

**WHAT CRITERIA SHOULD BE USED TO DETERMINE HOW  
MANY COMMUNICATION OPERATORS ARE TO BE  
ASSIGNED ON ANY GIVEN SHIFT?**

Sergeant David Pawlak  
Skokie Police Department

A Staff Study Submitted to the  
Northwestern University Center for Public Safety  
School of Police Staff & Command  
Class #282  
Evanston, IL

## **What Criteria Should Be Used To Determine How Many Communication Operators Are To Be Assigned On Any Given Shift?**

### **Problem**

Currently a problem exists in the Skokie Police Department communications center. The communications center dispatches emergency and non-emergency calls for services for both the Skokie Police Department and Skokie Fire Department. The problem the communications center faces is two-fold; are the current staffing levels appropriate and are the work hours assigned in a way to maximize efficiency. The communications center has already greatly exceeded its overtime allocation for this fiscal year to cover shift shortages (Appendix A). In addition to the specific need to determine appropriate levels so staffing shortages or excesses can be addressed, there are other issues that need to be considered. Officer safety, budgetary needs, and community expectations are to be maintained and balanced as well as keeping in line with industry standards.

This problem is further complicated by the tough economic times, wherein the Village of Skokie has implemented a department wide hiring freeze and will only be lifted on a case-by-case basis based on exigent circumstances. However, the task remains to find a solution that balances all the aforementioned factors.

### **Assumptions**

- Continued use of overtime to maintain current communication operator staffing levels may not take community financial expectations into account.
- Communication operator working conditions as outlined in their job description will not change.
- During the remainder of this budget cycle and the entire next budget year it is expected the economy will not recover enough to lift the village wide hiring freeze.
- Without a defined communication operator staffing level, police and fire officer safety may be jeopardized.

## **Facts:**

- The communications center has already greatly exceeded its overtime allocation for this fiscal year, and has exceeded allowance over the past four years to cover shift shortages (Appendix A).
- The Village of Skokie currently authorizes 17 full time communication operators and two part time communication operators (Appendix B).
- Previous attempts to fill and retain two part time communication operators have failed. (Appendix C)
- Communication operators are responsible for dispatching both police and fire personnel to almost 48,000 calls for services in 2008 (Appendix D).
- In 2008 the Village of Skokie Communication Center processed over 150,000 incoming phone calls (Appendix E).
- The Village of Skokie Communication Center is staffed 24 hours a day, 365 days per year and is located within the Skokie Police Department.
- Taking training, days off, average sick time usage etc., into account the average communications operator is available to work about 1,700 hours per year (Appendix F).
- Officer safety concerns have been brought to the forefront in a memo from the police union (Appendix G).

## **Discussion**

The Village of Skokie currently authorizes 17 full time communication operators and two part time operators to dispatch police and fire units located within the village limits. However, at this current time, only 15 full time operators and no part time operators are employed within the communications center. Additionally, the issue of current staffing levels is complicated by a hiring freeze taking place throughout every department in the Village of Skokie. Nonetheless,

the communications center has historically had trouble maintaining their staffing levels to the authorized amount due to several factors including retirement, high turnover, in addition to finding and retaining qualified part time operators (Van). Filling the number of authorized operators appears to be a substantial challenge for communication centers within labor markets where larger centers are located, presenting alternative employment (APCO p12). Furthermore, recent attempts in hiring to full capacity have been met with resistance by upper village hall officials due to current strenuous economic times (Van).

The Village of Skokie has several options to consider in addressing adequate staffing levels:

1. Maintain the current system of staffing, utilizing fixed shifts and a fixed day off grouping of six days on two days off, six days on two days off, five days on three days off, five days on three days off. Police officers would be utilized in supplementing vacant positions and overtime will continue to be paid.
2. Make a concerted effort to maintain the authorized full staffing level of 17 dispatch operators, convert the current two part time positions into one full time position and utilize ten-hour shifts.
3. Make use of mathematical formulas to calculate the appropriate staffing levels needed.

