

Rock County, Wisconsin



Communications Center
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911 COMMUNICATIONS COMMISSION

Wednesday, January 21, 2015, AT 1:30 PM

ROCK COUNTY COMMUNICATIONS CENTER

Agenda

1. Call to Order and Approval of Agenda
2. November 19, 2014 minutes approval
3. Comments from the Public
4. Policy Updates
 - a. G2: Goals and Objectives (update)
 - b. I1: Information Release (update)
5. Information Technology - Updates
6. Text2911- Update
7. Informational Items & Updates
8. Adjournment

Commission members:

*Please contact the Communications Center
if you are unable to attend.*

*In order to conduct official business,
A quorum must be present.*

SUMMARY

Policy: The Rock County Communications Center will establish annual goals and objectives in order to fulfill our agency's mission. The Center will utilize a Performance Measurement System to assist in identifying and/or measuring progress in obtaining goals and objectives as well as limiting liability exposure. Policy/procedures will be regularly reviewed and revised as needed to comply with legislative updates and public safety needs. The Center will retain close ties with accessing agencies, Center employees, and Rock County citizens in order to promote expedient communications and quality services.

A. Departmental Goals, Objectives and Planning

1. The Communications Center's management team will establish short and long-term goals and objectives based on:
 - a. Anticipated workload and population trends
 - b. Anticipated personnel levels
 - c. Anticipated capital improvements and equipment needs
2. The Communications Director will annually format the written goals/objectives for presentation to the 9-1-1 Commission and County Administrator.
3. The management team will review the planning process on an annual basis. This review will be fully documented, with any/all required revisions implemented as needed.
4. In order to measure our goal attainment in a systematic manner, we will use the following tools for evaluation:
 - a. Meet directly with law enforcement and fire/EMS work groups to secure input from user agency field personnel to determine if our communication services are meeting the user agencies' needs. Any required modifications will be facilitated if the necessary resources are available.
 - b. 9-1-1 Commission meetings will be held bi-monthly throughout the year. The meetings with user agency

executives will be used in evaluating the progress of the Communication Center.

- c. Communication Center Supervisor meetings will be completed to receive input from supervisory staff as well as to re-enforce goals and objectives.
- d. Training meetings will be completed with the involvement of all training personnel to assist in the assessment of our training process and its effect on agency goals/objectives.
- e. Staff advisory meetings will be completed with the involvement of employee-selected shift representatives to receive input on non-bargaining center-wide issues.
- f. Citizen survey forms will be randomly selected and forwarded to Rock County citizens contacting our Center for services.
- g. In an effort to facilitate the resource management of the Communications Center, the management team will prepare and forward activity reports for major communications functions to the Communications Director for review and approval. The approved reports will be distributed as described:

- i. Annual Report: Annually

The report's information will be reviewed and analyzed to facilitate planning for the Communications Center's future goals/objectives. A two-year base line will be established for future assessments.

Annual reports will be forwarded to the following entities:

- All Communication Center user agency agencies
- County Administrator and all County Board members
- All Rock County libraries
- News media (as requested)

ii. Out of State Training: Semi-annually

Out of State training will be forwarded to the following entity:

- Public Safety & Justice Committee

The following reports will be made available to the 9-1-1 Commission representatives and Communications Center staff:

iii. Telephone Call Activity: Annually

- Total calls processed by day of week
- Total calls processed per hour
- 9-1-1 calls received to include: call taker answer time, talk time, hold time and process time

iv. Computer Aided Dispatch Activity: Annually

- Activities dispatched by shift
- Total activities per month
- Total activities per year
- Total calls by incident type per year

B. Performance Measurement System

1. Performance measurement systems can improve the quality and efficiency of services and assist in achieving the agency mission.
2. The Communications Center Operations Manager will be responsible for overseeing the performance measurement process, including data collection, processing, data cleaning, and reporting functions. The Operations Manager may delegate some performance measurement activities to the Shift Supervisors. If such delegation is undertaken, the assigned Shift Supervisors will be fully trained in general performance measurement concepts and implementation of specific performance measurement techniques.

