

## Mark Purple

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**From:** Kenneth Paulhus  
**Sent:** Thursday, November 4, 2021 1:51 PM  
**To:** Lisa Braccio; Sam Stivers; Chelsea Malinowski; Andrew Dennington; Martin Healey  
**Cc:** Mark Purple; Kathy Cook; Ryan Newell; Cindy McLeod; Steven Achilles  
**Subject:** FW: 5th Dispatcher Schedule and Costs  
**Attachments:** 5th Dispatcher Schedule and Costs.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Good Afternoon All,

Please see the attached.

Page one represents the schedule for the past two weeks. All of the highlighted areas represent overtime slots as a result of the vacancy or the open shifts (circled in orange). \*\*\*Note that no one has taken any contractual time off during this period to help fill the hours.

Page two represents the schedule with the hiring of Ms. Remillard to fill the vacancy. The orange circles represent the open shifts. There is no contractual time off accounted for illustration purpose.

Page three is the schedule with the proposed 5<sup>th</sup> Dispatcher. Note that the open shifts have been filled by regular scheduling leaving no vacancies at full staff (only covering for contractual time off as it requested). It does result in a few days of the week where two will be scheduled at once (optimal scenario for safety and service to both police and fire) if one does not take the day off.

Also, if Staff were to leave or have long time absence (FMLA, injury, etc.) we are able to revert to the old schedule without as much hardship until a replacement is hired and trained.

Cindy has calculated that a December 1, 2021 start date would result in a cost of \$32,000.

Assuming training takes eight weeks to go solo (Feb. 1, 2022) we would presumably have 50 open shifts covered for the rest of the fiscal year (the new hire gets time off as well) the savings appear to be \$14,080 in overtime/part-time salary cost. I do have a candidate in mind after the recent application process (they would need full training).

The net would be \$17,920 (approximate) on our end.

Please contact me if you need to discuss.

Best,

Ken

Kenneth M. Paulhus  
Chief of Police  
Town of Southborough  
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Southborough MA 01772

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**From:** Cindy McLeod  
**Sent:** Thursday, November 4, 2021 1:26 PM  
**To:** Kenneth Paulhus <[kpaulhus@southboroughma.com](mailto:kpaulhus@southboroughma.com)>  
**Subject:** 5th Dispatcher Schedule and Costs

1.

2021	21-Oct	22-Oct	23-Oct	24-Oct	25-Oct	26-Oct	27-Oct
	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>
MAIDA	7-3	7-3	7-3	7-3	OFF	OFF	7-3
DEVINCENT	OFF	OFF	3-11	3-11	7-3	7-3	OFF
FONTAINE	3-11	OFF	OFF	11-7	11-7	3-11	3-11
<del>MAIDA</del>	11-7	11-7	11-7	OFF	OFF	11-7	11-7
	FONTAINE 11p-3a ✓	FONTAINE 11-7 ✓				DEVINCENT 11-3 ✓	DAUTEUIL 11-7 ✓
OPEN	MAIDA 3a-7a	DEVINCENT 3-11 ✓	FONTAINE 11-7 ✓		MAIDA 3-11 ✓	MAIDA 3-7 ✓	
OPEN							
	28-Oct	29-Oct	30-Oct	31-Oct	1-Nov	2-Nov	3-Nov
	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>
MAIDA	7-3	7-3	7-3	OFF	OFF	7-3	7-3
DEVINCENT	OFF	3-11	3-11	7-3	7-3	OFF	OFF
FONTAINE	OFF	OFF	11-7	11-7	3-11	3-11	OFF
<del>MAIDA</del>	11-7	11-7	OFF	OFF	11-7	11-7	11-7
	DAUTEUIL 11-7 ✓	FONTAINE 11-7 ✓			DEVINCENT 11-3 ✓	DAUTEUIL 11-3 ✓	DAUTEUIL 11-3 ✓
OPEN	DEVINCENT 3-11 ✓			DEVINCENT 3-11 ✓	MAIDA 3-7	MAIDA 3-7	MAIDA 3-7 ✓
OPEN							DEVINCENT 3p-11p

2.

