

# City of Baltimore 2020 Dispatch Organizational Analysis Study

TECHNOLOGY SOLUTIONS

Baltimore City Fire Dispatch, City of Baltimore



## PROJECT DETAILS

**DIFFICULTY:** Medium

**COST:** \$20,000 - \$25,000

**TIMEFRAME:** Six (6) Months

**DELIVERABLES:** One Citywide assessment for staffing needs based on call volume, shift length, and attrition.

### CORE COMPETENCIES:

- Confidential Interviews
- Best Practices Review
- Data Gathering
- Recommendations Development
- Transition Planning

## PROJECT TEAM

Vision Planning and Consulting  
Mission Critical Partners  
(Prime)

### CLIENT CONTACT

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## PROJECT OVERVIEW

The Baltimore Fire Department needed to address current (or potential) challenges for the City as the State transitions to the Next Generation 911 (NG911) environment. The City worked with subcontractor Vision Planning and Consulting (VPC) to develop an Organization Analysis to: understand the current requirements and state of operations, technology, infrastructure systems currently in use; and to assist with critical training, quality assurance and staffing initiatives for the day-to-day operations of the PSAPs call centers

### PROJECT SUMMARY

VPC provided critical assistance with onsite visits, interviews, one-on-one calltaker observations, crafting recommendations, and developing the final report.

VPC assisted with three days on-site with the client to complete the data gathering and observations component of the project. Interviews were conducted to benchmark the current state of conditions of all aspects of the departments' communications services and identified the desired state from the perspective of a sampling of employees on each shift. Interviews were conducted with the public safety answering point (PSAP) (fire /police) calltakers/dispatchers, 311 calltakers /dispatchers, Department of Public Works (DPW), and Department of Transportation (DOT) calltaking staff members.

The interviews were structured to identify the strengths and weaknesses of the current organization, systems, processes, command structure, employees, and workflow. A formatted questionnaire was developed for the formal interviews to ensure relevant information was captured consistently. The following staff were identified for either observation, informal discussions, or formal one-on-one interviews:

- Senior 911, 311, DPW, and DOT Managers
- Systems Administrators
- Shift Supervisor(s)

- A sampling of 911, 311, DPW and DOT Telecommunicators

The final report provides a staffing analysis based on call and incident volumes, attrition rate, telecommunicator utilization (including time away from the job), shift length, and call and incident processing times. Additionally, a review of staffing levels for the last two years, as well as data on staff attrition, and those not completing training is also included. Finally, a study of compensation packages for entry and senior calltaking staff was conducted to determine target salary ranges for the City to remain competitive in today's market.

The report contains recommendations based on national standards and best practices, on: supervisor-employee ratio; alternate schedule options to make better use of available resources; opportunities to improve efficiencies or better document those already in place; minimum staffing levels using industry-accepted tools; and projected future staffing requirements for the next five and ten years.