

Phase 2 Report of the Comprehensive Review of the Public Safety Communications Center

COUNTY OF DANE, WISCONSIN



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TABLE OF CONTENTS

	CHAPTER	PAGE
1.	INTRODUCTION AND EXECUTIVE SUMMARY	1
2.	MANAGEMENT SYSTEMS AND ORGANIZATION	8
3.	REVIEW OF THE MTG REPORT IMPLEMENTATION BY THE PSCC	36
4.	IMPLEMENTATION PLAN	44
	APPENDIX A: SUMMARY OF THE EMPLOYEE SURVEY	48
	APPENDIX B: BEST MANAGEMENT PRACTICES	52

1. INTRODUCTION AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the County of Dane to conduct a Comprehensive Review of the Public Safety Communications Center (PSCC). The Dane County PSCC is responsible for handling incoming 911 and other phone calls related to fire, EMS and law enforcement emergencies and incidents for the City of Madison and many other communities in the County.

The County requested that the Matrix Consulting Group conduct this work in two distinct phases:

- **Phase 1** provided our analysis of overall staffing and space requirements for the PSCC. These two vital questions were addressed in the development of the 2009 budget.
- **Phase 2** is focused on the management systems and processes utilized to oversee and guide the operations and services delivered by the PSCC.

The Dane County Board received the Phase 1 Report at a Committee of the Whole meeting on Thursday, November 6, 2008. Phase 2 review and preparation continued using the following key approaches:

- Conducted interviews and observations within the PSCC.
- Collected and analyzed detailed descriptive data describing the staffing, deployment and workload of the Center.
- Conducted interviews with a representative sample of client agency managers seeking their opinions on the services offered by the Center.
- Developed a detailed descriptive profile of operations in the PSCC. This was reviewed by staff to ensure the accuracy of our base information.
- Developed and distributed two surveys – one for employees of the PSCC and one for client agencies to complete.

Findings from the Employee Survey were analyzed and are presented throughout this Report. However, the Client Survey did not result in a sufficient response rate to provide useful information, so the project team instead relied on the results of our interviews for this perspective.

EXECUTIVE SUMMARY

The Phase II report focuses on the management, organization and operations of the PSCC. While projects such as this focus most heavily on opportunities to improve operations and service delivery, it is important to recognize that the Dane County PSCC is operating at a high level of effectiveness and efficiency. The project team has been very impressed with the quality of staff, the focus on providing high quality service and the constant efforts to innovate and to maintain the PSCC at the forefront of emergency communications. Some key positive findings include:

- The center answers 911 calls in less than 8 seconds (1.3 rings) on average.
- Detailed protocols are in place for both EMS and fire calls for service, using the national standard National Academies for Emergency Dispatch's Priority Dispatch protocols.
- When compared to a series of nationally recognized best management practices for communications centers, the PSCC meets or exceeds the large majority of the targets.
- Staffing increases have been authorized for the PSCC and the Center has taken significant steps to double its training capacity. This will enable the PSCC to reach full staffing (barring unexpected turnover) by the fall of 2009. The steps taken include the following:
 - Identifying space and renovating that space into a new state of the art training center with capacity for 10 trainees.
 - Development of a new training program featuring day by day training goals and objectives.

- Doubling the number of Communication Training Officers (CTO) who have received the APCO CTO training, thereby enabling the PSCC to provide on the job training for a larger number of trainees.
- Policies and procedures are comprehensive in nature and are well documented.
- The PSCC has been working to implement 51 of the 60 items found in the 2004 Strategic Plan – intended to be a 10-year planning document.
- In addition to the initiatives identified in the Strategic Plan (the “MTG Report”) from 2004, the Center has taken the following positive steps:
 - Implemented Priority Medical Dispatch (2002);
 - Installed a new telephone system, including support for enhanced wireless and VOIP (2006);
 - Implemented Priority Fire Dispatch (2007);
 - Shifted responsibility for schedule management from Operations to Support Services, thereby freeing floor Supervisors to focus on operational issues (2008);
 - Assigned a Communications Supervisor to Support Services to manage console replacement (2008);
 - Implemented a random review of 3% of all incoming 911 calls (2008);
 - Updated the complaint review and investigation process (2008);
 - Developed an RFP and received proposals for an interoperable voice radio communications system (2008);
 - Established compensation for Communications Training Officers (those who provide the on the job training for Communicators) (2008);
 - Installed new CAD servers (2008);
 - New CAD workstations planned and budgeted, with implementation on-going as part of overall Center renovation project (2008);
 - New recording and information logging system budgeted for replacement (2009);
 - Priority Police Dispatch system budgeted with implementation targeted for the next year (2009);

- New CAD system budgeted with replacement targeted for the next two years (2009-2010).

Even a high performance organization such as the PSCC has opportunities for continuous improvement. The key findings and recommendations for improvement included in this Phase 2 Report are summarized, below:

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
While formal policies and procedures are comprehensive and well written, staff must also frequently review and attempt to recall numerous emails and memos.	The PSCC currently distributes changes to directives in an on-going basis. These are periodically included in updated Directives, but in the interim they are stored in emails, online folders and other venues. The PSCC should move to a bi-monthly or monthly update cycle, reducing the constant flow of incremental changes. In addition, training should be provided for staff to ensure that the most critical policy changes are reviewed and fully understood.	High	PSCC Director and senior staff	90 Days
The public safety communications center has been too accommodating to policy changes by its client agencies. A process should be put in place to minimize the risks associated with staff having to remember key protocols.	The PSCC should, after consulting with the Center Board and its advisory committees, develop a formal process for considering, evaluating and implementing changes in its operating policies and protocols that originate with the client agencies.	High	PSCC Director and senior staff and the 911 Center Board	90 Days

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
Concern regarding the frequency of disconnected calls and the frequency with which those calls were not called back. The quality assurance program has shown that the PSCC staff called back when a call back was warranted in all but 0.065% of calls under the QA program where 3% of calls are reviewed.	The PSCC should continue with current policies and practices – both in their handling of 911 calls (land-line and cellular) that require a call back and the process by which incoming calls are randomly selected for quality assurance review. Recent changes to the process and the technology in support of that process make this review easier for staff to accomplish and improve the accuracy of these reviews.	High	All PSCC Personnel	On-going
An enhanced new hire training program will be implemented at the beginning of March.	The PSCC's new plan for training up to 10 new Communicators at one time will allow them to achieve full staffing, even with the nine (9) new positions that have recently been authorized. The training plan for achieving this effort is still under development, but the first two phases have been designed and are ready for implementation on March 2 when the new class enters training.	High	PSCC Support Services Manager	1 Month
Assurance to 911 callers to stay on the line in-lieu of hanging up and redialing.	The PSCC should place a pre-recorded message on 911 phone lines assuring the caller they reached 911, not to hang up and an emergency dispatcher will answer shortly. The message should be played between rings three and four.	Medium	PSCC Operations Manager and Information Management	3 Months
Adopt the following performance / effectiveness measures.	The County and the Public Safety Communications Center should adopt a more detailed and formal performance measurement and management plan. Additional standards may also be desirable, depending on policy objectives.	Medium	PSCC Director	6 Months

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
Formalization of several processes will enhance the management of policies and procedures and internal investigations and other processes.	The PSCC should adopt several policies to formalize practices already largely in place. These include institution of time limits for investigations of internal misconduct or complaints, notification procedures for the complaint receipt, investigation and resolution process and policies relating to policy and procedure development and implementation.	Medium	PSCC Director	3 Months
Implementation of technology should be considered for enhanced efficiency and communicator productivity.	The PSCC and Center Board should continue to work with the Technical Committee and the Purchasing Department to expedite release of a RFP for the replacement of the PSCC CAD system. Once a Consultant is selected, strong emphasis should be placed on a timely CAD implementation.	High	PSCC Director	Extended Project
Reduction of non-emergency calls into the PSCC requiring a 911 Call Taker to answer, provide information and direction / process information.	The PSCC should install phone tree technology on certain incoming listed telephone numbers. Ongoing evaluation should take place measuring the percent of callers using the technology and reduction of call-taker workload. This system should cost less than \$30,000 to purchase and implement, depending on the number of phone lines and the complexity of the tree itself. This should result in reduced call flow in the center.	Medium	PSCC Operations Manager and Information Management	2 Months to initiate procurement process.

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
Unresolved PSCC Strategic Plan Objectives.	Staff evaluates and develops timelines for successful completion of each unresolved Strategic Plan Objective. This should include an assessment as to whether these issues are still desirable objectives.	Medium	PSCC Operations Manager	60 Days
	Assign each unresolved PSCC Strategic Plan Objectives to an individual to manage through completion (Objective Manager). Objective managers should have necessary authority to meet established timelines in the most efficient manner. Authority should include team development if applicable.	Low	PSCC Operations Manager	Varied
Staffing dedicated to management and customer service needs to be increased by one position to improve service delivery.	The PSCC should be authorized to add one Communicator level position to serve as a CAD Analyst. This position can serve rolls currently handled (in part) by the Operations Manager as well as offer expanded services and information to the PSCC and its client agencies. This will also allow the Operations Manager position to be focused on the day to day operations of the Center and on client relations.	Low	PSCC Director, Employee Relations Division and County Executive	12-24 Months

2. MANAGEMENT SYSTEMS AND ORGANIZATION

This chapter focuses on our review and recommendations related to the management, oversight, performance measures and organizational structure of the Dane County Public Safety Communications Center. The staff in the center responded to an anonymous survey, utilized to solicit input from the Communicators and other staff in the PSCC. The project team also developed a series of best management practices based on our experience and on various national standards.

This chapter will address a number of management issues. These are addressed in order of priority for the PSCC and the County to address:

- Policy and procedure updates and management.
- Management of changes in agency protocols.
- Utilization and identification of performance measures.
- Actual performance on several key measures.
- Quality control and internal investigations to follow up on issues.
- Staffing issues in the administration of the PSCC.
- Training of personnel to fill vacancies and to meet staffing needs.
- Technology innovations for the PSCC.
- Other less critical management issues.

The section that follows provides a summary of key findings from our comparison of the PSCC to nationally recognized best management practices.

1. COMPARISON OF THE PSCC TO NATIONAL BEST STANDARDS AND PRACTICES SHOWS THAT THE CENTER IS PERFORMING AT A VERY HIGH LEVEL.

The project team, in cooperation with the staff of the PSCC, developed these best management practices and worked with staff to complete the assessment of current performance of the PSCC against these key measures. The paragraphs, that follow, provide a summary of the project team's key findings from comparing the PSCC to these best management practices:

- In large measure, the PSCC is in compliance with most of the best management practices listed in this chapter. Many of these best practices are taken from a national standard setting organization (Commission on Law Enforcement Accreditation or "CALEA") that provides for accreditation for emergency communication centers.
- Several issues were identified in our review of the best management practices, and these are listed, below:
 - The PSCC has detailed policies, as does the County's Department of Administration, for handling and processing complaints. However, there are neither timelines for complaint investigation resolution nor requirements for written notification to all parties, nor requirements detailing how copies of complaints are to be filed.
 - The PSCC has extensive written policies, procedures and protocols. However, several issues exist including the lack of formal policies identifying who can modify directives and descriptions of the PSCC's policy format. More significant is the finding that "indexing, purging, updating and revising directives [is] done informally."
 - There is no formal performance management program in effect in the PSCC at this time. While the PSCC has applied a number of performance measures internally, few of these are reported externally (though several key measures are reported on a monthly or quarterly basis to County management and to the Board).
 - At this time, memoranda of understanding between the PSCC and their client agencies are operating under an extension with the City of Madison, and work continues on developing a more permanent solution. These agreements are critical in defining the services to be provided by the PSCC.

- The PSCC has neither conducted formal surveys of their client agencies nor of the citizens of Dane County to assess external perceptions regarding the Center's performance.
- The PSCC does not utilize medical or psychological examinations as part of their hiring process for Communicators. Potential new hires are subjected to an in-depth background check, in-home interview and a thorough review of previous criminal records.
- Several areas meet the national standard within the PSCC but are neither documented nor codified within a written directive. These include the promotional processes used in the PSCC, formation and function of a training committee and development of the annual training program. With respect to the last issue, the PSCC is redesigning its training program, with a targeted implementation of March 1, 2009.
- Similarly, written directives are not in place governing the selection of Training Officers (for new employees and continuing education), nor are they in place for annual continuing education requirements. As with the previous issues, the PSCC is addressing these concerns in a new training plan that is being implemented this spring.
- The PSCC has developed sufficient back-up power supplies and has developed a back-up radio system capacity – which can be enhanced by conducting monthly tests to ensure continual viability.

