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Date: December 9, 2014

To: Public Protection & Judiciary Committee

From: John Dejung

RE: 2014 (Q3) Director's Report of PSC Activities/Issues

Noteworthy events since our last report – A list of these events has been linked from our home page located at www.dane911.com

- A citizen recently sent in a compliment for the outstanding customer service provided by Communicator Joel Intveld.
- Letters of commendation presented to B-Shift communicators working on October 10, 2014 for their combined efforts during a multi-jurisdictional vehicle chase (14-334673).
- An Op-Ed appeared in the Wisconsin State Journal November 14, 2014 (4th quarter), regarding a local citizens call to our 9-1-1 center, needing help for his brother in California. Through the efforts of Nate Anfinson, Brenna Garrison and Amanda Kostrowski, the appropriate authorities in Berkeley CA. were notified and patient ultimately transported to hospital after suffering a stroke.
- PSC & DCSO were interviewed by NBC15 reference a kidnapping incident that originated in Surprise, Arizona. The victim was in being held captive in Dane County, but was able to contact a domestic violence advocate in Arizona who contacted PSC. Due to the excellent and timely work of PSC staff, including Communications Supervisor Tom Prochaska, and the Dane County sheriff's Office, the victim was rescued and suspect taken into custody without incident. This type of incident highlights the teamwork and cooperation needed even over more than 1,000 miles.
- Kevin Fosso was chosen to become the permanent Assistant Operations Manager via a formal selection process. Kevin will also be the liaison to the Fire and EMS communities.

Communicator Recruitment & Selection:

- Communicator Class 2015-1 will commence on January 5th with 9 new FTE Communicators. A second 2015 class will begin late in February (with 8 “pre-hire” trainees).
- One of the new FTE for Class 2015-1 is a current LTE (works FT at Capitol PD), thereby reducing our LTE communicators to 3.
- Several former Communicators, currently working in other county departments, continue to assist PSC by working OT in the communications center. In the last 2 pay periods they have covered ~40 hours of overtime.
- 2015 Shift pick was completed on December 1.

Communicator Staffing levels as of December 2, 2014 are -9 Communicators (includes Tim Ehlenfeldt who promoted to Supervisor, bringing that classification up to budgeted levels).

Operations

- **Abandoned call queue implementation**
 - The implementation was canceled when it was learned that the phone system does not allow an easy pasting of address information into CAD...any time/accuracy savings that would have happened would be lost in the process of re-entering the information.
- **Pre-alert**
 - The pre-alert pilot started at 0630 on May 5, 2014. The pilot includes 4 pre-alert codes; 1) Structure Fires, 2) Outdoor Fires 3) Vehicle Fires, 4) Significant Rescues (person trapped in machinery, water rescue, ice rescue, etc.).

372 calls	P/A Save	TTD all Pre-Alerting Quarter 3 - 2014	
0:01:00	Average	0:01:41	Average
0:00:51	Median	0:01:18	Median
0:01:54	95th	0:04:03	95th
0:01:36	90th	0:03:06	90th
0:01:22	85th	0:02:35	85th
0:01:15	80th	0:02:18	80th
0:01:10	75th	0:02:03	75th
0:01:04	70th	0:01:49	70th
0:01:00	65th	0:01:44	65th
0:00:58	60th	0:01:33	60 th

218 Calls	P/A Save	TTD all Pre-Alerting Quarter 4 - 2014	
0:01:03	Average	0:01:25	Average
0:00:57	Median	0:01:15	Median
0:01:51	95th	0:02:54	95th
0:01:35	90th	0:02:18	90th
0:01:27	85th	0:01:59	85th
0:01:21	80th	0:01:47	80th
0:01:16	75th	0:01:37	75th
0:01:11	70th	0:01:31	70th
0:01:07	65th	0:01:24	65th
0:01:02	60th	0:01:21	60th

- Pre-alerting (automation)
 - A TriTech contract amendment is in the works to install an “Automatic Dispatch Module” that will assign units without dispatcher intervention.
 - Equipment has been ordered from US Digital Designs that will allow automated voice dispatching of pre-alerted responders.
 - Initial estimates predicted as much as an average of 19 seconds being saved per incident.

