

9-1-1 Update and Fitch & Associates – Final Report 9-1-1 Assessment

Key Findings, Recommendations and Actions Taken

April 15, 2025

Co-Presented by:

Sonny Saxton, Director
Aubry Insco, 9-1-1 Communications Administrator

Presentation Overview

- Purpose: Improve 9-1-1 operations, efficiency, and response times
- Fitch & Associates Consultant Presentation
- Internal Assessment Overview
 - Findings and Actions

911 Working Group: A Timeline of Progress & Innovation



2022



2023



2024



2025



Consolidated
Emergency
Communication
Center

- Reports: Citygate and Fitch & Associates
- Minimal Communication Between Centers
- Recognized Challenges with Data Collection
- 911 Working Group Formed

- Opened Communication Between All Centers
- AdHoc EMS Committee
- Visited Best Practice Consolidated Centers
- Fitch & Associates Report on EMS Call Transfers (Dec)

- Study MedStar Call Reprioritization and FD Impacts
- Successful Recruitment of 911 Administrator and Director Emerg Comms
- Working CAD-to-CAD Transfer Process
- Consolidated Technology Group Formed (CAD/Radio/Telephony)
- Reviewed Space Consolidation for Mid-Term and Long-Term Facility

- Zipper Bldg. Feasibility Study (Jan)
- Pilot Next-Gen 911 (Feb)
- Final Fitch & Associates Report on 911 (March)
- Emerg. Communications Review Committee (April)
- Ordinance New Dept. (April)
- Fire/EMS to Consolidate in Alta Mere (June)
- MedStar Transition (July)

TO DO:

- Consolidated Operations – Zipper Bldg.
- Architectural Design
- Funding
- System Integrations
- Staggered Cutover
- Long Term Backup Facility

Consultant Report

Thomas J. Moore
Junior Partner



Bruce J. Moeller, PhD.
Senior Consultant



[Link: Fitch and Associates 911 Assessment Final Report](#)



