



Office of Regional Communications and Technology

February 17, 2015

Central Consolidated Dispatch Center Police Department Operational Review Team Meeting Minutes

Broward County Staff in Attendance:

Antonio "Tony" Sabin	E911 Communications Administrator
Brett Bayag	E911 Communications Administrator
Jenna DiPlacido	Regional E911 Communications Manager
Drew Smous	Regional E911 Communications Manager
Scott Whitworth	Regional E911 Communications Manager
Lory Farmer	Administrative Aide

Broward Sheriff's Office Staff in Attendance:

Bob Pusins	Executive Director, Department of Community Services
Angela Mize	Regional Communications Assistant Director
Suzanne Lowe	Site Manager, Central Consolidated Dispatch Center
Latasha Elmaadaw	Asst. Site Manager, Central Consolidated Dispatch Center

A Central Consolidated Dispatch Center Police Department Operational Review Team Meeting was held on Tuesday, February 17, 2015, at the Sunrise Public Safety Building, Community Room, 10440 West Oakland Park Boulevard, Sunrise, Florida.

Tony Sabin called the meeting to order at 9:05 a.m.

Mr. Sabin reviewed the agenda, a copy of which is attached hereto and made a part hereof these minutes. He introduced the newly hired Regional E911 Communications Managers, Jenna DiPlacido and Drew Smous. He noted that Ms. DiPlacido and Mr. Smous would serve as County representatives at the Central and North Consolidated Dispatch Centers, respectively. With regard to agency access to audio, this is still being reviewed by the County's legal department. There is a need to iron out some contractual responsibilities related to Broward County, the participating agencies, BSO (Broward Sheriff's Office), and the (County's) licensing with the company that records the audio. The (main) issue relates to data privacy for each agency; it is necessary to ensure agencies only have access to their own data. He thought an answer would be provided on this topic (from County legal) within one month. He asked if there were any questions. There were no questions posed.

Mr. Sabin continued to review points set forth in the agenda. He noted that Priority 1 incidents are related to officer and public safety, and require a quick investigative turnaround time. The established turnaround time for Priority 1 incidents is 48 hours. But, generally, BSO representatives handle Priority 1 investigations in less than 48 hours. A policy will be written for

priority rankings and response times. Also, a written policy will be created that delineates selfhelp@broward.org (selfhelp) versus regionalcommunications@broward.org (regionalcommunications) incident ticketing. Selfhelp tickets relate to technology breaks and fixes while operational issues are reported to regionalcommunications. He pointed out that it is up to agency representatives to decide whether BSO has provided proper (investigative information) on incident tickets.

As for self-dispatching from mobiles, Mr. Sabin remarked that there was a consensus at the recent North and South PD Operational Review Team (ORT) meetings not to utilize this. He asked meeting attendees if they wish to self-dispatch. If that is the desire, it would have to be brought forward at the Broward County Chiefs of Police Association (police chiefs). No input was provided by meeting attendees. Mr. Sabin went on to note that language line is only to be utilized in relation to E911 calls. If field personnel are in need of a translation service, it must be contracted by each agency. Mr. Sabin asked if there were any questions. There were no questions posed. Angela Mize remarked that BSO maintains a list of foreign language translators which is accessible by duty officers. However, field personnel cannot ask dispatch to patch them through to the language line as the funding for it is outside of regional communications. Mr. Sabin clarified that the concern is language line has E911 funding and is to be used strictly in relation to E911 calls. He explained to Bob Pusins that this information will be communicated to the participating agencies. Discussion ensued. An agency representative asked if a dispatcher would remain on the line for an officer to utilize language line if it was known that the officer is English-speaking dealing with a foreign language speaker in a life safety situation. Ms. Mize indicated that the dispatcher would not remain on the line once the officer arrives on scene because there are incoming calls to attend to. Further, this (BSO) policy has been in place for (at least) 20 years. Mr. Pusins thought this matter could be further examined and recommendations made. Further discussion ensued. Mr. Sabin pointed out that individual agencies can maintain a language line account. The idea is to not tie up dispatch resources which could create delays in providing necessary help. This matter will be brought to all Operational Review Team members for discussion. If changes are needed, this will be worked through to find the best solution. Sergeant Roger Krege of the Sunrise Police Department wanted a policy developed that covers this issue. Mr. Sabin agreed.

Sergeant Krege went on to ask if there was to be discussion on self-dispatching. Mr. Sabin thought that would be beneficial. Ms. Mize explained that this relates to officers self-initiating calls and generating calls in the MDC (Mobile Digital Communicator), as well as going arrival on calls that communications employees have dispatched them to. She cautioned that a major pitfall is the dispatcher may not be aware of a self-dispatch, so time checks may not occur. Another concern is that self-dispatched officers may forget to enter their location changes in the MDC. Self-dispatching is not recommended by BSO; however, the decision of whether to utilize it will be made by Operational Review Team members. Sergeant Krege mentioned that he wanted to discuss facets of self-dispatching that are not currently in place. Currently, officers can initiate a call, and officers en route can circumvent the system to place themselves on scene. He preferred that officers not (be able to) initiate calls, but rather have the ability to dispatch to a call that has already been generated by a dispatcher. Ms. Mize thought the option described by Sergeant Krege would not be as problematic as what she previously discussed. Sergeant Krege added that his preferred option would free up a significant amount of radio air time. Mr. Sabin said this topic has a lot of nuances, and he did not recall similar discussions at other Operational Review Team meetings. In fact, those meetings resulted in disagreement expressed toward self-dispatching. He asked Sergeant Krege to jot down the information he stated at this meeting. Sergeant Krege agreed, and said his desired option may not be available on the current CAD (Computer Aided Dispatch) system. In that case, it will simply be necessary

to wait for roll-out of the Next Generation CAD. He thought there had been some misunderstanding when this issue was previously raised as to what exactly his desired option for self-dispatch is. Ms. DiPlacido offered to work with Lynn Molitor of ORCAT (Office of Regional Communications and Technology) to determine CAD's current capabilities in terms of self-dispatch. It may be possible to include a priority basis with the option suggested by Sergeant Krege such as for utilization with critical incidents only. Discussion ensued.

Mr. Sabin asked if meeting attendees wanted to discuss any Priority 1 incident tickets as there were no open status Priority 1 tickets on the agenda. There was no input offered. Mr. Sabin went on to note that Mr. Smous is leading a Quality Improvement (QI) Team that includes ORCAT, BSO, and FOPE (National Federation of Public and Private Employees) representatives. The team's objective is to drill down on incident ticket issues. Mr. Smous commented that the QI Team examines the root cause of reported incidents. The most populated data set being "operator error" was examined; each of these tickets was drilled down to determine a root cause. He presented slides depicting aspects of data review. A copy of the slides is attached hereto and made a part hereof these minutes. He emphasized that incident ticket submissions are beneficial for data collection. Mr. Sabin indicated the goal is to have identified issues in need of resolution by March, 2015 and then operate in a process control mode wherein the necessary changes are being implemented. Ms. Mize added that BSO recently established a Quality Assurance Team (QA Team); the team's purpose is to randomly look at call processing and dispatching to ensure policies are followed. The QA Team has identified patterns which are being addressed. The two primary themes identified are 1) field personnel's inaccurate expectations of dispatch staff and 2) dispatchers on the regional system with differing histories and expectations. She recalled an issue involving dispatchers not performing time checks at the South Consolidated Dispatch Center. Investigation showed the dispatchers were not performing time checks because that practice had not been utilized by the city they worked for (during pre-consolidation).

