

Quarterly Report (CY 2020; Q1 & Q2)
To the
Public Protection and Judiciary Committee

Public Safety Communications
September 2020

Q1/Q2 – 2020
9-1-1 Answer Times
Incoming & Abandoned calls

Total Calls: 81,315
Answered within 15 seconds: 79,804 (98.05%) Goal 90%
Answered within 20 seconds: 80,247 (98.60%) Goal 95%
Average Answer Time: 00:00:05
Abandoned 6,002 (7.38%)

NOTE: New NENA (and still NFPA) call-answering standard is 95% in 20 seconds)

(QA stats that are normally found here have been omitted because we have a new outsourced QA review team working, because the scoring has changed, and because the QA accreditation requirements have been waived temporarily due to COVID-19)

Incident processing time (call receipt to dispatch) for Fire and EMS incidents:
(25,814 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)

00:50: Average
00:42: Median
01:24: 90%
01:00: 77% (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 September 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). **Attrition remains very low; still just 5 vacancies in 2020. We are preparing for a class this fall so as to not fall behind on filling positions with fully-trained employees in time for the 2021 busier (summer) season. A solicitation has been done. A class should start in October; to include a replacement person for a Communicator planning to retire in January (double-filling of that position has been approved).**

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; 2020 (1st half) remained low. Specifically; 2020 through PP19 = 10,111 hours versus 2019 through PP19 = 13,851 hours.**

- 2019 total hours: 17,720
 - 2018: 20,991
 - 2017: 18,673
 - 2016: 19,526
 - 2015: 18,180
 - 2014: 20,203
- The Winbourne (WCI) 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. **The final draft has been received and, according to generally accepted staffing calculations, WCI calculates we are short-staffed. They observed that our overtime hours (historically about 20,000 hours annually) could be reduced more than 50% by increasing staff; and, that those 20,000 hours are roughly equivalent to 13 FTE (covering part of the staff shortage). Filling all 13 FTE would not reduce OT to zero because of last-minute unplanned sick leave that they agreed cannot/should not be planned for. More information is provided a few sections below.**

Noteworthy events

- **1/15/20 - Communicator Elle H. was recognized for her work on a challenging incident involving a suicidal subject.**
- **1/21/20 – Communicator Merri B. was recognized for her work on a challenging incident after the department was contacted by a family member.**
- **1/22/20 – Communicator Dan V. was recognized for his work on a challenging incident involving escaped prisoners.**
- **2/26/20 – Several Communicators were recognized by MPD for their individual and combined roles in a challenging incident involving an injured child.**
- **2/27/20 – Communicator Hannah T. was recognized by a citizen and MPD for her role in a challenging incident related to a death investigation.**
- **3/28/20 – Communicator Dan V. was recognized by MPD for his role in a challenging call related to a domestic violence incident.**
- **5/10/20 – Communicator Kipp S. was thanked by a citizen for his role in a challenging incident related to a fire alarm.**
- **5/29/20 – Communicator Jessica A. was recognized by MPD for her role in a challenging incident involving a shooting suspect.**
- **6/4/20 – Communicator Juan O. was recognized by MPD for his professionalism while handling a challenging incident involving a disturbance.**
- **6/10/20 – Communicator Mindy F. was recognized after a citizen contacted the department to thank Mindy for being helpful, kind and professional during a challenging medical incident.**
- **6/6/20 – Communicator Maranda G. was recognized after a citizen contacted the department to thank Maranda for her “kind and calm voice giving me directions” during a challenging medical incident.**
- **6/23/20 – MPD Chief Wahl wrote to Director Dejung thanking Communicators Michelle N., Becky O., and Elle H. for their roles after a fire bomb was thrown into office spaces adjoining our operations spaces.**

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. **MoeTivations won the contract well into 2020 and has just begun doing QA for Fire and EMS, while being at full-speed for LE calls. The****

current team of Communicators who had done QA on Fire/EMS have mostly been returned to the operations floor full time. However, we do see a need for some gaps to be filled in by that trained team of internal QA personnel (namely quality improvement by which they take QA information from MoeTivations and turn it into actionable follow-up such as training for the group or individuals).

