



2024-2025 GRAND JURY REPORT EL DORADO COUNTY FEBRUARY 25, 2025 – CASE #25-06

9-1-1 CENTRAL DISPATCH – PERFORMANCE UNDER FIRE

The 9-1-1 Central Dispatch services in El Dorado County Sheriff's Office suffers from critically low staffing due in part to non-competitive wages and incentives.

TABLE OF CONTENTS

Contents

Summary	3
Highlights	3
Recommendations Summary	3
Background	4
Methodology	8
Interviews	8
Documents reviewed	8
Discussion	9
A Critical Decline in Staffing Levels	9
9-1-1 Challenges Nationwide	10
Investigation of Central Dispatch	10
Performance Requirements and Training Considerations	12
County Stakeholders	14
Conclusion	19
Findings	20
Recommendations	21
Request for Responses	22
Appendix and Glossary	23
Employee Retention and Turnover Data	23
Glossary	25

Cover Caption: El Dorado 9-1-1 Dispatcher. Courtesy El Dorado Sheriff's Office.

SUMMARY

Summary

*"There is no such thing as an accident,
only a failure to recognize the hand of fate."*

- Napoleon Bonaparte

HIGHLIGHTS

The El Dorado County Civil Grand Jury (Grand Jury) investigated the El Dorado County Sheriff's Office (EDSO) 9-1-1 Central Dispatch (Central Dispatch) agency, which handles public safety needs. Central Dispatch is the Public Safety Answering Point (PSAP) for all 9-1-1 calls occurring in unincorporated El Dorado County (County). Central Dispatch answers both emergency and non-emergency lines. They provide radio dispatch to EDSO deputies for emergency and non-emergency service calls and forward calls to other agencies, such as fire and emergency medical.

Central Dispatch suffers from critically low staffing and non-competitive pay, which is made worse by a lack of awareness from County administration of the department's operations. There are currently twelve full-time employees (FTEs): eight dispatchers and four supervisors, although they are funded for 18 dispatchers. This shortfall (less than 50% of needed dispatchers) creates a dangerous and unsustainable workload. Short staffing produces high stress, mandatory overtime, and additional risk to public safety.

RECOMMENDATIONS SUMMARY

The County urgently needs to evaluate and increase 9-1-1 dispatcher pay and benefits to compete with similar dispatch agencies which regularly hire staff away. Our recommendations will aid in retaining dispatchers and will provide incentives for newly hired and experienced dispatchers.

Our full analysis of the issues with 9-1-1 Dispatch service in the County follows.

BACKGROUND

Background

Any 9-1-1 call in the United States is routed to the nearest Public Safety Answering Point (PSAP). A trained dispatcher answers and asks for details about the emergency, such as location, the nature of the emergency, and if there are any immediate dangers. Based on the information provided, the dispatcher coordinates with the appropriate emergency services, such as police, fire, or medical responders, to send help to the location. They may also provide instructions on what to do until help arrives.

9-1-1 dispatching is a challenging and stressful career choice. Nationwide, there are staffing shortages and difficulties with hiring and retaining dispatchers. The pay scale is frequently considered low for the critical tasks dispatchers provide. A report generated by the National Emergency Number Association (NENA) and Carbyne, "[2024 Pulse of 9-1-1](#)," surveyed thousands of respondents to produce a detailed assessment of the 9-1-1 industry:

"The 9-1-1 profession has some of the most motivated employees in any industry, with 87% of respondents stating that they love or like their job! Yet, despite their motivation, nearly one in three staffers feel stressed about coming to work each day, and almost a quarter acknowledge that the job has adversely affected their marital status..."

There is an undeniable strain on the people who are the backbone of emergency services, the voice at the end of the line. Staffing challenges continue to grow, from difficulties in hiring new personnel to problems with employee retention and an aging workforce that shows clear signs of stress and burnout."

El Dorado County has four emergency dispatch centers to manage law enforcement, fire, and medical emergencies:

- **Central Dispatch (Law Enforcement):** Located at the El Dorado County Sheriff's Office (EDSO), handles all 9-1-1 calls from unincorporated areas of the County. Calls may be rerouted to other dispatch centers for regional or specialized services.

BACKGROUND

- **Placerville Police Department Dispatch (Law Enforcement):** This dispatch center serves the City of Placerville; handling emergency and non-emergency calls for police services.
- **CAL FIRE Dispatch in Camino (Fire/Medical):** Responsible for dispatching fire and medical emergency services on the Western Slope. It also receives rerouted medical emergency calls from Central Dispatch.
- **South Lake Tahoe Dispatch (Law/Fire/Medical):** Handles 9-1-1 calls and dispatches law enforcement, fire, and medical services in the South Lake Tahoe area.

