically plan their leave requests, it creates opportunities for the workforce to manipulate the system and create more overtime opportunities than may otherwise occur through normal scheduling. Not only does this increase the overall cost of running the agency, it can create levels of overwork that are stressful to the workforce, increase the potential for errors in their work, and increase employee burnout.

SECTION 1 – USER AGENCY LISTENING SESSIONS

IXP coordinated with the Center and the lead representatives from the law enforcement community and the Fire/EMS community to arrange single sessions for each discipline. These representatives expressed that a single session with each discipline would increase the level of interaction and sharing of information, and would benefit from all those participating being present in a focused discussion with their peers.

Two listening sessions were conducted:

- 8 representatives from 8 separate agencies participated in the law enforcement session
- 9 representatives from 8 separate agencies participated in the fire/EMS session

SUMMARY OF LISTENING SESSION INPUTS

1. The public safety agencies that participated stated that the center treated them with “No sense of being thought of as a customer”.
2. The agencies thought that at best the relationships was considered as “coordinative” but fell short of being “cooperative” and far short of being “collaborative”...which is really what’s needed for a successful relationship between a multi-jurisdictional and multi-disciplinary comm center.
3. The agencies stated that there was a strong sense of “the County” (as an abstract concept including the Commissioners and the Comm Center management) making decisions that the agencies just had to live with (radios, Mobile Data Computer (MDC), CAD, Comm Center polices/practices, etc.).
4. The agencies stated that efforts to improve the relationship have produced mixed results.
 - a. Things feel better with the LE agencies.
 - b. Fire/EMS relationships struggle, with a strong sense that nobody at the Comm Center understands their world (and needs).
5. The agencies stated that much of the interaction between the Comm Center and the agencies ends up funneled through the “complaint system”. While complaints are documented and tracked internally, follow-ups with reporting parties aren’t used as effectively as they should be.
6. Comments related to the Radio and MDC were positive and indicated consistently good communications/follow-up and an understanding/appreciation of the needs of field agencies (with a slight advantage to LE vs. Fire/EMS).
7. The Law Enforcement agencies perceive that the Deputy Director is a direct conduit and advocate into the Comm Center when needed (even for issues beyond Radio and MDC) for open issues.
8. The Fire/EMS agencies feels like they have no direct conduit for their needs/interests.

9. The agencies are very tired and fatigued by continuing to report issues or to participate in meetings that may provide mechanisms to address issues with little to no results. This makes any of the processes that are taking place less effective than they could be, and reduces the level of feedback to the agencies for productive dialog or solutions.
10. There is also a sense that even when the leadership have good interactive discussions with the customers, initiatives/ideas surfaced in those discussions can get “killed” by the “old guard” within the Comm Center staff.
11. There is a strong perception that the overall level of quality and accuracy of the services being provided is declining. The prevailing perception is that this is due to high turnover and burnout of staff. This leads to weaker performance on some shifts compared to others, or variations of the service levels being provided between agencies depending on who is working which position in the center.

SPECIFIC OBSERVATIONS FROM THE LAW ENFORCEMENT SESSION

1. Method of input to Comm Center operations and policy
 - a. Monthly Chief’s meeting becomes a routine place to express concerns/issues within the discipline, and formulate how to raise them
 - b. The bi-monthly 9-1-1 Policy Committee meetings are then a way for the LE perspective to be discussed in the context of the full comm center operation
 - c. There isn’t a formal charter for this process so there are mixed understandings about the scope and authority of the process nor the methods for surfacing issues and making decisions.
 - d. Both of these together are generally considered a reasonable approach if the relationship was collaborative.
 - e. Leaves much of the interaction revolving around the “complaint process” (described below in #3)
2. Even though the previous Director has been gone for some time, there are still a number of legacy issues/frictions that permeate the current relationship.
3. The formalized complaint process could be a good tool, but in its current operation it often becomes more of a mechanism to document why the reporting agency was wrong on something rather than a collaborative tool to drive continuous process improvement.
4. Even the concept of collaboration is missing in the interactions with the user agencies.
 - a. They don’t feel like customers
 - b. They don’t feel like their input is sought
 - c. At best the relationship with the agencies is “coordinating”

