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MEMORANDUM

To: Dane County Executive, Kathleen Falk

From: Dane County 911 Director, John Dejung

Subject: Dane County 911 (PSC) update on actions taken subsequent to the Matrix, Inc audit presented to Dane County in February of 2009

The Dane County Board contracted Matrix, Inc (a public safety consulting firm headquartered in Andover, MA) in 2008 to provide an assessment and to give recommendations on the operations of the Dane County 911 Center, known also as the Dane County Public Safety Communications (PSC) Center. Matrix, Inc. provided a Phase 1 report on November 6, 2008 and a final, Phase 2 report, on February 12, 2009. Following is an update on actions taken by the PSC to respond in the year following the submission of those recommendations to the Dane County Board on February 12, 2009. The report was also provided to members of the PSC Center Board for consideration at its February 18, 2009 meeting. The recommendations of the report as summarized from the report and the action/status of response to those recommendations is listed for each one. Collectively, we embrace and believe in continuous improvement and have worked hard in the following areas as well as others not addressed by the Matrix consulting team.

Phase 1 (report dated November 2008):

Recommendation: Increase the authorized staffing for the PSC by 9 or 10 FTE*.

*The 9-FTE addition assumed that PSC would combine 2 fire dispatch positions into one. If that was/is decided against, then 10 FTE were/are recommended.

Status: Accomplished. The 2009 and 2010 PSC budgets fund the recommended staffing (which brought the combined total of '08 – '10 additions to 11). The total complement is thus 71 FTE. Filling the newly authorized positions continues to be a work-in-progress. An extensive screening and training regimen has not allowed for instant filling of all positions. However, an unprecedented 10 applicants were hired in March of 2009 and 5 of those applicants remain employed. Another 10 applicants were hired in September of 2009 and 9 of those applicants remain employed. Employment numbers, at the time of this writing, show that 65 of the 71

authorized/budgeted Communicator positions are filled. Another 8 applicants will be hired in mid-February of 2010. Those new employees should be “signed off” and be working independently by the summer (busy season). Depending on attrition of employees, the staffing level will fluctuate for the balance of 2010 at or very near the budgeted level.

Recommendation: Continue with plans to renovate the PSC in its current location.

Status: Renovations to begin February, 2010. The county budget included funding for the renovations in 2009. A \$1M+ contract has been let to Findorff, Inc. to renovate the existing Center, to use “swing-space” next to the Center (that became vacant in December of 2009), and then to co-locate the Support Services personnel, who were located 2 floors away, next to the Operations Center in what was the “swing space”. The use of the “swing space” not only makes it easier for 911 staff to function during the construction, but it has made the project a bit less expensive.

Phase 2 (report dated February 2009):

Recommendation: The PSC should move to a monthly or bi-monthly cycle of changes to its Directives. Additionally, training should be provided for staff to ensure that the most critical policy changes are reviewed and fully understood. (HIGH PRIORITY)

Status: Accomplished. 1) Reduced policy change frequency has been embraced and a concerted effort to promulgate policy changes via more infrequent, formal mechanisms has been made (policy-by-email has been curtailed). A policy document for PSC internal customers (the LE, fire and EMS agencies PSC serves) to request changes (and for PSC to methodically analyze the impact of those requests) has been prepared and its implementation is imminent. 2) Training on critical policy changes has been religiously done through a variety of methods. “10-minute training” with accompanying “quizzes” have been employed, one-on-one sessions with proficiency checks done by Supervisors and/or trained trainers have also been utilized, sometimes in concert with the 10-minute training. And, an 8-hour “in-service” training for all employees is currently underway in the classroom to cover a major change in the Fire dispatching protocol and other topics that don’t lend themselves to the aforementioned methods.

Recommendation: Develop a formal process for considering, evaluating and implementing changes in its operating policies and protocols that originate in client agencies. (HIGH PRIORITY).

Status: Accomplished. 1) Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) protocol changes do have a formal change methodology dictated by the National Academy of Emergency Dispatch and Priority Dispatch, Inc....embraced by the PSC and overseen by formal steering committees which include Chief Officers from fire and EMS departments as well as the PSC Medical Director in the case of EMD. 2) Policy, procedure, and guideline changes are the subject of the document mentioned in the previous section. That is;

“A policy document for PSC internal customers (the LE, fire and EMS agencies PSC serves) to request changes (and for PSC to methodically analyze the impact of those requests) has been prepared and its implementation is imminent.”

The document/process has been vetted through the PSC Center Board and its Operating Practices committee as well as by the Madison PD.

Recommendation: The PSC should continue current policies and practices regarding 911 “hang up” call-backs and the process by which incoming calls are randomly selected for quality assurance review. (HIGH PRIORITY)

Status: Accomplished. 1) The PSC’s Support Services Division staff has been built up in the last year, from 6 FTE to 10 FTE. The salient foci of the Support Services staff are training and quality assurance. Quality assurance personnel reviewed 4821 calls into the 911 Center in 2009. 2) Hang-up calls on the 911 lines continue to be called back without fail.