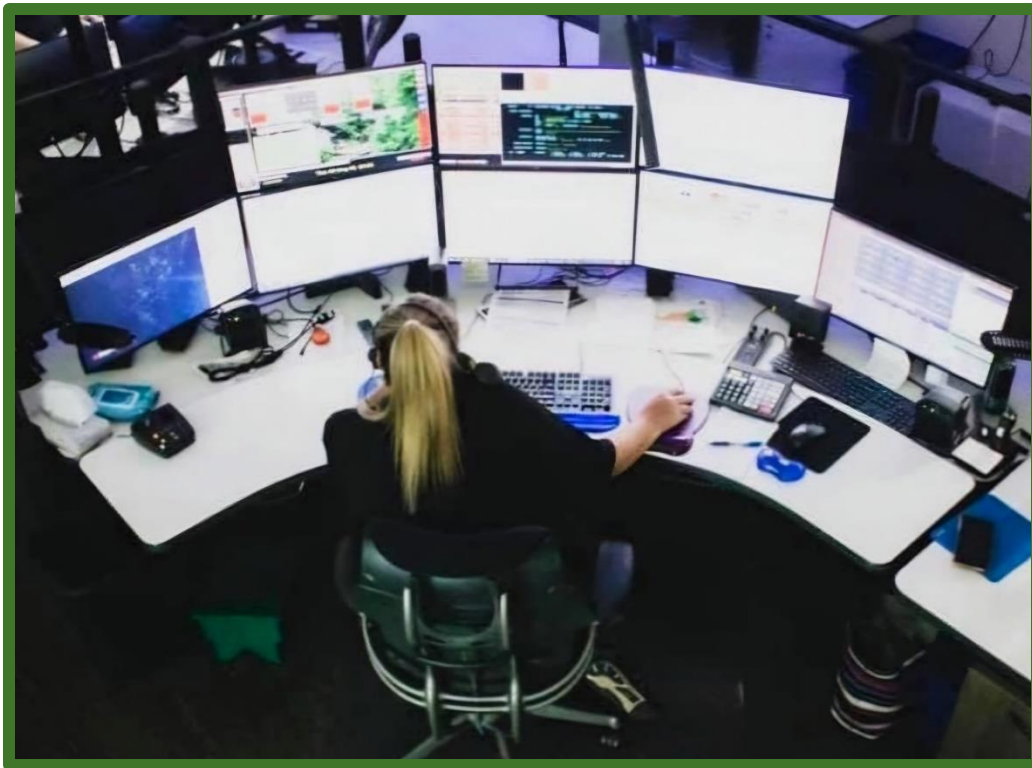


Figure – A 9-1-1 Dispatcher at a County Dispatch station. An overload of critical information.

Considering the challenges facing the dispatch industry and the importance of 9-1-1 services to the public, the Grand Jury decided to evaluate the County's Central Dispatch services. Staffing shortages have increased in only the last few years and it's important to understand why.

BACKGROUND

Attracting candidates to this stressful career path is known to be challenging. Central Dispatch hires entry level candidates with qualifications as follows:

“Equivalent to a high school diploma and one year of public contact and/or non-emergency dispatching experience.”

“Must be willing to work nights, weekends, and holidays. Must be willing to be called back, held over, or called-in to maintain minimum staffing levels. Shifts can be stressful and routinely 12 hours long. Must be able to pass a thorough background investigation.”

Source: [Class Specifications | SHERIFF'S PUBLIC SAFETY DISPATCHER I/II | Class Spec Details](#)

Applicants hired in a probationary status as a Public Safety Dispatcher I (PSD I) are trained in both an academic setting and one-on-one with a trainer in the dispatch environment. Training can take from 8 to 12 months to achieve independent proficiency. After training, Dispatcher I's are expected to immediately move into the Dispatcher II classification to handle the full range of call taking and radio dispatching with an additional 6-month probationary period.

Applicants that have prior dispatching experience are hired as a Public Safety Dispatcher II (PSD II). PSD II's have a shorter training period where they become familiar with agency specific needs and achieve full proficiency to become a permanent employee.

Work shifts are as follows (84 hours every two weeks, includes scheduled mandatory overtime):

- Team 1: 0700-1900 Tue-Wed-Thu + every other Friday
- Team 2: 0700-1900 Sat-Sun-Mon + every other Friday
- Team 3: 1900-0700 Tue-Wed-Thu + every other Friday
- Team 4: 1900-0700 Sat-Sun-Mon + every other Friday

Overtime needs are met initially by voluntary sign up, then by mandatory assignment, if required. Our initial inquiry into Central Dispatch operations found that there was a significant staffing shortage and employee attrition.