Staffing Study commencing in Q2 (2019)

- 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.
- **As mentioned above in the OT section, WCI has completed their work and provided staffing recommendations. Following is a table that shows recommendations on staffing (and a column with notes on my own interpretation based on a thorough reading of their report and accounting for limitations in their analysis).**

PSC staffing analysis results (Winbourne Consulting)

	WCI / Erlang	WCI / NENA	Dejung's "take"	Current	Overtime Average (last 7 years) (# of FTE paid for by OT \$\$s)
Call takers	55.8	57.2	59.7	38*	
LE dispatchers	21.5	19.1	14.9	14.9	
F/EMS dispatchers	11.2	19.1	13.6	13.6	
Data operator	11.2	5.2	6	6	
Surge for operations	5.6	5.2	6	0	
COMMUNICATOR					WCI: 12.8;
TOTAL	105.3	105.8	100.2	72.5	13.7* if factoring in 7%
Supervisors		12.7	13	8	
GIS			1.5	0	
Admin assistance			1	0.6	

Notes: WCI is Winbourne Consulting, Incorporated; Erlang refers to Erlang-C call-center staffing formulae; NENA is National Emergency Number Association

- 1) Call-taker need analysis by WCI was excellent, especially the Erlang-C formula. I simply added in the 7% reduction in net available work hours (NAWH) that WCI admittedly didn't (negotiated by AFSCME); so $55.8 \times 1.07 = 59.7$. See also the number of overtime FTE listed in column H to see that much of what we accomplish (in terms of meeting the call-answer standards) is done with the help of people on overtime (an average of 13.7 FTE's worth of hours in overtime).

*This number for current call-takers was derived by taking the total FTE we have now and subtracting what we know we staff for dispatchers; what we have left is call-takers (38 FTE left to do call-taking). BTW, if one takes those call-taker numbers and adds the FTE that the OT covers ($38 + 13.7 = 51.7$), you see how we get closer to having enough people to make the call-answer standard metrics. If the calculations are trusted, and Erlang-C is widely accepted, you can see the ~8 (plus OT) call-taker shortage represents "Herculean" effort by PSC Communicators.

- 2) LE dispatcher analysis by WCI missed the mark because they made false assumptions about how often/long we utilized more dispatchers for split-county and split-city (part of the days of part of the week); my numbers use their NAWH (+ 7%), but adjusts for the correct hours/week that split-city and split-county occurs (uses 2 dispatchers instead of one due to the busyness those hours/days).
- 3) Fire/EMS dispatchers: WCI analysis had one person (doing Erlang) and the other (doing NENA) assume 2 different levels of service; Erlang assumed 2 dispatchers at all times and NENA assumed 3. The current/adequate practice is to staff 2. Thus, my 13.6 is the 2/3 of the NENA number increased by 7% (for the correct NAWH addition).

