



Crossville-Cumberland County Central Communications Center
42 Southbend Drive • Crossville, TN 38555
(931) 484-2230 • Fax: (931) 484-6496

To: Cumberland County Finance Committee Members
From: Rodney Shoap, E-911 Dispatch Director *RMS*
Date: July 17, 2018
Re: Recommendation of additional dispatch positions FY 2018/19

Dear Commissioners,

We met in a Finance Committee meeting earlier this year and I explained my request for an additional 8 full time positions for the Crossville – Cumberland County Central Communications Center. That justification was based on the following information:

1. Increases in call volume to our public safety partners of 6%;
2. A perception among our public safety partners that dispatch needed to improve their processes and services; and,
3. A minimum staffing model established for Public Safety Answering Points (PSAP) of 6 dispatchers per shift for a (PSAP) serving a county our size. (The model was published in a study by the University of Nevada in Las Vegas – UNLV and has been accepted by the Association of Public Safety Communications Officials (APCO) and the Commission on Accreditation for Law Enforcement Agencies – (CALEA).

Attached to this letter is a report noting the number of dispatched calls for service comparing January through June of 2017 to the same time period for 2018. Dispatched calls have increased by 6%. We are in a pattern to exceed 100,000 service calls dispatched this year.

Attached to this letter is a report reflecting the dispatch staffing levels. During the last half of 2017 we averaged 39.9 (4-hour shifts) per month in which we only had 3 dispatchers on duty. This creates a safety hazard and on April 8, 2018 we did miss 911 calls coming into our dispatch center. There are other times we missed 911 calls as well.

In 2018 we improved the numbers of times we had only 3 dispatchers on duty from 39.9/month to 27.3/month (a decrease of 31%). While this is an improvement, it still is an unacceptable level of service.

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The last report I am attaching to this letter is titled, 'Dispatch Shift Modification'. While there are many reasons people do not report for duty, sickness is the most used. We experience work absences every day and in an effort to control overtime, we change member's schedules. We are changing a member's schedule at least once every day and we still overused the overtime budget.

Problems shift modifications cause:

1. Member's cannot count on their schedule to be accurate from day to day and they have a difficult time planning any personal life outside of work;
2. Many members are working overtime to cover extra shifts and become frustrated, and exhausted from being over-worked; and,
3. Exhaustion in the workplace causes department issues amongst members and teamwork becomes compromised.

While I realize Cumberland County has limited funds with which to develop their workforce; in public safety, it all begins with a phone call. Whether it is for law enforcement, fire or emergency medical assistance, it all begins at E-911. If we don't perform well, it starts the entire process off wrong and makes it difficult for our partners to recover.

In closing, I requested 8 full time dispatchers. After discussions with commissioners, I know that will not be a realistic request. However, as a public safety planner and professional with over 30 years of experience, I recommend that we find a way to add some number of full time positions to the dispatch center.

Thank you for your time and consideration.

Agency	County	1.2017	F.2017	M.2017	A.2017	M.2017	1.2017	Total	1.2018	F.2018	M.2018	A.2018	M.2018	1.2018	Total	Change
Sheriff		2780	2786	3063	3011	3148	3237	18,025	3397	3211	3448	3407	3674	3699	20,836	16%
CC Fire		122	109	149	162	134	108	784	105	93	114	146	116	136	710	-9%
EMS		1031	982	1076	1088	1086	968	6231	1186	991	1153	1135	1118	1184	6767	9%
FFGP		269	197	296	350	378	303	1793	348	250	301	284	376	328	1887	5%
FFGF		26	37	72	66	64	73	338	20	8	19	12	16	16	91	-73%
Tansi Totals		163	130	207	207	219	174	1100	168	193	321	278	304	320	1584	44%
	City	4391	4241	4863	4884	5029	4863	28,271	5524	4746	5356	5262	5604	5683	31,875	13%
CPD		2708	2670	2862	2627	2829	2572	16268	2598	2586	2579	2457	2654	2535	15409	-5%
CFD-1		162	162	194	171	193	161	1043	255	180	199	189	210	200	1233	19%
CFD-2		69	62	66	76	118	106	497	114	68	80	94	103	93	552	11%
C-Total		2939	2894	3122	2874	3140	2839	17,808	2967	2834	2858	2740	2967	2828	17,194	-3%
	State	227	173	260	263	242	247	1412	230	224	260	277	294	344	1629	15%
TWRA		4	2	4	3	4	3	20	6	3	2	7	0	10	28	40%
ST. RANGERS		3	9	3	7	10	1	33	7	3	3	5	7	6	31	-6%
G-Total		7564	7319	8252	8031	8425	7953	47,544	8734	7810	8479	8291	8872	8871	50,757	6%

