



Office of Communications Technology

March 26, 2015

South Consolidated Dispatch Center Fire Rescue Operational Review Team Meeting Minutes

Broward County Staff in Attendance:

Scott Whitworth Regional E911 Communications Manager
Drew Smous Regional E911 Communications Manager
Lory Farmer Administrative Aide

Broward Sheriff's Office Staff in Attendance:

Sheri White Site Manager, South Consolidated Dispatch Center

A South Consolidated Dispatch Center Fire Rescue Operational Review Team Meeting was held on Thursday, March 26, 2015, at the Emergency Operations Center, Room 332-A, 201 NW 84 Avenue, Plantation, Florida.

Scott Whitworth called the meeting to order at 10:51 a.m.

Mr. Whitworth noted his efforts to keep up with incident ticket submissions. It is important for agency representatives to remember to review ticket responses and provide an answer as to whether the ticket can be closed. He referred to the agenda, and pointed out that the current BSO (Broward Sheriff's Office) policies and procedures were distributed to all ORT (Operational Review Team) members for review. A copy of the agenda is attached hereto and made a part hereof these minutes. The objective is to utilize regional best practices. Agency representatives can post proposed policy changes on the regional portal. Drew Smous indicated that there are some differences in expectations regarding BSO's current policies. As subject matter experts, the desire is to have ORT members drive the first revision of these policies. Proposed policy changes will first be brought forward at all ORT meetings, then to, either, the Fire Chiefs' Association of Broward County (FCABC) or the Broward County Chiefs of Police Association (BCCPA) for final approval. The regional portal will contain information as to which agency representative submitted a policy change, as well as prioritization of policy changes. Being that the regional portal is not yet established, Chief Jorge Hernandez of Pembroke Pines Fire Rescue asked how he could submit a policy change today. Mr. Smous replied that he just created a form for a regional policy change request; he offered to have it forwarded to Chief Hernandez. Chief Hernandez asked if there is a current policy on dispatchers calling the station back after tones are set off; he did not believe there is a current policy stating that dispatchers should call the station (back) at the one minute mark. When the DS timer goes off at the two-minute mark, it will prompt dispatchers to call the station, but two minutes is a lengthy period of time. Mr. Whitworth pointed out that, in addition to policy revisions, ORT members can also submit proposed new policies. He recalled Pembroke Pines Fire Rescue's (pre-consolidated dispatch) policy that, if within 10 seconds a field unit did not acknowledge the call, the dispatcher had to follow a protocol. Mr. Smous suggested

Chief Hernandez discuss the policy matter with Chief Chester Bolton of Pompano Beach Fire Rescue as Chief Bolton had also expressed concern about a tone alert issue. Discussion ensued. Chief Rodolfo Jurado of Hollywood Fire Rescue recalled his agency's (pre-consolidated dispatch) policy on tone alerts was the dispatcher had to re-tone the station if a field unit did not acknowledge within 30 seconds. Sheri White indicated that there is a policy on this matter, but it does not include a timeframe (to re-tone). Mr. Whitworth said a policy revision can be executed, and made available for ORT members to review. Chief Jurado asked if law enforcement and fire rescue policy matters are being addressed separately. Mr. Whitworth said these are regional communications policies. The process must involve agreement that policies will work for all participating agencies. Some policies will only relate to, either, law enforcement or fire rescue, but each one is a regional communications policy. In further response, he indicated that all policy changes will be posted on the regional portal and require approval of ORT members.

With regard to open water rescue, Mr. Whitworth said BSO staff suggested (coastal) cities meet with ORCAT (Office of Regional Communications and Technology) staff to have beach zones entered into CAD (Computer Aided Dispatch) so an automatic message is displayed to notify ocean rescue. He asked Chief Jurado if any fire rescue representatives from Fort Lauderdale or Hallandale Beach had contacted him about this matter. Chief Jurado replied that he had not spoken to any Hallandale representatives. There has been talk about setting a meeting that includes representatives from his agency and Fort Lauderdale FR, but a meeting has not yet occurred. He said he would contact Chief Timothy Heiser of Fort Lauderdale FR. He added that Hollywood's zones were broken up for dispatchers prior to consolidation. He said he would keep Mr. Whitworth advised of any progress with open water rescue protocol development. Mr. Whitworth stressed the importance of this project moving forward.

