BERTHA W. HENRY, County Administrator

115 S. Andrews Avenue, Room 409 • Fort Lauderdale, Florida 33301 • 954-357-7362 • FAX 954-357-7360

July 30, 2018

Chief Gualtieri and Members of the Governor's MSDHS Public Safety Commission
c/o Jennifer Miller
Senior Management Analyst Supervisor
Florida Department of Law Enforcement
2331 Phillips Road
Tallahassee, Florida 32308
rgualtieri@pcsonet.com
JenniferMiller2@fdle.state.fl.us

Chief Gualtieri and Esteemed Board,

As a follow-up to my letter dated July 23, 2018, I am providing responses to the comments (Exhibit 1) submitted by the Coral Springs' Police Department to the MSDHS Public Safety Commission. As you can see, much of the concerns are, or can be addressed. We have extended an invitation to the City to spend a few days in the Regional center to observe the operation and review policies, procedures, and practices.

To date, several meetings have occurred between County and City representatives prior and subsequent to the Safety Commission's meeting of July 13, 2018. Most notably the County met with the City on July 19, 2018, without the benefit of being provided the concerns the City referenced at the Safety Commission meeting. To facilitate a dialogue, the County provided the City with an outline of requirements for an independent PSAP participating in the County Regional System, which served as the focus of the meeting. Hopeful that headway had been made, the City Manager and I talked about the possibility of sending a joint response. Unfortunately, the Police Chief had already sent the comments you received. City Manager Goodrum and I have agreed to meet jointly with our staffs to determine if there are material impediments on either side. We will advise accordingly.

Eliminating call transfers and creating efficiencies, while being sensitive to the needs of each City to the extent possible, is a County goal. Ultimately, the decision to the join the regional system resides with a City. Until all cities become participants, the County will continue to advocate for operational training and exercises across jurisdictions; policies and procedures such as regional fleet maps, and deployment of the National Incident Management System (NIMS) command structure as a means of mitigating problems in the future.

Sincerely,
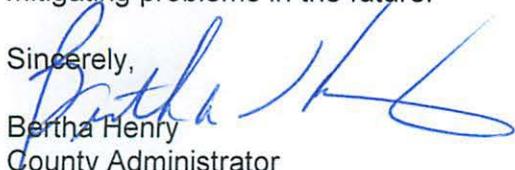
Bertha Henry
County Administrator

Attachment

cc: Michael Goodrum, City Manager, Coral Springs
       Alphonso Jefferson, Assistant County Administrator
       Tracy Jackson, Director, Regional Emergency Services and Communications

Broward County Board of County Commissioners
Mark D. Bogen • Beam Furr • Steve Geller • Dale V.C. Holness • Chip LaMarca • Nan H. Rich • Tim Ryan • Barbara Sharief • Michael Udine
www.broward.org