BACKGROUND

Our investigation centered around three key questions:

1. What are the challenges for 9-1-1 dispatch agencies in the U.S. overall in successfully hiring, training, and retaining dispatchers?
2. How well is EDSO Central Dispatch doing in hiring, training, and retaining dispatchers? What is their work culture like amidst such a challenging mission?
3. Are other County stakeholders (Sheriff's Office, Board of Supervisors, Human Resources) aware of their support roles, especially in addressing competitive pay and benefits?

Our full analysis and recommendations follow.

METHODOLOGY

Methodology

INTERVIEWS

- EDSO Central Dispatch staff
- EDSO Command staff
- County Human Resources staff
- Multiple sit-along sessions (observation of working dispatch staff) by multiple Grand Jurors

DOCUMENTS REVIEWED

- Public Safety Dispatch (PSD) Manager Report to the Grand Jury September 25, 2024
- 2024 Pulse of 9-1-1, NENA and Carbyne State of the Industry Survey (<https://the-pulse-of-9-1-1.carbyne.com/the-pulse-of-9-1-1-survey-results-2024>)
- 2017 El Dorado County Total Compensation Study-Final Report by Koff and Associates
- September 2024 Emergency Call Tracking System (ECaTS) Report with Analysis for Central Dispatch

DISCUSSION

Discussion

A CRITICAL DECLINE IN STAFFING LEVELS

The Grand Jury initiated an investigation of the EDSO 9-1-1 Central Dispatch Center (Central Dispatch) to assess local public safety and quality of dispatch services. The agency is funded for 18 Full-Time Employee (FTE) Dispatcher Is and IIs and four Dispatch Supervisors (a total of 22). At the time of report publication, there were only nine dispatchers and four supervisors. There are also six probationary trainees in various phases of training.

Dispatch provided data on staffing fluctuations from 2014 through 2024. The data showed 20 total dispatchers and supervisors in 2018-2019, falling to the current level of 12, soon to be 10 (detailed turnover data for 2014-2018 was not available):

Year	Dispatchers	Supervisors	Total Staff	Turnover
2024	8	4	12	6
2023	8	4	12	11
2022	8	4	12	6
2021	10	4	14	11
2020	13	4	17	5
2019	16	4	20	7
2018	16	4	20	NA
2017	14	4	18	NA
2016	13	4	17	NA
2015	12	4	16	NA
2014	13	4	17	NA

Table – Staffing and turnover has gotten more critical (shown in red) in recent years. Additional details on staffing numbers can be found in the Appendix.

DISCUSSION

Central Dispatch explained that even though they regularly hired, trained and tried their best to retain qualified candidates, the failure rate varied from 50%-75%. When trainees became regular employees and then left, exit interviews cited better pay, pay differentials, and benefits compared to other regional city and county dispatch centers. Central Dispatch staffing is now so low that EDSO needs four deputies to assist in the Dispatch Center answering calls. The deputies do not handle the full scope of Dispatch Center needs, notably radio dispatching, yet get much higher pay.

Finding 1 – EDC Central Dispatch is critically short staffed. The department is funded for 22 staff (18 dispatchers and four supervisors). They currently have 19 staff (nine dispatchers, four supervisors, and six trainees). Several dispatchers (six) and supervisors (two) have left Central Dispatch to work for higher paying agencies in the past five years.

9-1-1 CHALLENGES NATIONWIDE

The [*2024 Pulse of 9-1-1, NENA and Carbyne State of the Industry Survey*](#) describes staffing trends and challenges nationwide as well as how stakeholders view the difficulties. The following data refer to Emergency Communications Centers (ECCs) with 21-30 employees:

- 82% of ECCs struggle with vacant/unfilled positions
- 77% of ECCs face short staffing
- 74% of ECCs struggle to hire new employees
- Nearly 22% of dispatchers work mandatory overtime daily and 50% at least once a week
- Nearly 38% of dispatchers work voluntary overtime daily and more than 75% at least once a week

Combined with the usual stressful nature of the role, the prevalence of overtime places a crippling burden on staff well-being.

