



Staff Report

Date: May 24, 2016

To: City Council

From: Valerie J. Barone, City Manager

Prepared by: Elia Bamberger, Director of Human Resources
elia.bamberger@cityofconcord.org
(925) 671-3310

Subject: **Consider an Addendum to the Memorandum of Understanding between the City of Concord and Teamsters Local Union 856 providing a 10 percent base pay increase for Lead Dispatcher and Dispatcher II Classifications. Resolution No. 16-4835.1 for adoption. (General Fund)**

Report in Brief

The City of Concord, along with other local agencies, has experienced a continued challenge in recruiting and retaining highly qualified and experienced Police Dispatchers. This has resulted in reduced staffing levels in the Police Department's Dispatch Call Center that have now reached a critical point. Of the seventeen budgeted positions, only nine are currently filled. At least one more vacancy is anticipated in June based on the announced retirement of a Police Dispatcher II.

Despite ongoing recruitment efforts, including the application of recruitment incentives previously authorized by the City Council, as well as the recent implementation of a 5 percent Communications Training Officer (CTO) pay differential to enable Concord to more effectively compete in the job market, the City has only been able to attract one lateral (experienced) Dispatcher since March 2014. Retention and attraction of experienced dispatch employees continues to be a problem, which if not resolved, could negatively impact public safety.

Recommended Action

Staff recommends that the City Council adopt Resolution No. 16- 4835.1 approving an addendum to the Memorandum of Understanding between the City of Concord and Teamsters Local Union 856 providing a 10 percent base pay increase for Lead Dispatcher and Dispatcher II Classifications. As evidenced by a salary review of

City Council Agenda Report
 Addendum to the Memorandum of Understanding between the City of Concord and
 Teamsters Local Union 856
 May 24, 2016

comparable agencies, this action will significantly improve Concord’s position in the highly competitive job market for dispatch employees. This action would result in the following new pay range for the Lead Dispatcher and Police Dispatcher II classifications:

| Class Title | Grade | | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|----------------------|-------|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Lead Dispatcher | 011 | Hourly Monthl y | 33.101 7 5,737 | 34.756 7 6,024 | 36.494 6 6,325 | 38.319 3 6,642 | 40.235 3 6,974 | 42.247 7,322 |
| Police Dispatcher II | 009 | Hourly Monthl y | 30.085 7 5,214 | 31.589 9 5,475 | 33.169 4 5,749 | 34.827 9 6,036 | 36.569 3 6,338 | 38.397 8 6,655 |

Background

The City of Concord and Teamsters Local Union 856 are parties to a Memorandum of Understanding effective July 1, 2014, (as amended) (“MOU” or “Memorandum of Understanding”). Among other things, the MOU sets forth pay rates for the Lead Dispatcher and Police Dispatcher II classifications and bargaining requirements.

Recently, in recognition of critical staffing levels in the Dispatch Call Center of the Concord Police Department, and the need to retained seasoned and highly qualified Police Dispatchers, the City Council authorized the establishment of a 5 percent Communications Training Officer (CTO) pay differential for employees in the Dispatcher II and Lead Dispatcher classifications that are assigned to the CTO function. It was hoped that this new pay differential, along with proposed salary increases for Teamster employees offered in the course of ongoing labor negotiations would be sufficient to bring Concord into better alignment with the competitive job market for this highly sought after classification. Unfortunately, staffing levels for Police Dispatchers are anticipated to erode further, reaching an unsustainable staffing level unless immediate action is taken to attract additional experienced Police Dispatchers to the organization. Since the CTO pay was implemented on March 14, 2016, the Police Department has been advised that one Police Dispatcher II is retiring in early June, and another has indicated the possibility of not returning to full-time duty after a return from protected leave status.

Despite a number of efforts to enhance recruitment (including a continuous recruitment process, streamlining of the selection process, and the establishment of recruitment incentives), the City has only been able to attract one lateral candidate since March 2014. (Lateral refers to a seasoned Dispatcher with experience with another police agency.) An informal salary survey indicates that the Police Dispatcher II classification is approximately 4.8 percent under the median, when compared to the standard agencies that Concord uses for salary benchmarking, and even further behind when compared to other local agencies that compete for dispatcher employees.