Sergeant George Anthony of BSO said he had experienced issues with information dissemination (from dispatch). Since consolidation took place, it has been necessary to ask dispatchers more questions before sending field personnel to critical incidents. Ms. Mize remarked that the NFPA (National Fire Protection Association) standards state that 90 percent of calls must be entered and dispatched within 90 seconds. However, there has been a clear line in the sand drawn between fire rescue and law enforcement. Currently, BSO is re-educating (dispatchers) that law enforcement only calls do not fall under the same parameters, and it is necessary to focus on interrogation to preserve officers' safety. However, if a fire rescue call is associated with a law enforcement call, the call does fall within the (NFPA) parameters. When dispatchers are endeavoring to get calls in quickly, it results in shell calls prompting the need for officers to ask dispatchers additional questions. Sergeant Anthony questioned why law enforcement should be tied to fire rescue's parameters, being that law enforcement is the first on scene for calls associated with fire rescue. Law enforcement needs pertinent (dispatch) information for the sake of officer safety. Mr. Smous remarked that law enforcement agencies should be receiving updates (from dispatch). Sergeant Anthony elaborated upon a recent incident involving a Signal 5 (murder) suspect where a physical description of the suspect was not given timely by dispatch. Dispatch is aware of the information needed by field personnel, and it was being provided (pre-consolidation). He indicated that he is not a proponent of fire rescue dictating to law enforcement how to respond (to E911 incidents). Mr. Sabin pointed out that speed versus accuracy in terms of dispatch has been discussed for months. Sergeant Anthony reiterated that, since consolidation, he has had to ask dispatchers for (pertinent) information; only the basics are being provided. Mr. Sabin noted that ORCAT staff is looking at the matters of information dissemination and gathering, as well as updates. He asked Sergeant

Anthony if he had submitted an incident ticket on any of the issues he raised. Deputy Chief Allen Siegel of the Lauderhill Police Department mentioned that these issues were discussed at the Broward County Chiefs of Police Association and Lisa Zarazinski of BSO was present at that meeting. He thought more discussion is needed at the chiefs' level. Sergeant Anthony said he had not submitted an incident ticket. He believed that, although there has been some improvement (to the regional system); officers are questioning the value in submitting incident tickets. There is still a disconnect with (BSO's West Park/Pembroke Park District) being dispatched from the Central Consolidated Dispatch Center (Central). Mr. Sabin remarked that it has been covered with the police chiefs that, for law enforcement, the agency having jurisdiction dictates (timeframes) for dispatch expediency. Hence, (dispatch) time limits for law enforcement calls do not apply.

Chief Siegel stated that (dispatch time limits) do apply (for law enforcement). The process is convoluted in areas that have numerous high priority calls. This has been an issue for agencies dispatched at Central. Mr. Pusins indicated that the driver behind this issue is the standards BSO is held to. Dispatchers are under the clock and endeavoring to disseminate information as quickly as possible; this is driven by a standard stating the clock starts as soon as the call is answered. If the dispatchers cannot automatically separate law enforcement and fire rescue calls, the standard states the call must be dispatched in 90 seconds. However, the standard was changed and, as of January 25, the protocol states that the clock starts when the call is created (the point when the call-taker sends a call to the dispatcher). BSO does not operate under that standard presently; but if it was in place, there would not be the pressure of the call-taker endeavoring to obtain information so quickly. The issue is the County has agreements with 28 participating agencies which reflect performance standards other than what was previously mentioned. The participating agencies would have to agree to a change in the standards. He thought, currently, quality is being sacrificed for time. Sergeant Anthony added that safety is also being sacrificed. Major Eric Brogna of the Fort Lauderdale Police Department said most incident tickets generated by his agency are related to updates not being provided by dispatch. Ms. DiPlacido added that (the majority of all incident tickets) are not related to call entry time; rather, the issue is providing updates to units or dispatchers obtaining necessary information which should be obtained during normal call processes. Sergeant Anthony said he had incidents where he needed call-takers to call back the E911 caller to obtain additional information. Ms. DiPlacido agreed with Ms. Mize's prior statement that the issue relates to a number of dispatch personnel who were previously held to different standards and policies. There is a significant training curve, and training processes will take time. The QI process delineates areas where improvement is needed, and policies are being analyzed to determine if revisions are needed.

Sergeant Anthony inquired as to the policy for a call-taker disconnecting. Ms. Mize explained that call-takers are not to disconnect from any critical, in-progress incident until units are on scene. However, there are many occurrences where callers disconnect and do not answer call-backs. She reiterated that a law enforcement call tied to a fire rescue call is held to the NFPA standard. Sergeant Anthony reiterated his belief that law enforcement should not have to adhere to standards for fire rescue, being that law enforcement enters scenes first. Mr. Sabin indicated to Sergeant Anthony that his position is understood. Given that, he asked how the process can best be applied to ensure informational needs are met. Sergeant Anthony stated that the information needed by law enforcement is paramount because law enforcement is taking the majority of risk. Mr. Pusins indicated that operators are held accountable if they do not provide necessary information. Incidents are investigated and operators with multiple failures have been found. These operators receive training, counseling, and/or disciplinary measures. Chief Siegel believed the issue is a contract failure, not a policy failure. He offered to bring the matter before (the police chiefs). Major Brogna said this (regional E911) is a fluid

process that will take time. Numerous incident tickets are submitted by the Fort Lauderdale Police Department, and it is necessary to continually keep field personnel informed (about incident ticket-related issues). He indicated that BSO representatives have done an excellent job investigating the incidents, most of which are the fault of dispatch. He stated that he conveys to field personnel that the data being provided as incident tickets is being utilized as a training tool. Mr. Pusins indicated that there has been incremental improvement with dispatchers and call-takers. Mr. Sabin added that issues are being identified and processed. Although all involved want consolidated dispatch to succeed, there are some bumps in the road. If an officer safety issue arises, he advised meeting attendees to report the matter directly to dispatch center staff so it can be addressed.

Brett Bayag sought clarification on the contract issue previously raised by Chief Siegel. Chief Siegel explained his understanding is that participating agencies are contractually obligated to follow the NFPA standard. However, the contract does not take into account that the standard has changed. He thought it would be necessary to bring this before the police chiefs. Mr. Bayag believed the contract distinguishes between fire rescue and law enforcement calls. Chief Siegel agreed. However, the issue is that fire rescue calls take precedence when tied to law enforcement calls, and this is an issue for the law enforcement side. There could be potential safety issues associated. If this is a bad policy, the obligation is to change that policy for the better. Mr. Bayag clarified his point that there is some room in the existing contract with regard to law enforcement that the agency having jurisdiction can convey its expectations. Chief Siegel agreed; however, a number of law enforcement calls are associated with fire rescue calls.