Mr. Whitworth went on to note that, currently, there are no open status Priority 1 incidents to review for agencies at this meeting. He noted that BSO staff takes measures such as training, counseling, and/or discipline to deal with any operators who make repeated errors. With regard to data review, he indicated that ORCAT created a QI (Quality Improvement) team which includes staff members from ORCAT, BSO, and FOPE (National Federation of Public and Private Employees); QI will be an ongoing process. Mr. Smous added that the QI process reviews incident tickets and identifies commonalities; countermeasures are developed to address the issues. He reviewed slides depicting countermeasures. A copy of the slides is attached hereto and made a part hereof these minutes. He encouraged meeting attendees to continue submitting incident tickets as they drive the QI process.

As for participating agency policy issues, Mr. Whitworth recalled that Pembroke Pines FR had some run card issues that were since resolved. Chief Jurado indicated that Hollywood FR has identified run card issues that must be addressed. Hollywood FR finalized its run cards so that Lynn Molitor of ORCAT could execute a test phase. But it is necessary to confirm Hollywood FR's placement with Dania Beach in terms of automatic aid. He expressed concern that he had previously requested the run cards several times, but was just recently told to submit the request through Self Help (selfhelp@broward.org). Mr. Smous stressed that there must be a formalized process for run cards; run cards should be reviewed periodically. Mr. Whitworth agreed. He noted that ORCAT's CAD team is often bombarded with Self Help tickets; possibly additional staffing is needed. Chief Jurado stated that, prior to consolidation, his agency did not have any run card issues. At this time, it is necessary to review the run cards in order to know what corrections are needed. Mr. Whitworth asked Chief Jurado to advise exactly what is needed so he could make arrangements. Chief Hernandez stated that he did not obtain run cards for his agency from ORCAT staff; rather, he reviewed his agency's policies and submitted a list of necessary changes to Ms. Molitor. Mr. Whitworth asked Chief Jurado if he has a list of desired (run card) changes.

Chief Jurado explained that he has a list of the desired changes, and that he had obtained a list depicting the information currently programmed in CAD. Ms. White noted that Chief Jurado must view Dania Beach's run cards. Chief Jurado said the automatic aid agreement states that any changes must be brought forward to the County. He clarified that he wants to review the run cards for Stations 1 and 93/17. Mr. Whitworth noted that fire rescue for Dania Beach is now handled by BSO's Department of Fire Rescue. Chief Jurado agreed, but clarified that Hollywood FR's automatic aid agreement is with the City of Dania Beach. Mr. Whitworth said he would endeavor to obtain what is needed by Chief Jurado as quickly as possible. Chief Jurado asked if Ms. Molitor is the only individual to be contacted (about the run card issue). Mr. Whitworth replied that he thought Sandra Frederick of ORCAT can also provide the information.