The project team addresses the most serious of these issues in Chapter IV of this report. The most significant issues include the following:

- Policies and procedures and agency operational protocol issues need to be formalized.
- Training coordination and delivery also need to be formalized and linked to performance measurement objectives and the quality assurance program.
- The lack of specific performance measures leaves staff and management at a disadvantage as they design their programs and services to meet the objectives of the community and the client agencies.
- The lack of memoranda of understanding, and specifically the lack of formal processes by which agency protocols are changed is a significant concern.

The complete best management practices matrix can be found in Appendix B to this report.

2. WHILE FORMAL POLICIES AND PROCEDURES ARE COMPREHENSIVE AND WELL WRITTEN, STAFF MUST ALSO FREQUENTLY REVIEW AND ATTEMPT TO RECALL NUMEROUS EMAILS AND MEMOS.

The PSCC has established a number of comprehensive and detailed policy and procedure documents. Examples include the following:

- Call Taking Guide (111 pages);
- Emergency Call Handling (39 pages);
- Priority Dispatch System Use (24 pages);
- Priority Dispatch Protocol Compliance; Performance Management and Remediation (5 pages);
- Dane County Fire/EMS Services Radio Communication Protocol (68 pages).

A review of the findings of the employee survey shows the following key concerns held by staff that relate to policies and procedures:

- The majority of staff believe that they provide a very high level of service to the community and to the client agencies served by the PSCC. At the same time, staff clearly believe that there are opportunities to improve upon the methods and approaches utilized in answering incoming calls and in dispatching calls to emergency responders. Our interviews with staff and our observations on the PSCC dispatch center floor indicated that these concerns centered on issues related to policies and procedures, and on the use of very structured call taking and dispatching protocols.
- Similarly, staff expressed concerns regarding the policies and procedures in use in the center, the process by which updates are provided them. The project team's own observations coupled with our interviews with staff support these concerns held by staff – these issues are addressed this Chapter.
- Staff responded to a number of questions that focused on the quality assurance program and the feedback that they receive from their supervisors. Staff indicated some frustration at the lack of feedback from the quality assurance program and the timeliness of that feedback. The PSCC has been instituting an aggressive quality assurance / control process that has included the staffing of

this function with full-time personnel. Recent changes in the technology available to the PSCC has allowed for this process to become more automated and therefore much more timely. Individuals receive direct feedback from the process as issues are identified, and common issues are passed on to all staff in a generic way.

The project team found that staff have major concerns about the quality of policies and procedures, the training they receive on them and – most significantly – are concerned about the variances between approaches used in support of different agencies. This specific issue will be addressed in the following section of the report.

A review of the findings from the best management practices (Section 1 of this Chapter) showed the following key concerns held by the project team that relate to policies and procedures:

- There is no specific policy relating to the method by which service changes or updates will be made for the client agencies in the PSCC. This will be addressed in the following section of the chapter.
- Review and updating of policies is done informally at times. “Minor” updates are distributed to staff using email and memos.
- There is no written ethics code or directive for staff in the PSCC. County requirements are applied to staff. To comply with the best practice, the directives should be simply modified to formally recognize the applicability of County ethics standards.
- Indexing, purging, updating and revision of directives / policies / procedures is done informally. There is no schedule for review or update of directives.
- There are no written directives that relate to annual continuing education – including ensuring that staff are trained on significant policy changes.

Essentially, the findings of the project team through the best management practices review underscore the issues identified in the employee survey. To wit:

- Policies and procedures are extensively and well documented in base documents.

- Changes made to the base documents can be done informally, including through the use of email and memos distributed to staff.
- The project team's review of operations on the dispatch center floor showed that staff take a wide variety of approaches to dealing with emailed and memo form directive changes.
 - Some have carefully organized folders on their computers in which they capture emails and memos.
 - Others use their email system as a searchable "file" of sorts – and they will search for policy updates if they 1) have the time and 2) recall that a change may be in effect.
- Updates to existing directives happen very frequently. Whether they are formal updates (i.e., a directive is replaced or substantially re-written) or less so (a change is made via email) – these edits frequently. This frequency of change is reflective of the efforts made by the PSCC to meet the requests and requirements of their client agencies – however, this appears to be having negative impacts on staff and their ability to maintain a cogent sense of the directives that govern the activities of the center.
- There is little effort made to distinguish between edits which are most significant and those which are "minor."

The project team recommends that the PSCC adopt the following measures address this issue:

- Discontinue the current practice of making changes to directives and policies through emails in all but the most time sensitive of instances.
- Adopt a directive for making changes to other directives. This should include the identification of the frequency with which the PSCC will promulgate new or edited approaches to service delivery. The project team recommends that these edits occur no more frequently than once every other week and no less frequently than monthly.
- A master memo should be distributed, indicating the following:
 - The directive that has been changed.
 - The relative importance of the edit. Those items which must be committed to memory should be labeled as "critical." Those items which may be subject to general knowledge but that could be verified under most circumstances should be labeled "routine".

- A brief training should be held for all communicators to ensure that the most significant changes to policies have been identified and reviewed.
- All staff should sign a receipt indicating that they have received, been instructed on and understand the changes in the directives.
- All directives should be maintained, in an edited form, on a common drive accessible to all personnel. Furthermore, several paper copies should be maintained in case there is a major computer failure in the PSCC so that staff can refer to it.

Recommendation: The PSCC management team should cease the current practice of distributing frequent, often minor, changes to the directives that govern the operations of the Center. Edits should be distributed on a bimonthly or monthly basis. Training and formal acknowledgement of receipt should follow all such changes.

3. THE PUBLIC SAFETY COMMUNICATIONS CENTER HAS BEEN TOO ACCOMMODATING TO POLICY CHANGES BY ITS CLIENT AGENCIES. A PROCESS SHOULD BE PUT IN PLACE TO MINIMIZE THE RISKS ASSOCIATED WITH STAFF HAVING TO REMEMBER KEY PROTOCOLS.

The Dane County Public Safety Communications Center (PSCC) serves several client bases: 1) the approximately half-million people living and working in the client communities and 2) most of the public safety agencies that provide the emergency responses to those citizens and businesses. Critical decisions are made on a regular basis by the Communicators who staff the operations of the PSCC. Hundreds or thousands of phone calls may be answered, evaluated, triaged and dispatched over the course of a single shift. Currently, the process for determining whether to PSCC can, should and will provide a particular service to its client agencies is not driven by a formal process, but rather, by an assessment of the policy by PSCC staff and the agency processes involved in the relationships between the PSCC, Dane County, the City of Madison and the other client communities served by the center.

The challenge for the PSCC is how best to maintain consistency in the center while at the same time meeting the varied needs of the client agencies. The current process relies on the dynamic relationships between the staff, 911 Board, Advisory Boards and the client agencies. However, this may produce results which are less desirable from the perspective of one or more parties or from the perspective of the field service providers (firefighters, deputies, paramedics, police officers) or from the perspective of the citizens receiving service.

Two methods are commonly used, formal and informal for addressing policy changes or other issues with the PSCC (from the client perspective – based on our interviews with stakeholders in client agencies). Department protocol changes require a written submission to the PSCC Director or designee from the department requesting change while informal interaction was typically utilized when addressing operational issues. Some departments expressed frustration with the limited degree of input into PSCC operations and the timeliness or rapidity of protocol changes. A misunderstanding also exists on what level of authority is required to make changes to PSCC operations as they relate to each agency. Specifically, may changes be made at the PSCC Director level or must the Center Board approve changes to response protocols? According to those interviewed, this remains an on-going issue.

Other client agency representatives expressed frustration with the bureaucracy that they perceive as preventing the PSCC from moving rapidly to meet their expectations. While this perception may be partially based in the reality of multi-jurisdictional communications center, it is also based on potentially unrealistic

expectations or understandings as to the rapidity with which changes can be formalized and implemented safely by the PSCC staff.

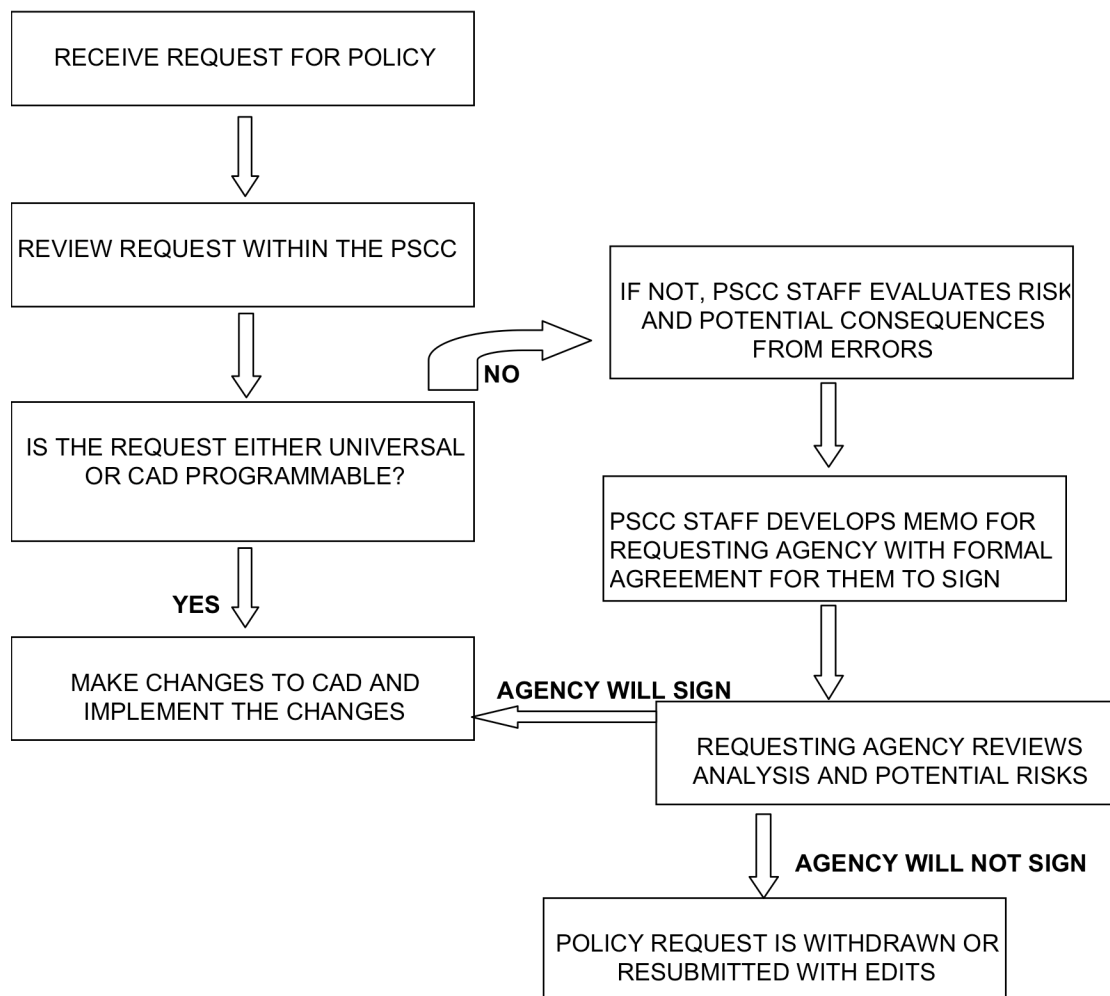
In addition, staff expressed concern (in both the survey and in interviews) about the training that they receive and the ease with which various agencies' protocols can be recalled. These are both areas of concern expressed during our interviews as well. Staff are concerned that changes occur very frequently with little training for them to identify which are "critical" changes. In addition, there are concerns about the level and availability of continuing education for Communicators. Finally, staff expressed repeatedly their frustration regarding protocol changes that are done "off CAD," requiring them to remember various ways of handling calls without the support of the CAD system.

An effective approach to handling service requests will focus on the following in a large emergency communications (911) center serving the needs of multiple clients:

- Consistency in the way in which calls are taken by staff are paramount. Call takers should not be expected to vary the way that they process an incoming call for service based on the agency that may ultimately serve the needs of the citizen involved.
- Call types should be commonly used following a successful call triage. This does not mean that agencies should respond to a call in the exact same manner – but it does mean that all agencies should recognize and operate within the confines of the call type system (i.e., Priority Medical).
- The PSCC should be willing to provide differential dispatch to each call type for each agency for which CAD can be programmed. An example of this might be that the City of Madison Fire Department desires to send several engines, a ladder and a chief officer to a structure fire, while a smaller agency might require units to be dispatched from more than one department.
- Service delivery should be provided by the Communicators using the CAD software as a critical tool. Deviation from the use of CAD as the driver for call taking and dispatching decisions can result in service disruptions and other risks.

- All policy requests should be made, in the form of a memo or other written documents, so that there is no ambiguity as to the request from the public safety agency (or agencies). An excellent example of this is the long standing “Dane County Fire / EMS Services Radio Communications Protocol, Version 6” which dictates, for all such agencies, the approach to be used for radio traffic and unit designation.