- **Ebola virus due diligence:**

- Procedures are in place, as of October 8, 2014, that addresses the EBOLA Virus. Under direction of our Medical Director, and with guidance from IAED, for certain Chief Complaints (6 total) an additional question will be asked after the incident has been sent to dispatch. ‘Have you travelled with in the last 30 days? (If so, where?)’ If the answer is ‘West Africa’, we will proceed with more specific questions. Instructions have been given to dispatchers to specifically give responders all the information over the radio.

- Incident types are:
 - 1 – Abdominal Pain
 - 6 – Breathing Problems
 - 10 – Chest Pain
 - 18 – Headache
 - 21 Hemorrhage (MEDICAL ONLY)
 - 26- Sick Person

- **Suspension of Emergency Police Dispatch (using ProQA)**

- The decision to suspend the use of ProQA (for EPD) has been made by the Center Board and the transition to call-taking without ProQA (except for Fire and EMS incidents) is complete. The suspension is being done pending the outcome of the evaluation of call-taking protocols, including ones for police calls, will continue via the Dispatch Review and Steering workgroups that continue without Center Board.

- Standard Operating Guidelines (SOG's) have been developed for certain high acuity Law Enforcement incident types including;
 - Child Abduction, Armed/Strong Armed Robbery, Alarms, Fights/Disturbances, Weapons Violations and Sexual Assaults, Domestic Violence, as well as Noise Complaints, Harassment/Annoying Telephone Calls, Forgery/Fraud. MPD staff are assisting with previewing and offering early input/suggestions.

Performance measures/metrics:

- Average telephone *talk* time (minutes:seconds) or lines handling most public calls for law enforcement assistance dropped from 2:30 to 2:23 after suspending EPD (and later dropped to 2:18 after relaxing verification requirements).

- Average *answer* times (see also the following pie charts for percentiles):

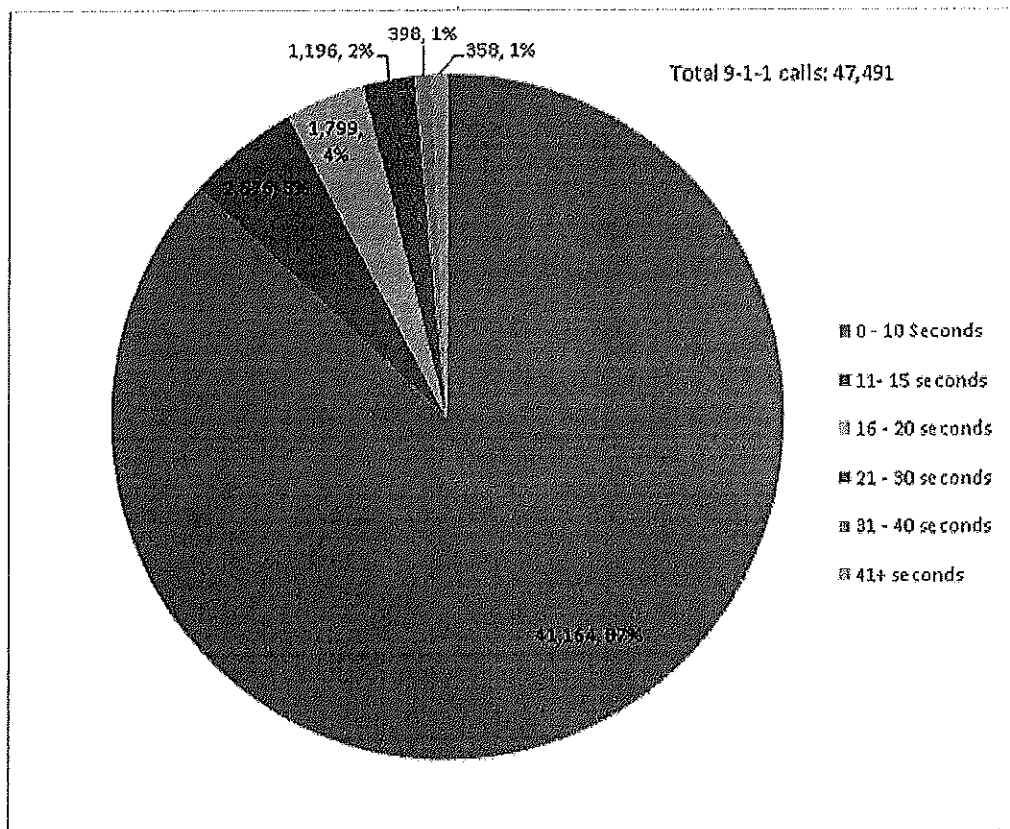
Q3 Average answer times All Calls (112,362) :08 seconds