Mr. Whitworth asked if there were any other participating agency policy issues to be raised. Chief Jurado indicated that his agency had a difficult time passing ISO (Insurance Services Office) due to the timeframes of their unit's responses to working fire incidents. His agency has been obtaining the CAD reports to get dispatch's timestamps. The timestamps are being compared to the audio record and it appears a lot of sensitive information is missing from the CAD reports – for example, arrival of units on working structure fires and setting up command units en route. The type of CAD report his agency pulled is called a Hummingbird Report. Mr. Whitworth explained to Chief Jurado that the information he needs is typically in CAD, but the information he is pulling was not issued from ORCAT. CAD drops down to a universal data terminal from which Chief Jurado's IT representatives extract the data. But the report places the data in certain "buckets;" the bucket has to exist in order for the information to populate it. Mr. Smous indicated that the data is there; the IT representative must re-work it. Mr. Whitworth asked Chief Jurado if he had spoken to any IT representatives at his agency. Chief Jurado said he had not because, whether the report is Fire RMS (Records Management System) or CAD, it does not show his agency's units en route. Mr. Whitworth replied that he did not know how that is possible. Ms. White noted Engine 31 shows en route but is not in Fire RMS; the audiotapes reveal an en route time. She and Mr. Whitworth agreed the example she provided is due to a dispatch error. Mr. Whitworth asked if the data is missing on all reports pulled. Chief Jurado said he is endeavoring to identify the issue; Fire RMS is showing critical delays. Mr. Whitworth noted that any dispatcher errors should be reported via an incident ticket. Further, any issues with his agency's CAD reports must be communicated to ORCAT staff. Mr. Smous pointed out that, if the desired information exists on one report but not all, then it is not a reporting issue. Discussion ensued. Mr. Whitworth reiterated the importance of reporting this matter.

Mr. Whitworth asked if there were any other participating agency policy issues to be raised. Chief Hernandez asked if dispatchers have the authority to divert a closer unit. Ms. White advised that it would require a unit battalion chief. Chief Hernandez asked if a policy exists on this matter. He elaborated upon an incident where two units were sent to an assignment and a closer unit cleared the hospital. But the closer unit was not sent; rather, the unit farthest away was sent. It is just a matter of dispatch assigning a different unit. Mr. Whitworth asked him what information serves as the basis that the dispatcher knew the unit was closer. Chief Hernandez explained that he had visited Ms. White and Virginia Bridwell of BSO to review (dispatch) procedures and ensure the proper protocol was being followed. He said he listens to his work radio all throughout the day, and, if he hears any such incidents, he contacts consolidated dispatch site management and pulls call logs. Mr. Whitworth asked what process dispatchers follow in order to know where units are currently located. Ms. White explained that dispatchers should know locations of the hospitals. The dispatcher would not instinctively know to cancel the dispatched units that were farther away and assign the (closer) unit that just became available, unless direction was provided by a battalion chief. Mr. Whitworth asked if there is a policy on this matter. Ms. White answered in the affirmative. Chief Hernandez pointed out that all of his field personnel are advised to handle calls

as soon as they are heard. However, sometimes field personnel do not hear the calls when inside a hospital. Mr. Whitworth thought, in the incident brought up by Chief Hernandez, the dispatcher would have raised the battalion chief. In the event the dispatcher is unable to raise the battalion chief, there should be another step. Discussion ensued. Chief Jurado noted that his agency's lieutenants would tell the dispatcher they are clearing the hospital, are the closest unit, and will handle the call. The battalion chief is not involved. Chief Hernandez said that process only works when field personnel are aware of the call. Mr. Whitworth elaborated upon the closest unit (pre-consolidation) procedure followed by Pembroke Pines FR. The goal is to ensure the closest unit is sent to any given call. There is a responsibility to the dispatcher, battalion chief, and field personnel to fulfill the basic duty of providing help to the public. We need to ensure the information is provided to field personnel. Further discussion ensued. Mr. Whitworth indicated that he and Ms. White would review the policy on this matter and determine whether revisions are needed.

With regard to the agenda item about looking at implementing an INFO channel dispatcher at all consolidated dispatch centers, Mr. Whitworth thought the push-to-talks on the INFO channel at the North Consolidated Dispatch Center (North) should be examined before a recommendation is made. Further, field personnel must be aware of how to utilize INFO channels. He indicated that Ms. White would place in writing how the INFO channel should be used for any future discussions on this matter. Ms. White pointed out that an INFO channel dispatcher at each dispatch center would allow for that dispatcher to disseminate specialized information specific to that site. Mr. Whitworth asked if TAC dispatchers who are not busy could handle some of the INFO traffic at the South Consolidated Dispatch Center (South). Ms. White answered in the affirmative. Mr. Whitworth said he would have no objection to the TAC positions at the South and Central Consolidated Dispatch Centers handling INFO channel when they not busy; when they are busy, field personnel would utilize the INFO dispatcher at North. Mr. Whitworth believed this topic had been raised at the previous North ORT meeting within the context of concern about high radio traffic. He said he would look at the number of calls for service and push-to-talks on the INFO channel at North as more information is needed before further discussion. There was no objection.