In examining **option number one** of maintaining the current configuration several items need to be delineated. As previously indicated overtime has exceeded this fiscal year's current projection. "Overtime can be a very important component of employee satisfaction and retention" (APCO p15). It is evident that mandatory overtime can put an additional stressor upon the job and potentially reduce employee satisfaction, especially if the overtime is presented at the last minute. If the minimal to moderate opportunities for overtime develop coupled with being voluntary in nature, it is implied earning potential increases and coupled with flexibility and advanced notice, consequently job satisfaction would rise.

Utilizing six days on two off (times 2), five days on three off (times 2) work schedule presents itself with a narrow array of possibilities. Considering an eight-hour shift is coupled with this schedule, one could assume this is the closest shift duration as a majority of jobs within the United States. Typically an eight-hour shift would offer 91 days off per year. In an informal

survey conducted by a communications supervisor at the Skokie Police Department, 11 surrounding agencies were sampled and every agency polled had abandoned the eight-hour shift in favor of longer shifts with increased days off which had resulted in lowered sick usage and increased job satisfaction (Rapp).

In an effort to reduce overtime expenditures police officers have been used to fill vacant communications operator positions. This has significantly reduced overtime since its inception but it has not been eliminated (Van). However, community concerns have not been polled in this matter. It is speculated that viewpoints on this modification of an officer's duties could range from it being an appropriate use of resources, to a wasteful use as a police officer is highly trained and acting a communications operator is not within their job function. Officer safety concerns also need to be evaluated as this leads to one less available officer, and every officer lost from the street may negatively impact not only fellow officer safety concerns but community expectations as well.

**Option number two** examines the possibility of maintaining the authorized staffing level of 17 communication operators and converting the two part time positions to one full time position for a total of 18 operators. In addition, it also includes moving from eight to ten-hour shifts. Maintaining a full staff of 18 operators is not only expensive endeavor to afford the annual salary of approximately \$59,000 per dispatcher (Attachment A), but it requires the Village of Skokie to make an exception to the hiring freeze, requiring an extensive time commitment by management. Likewise, understaffing may lead to the potential of litigation, organizational frustration, and lower community satisfaction. In briefly highlighting litigation concerns, tough economic times, and lack of monetary resources to fully staff a communication center, are unlikely to prevail in a court argument.

There are varying viewpoints to increasing to a ten-hour day. Most obvious is longer than average workday (eight hours vs. ten hours). Working a longer day would offer the operator less time with their family in their off time on any given work day. Consequently ten-hour shifts will provide 146 days off per year as compared to 91 days off in an eight-hour shift. Ten-hour shifts often require unusual start times outside most organizational norms, but in turn provide six hours of overlapping coverage. This could be viewed as wasteful in a lot of industries, but may be ideal in the world of police and fire communications because coverage can be aligned during

busy periods and increased when it is needed the most and consequently “improve service levels and boost morale of the people who work during these periods” (Bruce). The heaviest volume of incoming calls within the communications center on any given day is between the hours of 0800 to 2000 Hrs (Attachment H). The call volumes remain higher Monday through Friday, with lesser occurrences on the weekends (Attachment E).

**Option number three** deals with making use of mathematical staffing formulas designed specifically for communication operations. One example of this type of formula is: positions in which have determined need to be filled on all shifts multiplied by a vacancy factor (example days off, vacation, sick leave) equals the total number of staff needed (Dispatch Magazine). The relief factor of covering an operator’s day off, vacation, etc must also be taken into consideration.

Formulas serve only as a baseline in determining staffing levels. A task study of the operating center and evaluation of performance goals need to be evaluated (Dispatch Magazine). A mathematical formula would be simple and easy to use, however “there is no standard staffing level” (Dispatch Magazine). Staffing and retentions studies such as APCO “Project Retains” do exist and provide staffing and operational recommendations. Although, no decisive measure exists in the “Project Retains” study, the research strongly indicated, “employee perceptions of staffing levels were significantly in agreement with director reports”(APCO p13).