Page 1 of 1

Exhibit 1

RESPONSE MATRIX ON CORAL SPRINGS MIGRATING TO THE COUNTY'S REGIONAL CAD SYSTEM

Bullet Item	Coral Springs' Concerns/Questions	Response from County
1	The City has concerns about the County's CAD performance and reliability due to frequent outages - we are aware of at least eight over the past 15 months. A thorough analysis, including the frequency, length and causes of CAD outages needs to be reviewed by the City's Information Technology staff and Communications Administrator.	While not sure of the eight occurrences referenced; for transparency, each time the system is offline (planned or unplanned), notifications are sent to stakeholders, and where appropriate, a root cause analysis is provided. This information is readily and publicly available. We are always open to discuss the benefits and merits of the City joining the County CAD system, and to address any concerns.
2	The City respectfully requests to examine the contingency plan Broward County ORCAT has in place for scheduled and unexpected outages of the Regional CAD system. Coral Springs currently has redundancy systems in place.	The County welcomes hosting the City's examination of the County's business continuity and contingency plans. For comparison purposes, Broward County would like to examine the referenced levels of redundancy Coral Springs has in place for their facility, CAD System, and network.
3	The City currently dispatches priority one calls in this manner - as soon as the address and nature code (signal) is entered, the call is routed to the appropriate dispatcher(s) for immediate dispatch of emergency personnel. The City believes this performance standard provides the best level of service to our residents. The City requests the County's CAD be configured to allow this performance standard to continue.	As discussed in the July 19th meeting, Broward County uses the same Quick-in/Quick-out or Time=Life dispatching approach as Coral Springs. The CAD system has, and will continue to have the capability to support the immediate dispatch of emergency personnel for priority one calls.
4	The Regional Public Safety Answering Points (PSAP) are in the process of adopting the National Academies of Emergency Dispatch (NAEMD) and Emergency Police Dispatch (EPD)/Emergency Fire Dispatch (EFD) protocols. These protocols limit the call-takers ability to apply critical thinking in determining when to route priority one calls to dispatchers, thereby slowing down public safety response. The City recognizes that adopting the EPD/EFD	As discussed in the July 19th meeting, the intent is to provide call takers with tools and training for structured call interrogation and processing. The protocols and certifications established by the International Academies of Emergency Dispatch (IAED) are considered best practice. The County wants to understand how the City reached the

Exhibit 1

RESPONSE MATRIX ON CORAL SPRINGS MIGRATING TO THE COUNTY'S REGIONAL CAD SYSTEM

Bullet Item	Coral Springs' Concerns/Questions	Response from County
	standards does not best serve our residents. The City would require continued use of our established dispatch protocols.	conclusion that such protocols (EFD and EPD) limits the call-taker's ability to apply critical thinking and how it slows down public safety response if the Quick-in/Quick-out, Time=Life approach is maintained on initial dispatch.
5	The City's Emergency Medical Dispatch (EMD) adheres to the standards defined by the Association of Public-Safety Communications Officials (APCO). Using APCO's adaptive EMO standards, deemed most appropriate and best by the City's Medical Director, provides the highest level of service to our residents. The City believes that the County and City can both utilize their existing EMD protocols by the City remaining a non-regional center, while still providing interoperability through the CAD system.	County agrees that if the City joins as a non-regional PSAP, they can retain their preferred APCO protocols. However, until and unless an objective comparison of the two standards is done, it is debatable regarding which standard offers the best solution.. This was also discussed in the meeting on July 19th.
6	The County previously advised that the City would not be granted operating, configuration, customization, and system administration rights to program CAD should we regionalize. This adversely affects our Communications efficiency and diminishes the level of service our City provides to its residents.	As discussed in the July 19th meeting; Broward County maintains responsibility for security, system administration and global configuration of the Regional Public Safety Communications infrastructure. Broward County's Computer Aided Dispatch system is a shared regional resource utilized by 29 out of 31 municipalities. There are aspects of the Broward CAD system that are global in nature and aspects that are agency centric. The County chairs a CAD Governance Board that meets quarterly (or more frequently if necessary) to address global aspects of the system the agencies wish to change. Defining agency specific items is the responsibility of the agencies, allowing for agency customization once agency specific items are defined by the an agency, County staff programs the agency specific requirements into the Regional CAD system.

