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TO: Conan Smith
Chair, Ways & Means Committee

THROUGH: Robert E. Guenzel
County Administrator

FROM: Jerry Clayton
Sheriff

DATE: November 4, 2009

SUBJECT: Approve organizational changes within the Sheriff's Office Central Dispatch and Emergency Management Divisions to improve customer service

BOARD ACTION REQUESTED:

It is requested that the Board of Commissioners eliminate 4 Dispatch Operations Supervisor positions, create 2 Communications Operator Positions, remove 1 Communications Operator position from hold vacant status and make it grant status, create 1 Dispatch Operations Coordinator position, and create 1 Emergency Planning Coordinator position within the Office of Sheriff to improve customer service levels.

BACKGROUND:

The Sheriff's Office has been working diligently to co-locate Washtenaw Central Dispatch within the Ann Arbor Police dispatch facility to reduce the cost of doing business. Simultaneously, significant efforts have been undertaken to assure that our positions and job descriptions more closely align with the needs of the community we serve.

DISCUSSION:

Washtenaw Central Dispatch has been confronted with both a staffing shortage and record call volumes, which translates into high overtime costs and a substantially increased employee workload. To temporarily address the short staffing issue, Dispatch Supervisors have been filling at least three dispatcher shifts per week and every member of the staff has been forced to take on numerous overtime shifts. These facts, combined with Central Dispatch handling over 120,953 9-1-1 calls with only nine full-time dispatchers in 2008, requires that we take decisive action to address all staffing, service, and call volume issues as soon as possible.

Over the last 90 days, a careful assessment of our available resources and current Central Dispatch service levels was completed, and the very real potential of increased demands for 9-1-1 dispatch services in the future was identified. Combining these findings into one initiative with the overarching goal of providing the best Central Dispatch services possible led to the development of a more effective structure. This new structure combines Central Dispatch with the Emergency Management Division, forming an Emergency Services Division within the Office of the Sheriff. Under this new budget-neutral structure, all of the responsibilities assigned to Central Dispatch and Emergency Management are preserved, while front-line service levels are improved and expertise within these previously discreet functions is leveraged. Please refer to the attached organizational chart for a graphic representation of the new structure. No changes to the other existing positions shown in the chart are requested. In addition to these budget-neutral structural changes, it is also requested that the "hold vacant" status be removed from the one remaining Communications Operator position in order to continue our efforts in reducing overtime expenses and to provide an appropriate service level in Central Dispatch for the addition of local police dispatching service contracts. This position may be earmarked as "grant status" and will combine with additional part-time 9-1-1 call takers funded by these contracts to further address the service levels that are necessary when extending Central Dispatch services to local units of government.

IMPACT ON HUMAN RESOURCES:

This action will result in the elimination of Four (4) 1.0 FTE status Dispatch Operations Supervisors (COAM) and the creation of Two (2) 1.0 FTE status Communications Operators (POAM), One (1) 1.0 FTE status Dispatch Operations Coordinator and One (1) 1.0 FTE status Emergency Planning Coordinator. One 1.0 FTE status Communications Operator position will be removed from hold vacant and made grant status.

IMPACT ON BUDGET:

All position changes described are budget neutral, with the exception of the hold vacant Communications Operator position. This position, if authorized, will be filled provided that an appropriate revenue stream is created and maintained through contracting for services ("grant status").

IMPACT ON INDIRECT COSTS:

None

IMPACT ON OTHER COUNTY DEPARTMENTS OR OUTSIDE AGENCIES:

None

CONFORMITY TO COUNTY POLICIES:

This request conforms with County policy and the Emergency Management resolution.

