MEMORANDUM

DATE: August 29, 2014

TO: Board of County Commissioners

FROM: Bertha Henry, County Administrator

SUBJECT: E911 Dispatch Centers

On Thursday, August 28, 2014, County staff met with Brittany Wallman to provide factual information related to an investigative story she and another Sun-Sentinel reporter are producing regarding the regional communication system (System). Since BSO serves as the County's operator, representatives from BSO were in attendance as well. Brittany indicated that a story will run this weekend.

Brittany had information retrieved from representatives of Fort Lauderdale's Fire Department suggesting that there may have been fatalities associated with problems in the dispatch center. Given the time constraints, we were able to research some, not all, of the incidences identified by the City. Of those researched by County staff (retrieved from listening to the 911 tapes and extractions from the CAD system), there is no information that shows that fatalities occurred due to problems associated with dispatcher error. We continue to research the remaining issues brought to our attention.

In contrast, the metrics do show that the County's regional communication system is consistently improving (reduction in call transfers, answering calls in a designated time frame, etc.) and is achieving or exceeding established goals. That said, the Sheriff and I were recently made aware of some concerns raised by some of our municipal partners. The County was not made aware of these concerns until now and they are being prioritized by both the Sheriff and I. Fortunately, they are solvable and we are now focused on the issues.

In the coming week, my staff and I along with the Sheriff will be meeting with the Police and Fire Chiefs Associations to hear their concerns. At those meetings, we will reinforce that such concerns or issues be formalized in our tracking system to be logged, reviewed for remedial action, as appropriate, with reports back to the appropriate agency. Our goal is to work collaboratively to vet these issues. Communication related to this process will also go out to all Municipal Managers.
Attached is information that was provided to Brittany addressing overall performance of the system, incident tracking, etc. In addition, examples of transitional issues related to field operations, protocols, operator, training or configuration were discussed as well. We will be following up with the details of the remaining incidents once they have been thoroughly reviewed by County staff. Also, she will be provided additional data on call transfers, advantages to be achieved from the new CAD system, and the timeline for finalizing consolidation.

Public safety and transparency are our top priorities and County staff, along with our operator (BSO), is committed to continuous improvement. We will be reconvening the Operational Subcommittee to discuss the progress of the system and areas for improvement by discipline – law and fire - for each center.

Please let us know if you require additional information. As always, we will continue to provide you with updates on the progress of the County’s regional communication system.

Attachments

cc: Sheriff Scott Israel, Broward Sheriff’s Office
    Rob Hernandez, Deputy County Administrator
    Alphonso Jefferson, Assistant to the County Administrator
    Rick Carpani, Director, Office of Communications Technology
    Joni Armstrong Coffey, County Attorney
    Evan Lukic, County Auditor
PSAP Performance Measurements
Consolidated PSAP Performance Based Contract

Lifecycle of an Emergency Call

<table>
<thead>
<tr>
<th>Emergency Event</th>
<th>9-1-1 Call Initiated</th>
<th>Call Rings at PSAP</th>
<th>Call Answer</th>
<th>Caller Interrogation and Call Entry into CAD</th>
<th>Call Dispatch</th>
<th>Unit Arrival</th>
<th>CAD Event Closed</th>
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<tr>
<td>Prior to Scope of PSAP Operation</td>
<td>10 secs</td>
<td>PSAP 9-1-1 Call Answer Time</td>
<td>PSAP / Responder Dispatch Response Time</td>
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PSAP KPI Operational Scope

- P1 9-1-1 Call Answer Time
- P2 Time from Call Answered to Call Entered in CAD (and forwarded to Dispatcher)
- P3 Time from CAD Entry until a Unit is Dispatched
- P4 Time from Unit Dispatched until Unit Arrives on Scene
- P5 Time from Unit Arrives on Scene until Incident is Closed

- Key Performance Indicator Scorecards (review Monthly)
- Indicators distributed monthly to all Participating Members
Broward County Statement
Regional 911 Service
Thursday, August 28th, 2014

It has been less than a year since Broward County began migrating municipalities into the consolidated 911 service, with the City of Fort Lauderdale coming online August 1st, 2014. The County continues to welcome cities into the new system with the regionalization continuing. Since Broward County assumed responsibility for E911 operations, response times have improved, public safety operations are more efficient, dispatcher training has been strengthened, and standard protocol review has been adopted to address any issues with the operation of the system.