Ms. DiPlacido asked Ms. Mize what the pre-consolidation dispatch procedure was for a Signal 21 (burglary) in-progress. Ms. Mize explained that dispatchers would have obtained the following information: address, emergency type, whether a weapon was involved, and physical description. The call would then be submitted, (the caller) kept landline, and updates provided. Ms. DiPlacido pointed out that a significant amount of information was asked by BSO dispatchers for such an incident (pre-consolidation); whereas operators at the city of Plantation would have obtained the address and emergency type, and then dispatched the call. Subsequent to dispatching the call, the operator would have obtained the description, whether weapons were involved, and direction of travel – this information was immediately entered into CAD and dispatched. She stressed that the NFPA standards have been in place for a very long time, and there has really been no change in (dispatch) processes; the call flow is the same. Mr. Bayag asked if this matter could be addressed in terms of process, or is it contractual. Ms. Mize noted the critical breakdown lies with verbalization of updates because there are potentially two cities on the talkgroup that are unrelated to the call. So those cities continue business as usual and, while that occurs, the dispatcher has to manage and update the call. Depending upon the number of calls being worked, the dispatcher may or may not have instant messaging (viewable) to continue to provide the updates. Many times the updates are in the system, but verbalization was not made until minutes later. Ms. DiPlacido emphasized that the issue is not NFPA standard-related; rather, it is a problem related to radio traffic and the (dispatcher's) ability to multi-task. Sergeant Anthony asked Ms. DiPlacido if she had reviewed any incidents submitted by the Fort Lauderdale Police Department. Ms. DiPlacido answered in the affirmative and noted that the majority of incidents she reviewed were related to, either, the dispatcher or call-taker. Sergeant Anthony remarked that the issue is related to time delays in receiving updates, and sometimes updates are not received at all. He reiterated that he had not experienced these issues before consolidation took place. Mr. Sabin stressed that the processes by which units are dispatched are no different than before consolidation took place. The idea is for Operational Review Team members to separate procedural items that can be resolved and directly address them. The County's position is simply to shorten the time it takes

for E911 callers to receive necessary help. Chief Siegel pointed out that law enforcement officers must be made aware of why they are called to a scene in order to render the aid needed. Mr. Sabin and Ms. DiPlacido agreed.

Mr. Sabin went on to ask meeting attendees if there were any additional participating agency policy issues they wished to raise. There was no input provided. With regard to Operator policy issues, Suzanne Lowe provided an overview of incident ticket number 316255, a copy of which is attached hereto and made a part hereof these minutes. She asked meeting attendees if they wished to make it a global policy to alert tone and multi-select all Signal 49 (alarm) calls. Chief Siegel asked if Fort Lauderdale would be able to continue this practice (if it is not approved by the Operational Review Team). He added that Fort Lauderdale is a large city with numerous resources. Ms. Mize said there is a need to review the current multi-select policy which states that neighboring jurisdictions will be multi-selected for critical events; however, a Signal 49 would not qualify as a critical event. But, Fort Lauderdale has three (talkgroups) and Pompano Beach and Hollywood each have two; therefore, it may be necessary to develop a policy that is specific to these cities. Mr. Sabin pointed out that Pompano Beach representatives were not desirous of alert toning and multi-selecting all Signal 49s. Nonetheless, Ms. Mize thought it should be looked at in terms of the three cities because they are divided (in terms of talkgroups). Mr. Sabin noted that the North PD Operational Review Team already voiced opposition to this, so it would have to be brought before the police chiefs for a ruling even if members of the South PD Operational Review Team meeting express support. He asked Ms. Mize how this could work in terms of standardization. Ms. Mize explained that CAD is capable of sending auto-messaging to certain talkgroups, so this may simply be a matter of looking at CAD programming. The concerns would be lack of standardization and the onus of remembering on dispatchers. Major Brogna believed his agency will continue to make this request because it is a safety issue. Mr. Sabin said the matter would be looked at to determine what can be done. The challenge is standardization such that an operator can move from one position to another and still be able to execute functions. Major Brogna said the city of Fort Lauderdale expects some leeway in terms of considering the unique needs of the city.

Ms. Lowe provided an overview of incident ticket number 316742, a copy of which is attached hereto and made a part hereof these minutes. She questioned whether it is necessary to discuss during this meeting being that it is a city-specific issue regarding Fort Lauderdale. Ms. Mize said she is endeavoring to develop a concept applicable to Fort Lauderdale, Pompano Beach, and Hollywood wherein if Area 1 is working a Signal 21 (burglary) in progress, that would be broadcast to Area 2 in order to inform the entire city. Then dispatch would advise Area 2 units who wish to get involved in the incident to switch to Area 1; Area 1 would become the working incident, so it would not be necessary to utilize a tactical dispatcher. Major Brogna said that procedure was followed by Fort Lauderdale's dispatch pre-consolidation. Mr. Sabin asked if the proposed plan is workable. Ms. Mize answered in the affirmative and Major Brogna was agreeable. Ms. DiPlacido invited Ms. Mize to write up the plan so it could be included as a regional policy. Ms. Mize agreed.

Ms. Mize went on to provide an overview of incident ticket number 309044, a copy of which is attached hereto and made a part hereof these minutes. She noted that this issue only impacts Fort Lauderdale. Ms. DiPlacido pointed out that she had reviewed this matter with Daniel Revis of ORCAT. Some (CAD-related) ideas are currently being tested and, when the desired outcome is achieved, she indicated that Ms. Mize could then perform testing and provide feedback. Ms. Mize was agreeable.

Mr. Sabin continued to highlight points set forth on the agenda. He noted that Scott Whitworth is working on a disaster and continuity of operations plan for regional E911. Further, ORCAT staff is working on re-balancing of call-taking and dispatch positions for the 2016 budget. In the next several weeks, the city of Hollywood will become a two-zone area. Sergeant David Hennessy of the Lauderhill Police Department asked if talkgroups for other cities would also be re-balanced. Mr. Sabin explained that calls for service and push-to-talks will be examined to determine any concerns. Mr. Whitworth mentioned that he had pulled calls for service and push-to-talks for every city when he worked on re-balancing Hollywood and, for the most part, the cities are in line. Mr. Sabin noted that ORCAT is implementing a policy change process. A copy of the *E911 Regional Consolidated Communications Change Approval* form is attached hereto and made a part hereof of these minutes. The idea is to ensure there is a targeted standard and that buy-in is obtained on the change process. Mr. Sabin continued to review the agenda and raised the issue of whether a teletype operator should obtain the officer's address as a safeguard in case the officer cannot be reached at a later time. Ms. Mize pointed out that this issue had been raised at the recent North PD Operational Review Team. An agency representative believed the proposed would create more radio traffic. None of the agency representatives expressed support for this item.

There being no further matters to address, the meeting adjourned at 10:53 a.m.



Agenda

**Central PD Operational Review Team Meeting
Sunrise Public Safety Building
10440 W. Oakland Park Blvd - Community Room
(ground floor)
Date: Tuesday, February 17, 2015
Time: 9:00 AM**

- I. Call to Order
- II. Old Business
 - a. County Communications Managers - Introduction
 - b. Agency access to audio – Status Update
 - c. Clarification on Priority Rankings (1 – High, 2 – Medium, 3 – Low)
 - d. Incident reports must be sent to regionalcommunications@broward.org and include **911 OPERATIONS** in subject line
 - e. Written policy delineating ticketing - selfhelp versus regionalcommunications
 - f. Clarify incident ticket process as relates to ORCAT and BSO's responses
 - g. Self-dispatching from mobiles – consensus at North PD Meeting 1/8/15 & South PD Meeting 1/28/15 not to utilize self-dispatching
 - h. Language Line (Officer Use)

III. Priority 1 Incident Review

IV. Incident Disposition Review

V. Data Review

VI. Participating Agency Policy Issues

VII. Operator Policy Issues

- a. Incident Ticket # 316255 re: Signal 49 a/k/a Signal 49A – consensus at North PD meeting 2/4/15 not to tone alert Signal 49
- b. Incident Ticket # 316742 re: Fort Lauderdale PD – Review of Tactical Dispatcher Purpose/Responsibilities & Procedures for Emergency Events
- c. Incident ticket # 309044 – agreement needed among BSO, Hollywood, and Fort Lauderdale PDs as to programming of four Broward courthouses in CAD