5. An exception to this is the relationships with both the radio system group and the mobile computer group.
 - a. The Deputy Director’s responsibilities appear to be tightly constrained to these functional areas
 - b. Further, most of the problem or issue reporting related to radio or MDC issues appears to be handled directly with these teams so the users perceive things as fairly responsive (particularly when compared to interactions that relate to dispatch operations).
6. Concern that there is far too little coordination or collaboration as many agencies work through decisions related to changing Records Management Systems (RMS). The history here is part of the problem, with a perception that “the County” tried to tell the agencies which RMS to use (founded on the concept that since “the County” was paying for it they should all welcome just getting on-board with a “free” solution just like dispatch). Many comments reinforce the perception that the agencies are not viewed as partners or customers, whether in decision-making or in operations.
7. There was a general expression of a perception that overall service quality is on the decline.
8. There is a strong perception that too few of the comm center personnel (particularly those with <5 years on the job) have a good understanding of the LE discipline from a field perspective. There appears to be support for a well-structured ride-along program to get more comm center personnel aware of how things go down in the field. Further, there appears to be support for a well-structured process for LE personnel to do more sit-along time in the comm center. If either of these are done, the key to success will be that it is well-structured so that participants know their roles and expectations from the experience and are then held accountable for those.
9. Specific Technical or Operational Observations
 - a. The layout of dispatch information on the MDC screen is not conducive to effective usage in the field. Apparently, a large volume of the narrative information entered by Call Receivers and Dispatchers end up at the top of the display requiring scrolling through to get at key info. Often this information is Emergency Medical Dispatch (EMD) related and of little/no use to law enforcement responders.
 - b. There is not a clearly and mutually understood Concept of Operation (ConOp) for the various talkgroups used by law enforcement, particularly the ones used for specialized circumstances (task forces, major ops, etc.). So sometimes Dispatch will participate with units on the talkgroup and other times they require them to switch back to Primary to interact with Dispatch.

SPECIFIC OBSERVATIONS FROM THE FIRE/EMS SESSION

1. There is an ‘informal’ Communications Working Group, with routine participation by 5 Fire representatives and 5 EMS representatives (N, S, E, W and Metro for each). This group focuses on dispatch operations, radio, and CAD issues (MDC not a part of it yet since Fire/EMS are not yet MDC equipped – examining the use of CrewForce in addition to Active 911 and I AM Responding.

The Comm Center participates with the Director, Deputy Director, CAD Administrator and Radio Administrator.

- a. This group and process does not operate with a formal charter so there are mixed understandings about how issues are surfaced, debated, and decided upon.
 - b. Further, many of the small (and purely volunteer) organizations don't attend the meetings, so they don't have an effective mechanism for conveying information back to their agencies.
 - c. They also experience some agencies that participate, but still don't disseminate information back to their members.
2. While there continues to be some issues that spawn from the prior director, there was an expression of willingness to recognize that the past is passed. There was acknowledgement that the Directors were making an effort to try and improve relations with the Fire/EMS community.
 3. There is an increasing sense of fatigue in reporting issues since nothing seems to ever change (and if it is changing it is not being communicated back effectively).
 4. They identify many of the same concerns as expressed by law enforcement, there is not "collaboration" and little "coordination". They don't feel like a customer. No shared decision-making or designated liaison. The general sense is that the comm center has policies and operational practices that the user agencies have to follow, rather than those policies and practices being developed in cooperation.
 5. There is a sense that the 'old guard' at the comm center (sometimes characterized as "the Union") have too much influence on operations, and even management decision-making. Several comments implied that even if the Directors may react positively to something in one of the coordination meetings, it may get "killed" by the Supervisors (or others) once it gets back to the comm center.
 6. All this leads to the formal Complaint System not being utilized as a mutual improvement mechanism. IT is perceived as being used to defend actions as opposed to being used to effect change and resolve issues.
 7. Specific Technical or Operational Observations
 - a. Considerable concern about CAD, and the manner in which the system has been organized results in difficulty of use.
 - i. The normal CAD process of trying to fill a run compliment in some form of proximity-based methodology doesn't work well for them since so many of their agencies are volunteer. The closest station may have multiple apparatus showing as 'available for dispatch' in CAD, but there is little likelihood all of them will respond with the limited number of volunteers at that station.
 - ii. Therefore, 1st and 2nd Alarm run lists are used to force CAD to look to specific station orders to fill their dispatch compliment.
 - iii. Sometimes these lists are not 'proximity based' and step around closer agencies due to inter-departmental relationship problems.
 - b. Call processing times