“Project Retains” shows that 81% of communications centers use some staffing formula or a combination of formulas or variables used, to include: call volume, average calls per hour, Erlang C, shift relief factor, available employee time and work analysis (Elsberry). As stated earlier, various formulas such as those in “Project Retains” serve as guidelines, but one important yet obvious fact within “Project Retains” found a communications center “operates better when all authorized positions are filled” (Elsberry).

### **Conclusion:**

Based on the above discussion, maintaining the current method operation as delineated in **option one** leads to a concern of consistent budgetary expenditures in overtime. Officer safety remains

on the forefront of concern amongst the remaining police officers on the street, when resources are reallocated by placing a street officer in communication attempting to reduce overtime. Community expectations may not be met using this option and organizational job satisfaction and morale may be reduced as a result of long-term usage. Skokie remains the only organization in the immediate area to utilize eight-hour shifts.

**Option two** leads to a longer employee workday, but consequently provides the communications operator with more time off, coupled with an increase in job satisfaction and a reduction in shift time. Maintaining a staff of 18 full time communication operators is expensive as it exceeds the current number of dispatchers. Increasing the current amount of dispatchers is unlikely due to the hiring freeze. However, it could lead to lower legal liabilities, improved coverage during busy periods, and ultimately a better response to the community's needs and expectations of a full service communications center. This option is expensive because the village would be filling currently vacant positions and therefore paying additional salaries. However, these monies are already accounted for in the budget. This option does require that the hiring freeze in this particular department be lifted to accomplish this option.

Using a mathematical model in **option three** provides the illusion of being simple and straightforward. However, the reality is there are far too many variables to consider, and no mathematical formula exists to take all these variables into consideration. Formulas relating to shift staffing shift configurations and call taker staffing exists, but the fact remains there really is no industry standard to speak when comparing the values obtained through formulas alone. Staffing and retentions studies such as APCO "Project Retains" do exist and provide staffing and operational recommendations, but it does not provide a true mathematical formula only to determine optimal staffing levels. However, the research of "Project Retains" shows the importance of filling all authorized positions.

### **Recommendation:**

In order to maintain the expectations of the residents within the Village of Skokie, efforts should be put forth in filling the two vacant communication operator positions and converting the two part time operator positions to one full time position as soon as possible, in order to obtain 18 full

time communication operator positions. There should be a temporary lift in the hiring freeze for this department.

The scheduling and conversion from eight to ten-hour shifts shall immediately follow upon the department rising to the full staffing of the said 18 positions.

This plan and implementation can be directed by the Communications Coordinator and overseen by the Deputy Chief of Administrative Services (Appendix I).

---

Approved

---

Approved

---

Approved



**Works Cited:**

APCO Project RETAINS. Follow up study research report. Jan. 2009. George Mason University Center for Social Science Research.

Dispatch Magazine On-Line. Staffing and Shifts. 1 Jan. 2009. 19 Feb. 2009  
<<http://www.911dispatch.com/shifts>>.

Elsberry, Loredana. Every telecommunicator makes a difference. July 2008. 25 April 2009. Public Safety Communication. <[www.apcointl.org](http://www.apcointl.org)>

Oliver, Bruce, and Dan Capshaw. "Employee Shift Work Schedules - an Introduction." Society of Human Resource Management 24 July 2007.

Rapp, Penny. Village of Skokie Communication Shift Supervisor. Personal interview. 11 Apr. 2009.

Van, Russel. Village of Skokie Police Deputy Chief of Administrative Services. Personal interview. 27 Mar. 2009.

David Pawlak  
SPSC # 282  
May 18, 2009

## EXECUTIVE SUMMARY

### **What Criteria Should Be Used To Determine How Many Communication Operators Are To Be Assigned On Any Given Shift?**

#### **Problem:**

The Village of Skokie communications center dispatches emergency and non-emergency calls for services for both the Skokie Police Department and Skokie Fire Department. The problem the dispatch center faces is two-fold; are the current staffing levels appropriate and are the work hours assigned in a way to maximize efficiency.