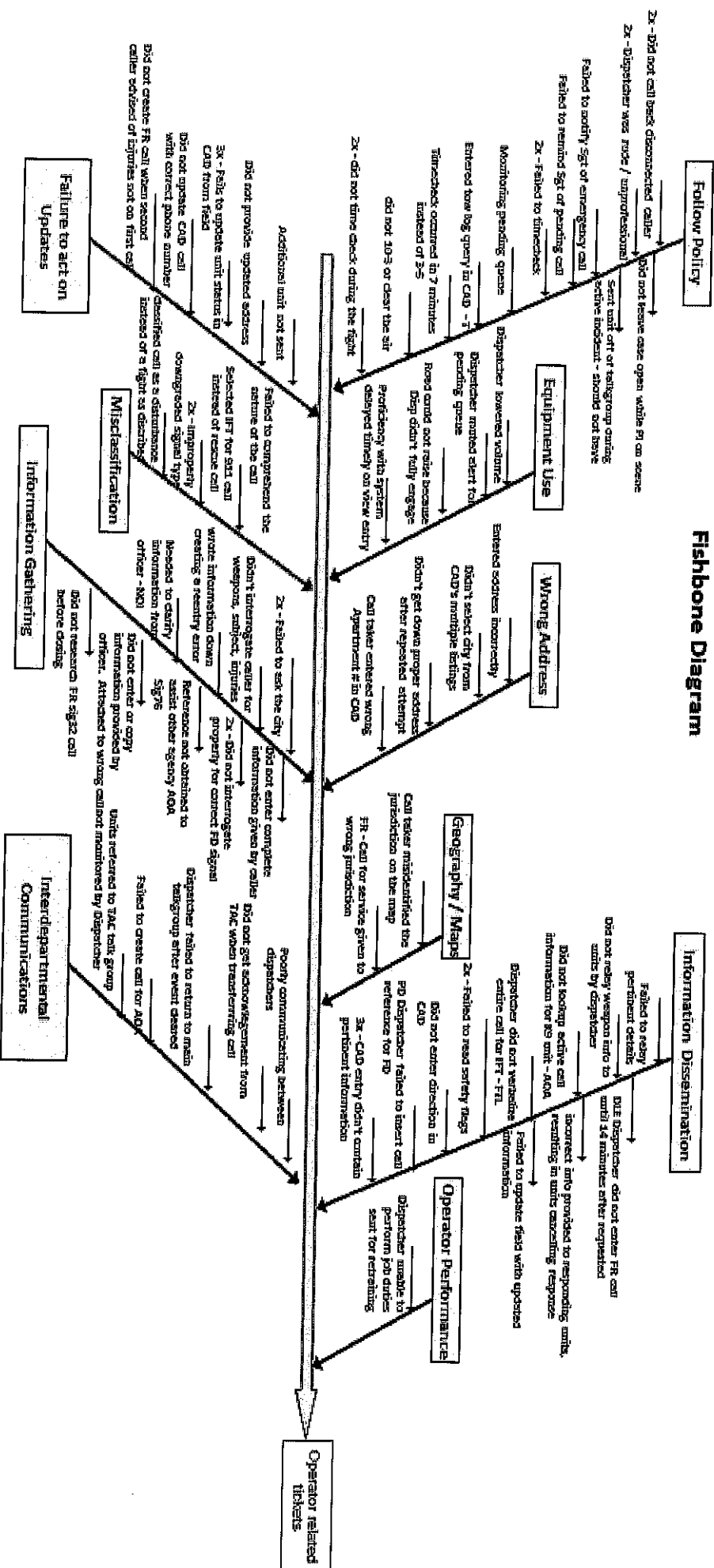
VIII. New Business

- a. Disaster and Business Continuity Plan
- b. System re-balancing of call-taking and dispatch positions for 2016 budget
- c. Implementation of policy change process – Change Approval Form
- d. Possible policy change – Should teletype operator obtain officer's address as a safeguard in case officer cannot be raised at a later time?