- i. They understand that EMD protocols can be time consuming, but a “pre-alert” would allow the turnout time to commence while call processing was being completed. Having all the detailed info prior to dispatch is not as important as getting units rolling.
 - ii. Concerned that if PEMA (or local) decisions require adding use of the Emergency Fire Dispatch (EFD) protocols, processing times will be further affected.
 - iii. Feel like the CC has no appreciation of national standards and best practices, only focus on meeting the PEMA targets.
 - c. Processing and handling of out-of-jurisdiction incidents raises multiple concerns.
 - i. CAD processing sometimes fails (or is a barrier) when they can’t get an out-of-jurisdiction address to verify.
 - ii. When out-of-jurisdiction agencies coming in, patching is complex and ineffective. For example, they describe a situation with Lancaster County where both comm centers have to activate a patch to “intercounty” to allow their users to talk. Either comm center failing to do it right results in lack of Interoperability.
 - iii. Frustration extends to lack of compatibility with subscriber radios of different vendors on each-other’s systems.
 - d. Several observed that even when training aligns with policy, there are still individual differences between personnel working the Fire/EMS positions.

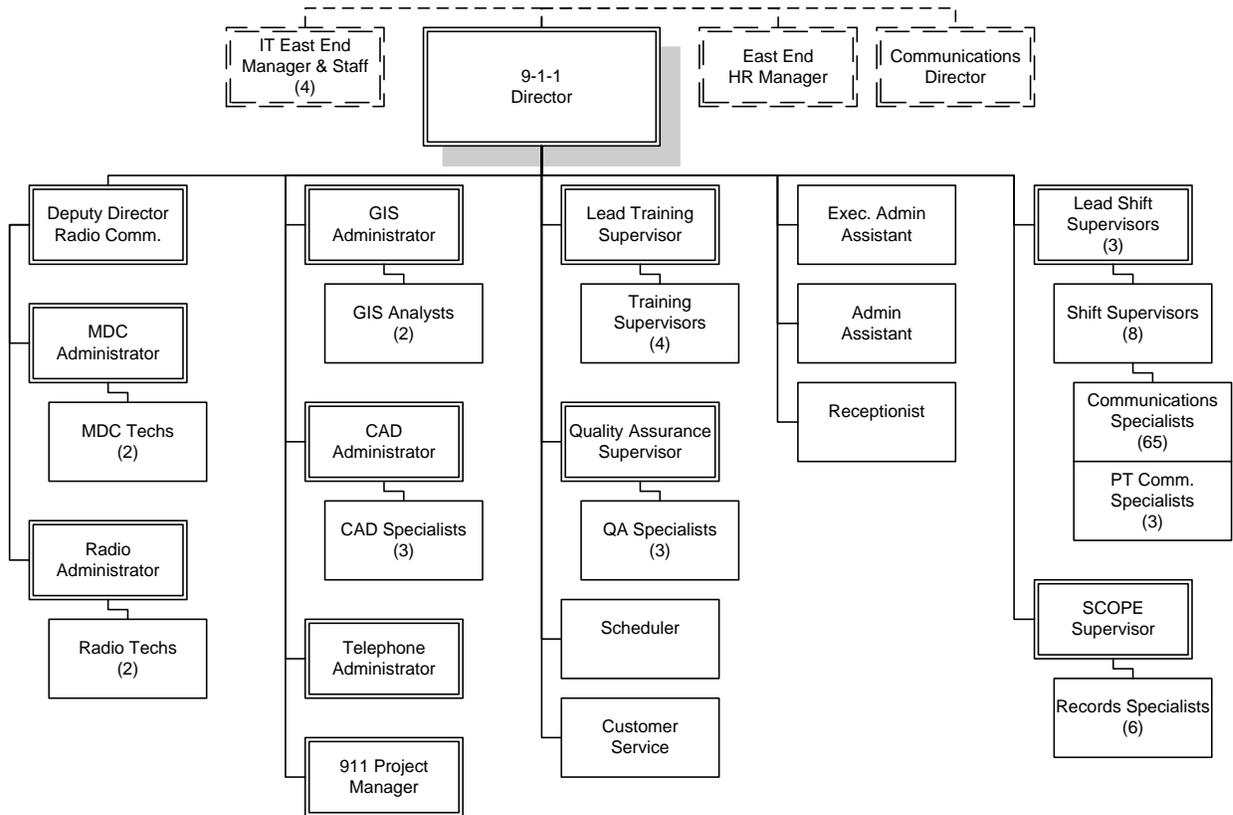
SECTION 2 – ORGANIZATIONAL GOVERNANCE AND STRUCTURE

