

**Quarterly Report (CY '19; Q3 & Q4)
To the
Public Protection and Judiciary Committee**

**Public Safety Communications
February 20, 2020**

**Q3/Q4 – 2019
9-1-1 Answer Times
Incoming & Abandoned calls**

Total Calls: 91,933

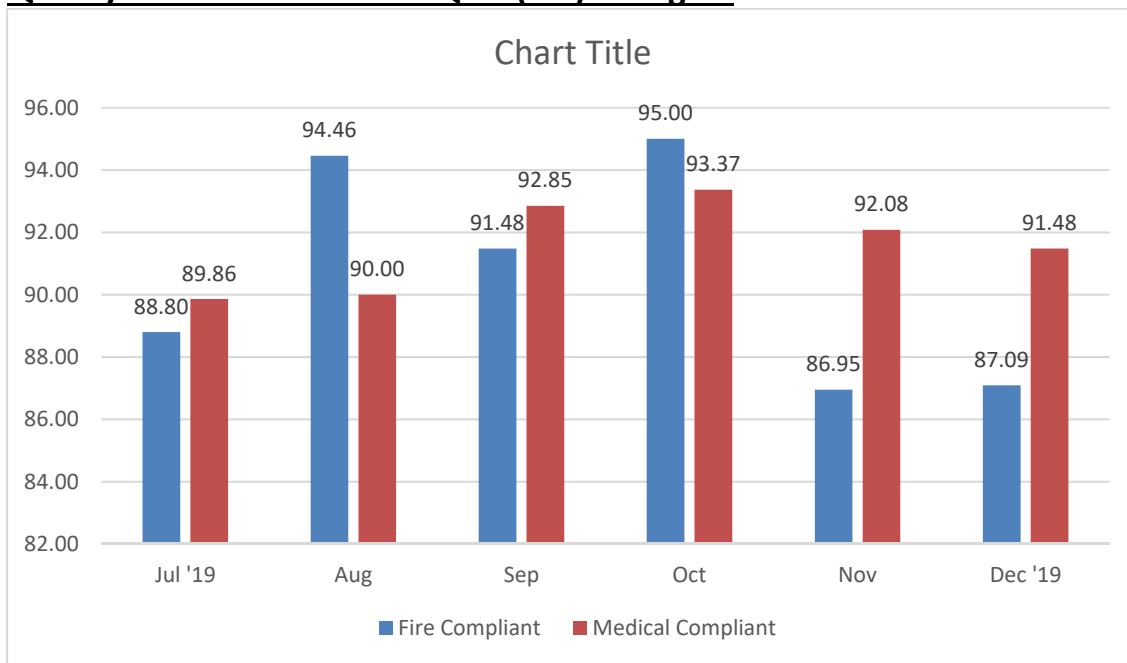
Answered within 15 seconds: 89,210 (97.04%) Goal 90%

Answered within 20 seconds: 48,976 (98.13%) Goal 95%

Average Answer Time: 00:00:04

Abandoned 6,380 (6.94%)

Quality Assurance scores: AQUA (7.0) 90% goal



For Fire and EMS; accreditation level is LTE 7% non-compliant cases (attained that in Fire and EMS for all 6 months).

Incident processing time (call receipt to dispatch) for Fire and EMS incidents: (28,751 Calls for Service)

(it was recently discovered that calls transferred to us from Middleton PD dispatch and meant for Fire/EMS dispatch experience a significant delay...we are investigating and will be working with Middleton Fire and EMS agencies to encourage more direct delivery (from phone companies) of wireless calls routed to Middleton based on an agreement circa 2006)

00:54: Average

00:45: Median

01:31: 90%

01:00: 73% (NFPA goal is 90% in 60 seconds)

(Reminder: in the following sections, where **bold** and plain font are found together, **bolded information is new and** un-bolded is from previous reports and meant to provide context)

Operations:

Communicator Staffing (as of February 12, 2020)

- Staffing level is 71.5. The 2020 budgeted levels changed upwards from 67.5 to 71.5 (addition due to the 8 pre-hires being converted to 4 FTE...just 1 pre-hire remains budgeted and is currently vacant). Given the high level of staffing and the low attrition, we will wait on another classroom process until later in 2020. Attrition in 2019 was 4 Communicators (or a 4 % attrition rate...best in at least a decade).