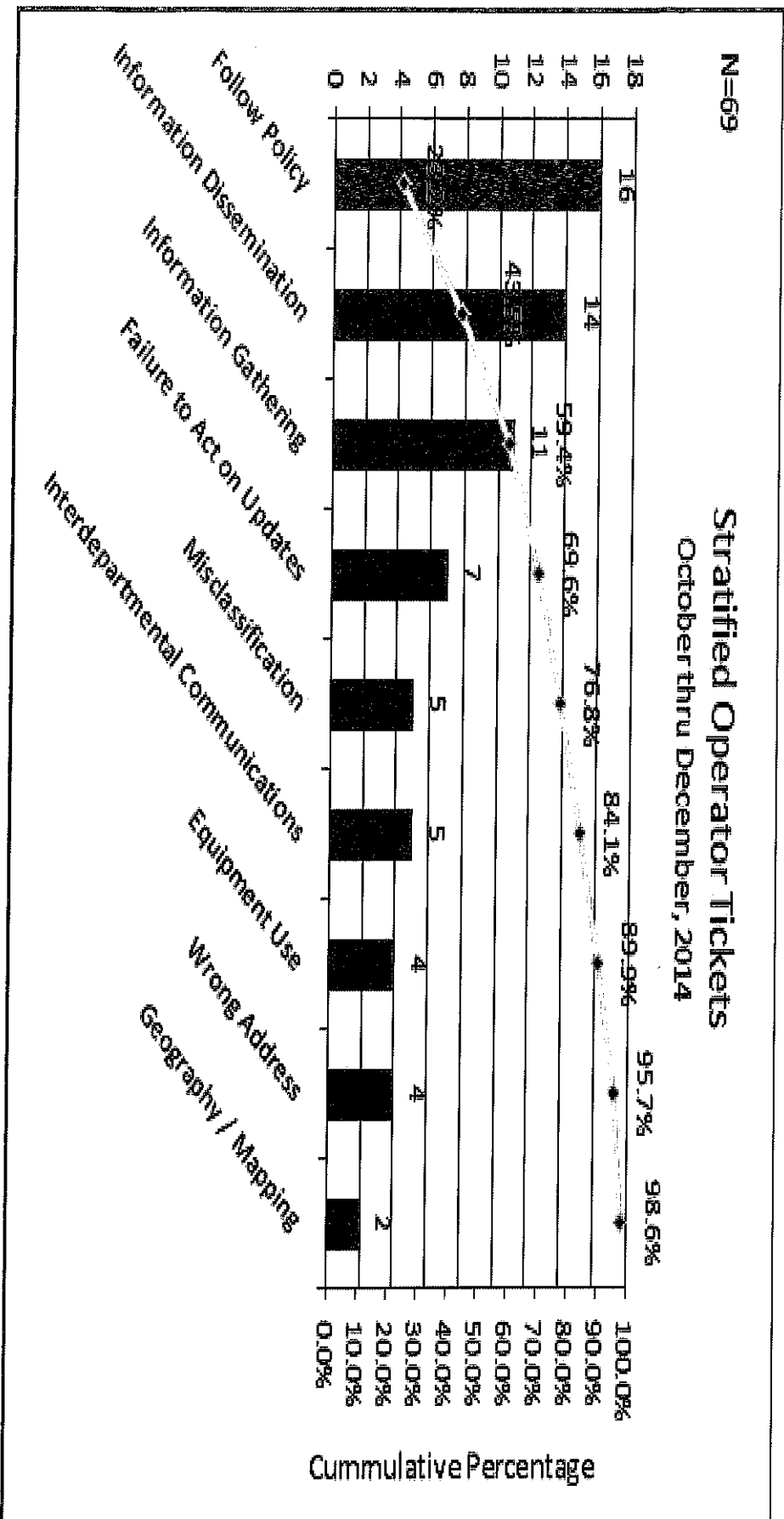
IX. Adjourn

Cause & Effect Analysis

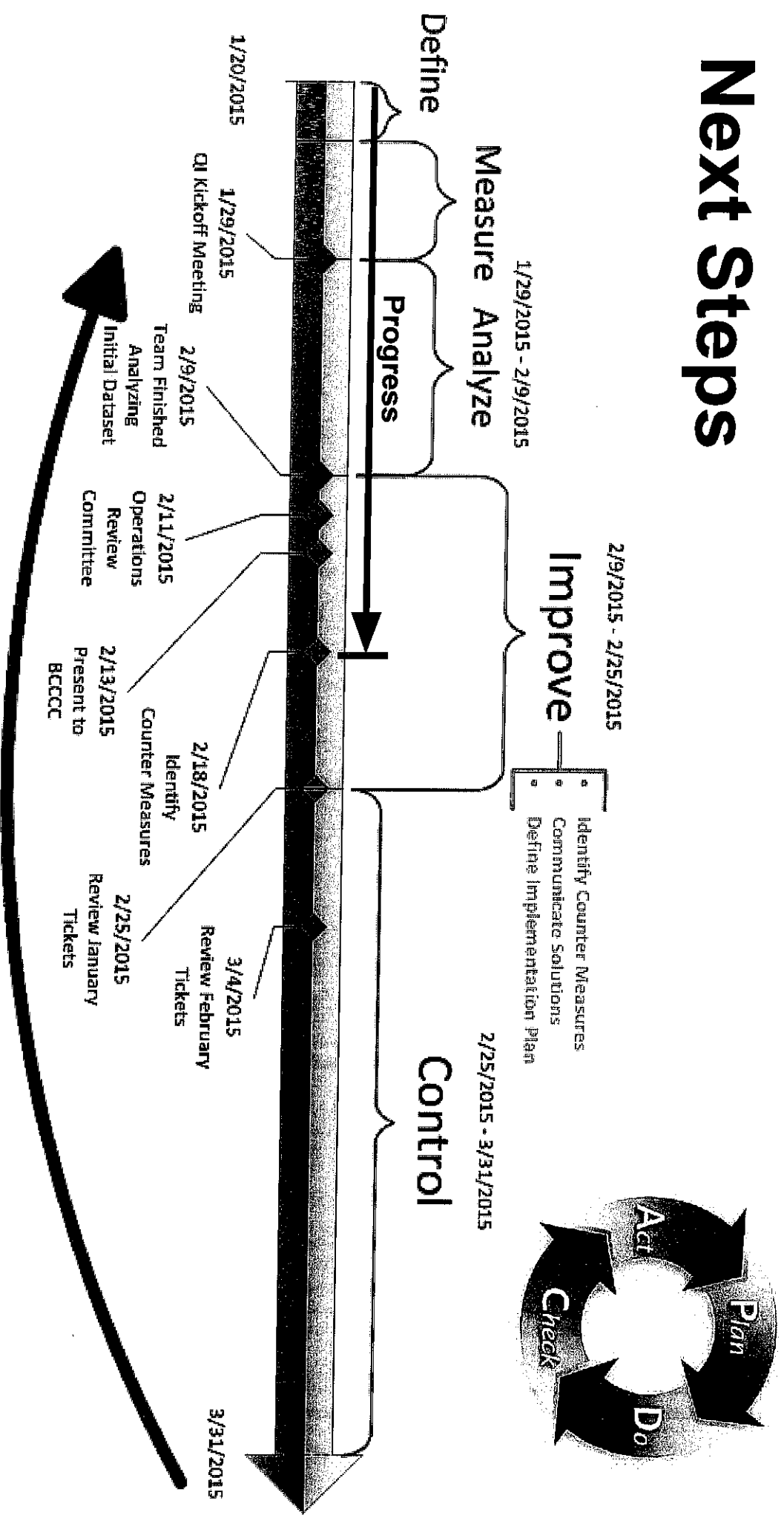
Fishbone Diagram



Stratified Data



Next Steps



BMC SERVICE DESK EXPRESS

Incident: 316255

As of Friday, Feb 13, 2015 10:45

Incident

Page 1 of 3

Client Information		Assign to Information
Last Name: LOWE	First Name: SUZANNE	Ext:
Client ID: SLOWE		
Company ID: BROWARD COUNTY		OCT 911
Phone:	Ext:	

Incident Information		
Category: ORCAT - REQUESTS	ORCAT - REQUESTS	
Impact ID: LOW	Opened: 1/29/2015 11:10:53AM	Problem:
Urgency ID: LOW	Priority ID: 5	Responded Date and Time:
Status: OPEN	Due Date: 2/4/2015 3:10:53PM	Service Name:
First Call Resolution: <input type="checkbox"/>	SLA ID:	

DESCRIPTION: Subject: 911 OPERATIONS

From: SMTP:{Suzanne_Lowe@sheriff.org}Suzanne_Lowe@sheriff.org

Message: DATE OF INCIDENT: ONGOING

INCIDENT NUMBER: N/A

PRIORITY LEVEL: MEDIUM (2)

LOCATION: CENTRAL REGIONAL - TO BE DISCUSSED WITH NORTH AND SOUTH

REPORTED BY: REGIONAL COMMUNICATIONS

NAME: SUZANNE LOWE

MUNICIPALITY: N/A

AGENCY: N/A

EMAIL ADDRESS: SUZANNE_LOWE@SHERIFF.ORG<mailto:SUZANNE_LOWE@SHERIFF.ORG>

TELEPHONE NUMBER: 954-320-0597

INCIDENT DETAILS:

Fort Lauderdale PD has a historical practice requiring dispatchers to use the alert tone and multi-select ALL Signal 49 audible (aka Signal 49A) calls. Current communications policy stipulates only business alarms, Signal 49 Silent, and Silent Hold-Up calls meet the criteria for alert ones and multi-select broadcasts. The multi-select policy is written as:

1. Multi-jurisdictional BOLO's are necessary when the incident is classified as one of the following incident types: 6, 10IP, 10JO, 21IP, 21JO, 24IP, 33IP, 34IP, 41IP, 41JO. Delayed incidents classified with these incident types may not require a multi-jurisdictional call announcement unless an exigent circumstance exists. Duty Officers should be queried for any delayed event in which the Dispatcher is unsure whether a multi-jurisdictional broadcast is warranted.

As Fort Lauderdale PD's practice is not common to all municipal agencies; and, is not in harmony with the our current policy, it is prudent for all agencies to discuss best practice. The following consequences should be weighed:

* The Signal 49A classification is used for residential and business locations. It is frequently used and often accidentally triggered. The alert tone and multi-select may be overused and lose the urgency associated with high priority calls.

* Multi-selecting is used when assistance may be required from another jurisdiction or the incident may affect another jurisdiction. In most cases, Signal 49A's do not meet the criteria.

Should all agencies agree to change the current policy and incorporate all audible Signal 49A's as a critical incident, we will institute a policy change and train the dispatchers accordingly.

Suzanne Lowe
Regional Communications Site Manager
Broward Sheriff's Office
Office: 954-320-0597
Cell: 954-770-0047

[cid:image001.jpg@01CFBACD.526C6050]

Please note that Florida has a broad public records law, and that all correspondence sent to me via email may be subject to disclosure.