IXP often finds that the underlying organizational and governance structure of an emergency communications agency can have a profound impact on the ability of the agency to perform their mission and sustain quality relationships with the agencies that utilize their services. Through the course of this engagement, IXP has formulated several observations/recommendations on the structures in place for the York County Communications Center.

The Comm Center organization lacks a governance and customer engagement model typically seen in successful multi-jurisdictional and multi-disciplinary communications centers. This should include:

- Formalized structures for engaging with the customer agencies are needed.
- These structures need to be tailored to the unique challenges of the agency requirements and led by designated internal liaisons with credibility within the discipline.
- The processes used need to strive for ‘collaboration’ whenever possible, and rely on ‘cooperation’ or ‘coordination’ only when absolutely needed. Even at the lowest ‘coordination’ level the agencies still need to be treated like “valued customers”.
- As much as possible, anything initiated to engage these agencies, including routine updates to policies and practices, new initiatives, planned upgrades, etc. need to be planned and communicated in advance with the agencies so there are no surprises.
- The Comm Center leadership needs to be actively engaged in all of the planned change processes (particularly in the early phases) to demonstrate that they care, and to really learn and understand the agency needs/interests being expressed and impacted.
- The overall organization structure (see org chart below) is much flatter than is normal for this type of center.
 - The Director has a total of 15 direct-reports. This is far too many for the position to function effectively, keeping the focus primarily on dealing with far too many day-to-day issues and not spending enough time/energy on strategic issues and interactions with the customers.
 - In contrast, the comm room operation is somewhat more vertically oriented than often encountered. The combination of multiple Lead Shift Supervisors and having 2 Shift Supervisors routinely on duty is a heavier supervisory structure than typical for the current workload.
 - The Deputy Director has a much narrower portfolio of responsibilities than is typical in a center of this size and complexity.

- Collectively, this creates a problem for the individual unit leaders (GIS, CAD, Training, QA, SCOPE, and comm room operations) to become siloed among each other (or from senior center management) and increase the risk of being perceived as an uncoordinated management structure to the customer community.



SECTION 3 – SPECIFIC AREAS OF IXP REVIEW

York County’s Statement of Work requested IXP’s review of a variety of specific functional aspects of the Communications Center, and each of these is covered in the subsections below.

