

## PUBLIC SAFETY REVIEW TEAM MEETING

August 27, 2014

### Cumberland County Department of Public Safety

The Cumberland County Board of Commissioners held a Public Safety Review Team Meeting on Wednesday, August 27, 2014 at 10:00 a.m., Department of Public Safety, Training Room B, 1 Public Safety Drive, Carlisle, PA. **Present** were Commissioners Barbara Cross, Jim Hertzler and Gary Eichelberger; Larry Thomas, Chief Clerk; Sandy Moyle, Deputy Chief Clerk/Meetings Manager; Heather Ilgenfritz, Megan Silverstrim, Communications Team; Ted Wise, Bob Shively, Doug Glass, Brian Hamilton, John Sheaffer, Greg Pickel, Claudia Garner, Public Safety; Mark Adams, IMTO; Chiefs of Police Fred Scott, Shippensburg Borough Police Department; Barry Sherman, Middlesex Township Police Department; Thomas Day, Mt. Holly Springs Borough Police Department; Douglas Reitz, North Middleton Township Police Department; Randy Finkey, Newville Borough Police Department; Stephen Margeson, Carlisle Borough Police Department; Kirk Wilson; William Kronenberg; Steve Marroni, The Patriot News; Joshua Vaughn, The Sentinel; Matt Barcaro, WGAL TV 8; Amanda St. Hilaire, WHTM TV 27.

**Commencement of Meeting:** Ted Wise welcomed everyone to the meeting.

**Public Comment:** Shippensburg Borough Chief of Police, Fred Scott, voiced his concerns regarding the handling of 9-1-1 calls at the 9-1-1 Communications Center. Chief Scott stated within the last two years there have been problems with police officers calling 9-1-1 during a traffic stop. Their calls are either unanswered or they are placed on hold while another 9-1-1 call is being processed. This problem was exacerbated by the addition of the Carlisle Dispatch by the Cumberland County Department of Public Safety.

Ted Wise stated he is in receipt of the letter Chief Scott wrote regarding this issue. It is currently being addressed.

Chief Scott stated his first concern is that officers on the road are not being responded to. He said this is not a new thing; it has been going on for years but it has become acute since Carlisle has been added.

Chief Scott said that when an officer goes on the road, and when they stop cars every day, it is Russian roulette. The officers do not know who they stopping. It could be a murder or any kind of violent event. The officer relies on the communications operator to make note where the officer is, who they are stopping and why they are stopping them. As an example, on 3011, Chief Scott will call the County. The County tells him to stand by because they are answering a 9-1-1 call. Chief Scott stated that they have to choose between finishing a 9-1-1 call or responding to him.

Chief Scott stated the communications operator is the officer's only lifeline that they have when responding to an event. Chief Scott sent a letter to the County about these concerns.

Chief Barry Sherman stated he came to one of the Commissioners' meetings and expressed his concerns regarding the handling of the 9-1-1 calls and nothing has changed.

Chief Scott stated that it is the Chiefs' responsibility to make sure their officers are safe on the road and not being able to communicate with the County to tell them their location of a traffic stop is just unacceptable.

Chief Scott stated that he is pretty sure that as County Commissioners if it was their son, husband, wife or daughter stopping cars every day and they did not have that communication, that they would do something pretty quick to correct the problem. He stated that the Chiefs are asking for the same thing. You are in charge of Cumberland County's safety and we are asking for your support in correcting the problem.

Chief Scott stated that the second part of his concerns is that Carlisle has come on board. Chief Scott said, "I know Commissioner Cross you said you want to do a study about this, but the fact is that what we are experiencing cannot wait a long period of time. I know you said something about a 311 that you eventually want to initiate. We stop cars every day. We assume that we are going to walk away from them but there is no guarantee. With Carlisle coming on board, I know on Monday (August 25<sup>th</sup>) from 10:00-11:00, I had to fight for radio traffic time. This is my personal experience. I think that other Chiefs' have had this same experience since Carlisle came on board. We are not blaming Carlisle but the fact that their radio traffic is just inundating the West is why we are having trouble. It doesn't happen all of the time, but in police work we do not get a guarantee when a crime is going to occur.

Commissioner Eichelberger spoke about the Chiefs' concerns and stated there is considerable work being done at this time to analyze the problems that have been outlined. A suggested work plan is being put into place by the Chief Clerk and is being communicated to the Commissioners. The Commissioners are committed to finding a solution to these problems.

Chief Scott: Our issue is that we (Chiefs') feel that when our people call, someone should answer.

Commissioner Cross spoke about today's forum. By engaging all of the Chiefs to share their thoughts and concerns will better help the Board come up with the best ideas to correct this problem.

Chief Clerk Thomas: There are only two reasons for the County to have 9-1-1 operations. One is to guarantee the safety of our citizens and two is to be able to mobilize effectively and coordinate the resources from all of the first responders, police and fire. It is our job to take a look at the operation and to improve it.