2021	18-Nov	19-Nov	20-Nov	21-Nov	22-Nov	23-Nov	24-Nov
	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>
MAIDA	OFF	OFF	7-3	7-3	7-3	7-3	OFF
DEVINCENT	7-3	7-3	OFF	OFF	3-11	3-11	7-3
FONTAINE	11-7	3-11	3-11	OFF	OFF	11-7	11-7
REMILLARD	OFF	11-7	11-7	11-7	11-7	OFF	OFF
OPEN	3-11			3-11			3-11
OPEN							
	25-Nov	26-Nov	27-Nov	28-Nov	29-Nov	30-Nov	1-Dec
	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>
MAIDA	OFF	7-3	7-3	7-3	7-3	OFF	OFF
DEVINCENT	7-3	OFF	OFF	3-11	3-11	7-3	7-3
FONTAINE	3-11	3-11	OFF	OFF	11-7	11-7	3-11
REMILLARD	11-7	11-7	11-7	11-7	OFF	OFF	11-7
OPEN			3-11			3-11	
OPEN							

3.

2021	18-Nov	19-Nov	20-Nov	21-Nov	22-Nov	23-Nov	24-Nov
	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>
MAIDA	OFF	OFF	7-3	7-3	7-3	7-3	OFF
DEVINCENT	7-3	7-3	OFF	OFF	3-11	3-11	7-3
FONTAINE	11-7	3-11	3-11	OFF	OFF	11-7	11-7
REMILLARD	OFF	11-7	11-7	11-7	11-7	OFF	OFF
5TH POSITION	3-11	3-11	3-11	3-11	OFF	OFF	3-11
OPEN							
	25-Nov	26-Nov	27-Nov	28-Nov	29-Nov	30-Nov	1-Dec
	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>
MAIDA	OFF	7-3	7-3	7-3	7-3	OFF	OFF
DEVINCENT	7-3	OFF	OFF	3-11	3-11	7-3	7-3
FONTAINE	3-11	3-11	OFF	OFF	11-7	11-7	3-11
REMILLARD	11-7	11-7	11-7	11-7	OFF	OFF	11-7
5TH POSITION	3-11	3-11	3-11	OFF	OFF	3-11	3-11
OPEN							

## COST TO ADD 5TH DISPATCHER FOR REMAINING FY22

**MASSCOP Local 44, Step 2**  
**\$23.09/HR**

Payperiods	Step 2	Shift Differential	Education Incentive	Holiday	
12/1/2021	184.72	10	3.85	0	
12/2/2021 - 12/15/2021	1,847.20	100	38.46	0	
12/16/2021 - 12/28/2021	1,847.20	100	38.46	369.44	
12/29/2021 - 1/12/2022	1,847.20	100	38.46	184.72	
1/13/2022 - 1/26/2022	1,847.20	100	38.46	184.72	
1/27/2022 - 2/9/2022	1,847.20	100	38.46	0	
2/10/2022 - 2/23/2022	1,847.20	100	38.46	184.72	
2/24/2022 - 3/9/2022	1,847.20	100	38.46	0	
3/10/2022 - 3/23/2022	1,847.20	100	38.46	0	
3/24/2022 - 4/6/2022	1,847.20	100	38.46	0	
4/7/2022 - 4/20/2022	1,847.20	100	38.46	184.72	
4/21/2022 - 5/4/2022	1,847.20	100	38.46	0	
5/5/2022 - 5/18/2022	1,847.20	100	38.46	0	
5/19/2022 - 6/1/2022	1,847.20	100	38.46	184.72	
6/2/2022 - 6/15/2022	1,847.20	100	38.46	0	
6/16/2022 - 6/29/2022	1,847.20	100	38.46	0	
6/30/2022	184.72	10	3.85	0	
	<b>28,077.44</b>	<b>1,520.00</b>	<b>584.59</b>	<b>1,293.04</b>	<b>\$31,475.07</b>

TOTAL COSTS	
Salary	\$28,077.44
Shift Differential	\$1,520.00
Education Incentive	\$584.59
Holiday	\$1,293.04
Uniform Allowance	\$525.00
	<b>\$32,000.07</b>

**Cost Savings of Filling Open 3-11 Shifts (February 1 - June 30, 2022)**

Open 3-11 Shifts with 4 Dispatchers					
February	March	April	May	June	Total Shifts
10	10	10	10	10	50