Q3 Average answer times 9-1-1 only (47,491) :07 seconds

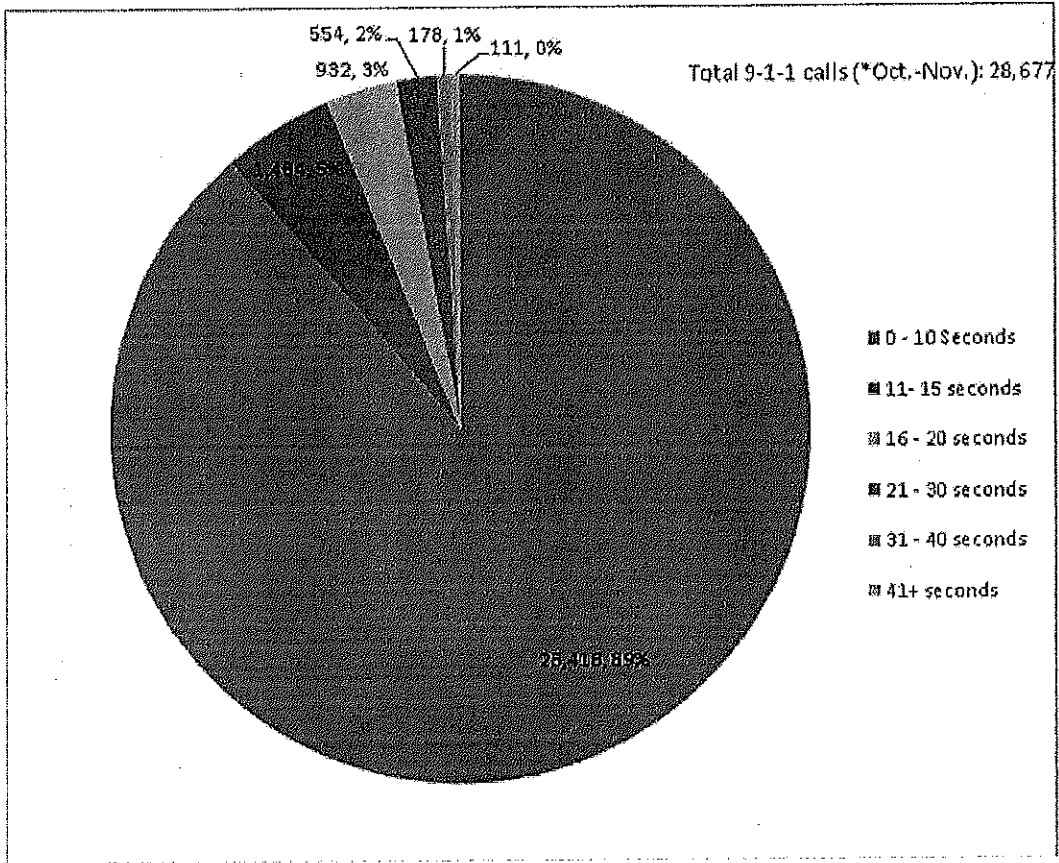
Q4 Average answer times All Calls (66,308) :07 seconds