Exhibit 1

RESPONSE MATRIX ON CORAL SPRINGS MIGRATING TO THE COUNTY'S REGIONAL CAD SYSTEM

Bullet Item	Coral Springs' Concerns/Questions	Response from County
7	The City currently utilizes standard law enforcement ten codes and signals; however, we are able to customize signals in our CAD to provide analysis and measure performance. Adopting the County's coding system would require retraining of public safety personnel and limit our analytics. As an independent PSAP, there is minimal impact on the County's CAD by allowing signal customization, while still providing interoperability.	As discussed in the July 19th meeting, Regional standardized CAD signal types for Law Enforcement and Fire Rescue were desired by the Broward County Fire/Police Chief's Associations. The intent was to improve interoperability and logical correlation of calls for service between disciplines (Fire/EMS and Law), as some incidents require a multi-agency and multi-discipline responses. New incident types (signals) can be included in the County's Regional CAD system if approved through the Regional CAD Governance Board.
8	The City's CAD has custom defined "run cards," which automatically determine the number of public safety personnel dispatched based on a calls priority. All County CAD "run card" deviations must be authorized by Broward County ORCAT, with concurrence from its governance boards. As an independent PSAP, there is minimal impact on the County's CAD by allowing "run card" customization, while still providing interoperability.	As discussed in the July 19th meeting, the Sheriff and municipal agencies have custom defined fire rescue and law enforcement run cards and incident responses programmed in the County's CAD. These parameters are customized by each agency to best serve their operational needs. A provisioning workbook to populate run cards or incident response changes is provided to each agency for that determination. County staff is available to assist agencies with this process to ensure the values selected by the agency align with their operational requirements.
9	The City's CAD has the ability to automatically generate and route law enforcement and fire rescue calls simultaneously, when both services are required. Does the County's CAD contain this functionality or does it have to	Yes, the County's CAD system has the ability to auto-associate law enforcement and fire rescue incidents and concurrently update information in both calls. In

Exhibit 1

RESPONSE MATRIX ON CORAL SPRINGS MIGRATING TO THE COUNTY'S REGIONAL CAD SYSTEM

Bullet Item	Coral Springs' Concerns/Questions	Response from County
	be performed manually? Additionally, the City's CAD has the ability to concurrently update vehicle, suspect, and caller fields in both calls. Does the County's CAD have the same level of call updating functionality?	all meetings with Coral Springs, the County encourages the City to spend time in the Regional Centers and with users using the County's CAD system to observe the capabilities firsthand.
10	Our current CAD stores a variety of hazards pertaining to people, places and vehicles. In addition, our Special Needs Database, located in CAD, flags the homes of more than 500 City residents with cognitive delays. During testimony, it was learned that the County's CAD is limited in its ability to provide premise hazards only. As an independent PSAP, our ability to enter our own hazards would have minimal impact on the County's CAD, while still providing interoperability.	The County's CAD system provides for the following premise types, with each having its own database: AED, Gate Code, Medical Alert, Officer Safety, Premise Hazard, and Trespass Program. Special needs residents are included in the 'medical alert' database. If there is a need for an additional premise type, such as 'Special Needs', a request will go to CAD Governance for approval and implementation in the CAD system.
11	Data integrity is tantamount to effective location files in a CAD; therefore, the City employs an in-house Geographic Information System (GIS) specialist who maintains and updates all system files pertaining to street centerline accuracy and closest public safety response. These updates typically occur within one business day. How will the GIS files be provided to Broward County ORCAT for updates, and would these updates need approval from their governance boards? If so, what is the County's standard turnaround time to update GIS files?	Broward County ORCAT has two GIS specialists responsible for the integrity of GIS data in the Regional CAD and Law Records Management Systems. ORCAT has a strong working relationship with all agencies to identify their GIS needs, and updates the County geofile at the beginning of every month. Since businesses don't change names overnight and street name changes are a planned process, we encourage collection and transmittal of this information from cities as it is contemplated. The actual geo-file refresh process takes nearly a week to complete within the Motorola CAD system due to its sophistication. The County's geo-file has been audited for accuracy in the past, by third party audit providers, and will continue to be.