- The dispatch center has already greatly exceeded its overtime allocation for this fiscal year to cover shift shortages.
- In addition to the specific need to determine appropriate levels so staffing shortages or excesses can be addressed, there are other issues that need to be considered.
- Officer safety, budgetary needs, and community expectations are to be maintained and balanced as well as keeping in line with industry standards.

#### **Possible Solutions:**

1. Maintain the current system of staffing, utilizing fixed shifts and a fixed day off grouping of six days on two days off, six days on two days off, five days on three days off, five days on three days off. Police officers would be utilized in supplementing vacant positions and overtime will continue to be paid.
2. Make a concerted effort to maintain the authorized full staffing level of 17 dispatch operators, convert the current two part time positions into one full time position for a total of 18 operators, and utilize ten-hour shifts.
3. Make use of mathematical formulas to calculate the appropriate staffing levels needed.

#### **Recommendation:**

In order to maintain the expectations of the residents within the Village of Skokie, efforts should be put forth in filling the two vacant communication operator positions and converting the two part time operator positions to one full time position as soon as possible, in order to obtain 18 full time communication operator positions.

The scheduling and conversion from eight to ten-hour shifts shall immediately follow upon the department rising to the full staffing of the said 18 positions.

This plan and implementation can be directed by the Communications Coordinator and overseen by the Deputy Chief of Administrative Services.

# Attachment A

Fiscal Year	Overtime Authorized	Overtime Actual	Percent over Authorized
2006	\$55,090	\$76,829	139.5%
2007	\$57,018	\$83,076	145.7%
2008	\$59,156	\$201,662	340.9%
2009	\$61,374	\$197,421	321.7%

**VILLAGE OF SKOKIE**  
**FY2009**  
**BUDGET**

**Excerpt**

Police Department  
Communications Division  
Fund G-001 1652-421

Personnel Summary

POSITION TITLE	GRADE	CURRENT FY 08		REQUEST FY 09		INCREASE/DECREASE		BOARD APPROVED	
		POS	BUDGET	POS	BUDGET	POS	AMOUNT	POS	AMOUNT
<b>Regular Salaries</b>									
Comm. Coordinator	A22	1.00	77,649	1.00	77,649			1.00	80,555
Comm. Supervisors	C16	3.00	199,680	3.00	199,371		(309)	3.00	206,847
Comm. Operators	C14	13.00	743,445	13.00	737,541		(5,904)	13.00	765,218
Longevity			7,509		7,738		229		7,738
<b>FULL TIME TOTAL</b>		<b>17.00</b>	<b>1,028,283</b>	<b>17.00</b>	<b>1,022,289</b>		<b>(5,984)</b>	<b>17.00</b>	<b>1,060,358</b>
<b>Part-Time Salaries</b>									
Comm. Operators	C14	2.00	43,910	2.00	46,106		2,196	2.00	47,835
<b>PART-TIME TOTAL</b>		<b>2.00</b>	<b>43,910</b>	<b>2.00</b>	<b>46,106</b>		<b>2,196</b>	<b>2.00</b>	<b>47,835</b>
<b>Over-time Salaries</b>									
Comm. Operators			59,156		59,156				61,374
<b>OVERTIME TOTAL</b>			<b>59,156</b>		<b>59,156</b>				<b>61,374</b>
<b>GRAND TOTAL</b>		<b>19.00</b>	<b>1,131,349</b>	<b>19.00</b>	<b>1,127,561</b>		<b>(3,788)</b>	<b>19.00</b>	<b>1,169,567</b>