INVESTIGATION OF CENTRAL DISPATCH

Members of the Grand Jury completed a two-hour “sit-along” with the working dispatchers, supervisors, and EDSO deputies. Central Dispatch is located within the new \$68 million County

DISCUSSION

Sheriff's Office complex at 200 Industrial Drive in Placerville. The dispatch center has a Computer Aided Dispatch (CAD) system, called Record Incident Management System (RIMS), that was installed three years ago. RIMS is the most widely used CAD system in California with over 220 installations and has been a mainstay of public safety dispatching for 40 years.

Grand Jurors observed dispatchers, supervisors, and deputies working and were able to interact freely with them. When they were available to answer, we asked each person four questions:

1. What factors are important to you for wanting to have dispatching as a career?

Answers:

- *Being able to send help immediately, very rewarding job.*
- *Work/life balance.*
- *CALPERS retirement plan of 2% @ 62.*
- *Love the variety, great to work in the County I live in and am familiar with.*
- *Every day is exciting and get to be proactive.*

2. What factors would cause you to possibly or eventually decide to leave dispatching as a career?

Answers:

- *I would leave dispatching if I felt I wasn't able to effectively do the job.*
- *It requires a high skill level.*
- *I might eventually leave because of shift work; 14-16 hour days.*
- *I would leave dispatching if the pay wasn't enough.*
- *Burnout. Mandatory overtime.*
- *High stress, even on days off when I am trying to decompress.*

3. What factors and conditions contribute to you wanting to continue working at Central Dispatch?

Answers:

- *I recently looked at Folsom but didn't like the commute. I live close by. I love my co-workers and the agency. I have seniority, so I get favorable shifts and days off. We all get along well; it's a great work environment.*

DISCUSSION

- *This is my home, and I am familiar; I live 15 minutes away. I work Dayshift, which I like.*
 - *I like the people I work with and work for. I love the community, the agency and morale here is high.*
4. What factors and conditions would cause you to consider leaving Central Dispatch to work at another dispatch agency?

Answers:

- *Up to a 10% differential for education at other agencies.*
- *Not having holiday in lieu of pay, which adds into retirement.*
- *Having medical coverage when I retire (our PERS plan doesn't have that).*
- *Staffing getting worse. Mandatory overtime. Getting burned out. (One staffer worked 24 hours of overtime per 2-week pay period).*
- *No POST (Peace Officer Safety Training) education pay. Other agencies pay 5% or more for that.*
- *Night shift differential: We pay \$1 per hour more; Placer gets 7% per hour.*

Our overall impressions were that the dispatchers were proficient multi-taskers engaged in their work duties. Despite the seriousness of the job and its demands, they were confident, conversational, and at ease with each other. There were no outside complaints about performance of Central Dispatch and they were meeting key evaluation metrics.

Finding 2 – Despite staffing shortfalls, the Central Dispatch Department has a collaborative and engaged work culture. To date they have achieved key performance metrics at the expense of potential liability risk, job attrition, and higher costs.

PERFORMANCE REQUIREMENTS AND TRAINING CONSIDERATIONS

Central Dispatch is always looking to hire new staff. Being short staffed creates a training problem. Trainers need to actively perform dispatch tasks as well as monitor the trainee. Supervisors must supervise, actively perform dispatch tasks, and provide instruction to the

DISCUSSION

trainee. Ideally, there would be four dispatchers working, but currently they operate with only two dispatchers and an extra-help sheriff's deputy.

We were provided with a report from Emergency Call Tracking System (ECaTS). ECaTS is a third-party company that measures call answering performance from over 2600 PSAPs in 40 states and Canada.

ECaTS reported that through September 2024, EDSO Central Dispatch answered 99.26% of 9-1-1 calls in 10 seconds or less. By this metric, they are performing well. We attribute this to back-filling staff shortages with more expensive sheriff deputies pulled into the call center. Sheriff's deputies have a significantly higher pay rate and only take incoming calls, they do not perform dispatching services.

NENA standards for 9-1-1 call answering times specify that 90% of all 9-1-1 calls should be answered within 15 seconds. Central Dispatch meets these national standards according to reports we reviewed. They achieve this call answering metric at the expense of fully focusing on other tasks.

The dispatchers have the responsibility of working the West Slope and Lake Tahoe radios, which means two of the dispatchers are occupied working radios and ensuring calls are dispatched to Patrol. When they are staffed with only three to four dispatchers, including deputies, radio dispatchers are also answering phones while working a radio. Multi-tasking is a requirement, but their main radio is often too busy to have our dispatchers pulled away to answer phones.

This may be a potential liability for the County. Answering the phone in the middle of radio traffic, or vice versa, has the potential of information being copied incorrectly or not heard correctly. The demands placed on dispatchers are causing mental fatigue which could lead to burnout and errors.