Mr. Whitworth referenced the support contacts document, a copy of which is attached hereto and made a part hereof these minutes. He noted that it was suggested at the previous Central ORT meeting that regional law enforcement and fire rescue ORT meetings be held. There was no objection.

There being no further matters to address, the meeting adjourned at 12:14 p.m.



Agenda

South FR Operational Review Team Meeting
Emergency Operations Center
201 NW 84 Avenue, Plantation
Room 332-A

Date: Thursday, March 26, 2015
Time: 10:45 AM

- I. Call to Order
- II. Old Business
 - a. BSO's policies and procedures distributed to all agencies – Please review and advise of any desired revisions or alert field personnel of procedures (Follow-Up)
 - b. Open water/ocean rescue – BSO suggests oceanside cities meet with ORCAT to have beach zones entered in CAD so automatic message is displayed to notify ocean rescue (Follow-Up)
- III. Open Status Priority 1 Incident Review
- IV. Incident Disposition Review
- V. Data Review
 - a. Countermeasures
- VI. Participating Agency Policy Issues
- VII. Operator Policy Issues

VIII. New Business

- a. Look at having support INFO channel dispatcher at all centers, currently only at North; Also, look at whether non-incident-based radio traffic should be sent to INFO channel (raised at 3/17/15 Central FR ORT meeting)
- b. Selfhelp vs. regionalcommunications issues matrix
- c. Hold combined center PD & FR ORT meetings twice per year (suggested at 3/17/15 Central FR ORT meeting)

IX. Adjourn

Counter Measures – Follow Policy

C&E Category	Service Failure	Potential Causes of Failure	Counter Measures	Assigned To:	Projected Completion Date
Follow Policy	Dispatcher did not complete unit status checks	Training of employees	Time check procedures sent to sites in Information Tips and Guidelines memos and read at roll calls	Angela Mize	22-Aug-2014 29-Aug-2014 26-Nov-2014
			Individual counseling of employees not completing time checks was done by BSO Quality Assurance Team	Angela Mize	31-Jan-2015
			Ensure Dispatcher training material for time checks contains Regional approved policy language.	Angela Mize	1-May-2015
			Ensure time checks are emphasized in BSO's Adore system for new employee certification	Angela Mize	1-Apr-2015
		Policy not defined properly	Get time check policy approved by Regional partners	Jenna Diplacido	1-May-2015
		Regional partners and Communication centers have differing time check criteria	Implement change control process to ensure no changes are made without proper notification	ORT	1-Feb-2015
		Hollywood went into an arrival status AR on traffic stops	CMR changed Hollywood configurations in CAD	Lynn Molitor	11-Mar-2015
		CAD terminal issue	Ensure time check settings on all the new CAD terminals are the same when they are installed.	Dan Revis	1-Apr-2015

Counter Measures – Information Gathering

C&E Category	Service Failure	Potential Causes of Failure	Counter Measures	Assigned To:	Projected Completion Date	
Information Gathering	Didn't ask for city	Training of employees	Information Tips and Guidelines memos including information to verify city sent to all site and read at roll calls	Angela Mize	22-Aug-2014 26-Nov-2014	
			Individual counseling of employees not verifying the city was performed by BSO Quality Assurance Team	Angela Mize	31-Jan-2015	
			Ensure Call Taker training material has focus on city verification and effective usage of CAD mapping.	Angela Mize	1-Apr-2015	
			Ensure address verification is emphasized in BSO's Adore system for new employee certification.	Angela Mize	1-Apr-2015	
			Develop training program for proper usage of CAD mapping and ALI information for address verification.	Angela Mize	1-May-2015	
			Provide training to staff on interrogation workflows, using CAD and ALI information and address verification.	Angela Mize	1-Jun-2015	
	Didn't get event details from caller Didn't get FR details for signal	Well defined policy and procedures	Well defined policy and procedures	Define and document address validation workflow portion of Caller interrogation process.	QI Team	15-Apr-2015
				Define and document the caller interrogation decision diagram	QI Team	1-May-2015
		Training of employees	Training of employees	Write Regional Policy for caller interrogation and get approved	Jenna Diplacido	1-Jun-2015
				Develop training program from approved caller interrogation Regional Policy Train staff on new caller interrogation policy	Angela Mize	1-Jun-2015