## Attachment B

Excerpt

POLICE DEPARTMENT

SKOKIE, ILLINOIS

FEBRUARY 20, 2009

PERSONNEL ORDER 09-03

SUBJECT: PERSONNEL ASSIGNMENTS – EFFECTIVE MARCH 1, 2009

TO: ALL DIVISION COMMANDERS AND PERSONNEL CONCERNED

Communications Division

MR. ROGER WILSON, COMM. C

17 AUTHORIZED

15 ACTUAL

2 AUTHORIZED PART-TIME

0 ACTUAL PART-TIME

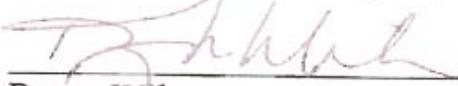
1.	Ms. Virginia Rapp	Shift Supervisor
2.	Mr. John Barkhoo	Shift Supervisor
3.		Shift Supervisor
1.	Ms. Theresa Coronado	Communications Operator
2.	Ms. Katie Cronan	Communications Operator
3.	Ms. Jan Lieberman	Communications Operator
4.	Ms. Maura Ridge	Communications Operator
5.	Mr. Richard Roggetz	Communications Operator
6.	Mr. Mate Setka	Communications Operator
7.	Ms. Donna Szymanski	Communications Operator
8.	Ms. Susan Wolff	Communications Operator
9.	Ms. Nitoshia Ford	Communications Operator
10.	Ms. Carmen Anderson	Communications Operator
11.	Ms. Diana Pagnotta	Communications Operator
12.	Ms. Brandi Martel	Communications Operator
13.		Communications Operator
1.		Part-time Communications Operator
2.		Part-time Communications Operator

## Attachment C

Excerpt

Memorandum  
Police Department

TO: Mr. John Lockerby  
Assistant Village Manager (via chain of command)

FROM:   
Roger Wilson

DATE: 13 Feb 09

SUBJECT: Request to Staff Unfilled Telecommunicator Positions

Pursuant to a request by Chief McCann, two Part-Time Telecommunicator positions were authorized during FY 2005. The focus of this "pilot program" was the reduction of hireback. The employment history of our Part-Time Telecommunicators is enumerated:

EMPLOYEE	DATE HIRED	DATE RESIGNED
Matthew Siegel (Mr. Siegel worked less than 100 hours; he was rarely available to work.)	31 May 06	7 Dec 06
Stacy Greenberg (Ms. Greenberg resigned as soon as she found a position with employee benefits.)	12 Feb 07	13 Jul 07
Heather Collins (Although Ms. Collins had extensive full-time Telecommunicator experience with S.P.D., she was dissatisfied with her part-time schedule.)	30 Jun 07	19 Mar 08

Although we attempted to recruit experienced (full-time) Telecommunicators from other agencies, no viable candidates were identified. Since the full-time Telecommunicators (of other agencies) could receive time and one-half compensation for overtime (for work performed within their respective agencies), there was no incentive to work (on a part-time basis) for Skokie. In summary, I would characterize the "part-time experiment" as an "appropriate but unsuccessful" effort (which should end).

## Attachment D

### CALLS FOR SERVICE BY YEAR

Calendar	Police		Fire		EMS		Fire/EMS	
<b>2002</b>	<b>32829</b>		<b>2342</b>		<b>4846</b>		<b>7188</b>	
<b>2003</b>	<b>35212</b>	7.26%	<b>3345</b>	42.83%	<b>6234</b>	28.64%	<b>9599</b>	33.54%
<b>2004</b>	<b>34061</b>	-3.27%	<b>2263</b>	-32.35%	<b>4927</b>	-20.97%	<b>7190</b>	-25.10%
<b>2005</b>	<b>35059</b>	2.93%	<b>2656</b>	17.37%	<b>4615</b>	-6.33%	<b>7271</b>	1.13%
<b>2006</b>	<b>37159</b>	5.99%	<b>2111</b>	-20.52%	<b>5120</b>	10.94%	<b>7331</b>	0.83%
<b>2007</b>	<b>35886</b>	-3.43%	<b>2849</b>	34.96%	<b>4937</b>	-3.57%	<b>7786</b>	6.21%
<b>2008</b>	<b>40100</b>	11.74%	<b>2970</b>	4.25%	<b>4913</b>	-0.49%	<b>7883</b>	1.25%