- 4) Data operator: Again, the WCI analysts assumed 2 different staffing levels here; Erlang chose 1 person at all times and NENA chose 2. The current practice is 1 at all times, with some augmentation by a call-taker sitting near the data operator. My 6.0 is the 1 person coverage, but increased by the 7% factor to use the correct NAWH.
- 5) WCI makes a case to bump up minimum staffing by 1 person every shift to cover breaks, the need for unplanned movement of a call-taker to assist a dispatcher (happens VERY frequently and shortchanges call-taking, sometimes right as call-taking gets busy for the same reason a tactical dispatcher is needed to assist), and for other unforeseen busyness increasers. Thus, 6 FTE needed for what WCI called "surge for operations". These "surge personnel" would go a long way toward taking care of the need for 8 call-takers calculated above.
- 6) Supervisors: Both the Erlang and NENA analysts made the case for increasing the Supervisor-to-Communicator ratio to 1:8 (rather than double that; what we currently frequently have). Said another way, they calculated what it would take to staff 2 Supervisors per shift consistently, rather than very infrequently (as we do now) because of the time away (low NAWH) of the Supervisors. I rounded up because the WCI number used Communicator net available work hours. Supervisors, being more senior, get more time off, thus it takes more FTE to fill their shifts. Our 9th Supervisor is not a floor supervisor, but rather does training/quality assurance delivery and oversight.
- 7) The Technical section discusses the crucial role that Geographic Information Systems (GIS) plays and will be increasingly important as the industry goes to next generation 9-1-1 (NG9-1-1). WCI indicates that 1 -2 more GIS persons are needed, either in PSC or the Land Information Office housed in DOA. NG9-1-1 services will begin in Wisconsin in 2021.
- 8) Admin assistance: WCI makes the point that the Support Services Manager and Supervisors do some things that could/should be done at the admin assistant's level. A case-in-point is the response to requests for public information that the person doing that (and assisting with scheduling at times) is a part-time employee who WCI thinks should be full-time (and PSC managers agree).

Complaints and Compliments (we believe none were logged)

COVID-19 and protests/riots adaptations

- 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.

- On June 23rd the CCB was damaged and a Molotov cocktail was thrown into the office space adjacent to the PSC primary operations center. The fire was extinguished by PSC personnel. The threat of further damage/attack prompted the Supervisor to evacuate the Center to our back-up facility where operations were conducted for the balance of the night. The back-up center had already been staffed (with a little less than half of the crew assigned that night) due primarily to COVID-19 physical distancing and secondarily for just such a purpose (to have the backup immediately take over all operations if CCB was damaged or needed to be evacuated).
- CCB building security continues to be a concern; certainly for PSC personnel, but also for youth in the detention center above our spaces and for the inmates/staff in the jail on the upper floors. Bulletproof windows and cameras/door security provide a modicum of protection to the perimeter of the PSC, but that does not extend to the rest of the building and, as we found on June 23rd, a major problem adjacent to the Center can and did jeopardize operations in the Center.
- Both before and now since then, the backup facility has been staffed (full time through July and now with a skeletal staff on some shifts).
 - A shortage of supervisory personnel prompted a return of most people to the CCB at the beginning of August. Some veteran personnel continued to operate from the backup center without on-site supervision during August. As I speak, we have very few personnel assigned to the backup center; sometimes none. In a “perfect world” we’d have personnel there (with a Supervisor) to increase physical distancing during COVID-19 and to have a “hot backup” ready to take the load at all times if CCB was unable to continue to host operations.
 - A second limitation has been the paucity of access cards that PSC holds. Less than a third of our staff have access cards; that wasn’t a problem when Supervisors (with cards) were able to let people in, but now it is an influence limiting our use of the backup center.
- PSC continues to operate via the CCB and (sometimes) the backup center; with Technical Services and administrative personnel mostly working from home.

Technology

Computer-aided Dispatch (CAD)

- Issues with product, process and overall customer experience continue, with the previously-mentioned efforts almost entirely stopping due to the pandemic.

Radio

- DaneCom is approaching its fourth anniversary in November.
- The upgrade previously reported on is stalled pending L3Harris justifying higher-than-expected costs. We are happy to take questions, but responses and/or further discussion may need to be treated in closed session, depending on the advice of counsel.

Phone System

- Text to 9-1-1 has remained available and stable for months and months now.

Cybersecurity

- 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.
- 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. **While other areas of the state and country may face challenges in reaching these points, Dane County has taken necessary steps to properly route calls (staff performing near-daily maintenance involving local and telephone company address records) and routing responders (Computer-Aided Dispatch in use since the early 1990s with the first GIS component added in 2002 and today's much more robust GIS added in 2013).**

"Accelerated Learning" (formal program on pause; COVID/riots providing real-time (and much accelerated) learning on their own merit).

END

Caring X Communication X Capability (C³) = PERFORMANCE EXCELLENCE