Staffing has reached a critical point, and the Police Department has made every effort to effectively manage the Dispatch Call Center as effectively as possible to maintain safe operations. Sworn Officers have been trained for the Dispatch function to help ensure continuing operations; however, this is not a permanent solution and pulls sworn officers away from their regularly assigned duties. Given low staffing levels in this important function, the Police Department has also cancelled vacations and other requests for time off for current personnel in the Dispatch Center. While necessary given emergency level staffing, this action is likewise not a long-term solution, and further adds to the dissatisfaction of highly qualified Dispatchers. The Division has also experienced a high level of overtime, with staff often working up to 50-60 hours per week to maintain sufficient staffing levels for all shifts.

Analysis

Since 2013, the City has engaged in a continuous recruitment process for the Police Dispatcher II classification. While the organization has been successful at attracting entry-level Police Dispatchers (Dispatcher I) with one currently training and three more proceeding through the intensive background process for potential hire, the City has only been able to hire one "lateral" Police Dispatcher II employee since March 2014. This individual was hired in February 2016 and is in the process of completing the training program.

The training required for a new Police Dispatcher I consists of an intensive process lasting approximately eight to ten months; whereas an experienced "lateral" Police Dispatcher II typically only requires three to five months of training before being scheduled to work independently and provide direct relief. Further, given the reduced staffing levels, training of new Dispatcher I employees is hampered by the fact that fewer Dispatchers are available to provide CTO training as they are need to work directly in responding to and routing calls. The Department must thereby carefully schedule the on-boarding of new Dispatchers to ensure adequate ability to train within existing staffing levels.

At the end of 2015, two seasoned dispatch employees left the City for employment with another agency. An informal salary comparison of agencies deemed appropriate for comparison purposes during the course of formal negotiations was conducted by Human Resources staff. (The City of Brentwood was also reviewed given its close proximity and the fact the agency was recruiting for Dispatchers). Results indicate that the City's pay is approximately 4.8 percent below the market median, and until Council's recent action, the City also lagged in terms of providing CTO training differential pay. (Please see Attachment 2 for further detail.)

By increasing the existing base pay for Police Dispatcher II and Lead Dispatcher classifications by 10 percent, the City's position in the competitive job marketplace would be significantly improved, and enable the organization to more effectively attract qualified dispatch employees.

As authorized by the City Council, staff met and conferred with Teamsters Local Union 856 and worked collaboratively with the union to seek resolution to this staffing challenge. The union was in support of the City's proposal to provide a 10 percent increase to base pay for the classifications of Police Dispatcher II and Lead Dispatcher, and an Addendum to the existing Memorandum of Understanding (MOU) between the City of Concord and Teamsters Local Union 856 was executed. (Attachment 1) Staff is recommending that the Council implement the increase to base pay effective the first day of the pay period following Council's adoption of the Addendum to the MOU (June 6, 2016).

Financial Impact

The total cost of this change is estimated at \$128,000 annually. Given vacancy savings and reduced overtime that would result from improved staffing levels, it is anticipated that the Police Department can absorb the cost within its existing budget for FY 2015-16 and FY2016-17. The full budgetary cost will be incorporated in subsequent biennial operating budgets, beginning with the Biennial FY 2017-18 and FY 2018-19 Budget. Any subsequent salary adjustments for Teamsters bargaining unit employees that may arise through a successor MOU will be in addition to the 10 percent increase to base pay for the Police Dispatcher II and Lead Dispatcher classifications proposed herein.

Public Contact

The City Council Agenda was posted and a copy was provided to Rudy Gonzalez, Vice President of Teamsters Local Union 856.

Attachments

1. Addendum to the Memorandum of Understanding between the City of Concord and Teamsters Local Union 856
2. Salary Comparison (Police Dispatcher II Classification) with Peer Agencies
3. Resolution No. 16-4835.1 Approving an Addendum to the Memorandum of Understanding between the City of Concord and Teamsters Local Union 856 Providing a 10 Percent Base Pay Increase for Lead Dispatcher and Police Dispatcher II Classifications

Addendum to the Memorandum of Understanding between the City of Concord and Teamsters Local Union 856