The current approach to handling requests from each agency does not provide for sufficient safeguards to ensure these key objectives. The project team recommends the following process be adopted by the PSCC and its client agencies:



The following paragraphs summarize the project team’s recommendations, as illustrated in the flowchart, above:

- All requests from public safety agencies should be provided to the PSCC in writing, signed by the Chief or his / her designee. The Center should not make changes to protocols based on the verbal request of any official, unless the PSCC is operating under emergency conditions (and the duration of any such change should only last as long as the declared emergency).
- The PSCC staff should review each request to determine if the changes requested can be accommodated while still meeting the key objectives:
 - Will the request cause the Center to change call taking procedures for a specific agency? If so, the request should be rejected. Only changes that can be universally applied to a major call type (police, fire, EMS) should be considered.
 - Does the request create a new type of call? If so, can this be accommodated within the structure of the call management protocols (i.e., can a call type be added to Priority Dispatch)? If the change is CAD programmable and not reliant on the Communicators manually overriding the tables, the change should be considered.
 - Can the change be made using the CAD program? If the change will be based on the Communicators / Supervisors manually overriding CAD, remembering how to handle a call type for a single agency, or is dependent on variables which cannot be programmed into CAD, the PSCC should document the challenges to implementation and should also strive to identify the potential ramifications resulting from an error in the PSCC. For example, if the request requires that multiple service requests be made before the responding agency will respond, and these multiple requests are to be tracked by the Communicators without creating a call, these issues should be documented, with the analysis indicating that the risk is that the call may not be dispatched when it should have been.
- Prior to the implementation of the change, the PSCC should develop a packet to be signed by the requesting agency head. This packet should consist of the following:
 - The original request.
 - A document containing the PSCC's analysis of the key factors noted above.
 - An analysis of the implementation timeline once all parties are in agreement.
 - An analysis, in those instances where the request is not CAD programmable, of the potential risks.

- A document including the statement that the requesting agency understands the potential for failure (given that the request cannot be programmed into CAD) and that the requesting agency *accepts responsibility for this request*.
- The PSCC should make every effort to accommodate those requests that can be met given current philosophies for service delivery, Board direction, available budget and other resources, staffing and the ability to meet the request using the CAD software.

Recommendation: The PSCC and the Center Board should adopt the formal decision making process described in this section. The Center should formally evaluate each request, made in writing, before implementation. The PSCC should guard against changes to call taking for a single agency and against requests that cannot be programmed into the CAD, but rather, which rely on human memory for effective implementation.

4. PERFORMANCE INDICATORS SHOULD BE MATCHED TO SERVICE EXPECTATIONS AND OBJECTIVES.

It should be noted that dispatch centers like the PSCC are not atypical compared to many government entities in regard to its sophistication in measuring performance, linking production to not only outputs but outcomes. Similar to many jurisdictions, “performance reports” are generated, distributed, reviewed, and filed, but little more is done with the contents. The most advanced performance measurement systems are generally found in the private sector. Yet the value of performance measurement cannot be underestimated, particularly since performance measurement is a core business practice and fundamental to many successful companies. An oft-repeated phrase is, “You can manage what you can measure.” The belief in this sentiment is the cornerstone of the performance measurement philosophy.

We reviewed information made available from the PSCC and framed our review utilizing what is known as the “SMART” approach to performance measurement and

performance goals and objectives development. SMART is an acronym for (S)pecific, (M)easurable, (A)chievable, (R)elevant, and (T)ime-bound. Specifically:

Specific	Objectives must express the action and results required so that the reviewer of the objective can see clearly whether or not the objective has been achieved.
Measurable	When setting objectives, there must be some way of measuring and validating whether the objective has or has not been achieved and to what level of success or failure.
Achievable	Although objectives should be challenging and encourage continuous improvement, they must be reasonable and achievable.
Relevant	The objectives must be pertinent to the organization's core business practices and measure performance that reflects critical operations fundamental to the success of the work unit's mission.
Time bound	Objectives need to have clear time frames attached to them such that success or failure can be analyzed within an established period.

A review of the results of the employee survey indicate that staff do not fully believe that they understand the specific performance goals they are expected to achieve:

- A mix of response were received regarding the expectations that supervisors have for line Communicators with 41% saying they did understand and 22% indicating that they do not understand expectations.
- More strikingly, only 20% of respondents indicated that they receive timely feedback on good work, while 49% said that they did not receive such feedback from their supervisors.

While the Center does not have a formal performance management system or directives, the PSCC does currently tracks a number of performance measures that meet these definitions. These include the following examples from the Priority Dispatch System:

- Case Entry Protocol Compliance (95%)
- Chief Complaint Selection Accuracy (95%)

- Key Questions Compliance (90%)
- Post-Dispatch Instructions Compliance (90%)
- Pre-Arrival Instructions Compliance (95%)
- Final Coding Accuracy (90%)
- Total Compliance Score (90%)
- “Customer Service” (95%)

Other examples that are tracked (but which are not driven by the Priority Dispatch System) include the following:

- 911 – Average Ring Time (9 Seconds)
- % 911 Answered in Less Than 20 Seconds (90%)

While these performance measures are excellent ones for managing the operations of the Center, some of them are not applicable to all functions in the PSCC. Many of the compliance measures are focused on the emergency medical call taking and dispatching and are driven by Priority Dispatch (currently in use in the center for Fire and EMS calls) developed by the National Academies of Emergency Dispatch. A decision to expand into the use of other, similar systems for law enforcement would provide for automated quality control access to these measures as well.

The project team recommends that the County of Dane adopt the following performance / effectiveness measures (more than half of which are already in use in the Public Safety Communications Center for fire and EMS calls):

Performance Standard	Data Source	Audience	Frequency
911 Call Pick-Up 80% / 7 seconds 90% 10 Seconds 98% 15 Seconds	Phone System	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.

COUNTY OF DANE, WISCONSIN**Phase 2 Report of the Comprehensive Review of the Public Safety Communications Center**

Performance Standard	Data Source	Audience	Frequency
Call creation in CAD High: 85% / 90 secs Medium: 85% in 180 secs	CAD	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Dispatch Serious Calls 85% events / 30 secs 95% events / 60 secs	CAD	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
911 Callback Failure < 0.10%	Quality Assurance program / data collection.	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Case Entry Protocol Compliance (95%)	Priority Dispatch / QA	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Chief Complaint Selection Accuracy (95%)	Priority Dispatch / QA	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Key Questions Compliance (90%)	Priority Dispatch / QA	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Post-Dispatch Instructions Compliance (90%)	Priority Dispatch / QA	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Pre-Arrival Instructions Compliance (95%)	Priority Dispatch / QA	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Final Coding Compliance (90%)	Priority Dispatch / QA	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Customer Service Compliance (95%)	Priority Dispatch / QA	Management staff, all oversight boards, staff, public (website).	Daily monitoring with monthly reporting.
Community Perception (95% positive)	User Survey – every 200 th call taken. Limit questions to postcard sized return mailer.	Management staff, all oversight boards, staff, public (website).	Monthly reporting.
Responder Perception (95% positive)	Responder Survey – every 200 th call taken – sent to primary unit. Limit questions to postcard sized return mailer.	Management staff, all oversight boards, staff, public (website).	Monthly reporting.

Performance Standard	Data Source	Audience	Frequency
Staff Retention (Annual turnover rate of <15%).	Human Resources	Management staff, all oversight boards, staff, public (website).	Monthly reporting.

The PSCC already utilizes more than half of the performance standards listed in the preceding exhibit. The ability to derive the data related to many of these measures are driven by the Priority Dispatch systems currently in place for fire and EMS calls – which means that these data cannot be applied to law enforcement calls (the vast majority of workload in the PSCC). These performance measures can be adopted by the PSCC almost immediately (with the exception of the two surveys).

Recommendation: The County and the Public Safety Communications Center should adopt a more detailed and formal performance measurement and management plan. The project team recommends the standards provided in preceding exhibit. Additional standards may also be desirable, depending on policy objectives.

5. THE PUBLIC SAFETY COMMUNICATIONS CENTER IS AGGRESSIVELY MONITORING PERFORMANCE ON SEVERAL KEY AREAS AND IS PERFORMING QUITE WELL.

The County of Dane expressed specific concern regarding the frequency of disconnected calls and the frequency with which those calls were not called back when appropriately indicated in the Request for Proposal that led to this project. The project team collected data for a sample period to address these issues. The following paragraphs describe that process and the results from our findings:

- In those 911 calls where the caller disconnected the call before it is answered, the PSCC's policy requires an immediate attempt to call the number. Steps are detailed in the policy Emergency Call Handling (5.2) regarding what should happen. The Center's policy includes a requirement that the call taker review the active call screen to connect information with the current call taker if the original caller has called 911 again.

- The PSCC has a comprehensive and well designed policy and procedure relating to Emergency Call Handling (5.2). This policy has a specific sub-section (5.2.5.6) that details, comprehensively, the steps that should be taken by the Communicator when a 911 call ends “prior to the call taker’s satisfaction that all appropriate and possible information has been collected.” This is the national standard approach in high performance 911 centers. This sub-section details specific steps that should be taken including:
 - Immediately set the call up and send it for dispatch if enough information exists to send field units.
 - Immediately thereafter, attempt to make a call back to the number shown on the 911 screen.
 - Steps that should be taken if the call is answered, not answered, busy on call back.
- The PSCC targets 3% of calls taken in the center for random quality assurance review. These calls are reviewed for a wide variety of compliance issues ranging from the way in which the call is initially answered, Communicator interaction with the caller, compliance with call taking protocols. One of the issues examined is whether a call back was made when warranted under policy 5.2.5.6 (partially quoted in the previous dot point). The following table details the findings of these random reviews:

Process	# Pulled	Exceptions	No Call Back When Indicated by Policy	% Not Called Back When Indicated
Automated	1,951	64	1	0.051%
Manual	1,105	n/a	1	0.090%
Total	3,056	64	2	0.065%

- The calls where there were exceptions may have included a lack of call back (2 cases, as shown) but may also be deviations from the policy-provided script, lack of complete information taken.
- There is no automated way to perform the test on whether a call should have been called back – since the software has no way of identifying whether the Communicator is satisfied with the completeness of the information obtained.

The Dane County Public Safety Communications Center has a comprehensive call-back policy for 911 calls and is applying a quality assurance program to cross-check Communicator performance. National standards recommend that the failure rate

on non-call-back should be less than 0.1% of sampled calls – and the PSCC is well below this level indicating excellent compliance with the standard policy and procedure.

Recommendation: The PSCC should continue with current policies and practices – both in their handling of 911 calls (land-line and cellular) that require a call back and the process by which incoming calls are randomly selected for quality assurance review. Recent changes to the process and the technology in support of that process make this review easier for staff to accomplish and also improve the accuracy of these reviews.

6. FORMALIZATION OF SEVERAL PROCESSES WILL ENHANCE THE MANAGEMENT OF POLICIES AND PROCEDURES AND INTERNAL INVESTIGATIONS AND OTHER PROCESSES.

The project team's best management practices assessment identified several areas where the PSCC meets the national standard but does not have a complete or documented process. The key findings are repeated, below:

- While the PSCC has detailed policies relating to handling complaints there are no timelines in place for complaint resolution.
- Similarly, there are no directives guiding the notification of all parties concerned with a complaint or investigation as to the progress or resolution of the investigation.
- There are no policies in place documenting who has the authority to change directives that apply to the PSCC.
- There is no formal process in place describing how policies and procedures will be formatted, indexed, purged or updated as they are revised.