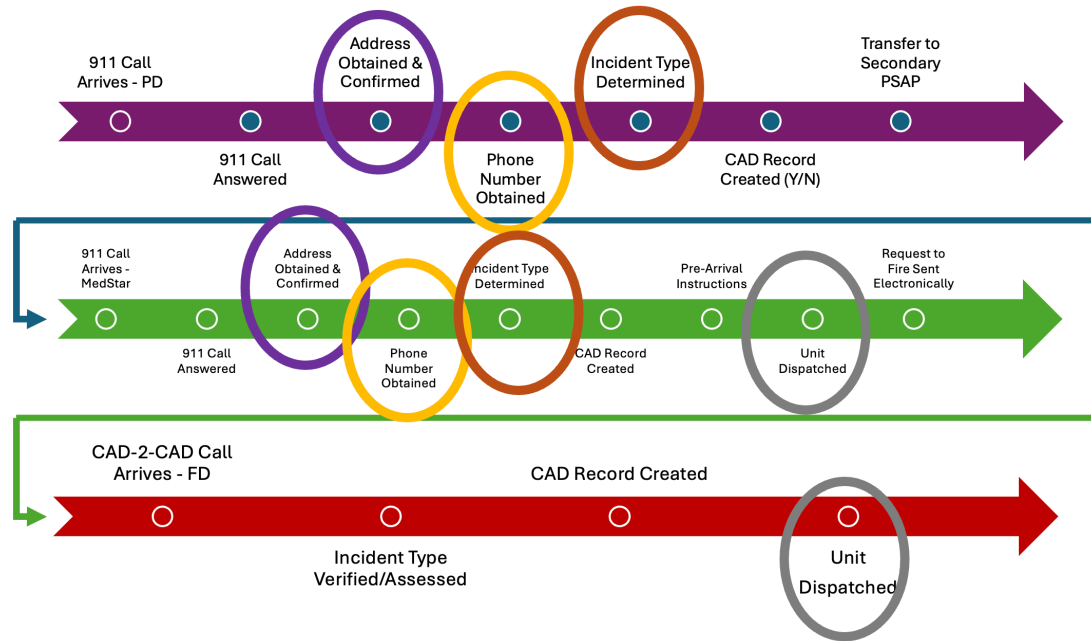
Call Transfer
Performance

October 2022
thru
September 2023

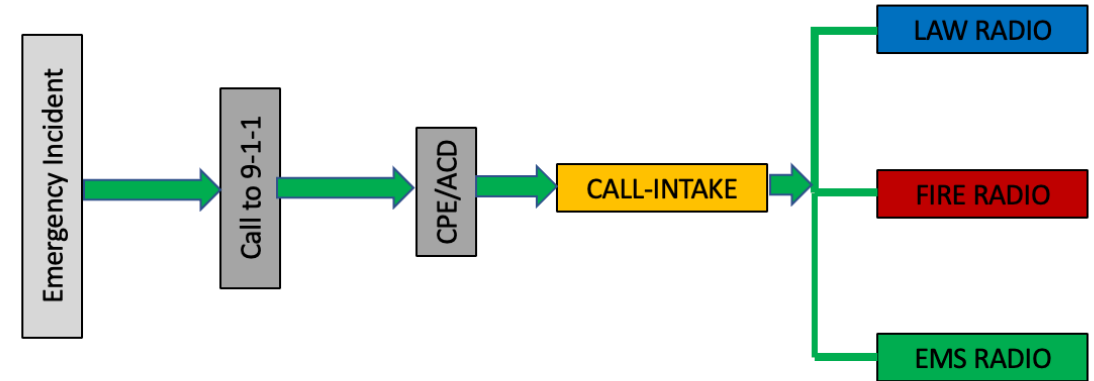
Figure 18: 9-1-1 Transfer Intervals to MedStar

Metric	Performance
Average	00:01:25
25th	00:00:47
Median	00:01:05
75th	00:01:41
90th	00:02:36
Count	137,459