ATTACHMENTS /APPENDICES:

Position Modifications

Organizational Chart

Dispatch Operations Coordinator position description

Emergency Planning Coordinator position description

A RESOLUTION TO APPROVE STRUCTURAL CHANGES WITHIN THE OFFICE OF THE SHERIFF TO IMPROVE CENTRAL DISPATCH AND EMERGENCY MANAGEMENT CUSTOMER SERVICE

WASHTENAW COUNTY BOARD OF COMMISSIONERS

November 4, 2009

WHEREAS, the Sheriff's Office has been working diligently to co-locate Washtenaw Central Dispatch within the Ann Arbor Police dispatch facility to reduce the cost of doing business; and

WHEREAS, significant efforts have been undertaken to assure that the positions and job descriptions under the Office of the Sheriff more closely align with the needs of the community; and

WHEREAS, Washtenaw Central Dispatch has been confronted with both a staffing shortage and record call volumes, which creates high overtime costs and a substantially increased employee workload; and

WHEREAS, Central Dispatch handled more than 120,000 9-1-1 calls in 2008 with only nine full-time dispatchers; and

WHEREAS, assessments of available resources and current Central Dispatch service levels has been completed, and the potential of increased future demands for 9-1-1 dispatch services have been identified; and

WHEREAS, the development of a more effective structure has been developed that combines Central Dispatch with the Emergency Management Division, forming an Emergency Services Division within the Office of the Sheriff to provide the most efficient Central Dispatch services possible; and

WHEREAS, Under this new budget-neutral structure, all of the responsibilities assigned to Central Dispatch and Emergency Management are preserved, front-line service levels are improved, and expertise within these previously discreet functions are leveraged; and

WHEREAS, this matter has been reviewed by Corporation Counsel, Human Resources, the Finance Department, the County Administrator's office, and the Ways & Means Committee

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby approves the reorganization of Emergency Management and Central Dispatch into one Emergency Services Division under the Office of the Sheriff.

BE IT FURTHER RESOLVED that the Washtenaw County Board of Commissioners hereby approves the position changes and job descriptions attached hereto.

Position #	Position Title	Grade	Group	Create	Eliminate
6101-0001*	Dispatch Operations Supervisor	61	17		1.0
6101-0002*	Dispatch Operations Supervisor	61	17		1.0
6101-0003*	Dispatch Operations Supervisor	61	17		1.0
6101-0004*	Dispatch Operations Supervisor	61	17		1.0
5606-0016**	Communication Operator	56	16	1.0	
5606-0017**	Communication Operator	56	16	1.0	
2950-0001**	Emergency Planning Coordinator	29	32	1.0	
3063-0001**	Dispatch Operations Coordinator	30	32	1.0	

***Effective January 2, 2010**

****Effective January 3, 2010**

Position #	Position Title	Grade	Group	Remove Hold/Vacant
5606-0004*	Communication Operator	56	16	1.0

***Grant Status effective January 3, 2010**

Washtenaw County

JOB DESCRIPTION

Job Code: 2950
Authorization: 09-
Employee Group: 32

CLASS TITLE: EMERGENCY PLANNING COORDINATOR
DEPARTMENT: Office of the Sheriff - Emergency Management Division
FLSA STATUS: Exempt

JOB SUMMARY

Under the supervision of a higher classified employee, the Emergency Planning Coordinator performs committee staffing and project management duties in the areas of equipment acquisition, training, exercising, and coordinated response planning for local and regional homeland security and emergency management initiatives.

The Coordinator will represent the Office of the Sheriff - Emergency Management Division on various homeland security committees and working groups, as assigned.

The Coordinator will also provide response procedural guidance and technical support to both internal county personnel and external public safety and health officials as required.

EXAMPLES OF DUTIES

Essential Duties:

- Provides staff support and project management for assigned homeland security and emergency management committees and projects.
- Serves on various committees related to homeland security and emergency management, as assigned.
- Assists and coordinates homeland security and disaster response preparedness and exercise planning and analysis with local, county, regional, state, and federal agencies and with other public and private organizations.
- Assists with reviewing and updating Washtenaw County's Emergency Action Guidelines and other related response planning documents, especially as it

pertains to preparedness and response to acts of domestic and international terrorism.