Note:

Accounting Fields:

Vendor Quote:

Invoice Number

Invoice Amount

Charge Point

BTN None

DI None

Subdi

RESOLUTION:

Whiteboard Information

Whiteboard ID:

CI Information

Asset Tag #:

Incident Details

DATE	STAFF	DESCRIPTION	ACTION ID	DURATION
1/29/2015 11:10:53AM	SYSTEMACCOU NT	Opened Call	HD_OPEN	00:00:00
1/29/2015 11:10:54AM	SYSTEMACCOU NT	Call Taken By SYSTEMACCOUNT	HD_TAKEN	00:00:00
1/29/2015 11:10:55AM	SYSTEMACCOU NT	Forwarded To Group OCT 911	HD_FRWD_GROU P	00:00:00
1/29/2015 11:10:56AM	SYSTEMACCOU NT	The Clock has been started	START_CLOCK	00:00:00

Work Orders**Attachments**

FILE NAME	URL LINK	FILE SIZE(BYTES)
image001.jpg		6032

BMC SERVICE DESK EXPRESS

Incident: 316742

As of Friday, Feb 13, 2015 10:47

Incident

Page 1 of 6

Client Information		Assign to Information	
Last Name: LOWE	First Name: SUZANNE	JDIPLACIDO	Ext:
Client ID: SLOWE		JENNA	DIPLACIDO
Company ID: BROWARD COUNTY		OCT 911	
Phone:	Ext:		

Incident Information			
Category: ORCAT - REQUESTS	ORCAT - REQUESTS		
Impact ID: LOW	Opened: 1/30/2015 4:48:57PM	Problem:	
Urgency ID: LOW	Priority ID: 5	Responded Date and Time:	
Status: WAITCUSTO MER	Due Date: 2/6/2015 11:48:57AM	Service Name:	
First Call Resolution: <input type="checkbox"/>	SLA ID:		

DESCRIPTION: Subject: 911 Operations

From: SMTP:{Suzanne_Lowe@sheriff.org}Suzanne_Lowe@sheriff.org

Message: DATE OF INCIDENT: 01-30-15

INCIDENT NUMBER: N/A

PRIORITY LEVEL: MEDIUM (2)

LOCATION: FORT LAUDERDALE - DISTRICT 3

REPORTED BY: BROWARD COUNTY REGIONAL COMMUNICATIONS

NAME: SUZANNE LOWE

MUNICIPALITY: N/A

AGENCY: N/A

EMAIL ADDRESS: SUZANNE_LOWE@SHERIFF.ORG<mailto:SUZANNE_LOWE@SHERIFF.ORG>

TELEPHONE NUMBER: 954-320-0597

INCIDENT DETAILS:

On 1/30/15, Ms. Sandra Bailey, Comm. Operator III, was assigned to FLPD District 3. During this time, Ms. Bailey received a robbery in-progress (Case #L34150130017209. This incident was prolonged and additional calls for the area were received. The high priority incident was not moved to a tactical dispatcher. Thus, it was very hard to handle the high priority incident and routine traffic on the same talk group.

When the officers resumed normal radio traffic, Ms. Bailey attempted to provide Sgt. Bucella with information on the pending calls. During the transmission, Sgt. Bucella interrupted Ms. Bailey to advise that he would "look at the calls." Ms. Bailey adhered to policy and continued to provide the data to Sergeant Bucella. Again, he interrupted and stated that he would "look at the calls."

The issues are as follows:

- 1.) It is imperative that an OIC is established to handle routine traffic while the Sergeant/IC manages the high priority event.
- 2.) Routine traffic should be re-routed to an alternate talk group. We have the Tactical Dispatcher as a resource for this purpose. By doing so, we ensure the primary dispatcher's focus remains with the priority event and not divided with pending incidents/ traffic stops/etc.
- 3.) The sergeants must be cooperative when the dispatchers are providing information on pending calls.
 - a. We are inundated with recalls and additional information that could/should change the pending status of an incident.
 - b. The dispatchers rely on the sergeant to make educated and timely decisions.
 - c. Dispatchers must also capture the sergeant's direction and adjust the priority of the call based upon the conversation. The process is slowed when the sergeant advises he/she will simply review the calls. The dispatcher continues to await direction for call assignment or allow the call to be held.

Suzanne Lowe
Regional Communications Site Manager
Broward Sheriff's Office
Office: 954-320-0597
Cell: 954-770-0047

[cid:image001.jpg@01CFBACD.526C6050]

Please note that Florida has a broad public records law, and that all correspondence sent to me via email may be subject to disclosure.

Note:

Accounting Fields:

Vendor Quote: 0.00

Invoice Number

Invoice Amount 0.00

Charge Point

BTN None

DI None

Subdi

RESOLUTION: Major,

Please see Sue's response to your questions below. I removed the audio attachment because I wasn't sure if you were receiving my emails that have attachments. I can resend with the audio once you verify.

Thanks,
Jenna

From: Lowe, Suzanne [mailto:Suzanne_Lowe@sheriff.org]
Sent: Monday, February 09, 2015 7:13 PM
To: Diplacido, Jenna
Subject: RE: OCT 911 Operations New Incident Notification *ref#24-316742

Hi,

Sorry for the delay. There were two dispatchers involved during this timeframe:

- 1.) The first dispatcher, Sandra Bailey, experienced the issue with Sgt. Bucella. He did not provide prioritization direction to prior to her initiating the conversation. After Sgt. Bucella emphasized that he would review the calls, she asked to be relieved and speak with me. I have attached the audio. Please forward to minute 5 of the audio.
- 2.) The second dispatcher Lucienne Magnant, conversed with Sgt. Bucella at 14:54hrs which was almost 5-10 minutes after the initial conversation with Ms. Bailey. He did advise what to do with the pending calls.

Today, Duty Officer Easom advised District 1 and District 2 are also insisting on reviewing the calls in CAD and would like to discontinue being told by the dispatcher. I am trying to gather dates and times for the most recent reports.

From: Lowe, Suzanne
Sent: Wednesday, February 04, 2015 7:12 PM
To: 'Diplacido, Jenna'
Subject: RE: OCT 911 Operations New Incident Notification *ref#24-316742

Hi Jenna:

I will research the specifics tomorrow morning and have the information available for you and Major Brogna.

Sue

From: Diplacido, Jenna [mailto:JDIPLACIDO@broward.org]
Sent: Wednesday, February 04, 2015 4:43 PM
To: Lowe, Suzanne
Subject: FW: OCT 911 Operations New Incident Notification *ref#24-316742

Hey Sue,

Major Brogna has a few additional questions ref the Dist 3 issues. Please let me know the responses.

Thanks!

Jenna DiPlacido, Regional E911 Communications Manager
Office of Regional Communications & Technology
954-270-3544 (cell)
jdiplacido@broward.org

From: Eric Brogna [mailto:EBrogna@fortlauderdale.gov]
Sent: Wednesday, February 04, 2015 10:51 AM
To: Diplacido, Jenna

Subject: RE: OCT 911 Operations New Incident Notification *ref#24-316742

Jenna,

From what I am reading, the in-progress call was handled on the main radio channel involving, I assume, multiple units and tactical coordination. Thus, all other holding calls and new calls received were subordinated and placed into queue. After the call was wrapped up, dispatched attempted to go over the holding call which had piled up. This was met with repeated indifference by the Sgt who continued to advise he would look at the calls.

Okay, before I forward for investigation I have a few questions. Did Sgt. Bucella ever contact dispatch to provide direction on prioritization and handling of queued calls? If so, how long was the delay from this radio communication and how did he contact? Were the calls eventually prioritized by FLPD supervisors? If so, by who and at what time. Did dispatch personnel continue to try to raise FLPD supervisors for direction or did we initiate?

Once I have these answers I will have a better understanding of the evolution of this problem and will be equipped to advise the proper person for investigation.

-EB

From: Diplacido, Jenna [mailto:JDIPLACIDO@broward.org]
Sent: Tuesday, February 03, 2015 11:18 PM
To: Eric Brogna
Subject: FW: OCT 911 Operations New Incident Notification *ref#24-316742

Major Brogna,

Can you please review the below incident that was submitted by Central Site Manager, Sue Lowe. I will be adding the tactical dispatcher portion to Central's next meeting agenda; however, I feel the other portion of the complaint should be addressed internally as it relates specifically to Ft. Lauderdale. Once you provide a response, I can forward back to Sue and close out the ticket. If you need any supporting documentation or audio in order to review this complaint please let me know.

