



# Annual Report 2014

Waukesha County  
Communications  
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Serving Waukesha County since  
2004

“The “First” First Responders”

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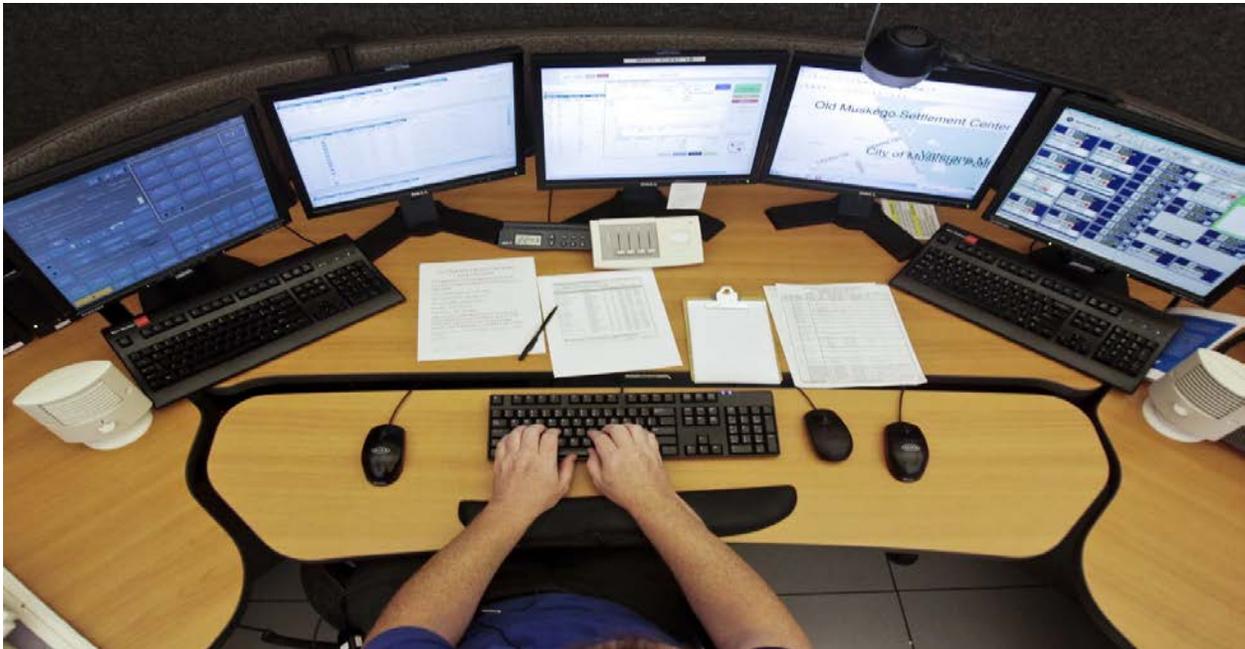
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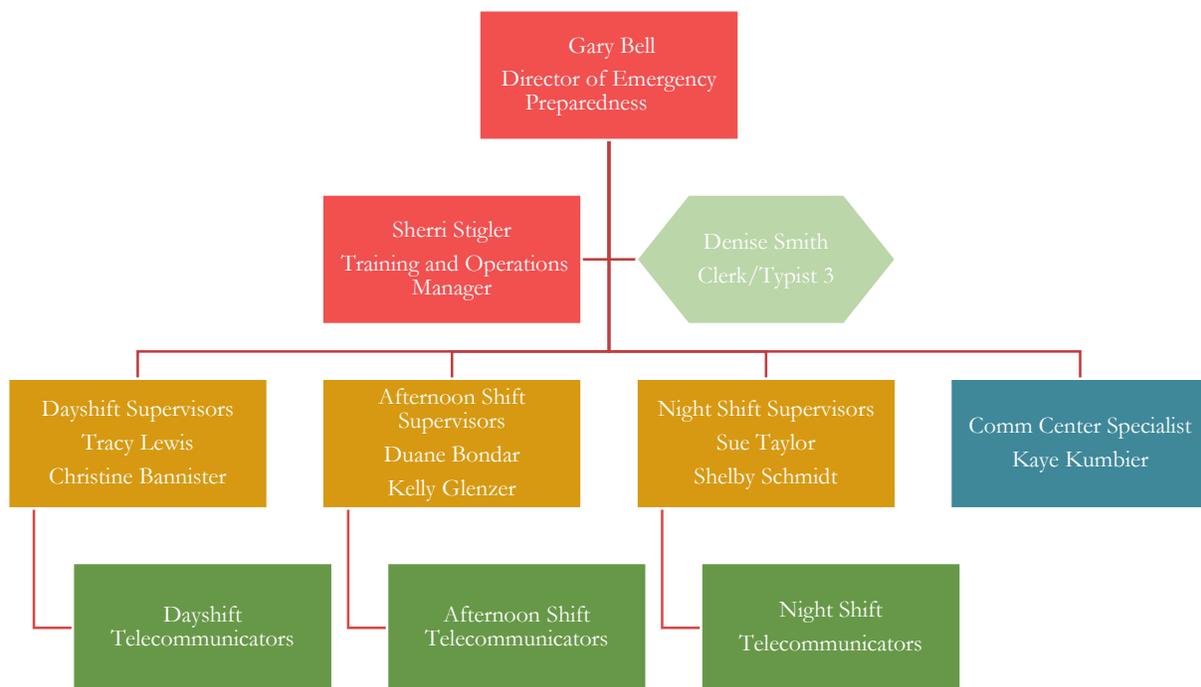
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# Executive Summary