The following Communications Center activities and programs will be measured in the described manner:

- a. Generalized Employee Activities - Employee Performance Evaluations will be completed, as directed by the Human Resource Department and/or Communications Center policy, for all Communications Center employees.
- b. Emergency Medical Dispatch (E.M.D.) Program – Quality Assurance reviews will be completed as directed by Communications Center policy. The approved EMD quality assurance form will be utilized. The Operations Manager or their designee will complete at least one EMD review per employee, per month and will log scores and trends for each employee. The Operations Manager will recommend retraining or counseling for employees who do not meet the minimum criteria of 80%. Employees are encouraged to ask questions if they do not understand or agree with the quality assurance evaluation.
- c. Call take, Fire and Law Enforcement Dispatch Quality Assurance – Quality assurance reviews will be completed by the Shift Supervisors each month for specific job duties pertaining to call take, fire and law enforcement dispatch duties as directed by management. Supervisor will be assigned employees and will review at least one call take, one fire and one law enforcement dispatch incident, per employee, per month. In addition, Shift Supervisors will also monitor at least (15) minutes of random telephone calls for each employee in their group each week. The approved call take and fire quality assurance forms and call take log forms will be utilized.

Completed forms will be turned into the Operations Manager who will log scores and trends for each employee. The Operations Manager will recommend retraining or counseling for employees who do not meet the minimum criteria of 80%. Employees are encouraged to ask questions if they do not understand or agree with the quality assurance evaluation.

- i. In an effort to promote and ensure employee rating consistency and fairness, the Operations Manager shall closely review each submitted Shift Supervisor's rating documentation.
 - ii. The quality of these monthly employee ratings shall be strongly considered when the Operations Manager completes the Shift Supervisor performance evaluation section concerning documentation/quality assurance reviews. ~~"Recommends hiring, discipline and firing of subordinate personnel. Assists in performance evaluations for subordinate personnel, and provides quality performance evaluation ratings."~~
 - iii. Any deduction for poor customer service or communication skills noted on the report will result in specific monitoring of random calls taken by the employee for a minimum of (90) days.
- d. Daily Observation Reports (D.O.R.) – The Communications Training Officer (C.T.O) will utilize the approved D.O.R. form according to APCO Communications Training Officer Program guidelines. D.O.R. forms will be completed by the C.T.O. on a daily basis, with ultimate review by the Training Supervisor. The Training Supervisor will log ratings on the D.O.R. tracking sheet and will be mindful of the employee's training progress by making sure each training stage is completed satisfactorily. Any training concerns will be discussed with the Operations Manager in order to determine the proper course of action for the employee's training.
- e. Telephone Activities - The Operations Manager will compile all telephone activity records for the Center and analyze the data for performance measurement purposes. The data will be obtained from the Management Information System for the telephone equipment being utilized by the Center. Quarterly summary reports of agency telephone activities will be submitted to the Communications Director. Included in

these reports will be documentation of any policy, training and/or remedial action that needs to be, or was, taken to address any emergency calls processing performance deficiencies.

- f. External Quality Assurance Program - Returned postcard results will be retained and made available to Communications Center staff for review. All results will be forwarded to the Operations Manager, including any follow up that was completed by Communications Center supervision. Any positive or negative comments pertaining to a specific user agency will be forwarded to the liaison for that agency. The Operations Manager will report results to the 9-1-1 Commission on a quarterly basis.
- g. Agency Liability Reports - The Operations Manager will analyze all Liability Reports completed by staff members and reviewed by Shift Supervisors. The Operations Manager will log the results on the Liability Incident tracking form. The Operations Manager will recommend retraining, counseling, or progressive discipline for employees in order to reduce future liability exposures. Year-end results will be forwarded to the Communications Director for further review. Policy, training, and disciplinary issues will be taken into consideration during compilation of the Annual Agency Liability Analysis report.
- h. User Agency Personnel and Citizen Complaints - Management and supervisory staff will utilize the Citizen Complaint form or Internal Quality Assurance form for any complaints involving Communications Center staff or Communications Center policy. All completed complaints will be forwarded to the Operations Manager for review or further action. The Operations Manager will recommend employee retraining, counseling, progressive discipline or policy revisions for substantiated complaints in order to reduce future liability exposures. Complainants will be contacted within 24 hours of their complaint with the Communication Center findings, or the status of the investigation, if not completed within that time period. The results of all complaints will be logged on the

Liability Incident tracking form. Year-end results will be forwarded to the Communications Director for further review in the Annual Agency Liability Analysis report.