The City of Concord has experienced significant challenges in attracting and retaining highly experienced staff in the Dispatcher II and Lead Dispatcher classifications. Despite the use of recruitment incentives and the establishment of Communications Training Officer (CTO) training differential pay, the proven difficulty in attracting Lateral Dispatchers and retaining existing qualified Dispatch staff has led to an insufficient level of staffing for this critical function. In recognition of these established facts, and in a shared desire for immediate action to remedy staffing levels to ensure adequate and safe operations for the Dispatch Center, the parties hereby agree to increase the base pay for the Dispatcher II and Lead Dispatcher classifications by 10% as follows:

Current Pay Ranges

| Class Title | Grade | | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|----------------------|-------|---------|---------|---------|---------|---------|---------|---------|
| Lead Dispatcher | 011 | Hourly | 30.0925 | 31.5971 | 33.1769 | 34.8358 | 36.5776 | 38.4065 |
| | | Monthly | 5,216 | 5,477 | 5,751 | 6,038 | 6,340 | 6,657 |
| Police Dispatcher II | 009 | Hourly | 27.3507 | 28.7182 | 30.1541 | 31.6618 | 33.2449 | 34.9072 |
| | | Monthly | 4,741 | 4,978 | 5,227 | 5,488 | 5,762 | 6,050 |

The additional 10% on base pay for the Dispatcher II and Lead Dispatcher classifications will result in the following new pay ranges:

New Pay Ranges

| Class Title | Grade | | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|----------------------|-------|---------|---------|---------|---------|---------|---------|---------|
| Lead Dispatcher | 011 | Hourly | 33.1017 | 34.7567 | 36.4946 | 38.3193 | 40.2353 | 42.247 |
| | | Monthly | 5,737 | 6,024 | 6,325 | 6,642 | 6,974 | 7,322 |
| Police Dispatcher II | 009 | Hourly | 30.0857 | 31.5899 | 33.1694 | 34.8279 | 36.5693 | 38.3978 |
| | | Monthly | 5,214 | 5,475 | 5,749 | 6,036 | 6,338 | 6,655 |

All other bargaining unit classification pay ranges, including that of Police Dispatcher I, remain the same. Any subsequent salary adjustments that may arise from a successor Memorandum of Understanding will be added to the new salary ranges for Police Dispatcher II and Lead Dispatcher without any offset. This salary adjustment will become effective with the first full pay period following Council adoption, which is anticipated to be no later than June 6, 2016.

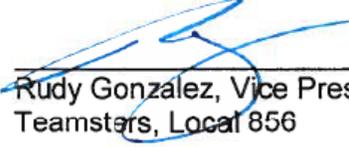
Signed:

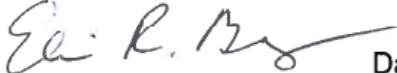
For The Administrative, Technical and Clerical Unit and The Field & Operations Unit:

For the City of Concord:


Date: 5/5/16
Peter Finn, Secretary/Treasurer
Teamsters, Local 856


Date: 5/5/16
Valerie Barone
City Manager


Date: 5/5/16
Rudy Gonzalez, Vice President
Teamsters, Local 856


Date: 5/5/16
Elia Bamberger
Director of Human Resources

| AT CURRENT PAY: | | |
|-------------------------------------|----------------------------------|----------------------|
| Dispatcher Agency Comparison | | |
| CITY/COUNTY | COMPARABLE CLASS TITLE | MAX MO SALARY |
| Newark | Public Safety Dispatcher | \$7,793 |
| Berkeley | Public Safety Dispatcher II | \$7,098 |
| Contra Costa County-Fire | Fire District Dispatcher | \$6,820 |
| Richmond | Communication Dispatcher | \$6,677 |
| Hayward | Communications Operator | \$6,659 |
| Brentwood | Police Dispatcher | \$6,547 |
| San Leandro | Public Safety Dispatcher | \$6,369 |
| Antioch | Police Dispatcher | \$6,344 |
| Vacaville | Public Safety Dispatcher II | \$6,189 |
| Concord | Police Dispatcher II | \$6,050 |
| Contra Costa County-Sheriff | Sheriff's Dispatcher II | \$5,681 |
| Vallejo | Communications Operator II | \$5,573 |
| Fairfield | Dispatcher II | \$5,458 |
| Martinez | Police Dispatcher | \$5,436 |
| Suisun City | Communications & Records Tech II | \$4,422 |
| Comparison Agency Mean | | \$ 6,219 |
| Comparison Agency Median | | \$ 6,357 |
| Concord to Mean | | -2.7% |
| Concord to Median | | -4.8% |
| PROPOSED 10% INCREASE: | | |
| Dispatcher Agency Comparison | | |
| CITY/COUNTY | COMPARABLE CLASS TITLE | MAX MO SALARY |
| Newark | Public Safety Dispatcher | \$7,793 |
| Berkeley | Public Safety Dispatcher II | \$7,098 |
| Contra Costa County-Fire | Fire District Dispatcher | \$6,820 |
| Richmond | Communication Dispatcher | \$6,677 |
| Hayward | Communications Operator | \$6,659 |
| Concord | Police Dispatcher II | \$6,655 |
| Brentwood | Police Dispatcher | \$6,547 |
| San Leandro | Public Safety Dispatcher | \$6,369 |
| Antioch | Police Dispatcher | \$6,344 |
| Vacaville | Public Safety Dispatcher II | \$6,189 |
| Contra Costa County-Sheriff | Sheriff's Dispatcher II | \$5,681 |
| Vallejo | Communications Operator II | \$5,573 |
| Fairfield | Dispatcher II | \$5,458 |
| Martinez | Police Dispatcher | \$5,436 |
| Suisun City | Communications & Records Tech II | \$4,422 |
| Comparison Agency Mean | | \$ 6,219 |
| Comparison Agency Median | | \$ 6,357 |
| Concord to Mean | | 7.0% |
| Concord to Median | | 4.7% |

**BEFORE THE CITY COUNCIL OF THE CITY OF CONCORD
COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA**

**A Resolution Approving an Addendum to the
Memorandum of Understanding between the City of
Concord and Teamsters Local Union 856 Providing a
10 Percent Base Pay Increase for Lead Dispatcher
and Police Dispatcher II Classifications**

Resolution No. 16-4735.1

WHEREAS, the City of Concord and Teamsters Local Union 856 are parties to a Memorandum of Understanding effective July 1, 2014, (as amended) (“MOU” or “Memorandum of Understanding”) which. Among other things, the MOU sets forth pay rates for the Lead Dispatcher and Police Dispatcher II classifications and bargaining requirements.

WHEREAS, due to significant challenges in recruiting and retaining highly qualified and experienced Police Dispatchers, the City Manager and City staff are recommending adjusting compensation for Lead Dispatcher and Police Dispatcher II Classifications; and

WHEREAS, City representatives and the duly appointed representatives of the Teamsters Local Union 856 have met and conferred in accordance with Section 3500 et. Seq. of the California Government Code and the Memorandum of Understanding; and

WHEREAS, the City Manager and City staff recommend that the terms and conditions of the Memorandum of Understanding amendment be approved by the City Council; and

WHEREAS, the City Council, at its meeting on May 24, 2016, considered staff’s recommended adjustments to the compensation for the Lead Dispatcher and Police Dispatcher II classifications.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CONCORD DOES
RESOLVE AS FOLLOWS:**

Section 1. Approves the written amendment to the Memorandum of Understanding between the City of Concord and Teamsters Local Union 856 making the following adjustments to salary and benefits for the classifications of Lead Dispatcher and Police Dispatcher II:

- (a) Effective the first full payment period after adoption of Resolution No. 16-4735.1, base salary shall be increased by 10 percent for the classifications of Lead Dispatcher and

1 Police Dispatcher II only.

2 **Section 2.** This resolution shall become effective immediately upon its passage and adoption.

3 **PASSED AND ADOPTED** by the City Council of the City of Concord on May 24, 2016, by
4 the following vote:

5 **AYES:** Councilmembers -

6 **NOES:** Councilmembers -

7 **ABSTAIN:** Councilmembers -

8 **ABSENT:** Councilmembers –

9 **I HEREBY CERTIFY** that the foregoing Resolution No. 16-4735.1 was duly and regularly
10 adopted at a regular meeting of the City Council of the City of Concord on May 24, 2016.

11
12
13 _____
14 Joelle Fockler, MMC
City Clerk

15 **APPROVED AS TO FORM:**

16
17 _____
18 Susanne Meyer Brown
City Attorney