Thanks,

Jenna DiPlacido, Regional E911 Communications Manager
Office of Regional Communications & Technology
954-270-3544 (cell)
jdiplacido@broward.org

From: Lowe, Suzanne [mailto:Suzanne_Lowe@sheriff.org]
Sent: Monday, February 02, 2015 11:45 AM
To: Diplacido, Jenna
Subject: RE: OCT 911 Operations New Incident Notification *ref#24-316742

This has been occurring with several Sergeants, particularly in District 3. We have the most frequent issues with Sgt Bucella. I would like to raise the issue of using the tactical dispatcher as well.

From: Diplacido, Jenna [mailto:JDIPLACIDO@broward.org]
Sent: Monday, February 02, 2015 11:43 AM
To: Lowe, Suzanne
Subject: FW: OCT 911 Operations New Incident Notification *ref#24-316742

Sue,

Is this an ongoing issue with different Sgt.'s that would need to be addressed at the regional meeting, or is this an isolated incident that just needs to be addressed with this particular Sgt.?

Thanks,

Jenna DiPlacido, Regional E911 Communications Manager
Office of Regional Communications & Technology
954-270-3544 (cell)
jdiplacido@broward.org

Whiteboard Information

Whiteboard ID:

CI Information

Asset Tag #:

Incident Details

DATE	STAFF	DESCRIPTION	ACTION ID	DURATION
1/30/2015 4:48:57PM	SYSTEMACCOU NT	Opened Call	HD_OPEN	00:00:00
1/30/2015 4:48:58PM	SYSTEMACCOU NT	Call Taken By SYSTEMACCOUNT	HD_TAKEN	00:00:00
1/30/2015 4:48:59PM	SYSTEMACCOU NT	Forwarded To Group OCT 911	HD_FRWD_GROU P	00:00:00
1/30/2015 4:49:00PM	SYSTEMACCOU NT	The Clock has been started	START_CLOCK	00:00:00
2/11/2015 1:34:09PM	JDIPLACIDO	Contacted Customer with Updated Status	_CONTACT CUST UPD	00:03:00
Questions answered by Sue Lowe and forwarded to Major Brogna 2/10/15. JDIPLACIDO 2/11/2015 1:35:57 PM				
2/11/2015 1:37:19PM	JDIPLACIDO	User Defined Status Changed To WAITCUSTOMER	HD_STATUSCHAN GE	00:03:04
2/11/2015 1:37:20PM	JDIPLACIDO	Forwarded To Staff JDIPLACIDO	HD_FRWD_STAFF	00:03:04

Work Orders

Attachments

FILE NAME	URL LINK	FILE SIZE(BYTES)
image001.jpg		6032

BMC SERVICE DESK EXPRESS

Incident: 309044

As of Friday, Feb 13, 2015 10:51

Incident

Page 1 of 7

Client Information		Assign to Information		
Last Name: MIZE	First Name: ANGELA	LMOLITOR	954-882-7786	Ext:
Client ID: AMIZE		LYNN	MOLITOR	
Company ID: BROWARD COUNTY		CTD		
Phone:	Ext:			

Incident Information		
Category: MAPS-COMMONPLACES	MAPS-COMMONPLACES	
Impact ID: OCT911	Opened: 12/22/2014 4:52:45PM	Problem:
Urgency ID: MEDIUM	Priority ID: OCT911MED	Responded Date and Time:
Status: WAITCUSTO MER	Due Date: 1/1/2015 4:52:45PM	Service Name:
First Call Resolution: <input type="checkbox"/>	SLA ID:	

DESCRIPTION: Subject: 911 Operations

From: SMTP:{Angela_Mize@sheriff.org}Angela_Mize@sheriff.org

Message: DATE OF INCIDENT: N/A

INCIDENT NUMBER: N/A

PRIORITY LEVEL: MEDIUM

LOCATION: All PSAPs

REPORTED BY: Training

NAME: Angie Mize

MUNICIPALITY

AGENCY: BSO Regional Communications

EMAIL ADDRESS: angela_mize@sheriff.org<mailto:angela_mize@sheriff.org>

TELEPHONE NUMBER:

INCIDENT DETAILS:

The four Broward County courthouses needs to be programmed in CAD as common named places to reflect INSIDE or OUTSIDE of the facility - as there are two very different DLE responses depending upon whether the need is inside or outside of the building.

All events within the facility must zone for BSO DISTRICT 6 - Courthouse Services. All events outside of the facility must zone for the respective city in which the building lies: ie. FL (Main), Plantation (West-side), Deerfield (North), and Hollywood (South).

Currently, most of the locations provide an internal zone only - for District 6 courthouse services. Only South zones for HW. This is a critical issue as the CAD will zone automatically if the address is used and without this clarification we will run the risk of operators generating a call improperly for service and the associated time delays that will result.

ADDITIONAL COMMENTS:

Angela Mize, ENP, RPL
Regional Communications Assistant Director
Broward Sheriff's Office
(954) 321 - 4496 (office)
(954) 895 - 3259 (cell) - Updated
angela_mize@sheriff.org<mailto:angela_mize@sheriff.org>

[cid:image001.jpg@01D01E07.97681710]

Please note that Florida has a broad public records law, and that all correspondence to me via email may be subject to disclosure.

Note:

LMOLITOR added on Thu, Feb 5 2015 3:48PM:
reviewed with Jenna 2/4/2015

LMOLITOR 2/5/2015 3:48:59 PM

Accounting Fields:

Vendor Quote: 0.00

Invoice Number

Invoice Amount 0.00

Charge Point

BTN None

DI None

Subdi

RESOLUTION: Response provided by Lynn Molitor on December 22, 2014 at 6:10 p.m.

Subject: RE: 911 Operations

From: SMTP:{LMOLITOR@broward.org}LMOLITOR@broward.org

Message: Dear Angie,

We do not have the ability to differentiate between the inside or outside of a building. The address must zone for one agency. I can test a common place solution (courthouse inside and courthouse outside) to see if I can use the same address and place it in different zones. Please be advised that I don't know if this will work and want to reiterate that this will NOT work in OSSI. If this works, it will require the operators to select the appropriate common place.

Sincerely,
Lynn

Lynn Molitor
Office of Regional Communications Technology
115 S Andrews Av, Fort Lauderdale, FL 33301
lmolitor@broward.org
Telephone: (954) 383-8130
www.broward.org

From: Mize, Angela [mailto:Angela_Mize@sheriff.org]
Sent: Monday, December 22, 2014 4:52 PM
To: RegionalCommunications
Cc: Sabin, Antonio; Medvin, Scott; Farmer, Lory; Whitworth, David; Lowe, Suzanne; White, Sheri; Thomas, Tara; Bridwell, Virginia; Elmaadawy, Latasha; DiBernardo, Marysol; Revis, Daniel; Molitor, Lynn; Foley, Maeghan
Subject: 911 Operations

DATE OF INCIDENT: N/A

INCIDENT NUMBER: N/A

PRIORITY LEVEL: MEDIUM

LOCATION: All PSAPs

REPORTED BY: Training

NAME: Angie Mize

MUNICIPALITY

AGENCY: BSO Regional Communications

EMAIL ADDRESS: angela_mize@sheriff.org

TELEPHONE NUMBER:

INCIDENT DETAILS:

The four Broward County courthouses needs to be programmed in CAD as common named places to reflect INSIDE or OUTSIDE of the facility – as there are two very different DLE responses depending upon whether the need is inside or outside of the building.