2014 was a busy year for communications center staff. The highlights included staff collaboration on the department's mission/vision/value statements, the addition of two positions on the operations floor, and the implementation of the LEAN process to help improve the call taking training phase for new hires. Staff as well as management attended a number of training and exercising opportunities in the areas of active shooter, crisis intervention training, tactical dispatching, and leadership development. Preparations were also being made in anticipation of the new radio system as well as the new 9-1-1 phone system, both being replaced in 2015.

## WCC Organizational Chart



## Mission Statement

*“We are lifelong learners; accepting our responsibilities, challenges and necessary changes with a willing and open attitude. Through protocol application, technical expertise and exceptional customer service; we are dedicated to serving those who live, work and visit our Waukesha County communities. We are committed to our critical role as the “First” First Responders. Sending the right help to the right place at the right time.”*

## Core Values

The members of the Waukesha County Communications family collectively put forth the hard work and dedication to adopt and hold each other accountable to the following values. Our values incorporate the acronym, “FIRREST”, (Family, Integrity, Respect, Responsibility, Service, and Trust), especially significant as we are considered the ‘first’ first responders!

### **FAMILY**

I, as an employee of Waukesha County Communications, possess core family values which include care, honesty, integrity and guidance.

When people work together as closely as we do, we depend on each other, we trust each other, we understand each other, we support each other, we unconditionally accept and respect each other – all of which are pieces of the puzzle that make up a family. In doing so I recognize that: I am different, yet I can accomplish the job. I have personal opinions, yet I share with you the same understanding of the difficulties of the job. I am independent, yet I look to you for support and encouragement. I am a member of a team that works well together. When I am with you we are family.

### **INTEGRITY**

Integrity is being proud on both personal and professional levels. Integrity is assuring that I am holding myself accountable, that I am performing at the highest possible standard and with the highest level of honor. I show integrity by demonstrating my commitment to strong morals and ethics. I am always honest; I am committed to doing the right thing when things become difficult, even when nobody is watching. I stand behind my decisions and expect to be held accountable for my actions. Showing integrity is sharing responsibility, pulling my own weight by avoiding laziness, and not being a burden on my co-workers. Integrity is showing pride for the profession and constantly striving to improve skills despite tenure. I demonstrate my integrity by remaining teachable, not shying away from educating others, being open to change and improvement, being humble, taking the lead and setting a positive example, being knowledgeable in knowing where to find information, and always taking advantage of new learning opportunities to strengthen my skills and abilities.

### **RESPECT**

Respect is being considerate and showing appreciation for the public, the agencies that I dispatch for and my co-workers, as these are the people I represent. While working for Waukesha County Communications I strive to treat all co-workers fairly while valuing everyone’s strengths and embracing their weaknesses. Respect must be earned and maintained by being professional under all circumstances, having a good work ethic, and treating others as I would expect to be treated. Respect is being sensitive to the needs of others, speaking in an appropriate tone of voice and using professional language, utilizing appropriate body language

and maintaining a non-condescending attitude. By practicing personal accountability, keeping an open mind, taking the time to get to know my co-workers and maintaining faith in the abilities of my co-workers, WCC will be a respectful organization.