## Attachment E

### Skokie Communciations Call Volume by Day of Week 2006 - 2008

2006	Call processing Time (seconds)					Total Calls
	0-30	30-60	61-180	181-300	300+	
Sunday	8,460	4,391	3,989	521	287	17,648
Monday	14,257	6,274	5,013	592	298	26,434
Tuesday	14,441	6,462	5,241	617	289	27,050
Wednesday	14,528	6,127	5,002	577	287	26,521
Thursday	14,292	6,242	5,067	637	327	26,565
Friday	14,353	6,418	5,355	622	322	27,070
Saturday	9,984	5,547	4,898	658	325	21,412
<b>Total</b>	<b>90,315</b>	<b>41,461</b>	<b>34,565</b>	<b>4,224</b>	<b>2,135</b>	<b>172,700</b>

2007	Call processing Time (seconds)					Total Calls
	0-30	30-60	61-180	181-300	300+	
Sunday	8,461	4,519	4,338	590	277	18,185
Monday	13,826	6,145	5,230	647	261	26,109
Tuesday	14,140	6,036	5,116	668	295	26,255
Wednesday	14,149	6,183	5,031	630	288	26,281
Thursday	14,267	6,353	5,110	658	275	26,663
Friday	13,798	6,204	5,321	644	307	26,274
Saturday	10,146	5,338	4,756	643	297	21,180
<b>Total</b>	<b>88,787</b>	<b>40,778</b>	<b>34,902</b>	<b>4,480</b>	<b>2,000</b>	<b>170,947</b>

2008	Call processing Time (seconds)					Total Calls
	0-30	30-60	61-180	181-300	300+	
Sunday	6,777	3,952	4,003	475	236	15,443
Monday	11,566	5,458	4,883	604	254	22,765
Tuesday	11,998	5,586	4,906	588	281	23,359
Wednesday	12,218	5,509	4,807	607	275	23,416
Thursday	11,597	5,536	5,117	628	265	23,143
Friday	11,384	5,728	5,305	688	295	23,400
Saturday	8,497	4,854	4,744	573	267	18,935
<b>Total</b>	<b>74,037</b>	<b>36,623</b>	<b>33,765</b>	<b>4,163</b>	<b>1,873</b>	<b>150,461</b>

## Attachment F

### OCTOBER 1, 2007 THROUGH SEPTEMBER 30, 2008 COMMUNICATIONS DIVISION PERSONNEL ALLOCATION ANALYSIS

Total potential hours per year, one Telecommunicator (52 weeks x 5 days x 8 hours per day)	2,080 Hours
Subtract regularly scheduled holidays (8 days x 8 hours)	64 Hours
Subtract annual average vacation time used per Telecommunicator	106 Hours
Subtract annual average bonus/floating holidays used per Telecommunicator	26 Hours
Subtract annual average sick time used per Telecommunicator	83 Hours
Subtract annual average comp time used per Telecommunicator	85 Hours
Subtract annual average training time used per Telecommunicator	17 Hours
Subtract annual average bereavement leave used per Telecommunicator	.5 Hours
	<hr/>
Total	<u>1,698.5 Hours</u>
Divide 2,080 potential hours by 1,698.5 net available personnel hours =	<b>1.22 Hours</b>
Eight Telecommunicators on duty daily (8 x 1.22 hours) =	<b>9.76 Telecommunicators Needed</b>
The availability factor of 1.75 x 9.76 Telecommunicators =	<b>17.08 Telecommunicators</b>

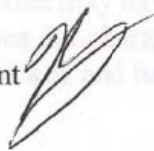
*Note: One part-time Telecommunicator was employed between October 1, 2007 and March 19, 2008. She was compensated for actual hours worked.*



