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Ed Corriveau
Supervisor
March 21, 2022

James Cullen
Emergency Communications Center Manager

Julie McComas
Supervisor

Board of County Commissioners

Dear Commissioners,

The current Telecommunicator schedule creates an undue burden on supervisors to develop a 2417 schedule with limited resources, presents a detractor to employee morale, inhibits employee retention, and presents a challenge to recruiting new employees. This letter is a proposal to initiate the schedule change for the Telecommunicators that I referenced in the past.

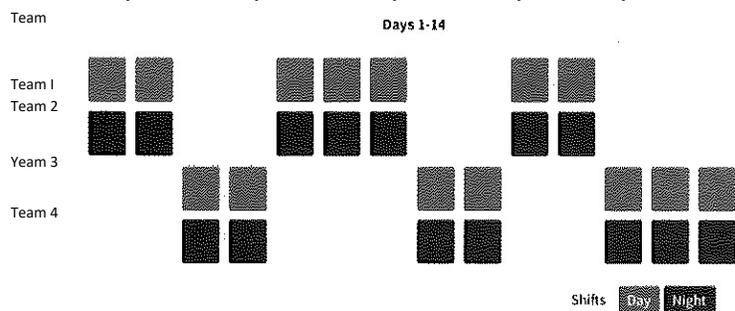
The proposed schedule, referred to as the (Pitman Schedule), was in use years before my arrival and is very common in public safety applications. Rio Blanco County uses a form of this schedule as does Denver 911. Each Telecommunicator will work one week at 36 hours and a second week at 48 hours. The current pay period starts on Monday and goes through Sunday. With the Pitman Schedule, the pay period needs to start on Saturday or Sunday, this is what allows for a 48 hour week and a 36 hour week. Otherwise, if the pay period remained Monday through Sunday, it creates a 60 hour week and a 24 hour week. The county policy manual has an allowance for a department head to adjust the days of the pay period for their employees. When my predecessor, Jason Nettles, was hired in 2016, followed by the hiring of Mo DeMorat in 2017, the County Manager at the time directed them to develop a schedule that adhered to a 40 hour week with no scheduled overtime. That directive resulted in the current schedule that requires each Telecommunicator to work three 12 hour shifts and a 4 hour shift. In the proposed schedule, there will be 8 hours of overtime on the 48 hour week. Using our current staffing levels and current pay scale, a year of eight hours per pay period of scheduled overtime per dispatcher will cost \$78,969.28. If RCC were to start this schedule in May, the cost would be \$52,414.16. Total overtime will naturally be more than that figure due to call offs, vacation coverage, short staffing, etc. In 2021 RCC paid out \$121,562.00 in total overtime as a result of being short staffed, vacation coverage, maternity leave and military leave. In 2022 from January 1st to date, RCC has paid out \$31,356.82 in overtime.

Our current schedule has become a source of frustration for the employees. The 4 hour shift each employee is required to work is particularly inconvenient, especially for employees with a long commute. Very often employees are working 8 hours on that day to cover shortages resulting in last minute overtime. RCC has lost a few employees due to the time management and work/life balance issues. Retention of current employees and the recruitment of future employees is critical and can be enhanced with the implementation of the Pitman Schedule.

This particular schedule would reduce the requirement of each employee to be in the office one day during a two week period. All employees will also have every other 3 day weekend off.

RCC conducted a poll during a department staff meeting resulting in unanimous support of this schedule. Feedback from potential candidates we have tried to recruit indicated that not having this schedule factored into their decision to not pursue the position. Employees who have left our employ, indicated that the current schedule was a factor in their departure. Many shared their feelings with RCC supervisors that having a 3 day weekend off every other week would have been of the utmost importance. Retention of current employees is my biggest concern and I believe this schedule would aid in retention.

Attached is an example of a Pitman Schedule. Looking at team 1, the employee works Monday-Tuesday, off Wednesday-Thursday, works Friday-Saturday-Sunday, off Monday-Tuesday, works Wednesday-Thursday, off Friday-Saturday-Sunday.



This schedule repeats every fourteen days and would run for a year at a time making it very convenient for employees to plan time off. I'm planning to have employees bid on their shifts yearly with allowances trade shifts during the year based on needs and agreements between employees. Shifts would be 7am to 7 pm, (days), and 7pm to 7am, (nights). The employees indicated in our meeting a desire to rotate shifts every 3 months moving between days and nights. This schedule will make scheduling easier and more effective, reducing the time supervisors spend on the schedule and enabling them to complete the other supervisory tasks. I am also confident that this schedule will improve employee morale, increase employee retention, and attract more qualified applicants when positions become vacant.

I look forward to your response and am hopeful this schedule can be put into effect soon.

Sincerely,

James Cullen
Emergency Communications Center Manager

Sincerely,

David "MO" DeMorat
Director of Emergency Operations