9-1-1 CALL TAKING

- The State of Pennsylvania PEMA February 2018 review process found current practices to be within State requirements, with 96% of 9-1-1 calls answered within 10 seconds. IXP observed both 9-1-1 and 10-digit calls being processed by multiple call receivers and dispatchers, and all appeared to be handled within industry norms.
- IXP observed that not all call receivers are trained to handle Emergency Medical Dispatch (EMD) call processing. This could create performance and response time bottlenecks, since the caller must be re-routed by the initial call receiver to a call receiver that is appropriately trained for EMD. This is often one of the working positions within the Fire/EMS pod.
- The functioning of the “Switchboard” position is a very unique adaptation that is not typical for centers of this size.
 - While it serves as a function for answering calls that overflow when all call receivers are busy, it does not handle any call processing for EMD or CAD entry. Rather, the caller is transferred to the most appropriate resource depending on what they are reporting, fire EMS or Law Enforcement but complicates the call triage process and can increase response times.
 - This then transfers call processing responsibilities to dispatchers which may be distracting from their radio-focused work.
 - This can also create delays in the overall time it takes to process a call in CAD for dispatch & response.
 - The number of potential call types that call receivers select appears to be complicating call processing, particularly in the Fire/EMS domain. This creates opportunities for errors, delays & complaints.

AGENCY DISPATCH

- The dispatching and radio protocols in the law enforcement domain appeared consistent with industry norms. Several different positions were observed, and each interacted with field units in a timely and effective manner.
- The Fire/EMS dispatching is much more complex.
 - The larger departments with career personnel present few challenges, having apparatus that are routinely staffed and able to respond to dispatch assignments identified in CAD. These departments also have the staffing depth to handle more of their responses with their own resources, so dispatching outside units into their areas is less frequent.

- The major challenge is with the large number of small and volunteer departments. Each has been allowed to adapt their response allocations to fit their local needs, and often these responses do not directly align with the inherent logic in the CAD system to fill a dispatch assignment thru concentric proximity search algorithms.
- With the agencies unable or unwilling to establish more standardized response patterns, the Center must adapt by maintaining an extraordinarily large number of individualized response and resource allocations in CAD to meet the unique wishes of each agency.

TRAINING

- PEMA's February 2018 review process found that the training program met the state requirements. The program is also certified as meeting the Minimum Training Standards for Public Safety Telecommunicators developed by the Association of Public-Safety Communications Officials (APCO).
- The training program is supported by a team of 5 training supervisors who handle program content and classroom training. They are supplemented by a group of Communications Training Officers (CTOs) that handle on-the-job training as personnel move through the training and checkoff process for the individual disciplines in the center. This is a far larger training team than IXP typically finds in centers of this size with only 57 positions identified for call taking and dispatch functions.
- IXP found, that even with all these resources, not all call receivers are EMD trained, creating the call taking challenges mentioned earlier. Given the high personnel turnover rate and the lack of EMD trained call receivers, EMD training needs to be brought in-house and prioritized. Further compounding the issue is that there appears to be disconnects as a new hire moves out of initial classroom training and into CTO training on the floor.
- Floor personnel are not being aggressively moved through training and check-off on all positions in the center. This creates situations where a shift may have enough people report to work to fill minimum staffing count requirements but lack enough people with the correct qualifications to fill all positions. This results in having Supervisors work an unfilled position and overtime being used to hire-back personnel with a sufficient skill set.
- While Supervisory training conducted is noted in the PEMA review, this training is more operationally/functionally oriented rather than on supervisory skills such as leadership, coaching, performance monitoring, etc., all of which are critical to being a successful supervisor.

QUALITY ASSURANCE

- PEMA's February 2018 review process found that the Quality Assurance (QA) program met state requirements. Staff advised IXP that EMD QA requirements are also being met. All of these requirements are consistent with industry norms.

