

Technology Recommendations

- The County needs to insure the missions of technology development and technology sustainment have different focuses and roles. Therefore, the County should provide for a Technology Development Team and a Technology Sustainment Team over the next few years as new technologies are implemented and the system continues to stabilize.
- An absolute priority for the County is to develop a link between 911 phone records and the associated CAD incident records.
- BSO should maintain EMD certification training for all call takers through the International Academies of Emergency Dispatch (IAED). Call taker personnel should also be trained and certified as Emergency Fire Dispatchers (EFD) and in the system implement EFD in the near future. These certifications are considered industry best practice.
- Finally, law enforcement agencies should consider and evaluate the efficacy of Emergency Police Dispatch (EPD) being utilized in the future. This system is emerging as an industry best practice.

Oversight & Governance Recommendations

- Operational Oversight and System Governance should be redefined to strengthen the role of end-users while balancing the logistical concerns of the Operator (BSO), and the financial and system governance responsibilities of Broward County.
- A “base level of 911 services” funded by the County should be more clearly defined.
- Individual agencies desiring higher levels of service should be able to fund additional staffing hours or technology in order to receive services specific to their jurisdictional needs.

Performance Measures Recommendations

- The “busy hour” is to be redefined in a prospective manner.
 - Only the performance on emergency/911 incidents should be included in the performance reports – specifically life-threatening calls (Delta & Echo).
 - Monthly reports should report P₄ (turn-out times) for fire rescue incidents and P₅ (travel time) for both fire rescue and law high priority incidents.
 - Generally, performance metrics need to focus on optimizing dispatch processes as much as possible, with the end result being to get help moving to emergencies as quickly as possible.
-


Effectiveness & Efficiency Recommendations

- Call processing staffing should be adjusted to achieve P₁/call-taking performance of between three to five seconds at the 90th percentile
- Fire-rescue agencies should develop, approve and implement countywide nearest unit response protocols in those incidents involving high priority incidents (e.g. Delta & Echo level EMD calls).
- Require increased usage of Mobile Data Terminals (MDTs) by field responders.
- Long-term capital budgeting programs should consider two new purpose-specific 911 facilities.

Effectiveness & Efficiency Recommendations

- Once the CAD is upgraded to allow automatic computer assignment / recommendation of response units for fire/rescue calls, a single “gatekeeper” function / fire rescue alert channel can be implemented to manually approve the assignment consistent with Option 2.
 - Upon dispatch, pre-defined tactical radio channels would be used for more routine for fire incidents and EMS incidents.
 - More significant incidents (structure fires, major/multiple unit responses) would be assigned a dedicated tactical channel.
- Law Enforcement radio channels also have significant existing capacity and should be consolidated to the degree possible.

General Observations

- There are sufficient resources in the System to implement the recommendations – resource reallocation will be required in a number of areas.
 - Major changes should be done, for the most part, sequentially – not concurrently.
 - Recommendations should be accomplished within 12 months.
- 

Implementation Timeframe

- While the modeling demonstrates that sizable adjustments are available, implementation of changes should occur in a more deliberate and measured manner.
 - Many recommended changes should occur in two or three phases – titrating staffing levels while monitoring performance.
 - It is important to ensure that each change phase is completely embedded in operational procedures and the organization's culture, before seeking additional change.
 - Ultimately, changes should be able to be fully implemented within 12 months.
-