## **RESPONSIBILITY**

To take responsibility = To “OWN IT!”

As an employee at Waukesha County Communications, I determine my success through the practice of my responsibilities. I am accountable for achieving my own success by constantly studying materials and staying current with the most up to date information, being open to perpetual learning, being professional, and being knowledgeable about correctly performing our job duties. As a member of the organization, it is my duty to hold myself liable for my job performance; ignorance is not an excuse. I must admit when I am wrong. I must take ownership of my actions. I will be respectful to others, use appropriate and non-offensive body language, be open to feedback and constructive criticism, practice active listening and anticipate the needs of others. As a team member of the organization, it is my duty to follow up on my tasks as well as to start what I finish. Be reliable and dependable in every action. I must be non-discriminatory in all of my actions. No matter the level of experience or length of service, I must go above and beyond to make every member of the organization feel welcomed.

## **SERVICE**

Waukesha County Communications provides emergency and non-emergency services. I, as an employee of WCC am highly trained to perform with accuracy and professionalism assisting the public. I continually strive to always give 100%. I demonstrate empathy and compassion, I anticipate the needs of the public, I am professional and genuinely care about the job I perform. I try to maintain a positive attitude and count on my co-workers to be there for me when I need positive reinforcement. If I do not have the answers; know where to find those answers by relying on the strengths of my co-workers. As a member of the team, I focus on the end result which is providing the absolute best service possible.

## **TRUST**

Success is built on trust. Trust is a combination of honesty, accountability, dependability and reliability. It is knowing myself as well as knowing others and having the faith and confidence that the duties will be performed accurately and in a timely fashion. Trust must be earned; it is not freely given. Once that trust is earned, the doors are opened between co-workers for better communication, better relationships and better job performance, all with one common goal – to get the job done well. Having trust amongst co-workers creates honesty, more consistency and a sense of comfort which, in turn, allows for better work performance and work environment.

## Keys to Success

Waukesha County Communications is a consolidated Public Safety Answering Point (PSAP) serving a large number of communities within Waukesha County. The center has excelled in the areas of progressive training, advanced technology, and gold standard customer service. Embracing the concepts of appreciative inquiry and employee empowerment, staff and management work cooperatively to inspire both new and tenured 9-1-1 professionals to be at their very best as they serve as the true ‘first’ first responders in a variety of crisis situations.

## Strategic Plan Summary and Report

Waukesha County Communications works closely with the Waukesha County Department of Administration to review, report on, and modify strategic objectives on a yearly basis. Our objectives should fall within the seven strategic outcomes identified by Waukesha County, including:

1. *A safe county.*
2. *An economically vibrant county.*
3. *An environmentally responsible county.*
4. *A well-planned county.*
5. *A county that assists at-risk citizens.*
6. *A county that provides customers with quality programs and services.*
7. *A county that provides cost-effective services delivered with competence and skill.*

Below are the WCC objectives moving into 2015:

**Objective 1:** Meet and exceed the National Fire Protection Association (NFPA) Standard 1221 which states that 95% of emergency calls be answered within 15 seconds and 99% within 40 seconds in an effort to improve response time and dispatch calls in a timely manner.

**Objective 2:** Meet or exceed NFPA standards for call processing for fire and medical calls for service and meet or exceed a 60 second call processing time for Police Priority 1 Calls.

**Objective 3:** Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation.

**Objective 4:** To plan, develop, implement and maintain an effective and informative website highlighting the operations of the Communication Center and staff

**Objective 5:** Train and initiate LEAN project initiatives in order to save money in several different identified areas within the Communication Center.

**Objective 6:** Effectively integrate strategic goals and objectives into the annual County budget process, staff goals and performance evaluations.