Crossville - Cumberland County Dispatched Service Calls

Prepared by
Penny Amsden

Dispatch Staffing Levels

Prepared in 4 hour shifts:

<u>Month:</u>	<u>3 on Duty:</u>	<u>4 on Duty:</u>	<u>5 on Duty:</u>	<u>6 on Duty:</u>
1. Jul. 2017	36	53	85	8
2. Aug. 2017	35	49	77	21
3. Sep. 2017	49	47	67	15
4. Oct. 2017	42	44	85	15
5. Nov. 2017	39	45	72	24
6. Dec. 2017	<u>38</u>	<u>52</u>	<u>86</u>	<u>10</u>
Total:	239	290	472	93
Average:	39.8	48.3	78.6	15.5

7. Jan. 2018	34	62	72	17
8. Feb. 2018	32	51	65	10
9. Mar. 2018	17	47	101	8
10. Apr. 2018	30	43	84	21
11. May 2018	25	44	96	20
12. Jun. 2018	<u>26</u>	<u>48</u>	<u>96</u>	<u>20</u>
Total:	164	295	514	96
Average:	27.3	49.1	85.6	16

Goal #1: Decrease Column #1 (3 on Duty): Decrease by 31%.

Goal Achieved.

Goal #2: Increase Column #2 (4 on Duty): Increase by 2%.

Goal Achieved.

Goal #3: Increase Column #3 (5 on Duty): Increase by 8%.

Goal Achieved.

Goal #4: Increase Column #4 (6 on Duty): Increase by 3%.

Goal Achieved.

From: <support@cumberlandtn911.org>
 support@cumberlandtn911.org
 Subject: Shift Report 2018/04/08
 Date: ~~Apr 8, 2018 at 6:50:07 AM~~
 To: <commdirector@cumberlandtn911.org>
 commdirector@cumberlandtn911.org,
 <eric.ritzman@cumberlandtn911.org>
 eric.ritzman@cumberlandtn911.org,
 <rodney.shoap@cumberlandtn911.org>
 rodney.shoap@cumberlandtn911.org,
 <planners@cccema.org> planners@cccema.org

This Email was Generated on 4/8/2018 6:50:07 AM

Date: 04/08/2018	
Shift Number: Third	Name: MISTY 3A-7A
Station 6: -	Station 1: TRISTAN - CITY
Station 2: TAYLOR - COUNTY	Station 3: -
Station 4: MISTY - CALL TAKE	Station 5: -
Check Email?:	
Events Noted: Other	
Comments: CAD # 26431.. 1046 ON I40 JUST AFTER SHIFT CHANGE WITH ONLY 3 OPERATORS, MISSED MULTIPLE ON LINES DISPATCHING UNITS , CALLING AGENCIES, AND ANSWERING 911S AS ABLE. ON THE ONES THAT WERE MISSED, WE VERIFIED THAT THEY DID CALL BACK AND WERE SPOKEN TO DURING THE INCIDENT.	Other Comments: COMPUTERS RESTARTED

Dispatch Shift Modification

<u>Month:</u>	<u>No. Schedule Changes:</u>	<u>Schedule Changes/Day</u>
1. Jan. 2018	48	1.5/Day
2. Feb. 2018	33	1.2/Day
3. Mar. 2018	40	1.3/Day
4. Apr. 2018	37	1.2/Day
5. May 2018	41	1.3/Day
6. Jun. 2018	<u>44</u>	1.5/Day
Total:	243	
Average:	40.5/Month	

Sick Time Used: Last Half 2017: 1,118
First Half 2018: 1,249 (Not included, one member out several months)
(Not including all other reasons for missing work)

Last Half of 2018 Prediction: 3 – Child Births
2 – Surgeries