Chief Scott: For us, we only have one remedy. We want somebody obligated to the West that when we call there is somebody at the other end of the radio. That is our remedy.

Chief Barry Sherman: I have one thing to say. Right before I came in I got a call from one of my officers that he was on a traffic stop for seventeen minutes until anybody checked on him. Today, as I walked in here what that tells me is the increased traffic with the Borough coming on board may have caused some of the problem because the guys are busy at the center. Those seventeen minutes should never have happened. That is a flaw in the system somewhere along the line.

Chief Thomas Day: I can also add that Newville and Mt. Holly is pretty much on the same page. We are approximately eleven miles from our back up which would be Carlisle. So, if we can't get the air time, we can't call for back up. We can't communicate that distance of eleven miles should there be a life or death situation for officers in Newville because we are usually a one-man department at any given time. Middlesex, North Middleton, they can normally back each other up or flip over to their Borough or Township frequency. We don't have that luxury.

Chief Randy Finkey: When County dispatches an officer to an incident they know where he is because they did the dispatch. But when one of my officers is trying to tell them where he is, if it is a self-initiated incident or a traffic stop and he is told to stand by, that is just not good. Just so I understand the process in this building, the police dispatcher for that shift or that day, is that person also responsible for answering phone calls?

Ted Wise: They all are Chief but by sequence there are call-takers and then through our distribution system there are backup call-takers when the other call-takers are occupied. Because of Carlisle's workload, that one-fourth of a call-taker has disappeared from our screen because they are busy monitoring your activity; busier than they were a year ago.

Chief Randy Finkey: Was that anticipated?

Ted Wise: It was. We talked about staffing back in 2012, 2011, when this whole thing was initiated with Carlisle. We were concerned about where the frequencies were coming from, feedback from both Chief Scott and Chief Sherman on the occurrences of that and we have made some changes in terms of our distribution system. We are prepared to discuss today in lieu of those events and circumstances that were occurring. With the month or so that we have had Carlisle, we have the statistics today to discuss and demonstrate that impact on the center as a whole.

Commissioner Hertzler spoke about the Chiefs' concerns. One of the goals that the Board has with respect to this entire effort is efficiency and effectiveness. It is important to have documentation of the incidents that have previously occurred so that the Board can address the problems effectively. It is important to look deeply into this whole issue with respect to the operations at 9-1-1. Adequate and immediate response is something that is very important; that our officers are protected in the field and also that emergencies are being responded to.

Chief Scott: I thank you Commissioner. But I do have one concern. That as a police officer for almost forty years of being on the road, I get disturbed when people want to know stats for life-saving incidents. All it takes is one, thirty, fifteen times or one time, every time we stop somebody it is a new event. We put our life on the line. So, for me, when you say you want stats and how many times it has occurred, in my mind it should never happen. One time is too many when you are dealing with my life.

Commissioner Hertzler: You made a statement Chief that officers on the road are not being responded to.

Chief Scott: Yes.

Commissioner Hertzler: In order for us to deal with this issue, I think that it is important that we document those instances if you have the information. If you don't have the information, maybe it is something you can do. But I understand what you are saying. Our goal here is to do our best to make sure that there is no delay. If we have the details relative to those instances then we can look into why they occurred.

END OF PUBLIC COMMENT

Mr. Wise expounded on the issue in terms of radios and telephones. If a dispatcher is answering a radio then the telephone cannot be answered. There was a brief discussion regarding call-takers' protocols and the improvement of the dispatch process to make it more efficient.

The Commissioners and the Chief Clerk are committed to analyzing these problems and they are working aggressively to correct this situation. A work plan should be completed within the next few weeks.

There was a brief discussion regarding the recent report of Public Financial Management's (PFM) Mission Review. There were findings regarding the volume of non-emergency calls versus 9-1-1 emergency calls. A brief discussion ensued. A 9-1-1 system is created to guarantee the safety of the County's citizens and to be able to mobilize and coordinate the resources from all of the first responders including police and fire, effectively.

On August 1, 2014 the County began a full transition from CNET (Police Records Management System). This Police Records Management System is now a County-wide system with the exception of Lower Allen Township. On August 4, 2014, it was mutually agreed upon that there would be full activation of the

transition plan of full dispatch coverage of Carlisle. There have been ongoing meetings to discuss operations and developing common terminology and the types of service calls.