	OT Rates
MAIDA	41.85
DEVINCENT	41.85
FONTAINE	34.64
REMILLARD	35.67
PT	22.00
<b>AVERAGE</b>	<b>\$ 35.20</b>

Average OT/PT Rate to fill shifts = \$35.20/ HR

**COST TO FILL 50 OPEN 3-11 SHIFTS AT \$35.20/HR = \$14,080**

<b>Additional Dispatcher</b>	<b>(-)</b>	<b>Balance (Shifts)</b>	
Number of Shifts Worked Per Year		260	
Add'l Days off due to 4 days on/2 days off Schedule	18	242	
Personal Days	3	239	
Holidays (2 can be used as days off per contract)	2	237	
Vacation	10	227	
Avg. Sick Days	7	<b>220</b>	<b>Days Worked/Year</b>

The current schedule with 4 Full-Time Dispatchers creates 122 open OT shifts (3 PM-11 PM) per year.

**The average cost to fill those shifts is \$35.20/HR., calculates to \$34,355.20/YR**

## **Communications**

The Department relies heavily on reserve officers to staff communications positions. As part of creating a professionally staffed, full-time PSAP operation, the positions should be named and reclassified as communications specialist. The communication specialists should have the sole responsibility for managing communications for police and fire activities. This responsibility is a full-time, 24-hour per day, seven day a week function. This will require a minimum of six people to staff and there are only three positions designated as communications specialist with reserves filling in. This practice needs to be changed.

## ***Administrative***

The Police Chief is running his organization assisted by a part-time administrative person. This person is very competent but also carries responsibilities for dispatching, grant writing and several other duties that take him away from his administrative tasks. The Department should designate a full time civilian staff person to handle the normal administrative functions of the organization.

## **Recruiting/Hiring**

While analyzing the recruiting and hiring process was not specifically called for in this study, it is important to mention an obvious diversity issue that should be reviewed. The Southborough Police Department is noticeably a white male department. There are only one full-time and two reserve females in the organization, and only one ethnic minority. There is understandable difficulty recruiting and hiring qualified ethnic minorities, given the demographics of the area. However, there is no shortage of females in the region; it would add balance to the organization to have a greater number of women officers. Therefore, the department should explore the Selective Certification process to hire additional female officers.

## **Summary of Police Staffing Recommendations**

- 1) **Add three additional police officers positions to match community growth. Start with one night police officer position, as soon as possible, and add a sergeant and another patrol officer subsequently.**
- 2) **Transition out of the reserve officer program position.**
- 3) **Designate and hire communication specialists for the PSAP.**
- 4) **Staff Communications with full time communication specialists.**
- 5) **Hire a full-time civilian administrative person for the Department as warranted.**
- 6) **Recruit and hire female officers.**

KENNETH M. PAULHUS  
CHIEF OF POLICE



**TOWN OF SOUTHBOROUGH  
POLICE DEPARTMENT**

32 Cordaville Road  
Southborough, Massachusetts 01772

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[kpaulhus@southboroughma.com](mailto:kpaulhus@southboroughma.com)

To: Board of Selectmen  
From: Chief Kenneth M. Paulhus  
Subject: Hiring Additional Full-Time Dispatcher  
Date: October 29, 2021

Dear Board of Selectmen:

Please consider my request to approve the immediate hire of an additional Full-Time Dispatch position (going from four to five) above what is currently budgeted for this fiscal year. The position would continue to be funded in successive years.

Unfortunately, the current budgeted staffing level of four full-time personnel to cover a 24-hour (seven day-a-week) operation (with non-union part-time filling in) is no longer working; leaving both public safety Police and Fire operations vulnerable to a shortage of trained and qualified personnel to fill the position.

When fully staffed, the schedule still requires the back-fill of 10 open shifts per month. Added shifts are also needed to account for Local 44 Union Contract time-off (vacation, holiday, comp. time, sick leave, etc.). A recent resignation added to this shortage, leaving current staff to work many hours of overtime to make up the staffing. Part-time personnel cannot be mandated to fill openings.