Q4 Average answer times 9-1-1 only (28,677) :06 seconds

Q4 = Oct-Nov 2014



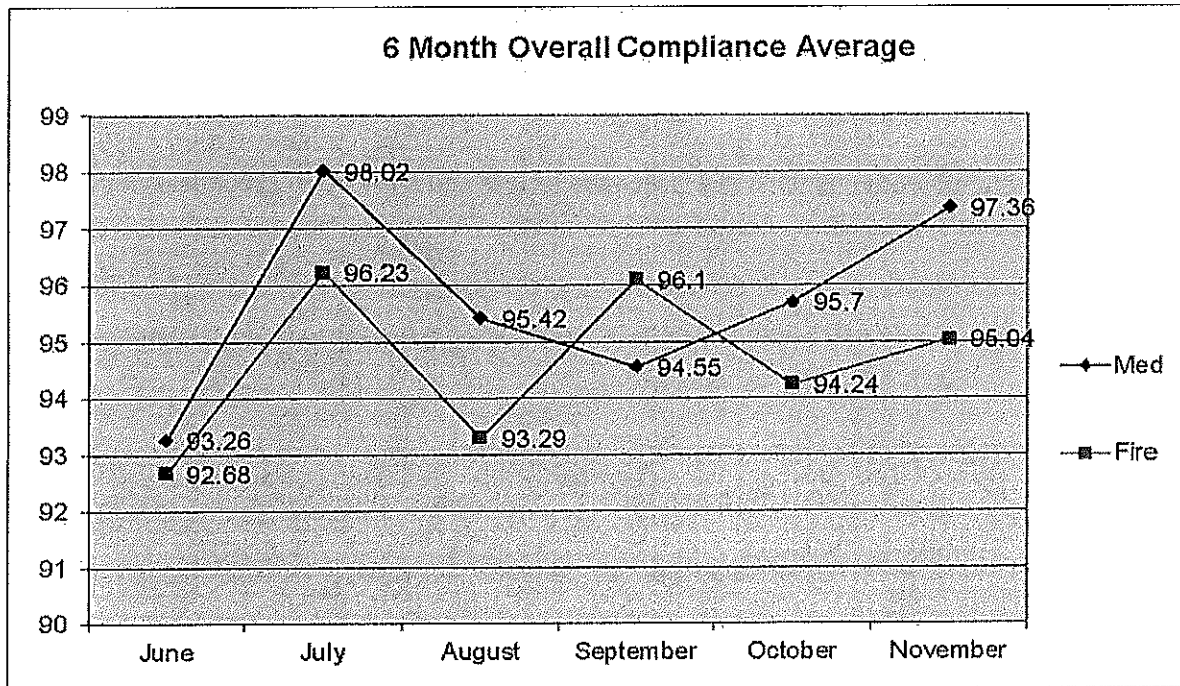
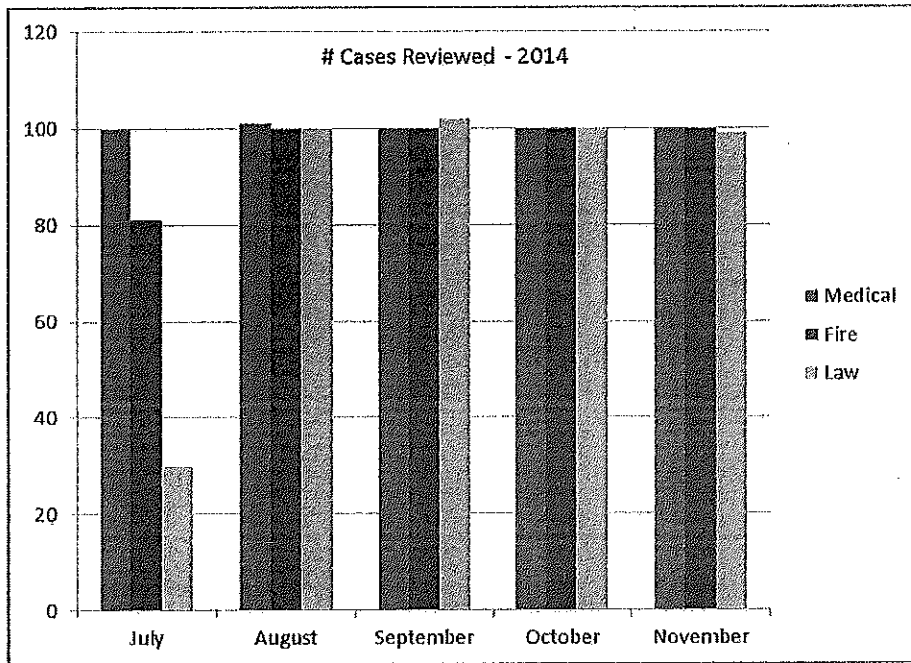
(Q3 answer times)