Counter Measures – Information Dissemination

C&E Category	Service Failure	Potential Causes of Failure	Counter Measures	Assigned To:	Projected Completion Date
Information Dissemination	Failed to read safety flags	Well defined policy ensuring only the most relevant safety flags are in the system	Write Regional policy defining information to be provided in safety flags	Jenna Diplacido	1-Jun-2015
		Safety Flags contain old information causing pertinent info to be overlooked by Dispatchers	Have Regional partners review and correct the safety flags for their municipalities	Dan Revis	15-Jul-2015
		Training of employees	Trending Patterns memo including instructions for operators to verbalize all CAD flags was sent out to read at roll calls	Angela Mize	26-Nov-2014
			Ensure Dispatcher training material has focus on reading safety flags	Angela Mize	15-Apr-2015
			Ensure the reading of the safety flags is emphasized in BSO's Adore system for new employee certification	Angela Mize	15-Apr-2015
	Not relaying pertinent information	Training of employees	Ensure Dispatcher training material has focus on reading updates from Call Taker	Angela Mize	15-Apr-2015
			Ensure there is a focus on relaying updates from the Call Taker to the field in BSO's Adore system for new employees	Angela Mize	15-Apr-2015

Systemic Measures

The results of the QI team's single case boring of the tickets generated in October thru December, brought to light the need to implement measures on a broader scale. Many of the root causes lead to actions to standardize processes and training. To address these concerns on a broader scale, the team initiated the following projects.

Process Reengineering and Mapping – Conduct process mapping sessions to write thorough policies and training material.



Regional Policy – Initiate a project to build clear, concise regional policies to level set expectations between Cities, Comm center operators and Management. Policies will be written by priority determined by the impact and frequency of tickets.

Training – Build a well defined training program for new employees, retraining of current employees and counseling of individual employees in alignment with a well defined regional policy.

Change Control – Manage the System and Policy change control process already implemented to ensure a monitored and consistent rate of change.