Ted Wise spoke about the Pitt and High Street pedestrian incident. Mr. Wise stated there was a citizen complaint that this citizen called 9-1-1 and did not get an answer; did not get a response. She then called the Police Department. She was told to call 9-1-1. She called 9-1-1 back. It was a period of three calls. The citizen complained it took forever. Mr. Wise explained that the pedestrian being struck wasn't the only incident that was occurring in the County at the time. Mr. Wise presented an example, i.e., that when Mrs. Smith calls 9-1-1, there is an expectation that her 9-1-1 call is going to be answered 100% of the time and she is going to get 100% of the response; 100% is just not necessarily always doable. At the same time the Chiefs' of Police', expectations as stakeholders of the system, is 100%, 100% of the time. So, at what level of efficiency does Public Safety operate? What can it manage? How much money do you throw into the system to make it successful and what is the return on that investment?

The Communications Center operates on a standards and assumption format. The standards used are driven by the legislation of Pennsylvania Emergency Management Agency (PEMA) in which they recognize the National Emergency Number Association (NENA) as a standard. It states 9-1-1 calls will be answered within 10 seconds. The communications center is currently at 93.7 percent but this percentage could decline without additional staffing.

Mr. Wise spoke about the increased call volume. Since the Carlisle Borough dispatch was added to the County dispatch in the beginning of August, there has been an increase of 54 incoming calls.

There was further discussion regarding 9-1-1 calls and seven digit calls. In 2013, of the 97,000 incoming 9-1-1 calls and 160,000 seven digit calls, 48,000 calls are considered to be non-emergency, administrative calls. This amount is equal to five calls per hour. Fulton County is included in this call total. During this past year, the increase in police radio transmissions in the western part of the County, including Carlisle, has increased from an average of 807 calls per day to 1,530.

A discussion ensued regarding the possibility of administrative calls by the use of a computer, FAQ or voice processing.

There was a discussion regarding staffing for the Department of Public Safety. According to Ted Wise there have been no new positions added for at least ten years. Mr. Wise raised concerns in 2012 about staffing shortages even before the discussion ensued regarding the Carlisle Borough using Cumberland County dispatch. One position has been requested by the department as well as one more temporary position to fill a military leave vacancy that has been open for several years. The Commissioners and the Chief Clerk have discussed the staffing issues with Mr. Wise but they were unaware there was a formal request to increase the staff size at the Communications Center.

**Traffic Stops:** During a traffic stop, the police officer's protocol is to call and request the initial status. The call is answered by the West call position. West is responsible to complete the five minute check and maintain the officer's safety. Data handles the records check and any other data that may be requested. It was suggested that all incidents where officers have not been able to call in should be documented.

There was further discussion regarding the difference in call volume between the Police/West and Police/East. The Police/East has more than twice the radio traffic than Police/West. There have been no complaints from Police/East regarding this issue.

**Presentation: Call-Taker vs. Radio Dispatch – Carlisle Police Dispatch Impact:** Bob Shively presented a slide presentation of the 9-1-1 Communications Center Call-Taker vs. Radio Dispatch and Carlisle Police

Dispatch Impact (**see attached**). The presentation chart depicts all emergency and non-emergency calls made to the communications center. A brief discussion ensued. Thirty percent of the incoming telephone calls are being answered by radio positions. This has increased within the past two months. More and more calls are being answered by the radio positions. Chief Clerk Thomas noted that the response to the increase in calls is to shift resources away from dispatch towards call taking. Mr. Shively affirmed this statement.

The Communications Center averages eight to eleven staff members working at any given time. A discussion focused on the weekday and weekend "peak" hours. Sick leave, lunch schedules and breaks were also discussed. Mr. Wise stated that six positions must be available at all times.

The Commissioners and Chief Clerk discussed the possibility of creating part-time positions. Other counties have employed part-time dispatchers. There was also discussion with regard to making changes to the existing structure of the 9-1-1 system.

The cost and initial investment has always been a concern with part-time employees. The amount of training to become a call-taker is 400 hours. Other counties offer some limited part-time new-hire positions, with their work schedule being four hours a day, four days a week. There is a possibility that these positions can evolve into full-time positions.

The Chief Clerk acknowledged that the Public Safety staff is dedicated and hard-working.

**Assessment Update:** The Eight County Regional Assessment group is meeting in September. There will be a review of the progress that each county has made in their individual assessments. The assessment will also include the study completed by the consultant. The assessment group will make recommendations on the selection of a vendor to complete the second phase of the assessment. There should be a final report submitted in September.

**Public Safety Radio System: Paging Project:** Doug Glass stated the date for the final conversion of the radio system is December 1, 2014. Another notice will be sent out to the services in the next day or so informing them that December 1, 2014 is the final date. If other agencies have converted and have not notified Mr. Glass, they will need to do so. The EMS Council has also asked the agencies for an update.

**Contract Renewals:** There may be some upcoming contract renewals but there are none pending at this time. These contract renewals will be discussed at the September meeting.