All events within the facility must zone for BSO DISTRICT 6 – Courthouse Services. All events outside of the facility must zone for the respective city in which the building lies: ie. FL (Main), Plantation (West-side), Deerfield

(North), and Hollywood (South).

Currently, most of the locations provide an internal zone only – for District 6 courthouse services. Only South zones for HW. This is a critical issue as the CAD will zone automatically if the address is used and without this clarification we will run the risk of operators generating a call improperly for service and the associated time delays that will result.

ADDITIONAL COMMENTS:

Angela Mize, ENP, RPL
Regional Communications Assistant Director
Broward Sheriff's Office
(954) 321 - 4496 (office)
(954) 895 - 3259 (cell) - Updated
angela_mize@sheriff.org

Please note that Florida has a broad public records law, and that all correspondence to me via email may be subject to disclosure.

Whiteboard Information

Whiteboard ID:

CI Information

Asset Tag #:

Incident Details

DATE	STAFF	DESCRIPTION	ACTION ID	DURATION
12/22/2014 4:52:45PM	SYSTEMACCOU NT	Opened Call	HD_OPEN	00:00:00
12/22/2014 4:52:46PM	SYSTEMACCOU NT	Call Taken By SYSTEMACCOUNT	HD_TAKEN	00:00:00
12/22/2014 4:52:47PM	SYSTEMACCOU NT	Forwarded To Group OCT 911	HD_FRWD_GROU P	00:00:00
12/22/2014 4:52:48PM	SYSTEMACCOU NT	The Clock has been started	START_CLOCK	00:00:00
12/22/2014 4:53:28PM		Undeliverable: OCT 911 Operations New Incident Notification*ref#24-309044	EMAILIN	00:00:00

From: MicrosoftExchange329e71ec88ae4615bbc36ab6ce41109e@broward.org

Delivery has failed to these recipients or groups:

DHALL@broward.org<mailto:DHALL@broward.org>

The e-mail address you entered couldn't be found. Please check the recipient's e-mail address and try to resend the message. If the problem continues, please contact your helpdesk.

Diagnostic information for administrators:

Generating server: MREXHTCA11.bc.broward.cty

DHALL@broward.org

#550 5.1.1 RESOLVER.ADR.RecipNotFound; not found ##

Original message headers:

Received: from mxrmail.broward.org (10.1.23.10) by mrexhtca11.bc.broward.cty (10.10.40.76) with Microsoft SMTP Server id 14.3.169.1; Mon, 22 Dec 2014 16:53:08 -0500

Received: from 1vbcse10.bc.broward.cty ([10.10.21.52]) by unit8.co.broward.fl.us with ESMTP; 22 Dec 2014 16:53:08 -0500

Received: from mail pickup service by 1VBCSDE10.bc.broward.cty with Microsoft SMTPSVC; Mon, 22 Dec 2014 16:53:08 -0500

MIME-Version: 1.0

From: <selfhelp@broward.org>

To: <DHALL@broward.org>

Reply-To: selfhelp@broward.org

Date: Mon, 22 Dec 2014 16:53:07 -0500

Subject: OCT 911 Operations New Incident Notification *ref#24-309044

Content-Type: text/html; charset="utf-8"

Content-Transfer-Encoding: base64

Message-ID: <1VBCSDE10RLVbNDN4Cx0000bfee@1VBCSDE10.bc.broward.cty>

X-OriginalArrivalTime: 22 Dec 2014 21:53:08.0005 (UTC) FILETIME=[ABE77D50:01D01E31]

Return-Path: selfhelp@broward.org

12/22/2014 4:53:28PM

Automatic reply: OCT 911 Operations New
Incident Notification*ref#24-309044

EMAILIN

00:00:00

 From: MAJONES@broward.org

Out of Office Alert:

I will be out of the office from 12/22/14 to 1/2/15, returning 1/5/15. If this is an urgent matter, please contact Brett Bayag at BBAYAG@broward.org. Otherwise, I will reply upon my return.

12/23/2014 8:09:25AM

SMEDVIN

Forwarded To Staff LMOLITOR

HD_FRWD_STAFF

00:00:07



12/23/2014 8:09:26AM

SMEDVIN

Urgency has been changed

URGENCY_CHAN
GE

00:00:00



12/23/2014 8:09:36AM

Sent Email To LMOLITOR

EMAIL_SENT

00:00:00



1/5/2015 10:42:43AM

LMOLITOR

Subject Changed To
MAPS-COMMONPLACES

HD_SUBJ_CHANG
E

00:01:19



1/5/2015 10:42:44AM

LMOLITOR

The Clock has been stopped

STOP_CLOCK

00:00:00



1/5/2015 10:42:51AM

LMOLITOR

User Defined Status Changed To
WAITCUSTOMER

HD_STATUSCHAN
GE

00:00:07



1/5/2015 10:42:52AM

LMOLITOR

The Clock has been started

START_CLOCK

00:00:07



Work Orders

Attachments

FILE NAME	URL LINK	FILE SIZE(BYTES)
image001.jpg		6032
OCT 911 Operations N.eml		4352
unknown.log		286



E911 Regional Consolidated Communications

Change Approval

1. General Information	
Nature of Change:	
Participating Municipality Requesting Change:	
• What agency is the primary proponent of this Change?	
• Who, within that agency, is the Project Sponsor? (Note: This person must be a decision-maker with the authority to commit department resources.)	
• Agency Lead:	

2. Stakeholders				
	Name	Department	Telephone	E-mail
BC ORCAT	Rick Carpani	BCORCAT	954-357-8570	rcarpani@broward.org
BC ORCAT Operations	Tony Sabin	BCORCAT	954-357-7312	asabin@broward.org
BC ORCAT Agency Lead (Applications):	Daniel Revis	BCORCAT	954-410-2665	drevis@broward.org
BC ORCAT Agency Lead (Radio):	José M. De Zayas	BCORCAT	954-357-8012	jdezayas@broward.org
BC ORCAT Agency Lead (911):	Brett Bayag	BCORCAT	954-594-7774	bbayag@broward.org
Communications Manager-South	Scott Whitworth	BCORCAT		
Communications Manager-Central	Jenna DiPlacido	BCORCAT		
Communications Manager-North	Drew Smous	BCORCAT		
Consolidated Dispatch Operator	Liza Zarrazinski	BSO	954-321-4300 561-602-5554	Lisa_Zarrazinski@Sheriff.Org



E911 Regional Consolidated Communications

3. Change Description

Change Description / Justification

- Describe reason for change
- Describe Operations Justification.

Description/Intentions

XX

Summary

XX

Deliverables

1.

4. Sign off

	Name	Title	Signature	Date (MM/DD/YYYY)
BC ORCAT	Daniel Revis	Applications Manager		
BC ORCAT	José M. De Zayas	Radio Manager		
BC OCT	Brett Bayag	911 Manager		
Consolidated Dispatch Operator	Liza Zerrazinski	BSO		



E911 Regional Consolidated Communications

Submitting Agency Lead				
Submitting Agency Police Chief				
Submitting Agency Fire Chief				

5. Approval				
	Name	Title	Signature	Date (MM/DD/YYYY)
ORCAT-Director	Rick Carpani	Director		
ORCAT-Operations	Tony Sabin	E-911 Administrator		
Police Chiefs Association				
Fire Chief Association				

6. List of Addenda	
List all files supplemental to this Change here.	
Document Name	Filename and Location
CMR #12345	
Room Layout	
SOP #	



E911 Regional Consolidated Communications

7. Notes / Comments