Office of Regional Communications and Technology ▶ Support Contacts All Items

Systems / Examples	Email	Email Subject	Phone	Company / Group	Notes - System Description
Aqua	selfhelp@broward.org	Forward to OCT	Priority dispatch number	OCT Applications	ORCAT provide BSO with access to do QA. If they have a problem with AQUA they can call Priority Dispatch
CAD Software - Enhancements/Changes	regionalcommunications@broward.org	911 Operations		OCT Applications	
CAD Software - Issues	selfhelp@broward.org	Forward to OCT	954.357.8686		
CAD Terminal - Hardware (Dell PCs)	Dispatch@evolvtec.com		866.299.3246	EvolvTec	4) You can open the service request directly through our Web Portal www.alert.blmnow.com/alert you will need your login and password to open a service request or you can monitor the status of the call, as well. User ID: BROWARDCAD Password: service2014
CAD Terminal - Hardware (HP PCs)			954-791-8040	Control Communications	
Call Taker / Dispatcher (Call Center issues)	regionalcommunications@broward.org	911 Operations		OCT Operations	Municipalities / Operator Managers
Closest Unit Response MDTs - Panasonic Toughbooks			954.791.8040	Control Communications	SLA: 30mins response / 2 hours arrival / 4 hours resolution
Consoles (Physical Desk)	regionalcommunications@broward.org	911 Operations		OCT Operations	North (Office Elements 954.782.1855 marc@oefurniture.com)
Facility Issues	regionalcommunications@broward.org	911 Operations		OCT Operations	
FINS/ Motobridge	Call in to Motorola		800.323.9950-validate	Motorola	Florida Interoperability Network System; Provides connectivity to multiple incompatible radio systems
FireRMS	selfhelp@broward.org	Forward to OCT	954.357.8686	ORCAT Applications	Fire Records Management System delivered via Citrix XenApp
First Look Pro	selfhelp@broward.org	Forward to OCT	954.357.8686	ORCAT Applications	Fire Pre Planning Application used by first responders in every Regional participating FR agency
GoldElite - Software	Call in		800.323.9949	Motorola	
HipLink (Paging/Messaging System)	selfhelp@broward.org	Forward to OCT	954.357.8686	OCT Applications	Viper (Group in Hiplink)
Language Line	http://www.language-line.com/page/voc			Language Line	Translation services for 911 callers
MARS Phone - Ckt # 80PLXX502024 with multiple drops	selfhelp@broward.org	Forward to OCT		ORCT - Radio	Mutual Aid Response System; Telephone at the FR Comm Centers used to contact other Mutual Aid participants.
Open Query	selfhelp@broward.org	Forward to OCT	954.357.8686	OCT Applications	FCIC/NCIC query ability through the Printrak CAD system
Paramount PCs	bso_helpdesk@sheriff.org		954.831.8301	BSO Helpdesk	BSO Informant -> Contact the Helpdesk
Power911, Intrado, Viper, Positron	ICHSupport@intrado.com		800.361.2596	Intrado	Positron Help Desk (ICHSupport@intrado.com)
ProQA	selfhelp@broward.org	Forward to OCT	954.357.8686	OCT Applications	Software to read EMD questions
Radio - EID Changes	selfhelp@broward.org	Forward to OCT		OCT Apps & OCT Radio	
Radios - At Dispatch	Call in		800.323.9949	Motorola	Radio at the console
Uni page (RF Pager)	Michael_Kane@sheriff.org		954.831.8200 (M) 954.547.8715	Michael Kane	D.O.'s and some Fire Rescue units
VoIP phones at Consoles (ETS phones)	selfhelp@broward.org	Cisco VoIP Phone	954.357.8600	Broward County ETS	The phones at the Call Center consoles are maintained by the County.

VPI Voice Recording System	Call in	N/A	954.267.9199 1.800.722.3472	Replay Systems	Voice recording system
Wireless Trace -AT&T			1.800.635.6840 option 4	AT&T Wireless/National Subpoena Compliance Center	9-1-1 EMERGENCY TRACE NUMBERS to Report Problems with Wireless 9-1-1 calls
Wireless Trace- Sprint			1.866.398.3284	Sprint/ Corporate Security	9-1-1 EMERGENCY TRACE NUMBERS to Report Problems with Wireless 9-1-1 calls
Wireless Trace- T-Mobile			1.973.292.8911	T-Mobile/Law Enforcement Relations	9-1-1 EMERGENCY TRACE NUMBERS to Report Problems with Wireless 9-1-1 calls
Wireless Trace- Verizon			1.800.451.5242 option 4	Verizon	9-1-1 EMERGENCY TRACE NUMBERS to Report Problems with Wireless 9-1-1 calls
Wireless Trace-Metro PCS			1.800.571.1265	Metro PCS/Subpoena and Court Order Compliance	9-1-1 EMERGENCY TRACE NUMBERS to Report Problems with Wireless 9-1-1 calls
Zetron (at Dispatch)	Call in to Motorola		800.323.9950	Motorola	Fire only. Hardware that sets off the tone alerts at fire stations. Motorola will route to Jose Dezayas is radio box has to be rebooted. New unit needs to be added. Some are radio frequency and some are connected by a circuit. CAD feeds Ztron call data.
 Zetron (at Stations) - BSO only 	selfhelp@broward.org	ORCAT Radio Shop	954-357-8442	ORCAT / Radio Shop	Tones and/or audio not working at BSO Fire Stations

Add new item