Training a new dispatcher takes 8-12 months so there can be extensive extra duties for experienced dispatchers. Because of the required multi-tasking, training, at times, can suffer. If a trainer needs to correct a trainee, they are frequently unable to take a moment to discuss the correction when the trainer is busy answering other calls or working the radio.

DISCUSSION

Training evaluations aren't often as detailed as they should be. The trainers are working the floor (answering calls and working the radio), training their trainee, and completing the trainee's evaluation simultaneously. Both trainers and trainees may feel rushed trying to gather information with ongoing multiple tasks. This is imperative during life-or-death emergencies, but they are feeling this on non-emergency calls as well.

When Central Dispatch receives a priority emergency call, training is often placed on hold. The trainer becomes the primary dispatcher; they need to work the radio and/or phones. Monitoring a trainee becomes a secondary priority if it can be done at all. The information processing demands on trainers can be overwhelming, especially over the duration of a busy twelve-hour shift. They have a headset on one ear, and a handset (phone) on another; they need to listen to the room, and the trainee.

The ECATS report forecasts the call-taker staffing needs for Central Dispatch using the last 12 months of call data. The report recommends 2-5 call-takers be on shift at all times. Current staffing levels only allow 1-2 call-takers at a time.

The Grand Jury was impressed that Central Dispatch is doing as well as they are while training new hires and maintaining a reasonably high level of performance. The situation, however, is not sustainable and will eventually lead to declining performance, more job attrition, and burnout.

The Grand Jury recalled that the air traffic controllers were operating short staffed in Washington, D.C., during the mid-air collision on January 31, 2025. Problems can be difficult to see and appreciate until a disaster happens.

Finding 3 – Central Dispatch staff are mandated to work extensive overtime hours resulting in stress and further job attrition. EDSO deputies are required to cover shortfalls at considerable extra expense.

COUNTY STAKEHOLDERS

In addition to the Sheriff, the County Board of Supervisors, and the County Human Resources Department (HR) have an important, if not deciding, role to play in setting salary ranges and

DISCUSSION

compensation for EDSO employees. The County, not the Sheriff, is primarily responsible for union negotiations and contracts for EDSO employees who do not carry weapons or have arrest powers; this includes Central Dispatch staff.

The County's labor contract with its employees lapsed on June 30, 2024. The Grand Jury could not investigate ongoing contract negotiations between the County and Local 3 representing the dispatchers due to confidentiality. Yet, it was not clear to us that the County fully appreciated the challenges Central Dispatch was facing from salary discrepancies or the role that it would play in any new contract. We asked multiple HR staff if they knew of the critically low staffing at Central Dispatch. Not one of them was aware. They mentioned that they knew dispatching was a difficult job and thought that many new hires quit because of having to work nights or weekends.

County HR and the Board of Supervisors (BOS) were aware of the vital role they had in meeting the County's public safety mission and were invested in making a difference by advocating for higher pay and better incentives to attract and retain employees. The Grand Jury would expect a workforce of 22 employees with such critical and unique responsibilities should merit more priority than they have received.

Finding 4 – County leadership outside EDSO, which determine Central Dispatch compensation levels and benefits, appear unaware of the serious staffing shortfalls and the stress on Central Dispatch, largely because Central Dispatch has managed to maintain their key performance metrics.

We investigated the methodologies the County uses to determine suitable pay overall and for EDC Central Dispatch in particular. During interviews with HR staff, they explained that the current set of comparators for studying wages and benefits are five counties: Placer, Sacramento, Yolo, Napa, and Amador, which either border us or are similar demographically. The County looks at the salary and total benefit package. The last study the County did was two years ago. The County was behind the median in some areas at the time, so two years ago employees were brought up to the median. The County has fallen behind Sacramento and

DISCUSSION

Placer counties at the top of the scale, as well as the city of Folsom dispatch. The evaluation is not clear because the County does not compare to other city dispatch centers.