- The QA program is supported by a team of 4 personnel who review telephone calls and radio traffic workload distributed across the group. Formal QA reviews for personnel are also performed and feedback to the EEs is provided with coordination to the Shift Supervisors and Training group. The team also supports other functions such as public education and recruitment for the current workload.
- This is a much larger team than IXP typically encounters for agencies of this size. Further, we often see a tighter linkage and cross-functionality in Training and QA teams being combined. These blended teams often achieve better outcomes in both functional domains and accomplish the mission with a smaller number of personnel.
- QA processes also benefit when feedback loops can be established with the customer agencies. As part of a routine and healthy dialog with the agencies, it is good for them to know that quality targets/metrics are being met and to identify any opportunities for improvement on the field side to create better overall QA review outcomes. There also appears to be a lack of reporting or management documentation on actual efforts of the QA process to gauge effectiveness and workflow.

IT SUPPORT

- The Comm Center IT support team has been reorganized into the countywide IT support structure. This brings a broader mix of skills and experience to IT issues at the comm center, and over time will create a larger pool of personnel familiar with comm center systems.
- IXP has seen similar IT support relationships work well for centers of this size, but caution is advised. Supporting emergency communications centers is a very unique challenge and different even than supporting other 24X7 operations. There is a much tighter operational need for IT systems to work as expected and this requires support models to be uniquely tailored. The most prominent area where we have seen challenges in other agencies is in the support of CAD systems. These systems require unique skill sets combining both IT expertise and operational expertise.
- The current center support model for the CAD system has a team of 4 personnel responsible for the operational and administrative aspects of the CAD system. They also provide the support of ancillary resource data and docs used by call receivers and dispatchers on the 'admin' PC. The overall IT support model needs to recognize that CAD administrators need to perform tasks within CAD that often also require "IT" server support. This needs to be accomplished in a timely manner and with coordination so that the routine work of the CAD team (and sometimes live operations) are not adversely impacted.
- It was also noted that current lifecycle management practices for workstations and back-end systems/network strategies meet or exceed industry norms.

GIS SUPPORT

- GIS needs are supported by a team of 3 personnel who face a wide variety of challenges.
- With 72 municipalities, each in control of their own addressing schemes, it is a constant challenge to keep the 9-1-1 GIS and related databases up to date as new developments go in or changes are made.
- Work is also getting underway statewide to be ready for Next Generation 9-1-1, which will require extensive GIS work to establish (and then maintain) the ‘address points’ needed for NG9-1-1 geospatial call routing.
- The team also supports a wide variety of GIS/mapping needs in CAD and for response map books. This is particularly challenging in the response zone maps for the multitude of individual LE, Fire and EMS agencies.
- CAD maps are updated every-other week to keep up with all the changes, and this requires individual loads to each CAD workstation, both at the Center and at the Long Term Backup Facility (LTBF).

RADIO AND MOBILE DATA

- Support for the radio and MDC systems is accomplished with a blended team:
 - The 911 Project Manager (reporting to the Director)
 - A 3-person Radio team (reporting to the Deputy Director)
 - A 3-person MDC team (reporting to the Deputy Director)
 - This group of personnel seems appropriately sized for the mix of responsibilities and the size of the enterprise. The different reporting relationships coupled with the CAD and other teams reporting to the Director, limit some of the opportunities for focused leadership and close coordination. It is more typical in other similar size operations to find a single group of technical support functions (CAD, GIS, MDC, Telephones, Logging/Recording, facility systems, etc.) all rolled up under a Deputy Director position specifically focused on supporting the ‘infrastructure’ that keeps the operation running.
- This kind of cross-functional teaming also improves system planning and implementation when new systems and or modifications/enhancements are installed. One such example is the anticipated implementation of Crew Force for mobile data functionality in the Fire/EMS domain. Blending these teams into a cohesive support model also creates better cross-awareness of issues which can be more responsive to both the needs of the Center and the customers. It also may create an opportunity to examine overall sizing and skill-sets in the team in the future.
- While the MDC program has a pretty well defined lifecycle management approach based on the lease cycles for devices, the same is not true for the radio system. Long term financial strategies need to be developed to support lifecycle needs within that particular infrastructure. Even though the user agencies are responsible for their own devices, IXP’s experience with multiple other clients has

found that the user agencies seldom plan effectively for these needs. This creates huge political churn when the inevitable need arises to replace devices to keep the overall system operating effectively.