## Attachment G

## Excerpt

To: FOP Lodge 68 Members  
From: Mike Cremins, Lodge Vice President  
Date: February 23, 2009



Subject: Labor Management Meeting

On February 17, 2009 for about ninety minutes, we had a labor management meeting discussing several issues. Present for the meeting was Chief Silverberg, Deputy Chief Scarpelli, Officers Cremins, Gramins, and Wattenbarger. A summary of some of the issues is below:

8. We expressed our concerns about future staffing in dispatch during Lap Grant & lunch reliefs, citing safety of officers and firefighters. Some of our concerns are:
  - is the street going to be shortened by putting officers in Communications?
  - By scheduling "more heavy" on the street makes it more difficult for officers to get days off requested
  - If a dispatcher calls in sick, will there be an officer put in dispatch for 8 hours, then an additional officer for lunch relief?
  - Lap Grant has additional officers on the street and increased radio traffic, we expressed our concerns the need for three dispatchers during these hours, as it has been since last year
  - Are officers that currently have been substituting in dispatch capable of entering items/people into LEADS, run criminal histories etc..
  - Can dispatchers that go on lunch carry portable radios
  - How long does it take to train an officer to handle the police radio? Can they handle a pursuit, broadcast an ISPERN. The professional dispatcher in the room cannot be counted on if they are responsible to handle the fire board
  - There are currently four dispatchers on probation, will they be the ones assisting police officers in the room
  - Dispatchers go through an extensive four months of training
  - Overall we expressed that these financial savings create a serious safety issue.
  - We don't want to see any officer, firefighter, or person in need of emergency assistance not get the quality of services expected and one misfortune that leads to a lawsuit or injury would negate any expected financial impact.

## Attachment H (1 of 2)

### Skokie Communciations Call Volume by Hour of Day 2006 - 2008

2006 Hour of Day	Call Answer Time (seconds)					Total Calls
	0-10	11-20	21-30	31-40	41+	
0000-0059	2,885	227	11	3	0	3,126
0100-0159	2,298	168	8	3	3	2,480
0200-0259	1,981	132	9	0	0	2,122
0300-0359	2,181	90	1	3	0	2,275
0400-0459	2,120	89	5	1	2	2,217
0500-0559	1,904	82	7	3	3	1,999
0600-0659	2,833	183	12	4	0	3,032
0700-0759	5,203	250	16	5	1	5,475
0800-0859	8,017	466	50	8	6	8,547
0900-0959	9,329	581	78	7	6	10,001
1000-1059	10,085	691	96	32	13	10,917
1100-1159	10,274	779	95	26	8	11,182
1200-1259	10,057	758	115	24	13	10,967
1300-1359	10,635	850	106	29	11	11,631
1400-1459	10,527	964	134	41	12	11,678
1500-1559	10,474	855	100	19	7	11,455
1600-1659	9,643	761	80	20	7	10,511
1700-1759	8,906	557	49	11	3	9,526
1800-1859	8,779	655	77	6	9	9,526
1900-1959	8,030	515	62	15	3	8,625
2000-2059	7,031	472	47	9	4	7,563
2100-2159	6,393	451	66	9	5	6,924
2200-2259	5,726	387	37	5	2	6,157
2300-2359	4,312	411	31	5	5	4,764
<b>Total</b>	<b>159,623</b>	<b>11,374</b>	<b>1,292</b>	<b>288</b>	<b>123</b>	<b>172,700</b>