**September Meeting:** The next meeting is scheduled for September 24, 2014 at 10:00 a.m.

Respectfully submitted,

Laurie Mazarella  
Administrative Coordinator

# Public Safety Review Team Meeting

9-1-1 Communications Center

Call-Taker vs. Radio Dispatch  
Carlisle Police Dispatch Impact

August 27, 2014



# Recent Events & Incidents

- Ongoing Police Chief concerns
- Carlisle Dispatch Transition
  - Transition process
  - Ongoing follow-up correspondence & meetings
- Pitt and High Street Pedestrian Struck

# Standards & Assumptions

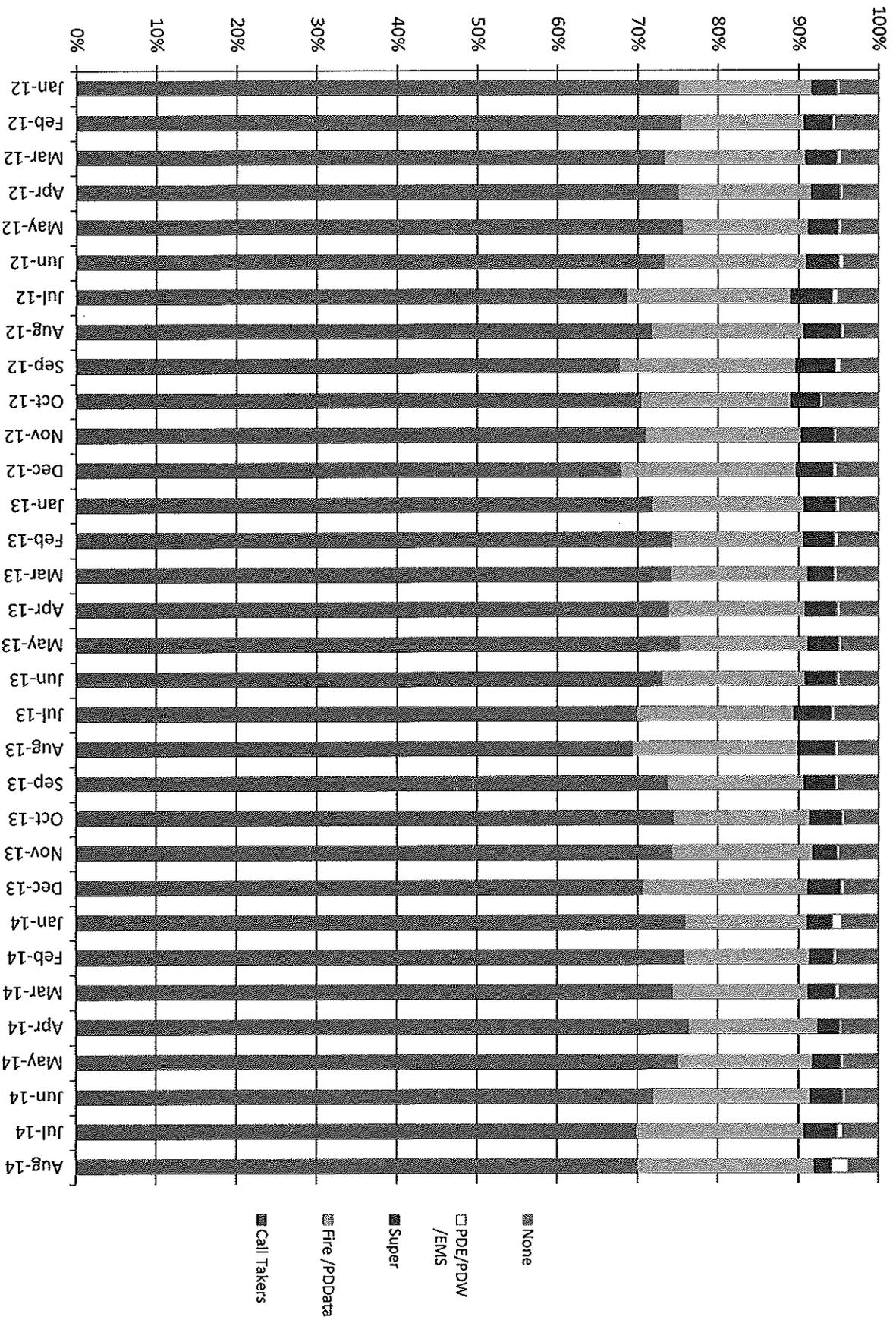
- Standards
  - PEMA
  - NENA
  - NFPA
  - Department of Justice
- Assumptions
  - 20 calls per hour (occupied time)
  - Telephone vs. Radio Conflict (occupied time)
    - Peak Rollover coverage vs. Dual-function
  - Frequency/Risk Staffing Assessment (minimum manning)
  - Expectations of our Customers – Public & Stakeholders

# Statistics Review

Aug 5-25, 2013 vs Aug 5-25, 2014 (21 days)