In addition, it takes between 300-400 hours of training to get a full-time or part-time Telecommunications Officer certified and trained to master both departments, and work in a solo capacity (Emergency Medical Dispatch, E-911 Certification, IMC Training, etc.). It is also a minimum four to six-week process to advertise and fill vacancies. Many departments state-wide are experiencing similar issues in hiring and retaining qualified telecommunications staff.

I am available at any time for further information or discussion.

Kenneth M. Paulhus  
Chief of Police

**Protecting Our Community...Together!**



**Kenneth M. Paulhus**  
Chief of Police

## **Southborough Police Department**

**32 Cordaville Road  
Southborough, Massachusetts 01772  
508-485-2121 Fax 508-485-4634**



**Lt. Ryan M. Newell**  
Executive Officer

### **POSITION DESCRIPTION**

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#### **Position Title:**

**Communications Officer/Emergency Medical Dispatcher Dept: Police**

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#### **Duties:**

A Communications Officer is responsible for the appropriate response to all emergency calls received for the Police, Fire, EMS, Department of Public Works, Animal Control, and non-emergency calls for the Police Department.

Under general supervision of the Police Chief, the Communications Officer will dispatch public safety personnel and equipment. Operate all communication equipment for public safety emergency calls and regular business calls. Coordinate and communicate Emergency Fire Dispatch activities between agencies jointly responding to multi-agency incidents. Provide Emergency Medical Dispatch along with triage for incoming calls, and assist the layperson with lifesaving pre-arrival instructions.

Answer all incoming telephone calls, greet the public, respond to inquiries, requests, and complaints within authority. Unresolved issues will be referred to the Officer-In-Charge, Sergeant, Lieutenant, or Police Chief using the chain of command.

Check prisoner cells when occupied as per the suicide prevention guides and record all time checks.

Maintain all communications equipment, especially the incoming E-911 emergency lines and regular telephone lines. Keep equipment in working order, and immediately report any malfunctions or defects to the appropriate authorities and the Officer-In-Charge.

Perform incident reports and any clerical work as required by the Chief of Police or the Officer-In-Charge of the shift. Train new dispatchers and Communications Officers while following the training manual and program.

Communications Officers are Fire Signal Operators and Emergency Communications Dispatchers who will have full knowledge of all radio equipment located in the communications console. This includes full knowledge of all Fire Department remote operations equipment and the dispatch procedures as set forth by the Fire Chief.

All Communications Officers will be required to successfully complete the training programs set forth by the Chief of Police.

**Basic Knowledge**

Duties require knowledge of emergency radio transmissions for public safety, knowledge of office operations, word processing, and data entry. Must be able to acquire knowledge of computers, be E-911 certified, END certified, and DCJIS certified.

Also be able to acquire knowledge of the location and lay-out of streets, schools, buildings, parks, housing developments, and other significant areas of the community so as to maximize the accuracy and speed of dispatch. Must be a high school graduate, a U.S. citizen, pass an extensive background check, and have dependable transportation.

**Experience:**

Communications center experience preferred, but willing to train.

**Required Training:**

Mandatory Certifications include Basic Public Safety Telecommunicator, E911 Emergency Medical Dispatch (as per State CMR), and continuing education classes and re-certifications. All Communications Officers are also required to complete the following training and courses set forth by the Town of Southborough: In-House Computer Systems, Powerphone Dispatch Training, DCJIS Certification, First Responder, Automatic Defibrillator, and C.P.R.

**Independent Action:**

Under general supervision, must function in accordance with established departmental rules and regulations, policies, procedures, and practices, referring to the Police Chief or the Officer-In-Charge for clarification. Responsible for keeping personnel on a dispatched call fully informed of all facts affecting the safety or efficiency of their response to the call. Authorized and required to provide pre-arrival instructions to all callers when needed, and to dispatch and direct appropriate personnel and apparatus to an incident/call for service.

**Supervisory Responsibility:**

None

**Physical Requirements:**

Average physical effort is required to perform duties. Hours of work can be variable. Generally, work days are no more than eight hours. Shift work includes nights, weekends, and holidays. Must be able to work with and around office equipment such as computers, copiers, etc. Job requires ability to sit for extended periods of time. Must be able to multi-task, and work in a stressful and often busy environment.