



Project Overview

- MCP was tasked with assessing the operational functions, organizational structure, and staffing methodology of the Williamson County Emergency Communications (WCEC)
- Conducted group and personal interviews with WCEC leadership, staff, and representatives of partner agencies
- Collected a wealth of statistical data for inclusion in the analysis
- Provided a report that presents MCP's findings and recommendations to enhance WCEC operations



Assessment Process

- MCP performed a comprehensive organizational assessment of the WCEC's operations and staffing methodology including:
 - The organizational structure, staffing assignments, training processes, management roles and responsibilities, supervision, and Quality Assurance
 - Assessed the effectiveness of staffing levels and task assignments
- MCP staffing analysis utilized nationally accepted industry standards and tools including the NENA Standard 54-501A and Erlang C
- Projected future staffing needs based upon current population growth trends
- Provided recommendations that are based upon industry standards and best practices for Public Safety Answering Points (PSAP)



WCEC Key Concerns

- WCEC has experienced a high rate of attrition for telecommunicators
- Impact of performing call-taking and radio dispatching duties is a key stressor that contributes to employee turn over
- The center frequently operates at minimum staffing levels under mandatory overtime rules
- Managers must perform primary dispatch duties rather than supervising and mentoring staff
- The lack of adequate training space presents challenges to providing effective training



Situation

- The county's population grew by 22.8% between 2010 and 2017 and is estimated to have surpassed 600,000
- WCEC serves 38 partner agencies spanning law enforcement, fire, emergency medical services, corrections, public health, and animal control
- WCEC handled 279,351 incidents in FY 16-17, an 11% increase in volume from 251,404 in FY 15-16
- Expected to exceed 300,000 during FY 17-18
- WCEC operates with 50 personnel assigned direct duties on dispatch consoles (4 supervisors and 46 telecommunicators)



Findings

- Centers of comparable size and activity levels utilize separate staff to answer 911 telephone calls and to manage radio traffic with first responders
- Shift supervisors must serve as dispatchers and are unable to manage or mentor staff
- Staff also experience stress due to on-call and overtime requirements to supplement staffing gaps
- Training academy requires a dedicated Instructional Coordinator and revision of the curriculum
- Training space is limited lacking the capacity to support more than 4 students and does not provide for training on the radio system



Recommendations

- Increase staffing of telecommunicators from 50 to 78
 - 12 supervisory and 64 to 66 telecommunicator positions
- Implement call-taking positions
 - 12 initial staff members added this year as call takers, 12 the next year
- Appoint a Education Coordinator to manage all aspects of the new hire and continuing education programs and update the academy curriculum
- Enhance the Quality Assurance program with in house call review capability (2 positions)
- Restructure WCEC organization to reflect a staffing from 70 to 101 positions across Operations, Support, and Technology



Questions