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- May be placed on-call to respond to the Emergency Operations Center or for field deployment due to crisis events.
- Performs other related duties as assigned.

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

EMPLOYMENT QUALIFICATIONS

Knowledge of:

- Homeland Security grant programs and procedures.
- Principles and practices of emergency management.
- General procedures of public safety and health response organizations.
- Techniques for communicating with individuals of various socio-economic groups, sometimes in difficult circumstances.
- Applicable federal, state and local laws and regulations.
- Research, data analysis and report preparation techniques.
- Computer applications related to the work, and also possess the ability to learn new technologies related to emergency response.
- Correct oral and written English usage.
- Standard office practices, including the operation of standard office equipment.
- Basic budgetary principles and practices.
- Basic principles and practices of public administration.

Skill in:

- Public speaking, instructional program development and delivery.

- Interpreting, applying and explaining complex laws, policies and regulations.
- Setting priorities, coordinating multiple projects and meeting critical deadlines.

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- Using sound, independent judgment within established guidelines, often in difficult or emergency situations.
- Preparing clear, concise and effective written materials, maintaining accurate records and files, and entering and retrieving information from a VDT terminal with sufficient speed and accuracy to perform the required work.
- Establishing and maintaining effective working relationships with those contacted in the course of the work.

PHYSICAL DEMANDS

Duties require sufficient mobility to work in a normal office setting and use standard office equipment including a computer, vision to read printed materials and a VDT screen and hearing and speech sufficient to communicate in person or over the telephone and/or using radio communications equipment. Must be physically capable of responding to emergency situations in various locations throughout the community.

These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

EDUCATION

Bachelor's degree or equivalent in Public Safety, Health, Fire Science, Criminal Justice, or a field related to the work is preferred.

EXPERIENCE

At least two (2) years of experience as an Emergency Manager or Disaster Planner, and a minimum of two (2) additional years of professional experience.

LICENSES AND CERTIFICATIONS

Possession of a valid Michigan Operators License.

Michigan State Police certification as a Professional Emergency Manager.

Possession of a Hazardous Materials First Responder Operations program certificate of completion.

Possession of a National Incident Management System ICS-300 and ICS-400_program certificate of completion.

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OTHER SPECIAL REQUIREMENTS

Must initially and periodically pass a comprehensive background check.

Must be willing to respond to emergency situations on a 24-hour on-call basis.

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all inclusive. Incumbents may be requested to perform job-related duties other than those outlined above and may be required to specific job-related knowledge for successful job performance.

Washtenaw County

JOB DESCRIPTION

Job Code: 3063
Authorization: 09-
Employee Group: 32

CLASS TITLE: DISPATCH OPERATIONS COORDINATOR
DEPARTMENT: Office of the Sheriff – Emergency Management
Division
FLSA STATUS: Exempt

JOB SUMMARY

Under administrative direction, plans, organizes, directs, reviews and evaluates Central Dispatch programs, personnel and activities. Develops, recommends and implements policies and procedures to ensure maximum service delivery within the guidelines established by the Sheriff's Office. Ensures integrity and effectiveness of such services and compliance with federal and state rules and regulations. Provides professional level counseling and direct services to customers, as well as administrative support to the division director and other functional groups within the agency. Provides professional and technical assistance training to staff regarding department policies, procedures, and special initiatives. Performs related work as assigned.

EXAMPLES OF DUTIES

Essential Duties:

- Assists in the development and implementation of Central Dispatch goals, objectives, policies, procedures and work standards.
- Plans, assigns, directs, reviews, documents and evaluates the work of Central Dispatch personnel. Selects personnel and provides for their training and professional development. Interprets applicable laws, regulations and Sheriff's Office policies to subordinates.
- May assist in the preparation of the Central Dispatch Budget including but not limited to monitoring expenditures and preparing periodic financial reports.
- Participates in program planning and evaluation. Monitors, evaluates and ensures quality control.