Recently, the City of Fort Lauderdale Fire and Rescue and the I.A.F.F. Local 765 have made public allegations about Broward County’s consolidated regional E911 system, implying that the new system has created a public safety threat for residents and resulted in excessive wait times, misdirected dispatches and overall poor response that may have contributed to loss of life. These allegations are harmful to the community, not based on fact, and not supported by evidence.

Broward County offers the following information in support of performance and service improvements specific to goals of the consolidation process and following measures that were approved by each participating agency, viewed as meaningful standards to assess performance:

- **Call routing challenges are being reduced and response times are improved.** In the currently available assessment period since consolidation began that created the Sunrise Central Public Safety Answer Point (PSAP):
  - The dispatch center has exceeded the 90/10 target **7 out of 9 months**. In comparison, the Fort Lauderdale response has exceeded the 90/10 target only **5 out of 9 months**.
  - The average 90/10 averages over that same time:
    - Central (Sunrise): 95.36% - **Exceeded Target**
    - Fort Lauderdale: 87.76% - **Missed Target**
  - Over a 9 month period, on average, the new Central PSAP has exceeded 90/90 targets - 92.02% (percentage calls resulting in dispatch within 90 seconds).
  - At all of the County’s three PSAPs, performance objectives have consistently exceeded their targets. More than 90% of calls have been answered within 10 seconds, exceeding industry standards. In some cases, centers have achieved 100% of calls answered within 10 seconds during peak hours as reported in their monthly assessment periods.
- At all 3 of the County’s PSAPs, performance objectives have already exceeded their targets, 90% of calls processed within 90 seconds exceeding industry standards (May/June 2014).
- Trends for all performance assessments are positive and in the most recent reporting period (June 2014), all PSAPs exceeded their targeted goals and the national standard.

- **Reduced the Number of Transfers between PSAPS and municipal response locations.**
  - The system has seen more than a **25% reduction in call transfers** out of the North Consolidated PSAP. We anticipate a similar improvement in the Central PSAP given the implementation of similar protocol.

- **Efficiency of public safety operations has been improved.**
  - Improved and consolidated Standard Operating Protocols and call handling procedures.
  - Implemented and maintained best practices
  - Improved the work environment for 911 operators

- **Reduced Annual operating costs.**
  - Consolidation is expected to reduce overall operating costs.

- **Investing in the future to Maintain Exceptional Public Safety Service.**
  - With Broward County’s strong investment in the E911 regional system, better training, higher standards and improved technology will continue to provide operational efficiencies and improve public safety. Future investments in the system are expected to be nearly $55 million over the next 5-7 years, paid for in part by savings realized by the consolidation.

Although performance measurement figures prior to the County becoming the primary operator are disparate (information within the County’s CAD system does not include historical data for all measures, including data from the City of Fort Lauderdale prior to their joining the system August 1st), current assessments are proving that the new regional system is running more efficiently and well above national standards.

We will continue to monitor our progress through meaningful performance indicators. These measures currently show a marked improvement over the previous decentralized service and a noticeable trend upward and above national standards. It should also be noted that the Broward County Office of Communications Technology continues to hold post consolidated operational process review meetings to ensure best practices are adopted and followed as part of the Regional E911 Dispatch Center unified policies and procedures. Each issue is vetted separately and investigated and resolved with the specific jurisdiction involved. These practices support the overall principals of the program:
• Consolidates E911 communications infrastructure
• Consolidates public service answering points (PSAPs)
• Consolidates respective staffs of current operators
• Establishes a professional operating structure for E911 with accountability
• Performs in a manner that meets or exceeds national standards
• Realizes intended efficiencies and cost savings for the community

Improved public safety is the goal for the Consolidated Regional E911 Communications System and a priority for Broward County government. As the owner, Broward County takes any allegation seriously. When specific concerns are identified we will thoroughly review these incidents by examining the facts. We have a responsibility to be transparent and to provide exceptional public safety services. That is our commitment to the community.
Fort Lauderdale Fire Rescue Post Consolidation Issues Analysis
August 22, 2014

N = 38
Issues August 1, 2014 through August 20th, 2014

Count

No Issue  Field  Operator  Training  Pending  Equipment

57.9%  76.3%  92.1%  97.4%  100.0%  100.0%