



PROJECT NAME: Staffing Study for 9-1-1 Fire, EMS, and Police Dispatch.

Concepts To Operations was retained by Harford County Maryland to conduct a comprehensive review and evaluation of the Division of Emergency Operations. The Division of Emergency Operations was initially operated and commanded by the County fire department management structure. The Sheriff's Department communications operation was a separate operation in a different building and was consolidated in the fire communications center under the fire management structure as an independent operation. The Emergency Operations Center receives E9-1-1 calls from the public and dispatches the County's Sheriff's Department, and twelve (12) Fire/EMS companies within the County. Calls for the State Police and the cities of Bel Air, Havre de Grace, and Aberdeen are transferred to those jurisdictions for dispatch.

CTO interviewed members of the communications center as well as a large number of users to gain a perspective of the total communications operations of the County.

CTO performed a complete review and analysis of the County's communications operations to include:

- Service;
- Radio Traffic;
- Response Times;
- Physical Layout;
- Personnel Issues;
- Standard Dispatch Protocols;
- Organization Structure;
- Management Structure;
- Staffing Levels - by shift, location, and function;
- Training; and
- Staffing Analysis – Positions, Classification, Workload, Supervision, and Administrative Staff.

Based on these factors CTO provided recommendations and comments regarding:

- Current performance with suggestions for improvement;
- Developed a re-organization model;
- Developed a new management model;
- Addressed all personnel issues including interview process for in-house promotions;
- Addressed training issues;
- Recommended staffing levels based upon current and estimated workload, positions, classification, supervision, salary ; and
- Determined adequacy of the supervisory structure.