PSC Overtime

- OT for CY 2019 is showing a decrease (YTD) of ~28% compared to last year and 2017 (note: '17 and '18 data included the December/January holidays; '19 did not). OT practices/processes will be one of the areas looked at closely by the Winbourne Consulting staffing study (begun this month). OT will increase starting this month due to in-service training (this month and next month) and due to increased vacation coming as the weather improves. **OT for the entire year of 2019 was down from earlier years. Specifically;**
- **2019 total hours: 17,720**
- **2018: 20,991**
- **2017: 18,673**
- **2016: 19,526**
- **2015: 18,180**
- **2014: 20,203**

- OT continues to be fairly low by historical standards (down slightly from the last year and from 2016, but similar to 2017 and 2015). However, it is still high and still constitutes red ink and added stress on Communicators that we would like to seek to reduce. A recent study by DOA showed OT costs are about 7% lower than FTE when compared side-by-side, but that is in dollars only, not the human toll nor the added concern of someone working a longer-than-normal shift, potentially leading to decreased job performance.
- **The Winbourne staffing study is almost complete and was delivered in Q1 in draft form (almost all sections received as of this report date). It does address overtime data, practices, and recommendations.**

Noteworthy events

- WILEAG accreditation received in Oct '19

9-1-1 SAVES Act passed in U.S. House of Representatives...Senate approval pends

- The Act intends to recognize Telecommunicators as public safety workers (not clerical as they currently are classified by the Office of Personnel Management).
- The Senate did not pass the SAVES Act, but there are attempts to attach the issue to the National Defense Authorization Act...now in limbo and in conference committee (a Federal continuing resolution has temporarily been put in place because this and other Federal budget issues hasn't been resolved in time for the start of the Federal fiscal year (Oct 1). **This effort failed also. Many states and/or counties are taking it upon themselves to designate Telecommunicators as essential personnel (given the stalemate at the Federal level).**

Law Enforcement Call Taking – continuous improvement

- Of major import towards continuous improvement, we've recently contracted with MoeTivations, Inc. to review a minimum of 233 law enforcement calls per month for adherence to department policy and procedure. After we have a few months of data, i.e. 400-600+ calls reviewed, we'll have a better idea of compliance with current policies and procedures and/or if changes are needed in current policies as well as what additional policies, procedures and/or protocols are needed. **An RFP is on the street to do QA for all 3 disciplines in 2020. Meanwhile, MoeTivations, Inc. continues to do LE QA and our own team continues to do Fire and EMS QA.**

Staffing Study commencing in Q2

- An RFP has been released and is calling for replies from vendors by mid-February ...to determine if the PSC staffing is right-sized and poised for the future (such as population growth, next generation labor-intensive processes, and possible consolidations...versus any labor-saving processes/technology that the vendor can envision that would tamp down the resource needs).

- Winbourne Consulting was selected and began their engagement, in earnest, last week with interviews, sit-alongs, and consultations with many, many members of the PSC team. The contract calls for an 11 week engagement; culminating in a report that will be timely, we hope, for budget planning (for 2020) if any budget changes are called for by the report.
- Winbourne's report is about 2 months out...we expect a focus on current staffing, including OT and handling of non-emergency calls (how to reduce, if possible). A secondary focus will be ancillary positions/processes such as QA, GIS, I.T....and staffing across the board for the future.
- **The Winbourne report is trickling in, a chapter or two at a time; some related directly to staffing and others related to other topics with an eye toward continuous improvement. The goal was to see if staffing is now adequate and how the needs might change in the next 5, 10 and 15 years. Upon a preliminary review of the report, the current needs are thoroughly addressed, but not the future needs.**
- **When the final (draft) is received, my intent is to use it for a check-list for internal improvement and as an aid in making 2021 budget requests for those that might be indicated.**