**Objective 7:** Develop internal strategies to improve communications within and between County Departments

**Objective 8:** Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.

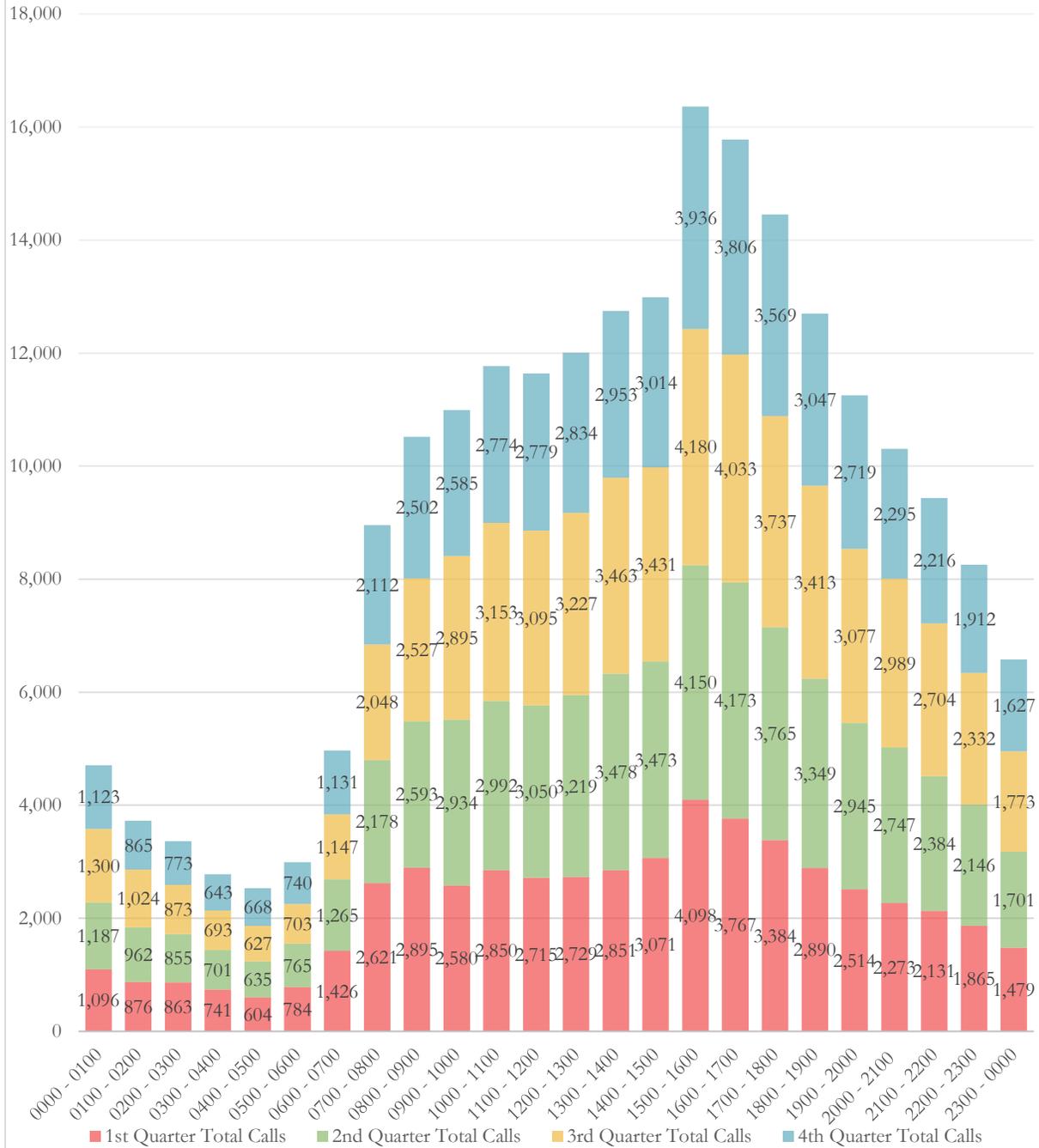
**Objective 9:** Ensure that Department employees have a training plan established to provide professional development and to deliver services with competence and skill.

## Measuring Success



In order to measure and achieve our strategic goals and objectives, WCC continues to record and report on our statistical data, including our call answering times, our call processing times, our quality assurance numbers, as well as on our statistics that will help identify how to strategically staff in order to provide the very best coverage during the high-volume times and days within the center.