Recommendation: Proceed with the plan to train up to 10 new Communicators concurrently. (HIGH PRIORITY)

Status: Accomplished. 1) 10 applicants completed training that began in March of 2009 in the newly-completed and expanded/enhanced training classroom. The next class of 10 students that began in September of 2009 remains 90% retained...only one loss and that a voluntary one. We believe an enhanced attraction and training processes has helped with the improved retention of the September class that finds 9 of the 10 original students still employed and all successfully “signed off” to perform independently without a “coach” at their sides. 8 more students will begin training in February of 2010, bringing the staffing levels up to budgeted/authorized levels. 2) The implementation of an employee screening program called, CritiCall, designed for public call center use, was begun in 2009. We believe the applicants we are now hiring are truly the cream of the crop, that determination made by the CritiCall hiring instrument that is both reliable and valid by all testing standards.

Recommendation: The PSC should install a pre-recorded message on the 911 lines that will assure the callers that they have reached the 911 Center (and that they shouldn’t hang up). The recording should play between the 3rd and the 4th ring of the phone...about 20 seconds into the call. (MEDIUM PRIORITY)

Status: The hardware and software are **purchased and installed**. The recording is ready to be done. Implementation is anticipated for March of 2010.

Recommendation: Adopt a more detailed and formal performance measurement and management plan. (MEDIUM PRIORITY)

Status: Accomplished. A comprehensive performance measurement document (with measures such as QA results, answer time, and the like thereon), has been adopted and is updated quarterly. The measures are reported to the PSC Center Board.

Recommendation: Formalize some practices already in place, such as, internal investigations (with timelines for completion), notification procedures for complaint receipt, and for policy and procedure development and implementation. (MEDIUM PRIORITY)

Status: Accomplished. Procedures for complaint receipt and investigations have been implemented. A documented process has been written which specifies of the process and timeline for completion of the steps. Formalization of the process for policy and procedure development was covered on page 2.

Recommendation: Expedite the release of an RFP for CAD replacement consulting and subsequent CAD replacement. (HIGH PRIORITY)

Status: Accomplished. RCC Consulting is under contract to provide initial scoping and budgeting information for the new CAD. Their work is coming to completion in Q1, 2010. A skeletal copy of the RFP for the next step is complete, it will be completed and provided to CAD vendors shortly after RCC provides their report. A realistic projection would be that a new CAD can be implemented in 2011, but not before. Months of configuration work will be done on the CAD software with the CAD vendor after a firm is contracted and before the CAD can be put into productive use. First, though, the RCC work must be completed and then an RFP with the CAD specs and business requirements will be developed. 3 RFPs will be required; the one that has been done to retain RCC, one to seek professional assistance on determining specs and business requirements that a CAD vendor will have to provide, and finally, the third RFP that will contain those specs and business requirements and accomplish the hiring of the CAD vendor to complete the project.

Recommendation: Install a “phone tree” on certain incoming listed telephone numbers. Evaluate following implementation. (MEDIUM PRIORITY)

Status: Implementation scheduled for February 20th, 2010. The “auto attendant” is a software-based “recording” system that will be placed on the published phone lines that are advertised as the “non-emergency” lines to Madison police, Dane County Sheriff, and the PSC itself (all three lines are answered by the PSC). The auto-attendant will feature both manual (“push 1 to talk to a 911 call-taker”) and natural voice recognition (“say ‘occurring now’ to be connected to a 911 call-taker”). It will also recognize and be responsive to deaf, hard of hearing, and/or speech-challenged callers. Initial projections of the impact of this implementation lead PSC to believe that no more than approximately 10% of calls will be handled exclusively by the auto-attendant or those phone numbers the auto-attendant directs them to. This possible 10% reduction in calls needed to be handled by the 911 call-takers, however, will assist in our efforts to focus those call-takers on the highest priority calls and to handle them at a pace that will maximize the chances for outstanding service and accuracy.

Recommendation: Review the 2004 Strategic Plan and assess to see which recommendations still should be pursued, if not already accomplished. Once determined, assign “objective managers” and proceed efficiently. (MEDIUM/LOW PRIORITY)

Status: Pending. A capital improvement budget plan includes another full strategic plan for the year 2014. The PSC Strategic Plan (authored by MTG Management Consulting of Seattle, Washington, contained 60 recommendations of which 51 are evaluated, implemented or on-going. The 9 remaining recommendations are in process, and/or are tied to large dollar programs. For example, among the incomplete recommendations are those regarding consolidation of PSAPs throughout Dane County. Despite continued interest on the part of the County and dialogue with the “owners” of the other PSAPs (including Monona and Stoughton in 2009), no other PSAP has chosen to consolidate with Dane County since the writing of the 2004 strategic plan.

Recommendation: Hire a CAD analyst. (LOW PRIORITY)

Status: Accomplished. The new position was in the 2009 budget and a very qualified individual was hired.

JED; 2/10/2010