- Phone calls
  - 15523 vs. 16662
  - 739/day vs. 793/day = increase of 54 per day
- Police Incidents
  - 8,080 vs. 10,005
  - 385/day vs. 476/day = increase of 91 per day
- Police Radio Transmissions
  - PD East – 2350/day vs. 2385/day = increase 1%
  - PD West – 807/day vs. 1530/day = increase 90%
  - PD Data – 530/day vs. 520/day = decrease 2%
    - CAD/CNET Technology impact
- Shift in Call Taker vs. Radio Position phone activity
  - Bar graph on next slide

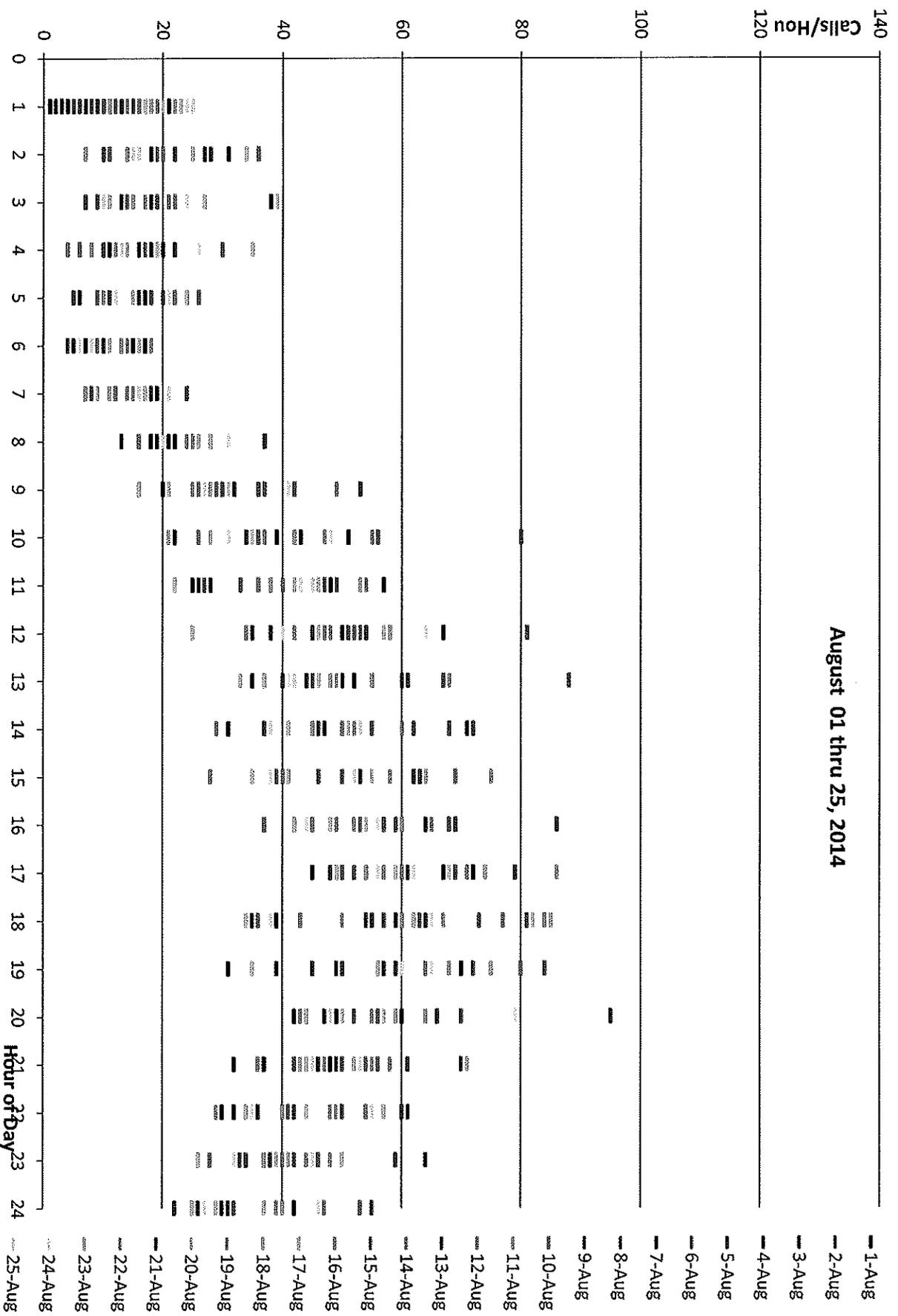
# % OF CALLS ANSWERED BY POSITION



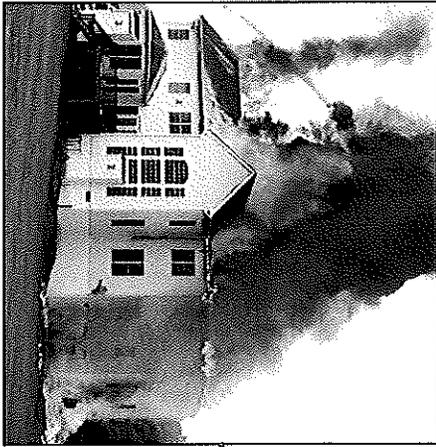


# Busy Hour Analysis – August 2014

August 01 thru 25, 2014