3. Effective July 1, 2014 the Communications Center implemented Guardian Tracking (an Employee Tracking Software). Guardian is a centralized and standard method of documentation to track employee performance. The tracking software assists with performance evaluations, promotions, employee recognition/awards, early intervention, identifying training needs, and discipline. The Operations Manager and/or Director must review all entries made into the Guardian system. Once approved, the employee will be electronically notified of the entry. Employees will have access to their confidential Guardian entries via their login account.
 - a. The Communications Center utilizes Guardian's Early Intervention Warning System feature. The Operations Manager has pre-programmed the system to alert the Shift Supervisors, Operations Manager and Director anytime an employee has had three occurrences, within 180 days, for specific categories relating to liability reports, user agency concerns, citizen concerns and counseling completed by a supervisor.
 - b. When an Early Intervention alert appears, the Operations Manager will review the individual entries to determine if there is a need for additional counseling, extra monitoring, remedial training or discipline.

4. Performance measurement and service delivery data feedback is very important to a well-balanced Performance Measurement Program. Communications Center employees will provide feedback through the Employee Performance Evaluation and/or Quality Assurance processes, while user agency personnel provide their input through our User Agency Complaint process. Finally, citizens have a direct conduit for feedback through our Citizen Complaint and external Quality Assurance processes.

C. Internal Revision of Policy/Procedure
(For policy/procedure modifications)

1. The telecommunicator will complete a "**Request for Revision**" form any time that the telecommunicator determines that a current policy/procedure needs updating/modifying for any reason. The forms are located within the Communications Center and will be forwarded to the Operations Manager for review. (See attached Request for Revision form)
2. The Operations Manager will review the request for revision information and make the necessary changes to the policy/procedure manual if the modification is justified and approved by the 911 Commission. Revised policy drafts will be retained highlighting any modifications or additions.

D. Internal Quality Assurance Report
(For general information modifications)

1. The telecommunicator will complete an "**Internal Quality Assurance Report**" whenever the telecommunicator determines that general information within the Communications Center requires modification.
2. The Operations Manager will review the information and an assigned telecommunicator will complete the modification, if deemed necessary. (See attached Internal Quality Assurance Report Form)

E. User Agency Quality Assurance

1. When an agency that accesses the Rock County Communications Center requests a review of a specific incident, the accessing agency will be given a "**Quality Assurance Program**" form. The forms are located in the Communications Center. The "**Quality Assurance Program**" form will be completed by the requesting agency and forwarded to the Operations Manager as soon as the

Operations Manager is available. (See attached Quality Assurance Program form.)

2. The Operations Manager will review the specific incident completely and contact the accessing agency (if contact is requested per the "**Quality Assurance Program**" form). If the accessing agency requires further consideration, the specific incident will be referred to the Communications Center work groups or the 911 Commission.
3. Telecommunicators will prepare a detailed written report anytime it is determined that an event has created a liability for the Communications Center. The documentation will be forwarded to the on duty Shift Supervisor or Lead Telecommunicator (in the absence of a Supervisor). The documentation will provide all of the details surrounding the potential liability to include any immediate action taken by the Supervisor or Lead Telecommunicator. All such documentation will be forwarded to the Operations Manager as soon as possible.

F. External Quality Assurance

The Communications Center will randomly mail a minimum of 30 citizen quality assurance surveys each month to callers who have recently requested service through the Communications Center.

Section: G2
Date: 5/16/12

Title: Goals and Objectives
Authority: 911 Commission

**ROCK COUNTY COMMUNICATIONS CENTER
REQUEST FOR REVISION**

Refer To: _____

Section: _____ Paragraph: _____

Category: _____ Addition: ___ Revision: ___ Deletion: ___

Narrative:

Date: _____

Submitted By: _____

Section: G2
Date: 5/16/12

Title: Goals and Objectives
Authority: 911 Commission

**ROCK COUNTY COMMUNICATIONS CENTER
INTERNAL QUALITY ASSURANCE REPORT**

Please complete this form each time we are asked to review a specific event.

Reporting Agency: _____ Date: _____

Reporting Person: _____ Reply (Y/N)

Subject: _____

Event Date: _____ Time: _____

Narrative (Be specific in relating who, what, when and where.):

Report taken by: _____ Date:

Notes:

Section: G2
Date: 5/16/12

Title: Goals and Objectives
Authority: 911 Commission

**ROCK COUNTY COMMUNICATIONS CENTER
QUALITY ASSURANCE PROGRAM**

Use this form to initiate review of a specific event; suggestions for improving communications procedures and operations; comments and inquiries pertaining to communications procedures and operations.