Exhibit 1

RESPONSE MATRIX ON CORAL SPRINGS MIGRATING TO THE COUNTY'S REGIONAL CAD SYSTEM

Bullet Item	Coral Springs' Concerns/Questions	Response from County
12	Authorized City Communications personnel have the ability to add, change and update common place information in our CAO, providing the most up-to-date geographical information to our public safety employees. In previous meetings with the County, the City was advised that we would lose this efficiency, as we would have to process all changes through ORCAT. This level of governance delays updates of pertinent CAD information, which poses a public safety risk to our residents and personnel.	Common places, street segments, street aliases, zones, beats, and small reporting areas are all part of the County's geo-file. Geo-file updates are not an item that goes to CAD Governance. The County CAD system does not allow for parsing out this information for independent updates; therefore, changes to these values are provided by the agencies and programmed into the CAD geo-file monthly.
13	The City has mobile dispatch installed on our Incident Command Bus (ICB). Will Broward County ORCAT facilitate mobile functionality of the Regional CAD system on the City's ICB when deployed?	The County supports the City installing a CAD mobile client in its Incident Command Bus (ICB). Other agencies in the County have done the same. The CAD mobile client remains active after installation so no intervention is needed for events that require the use of the ICB.
14	The City's current CAD and radios automatically report GPS coordinates every 15 seconds. The County's CAD and new radio system will only report GPS coordinates when their officers activate the push-to-talk button on their hand-held radio. The County's configuration is a decreased level of officer safety and closest unit response dispatching. Officer safety is paramount to our agency.	The County also views officer safety as paramount. The County P25 radio system is in the process of being implemented. As part of the implementation, Motorola is researching the feasibility of interfacing to the County's CAD with independent radio systems to assess capturing and transmitting officer GPS data.
15	The City incurs cost for certain interfaces already in place with our current CAD. Who would incur the costs associated with reconfiguration and migration to the County's CAD platform? A list of interfaces would be provided to the County.	Demarcation points between City and County are defined in the Regional Interlocal Agreement, previously provided by the County to Coral Springs. CAD migration tasks/deliverables and overall details are included in the project charter for cities seeking to participate.

Exhibit 1

RESPONSE MATRIX ON CORAL SPRINGS MIGRATING TO THE COUNTY'S REGIONAL CAD SYSTEM

Bullet Item	Coral Springs' Concerns/Questions	Response from County
16	The City employs its own in-house IT specialists responsible for 24/7 software support. As a non-regional center, the City would require a City IT specialist be a member of the Regional CAD team.	The County supports and maintains the Public Safety Applications and Network Infrastructure 24x7 with an on-call rotation. While staff appears onsite when necessary, most issues are handled remotely. We would support communication and coordination with onsite City IT staff, given agreed to clarity as to the role of the City's IT staff in the Center.
17	Migrating to the County's CAD would require an elaborate training schedule over and above our normal operations. Would the County or Broward Sheriff's Office (BSO) facilitate training? Would the County or BSO be willing to certify Coral Springs employees as trainers of their CAD so we can be self-sufficient in training new employees? How would training updates be facilitated?	Broward County will work with the City to discuss the training options that best meet their needs. The County has been successful in bringing all current municipalities onto the CAD system, with training being a critical deliverable within each city's migration to the County CAD system.
18	Our current CAD provides Coral Springs Fire Station Alerting. Can the Broward County CAD interface with the City's Fire Station Alerting system (with DCR/MACH) to automatically tone our fire stations?	The County's Motorola P1CAD System can interface to the City's Mach Fire Station Alerting System without compromising the existing Zetron or USDD Fire Station Alerting interfaces.
19	The City has a proactive, fully-funded hardware replacement plan. Assuming the City's hardware can support County software, the City would offer to maintain its existing replacement plan, if the County's timeline is not consistent with ours. This would include, but not be limited to computer consoles, mobile-dispatch equipment and printers. The City's hardware replacement plan adheres to the following timeline: 1. Fire Department: 3-year replacement plan 2. Police Department: 4-year replacement plan 3. Communications Unit: 2year replacement plan	The County's lifecycle replacement plan for Communication Center workstations and monitors is every 4 years. Our experience is that failure rates have not demonstrated a need to establish a more accelerated lifecycle schedule for these particular devices. Per the Regional Interlocal Agreement, agencies are responsible for replacing their law enforcement laptops, while the County is responsible for the fire rescue frontline mobile data terminals.