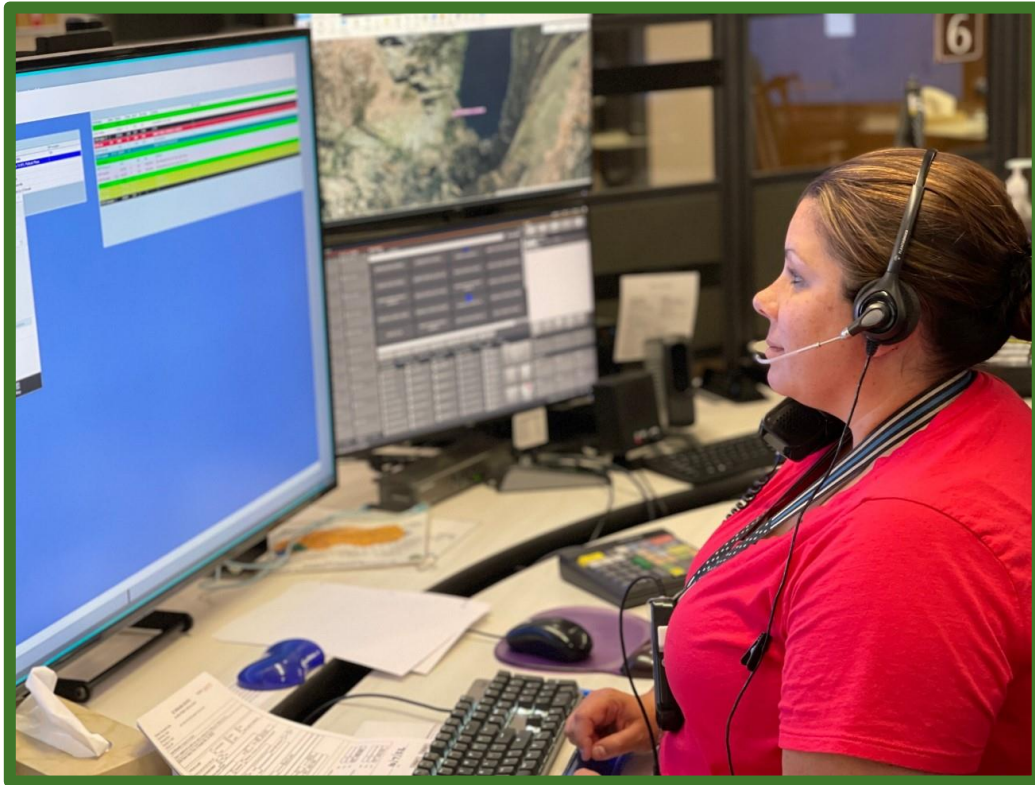


Figure – EDSO 9-1-1 Dispatcher. Courtesy of EDSO.

In a prior Memorandum of Understanding (MOU) with union negotiators the County agreed to allow Sheriff's Office deputies to work as extra-help by answering phones, but not to do radio dispatching. In 2024, deputies worked 9,596 hours in Central Dispatch. A deputy is paid \$42.24 - \$53.81 per hour, plus better differentials and education pay. Dispatchers are paid \$27.43 - \$37.05 per hour, roughly two-thirds of deputy pay. At average regular pay rates, the County spent roughly \$150,000 extra for deputies to answer phones rather than full-time dispatchers. EDSO Command staff indicated that they were well aware of the staffing challenges in Central Dispatch and were willing to use their available resources to help with the problem despite the additional costs.

DISCUSSION

There are many job classifications for HR to consider for better pay, differentials, and benefits. Central Dispatch has only three pay classifications, while the County must grapple with more than 500 overall. HR may need to apply different metrics and considerations for the three specialized job classifications in Central Dispatch than they do for the other 500 classifications. Unique factors play into job satisfaction besides compensation that need to be considered. Even with increased salary, there may continue to be employee attrition.

Finding 5 – There is no single source of information that shows how much extra is spent covering staffing shortfalls in Central Dispatch, including overtime pay and the higher pay rate for EDSO sheriff deputies. The lack of visibility to additional Central Dispatch coverage costs impairs the BOS and HR from making effective staffing decisions and prioritizations.

Current compensation rates and call loads for neighboring dispatch centers:

Dispatcher I/II Hourly Rates:

- Central Dispatch: \$27.43 - \$37.05
- El Dorado Sheriff Deputy as dispatcher: \$42.24 - \$53.81
- Placer Sheriff: \$31.61 - \$43.52
- Roseville Police: \$31.49 - \$48.74 (the County lost 1 dispatcher to Roseville)
- Elk Grove Police: \$32.33 - \$43.32 (the County lost 1 supervisor Elk Grove)
- Citrus Heights Police: \$33.05 - \$45.42
- Folsom Police: \$36.13 - \$48.88 (the County lost 5 dispatchers to Folsom)

Selected Additional Skills Pay and Shift Differentials:

- Communication Training Officer (CTO) Pay: 5% (all), 7.5% (Elk Grove)
- Shift Differential: \$0.75 - \$1.00 (El Dorado), 7.5% (Placer), 2.5-5% (Roseville)
- Bilingual Pay: \$1.00 (El Dorado), 5% (Placer), \$100/month (Roseville, Citrus Heights)

