



**BERTHA W. HENRY**, County Administrator

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July 15, 2016

Mr. Charlie Dodge  
City Manager  
City of Pembroke Pines  
10100 Pines Blvd.  
Pembroke Pines, FL 33026

**RE: Performance of New Regional E-911 System**

Dear Mr. Dodge:

Recently, City of Pembroke Pines raised several issues with respect to the performance of the new Regional E-911 system. Broward County took your concerns seriously, and immediately action was taken to research the issues you identified and assess positive ways to address them.

As you know, County staff and members of the Broward Sheriff's Office (BSO) met with representatives of Pembroke Pines to discuss the City's previous model. Subsequently, County staff engaged Fitch and Associates to conduct an independent, third-party review of data from both systems and make recommendations. Attached are three exhibits documenting findings.

**EXHIBIT 1: PERFORMANCE OVERVIEW**

Exhibit 1 is an overview of Consolidated Regional E-911 System performance. To recap, Broward County undertook responsibility for the system in October 2013. Since then, County staff has undertaken numerous activities necessary to fulfill the regional goals that were approved by our municipal partners, and to implement the standard performance metrics that were developed by municipalities, Broward County, BSO and law and fire professionals.

Some notable enhancements that the County has made include:

- Implemented an open and transparent Countywide performance reporting system
- Implemented an open and transparent system-wide Incident Management Tracking System
- Implemented a Quality Improvement Program to address incidents reported by system stakeholders
- Invested over \$113 million in a BSO performance-based contract and equipment updates
- Developed a Citizen Feedback System that will be available for use in August 2016
- Developed a Performance Dashboard that will provide real time PSAP performance information to municipal stakeholders at their computer or mobile device (to be available in 1<sup>st</sup> quarter 2017)
- Implemented training initiatives by the Operator (BSO) to improve call processing time
- Engaged Motorola and other vendors on technology enhancements to improve call processing time

Broward County Board of County Commissioners  
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Resulting improvements to public safety since the inception of Regional E-911 include:

- Realized a 95 percent reduction in the number of transferred calls
- Exceeded the state minimum 911 call answering standard (90 percent of all calls answered within 10 seconds) and outperformed the performance of independent dispatch centers in the County (Coral Springs and Plantation) in this measure
- Exceeded performance standards for alarm calls (95 percent of calls answered in 20 seconds; 95 percent of calls answered in 15 seconds; and 99 percent of calls answered in 40 seconds)
- Improved performance in answering calls during the busiest hour of each day compared to the number of days missed in FY 2015

## **EXHIBIT 2: REGIONAL 911 AND PEMBROKE PINES SYSTEM DIFFERENCES**

Exhibit 2 was developed by County staff to document potential differences in the Regional 911 and previous Pembroke Pines models. When comparing the two systems, it is important to note that Pembroke Pines did not have a formalized process to document incidents, so there is no continuous validated performance information on call processing time prior to the City utilizing the County's Computer Aided Dispatch (CAD) system. It is also important to note that previously, the City did not perform Emergency Medical Dispatch (EMD), and transferred EMD calls to BSO. These are additional service enhancements that must be considered as part of the review.

## **EXHIBIT 3: CONSULTANT'S REPORT**

Exhibit 3 is Fitch and Associates' report of their analysis of Pembroke Pines and Regional 911 system data, undertaken specifically to document and address Pembroke Pines' concerns regarding Regional E-911 call processing times, including P2 process time (call taker time) and P3 process time (dispatcher time). As part of the review, we noticed that the P3 process time (dispatcher time) for the City of Pembroke Pines is one of the quickest in the County, less than 20 seconds. However there is opportunity for improvement in the P2 process time (call taker time).

While we have already seen significant improvement in the 911 system and are beginning to see the potential of the long-term benefits of consolidation, the Fitch report's early conclusions will assist the County in improving call processing performance for the system overall.

The following are the early conclusions from Fitch's report:

- Current performance, as measured under fire rescue metrics, can be improved. BSO should emphasize to intake operators the need to prioritize gathering 1) incident location, and then 2) incident type. Thereafter, a rapid transmit of the incident (F12) to the dispatcher for assignment to emergency responders will improve the P2/P3 metric.
- At the 90th percentile of performance for EMS related calls, actual P2/P3 times exceeded the target by 7 seconds. Focusing on this metric from an operational perspective, and concurrent improvements in the System's technology, should allow future performance to meet and then exceed the target.

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- Policy makers should remain cognizant that 911 transfers, should their use be reintroduced back into the System at higher levels, will increase total call processing times for those calls by approximately 30 seconds.

We also look forward to the consultant's final report, which will include additional recommendations for enhancing Regional 911 performance. That report will be finalized in the coming weeks, and will be shared with all stakeholders once it is completed.

Broward County is committed to continuous improvement for the Consolidated Regional E-911 System toward meeting and/or exceeding established goals and performance standards, as I am sure Pembroke Pines and other system stakeholders are. I look forward to working with you on improvements and presenting information to the City's commission on August 3, 2016.

If you have questions, please contact me at 954-357-7352 or via email at [ajefferon@broward.org](mailto:ajefferon@broward.org).

Sincerely,



Alphonso Jefferson, Jr.  
Assistant County Administrator

AJ:lr  
Attachments

cc: Board of County Commissioners  
Sheriff Scott Israel, Broward Sheriff's Office  
Bertha Henry, County Administrator  
Rob Hernandez, Deputy County Administrator  
Brett Bayag, Acting Director, Office of Regional Communications and Technology  
Broward County Consolidated Communications Committee