(October – November answer times)

NFPA answer time objective is 95% in 15 seconds or less and 99% in 40 seconds or less.

Quality Assurance



QA is now being done in-house for Fire/EMD, along with reviewing calls for compliance to policy and procedure for law calls. Case entry, customer service, etc. will be the focus of law calls.

- **Complaints summary.**

#	Date	Customer	Complaint	Findings	Result
14-51	5/21	FIFD	Delay in dispatch	Sustained – 9-1-1 hang up preceded the delay – CAD problem	CAD update corrected the problem.
14-52	7/16	MPD	Officer calling a TS was covered by a BOLO	Sustained – Training	Individual Training & Operational update
14-54	8/10	MPD	Dispatch failed to update responding officers with new information.	Unfounded	
14-55	8/10	MPD	Failure to verify location.	Unfounded	
14-56	8/12	MPD	Failure to follow verified response policy.	Sustained – Training, familiarization with policy due to working a different shift.	Individual training
14-57	8/21	MPD	Dispatcher failed to broadcast a request for assistance over the appropriate channel.	Sustained – training	Individual Training
14-58	9/5	MPD	Officer requested a track/trace of a cell phone – supervisor refused.	Sustained – Policy failure – since rectified	Policy was re-written and supervisors notified of change.
14-68	9/5	MPD	Failure to verify location	Sustained - training	Discipline
14-69	9/30	MPD	Delay in dispatching Police	Sustained	Employee left dept. prior to discipline
14-64	10/25	MFD	Info not relayed to responding units	Sustained	training
14-64	10/25	FIFD	Info not relayed to responding units	Not Sustained	
16-65	11/3	BGFD	Call entered in wrong jurisdiction	PENDING	
14-66	11/17	MHFD	Times not meeting NFPA	Some sustained/some not	Policy/Procedure
14-67	10/1	MPD	Failed to send appropriate backup	Sustained	Training

Training report:

- Communications Supervisor Sue Dalma is attending the Supervisory Academy delivered by the City of Madison. Sue has completed more than ½ of the program already. Other supervisors have recently attended advanced Incident Command System (ICS) training, and more will go in the new year. Goal is to have managers and supervisors trained to the ICS 400 level.
- Currently the bulk of cross training is taking place on night shift due to staffing, although days and PM shifts continue to complete cross training as well. Night shift has been able to send staff on ride-alongs with both police and fire units. These opportunities are great to familiarize PSC staff with what happens 'after' the 9-1-1 call. It's worth noting that PSC frequently hosts user agency sit-alongs in dispatch for the same reasons.
- Several PSC staff attended the 2014 WIPSCOM Conference in October. WIPSCOM is a joint venture of the Wisconsin Chapters of APCO & NENA which John Dejung & Paul Logan are heavily involved in.
- 5 PSC staff attended 2 days of Stress Resiliency training at Waukesha County in late November, and 4 other staff attended 8 hours of training on response to Domestic Violence, also in late November.
- In early December PSC staff joined with MPD to assist with, and also participate in, live patrol communications exercises (Professional Communications). These 'live' exercises allow patrol officers realistic training scenarios while providing PSC staff the same opportunity, in a controlled environment. PSC continues to welcome opportunities to train with our users.