# ALL INCOMING LINES IN 2014 BY TIME OF THE DAY



# Statistical Data: Call taking and CAD Call Information

<u>Phone Activity</u>	<u>2009</u>	<u>Percent</u>	<u>2010</u>	<u>Percent</u>	<u>2011</u>	<u>Percent</u>	<u>2012</u>	<u>Percent</u>	<u>2013</u>	<u>Percent</u>	<u>2014</u>	
		<i>Changed</i>		<i>Changed</i>		<i>Changed</i>		<i>Changed</i>		<i>Changed</i>		
Phone calls received and made	308,057	0.14%	308,500	-0.81%	306,002	3.46%	316,580	8.75%	344,278	-4.55%	328,627	
Phone calls received only	214,688	0.94%	216,702	-1.72%	212,972	5.91%	225,559	3.75%	234,026	-4.37%	223,794	
Phone calls outgoing only	93,369	-1.74%	91,748	1.40%	93,030	-2.16%	91,021	6.22%	96,687	-2.95%	93,838	
Calls transferred to other PSAPs	26,431	-4.89%	25,139	-1.95%	24,648	2.82%	25,343	-2.08%	24,817	-7.35%	22,992	
Non-9-1-1 calls received	152,537	0.32%	153,027	-3.02%	148,407	1.06%	149,978	1.44%	152,142	-0.07%	152,031	
9-1-1 calls received	62,035	2.65%	63,678	1.39%	64,565	17.06%	75,581	5.04%	79,388	4.34%	82,837	
Number of wireless 9-1-1 calls	51,698	3.40%	53,458	2.38%	54,732	16.99%	64,033	5.33%	67,448	2.59%	69,192	
<i>Percent of wireless 9-1-1 calls</i>	83%		84%		85%		85%		85%		84%	
Number of land line 9-1-1 calls	10,463	-2.35%	10,217	-4.74%	9,733	18.65%	11,548	-19.65%	9,279	-6.26%	8,698	
<i>Percent of land line 9-1-1 calls</i>	17%		16%		15%		15%		12%		11%	
<b>Answering and Talk Time</b>												
Per NFPA standards, 95% of calls should be answered within 15 seconds and 99% should be answered within 40 seconds												
	<u>2009</u>		<u>2010</u>		<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>	
9-1-1 Answer less than 15 sec	95.91%		97.30%		97.65%		96.83%		95.80%		94.90%	
9-1-1 Answer less than 40 sec											99.74%	
Talk Time less than 1 min	36.13%		37.70%		35.50%		32.16%		36.50%		50.50%	
Talk Time less than 3 min	82.21%		83.62%		82.66%		82.00%		83.75%		89.58%	
Talk Time less than 5 min	93.54%		93.89%		93.26%		92.94%		93.73%		96.64%	
<b>CAD Events Data</b>												
<i>By Year</i>	<u>2009</u>	<u>Percent</u>	<u>2010</u>	<u>Percent</u>	<u>2011</u>	<u>Percent</u>	<u>2012</u>	<u>Percent</u>	<u>2013</u>	<u>Percent</u>	<u>2014</u>	<u>Percent</u>
CAD Events Total	183,001	13.43%	207,586	-2.34%	202,738	-2.34%	211,353	4.25%	217,309	2.82%	288,118	32.58%
Law CAD Events	165,489	15.40%	190,973	-2.47%	186,250	-2.47%	195,788	5.12%	203,680	4.03%	271,391	33.24%
Fire CAD Events	15,071	3.54%	15,605	-0.77%	15,485	-0.77%	15,565	0.52%	13,629	-12.44%	16,727	22.73%
Transferred CAD Events	23,315	5.82%	24,673	5.78%	26,099	5.78%	24,097	-7.67%	24,817	2.99%	30,464	22.75%
<b>Call Processing Data</b>												
	<i>Phone pick up to tone/dispatch</i>											
90% / 100% Random Call Sample												
<i>By Month</i>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>
Police Calls Priority 1	36 / 40	31 / 36	35 / 41	30 / 37	41 / 46	30 / 38	44 / 52	39 / 45	35 / 40	39 / 46	37 / 44	27 / 33
Fire Calls	85 / 95	83 / 96	85 / 96	82 / 82	88 / 98	93 / 94	93 / 105	91 / 100	86 / 91	87 / 95	89 / 99	82 / 91
EMD (Delta/Echo)	90 / 95	89 / 92	83 / 86	89 / 92	84 / 87	90 / 94	92 / 97	87 / 94	85 / 90	88 / 94	84 / 88	83 / 87
<b>Annual Averages</b>	<b>90%</b>	<b>100%</b>										
Police	35.3	41.5	Goal under 60 seconds for Priority 1 Police Calls									
Fire	87	95.2	NFPA: 80% completed within 60 seconds and 95% within 106 seconds									
EMS (Delta/Echo)	87	91.3	NFPA: Within 90 seconds 90% of time and within 120 seconds 99% of the time									

# Training and Staff Development: Our Commitment to Excellence

We are committed to providing excellent training opportunities for staff at WCC, from the day they start throughout their life of their career.