The Matrix Consulting Group recommends that the PSCC adopt the following changes:

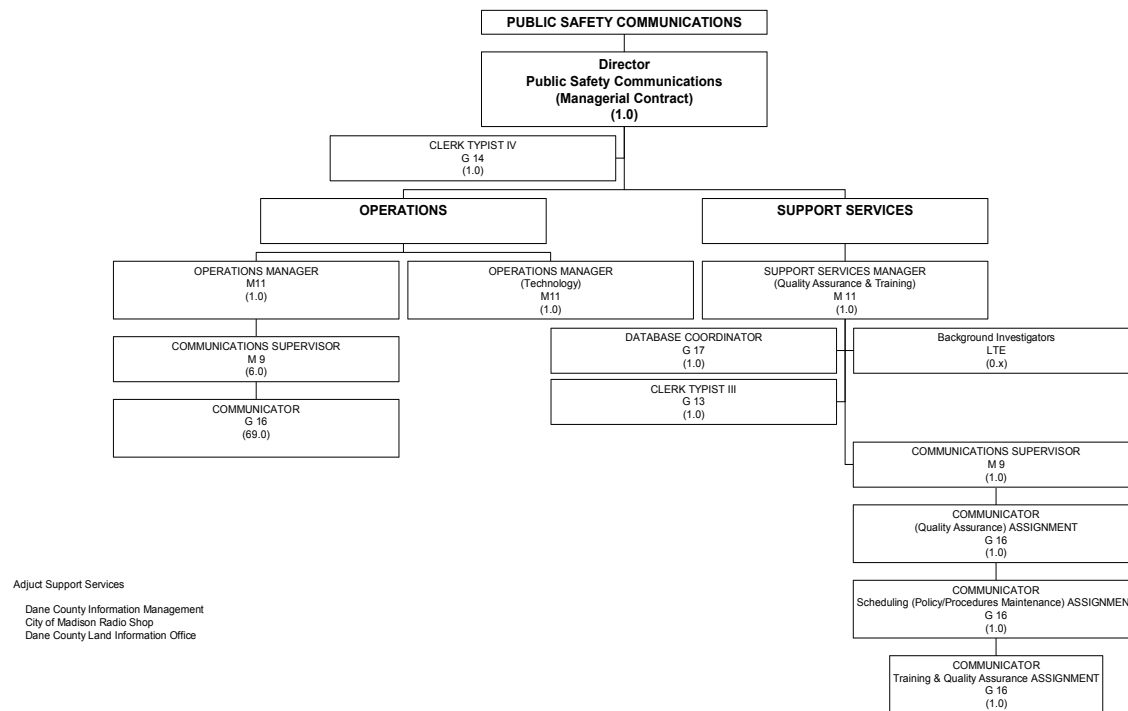
- All internal investigations should be completed within 180 days from the time of the original complaint. The investigating supervisor or manager should inform the Director as to the progress of the investigation every 30 days. Criminal investigations can run concurrently with the internal investigation, but may be cause to pause the internal investigation. If this is the case, the subject of the investigation should be notified, if doing so would not impact the criminal investigation.

- All parties should be notified at multiple phases in the process, unless doing so would negatively impact the investigation:
 - At the receipt of the initial complaint, the individual(s) involved and their supervisors should be notified. The Director should determine who most appropriately should handle the investigation. This initial determination could be delegated by the Director for those cases where termination may not be a result, or where criminal allegations are not involved.
 - At the conclusion of the investigation, the complainant (if known) and all internal parties should be informed as to the findings of the investigation. Personnel matters should not be shared, including disciplinary recommendations, with complainants or outside agencies in accordance with Wisconsin Public Records Law.
- The PSCC should adopt a policy indicating that only the Director has the authority to approve policy changes for the Center. The Director may not delegate this final authority, but should certainly be able to delegate development of the policies and procedures, research, etc.
- Similarly the PSCC should adopt a policy describing the methods by which policies and directives are to be modified, reviewed, adopted and implemented. This has been covered in a previous section of this Chapter.

Recommendation: The PSCC should adopt several policies to formalize practices already largely in place. These include institution of time limits for investigations of internal misconduct or complaints, notification procedures for the complaint receipt, investigation and resolution process and policies relating to policy and procedure development and implementation.

7. STAFF DEDICATED TO MANAGEMENT AND CUSTOMER SERVICE NEEDS TO BE INCREASED BY ONE POSITION TO IMPROVE SERVICE DELIVERY.

The staff of the Public Safety Communications Center is comprised almost entirely of staff dedicated to handling in coming calls for service and providing for the most appropriate emergency units to be selected and dispatched to those calls. A review of the current organization chart, shown that follows, demonstrates this fact:



Of the staff assigned to the PSCC, all but nine (9) are assigned to provide services on the dispatch center floor. In our experience, a large multi-jurisdictional communications center requires several key support positions. Some of these exist already in the PSCC, but others do not. The positions typically found include:

- CAD Analyst (to support PSCC and client agencies with data requests) – the center does not have this position, with these functions provided by various staff in the PSCC;
- Data Base Coordinator (coordinates CAD, 911 records and other maintenance) – the PSCC has this position;
- Technical Staff (radio, console, computer support) – this function is provided by various private contracts and County staff;
- Policy / Directive management and writing – this is currently coordinated by the Operations Manager with support from a Communicator who is also assigned to quality assurance;
- Client liaison (to handle minor changes to CAD reflecting temporary situations, to address user concerns) – there are no dedicated staff assigned to this function in the PSCC – this is handled by a wide variety of personnel in the Center;

- Quality Assurance – several staff are now permanently assigned to this function.

Currently, the PSCC has a mix of support positions and private contractors covering some of these functions. Of the functions listed, above, the project team views there to be one major gap: CAD Analyst. This function is largely handled by the Operations Manager, and in our opinion these gaps detract from the ability of the Operations Manager to focus on day to day issues and client service issues. The benefits from adding these positions are as follows:

- Improved support for both client agencies and the PSCC.
- Enhanced access to data for use in evaluating PSCC operations against pre-established performance measures.
- Support for Quality Assurance staff.

The table, which follows, provides an estimated cost for adding the CAD Analyst position at the level of Communicator:

Positions	1
Salary / Position	\$43,724
Benefit Cost (%)	52.2%
Total Cost / Position	\$66,533

The preceding analysis shows this position would cost approximately \$66,500 annually. These findings are supported by the results of the employee survey which indicate that fully 88% of respondents indicated that there were issues with CAD system data being up to date with agency protocols (a topic of major concern that has been explored elsewhere in this chapter) while more than 75% of staff indicated that they were handling administrative workload while also handling calls / dispatch channels.

Recommendation: The PSCC should be authorized to add one (1) additional position to provide for a dedicated CAD Analyst. The addition of this position will enable the Operations Manager to focus more on day to day operations and on customer service issues.

8. THE PSCC HAS ENHANCED ITS TRAINING CAPABILITIES THROUGH EXPANDED CLASSROOM SPACE AND OTHER IMPROVEMENTS. A NEW TRAINING PROGRAM WILL BE IMPLEMENTED AT THE BEGINNING OF MARCH WITH A TRAINEE CLASS OF 10 NEW COMMUNICATORS.

The PSCC has been authorized to hire a number of additional personnel. Coupled with normal annual turnover, achieving full staffing would be a challenge for the PSCC given its existing classroom and training program. The Center has taken the following steps to address these critical issues:

- Identified the need to be able to train at least 10 personnel at once, in two annual training programs. The two annual programs are a function of the number of Communication Training Officers (CTO's), classroom time, on-the-job ("shadow") time and practical floor training.
- Identified a physical space capable of accommodating 10 trainees in both classroom and CAD-lab spaces. The current space has been limited to six employees. The new space is currently being renovated and is scheduled to be ready for the new class to begin before March 2.
- Identified and trained an additional 10 CTO's. These personnel were trained using an in-house APCO certified trainer. They will be critical to providing the on-the-job training for both call taking and law enforcement radio positions.
- The PSCC is also in the process of developing a formal training program for new hires into the Center. This program is literally being developed as the Center prepares to initiate a new class on March 2. At this point, the program has been developed through classroom and practical call taking and data position. The next phase of the program, the law enforcement radio position, will be completed as the new class is already in training.

The table, below, provides a calculation as to the impact of this upgrade in training capacity for the PSCC:

Factor	New Approach
Current Authorized Staffing	72
Current Positions Filled	59
Total Vacancies	13
Class Size (March 2009)	10
Remaining Vacancies	3
Impact of Turnover (14% / Half Year)	5
Vacancies to Fill With September Class	8

- Note that this calculation only takes into account vacancies immediately anticipated due to retirements or filling vacant promotional positions. Additional vacancies may occur for a variety of reasons. The 14% turnover factor takes into account historic resignations, failure to pass probation and other factors.
- The shift to 10-person training classes should enable the PSCC to catch up to full staffing – by the conclusion of the fall training cycle (though additional turnover is likely to occur even as that class is trained). The fall class will have the capacity to train 2 more Communicators than are anticipated to be needed to achieve full staffing.

Recommendation: The PSCC's new plan for training up to 10 new Communicators at one time will allow them to achieve full staffing, even with the nine (9) new positions that have recently been authorized. The training plan for achieving this effort is still under development, but the first two phases have been designed and are ready for implementation on March 2 when the new class enters training.

9. IMPLEMENTATION OF TECHNOLOGY SHOULD BE CONSIDERED FOR ENHANCED EFFICIENCY AND COMMUNICATOR PRODUCTIVITY.

Technology in the PSCC continues to advance based on user demand and Federal recommendations. Technology advancements include some level of voice radio inter-operability automatic vehicle locators (fire and EMS), and improved ability to identify and locate cell phones. Future technology expectations include next generation, or texting 911 in addition to calling, and enhanced location identification with cell phone GPS. To accommodate this progression the PSCC should position itself with an updated Computer Aided Dispatch (CAD) system, phone tree technology, and status messaging on 911 phone lines.

The employee survey noted that many respondents were concerned about the quality of the information technology and CAD systems in the PSCC. While a number of concerns are valid, and thus driving the current CAD replacement program, several of the concerns are founded on personal preference issues. Examples of these include:

the script driven nature of many of the call taking systems do not allow call takers to “free lance,” issues with the way in which call information is entered (compared to personal preference).

Based on our interviews with stakeholders from client agencies, the majority of fire department representatives felt PSCC services met expectations, based on current CAD technology while law enforcement indicated greater frustration. The main operational distinction between fire and law enforcement is the Priority Dispatch protocol in place for the fire / EMS call types. Law enforcement protocols can vary widely by agency.

Differences also seem to appear between municipalities that prefer greater control over PSCC operational decisions and those departments that desire better data output where the PSCC’s technology cannot provide it. A common perception among client agency interviewees is that the current CAD system limits the ability of the PSCC for retrieving data and resolving other issues. Examples of other issues include service delivery decisions.

The County Board has authorized a replacement for the PSCC’s CAD system. Research is currently underway by the Technical Committee with reporting to the Center Board. Current intent is to proceed with two (2) RFP’s, the first to engage a consultant to assist in defining the scope of work, to assist with the development of the CAD Request for Proposals and possibly to provide implementation assistance for the project through implementation. The second RFP is for CAD vendors and the actual replacement of the current system. Approximately \$4.4 million is budgeted for the CAD replacement.

Estimated timelines for a project of this nature and scope range from 9 to 24 months. Within this estimated timeframe are allocations for scope of work preparation, accepting / awarding bids, verifying data bases to include geo-files (addressing by block, address range, intersection and landmark), mapping, jurisdiction boundaries, sub-boundaries (response zones or beats), call types and unit response criteria by agency. Once the system is built, there is a testing period to assure accuracy and acceptance of the system and ultimately implementation.

The Technical Committee is projecting a Spring 2009 kick-off to start writing the first RFP. Because of the sophistication of this project, a large time commitment by PSCC clients is required. Any delay in obtaining pertinent information from PSCC end-users will likely delay CAD implementation. The PSCC should take the following steps:

- Working with their committees and the Center Board, solicit assistance from Dane County Purchasing Department to prepare and expedite release of a RFP for Consultant Services in the replacement of the PSCC CAD system.
- Work with members of the Technical Committee to research information required for a RFP for Consultant Services in the replacement of the PSCC CAD system.
- Support the Center Board Chair in strongly encouraging unimpeded assistance from all PSCC end-users to the Technical Committee.
- Work with the County and the Center Board to release a Request for Proposal for Consultant Services in the replacement of the PSCC CAD system.

Recommendation: The PSCC and Center Board should continue to work with the Technical Committee and the Purchasing Department to expedite release of a RFP for the replacement of the PSCC CAD system. Once a Consultant is selected, strong emphasis should be placed on a timely CAD implementation.