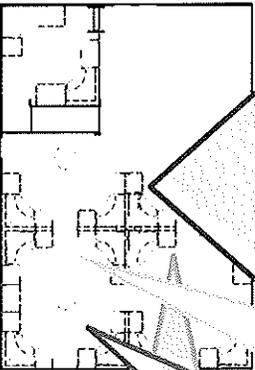
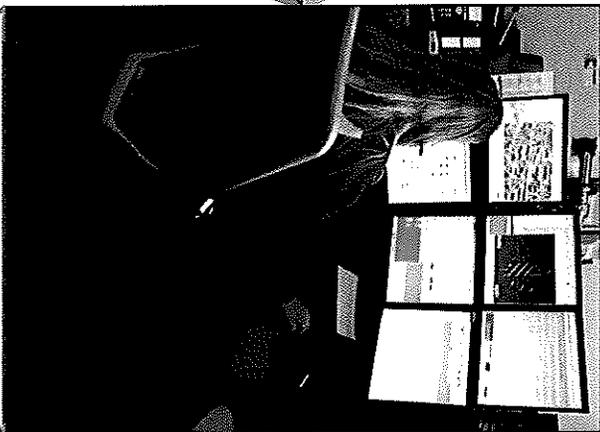


Call for help



# 9-1-1 Call Processing Review

Call Taker



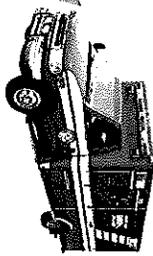
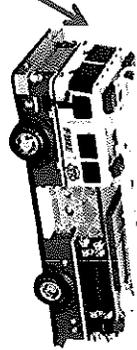
Fire Dispatcher



EMS Dispatcher



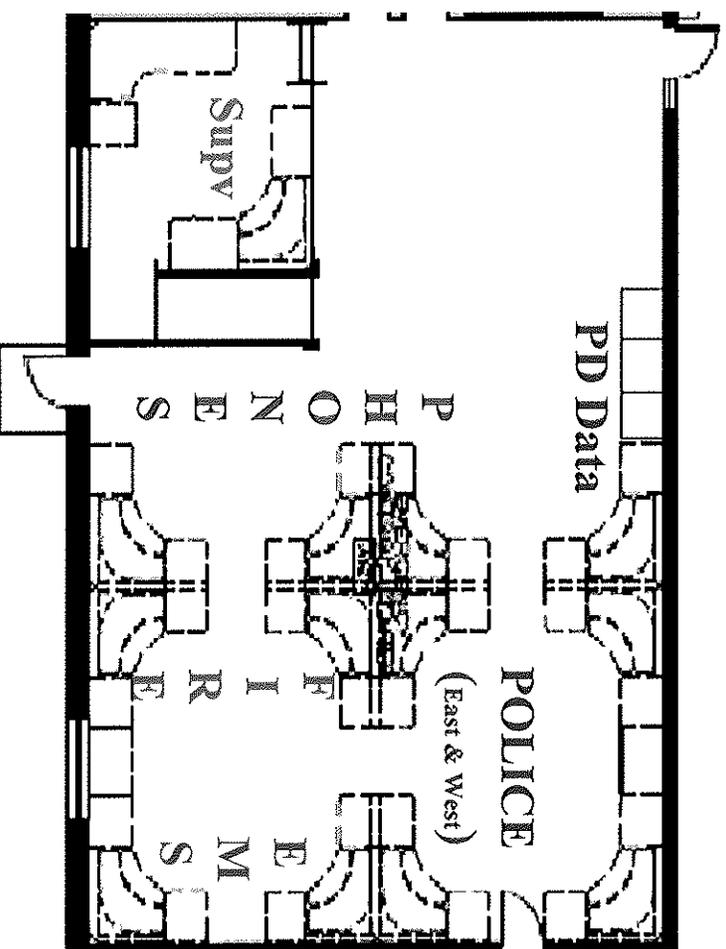
Police Dispatcher



# 9-1-1 Center Staffing and Layout

## Average Staff of 8 per shift

- 2 – Call Takers to answer phones
- 1 – Fire Radio Dispatch
- 1 – EMS Radio Dispatch
- 1 – Police East Radio Dispatch
- 1 – Police West Radio Dispatch
- 1 – Police Data Radio Dispatch
- 1 – Shift Supervisor