All new hires start with the special 6-week **WCC Dispatch Academy**, an intense classroom situation which takes them through a basic 40 hour dispatch basics certification (Emergency Telecommunicator Course – ETC), a three-day certification in Emergency Medical Dispatch (EMD), CPR training, Computer Aided Dispatch (CAD), Customer Service, Shift Work, Fire/Law Enforcement Days, Call Taking, Phone/Radio basics, scenario work and Geography. At the completion of the academy, new hires are placed on the operations floor with their assigned CTO's (Communication Training Officers) where they are trained and evaluated daily. Once they are signed off on all positions, they are released to work independently.

All WCC staff are encouraged to participate in and advocate for their own professional development. To the right is a list of the training opportunities that were attended in 2014 by dedicated members of the WCC staff.

We are very proud of the entire staff and their unending commitment to becoming 'lifelong learners!'



2014 Trainees in Classroom

SIMCOM
SEWCRG Dispatcher In Service
WI Tactical Conference
Comm Center Manager - IAED
WI APCO/NENA Crisis/Hostage for dispatch
Bulletproof Mind
Personal & Professional Breakthroughs
MABAS Conference
National NENA Conference
National APCO Conference
Navigator
WIPSCOM/NENA/APCO Wisconsin
CIB Conference
Skill Alignment Performance Breakfast
Domestic Violence - Jim Marshall
CISM - Jim Marshall
Leadership: Action not Position
WPELRA - Hiring Process
Hostage Negotiation/Suicidal Seminar
Crisis Hostage Negotiations for Dispatch
Act Like Somebody, JJ Watts
ICS 300 and ICS 400
Intergenerational Communications
LEAN Training
Effective Management Styles
Coaching for Accountability
WI NENA/APCO Conference
Leadership Management Develop Conference
SEWCRG Dispatcher In Service

## Awards and Recognition

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As part of our renewed commitment to recognizing superior achievement, several of our members were nominated for/received the following honors:

WPPA CERTIFICATE OF MERIT – Brian Dorn and Mark Pavlik for their efforts during the medical event suffered by Town of Brookfield Officer and former WCC Dispatcher Don Bishop on 4/12/13.

NAED – EMD Telecommunicator of the Year – Jeff Poff

APCO-Wisconsin Telecommunicator of the Year - Gail Curran

APCO International Telecommunicator of the Year - Sarah Cook

APCO International Trainer of the Year – Jamie Bogie

APCO International Team of the Year – Kaye Kumbier, Kelly Glenzer, Sarah Cook (for their contributions with Intergraph CAD deployment)

APCO International Supervisor of the Year – Sue Taylor

APCO International IT Professional of the Year – **Robert Fyfe: Award Won!**

APCO International RF Professional of the Year – Steve Milner



In addition to nominations for these awards, many of the dispatchers captured the coveted 'lifesaver pin' that is awarded to those who, by using the Emergency Medical Dispatch protocol, help to save a life by providing instructions to callers over the phone to do CPR on patients who are pulseless and non-breathing. Lifesaver pins were awarded in 2014 to:

**Gail Curran and Shannon Krueger**, each of whom provided CPR instructions on two separate calls with success within 20 minutes of each other on January 14, 2014.

**Bonnie Douglas:** March 26, 2014      **Amanda Rae Gohl:** April 28, 2014

**Mark Pavlik:** August 14, 2014      **Melissa Simms:** October 24, 2014

**Gail Curran:** December 16, 2014



Stork pins are received whenever a dispatcher helps bring a new life into the world via over the phone instructions on childbirth! In 2014, stork pins were presented to:

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**Shannon Krueger** – January 31, 2014

**Kim Miswald** – November 26, 2014

**Kena Watkins** – December 23, 2014



Jeff Poff with Baby Nolan, 2013



Sara Schallert and Baby Isabella/NBFD



Supervisor Christine Bannister with Baby Nolan



## Why we do what we do....

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In dispatch, we don't always hear how the story ends. In this particular case, it took a year to hear how it ended, but it was worth the wait!