Based on sampling of call-taker workload during three separate weeks, February 20, 2008, June 20, 2008 and September 20, 2008, PSCC Call-takers handle an average of 12,635 calls weekly. Of this number, 9,101 or 72% came into the Center on

a number publicized as non-emergency. The following tables provide weekly totals by time of day:

PSCC 911 Calls								<u>Weekly</u>
<u>9-1-1</u>	<u>2/20/2008</u>	<u>2/21/2008</u>	<u>2/22/2008</u>	<u>2/23/2008</u>	<u>2/24/2008</u>	<u>2/25/2008</u>	<u>2/26/2008</u>	<u>Total</u>
Daily Call #	561	470	613	502	452	429	506	3533
	<u>6/20/2008</u>	<u>6/21/2008</u>	<u>6/22/2008</u>	<u>6/23/2008</u>	<u>6/24/2008</u>	<u>6/25/2008</u>	<u>6/26/2008</u>	<u>Weekly</u>
Daily Call #	495	464	482	487	498	472	639	3537
	<u>9/20/2008</u>	<u>9/21/2008</u>	<u>9/22/2008</u>	<u>9/23/2008</u>	<u>9/24/2008</u>	<u>9/25/2008</u>	<u>9/26/2008</u>	<u>Weekly</u>
Daily Call #	664	545	429	434	425	505	530	3532
Total								10602

PSCC Non-911 Calls								<u>Weekly</u>
<u>Non-9-1-1</u>	<u>2/20/2008</u>	<u>2/21/2008</u>	<u>2/22/2008</u>	<u>2/23/2008</u>	<u>2/24/2008</u>	<u>2/25/2008</u>	<u>2/26/2008</u>	<u>Total</u>
Daily Call #	1,383	1,292	1,422	1,241	984	1,269	1,241	8,832
	<u>6/20/2008</u>	<u>6/21/2008</u>	<u>6/22/2008</u>	<u>6/23/2008</u>	<u>6/24/2008</u>	<u>6/25/2008</u>	<u>6/26/2008</u>	<u>Weekly</u>
Daily Call #	1,492	1,288	1,103	1,448	1,404	1,351	1,472	9,558
	<u>9/20/2008</u>	<u>9/21/2008</u>	<u>9/22/2008</u>	<u>9/23/2008</u>	<u>9/24/2008</u>	<u>9/25/2008</u>	<u>9/26/2008</u>	<u>Weekly</u>
Daily Call #	1,375	1,083	1,300	1,223	1,243	1,325	1,364	8,913
Total								27303

A responsibility of the PSCC is answering certain client agency phones after normal business hours along with other non-emergency phone lines. The PSCC also answers non-emergency calls for many of its client agencies during their business hours (and after hours for an even larger group) – including the Madison Police Department (whose business cards provide a number that goes to the 911 center). A viable option to offset non-emergency phone communication workload is instituting phone-tree technology on publicly listed phone lines.

Simple in nature and relatively inexpensive, a caller to non-emergency phone lines will receive a message alerting to a need to leave a message in-lieu of speaking to a person. There should be an override option to allow the caller to speak to PSCC call-

taker if desired. A mandatory requirement is TTY to advise the hearing impaired of the same message and override option.

It is important to note that not all listed numbers are suitable for a phone tree option. Alarm companies or similar use by other callers use selected lines and this should be taken into consideration before employing a phone tree on PSCC phone lines. Client agencies should be actively discouraged from placing any numbers on their public business cards that ring directly into the PSCC – the focus of the Center should be on handling and dispatching emergency calls for service – not on serving as a reception center for incoming business phone calls.

The prevailing rationale for use of this technology is allowing call-takers more time and focus on 911 calls.

Recommendation: The PSCC should investigate the installation of phone tree technology on certain incoming listed telephone numbers. Ongoing evaluation should take place measuring the percent of callers using the technology and reduction of call-taker workload. This system should cost less than \$30,000 to purchase and implement, depending on the number of phone lines and the complexity of the tree itself.

A caller to 911 is placed in queue awaiting the next available call-taker. PSCC ring times average less than 8 seconds or approximately 1.3 rings. However, perception of time is often distorted during an emergency. As a result, believing an unacceptable amount of time has passed; callers to 911 may hang-up and re-dial. The net impact is the caller is often placed further behind in the queue than their original position.

Extended 911 ring times occur when the PSCC has an unusually high demand for law or fire service. During this time, a person calling 911 may wait up to three rings or higher for a dispatcher to answer. An option to avoid such occurrence is placing a

pre-recorded message stating not to hang-up and an emergency dispatcher will be answering shortly. The message is recommended to play between ring three (18 seconds) and ring four (24 seconds).

Recommendation: The PSCC should investigate the placement of a pre-recorded message on 911 phone lines assuring the caller they reached 911, not to hang up and an emergency dispatcher will answer shortly. The message should be played between ring three and four.

3. REVIEW OF THE MTG REPORT IMPLEMENTATION BY THE PSCC

Strategic planning is a process of decision prioritization and measures that are designed to guide an organization to success. In the case of public sector, quantifying success is based on striving for cost effective and efficiently run operations. To that end, Dane County Board of Supervisors entered an agreement with MTG Management Consultants to develop a Strategic Plan for the PSCC. In March 2004, MTG delivered the Dane County 9-1-1 Public Safety Communications Center Strategic Plan (CCSP). The adopted plan is designed and outlined to provide requisite direction through 2014. A strategic plan is intended not to point out faults or improvement opportunities, but to provide direction for the future. The PSCC is four years into this ten year strategic planning process.

Integrated into the CCSP are ten categories. Listed in the following table are CCSP Strategic Plan subjects:

1) Governance and Funding	6) Integration Environment
2) Policies and Procedures	7) CAD and RMS Replacement
3) Data Gathering and Analysis	8) Radio
4) Training	9) Mobile Computing
5) Public Outreach	10) Consolidation Planning

Noted above are the managerial and Emergency 911 industry themes appropriate for Strategic Planning of a PSCC. The author-identified objectives, once accomplished, should bring about positive change leading to efficient delivery of services in the PSCC.

1. THE 2004 10-YEAR STRATEGIC PLAN CONTAINED A NUMBER OF RECOMMENDATIONS – MOST OF WHICH HAVE BEEN IMPLEMENTED.

Working in concert with PSCC Staff, the project team from the Matrix Consulting Group assessed the status of the CCSP. The County chose to implement most of the recommendations contained in the Strategic Plan, with the remaining recommendations falling into three categories:

- Project Underway
- New Funding Required
- Delegation of Authority to Governance Committees

The following table provides each recommendation, by category:

DANE COUNTY 9-1-1 PUBLIC SAFETY COMMUNICATIONS STRATEGIC PLAN

Category	Recommendation	Issue Outstanding
Governance and Funding	<ul style="list-style-type: none"> • Transfer control authority from the County Board to the Center Board. • Expand the Center Board to 10 members. • Create an independent or inter-government agreement funding mechanism in unincorporated Dane County to fund PSCC. • Establish a funding structure that allocates costs to municipalities according to services received. • Establish distinct service levels from which public safety agencies can select. 	<ul style="list-style-type: none"> • Transfer control authority from the County Board to the Center Board. • Create an independent or inter-government agreement funding mechanism in unincorporated Dane County to fund PSCC. • Establish a funding structure that allocates costs to municipalities according to services received. • Establish distinct service levels from which public safety agencies can select.

Category	Recommendation	Issue Outstanding
Data Gathering and Analysis	<ul style="list-style-type: none">• Track overtime assignments.• Track workstation assignment assignments against established minimums each month.• Gather emergency and non-emergency call and radio data.• Analyze and adjust operational staffing• Analyze and adjust telephone lines to reach an acceptable probability of a caller receiving a busy signal at any given time.• Investigate decision tree software for law enforcement and fire incidents.	
Training	<ul style="list-style-type: none">• Annually review training curriculum to ensure it is complete, documented, and consistent with current procedures.• Develop test and ensure they are used as a criterion for certification and recertification.• Require all communicators to become recertified in respective disciplines every 2 years.• Provide in-service training sessions twice annually for center staff.• Increase the number of Communication Training Officers (CTO) to eight to allow for greater flexibility in scheduling training.• Send supervisors and technical support staff to management and training.	

Category	Recommendation	Issue Outstanding
Policies and Procedures	<ul style="list-style-type: none"> Establish and staff the Support Services Section. Revise the center's organizational structure reflecting operations and a Support Services Section. Review operational procedures to determine their continued applicability and accuracy. Ensure all operational procedures are readily available to communicators that are up-to-date, searchable and in electronic format. Move radio services from transportation to communications. Adjust operational staffing based on distribution of calls throughout the day and week. Annually revise shift schedule and staffing including evaluation of need for additional staff. Formally designate relief positions for each workstation to allow Communicators to stay cognizant to which station they are to support and issues regarding the other workstation. Document policy for overtime assignments. Document policy for workstation assignments to assure qualified communicator. Discontinue the practice of expecting communicators to be certified in all disciplines. Discontinue the practice of having communicators switch workstations during their shifts. Increase the number of wireless 911 telephone lines by at least three. Identify and secure additional space for 911 Center management and support. Implement and enforce area cleanliness policies. Plan to improve console furniture over the next 5 to 10 years. 	<ul style="list-style-type: none"> Ensure all operational procedures are readily available to communicators that are up-to-date, searchable and in electronic format. Progress toward this recommendation underway however, single location and searchable policy/procedures missing. Move radio services from transportation to communications. Implement and enforce area cleanliness policies.

Category	Recommendation	Issue Outstanding
Public Outreach	<ul style="list-style-type: none"> • Redesign center's Web site • Expand the outreach program to provide additional facility tours and presentations at area schools, churches, civic club meetings and other public gatherings. • Provide additional tours. • Establish a citizen's academy to be offered twice a year. • Generate an annual report that includes statistics and progress against goals. 	<ul style="list-style-type: none"> • Establish a citizen's academy to be offered twice a year.
Integration Environment	<ul style="list-style-type: none"> • Implement an integration business solution that provides connectivity between the various agency systems. • Develop indices to county information. • Develop Web-based portal to provide query and message access. • Develop Computer Aided Dispatch (CAD) interfaces. • Develop Records Management System (RMS) interfaces. 	<ul style="list-style-type: none"> • Implement an integration business solution that provides connectivity between the various agency systems.
CAD and RMS Replacement	<ul style="list-style-type: none"> • Investigate New World CAD for the 9-1-1 Center. • Investigate New World CAD for other agencies. • Implement a RMS integration environment to include common CAD for all Dane County jurisdictions. • Replace or modernize CAD and RMS environments. 	<ul style="list-style-type: none"> • Implement a RMS integration environment to include common CAD for all Dane County jurisdictions. • Replace or modernize CAD and RMS environments.
Radio	<ul style="list-style-type: none"> • Analyze the radio options and needs. • Complete radio study. • Implement voice radio changes, including EMS 150 MHz support. • Implement data radio changes. • Evaluate AVL options. 	

Category	Recommendation	Issue Outstanding
Mobile Computing	<ul style="list-style-type: none"> • Deploy short-term mobile computing solution while evaluating long-term options. • Implement an equipment replacement cycle. • Evaluate and implement mobile computing solutions of CAD vendors. • Evaluate need for WLAN support in Madison area. • Reevaluate mobile communications technologies. 	
Consolidation Planning	<ul style="list-style-type: none"> • Foster a service-oriented dispatch operation. • Determine service needs for client agencies. • Document agency-specific procedures. • Train staff. 	

The following points summarize key aspects relating the PSCC Strategic Plan:

- The PSCC Strategic Plan held 60 recommendations of which 51 are evaluated, implemented or ongoing.
- Nine (9) remaining recommendations are in process, are tied to large dollar program, or policy direction has not been provided for to implementation.

To further examine the above point the following table is divided into four categories defining each outstanding recommendation:

Large Dollar Programs	County Not Empowered	Policy Direction Required	Not Fully Implemented
<ul style="list-style-type: none"> • Implement an integrated records management system that provides connectivity between the various agency systems. 	<ul style="list-style-type: none"> • Create an independent funding mechanism in client areas of Dane County to fund the PSCC. • Establish a funding structure that allocates costs to municipalities according to services received. 	<ul style="list-style-type: none"> • Transfer authority from the County Board to the Center Board. • Establish service levels from which public safety agencies can select. • Move radio services from transportation to communications. 	<ul style="list-style-type: none"> • Ensure procedures are available to staff that are up-to-date, and searchable. • Implement and enforce cleanliness policies. • Establish a citizen's academy to be offered twice a year

While the 2004 document was intended to be a 10-year plan, overall, strategic planning in the PSCC continues to evolve with major progress underway. Of the remaining issues, CAD and RMS replacement is the highest priority and will have the greatest positive impact on PSCC efficiencies. After careful evaluation, the project team recommendation of outstanding issues priority:

OUTSTANDING STRATEGIC PLAN OBJECTIVES		
Priority	Objective	Issue
1	CAD and RMS Replacement	<ul style="list-style-type: none">• Implement a RMS integration environment to include common CAD for all Dane County jurisdictions.• Replace or modernize CAD and RMS environments.
2	Integration Environment	<ul style="list-style-type: none">• Implement an integration business solution that provides connectivity between the various agency systems.• Several municipalities have expressed reservations regarding full integration of records.
3	Policies and Procedures	<ul style="list-style-type: none">• Ensure all operational procedures are readily available to communicators that are up-to-date, searchable and in electronic format. Progress toward this recommendation underway however, single location and searchable policy/procedures missing.• Move radio services from transportation to communications.• Implement and enforce area cleanliness policies.

OUTSTANDING STRATEGIC PLAN OBJECTIVES		
Priority	Objective	Issue
4	Governance and Funding	<ul style="list-style-type: none"> • Transfer control authority from the County Board to the Center Board. • Expand the Center Board to 10 members. • Create an independent or inter-government agreement funding mechanism in unincorporated Dane County to fund PSCC. • Establish a funding structure that allocates costs to municipalities according to services received. • Establish distinct service levels from which public safety agencies can select. • A consultant has been retained to study these issues in 2008 – this project is on-going.
5	Public Outreach	<ul style="list-style-type: none"> • Establish a citizen's academy to be offered twice a year.