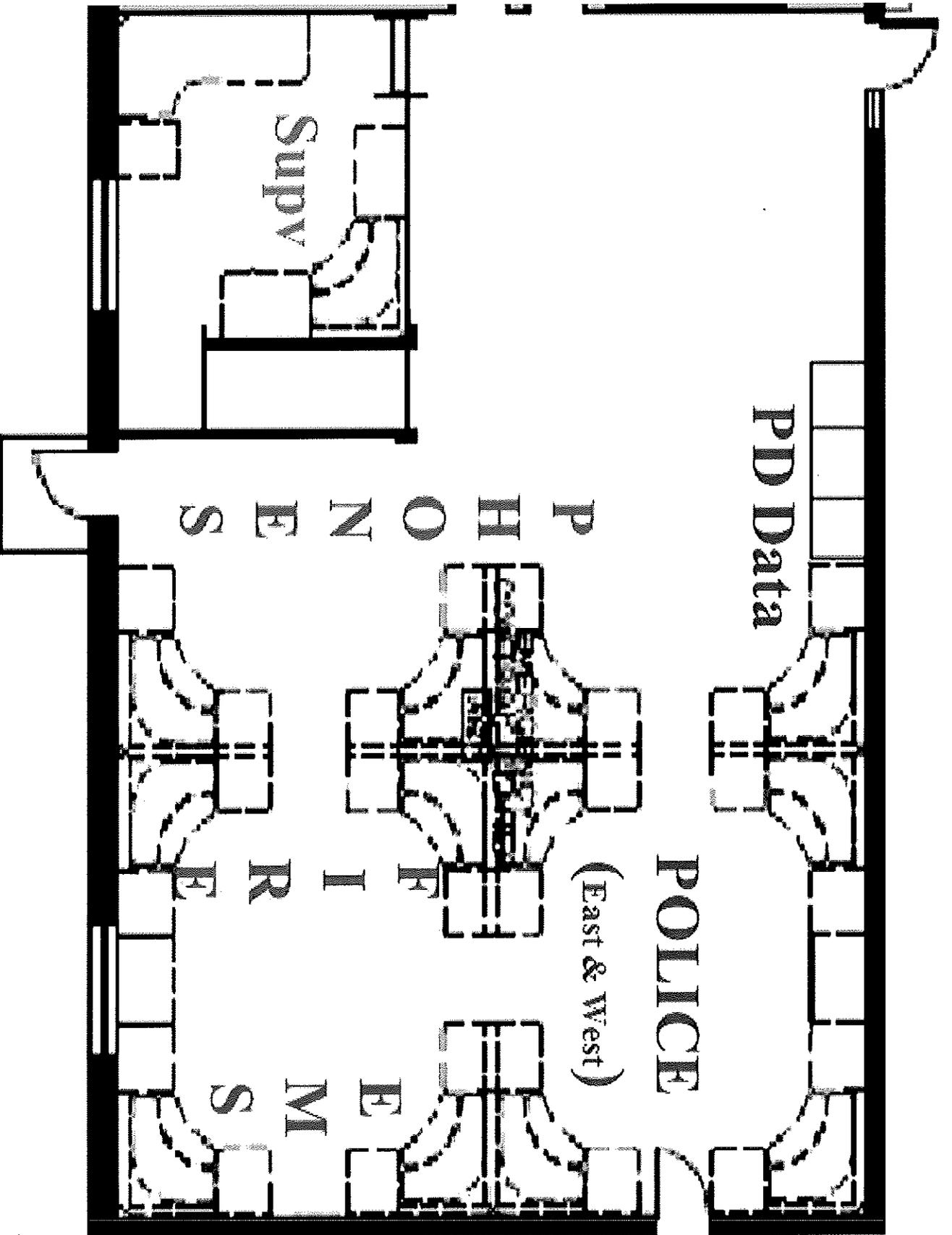


# Automatic Call Distribution

- **Prior to 2012**
  - Call Takers (if staffed)
  - Fire, Police West, Police Data
  - Supervisor
  - EMS, Police East
- **2013 – after Police Chief concerns**
  - Call Takers (if staffed)
  - Fire, Police Data
  - Supervisor, Police West
  - EMS, Police East

# Automatic Call Distribution

- August 18, 2014 to present – after CPD initial stats
  - Call Takers (if staffed)
  - Fire, Police Data
  - Supervisor
  - EMS, Police East, Police West



# Current Team Compliments

- Teams A & B – Daylights – 0700-1900 = 9 each
- Teams C & D – Midnights – 1900-0700 = 8 & 6 each
- Power Shifts – 1100-2300 – 2 each day
  - Split 1 for weekend (Fri, Sat, Sun) adjustment – 1500-0300
- Staffing Schedule Management
  - Policy (formulation, benefit time, actuals)
  - Manning comparison chart