- Confers with other Sheriff's Office personnel and implements appropriate changes in level of staffing and service delivery as required.

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- Coordinates dispatch center activities with Sheriff's Office leadership and other agencies to ensure seamless and integrated customer service.

- Serves on a variety of committees related to emergency communications and public safety.

- Acts as a liaison and represents the Sheriff's Office in meetings with Boards, Committees, Commissions, regulatory and other governmental agencies, business and community groups and citizen customers as assigned by the division director.

- Develops and implements procedures, forms and processes to ensure that Central Dispatch record keeping and report submission activities are in compliance with federal and state regulations, contractual agreements, and Sheriff's Office expectations.

- Analyzes information, evaluates alternatives and makes recommendations. Prepares narrative and statistical reports of findings. Develops, revises and implements policies and procedures and business process improvements.

- Uses standard office equipment including personal computers in the course of the work, as well as specialized Enhanced 9-1-1, 800 MHz, and other dispatch technologies. May drive a County or personal vehicle in the course of the work.

- Performs all other related duties as assigned.

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

EMPLOYMENT QUALIFICATIONS

Knowledge of:

- Management and leadership principles and practices, including goal setting, program and budget development and administration.

- Principles and practices of employee supervision.

- Basic knowledge of statutes and regulations related to dispatching including radio communications and Enhanced 9-1-1.
- Funding sources and community resources for support of Central Dispatch programs and activities.
- Basic budgetary principles and practices.

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- Research, data and information analysis, and report preparation techniques.
- Office administrative principles and practices, including the operation of standard office equipment.
- Computer applications related to the work.
- Basic principles of public administration, including the functions of elected and policy-making Boards and Commissions.
- Basic computer applications related to the work.
- General and financial recordkeeping and information management.
- Basic public information and presentation techniques.

Skill in:

- Working cooperatively in a team and larger organizational setting.
- Planning and conducting meetings.
- Interpersonal communication.
- Preparing clear, concise and effective written materials.
- Planning, organizing, directing and reviewing the work of others.
- Training others and providing for their professional development.
- Collecting, analyzing, interpreting and evaluating varied information and data.
- Interpreting, applying and explaining complex policies, laws and regulations.
- Setting priorities, coordinating multiple projects and meeting critical deadlines.

- Using sound, independent judgment within established policy and procedural guidelines.
- Analyzing complex administrative and operational problems, evaluating alternatives and implementing sound recommendations.
- Maintaining accurate records and files.

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- Representing the Sheriff's Office effectively in meetings with Boards and Commissions, governmental agencies, business and community groups and the public.
- Establishing and maintaining effective relationships with those contacted in the course of the work.

PHYSICAL DEMANDS

Duties require sufficient mobility to work in a normal office setting and use standard office equipment including a computer, vision to read printed materials and a computer screen and hearing and speech sufficient to communicate in person or over the telephone. Must be able to bend, reach and lift up to twenty-five (25) pounds.

These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

EDUCATION

Equivalent to possession of a Bachelor's degree with major coursework in public safety, communications technology, public administration or business, or a closely related field. Additional or advanced degree(s) or certificate coursework is desirable.

EXPERIENCE

Three (3) years experience as a 9-1-1 Center dispatcher and an additional three (3) years of 9-1-1 supervisory or managerial experience in a public agency or comparable setting is required.

LICENSES AND CERTIFICATIONS

Must possess a valid driver's license and be able to work at any designated work site.

Must meet qualifications to be a LEIN (Law Enforcement Information Network) operator.

Dispatcher Certification from the Associated Public Safety Communications Officers or the Michigan Commission on Law Enforcement Standards is preferred.

OTHER SPECIAL REQUIREMENTS

Must initially and periodically pass a comprehensive background check.

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all inclusive. Incumbents may be requested to perform job-related duties other than those outlined above and may be required to increase specific job-related knowledge for successful job performance.