DISCUSSION

- Education Pay (Having AA/AS, BA/BS or MA/MS degrees): \$100-\$125 (Placer), 2.5% (Roseville), 5% (Elk Grove, Citrus Heights), up to 10% combined (Folsom). Central Dispatch does not offer education pay.
- Peace Officer Safety Training (POST-Dispatcher specific) Certification Pay: 2.5% (Elk Grove, Citrus Heights) up to 10% combined (Folsom)

We evaluated call volumes across multiple agencies to see if that was a justification for pay differential. It turned out to be irrelevant as call volumes per EDSO Central Dispatcher were at least as high.

Call Volume (2023):

- El Dorado Sheriff: 185,518 phone calls, 93,712 calls created
- Placer Sheriff: 181,077 phone calls (law & medical), unknown # of calls created
- Roseville Police: 204,339 phone calls (fire & medical), 126,853 calls created
- Elk Grove Police: 169,049 phone calls, 43,493 calls created
- Citrus Heights Police: 138,169 phone calls, 82,016 calls created
- Folsom Police: 93,128 phone calls, 44,050 calls created

The current five-county comparator model does not serve the County's staffing needs since local cities form a unique competitive market for dispatchers, as well as wide disparity among counties. Being truly competitive in retaining dispatchers means being closer to Placer County pay and differentials, as well as considering Folsom and other city comparables, rather than just the median of the neighboring five counties (which includes lower paying Amador County).

Finding 6 – El Dorado County Dispatcher wages, differentials, and benefits are not competitive in the regional public dispatch market. The County's five-comparator pay modeling doesn't take local city agencies that Central Dispatch employees have moved to into account.

DISCUSSION

CONCLUSION

Hiring and retaining a dispatcher through the training and probation period is a challenging task. Central Dispatch performs well with adept multi-tasking from motivated employees, despite the challenges of low staffing. The County now needs to support Central Dispatch with improvements in pay and shift differentials to ensure full staffing, dispatcher retention and effective public safety. The County needs a sensible fiscal approach to attract and keep qualified dispatchers to fully staff and reduce the stress of mandatory overtime.

FINDINGS

Findings

F1 – EDC Central Dispatch is critically short staffed. The department is funded for 22 staff (18 dispatchers and four supervisors). They currently have 19 staff (nine dispatchers, four supervisors, and six trainees). Several dispatchers (six) and supervisors (two) have left Central Dispatch to work for higher paying agencies in the past five years.

F2 – Despite staffing shortfalls, the Central Dispatch Department has a collaborative and engaged work culture. To date they have achieved key performance metrics at the expense of potential liability risk, job attrition, and higher costs.

F3 – Central Dispatch staff are mandated to work extensive overtime hours resulting in stress and further job attrition. EDSO deputies are required to cover shortfalls at considerable extra expense.

F4 – County leadership outside EDSO, which determine Central Dispatch compensation levels and benefits, appear unaware of the serious staffing shortfalls and the stress on Central Dispatch, largely because Central Dispatch has managed to maintain their key performance metrics.

F5 – There is no single source of information that shows how much extra is spent covering staffing shortfalls in Central Dispatch, including overtime pay and the higher pay rate for EDSO sheriff deputies. The lack of visibility to additional Central Dispatch coverage costs impairs the BOS and HR from making effective staffing decisions and prioritizations.

F6 – El Dorado County Dispatcher wages, differentials, and benefits are not competitive in the regional public dispatch market. The County's five-comparator pay modeling doesn't take local city agencies that Central Dispatch employees have moved to into account.

RECOMMENDATIONS

Recommendations

The Grand Jury recommends that:

R1 – EDSO direct Central Dispatch to develop and implement a strategy and action plan by July 16, 2025, to retain dispatchers, focusing on employees with less than seven years in the position.

R2 – The Board of Supervisors direct Human Resources to assess the wage disparities, pay differentials, and benefits from a wider range of local cities and counties, primarily Folsom, Roseville, and Placer County, to make an interim adjustment to Central Dispatch wages by October 1, 2025.

R3 – The Board of Supervisors direct Human Resources to include training incentives, including salary increases for Peace Officer Safety Training (POST) education and degrees by July 1, 2026.

R4 – EDSO direct Central Dispatch and their payroll department to produce an annual report by January 1, 2026 including the amount of overtime salary paid, as well as EDSO deputy pay differential for Central Dispatch staffing to determine the additional cost of keeping Central Dispatch 9-1-1 lines answered.