Each of the above objectives is worthy of completion. Prioritization is strongly recommended as a method for assigning staff and funding. Timely completion of outstanding objectives is of additional concern. The following recommendations' address each of these matters. It should be noted that several of the outstanding strategic objectives require the cooperation of multiple stakeholders, and some disagreement continues to exist regarding the best possible approaches.

Recommendation: Continue achieving PSCC Strategic Plan Goal through replacement of the PSCC Computer Aided Dispatch System. Pursue Intergovernmental Agreements for funding and Center Board relationship to the Dane County Board of Supervisors.

4. IMPLEMENTATION PLAN

The Matrix Consulting Group has developed a suggested implementation plan in an effort to assist staff, management and policy makers. Clearly the priority and timing of each initiative is dependent on the perceived necessity for making the change and on a range of other factors including availability of funding and other resources. The exhibit, that follows, provides a summary of key findings, recommendations, priority, accountability and suggested timing for completion:

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
While formal policies and procedures are comprehensive and well written, staff must also frequently review and attempt to recall numerous emails and memos.	The PSCC currently distributes changes to directives in an on-going basis. These are periodically included in updated Directives, but in the interim they are stored in emails, online folders and other venues. The PSCC should move to a bi-monthly or monthly update cycle, reducing the constant flow of incremental changes. In addition, training should be provided for staff to ensure that the most critical policy changes are reviewed and fully understood.	High	PSCC Director and senior staff	90 Days
The public safety communications center has been too accommodating to policy changes by its client agencies. A process should be put in place to minimize the risks associated with staff having to remember key protocols.	The PSCC should, after consulting with the Center Board and its advisory committees, develop a formal process for considering, evaluating and implementing changes in its operating policies and protocols that originate with the client agencies.	High	PSCC Director and senior staff and the 911 Center Board	90 Days

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
Concern regarding the frequency of dropped calls and the frequency with which those calls were not called back	The PSCC should continue with current policies and practices – both in their handling of 911 calls (land-line and cellular) that require a call back and the process by which incoming calls are randomly selected for quality assurance review. Recent changes to the process and the technology in support of that process make this review easier for staff to accomplish and improve the accuracy of these reviews.	High	All PSCC Personnel	On-going
An enhanced new hire training program will be implemented at the beginning of March.	The PSCC's new plan for training up to 10 new Communicators at one time will allow them to achieve full staffing, even with the nine (9) new positions that have recently been authorized. The training plan for achieving this effort is still under development, but the first two phases have been designed and are ready for implementation on March 2 when the new class enters training.	High	PSCC Support Services Manager	30 Days
Assurance to 911 callers to stay on the line in-lieu of hanging up and redialing.	The PSCC should place a pre-recorded message on 911 phone lines assuring the caller they reached 911, not to hang up and an emergency dispatcher will answer shortly. The message should be played between rings three and four.	Medium	PSCC Operations Manager and Information Management	90 Days
Adopt the following performance / effectiveness measures.	The County and the Public Safety Communications Center should adopt a more detailed and formal performance measurement and management plan. Additional standards may also be desirable, depending on policy objectives.	Medium	PSCC Director	6 Months

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
Formalization of several processes will enhance the management of policies and procedures and internal investigations and other processes.	The PSCC should adopt several policies to formalize practices already largely in place. These include institution of time limits for investigations of internal misconduct or complaints, notification procedures for the complaint receipt, investigation and resolution process and policies relating to policy and procedure development and implementation.	Medium	PSCC Director	3 Months
Implementation of technology should be considered for enhanced efficiency and communicator productivity.	The PSCC and Center Board should continue to work with the Technical Committee and the Purchasing Department to expedite release of a RFP for the replacement of the PSCC CAD system. Once a Consultant is selected, strong emphasis should be placed on a timely CAD implementation.	High	PSCC Director	Extended Project
Reduction of non-emergency calls into the PSCC requiring a 911 Call Taker to answer, provide information and direction / process information.	The PSCC should install phone tree technology on certain incoming listed telephone numbers. Ongoing evaluation should take place measuring the percent of callers using the technology and reduction of call-taker workload. This system should cost less than \$30,000 to purchase and implement, depending on the number of phone lines and the complexity of the tree itself.	Medium	PSCC Operations Manager and Information Management	60 Days

Findings	Recommendation	Priority	Responsible Party	Suggested Timing
Unresolved PSCC Strategic Plan Objectives.	Staff evaluates and develops timelines for successful completion of each unresolved Strategic Plan Objective. This should include an assessment as to whether these issues are still desirable objectives.	Medium	PSCC Operations Manager	60 Days
	Assign each unresolved PSCC Strategic Plan Objectives to an individual to manage through completion (Objective Manager). Objective managers should have necessary authority to meet established timelines in the most efficient manner. Authority should include team development if applicable.	Low	PSCC Operations Manager	Varied
Staffing dedicated to management and customer service needs to be increased by one position to improve service delivery.	The PSCC should be authorized to add one Communicator level position to serve as a CAD Analyst. This position can serve rolls currently handled (in part) by the Operations Manager as well as offer expanded services and information to the PSCC and its client agencies. This will also allow the Operations Manager position to be focused on the day to day operations of the Center and on client relations.	Low	PSCC Director, Employee Relations Division and County Executive	12-24 Months

While the Matrix Consulting Group has provided these recommendations and an assessment of the priority, timing and accountability for each, the final decisions for implementation rest with the County of Dane, the PSCC and the various stakeholders receiving services from the Center.

APPENDIX A

RESULTS OF THE EMPLOYEE SURVEY

Total Responses	
Surveys Sent	77
Returned	51
Response Rate	66%

Current Assignment		
Communicator	39	76.47%
Non-Communicator	2	3.92%
Communicator - Supervisor	8	15.69%
Other	2	3.92%
Total	51	100.00%

		Don't Know	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Our Center provides high quality service to the people in the community who call us.		1	16	25	5	3	1
Median:	4.0	2%	80%	10%	8%		
2. Our Center provides high quality service to the City/County departments we serve internally.		2	18	22	5	3	1
Median:	4.0	4%	78%	10%	8%		
3. The current process of answering emergency (911) calls is efficient and effective.		1	4	11	3	18	14
Median:	2.0	2%	29%	6%	63%		
4. The current process of answering non-emergency (911) calls is efficient and effective.		1	4	18	11	13	4
Median:	3.0	2%	43%	22%	33%		

COUNTY OF DANE, WISCONSIN

Phase 2 Report of the Comprehensive Review of the Public Safety Communications Center

5. The current process of dispatching emergency units is efficient and effective.							
	2	2	29	6	7	5	
Median:	4.0	4%	61%	12%	24%		
6. The training I receive is sufficient to keep me knowledgeable in my job duties.							
	1	1	2	8	18	21	
Median:	2.0	2%	6%	16%	76%		
7. Policies and procedures are clear and relevant to my job.							
	1	0	2	6	19	23	
Median:	2.0	2%	4%	12%	82%		
8. Policies and procedures are up-to-date and readily available.							
	1	0	3	6	15	26	
Median:	1.0	2%	6%	12%	80%		
9. Our QA findings from unique incidents or trending concerns are shared with all dispatchers and support personnel.							
	1	0	3	3	18	26	
Median:	1.0	2%	6%	6%	86%		
10. My input on operational changes is sought and valued.							
	3	0	3	3	12	30	
Median:	1.0	6%	6%	6%	82%		
11. My supervisor's expectations are clear to me.							
	1	0	21	18	8	3	
Median:	3.0	2%	41%	35%	22%		
12. I receive timely feedback on good work done.							
	1	0	10	10	11	19	
Median:	2.0	2%	20%	20%	59%		
13. I receive timely QA/QC, which improves my job performance.							
	3	0	8	14	14	12	
Median:	2.0	6%	16%	27%	51%		
14. When work problems occur, my supervisor takes prompt action.							
	2	2	14	13	11	9	

COUNTY OF DANE, WISCONSIN

Phase 2 Report of the Comprehensive Review of the Public Safety Communications Center

	Median:	3.0	4%	31%	25%	39%		
15. My chain of command to resolve problems is clear to me.			1	4	17	7	10	12
	Median:	3.0	2%	41%	14%	43%		
16. Our work environment is secure for the services performed at the Center.			3	2	5	2	24	15
	Median:	2.0	6%	14%	4%	76%		
17. We have adequate staff to handle existing workloads.			1	0	3	2	13	32
	Median:	1.0	2%	6%	4%	88%		
18. Different agency protocols are effective and easy to remember			1	0	1	0	9	40
	Median:	1.0	2%	2%	0%	96%		
19. Our information and technology infrastructure meets the department's need.			3	0	2	2	19	25
	Median:	1.0	6%	4%	4%	86%		
20. Our CAD information is up-to-date with the different agency protocols.			2	0	1	3	21	24
	Median:	1.0	4%	2%	6%	88%		
21. Our communications systems throughout the City/County are well integrated.			2	0	4	11	15	19
	Median:	2.0	4%	8%	22%	67%		
22. The process for resolving issues between communication staff and City/County departments is clear to me.			3	1	3	4	12	28
	Median:	1.0	6%	8%	8%	78%		

COUNTY OF DANE, WISCONSIN**Phase 2 Report of the Comprehensive Review of the Public Safety Communications Center**

23. When problems arise between communications staff and City/County departments, they are resolved quickly and fairly	Median: 2.0	4	0	3	5	18	21
		8%	6%	10%	76%		
24. We are not overloaded with administrative duties (i.e., answering administrative and non-emergency calls, keeping logs etc.)	Median: 1.0	1	0	4	7	8	31
		2%	8%	14%	76%		