Complaints and Compliments

- **7/10 - Communicator Patrick S. was thanked by MG&E for his calm professionalism while handling a call related to an injured MG&E employee.**
- **7/19 – A citizen contacted PSC with a complaint that she called 911 and was put on hold for 3 minutes, and ended up driving her daughter to the EMS station for an ambulance. Not sustained. Unfortunately her incident occurred during a time period of very high call volume due to a major electric outage in Madison. Her call was answered after a long ring time, but the caller had already disconnected.**
- **7/27 – Communicator Brenna G. was thanked by the Medical Examiner's Office for her assistance during a challenging death notification.**
- **7/22 – MPD contacted PSC to thank Communicator Kipp S. for his work during a dangerous domestic violence situation.**
- **7/21 – Communicator Brenna G. was recognized for her excellent work when a local communications center temporarily lost connectivity with the radio system.**
- **7/20 – A citizen contacted PSC to thank Communicator Joe W. for his calm professionalism when she called for help with an animal problem, noting in part, "*Joe in dispatch was so kind, calm and helpful and said he would check on it and get back to me.*"**
- **8/1 – A citizen contacted PSC to complain about how her call was handled related to a disturbance in the street. Unfounded. Her call was handled according to policy and procedure.**
- **8/3 – A citizen contacted PSC to thank Communicator Joel I. for his calm professionalism and help while processing a call related to a neighbor problem. The**

citizen noted in part, *"the person that took the call was very professional and helpful..."*

- 8/16 – A citizen contacted PSC to thank Communicator Chris F. for his calm professionalism during a difficult call noting that he (the citizen) didn't feel safe; he was thankful for Chris' guidance and willingness to stay on the line.
- 9/5 – A citizen contacted PSC thankful for efforts related to a sick child.
- 9/19 – A citizen contacted PSC to thank Communicator Merri B. for her calm professionalism when he called to report a medical problem, noting in part, *"She was a saint and was more than patient. She graciously stayed on the line while I made my way to hospital. I felt terrible and was concerned about others that may have more emergent needs than mine", he went on to state "She calmed me and explained that she could stay on the line as long as needed."*
- A citizen contacted PSC to complain that she was treated rudely when calling with an administrative question. Unfounded. A review of the call found that the call-taker followed policy and procedure and met expectations.
- 10/13 – MPD contacted PSC to recognize Communicator Merri B. for her excellent work during a prolonged critical incident.
- A DCSO Deputy stopped by PSC to thank Communicator Steven P. for his work after she was involved in an on-duty traffic crash.
- 10/26 – A citizen contacted PSC to thank Communicator Aleshia J. for her calm professionalism. The citizen commented in part, *"...impressed me with her competence and kindness, having offered to stay on the phone with me while the officers were on their way."*
- 10/31 – A significant early winter storm which greatly impacted operations; our entire team performed just as expected.
- 11/9 – Communicators Steph I. and Teri W. were recognized for their individual and team efforts related to a dangerous 'traveling' incident involving numerous jurisdictions.
- 11/19 – A citizen contacted PSC to complain about the way in which her call for help was processed. Unfounded. A review of the call found that the call-taker followed policy and procedure and met expectations.
- 11/22 – MPD contacted PSC to thank Communicators Katie M, Eric P., John H., Mindy and Supervisor Tom V. for their work during a challenging incident which resolved safely.
- 11/28 – An MPD officer contacted PSC to thank Communicator Elle H. for her role in helping an officer involved in a fight.
- 12/30 – MFD contacted PSC to recognize and thank Communicator Tony O. for his work during a dangerous structure fire.

Inquiries on Fire/EMS service (not received via website):

- 09/15 MBFD, jurisdictional ambulance (RB) erroneously canceled by a Communicator, non-jurisdictional ambulance was sent (MFD); **FOUNDED**

- 09/27 BLFD GIS error caused a unit to be routed down a dead end street causing a delay for a mutual aid unit; **FOUNDED**
- 10/01 FREMS, paged to an 'Alpha' level call, EMS arrived to find a PNB; **UNFOUNDED**, reviewed by MD and call clearly stated it was a seizure and patient was breathing 8 BPM

Downtown Power Outages & Contingency Operations

- A July 10th utility power outage affected several downtown customers, including both City-County Building feeds. This triggered our staffing of the East District Campus (EDC) backup site until the generator was repaired (debris was found and removed from a radiator duct) and utility power restored.
- A longer and more widespread July 19th utility power outage again saw normal battery and generator-backed operations until another generator overheat. Operations were again shifted to our backup site, and remained for several hours as new issues with building generators were identified and commercial power restored.
- **PSC continues to assertively be involved with Facilities Management in the improvement efforts underway and/or planned. For example, generator testing is occurring and a generator replacement plan/budget is being considered. (GLAD to see the new generator was funded in the 2020 budget). Meanwhile, we continue to hone our ability to operate the full spectrum of our processes and technology at the back-up center. The CAD "re-hosting" mentioned below is one (albeit, planned before July) initiative that will allow for quicker, almost seamless use of a back-up CAD session in case the downtown PSC must be abandoned.**