REQUEST FOR RESPONSES

Request for Responses

A Civil Grand Jury report details a single investigation. Each report lists FINDINGS and RECOMMENDATIONS. The responsible organization is notified and is required to respond to the report.

The California Penal Code § 933(c) specifies response times.

PUBLIC AGENCIES. The governing body of any public agency (also referring to a department) must respond within 90 days from the release of the report to the public.

ELECTIVE OFFICERS OR AGENCY HEADS. All elected officers or heads of agencies/departments are required to respond within 60 days of the release of the report to the public.

FAILURE TO RESPOND. Failure to respond, as required, to a Jury report, violates California Penal Code Section 933.05 and is subject to further action that may include additional investigation on the subject matter of the report by the Jury.

The following responses are required pursuant to Penal Code § 933 and § 933.05:

From the following government bodies:

- El Dorado County Board of Supervisors
Findings 4-6 and Recommendations 2-3
- El Dorado Sheriff's Office
Findings 1-3 and 6, and Recommendations 1 and 4

For more information refer to [How to Respond to an El Dorado County Grand Jury Report](#) available on the El Dorado County Grand Jury webpage.

APPENDIX AND GLOSSARY

Appendix and Glossary

EMPLOYEE RETENTION AND TURNOVER DATA

- Grey: PSD II or supervisors that left (resigned, relocated or moved to other agency).
- White: PSD I that left or weren't promoted.
- Green: still employed.
- Yellow: current trainees.

Position	Hire Date	Term Date	Reason for Leaving
PSD Supervisor	2007		still employed
PSD Supervisor	2018		still employed
PSD Supervisor	2020		still employed
PSD Supervisor	2023		still employed
PSD II	2015		still employed
PSD II	2015		still employed
PSD II	2016		still employed
PSD II	2016	2019	Folsom PD
PSD II	2017	2019	Folsom PD
PSD II	2007	2019	moved out of state
PSD II	2017	2019	Personal
PSD I	2019	2019	resigned – personal
PSD I	2019	2019	Released
PSD I	2019	2019	Released
PSD Supervisor	2000	2020	retired
PSD II	2014	2020	Folsom PD
PSD II	2004	2020	retired
PSD I	2020	2021	transferred out
PSD I	2020	2021	resigned – CHPD
PSD I	2020	2020	Personal
PSD I	2019	2020	Roseville PD
PSD Supervisor	2006	2021	moved out of state
PSD II	2018	2021	Folsom PD
PSD II	1994	2021	Retired
PSD II	2012	2021	moved out of state

APPENDIX AND GLOSSARY

PSD II	2002	2021	Retired
PSD I	2021	2021	resigned – childcare
PSD I	2021	2022	released from prob
PSD I	2021	2021	transferred out
PSD I	2021	2021	Resigned
PSD I	2021	2021	released from prob
PSD I	2022	2022	resigned – schedule
PSD I	2022	2023	resigned – personal
PSD I	2022	2022	resigned – personal
PSD I	2022	2022	resigned – personal
PSD I	2022	2022	resigned – personal
PSD I	2021	2022	moved out of state
PSD II	2021	2023	Roseville PD
PSD II	2021	2023	Fremont PD
PSD II	2012	2023	moved out of state
PSD II	1999	2023	moved out of state
PSD II	2010	2023	retired / new job \$
PSD I	2023	2023	released from prob
PSD I	2023	2023	transferred out
PSD I	2022	2023	Resigned
PSD II	2022		still employed
PSD II	2023		still employed
PSD II	2023		still employed
PSD Supervisor	2023	2024	Stockton PD
PSD Supervisor	2023	2024	Elk Grove PD
PSD I	2023	2023	released from prob
PSD I	2023	2023	resigned - home life
PSD I	2024	2024	transferred out
PSD I	2024	2024	transferred out
PSD I	2024		in training
PSD II	2024		still employed
PSD I	2024		still employed
PSD I	2023	2024	Resigned
PSD Supervisor	2012	2024	retired

APPENDIX AND GLOSSARY

PSD I	2024		in training
PSD I	2024		in training
PSD I	2025		in training
PSD I	2025		in training

GLOSSARY

- CAD – Computer Aided Dispatch
- ECaTS – Emergency Call Tracking System
- ECC – Emergency Communications Centers
- FTE – Full-Time Employee
- NENA – National Emergency Number Association
- PSAP – Public Safety Answering Point
- PSD – Public Safety Dispatch
- POST – Peace Officer Safety Training
- RIMS – Record Incident Management System