APPENDIX B

BEST MANAGEMENT PRACTICES

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Organizational Structure A written directive is in place that expressly describes the agency's organizational structure and functions.</p> <p>Source CALEA 1999 1.1-1 CALEA 1999 1.1-2</p>	<ul style="list-style-type: none"> Written description of the agency's organization. Organizational chart that is reviewed annually and accurately reflects the formal lines of authority and communication within the organization. 	<p>The Department's organization is described in the Department operations manual, and will be updated to include organizational changes being made for 2009.</p> <p>The organizational chart was reviewed and updated this fall.</p>
<p>Risk Management Plan The agency has developed and adopted a comprehensive, written Risk Management Plan.</p> <p>Source CALEA 1999 1.2-1</p>	<ul style="list-style-type: none"> Risk Management Plan identifies the person in charge. Duties and responsibilities are clearly established in a written plan Plan provides adequate liability coverage. Plan requires an annual review along with a written report of issues and conditions that affect risk and liability. 	<p>Risk Management functions are carried out within the county's Department of Administration.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
General Administration The agency establishes a written directive specifying an administrative reporting program. Source CALEA 1999 1.2-1	<ul style="list-style-type: none"> • A listing of all administrative reports generated from Communications. • A statement as to the persons or positions responsible for producing said reports. • A statement of the express purpose of each report. • A statement identifying the frequency of each report. • A statement outlining the specific distribution of each report. 	Resolution 23, 2008-09 requires certain monthly reports to the County Board and quarterly reports to the Public Protection & Judiciary Committee. Ordinance 15.34 requires quarterly reports regarding complaints concerning the center's operation and center's training plan.
General Administration The agency develops and maintains a multiyear plan. Source CALEA 1999 1.2-3	<ul style="list-style-type: none"> • Long-term goals and operational objectives identified. • Anticipated workload and population trends identified. • Anticipated personnel levels shown. • Anticipated capital improvements and all equipment needs. • Provisions noted for review and revision as may be necessary. 	A strategic plan was published in February 2004, and progress continues. Long-range capital budgeting is performed each spring.
Allocation and Distribution of Personnel The agency has established a position management system Source CALEA 1999 1.3-1	<ul style="list-style-type: none"> • The number of positions and type of position authorized in the agency's budget. • The location of each authorized position within the agency's organizational structure. • The position status, i.e. filled or vacant, for each position in the agency. 	Positions are authorized within the annual budget, and managed by both the Departments of Administration (Employee Relations) and Public Safety Communications.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Allocation and Distribution of Personnel The agency will maintain a written directive requiring an annual review of each specialized assignment for the purpose of determining whether it should be continued. Source CALEA 1999 1.3-2	<ul style="list-style-type: none"> Maintain a list of all specialized assignments within the agency. Provide a statement of purpose for each listed assignment. Provide an evaluation of the initial problem or condition that required implementation of a specialized assignment. Expected duration of specialized assignment. 	Specialized Communicator and Communications Supervisor assignments began in 2008 and have already been reviewed and adjusted for 2009.
Allocation and Distribution of Personnel The agency's established procedure is in place regarding openings for specialized assignments, agency wide, for filling such positions through a selection process. Source CALEA 1999 1.3-2	<ul style="list-style-type: none"> Selection criteria is established and available for any interested applicants. Criteria is specifically established based on skills, knowledge, and abilities required for the specialized assignment. Specifics relative to experience, formal education, and specialized skills are outlined. 	Selection criteria were established for the assignments made in 2008 and will be updated prior to selection of new assignments for 2009.
Organizational Integrity A written directive requires all complaints against the agency or its employees be investigated. Source CALEA 1999 1.4-1	<ul style="list-style-type: none"> Identify the type of complaints to be investigated by line supervisors. Establish necessary authority for Internal Affairs function reporting directly to the agency's Chief Executive Officer. Identify the type of complaints that require investigation by the Internal Affairs function. Identify the type of complaints to be reviewed by the Internal Affairs function. 	A process to review incidents, compliments or complaints was updated in 2008. All complaints are normally investigated by line supervisors.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Organizational Integrity A written directive establishes specific timelines for completion of “internal affairs” investigations. Source CALEA 1999 1.4-2	<ul style="list-style-type: none"> Written statements are created notifying an employee that he or she has become the subject of an Internal Affairs investigation. Process in place reflects verification of receipt that complaint has been received for processing. Period status reports are produced. Notification is made of the results of the investigation upon conclusion. 	Department of Administration and Public Safety Communications procedures establish steps for complaint investigations, but not specific timelines.
Organizational Integrity A written directive is in place regarding the conclusion of fact for each investigation into allegation of misconduct. Source CALEA 1999 1.4-3	<ul style="list-style-type: none"> Written notification is made, in a structured format, providing information to all participants of the outcome. Record filing system is in place to maintain copies of all complaints against the agency of employees. 	The existing policies and procedures do not include this.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Direction and Authority A formal written directive system, evolving from its legal authority, core values, and discretionary powers is established.</p> <p>Source CALEA 1999 2.1-1 CALEA 1999.1-2</p>	<ul style="list-style-type: none"> The agency values and mission statement are outlined and established. Identification is made of the persons or positions, other than the agency's CEO, authorized to issue written directives. A description of the written directives system format is available. Procedures are in place for indexing, purging, updating, and revising directives. Statements of agency policy are established. Rules and regulations are established. Procedures for carrying out agency activities are in place. Procedures for review of proposed policies, procedures, rules, and regulations, prior to their promulgation are established. 	<p>The agency mission statement is included in budget documents and shared with staff.</p> <p>Value statements have not been made.</p> <p>Formal identification of authorized persons has not occurred.</p> <p>A description of the system format does not exist.</p> <p>Indexing, purging, updating and revising directives are done informally.</p> <p>Policy statements, rules, regulations and procedures have been established.</p> <p>Procedures for prior review are in place.</p>
<p>Direction and Authority A written directive requires all personnel to read and sign a copy of the agency's Code of Ethics or Values.</p> <p>Source CALEA 1999 2.2-1</p>	<ul style="list-style-type: none"> Code of Ethics is established and available for all personnel. 	<p>The PSCC operates under the various ethics policies and ordinances of Dane County including those found in the Civil Service Employee Book and Ordinance 18:14.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Jurisdiction and Mutual Aid A written directive delineates the specific geographic boundaries of the agency's jurisdiction.</p> <p>Source CALEA 1999 2.3-1</p>	<ul style="list-style-type: none"> Detailed official map is available. 	<p>Specific geographic boundaries differ by functional activity and are not delineated in writing. Maps are available for the jurisdictional boundaries for fire, EMS, and law enforcement.</p>
<p>Jurisdiction and Mutual Aid A written agreement exists governing public safety communications services provided by the agency</p> <p>Source CALEA 1999 2.3-1</p> <p>CALEA 1999 2.3-2</p>	<ul style="list-style-type: none"> A statement of the specific services to be provided. Specific language dealing with financial agreements between the parties. Language dealing with the duration, modification and termination of the contract. Stipulation that the provider agency maintains control over its personnel. Specific arrangements for the use of equipment and facilities. 	<p>Written agreements do not exist. A governance steering committee has been formed to review cost and governance models.</p>
<p>Fiscal Management A written directive describes the agency's budget process and assigns the responsibility for final budget preparation and management to the fiscal management function.</p> <p>Source CALEA 1999 2.4-1</p> <p>CPSE, Inc. 2006 4A- 2, 4A-6, 4B-4</p>	<ul style="list-style-type: none"> Procedure for uniformity and clarity is documented. Deadlines established for scheduled activities, types and use of forms. Instructions for preparing and managing the budget. Policies, guidelines and process for developing annual budget are defined. Capital expenditures reflect organizational objectives. Periodic financial reports are reviewed by the agency. 	<p>Agency budget process and responsibility are described in ordinance and Department of Administration procedure.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Fiscal Management A written directive governs procedures for the requisition and purchase of agency equipment and supplies. Source CALEA 1999 s.4-2	<ul style="list-style-type: none"> Specifications for items requiring standardized purchases. Bidding procedures. Criteria for the selection of vendors and bidders. Procedures for the emergency purchasing or rental agreements for equipment. Procedures for requesting supplemental or emergency appropriation and fund transfer. 	County Ordinances and Department of Administration procedures apply.
Fiscal Management A written directive governs procedures for an independent audit of the agency's fiscal activities. Source CALEA 1999 2.4-3	<ul style="list-style-type: none"> Annual independent audit conducted. Adequate property control in place. Inventory sheets dated and signed. 	Audit may be ordered by the County Board, and is occurring in late 2008.
Agency Performance Measurement A written directive establishes a performance measurement program. Source CALEA 1999 2.5-1, CALEA 1999 2.5-2	<ul style="list-style-type: none"> Training to promote understanding of general performance measurement concept. Implementation of specific performance measurement techniques. Identification of activities and outcomes to be measured. Performance measurement methodology which addresses specific techniques for data collection, processing, data cleaning, and reporting. Opportunities for feedback about performance measurement data and service delivery from internal staff and outside entities. 	There is no formal performance management program in the Department at this time.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Community Involvement A citizen's survey is written expressly to obtain attitudes and opinions from the general public. Source CALEA 1999 2.6-2	<ul style="list-style-type: none"> Conduct written survey a minimum of every three years. 	A survey has not been utilized within the past three years.
Community Involvement Maintain a public education function. Source CALEA 1999 2.6-3	<ul style="list-style-type: none"> Assist news personnel in covering news stories that may involve public safety communications agency. Available for on-call responses to the new media. Prepare and distribute agency news releases. Arrange for and assist at news conference. Assist in crisis situations within the agency. Involve news media in discussions on policy changes relating to the public education function. 	The Department Director and Executive Assistant to the County Executive maintain communications with media.
Human Resources – Duties & Responsibilities A written task analysis of every class of employee in the agency is conducted, maintained on file reflecting duties and responsibilities. Source CALEA 1999 3.1-1	<ul style="list-style-type: none"> Outline of the work behaviors (duties, responsibilities, functions, tasks, etc.). Frequency with which the work behavior occurs. Critically job-related skills, knowledge and abilities. 	Class specifications and position descriptions are maintained in cooperation with the Department of Administration's Employee Relations Division, and were updated in late 2008.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Human Resources – Classification Plan The agency has a written classification plan. Source CALEA 1999 3.1-2	<ul style="list-style-type: none"> • Categorization of every job by class on the basis of similarities in duties, responsibilities and qualification requirements. • Class specifications for every job within a class. • Provisions for relating compensation to classes. • Provisions identified for reclassification. • Maintain current job descriptions for all employees. 	Ordinance and Department of Administration procedure provide for this.
Human Resources – Salary Program A written directive is in place outlining the agency's salary program. Source CALEA 1999 3.2-1	<ul style="list-style-type: none"> • Entry level salary for the agency. • Salary differential within positions. • Salary differential between positions. • Salary levels for those with special skills, if any. • Compensatory-time policy. • Overtime policy. • Provision of salary augmentation. 	County Ordinances, Departments of Administration and Public Safety Communications procedures, and labor agreements provide for these matters.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Human Resources - Leave Policy A written directive is in place outlining the agency's leave program.</p> <p>Source CALEA 1999 3.2-2</p>	<ul style="list-style-type: none"> • Administrative leave. • Holiday leave. • Sick leave. • Family medical leave. • Bereavement leave. • Vacation leave. 	<p>Department of Administration in cooperation with Dane County joint Council of Unions and the Department set policy for leave.</p>
<p>Human Resources Collective Bargaining A written directive is in place outlining the agency's collective bargaining and contract management.</p> <p>Source CALEA 1999 3.3-1 CALEA 1999 3.3-2</p>	<ul style="list-style-type: none"> • Commitment by the agency to participate in "good faith" bargaining. • Commitment to abide by the ground rules for collective bargaining that arise out of the collective bargaining process or labor arbitration. • Commitment to abide, in both letter and spirit, by the negotiated labor agreement that has been signed by management and labor representatives and ratified by the bargaining unit. • All operating directives are amended to agree with language in the labor agreement. • Copies of signed agreements are made available to those who supervise and manage employees. • Changes to existing contract language are disseminated to those same supervisors and managers. 	<p>The Department of Administration conducts collective bargaining with Joint Council of Unions. A copy of the "Agreement" is provided to all staff of the Department.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Human Resources – Performance Evaluations A written directive defines the agency’s performance evaluation system.</p> <p>Source CALEA 1999 3.4-1</p> <p>CALEA 1999 3.4-2</p>	<ul style="list-style-type: none"> • Measurement definitions. • Procedures for use of forms. • Rater responsibilities. • Rater training. • Performance evaluations cover a set period of time and are specific to the assignment of the employee. • Career counseling relative to such topics as advancement, specialization or training appropriate for the employees position. • Substantiate ratings in the lowest or highest categories, providing specific reasons for the ratings through a narrative comment. • Level of performance expected, rating criteria or goals for the new reporting period. 	<p>The Department of Administration provides set periods for reviews. DOA provides a uniform evaluation form with instructions. Training on the development of evaluations has been conducted with supervisory personnel.</p>
<p>Human Resources - Performance Evaluation Reports A written directive requires that each performance evaluation report is reviewed and signed by the rater’s supervisor.</p> <p>Source CALEA 1999 3.4-3</p>	<ul style="list-style-type: none"> • Employee is given the opportunity to sign and make written comments to supplement the completed performance evaluation. • Copy of completed evaluation report is provided to the employee. 	<p>Employees are provided the opportunity to sign and make written comments as part of procedure. A copy of the evaluation report is provided to the employee.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Human Resources – Grievance Procedures A written directive requires a formal method allowing employees to resolve grievances with management fairly and expeditiously.</p> <p>Source CALEA 1999 3.5-1 CALEA 1999 3.5-2</p>	<ul style="list-style-type: none"> • Identification of matters that are grievable. • Establishment of time limitations for filing or appealing any grievance. • Description of the type of information to be submitted when filing a grievance. • Establishment of procedural steps and time limitations at each level in responding to grievances or appeals. • Establishment of criteria for employee representation. • Establishment of appeal process for grievable issues. 	<p>Union bargaining agreements and civil service work rules provide for this.</p>
<p>Human Resources – Disciplinary Procedures A written directive specifies a code of conduct and appearance guidelines is readily available to agency personnel.</p> <p>Source CALEA 1999 3.6-1</p>	<ul style="list-style-type: none"> • Written rules and regulations. • Procedures and criteria recognizing and rewarding employees for good performance. • Established disciplinary system in place. • Procedures and criteria for using training as a function of discipline. • Procedures and criteria for using counseling as a function of discipline. • Procedures and criteria for taking punitive actions in the interest of discipline. • Training established as a means of improving employee productivity and effectiveness. • Procedures in place for appeal of disciplinary actions. 	<p>Department of Administration and civil service work rules specify the code of conduct and appearance guidelines.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Recruitment & Selection The agency has a written directive for its recruitment program. Source CALEA 4.1-1, 4.1-2	<ul style="list-style-type: none"> • Minority group and female employees in approximate proportion to makeup of the available workforce. • Equal Employment Opportunity Plan. • Job posting announcements with community service organizations. • Cooperative assistance established with community service organizations and key leaders. • Non-discriminatory selection process. • Professionally and legally accepted administrative practices and procedures. • Established timeline of informing candidates of all parts of selection process. • Assessment center to measure performance of tasks or skills. • Valid written tests to assess skills necessary for positions. • Written communication template to advice candidates determined to be ineligible for position. 	Measures are in place with written directive for some, but not all. The Department of Administration provides posting announcements to targeted personnel, A non-discriminatory selection process is in place and detailed in the announcement documents.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Recruitment & Selection The agency has a written directive for pre-employment. Source CALEA 4.3-1, 4.3-2	<ul style="list-style-type: none"> • Background investigation conducted for each candidate prior to appointment to probationary status. • Verification of qualifying credentials. • Review of any criminal record. • If necessary, background investigation by another agency. • Medical examination conducted for each candidate prior to appointment to probationary status. • Emotional stability and psychological fitness examination conducted and assessed by qualified medical professional prior to appointment to probationary status. 	Measures except for medical and emotional/psychological examinations are conducted, but without written directive. Back ground investigations are performed on each potential new hire. This is to include one-on-one interviews, contact with all previous employers, in-home interviews, a review of criminal record.
Recruitment & Selection A written directive requires all newly appointed personnel to receive an informational packet re employment. Source CALEA 1999 4.3-2	<ul style="list-style-type: none"> • Documents regarding agency's role, purpose, goals, policies and procedures. • Document outlining specific working conditions and regulations. • Responsibilities and rights of employees. • Letter outlining a minimum six-month probationary period following completion of entry level classroom training before candidate is granted permanent employment status. 	County and Department practices comply.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Recruitment & Selection A written directive describes procedures used for each element of the promotion process.</p> <p>Source CALEA 1999 4.4-1</p>	<ul style="list-style-type: none"> Evaluate promotion potential of candidates. Administer written tests, if any. Use assessment centers. Conduct oral interviews. Provide procedures for review and appeal for each promotional element. Establish procedures for reapplication. All elements of promotion process are job related and non-discriminatory. Written announcement of promotion process is provided to employees. 	<p>Measures occur, but without written directive of each.</p>
<p>Recruitment & Selection A written directive establishes criteria and procedures for development and use of eligibility lists.</p> <p>Source CALEA 1999 4.4-3</p>	<ul style="list-style-type: none"> Duration of lists. System in place for selecting names from the lists. 	<p>County Ordinance and administrative practice provide for this.</p>
<p>Training A written directive establishes a Training Committee within the agency.</p> <p>Source CALEA 1999 5.1-1</p>	<ul style="list-style-type: none"> Composition of committee identified. Process established for selection of training committee members. Relationship of the training function to the committee. Authority and responsibilities of the committee. Designation of person or position committee reports. 	<p>Measures occur, but without written directive.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Training A written directive requires all newly hired telecommunicators complete a training program prior to routine assignment in any capacity.</p> <p>Source CALEA 1999 5.3-1</p>	<ul style="list-style-type: none"> Curriculum established based on tasks or the most important and frequent assignments. Use of evaluation techniques and guidelines designed to measure competency in required skills, knowledge, and abilities. Field training of a minimum of four weeks for trainees, during and/or after required classroom training. Rotation of new hire assignments. Entry level training meets requirements of APCO's National Public Safety Telecommunication Training Standard or a similar program. Rotation of new hires among the various training activities. 	<p>Measures occur, but without written directive. Many of these items are being formally incorporated into an expanded and enhanced training program. A stand alone training room is being developed. Formalization of information and delivery will be in place by March 1, 2009.</p>
<p>Training A written directive requires all public safety agency personnel to complete an annual retraining.</p> <p>Source CALEA 1999 5.3-2</p>	<ul style="list-style-type: none"> Rules and regulations established with emphasis on changes. Retraining on statutory case law affecting Communications Center operations. Retraining on emergency medical service as it affects the Communications Center operations. Updated system procedures and requirements. 	<p>Measures occur, but without written directive.</p>
<p>Training A written directive is established concerning Communications Training Officers.</p> <p>Source CALEA 1999 5.3-3</p>	<ul style="list-style-type: none"> Selection process in place. Training and in-service training of officers. Supervision of trainers is established. Reporting responsibilities of trainers is established. 	<p>Measures occur, but without written directive.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Operations A written policy is established concerning dissemination of information obtained by employees during the course of employment.</p> <p>Source CALEA 1999 6.1-1</p> <p>CALEA 1999 6.1-2</p>	<ul style="list-style-type: none"> Establish quality checks of telecommunicator handling of calls. Document quality checks of telecommunicator handling of calls. 	<p>Quality checks and documentation occur.</p>
<p>Operations Communications personnel have immediate access to Departmental resources.</p> <p>Source CALEA 1999 6.2-1</p>	<ul style="list-style-type: none"> Communications supervisor in charge of shift. Duty roster of all personnel on shift. Residential telephone numbers for each agency member. Visual area maps of service area. Public Safety Officer status indicators. Written procedures and telephone numbers for procuring emergency and necessary external services to the agency. Tactical dispatch plans. Multi-casualty incidents plans or procedures. HAZMAT plans or procedures. 	<p>All measures met.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Operations A written directive describing procedures is in place and immediately available to Communications Center personnel receiving calls.</p> <p>Source CALEA 1999 6.2-1</p>	<ul style="list-style-type: none"> Judging characteristics of calls to determine whether emergency or non-emergency response is required. Handling of emergency calls, priority calls and calls requiring special response. Handling non-emergency and administrative calls by informing the caller of the public service agency response. 	<p>Written directives are in place.</p>
<p>Operations A written directive policy establishes procedures for obtaining and recording relevant information by telecommunicators.</p> <p>Source CALEA 1999 6.2-2</p>	<ul style="list-style-type: none"> Control number. Date and time of request. Name and address of complainant. Type of incident reported. Location of incident reported Identification of units assigned as primary and backup. Time of dispatch. Time of first arrival. Time of last unit to return to service. Disposition or status of reported incident. 	<p>Measures in place.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Operations A written directive establishes procedures for prompt handling and appropriate routing of misdirected emergency calls. Source CALEA 1999 6.2-2	<ul style="list-style-type: none"> Accept any misdirected emergency calls. Promptly relay information to appropriate agency having jurisdiction. 	Measures in place.
Operations A written directive establishes procedures for handling hang-up emergency or 911 calls. Source CALEA 1999 6.2-3	<ul style="list-style-type: none"> Prepared to respond to these calls. Statement that there is no emergency is recorded. Prompt follow up by emergency responders. 	Measures in place.
Operations A written directive establishes procedures for monitoring alarms. Source CALEA 1999 6.2-3	<ul style="list-style-type: none"> List of circumstances and conditions by which the agency monitors alarms. Procedures for responding to alarm activations. Sanctions for excessive false alarms. 	Public alarms are not monitored by the Department. Procedures for limited number of government alarms are in place. Individual police agencies may have excessive alarm policies in place.
Operations Ability to communicate with other-than-English speaking callers. Source CALEA 1999 6.2-4	<ul style="list-style-type: none"> Translator available, but does not have to be an agency employee. Translator available from a professional or volunteer service on an as-needed basis. 	Translators available.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Operations A written directive establishes procedures for radio communications to and from field units. Source CALEA 1999 6.3-1	<ul style="list-style-type: none"> • Circumstances requiring radio communications. • Recording the status of public safety responders. • Identifying officers during radio transmissions. • Communication with interacting agencies. • Use of special operating channels for tactical operations. • Monitoring officer responder status. • Identification system based on zone numbers and/or Public Safety Officer (PSO) identification numbers. 	Measures in place.
Operations Assignment criteria developed and available to communicators. Source CALEA 1999 6.3-1	<ul style="list-style-type: none"> • Number of personnel for specific types of incidents. • Units for specific types of incidents. • Notification of a supervisor at scene of incident. • Determination of level and staging areas for fire or EMS incidents. 	Measures in place.
Operations Security measures are in place for Communications Center. Source CALEA 1999 6.4-1	<ul style="list-style-type: none"> • Access limited to the Communications Center to authorized personnel. • Equipment protected. • Back up resources provided. • Security for transmission lines, antennae and power sources is provided. • Evacuation plan, including transfer of responsibilities and services is provided. 	Measures in place.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Operations Alternate source of electrical power is identified.</p> <p>Source CALEA 1999 6.4-1</p>	<ul style="list-style-type: none"> Power source sufficient to ensure continued operation of emergency communication equipment in the event of failure of primary power source. Test of alternate power source completed. Independent back up communications system test is completed monthly and documented. Separate antennae, at a different secure location. 	<p>Measures in place minus monthly test and documentation.</p>
<p>Operations 24-hour, toll-free voice and TDD telephone access is in place for emergency calls.</p> <p>Source CALEA 1999 6.5-1</p>	<ul style="list-style-type: none"> Agency uses a single emergency telephone number. Equipped with a TDD or TTY machine. If jurisdiction does not have a 911 system, adopt an easily remembered phone number to be used by citizens. Telephone system designed to separate emergency from non-emergency calls. Routing established to avoid any instance of busy signal. Immediate playback capability of recorded telephone calls. Continuous recording of radio transmissions and emergency telephone conversations. Recordings to be retained for a minimum of 30 days. Adequate storage for telephone recordings. 	<p>Measures in place.</p> <p>Instances of busy signals are minimized, but cannot be completely avoided.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
Operations 24-hour, two-way radio capability established providing continuous communication between Communications Center and service providers on duty. Source CALEA 1999 6.6-1	<ul style="list-style-type: none">Means available for constant communicationAgency has multi-channel radio equipment capable of two-way operation on a joint public safety frequency.	Measures provided by a combination of Department and City of Madison radio systems.
Operations A written directive establishes privacy and security precautions for agency records. Source CALEA 1999 6.7-1	<ul style="list-style-type: none">Physical security and controlling access to agency files.Procedures and criteria for the release of agency records.National regulations adhered to regarding criminal history record information (CHRI).Records retention schedule established within the agency.	Measures in place.