Current State

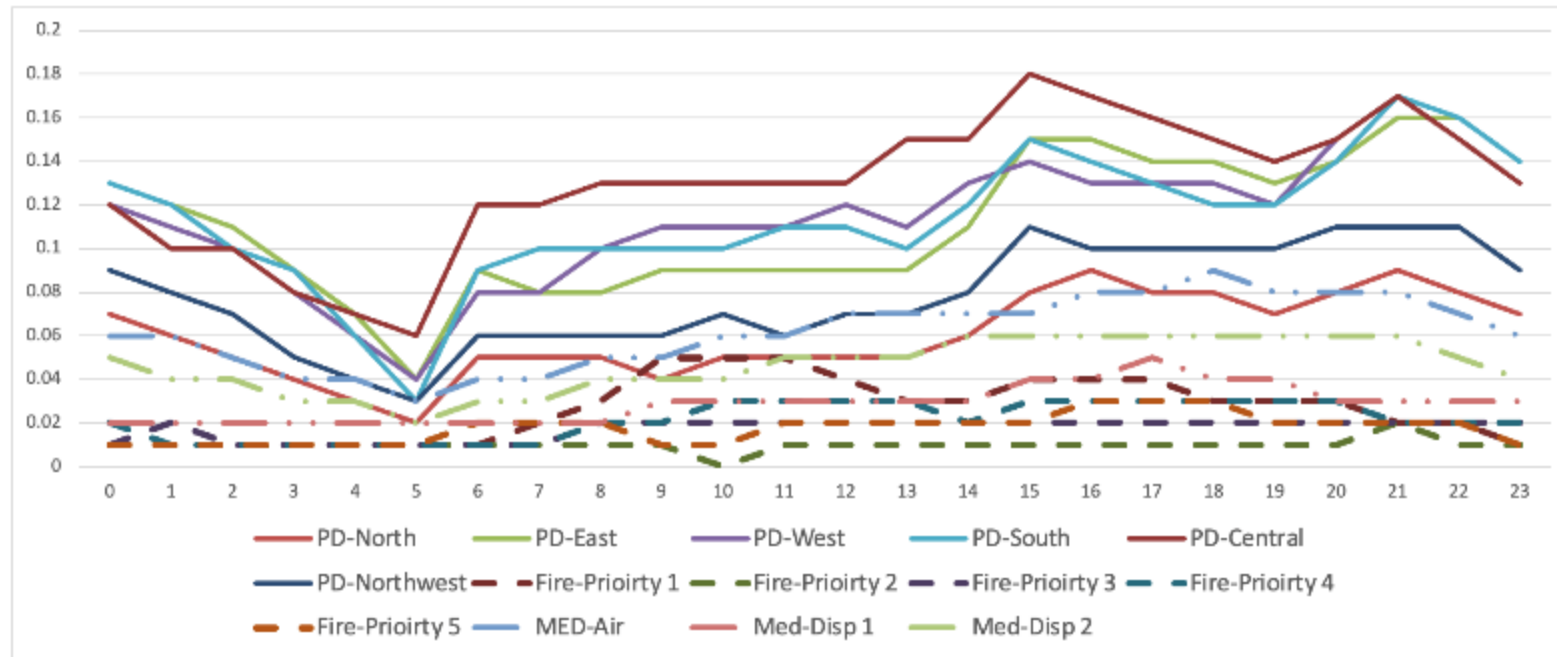


Future State



Transition Call Flow for Fire & EMS

- Strive to limit call-intake before dispatching to a single telecommunicator
- May require a transfer for pre-arrival instructions after dispatch



- A single radio talkgroup, staffed with a single radio operator, should not exceed during any 4-hour block a weighted 0.4 Erlangs and during that same 4-hour block a weighted Answer Delay of 8 seconds or greater.

Current Radio Channel Workloads

Current (line staff)

Figure 24: Current Staffing by PSAP, Role, and Hour of Day

CURRENT	PD		FD		EMS		TOTAL	
Hour	911 Call Intake	Radio	Call Intake	Radio	Call Intake	Radio	Call Intake	Radio
0	9	10	3	3	5	2	17	15
1	9	10	3	3	5	2	17	15
2	6	10	3	3	5	2	14	15
3	6	10	3	3	5	2	14	15
4	6	10	3	3	5	2	14	15
5	6	10	3	3	5	2	14	15
6	11	10	3	3	5	2	19	15
7	11	10	3	3	5	2	19	15
8	11	10	3	3	5	2	19	15
9	11	10	3	3	5	2	19	15
10	15	10	3	3	7	2	25	15
11	15	10	3	3	7	2	25	15
12	15	10	3	3	7	2	25	15
13	15	10	3	3	7	2	25	15
14	16	10	3	3	7	2	26	15
15	16	10	3	3	7	2	26	15
16	16	10	3	3	7	2	26	15
17	16	10	3	3	7	2	26	15
18	14	10	3	3	7	2	24	15
19	14	10	3	3	7	2	24	15
20	14	10	3	3	7	2	24	15
21	14	10	3	3	7	2	24	15
22	9	10	3	3	5	2	17	15
23	9	10	3	3	5	2	17	15
Total w/ Relief	284	240	72	72	144	48	500	360

- Potential reduction in staffing is estimated at 30+ positions.
- However, the city should ***exercise caution*** by implementing adjustments incrementally, over time, to ensure actual performance meets the targets.