Technical

- **Radio project**
 - The legacy system continues to receive extensive (and, I think, increased) attention from the Madison Radio Shop who is working with/for the PSC and responders to identify and fix problems that are fixable. That being said, the system will have coverage shortfalls, as it always has had...those inherent coverage issues are not being assumed to be the source of reports of radio troubles...all are being scrutinized.
 - MRS has replaced components that are wearing out, has moved antennae positions, and has employed interference-tracking technologies (and more) to trouble-shoot and retain the system in the best working condition it can...with an eye toward the fact it has been for more months than once assumed (till DaneCom takes over).
 - DaneCom sub-systems that are operational include the paging system and some mutual aid channels. The paging system continues to be under scrutiny (by General Communications and Harris). It will receive an upgrade (for the Cambridge area) and should also be improved with the additional towers/transmitters expected from the DaneCom re-design.
 - The DaneCom re-design involves, at least, the P25 (daily dispatch use) and paging sub-systems. The budget includes the \$3M in new capital funding and about \$1M left in the original DaneCom capital budget.

- Harris has not yet provided a re-design that has been accepted. However, after multiple iterations and design review between Harris and the County (assisted by our consulting engineers, Federal Engineering, Inc.), a re-design proposal seems close.
- The Governing Board will be consulted with the re-design once available (they have authority to dictate capital improvements up to the \$18M budget originally stated in the DaneCom budget...Resolution 88 of 10-11).
- **CAD project**
 - CAD has been operational since April 3, 2013. Downtime (unplanned) in the first year was estimated at 210 minutes. Since then, it's been approximately another 80 minutes.
 - The following data shows the progression of "trouble tickets" sent to and dealt with by TriTech.
 - April 8 update:
 - 322 tickets open
 - May 8 update:
 - 279 open
 - June update:
 - 277 open
 - July update:
 - 276 open
 - August update:
 - 266 open
 - September update:
 - 247 open
 - October update:
 - 58 open for support action
 - November (as of 11/11/14)
 - 68 open for support action
 - December (as of 12/3/14)
 - 65 open for support action

The tickets currently open for support action reflect a focus on operations-impacting tickets of some significance for end users, and we continue to meet weekly with TriTech Support on a "Top Ten" list. Issues on this short list include workstation crashes (some single and multiple workstation outages continue to occur, speed and mobile issues). We've asked for some tickets previously closed by TriTech to be re-opened for additional support action.

TriTech has implemented a revised method of tracking some open tickets. The new tracking closed many (lower priority,) tickets among the 247 noted in September. We have met extensively with TriTech (up to and including the COO) and have expressed our concerns about closing tickets. They have, in-turn, assured us that a closed ticket isn't a "forgotten" ticket.

We apply software patches as quickly as they are available to us, which ends up being a few per year.

We're currently working with TriTech to align maintenance payments with calendar years since the support agreement came into full force mid-August.

Administration / Other

- **Consolidation**

- The arrangement to take over wireline 9-1-1 calls and Fire and EMS dispatch from Sun Prairie has not yet been completed. Acquisition and implementation of a TriTech CAD (auto CAD-CAD) module remains to be completed.
- Sun Prairie commissioned a study of their Fire Department by a consulting firm called McGrath Consulting Group (of Wonder Lake, IL). Among many other items studied and reported on, consolidation was included. McGrath recommended that all Sun Prairie dispatch should be done by the County. Their rationale included; 1) operational benefit due to less delays from transferred calls/incidents, and 2) a taxpayer savings (so S.P. taxpayers weren't paying for both a county and a city PSAP). The study is dated October, 2014.
- Consolidation continues to be a topic discussed by State of WI legislators. The latest I've heard from the Wisconsin Counties Association (WCA) is that any 9-1-1 bill being considered by the majority will most likely include a reference to surcharge funds going to just 1 PSAP per county...some legislators have even been talking regionalization.