Manning at Full Staff

0700-1100 1100-1500 1500-1900 1900-2300 2300-0300 0300-0700

Date	0700-1100	1100-1500	1500-1900	1900-2300	2300-0300	0300-0700
7/1/14 Tue	9	11	11	10	8	8
7/2/14 Wed	9	11	11	10	8	8
7/3/14 Thu	9	11	11	10	8	8
<b>7/4/14 Fri</b>	9	10	11	10	9	8
7/5/14 Sat	9	10	11	10	9	8
7/6/14 Sun	9	10	11	10	9	8
7/7/14 Mon	9	11	11	10	8	8
7/8/14 Tue	9	11	11	10	8	8
7/9/14 Wed	9	11	11	10	8	8
7/10/14 Thu	9	11	11	10	8	8
7/11/14 Fri	9	10	11	10	9	8
7/12/14 Sat	9	10	11	10	9	8
7/13/14 Sun	9	10	11	10	9	8
7/14/14 Mon	9	11	11	10	8	8
7/15/14 Tue	9	11	11	10	8	8
7/16/14 Wed	9	11	11	10	8	8
7/17/14 Thu	9	11	11	10	8	8
7/18/14 Fri	9	10	11	10	9	8
7/19/14 Sat	9	10	11	10	9	8
7/20/14 Sun	9	10	11	10	9	8
7/21/14 Mon	9	11	11	10	8	8
7/22/14 Tue	9	11	11	10	8	8
7/23/14 Wed	9	11	11	10	8	8
7/24/14 Thu	9	11	11	10	8	8
7/25/14 Fri	9	10	11	10	9	8
7/26/14 Sat	9	10	11	10	9	8
7/27/14 Sun	9	10	11	10	9	8
7/28/14 Mon	9	11	11	10	8	8
7/29/14 Tue	9	11	11	10	8	8
7/30/14 Wed	9	11	11	10	8	8
7/31/14 Thu	9	11	11	10	8	8

Average 9.00 10.61 11.00 10.00 8.39 8.00

279 329 341 310 260 248

# Full Staffing

# Actual Staffing

End of Month (after benefit time - below manning filled)

	0700-1100	1100-1500	1500-1900	1900-2300	2300-0300	0300-0700
7/1/14 Tue	8	8	8	8	6	6
7/2/14 Wed	8	10	9	8	6	6
7/3/14 Thu	9	10	10	8	6	6
7/4/14 Fri	8	9	10	8	7	6
7/5/14 Sat	8	9	8	8	7	6
7/6/14 Sun	8	8	8	8	7	6
7/7/14 Mon	8	8	8	8	7	7
7/8/14 Tue	8	8	8	8	7	7
7/9/14 Wed	9	10	10	9	7	7
7/10/14 Thu	8	8	8	8	6	6
7/11/14 Fri	8	8	9	8	7	6
7/12/14 Sat	8	8	8	8	7	6
7/13/14 Sun	8	10	10	8	7	7
7/14/14 Mon	8	9	9	8	6	6
7/15/14 Tue	8	10	8	9	7	7
7/16/14 Wed	8	8	8	8	6	6
7/17/14 Thu	8	8	8	8	6	6
7/18/14 Fri	8	9	10	8	7	6
7/19/14 Sat	8	9	9	8	7	6
7/20/14 Sun	8	9	10	8	7	6
7/21/14 Mon	8	9	9	8	7	7
7/22/14 Tue	8	9	9	8	7	6
7/23/14 Wed	9	11	11	9	7	7
7/24/14 Thu	9	11	11	9	7	7
7/25/14 Fri	8	8	9	8	7	6
7/26/14 Sat	8	8	9	8	7	6
7/27/14 Sun	8	8	9	8	8	6
7/28/14 Mon	8	9	9	8	7	7
7/29/14 Tue	9	10	10	8	7	7
7/30/14 Wed	8	10	10	8	6	6
7/31/14 Thu	8	10	10	8	6	6
	253	279	282	252	209	196

NET DIFFERENCE 8.16 9.00 9.10 8.13 6.74 6.32  
0.84 1.61 1.90 1.87 1.65 1.68

# Additional Staffing – Options

- Initial – fill 2 open positions
  - Rationale review – Workshop – August 14<sup>th</sup>
  - Candidate approvals
    - Workshop – August 28<sup>th</sup>
    - Commissioners Meeting – Sept 2<sup>nd</sup>
- Hire 3 additional & fill current military leave position
  - Add 1 to each team
  - Increase minimum staffing by 1 across the board
- Hire 1 additional & fill current military leave position
  - Add 1 to each of the 2 power shifts to increase minimum staffing by 1 during busy hour range
- Part-time

# Part-time Discussion

- Initial Investment
  - Training & Certification – 428 hrs – Call Taker only
    - ETC, Phone, CAD, EMD, CPR, Supervised Answering
    - FT = 11 weeks vs. PT = 27 weeks (4 hrs/day 4 days/wk)
- Reliability
- Accountability
- Availability

# QUESTIONS?