Quarterly Training Update

- 3 Suburban Law Dispatchers
- 3 Data Operators
- 2 Fire Dispatchers
- 2 MPD Dispatchers

Technology

Computer-aided Dispatch (CAD)

- PSC managers met in May, with others from the MN Twin Cities, with the new VP of Customer Success (David Johnson). David genuinely seemed (like the General Manager during previous MN meeting) to be determined to address issues we and he knew about to improve the product/processes and the overall customer experience, for users and maintainers both. Follow-up is needed to look for evidence of improvements. **David Johnson accepted an invitation to visit PSC**

on October 30th and will meet again, along with the new Director of Customer Success, with a coalition of MN/WI users in January in Minneapolis.

- The negotiations for the maintenance contract extension (into 2025) are underway with the help of Carlos Pabellon. **We have a contract signed by Central Square to extend the use of the TriTech CAD at our discretion.**
- **We completed a hardware re-host that replaced all the servers with modern, faster equipment running 64-bit Windows. Each of our four CAD system environments (Production, Disaster Recovery, Test and Training) consists of multiple servers.**

Radio

- DaneCom is approaching its third anniversary in November, by which time we expect to have underway the legislative if not initiation of the SR10A.4 upgrade process. **The contract negotiations continue (seeking better pricing).**

Phone System

- Networking changes needed for the text to 9-1-1 are taking some time, so this remains a work in progress.

Cybersecurity

- PSC and the Division of Information Management are working through improvements identified in the consultant's report.
- **Many workstation replacements are being completed this quarter as Microsoft ends mainstream security and other support for some popular operating systems.**
- **PSC and DCIM staff continue to work with agency and industry partners to stay abreast of worldwide threats and prevention efforts.**

Geographic Information Systems (GIS)

- PSC and our CAD system rely heavily (location, location, and location) on GIS information and a number of entities and moving parts that includes cities, villages, towns and County agencies. We don't always receive current information as fast as we need it and are continuing to address this. The greatest need continues to be "address points" that make available to communicators the specific locations of properties – as opposed to relative positions along roadways. This information needs to come from the municipality assigning the road names and building numbers, flow into the County Planning and Land Information Office systems, then finally be imported to the PSC's CAD – all as timely as possible. Not sure if DIM/LIO/DOA will seek this additional staffing for better coverage of GIS tasks.

- I expect this issue may prompt Winbourne Consulting to recommend a GIS position in PSC or in LIO to address this need (which becomes more critical/necessary with the advent of NG9-1-1 (as early as next year)).
- **The State Office of Emergency Communications (OEC) is in the process of ensuring WI is ready for NG9-1-1 from a GIS perspective, BUT, their area of concern is only about ensuring GIS is ready for routing of the phone calls to the correct PSAP, NOT ensuring the PSAPs are ready/capable of routing responders to the correct locations of the incidents. Work by the County LIOs/PSAPs needs to continue to be emphasized in areas where the State won't be carrying the load.**

“Accelerated Learning”

- Progress continues with re-certification testing (Fire Dispatch completed; LE Dispatch in place).
- Fire and City dispatchers have all completed the re-certs. Certification exams and check-rides for sheriff/suburban dispatchers and all call-takers in place. Similarly, a certification for Supervisors is underway.
- 2017 was a year in which we emphasized “training” and put stronger processes in place to accomplish that going forward. 2018 was the year of “testing” and putting long-living processes in place to continue those testing processes for perpetuity.
- 2019 has been dubbed the “measurement” year...to bolster performance measurement in all 3 “values” categories; Caring, Communication, and Capability.
- **FirstWatch MIS is being acquired to provide at-a-glance information on Fire/EMS CAD incidents. An MIS for the phone system is in place, and will be bolstered by a newly developing system that Solacom is working on (with our participation). What FirstWatch does not provide for LE incidents has and will be the subject of internal MIS development via our Technical Services Division.**
- The staffing study has required LOTs of measurement, so has correlated well with our desire to increase the look at metrics.
- Note also that call-handling standards have again changed. NFPA is now 90%/15 seconds and 95%/20s (“down” from 95/15 and 99/40). **NENA is reportedly following suit on these changes in the near future.**

END

Caring X Communication X Capability (C³) = PERFORMANCE EXCELLENCE