On October 24, 2013, at 08:35 am, Cindy called 911 to report her 73 year old husband, Wayne, was possibly having a stroke. The Telecommunicator, Melissa Simms, quickly processed her call through the National Academies Emergency Medical Protocol, coding it a 9E1 and jumping right into CPR instructions. Cindy was hesitant and unsure of her ability to provide CPR and through Melissa's prompting and reassurance, she did what she needed to do to bring life back to her husband of 53 years. Officers and paramedics arrived six minutes and continued to provide life-saving measures. He was transported to a local hospital just over a half hour later. That was the last we knew ...

Then on October 24, 2014, Cindy called our dispatch center looking for the caller who took her call that day one year ago. She wanted to thank her for encouraging her to do CPR and for giving her another year with her husband! Arrangements were eventually made to bring the three of them together – to finally put faces to names.

On December 10, 2014 at 09:00 hrs, Cindy and Wayne arrived at Waukesha County Communications (WCC), Dunkin Donuts in hand. They immediately embraced Melissa and started sharing their story. Cindy was so impressed with the customer service that Melissa provided. Since WCC is a consolidated dispatch center responsible for dispatching multiple agencies, they were surprised to find out just how far away the communications center was from their hometown. Melissa was finally presented with her lifesaver pin award, and both received an engraved photo frame to display the below photo of them together. These are the moments that make the job worth it!

*- Shared by Supervisor Shelby Schmidt*



## Caring for the Community: 911 Education

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Our Community Education Team is made up of approximately 10 team members who are passionate about bringing 911 education to the community. Led by team leaders Cyndi Scollin and Holly Dischler, the team has attended nearly 20 community events, including National Night Outs, Safety Days, and pancake breakfast events.



Community  
Partners



## Bringing the Dispatcher to the Field: The WCC Incident Dispatch Team

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In addition to supporting our law and fire agencies with emergency communications needs from the operations floor, WCC has a dedicated group of specially trained telecommunicators who are part of our Incident Dispatch Team, a team dedicating to providing communications support to the Incident Commander at the scene of the incident. The IDT can be mobilized 24/7, 365 for high-level incidents and typically works alongside the Incident Commander inside of a Mobile Command Post (CP). Incident Dispatchers are trained in mobile radio communications, Incident Command System (ICS) form completion, and event logging functions. The team practices with the WCC tactical teams and participates in local, regional and state exercises to keep their skills current.



Incident Dispatchers Gail Curran and Matt Jay working inside the Command Post at an exercise

## Projects and Plans for 2015

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- New Phone System
- New Digital Radio System
- Increase footprint of Operations floor from 17 positions to 19 positions
- Complete APCO P-33 Accreditation
- Train on and implement Emergency Fire Dispatch (EFD) program
- Planning meetings for building expansion in 2017 as part of Capitol Project
- Investigate solutions to incorporate a Pre Alert situation for fire calls
- Expansion of the Community Education Team – Website / Social Media
- Hiring Process Improvements: Critical Pre-Employment Test update and Interviewing processes
- Lean Team 4: Training improvements: Apply the modifications to remaining modules seeking additional efficiencies to the ‘on the job’ portion of the training.
- Lean Team 5: Scheduling improvements: Identify the ways and means to create a schedule that matches our staff to the ‘busy’ hours.
- CAD system improvements: Transition to Paramount software for EMD/EFD protocols.
- Implement IAED scoring standards 9.0 in order to attain accreditation level scoring.
- Continue professional development for all staff
- Complete development of new and improved Evaluation templates for telecommunicators and supervisors.



*To our tremendous staff, our partner agencies, our PSAP partners, our supporting county government, and especially to all the citizens who live, work, and visit in Waukesha County each and every day. As we celebrate our first decade in service, it is clear that our growth has been tremendous. We are committed to excellence, and look forward to a bright future highlighted by cutting edge technology, professional and highly trained communications personnel, and the partnerships that we truly appreciate and value. Thank you for your continued trust and support!*

*Director Gary Bell*

*Training and Operations Manager Sherri Stigler*