2007 Hour of Day	Call Answer Time (seconds)					Total Calls
	0-10	11-20	21-30	31-40	41+	
0000-0059	2,989	316	29	6	7	3,347
0100-0159	2,356	226	19	4	2	2,607
0200-0259	2,094	149	7	6	4	2,260
0300-0359	2,127	167	5	1	4	2,304
0400-0459	1,857	111	9	1	0	1,978
0500-0559	1,965	119	7	3	0	2,094
0600-0659	3,200	283	8	2	1	3,494
0700-0759	5,816	274	28	6	4	6,128
0800-0859	8,056	480	41	9	6	8,592
0900-0959	9,484	672	81	14	7	10,258
1000-1059	10,010	741	77	20	9	10,857
1100-1159	10,093	741	74	15	11	10,934
1200-1259	9,865	768	91	20	2	10,746
1300-1359	10,292	824	99	17	8	11,240
1400-1459	9,977	1,015	130	37	15	11,174
1500-1559	10,174	1,032	139	44	33	11,422
1600-1659	9,081	801	93	31	10	10,016
1700-1759	8,357	707	101	25	12	9,202
1800-1859	8,351	752	98	28	12	9,241
1900-1959	7,858	629	83	18	8	8,596
2000-2059	6,718	517	57	6	8	7,306
2100-2159	6,090	491	55	13	2	6,651
2200-2259	5,434	461	45	8	3	5,951
2300-2359	4,062	457	26	3	1	4,549
<b>Total</b>	<b>156,306</b>	<b>12,733</b>	<b>1,402</b>	<b>337</b>	<b>169</b>	<b>170,947</b>

## Attachment H (2 of 2)

<b>2008</b> <b>Hour of Day</b>	<b>Call Answer Time (seconds)</b>					<b>Total Calls</b>
	<b>0-10</b>	<b>11-20</b>	<b>21-30</b>	<b>31-40</b>	<b>41+</b>	
0000-0059	2,515	246	16	6	0	2,783
0100-0159	2,086	160	8	4	2	2,260
0200-0259	1,951	167	13	4	2	2,137
0300-0359	1,958	178	7	1	0	2,144
0400-0459	1,663	123	6	1	1	1,794
0500-0559	1,624	94	4	3	1	1,726
0600-0659	2,741	233	19	2	0	2,995
0700-0759	4,764	222	26	7	3	5,022
0800-0859	7,035	410	30	2	2	7,479
0900-0959	8,412	544	83	15	12	9,066
1000-1059	8,918	615	91	21	37	9,682
1100-1159	8,856	699	102	24	12	9,693
1200-1259	8,619	675	78	20	4	9,396
1300-1359	9,010	750	103	21	10	9,894
1400-1459	8,649	853	118	22	7	9,649
1500-1559	9,489	809	109	24	12	10,443
1600-1659	8,148	645	96	14	10	8,913
1700-1759	7,418	596	75	17	6	8,112
1800-1859	7,575	632	78	13	9	8,307
1900-1959	6,874	482	83	13	9	7,461
2000-2059	6,082	476	52	10	4	6,624
2100-2159	5,387	342	35	7	2	5,773
2200-2259	4,658	344	33	9	3	5,047
2300-2359	3,652	433	34	2	3	4,124
<b>Total</b>	<b>138,084</b>	<b>10,728</b>	<b>1,299</b>	<b>262</b>	<b>151</b>	<b>150,524</b>

# Attachment I

## Plan of Action

### *Dispatch Staffing*

<b>Time Commitment</b>	<b>Task</b>	<b>Responsibility</b>
1 week	Authorize two part time positions to one full time position	Village Manager
4 weeks	Post opening for two vacant positions & new position	Human Resources
1 week	Review of Applications	Communications Director
1 week	Dispatch Orientation and Testing	Training Director
2 weeks	Background investigation	Investigations Commander
2 weeks	Polygraph and psychological	Outside vendor
1 week	New hire orientation	Training Director
1 week	In-house dispatch training - classroom	Communications Director
12 weeks	Dispatch training	Communications Director
2 weeks	Additional training extension - If Necessary	Communications Director
1 week	Design of staffing schedule for 10 hour shifts	Communications Director
1 week	Approval of new staffing schedule	P.D. Deputy Chief - Admin
1 week	Approval of new staffing schedule	F.D. Deputy Chief - Admin

**Estimated Time for Plan  
Implementation: 30  
Weeks**