



**BERTHA W. HENRY**, County Administrator

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February 10, 2017

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

**RE: Third Update on Consolidated E-911 Dispatch Center Action Plan for the City of Pembroke Pines**

Dear Mr. Dodge:

Please find attached (Exhibit 1) a status update on the Consolidated E-911 Dispatch Center Action Plan that was requested by the City of Pembroke Pines. In addition, attached (Exhibit 2) is a trend chart that illustrates call processing/dispatch (P2/P3) performance standard for all calls. For your use, I am providing a performance overview (Exhibit 3) that highlights the improvements that have occurred in the system.

As you are aware, the final assessment report on the County's Consolidated Regional E911 system from Fitch and Associates was released in December 2016. An action plan on the implementation of all recommendations is in development and will be disseminated to stakeholders once it has been finalized.

Broward County is committed to continuous improvement for Regional 911 to meet and/or exceed established goals and performance standards. If you have questions, please contact me or Brett Bayag, Acting Director, Office of Regional Communications and Technology at 954-357-8565 or via email at [bbayag@broward.org](mailto:bbayag@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  
Brett Bayag, Acting Director, Office of Regional Communications and Technology  
Municipal Managers  
Police and Fire Chiefs' Associations

**Project Name: Consolidated Dispatch Program**

**Project Overview: Action Plan**

**Revised Date: February 10, 2017**

**Purpose: Items Related To City of Pembroke Pines  
Commission Meeting August 3, 2016**

	Action Item	Due	Resp Party	Status
1	<p><b>Increase call taker awareness of the Standard Operating Procedure (SOP) –</b> First wave of training</p> <p>Create a Standardized Checklist and review with all employees to ensure knowledge and understanding of the Standard Operating Procedure as it pertains to appropriate call processing.</p>	June 2016	BSO	<b>Completed</b>
2	<p><b>Follow-up training</b> for call takers that repeatedly exceed the call processing performance standard. – Second wave of training.</p>	June 2016	BSO	<b>Completed</b>
3	<p><b>Follow-up training</b> for call takers that repeatedly exceed the call processing performance standard. – Third wave of training.</p>	July 2016	BSO	<b>Completed</b>
4	<p><b>Continuous Improvement Training</b> for all calls that exceed standard call process times.</p>	Ongoing	BSO	<p><b>In Progress</b></p> <p>A report of <i>all</i> calls that exceed standard call process times is generated each week, and each call is individually reviewed to identify if it was caused by non-compliance with call processing policy. Employee calls that are found to have policy non-compliance errors are targeted for remedial training.</p>

	Action Item	Due	Resp Party	Status
				<p>This is an on-going initiative that has seen a reduction in operator identified points of error.</p> <p>Update- P2 individual review continues monthly with events that could have been initiated within time limits identified and forwarded to Site Management staff for individual review.</p> <p>In alignment with the consultant's recommendation to pay special attention to high priority incidents, and with the recommended reporting of P2/P3 on events with Delta and Echo determinant codes, training is being focused to reinforce methodology and processing of these events.</p>
5	<p><b>Increased awareness of importance of the call process time Quick in Quick out methodology</b> – Post placards at call taker positions that provide a visual reminder to staff of the importance of adhering to the quick in quick out call processing methodology.</p>	November 2016	BSO	<p><b>Completed</b> Both placards and 16x20 posters have been delivered to all sites.</p>
6	<p><b>Regional One Queue</b> – Modifications to the Countywide 911 network to have calls to route primarily to the local PSAP with overflow to all PSAP and most idle call taker.</p>	September 2016	Broward County	<p><b>Completed-</b> Modifications to Countywide 911 Network was completed to have calls to route primarily to the local PSAP with overflow to all PSAP and most idle call taker.</p>
7	<p><b>Enhanced Mapping</b> – enhanced mapping included in Premier One CAD upgrade.</p>	First Quarter CY2017	Broward County	<p><b>In Progress</b> – Go Live First quarter CY2017. On target for Go-Live.</p> <p>PremierOne workshop with stakeholders to review next generation maps was held in September 2016. Interactive</p>