Reporting Agency _____ Date _____

Event Review Suggestion Comment/Inquiry

Narrative: (For event reviews be specific in relating who, what, when and where. For suggestions, discuss how your idea will benefit and/or improve communications operations. Attach additional sheets as necessary.)

I am am not requesting a reply. If reply should be mailed to address other than reporting agency, please provide mailing address here:

Submitted By:

Attest: _____ Chief Officer of Agency

SUMMARY

Policy: The Rock County Communications Center may inform the public, news media and user agencies of events which occur within Rock County. Any information released will be completed in accordance with the information release guidelines established by the 9-1-1 Commission.

A. Information Release Involving User Agency Activity

1. Requests may be received for information regarding incidents that have occurred. Limited information may be provided by the Communications Center through the Shift Supervisor or Lead Telecommunicator. Information regarding incidents which have occurred shall not be given out to callers who inquire unless those individuals are threatened by the situation and, as a matter of safety, they require the information.
2. News media may be given information on road conditions or information that is required for safety of the public, but in no case shall information be released regarding complainants or victims of incidents. The only information provided regarding an incident is:
 - Incident type
 - Location
 - Time
 - Jurisdiction handling incident

For additional information the news media must be referred to the emergency service department handling the event.

3. Public safety information concerning time-sensitive notifications (ie; unexpected road closures, special events, and weather related emergencies) will be communicated by Communications Center Supervisors utilizing the Center's Twitter account. *(See Social Media policy)*

- a. Only supervisors and administration will have access to this account.
 - b. Messages must contain the following information (140 characters or less):
 - Primary Agency (ex. Beloit PD)
 - Incident Type (ex. Traffic Accident)
 - Location (ex. Cranston/Prairie)
 - Brief Message (avoid area, road closed, etc.)
 - c. If message concerns road closure or other information where an update is required, a new message will be sent advising the public of the updated information.
4. Information concerning a specific user agency's activity may be released to another Rock County user agency supervisor or officer in charge for responder safety or investigative purposes.

B. Information Broadcasts Outside of Rock County

1. Criteria for Broadcasting Messages

- a. Officer safety
- b. Serious crimes that just occurred and may be headed to another jurisdiction
- c. Request from user agency

2. TIME System Broadcast Requests

- a. Requesting agency supervisor/officer's name will be entered into the authority field along with the event number from the related incident.
- b. Only information received from the initiating supervisor/officer will be entered into the TIME system.

3. Verbal Broadcast Via Radio System

- a. Authority from user agency supervisor/officer must be obtained prior to contacting outside agency.
- b. Only information approved for release will be relayed to outside user agency. Requests for further details of incident will be forwarded to

user agency so as not to jeopardize an investigation.

C. Information Release Involving the Communications Center:

1. The Rock County Communications Center will assist media personnel in covering news stories that involve only the Communications Center. The on-duty Lead Telecommunicator or Shift Supervisor will forward such requests directly to the Communications Director for release to the media.
2. In the event that the Director is unavailable for contact, the Operations Manager will make the decision on information release. The Director and Operations Manager are available for contact 24-hours daily to assist with information release and crisis within the agency.
3. The Director will coordinate all Communications Center agency news releases, to include:
 - a. Arranging and assisting at news conferences
 - b. Coordinating and authorizing the release of information about victims, witnesses, and suspects.
 - c. Coordinating and authorizing the release of information concerning confidential agency investigations and operations.

D. Information Releases Involving Multiple User Agencies for (1) Incident:

Where more than one user agency is involved in an incident, the agency having primary investigative jurisdiction will be responsible for releasing, coordinating, and approving the release of information.

E. Information Releases Involving the Communications Center Community Involvement Function:

Section: I1
Date: 3/19/14

Title: Information Release
Authority: 911 Commission

The Community Involvement Function may include Public Service Announcements as a way to lead to more effective working relationships between the Communications Center, the community, and media personnel. Part of the Public Service Announcement campaign may include a release to local news media. Shift Supervisors may prepare such releases regarding the Community Involvement Function and disseminate them with approval of the Director.