MODELING	PD				FD		EMS		FD & EMS		TOTAL w/ FD & EMS	
Hour	911 Call Intake (15-Sec. Target)	Non-Emergency Call Intake (30-Sec. Target)	TOTAL PD Call Intake	Radio	Call Intake	Radio	Call Intake	Radio	Call Intake	Radio	Call Intake	Radio
0	5	3	8	8	1	2	3	2	3	3	12	11
1	5	3	8	8	1	2	3	2	3	2	12	10
2	5	3	8	8	1	2	3	2	3	2	12	10
3	5	3	8	8	1	2	3	2	3	2	12	10
4	5	3	8	8	1	2	3	2	3	2	12	10
5	5	3	8	8	1	2	3	2	3	2	12	10
6	5	3	8	8	1	2	3	2	3	2	12	10
7	8	4	12	8	1	2	3	2	3	2	16	10
8	8	5	13	8	2	2	3	2	4	3	19	11
9	8	5	13	8	2	2	4	2	4	3	19	11
10	8	5	13	8	2	2	4	2	4	3	19	11
11	8	5	13	8	2	2	4	2	4	3	19	11
12	8	5	13	8	2	2	4	2	4	3	19	11
13	8	5	13	8	2	2	4	2	4	3	19	11
14	8	6	14	8	2	2	4	2	5	3	21	11
15	8	6	14	8	2	2	4	2	5	3	21	11
16	8	5	13	8	2	2	4	2	5	3	20	11
17	8	5	13	8	2	2	4	2	5	3	20	11
18	8	5	13	8	2	2	4	2	5	3	20	11
19	8	5	13	8	2	2	4	2	4	3	19	11
20	8	5	13	8	2	2	4	2	4	3	19	11
21	8	5	13	8	2	2	3	2	4	3	19	11
22	8	4	12	8	2	2	3	2	4	3	18	11
23	8	4	12	8	2	2	3	2	4	2	18	10
Total w/o Relief	171	105	276	192	40	48	84	48	93	64	369	256
Relief	21.4	13.1	34.5	24.0	5.0	6.0	10.5	6.0	11.6	8.0	46.1	32.0
Total w/ Relief	192.4	118.1	310.5	216.0	45.0	54.0	94.5	54.0	104.6	72.0	415.1	288.0

Erlang Modeling – Potential Future State (Line staff)

Internal Assessment Overview

- Focus areas: Radio communication, staffing, call handling, and technology
- 12 Key findings and resolution strategies
 - 7 actively being actioned
 - 5 in review

Enhancements to FD/EMS Radio Communications

F#1: Assess radio fleet map and staffing of primary radio channels

F#2: Consolidate primary radio channels, staffing, and enhanced situational awareness

Phase I - Go-live June 2025

- The Fire Alarm Office and MedStar **will consolidate**, at Alta Mere ECC
- New Radio Fleet Map
- New Dispatch Model
 - Responsibilities of Single Role vs. Dual Role Telecommunicators
- Continued evaluation of opportunities for efficiency



FAO Staffing Commitment

F#3: Consolidation of Fire and EMS dispatch; Evaluate final staffing numbers

F#8 : Streamline the call transfer process to reduce delays.

Phase I

- The **Fire Alarm Office** and **MedStar** will consolidate, at Alta Mere ECC, effective June 2025.
- **\$2M** anticipated to “right size” Alta Mere ECC to host consolidated FAO operations
- Consolidation **reduces call transfers** for Fire and EMS service
- Promotes increased **operational efficiency**
- Continued evaluation of staffing recommendations, after consolidation is realized

Phase II

- Purpose built remodel of Zipper Building to consolidate all 3 ECCs; promoting optimal efficiency and situational awareness across all public safety teams
- Continued evaluation of ECC staffing structure and operations

Assistive Technologies

F#4: Evaluate newer technologies to reduce the burden of non-emergency calls, foster shorter talk times and increase productivity.

Early Resolution:

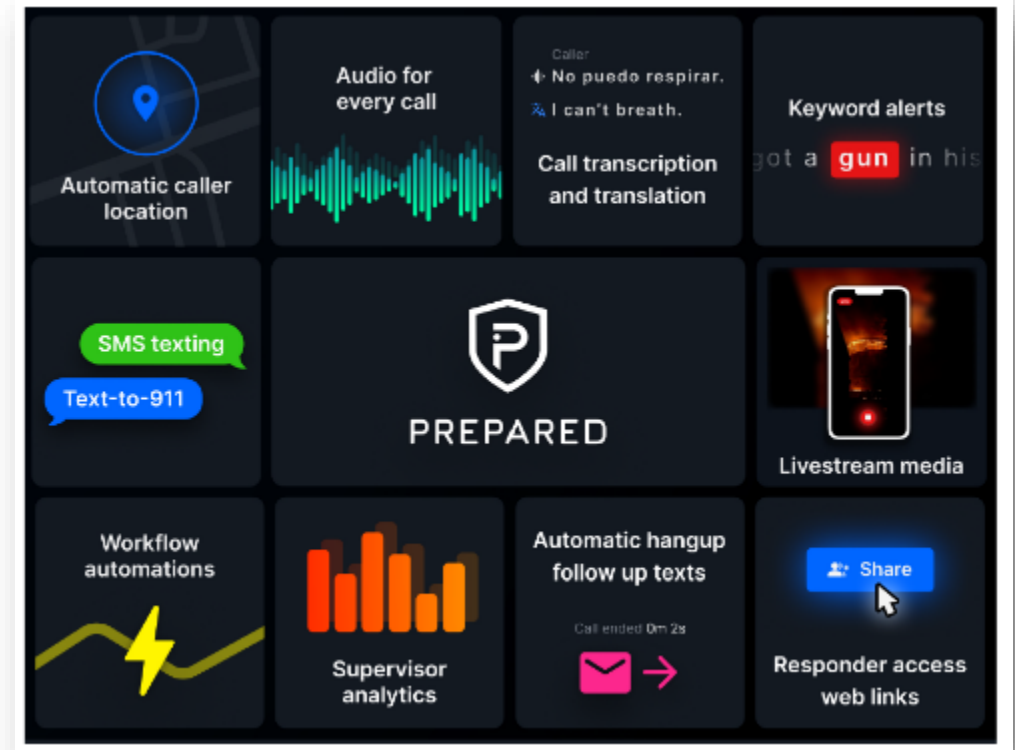
February 2025, initiated a free trial of **Prepared 911**, infusing assistive technology into the ECC:

- **Real-time language translation and transcription** (*Equal Access*)
- **Live video streaming**
- **Text & media exchange**
- **AI-driven call analysis**

Phase 2

Identify funding to extend the trail of Prepared 911, past April 2025, to leverage full capabilities, including adding **AI non-emergency call triage**, to:

- **Augment Call Taker capacity**
 - 15% vacancy rate – hard to fill positions
- **Reduce non-emergency talk time**
- **Improve response time to 9-1-1 calls**
 - Currently 80% compliance to national standard
- **Increase productivity**