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Operations A written directive establishes a reporting system if the agency is involved with reporting incidents.</p> <p>Source CALEA 1999 6.7-1</p>	<ul style="list-style-type: none"> Guidelines to indicate when reports must be written. Forms to be used in reporting. Information required in reports. Procedures to be followed in completing reports. Procedures for submitting and processing reports. Documents are all-inclusive and serve as complete user's guide. Adoption of set of forms to standardize reporting. Set of forms structured to capture all incidents including citizen reports, citizen complaints, criminal and non-criminal incidents, and incidents involving arrests. 	<p>Agency not involved with reporting incidents.</p>
<p>Operations A written directive establishes a case numbering system with provisions for the assignment of a unique number to each case.</p> <p>Source CALEA 1999 6.7-2</p>	<ul style="list-style-type: none"> Single numbering series employed for all incidents or calls. Numbering system designed to ensure all cases receive a number, no number is omitted and no number is duplicated. 	<p>Measures in place.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Operations A written directive establishes policy for the introduction, removal, alteration or downloading of computer files or programs.</p> <p>Source CALEA 1999 6.8-1</p>	<ul style="list-style-type: none"> • Liabilities and risks involved are identified. • Risks to computers and software identified. • Expectations of privacy. • Approved activities for employees. • Prohibited activities for employees. • Management review of activities. • Quarterly inspection of records and security system. • Periodic check of passwords, access codes and other security devices. • Procedures for backup computer information storage of files. • Off-site storage of back up files. • Security back up of files. • Destruction of back up files. 	<p>Directives in place by Division of Information Management, Department of Administration.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Operations A written directive specifies a position in the agency responsible for coordinating response to unusual occurrences.</p> <p>Source CALEA 1999 6.9-1</p>	<ul style="list-style-type: none"> • Personnel requirements. • Special communication needs. • Situation maps and plans. • Chain of command (to include other agencies) notifications. • Other agency support. • Release of information. • Equipment and logistical requirements. • Facility security. • Post review of operation. • Emergency operations plans reviewed and updated as needed. 	<p>Duty communications supervisor, with assistance from operations manager as required, coordinates response to unusual occurrences.</p>
<p>Operations (part 1) A strategic or long-term master plan is in place for the agency</p>	<ul style="list-style-type: none"> • Planning for 3 to 5 years into the future. • Long-term budget planning. • Long-term strategic plan adopted by the agency and submitted to governing body or administrative officer. • Long-term goals and objectives guided by written philosophy and specific objectives. • Measurable elements of time, quantity and quality. • Clarity and precision are measurable. • Supporting data to substantiate plan. 	<p>A 2004 strategic plan remains in effect.</p>

STANDARD	MEASURES TO MEET STANDARD	FINDINGS
<p>Source CPSE, inc. 2006 2D, 2D-1, 2D-2, 3A, 3A-1, 3A-2, 3A-3, 3B, 3B-2, 4A-4, 4B-3, 4B-5, 4C, 4C-3, 4C-5</p>	<ul style="list-style-type: none"> • Plan communicated, understood and accepted by governing body, authority figures. • Intended results specified. • Management process utilized for implementation of long-term goals and objectives. • Operational program supports agency long-term goals. • Annual review of long-term goals and objectives. • Financial planning addresses strategic / plan goals. • Any projected operating deficit is explained and a plan developed to rectify deficit. • Independent financial audits are conducted. • Financial resources appropriately allocated to support long term master plan and strategic goals. • Long-term projections for maintenance costs. • Long-term contingency funding plans in place. 	