SCOPE

The Scope function in the center is the single point of entry and management of all warrants, warrants and related criminal justice process for the entire County. This group provides a unique blending of support for these functions but still functions in the comm room setting.

- The fact that much of the work in this unit is dictated by independent entities in the legal system adds to the complexity and demands of staff.

SCHEDULING

- The scheduling and time-keeping for the center is a complex process. The lack of a majority of personnel fully cross-trained to work any position creates complex mixes of regular-time and over-time (and occasionally admin staff that have retained dispatch certifications and can work OT) scheduling to meet desired shift strengths.
 - Recent reduction's in minimum staffing levels has helped make scheduling easier and reduced the need for OT.
 - A significant amount of supervisors' time is spent getting vacancies filled and often mandating overtime or extension of shifts to meet minimum staffing.
 - Schedule Express is used to post all schedules, only a month in advance. The Daily Supervisor Log tracks actual hours and positions worked, which is then used to update Schedule Express to "actuals" for payroll purposes.
 - Schedule Express information is then used to manually populate TimeForce with the 'schedule' (which is actually the 'actual') and then post hours against that schedule for payroll processing.
- Shift re-bidding is done 2 times per year, which creates its own set of challenges.

ADMIN & SUPPORT

- As noted in other specific functional areas, the organization is extremely flat with Admin and Support functions separated in discrete functional roles or groups. This increases the risk of things becoming siloed and decreases opportunities for focused leadership and synergy.
- Having an on-site representative from County HR has a significant benefit. Not only does it provide a neutral person that EEs can go to with benefit or process questions, it also helps integrate the structure needed for good HR management (structured recruiting, testing, hiring, performance monitoring, and progressive discipline when needed). It also creates an appropriate separation of

these processes from any final authority at the Director level to focus on problem resolutions or rendering decisions on discipline or discharge if warranted.

SECTION 4 – RECOMMENDATIONS

- The organizational structure needs a thorough review and overhaul. The structure needs to become more ‘vertical’, and functions need to be grouped under effective leaders that can better focus on leadership and guidance of the functions under their responsibility.
- The training and QA processes need to be better integrated with operations, and a strong emphasis needs to be placed on getting all call receivers EMD trained, and all of the Telecommunicators fully cross trained. Training for career advancement also needs to focus more on the leadership and supervision skills needed.
- Formal customer engagement processes need to be established to improve communications with customer agencies, move away from a complaint-based relationship, and move towards more cooperative and collaborative styles of interaction.
- The revised customer engagement process needs to be used to work with the Fire/EMS community to arrive at operational models that are easier for the comm center to execute timely and accurately. This will require adaptations and ‘compromise’ from multiple parties, but it will be the only way to achieve any lasting outcomes.
- Replacement of the CAD system (which may not even be needed) should not even be considered until a healthy and collaborative relationship is in place between the comm center and the customers so that they also have a stake in the process.
- An improved customer interaction model should also be used to establish mutually acceptable performance expectations and metrics, so the organization can develop mechanisms to routinely measure and manage against.
- Accomplishing this level of business process reengineering is extremely difficult to accomplish for incumbent leaders/staff with the restrictions imposed by the current work rules. Being the functionaries for maintaining routine operations are a totally different set of skills than driving organizational change. The Comm Center needs to be operationally rebuilt to meet the functional, performance and financial needs of the community.