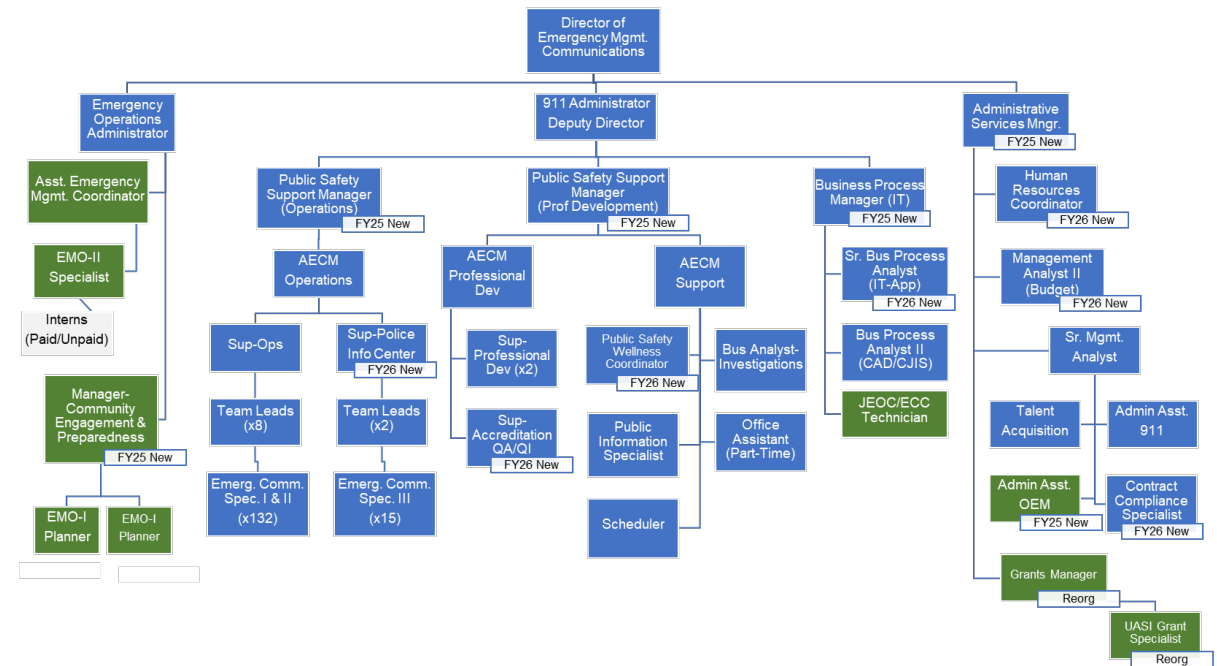


9-1-1 Call Intake

#5: ECC managers should ensure appropriate policies and supervision are in place to manage the call-intake process.

Early Resolution:

- Late 2024, the CoFW hired the **9-1-1 Communications Administrator** and the **Director of Emergency Management and Communications**
- New city department conceptualized, to expand on the current ECC model; promoting **operational efficiency, resiliency & situational awareness**
- Ensure **accountability** for existing operational expectations
- Evaluation of current & best practices
- Commitment to continuous improvement



Deployment of Unified Technology Infrastructure

F#6: Deploy a consolidated/unified technology infrastructure; reducing call transfer and rapid alerting of emergency responders.

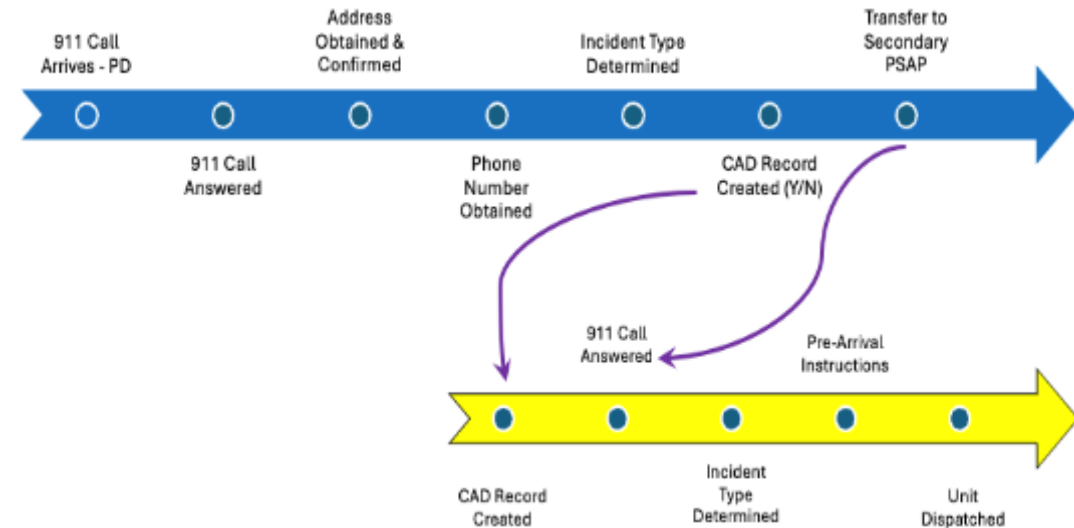
F#12: Establish a technical committee, with representation from ECC, Police and Fire, to routinely communicate, discuss challenges, and implement long-term technology integration.

Early Resolution

- November 2024, CAD-to-CAD interface established between CentralSquare and Logis.
 - Single call transfer
 - Simultaneous incident creation in all 3 CAD instances, where appropriate

Phase I

- March 2025, Established ECC Review Committee
- June 2025, Fire and EMS communications technologies will be consolidated



EMS Transition Update, October 8, 2024 Work session, Future State Model, Slide 29

Next Steps & Conclusion

- Recap of key findings and actions taken
- Ordinance Revision for New Department
- Personnel Request: FY25-midyear & FY26
- Future initiatives (technology upgrades, further integration, training improvements, backup/redundant ECC)
- Open for questions and discussion