- **Back-up Center**

- A new back-up center, to replace the cramped one in the basement of the Fitchburg FD Station 1, is being planned.
- The Medical Examiner's building planned for the crossroads east of Madison on 12/18 has been expanded to accommodate a classroom that will be routinely used for all our trainee classes. That classroom and small adjacent space was designed with a back-up center function in mind. The schedule seems to indicate completion in the first half of 2016. Meanwhile, the current back-up center will receive just the amount of attention to keep it viable until the new center is completed.

- **NG9-1-1 Telephony Project**

- The development of a work plan is underway, with significant effort not anticipated until CAD and radio are less consuming.
 - However, consideration is being given to implementing the new phone system before completion of the (delayed) radio cutover (depends on how big that delay will be...Harris still not sure).
 - Management team briefed on NG-9-1-1 by Intrado (who bought Positron) and Emergency CallWorks.
 - Interaction with other vendors will occur in coming weeks.

- An effort to at least implement “text-to-911” is also being considered in parallel with the phone acquisition project (i.e. first phase could be text-to-911 followed by full implementation after the radio project is completed).
- **Budget (2015)**
 - Thanks for budget for pre-hires (8 FTE for half the year), back-up center (\$500K+ added to Medical Examiner facility) and DaneCom coverage improvements (\$3M to be added to the DaneCom budget).
- **Overtime status and outlook**
 - 2014 ~19,000 hours (after 11 months) **
 - 2013=21,992
 - 2012=16,701
 - 2011=11,650
 - 2010=13,564
 - 2009=24,426

**12 month projection (using October/November averages) ~20,500 hours

- **Public Safety Advisory Commission (PSCAC)**
 - The inaugural meeting of the PSCAC is scheduled (not yet posted) for December 17th. This meeting is being viewed as an organizational meeting and thus Corporation Counsel will attend to answer questions on the roles of Commissions and so forth.
 - Thus far, the 10 member Commission will include:
 - A/C Laura Laurenzi representing the EMS Association,
 - A/C Tim Mrowiec for MFD,
 - Chief Craig Sherven for DCCOPA,
 - Chief Aaron Harris for DCFCA,
 - Captain Richard Bach for the MPD Chief,
 - Other entities either have not provided a name of the rep or will attend themselves (city and county CIOs, LIO, Sheriff, and the Madison Radio Shop Supervisor)
- **Priority Dispatch Corporation (PDC) report** (dated October 1, 2014)
 - The (what I called; DRAFT) report provided to you by Chief Ripp at the PP&J meeting (that discussed the Center Board OA) has been the topic of extensive discussion between PDC and PSC. PDC personnel, including the report’s primary author (Ivan Whitaker) have agreed the report was not ready for prime-time and shouldn’t have been distributed nor placed on the Fire Chiefs’ Association website (where it remains as of this writing).
 - Errors/incompleteness in the report included:
 - ~12 admissions along the lines of “it’s not done” written in the Oct 1 version;

- GIS system misunderstanding (e.g. address points have not impacted the process time)
 - Automatic call distribution (ACD) was misunderstood and thus “blamed” for slowing call answer times
 - Automated attendant thought to not being peeling calls away from the 9-1-1 call-takers (it has peeled over 15% of their calls)
 - QA/QI process IS in place despite a mention to the contrary
 - Phone reports via an MIS system ARE available, but the report said they weren’t
 - Abandon calls cannot approach 0% of calls
- The report is being re-worked (with PSC input). Estimated time of completion unknown.

END