	Action Item	Due	Resp Party	Status
				workshops were held with all disciplines (Law, Fire, and Communications) on September 28th and 29th, 2016. The County received stakeholder feedback during workshops and made changes to the respective maps. Follow-up workshop held on January 11, 2017 demonstrated changes stakeholders requested.
8	<b>Improved Dispatcher CAD Event Situational Awareness</b> – Upgraded Premier One CAD has improved user interface for Dispatcher awareness, priority premise information alerts, Call Taker priority comments	First Quarter CY2017	Broward County	<b>In Progress</b> – Go Live First quarter CY2017. On target for Go-Live.
9	<b>CAD Event Auto Transmit</b> – Initiative to determine if an event can be auto transmitted to the Dispatcher once the signal and address are entered by the call taker.	Second Quarter CY2017	Broward County	<b>In Progress</b> – County requested this functionality from Motorola as a CAD enhancement. Motorola product management is evaluating feasibility. Motorola product management responded indicating that they are not planning the development of this functionality but intend to keep this enhancement request on their list of customer requested feature enhancements for future evaluation. County staff will continue to work with Motorola and stress to their leadership the need to move this initiative forward.
10	<b>Increase PSAP awareness of responding agency expectations</b> – PSAP employees ride-along with responding agencies.	Ongoing	BSO	<b>In Progress</b> Ride Along opportunities have been scheduled. This initiative is now part of the 2017 Telecommunicator In Service Training (IST) requirement. IST requires 24 hours of continuing education to be completed by each employee each year. Ride

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				<p>along opportunities will count for 8 hours toward this requirement and is a continuing FY 2017 objective.</p> <p>A tracking spreadsheet is kept to document all Ride Along events scheduled from January, 2017 through June, 2017.</p>
11	<p><b>Increase PSAP awareness of responding agency expectations –</b> PSAP employees attend responding agency roll call sessions</p>	Ongoing	BSO	<p><b>In Progress</b></p> <p>Site Management team members have met with city representatives to discuss this opportunity. Both Pembroke Pines FR and Pembroke Pines PD contacts have been in discussion with BSO management team to accomplish this goal. County-wide, this initiative has been offered.</p>
12	<p><b>Increase responding agency awareness of PSAP expectations –</b> Responding agency employees sit with call takers and dispatchers.</p>	By end of CY2016	BSO	<p><b>In Progress –</b> BSO will issue invitations to regional partner agencies, and track responses/participation on a per agency basis.</p> <p>A county-wide flyer has been issued to all municipal partners via the FR Chiefs and DLE Chiefs associations opening this invitation to tour and observe operations. To date, 9 respondents have scheduled tour sessions to include some members of City management from Coconut Creek.</p> <p>In addition, on January 26<sup>th</sup>, 2017, Mayor Mike Ryan, Chair of the Broward County Consolidated</p>

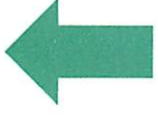
	Action Item	Due	Resp Party	Status
				<p>Communications Committee, forwarded the BSO invitational flyer to all municipal partners and city leaders/commissions county-wide, announcing an opportunity to learn more about BSO 911 operations. As of February 1<sup>st</sup>, 3 city representatives from Parkland, Cooper City, and Tamarac have accepted the invitation and scheduled tour dates.</p>
13	<p><b>Quick-in Quick-out dispatch method and sequence of questions for location and nature of emergency</b> – Broward County Fire and Police Chiefs to provide input on decision to use Quick-in Quick-out dispatching methodology</p>	January 2017	Broward County	<p><b>In Progress</b></p> <p>The Operator agreement specifically identifies that the address must be asked first followed by the signal type.</p> <p>This item was discussed at the Operational Review Team meeting conducted on November 17, 2016, and voting results from members were provided by November 30, 2016. Results are shown below:</p> <p><b>Should the 911 Call Taker Greeting in the contract (Exhibit “F” Call-Taking Process, 911 Call Handling Process Flow-P1) be changed?</b></p> <p>6 Support (2 FR, 4 PD) 13 Do Not Support (9 FR, 4 PD) 8 Did Not Vote</p> <p><b>Summary: The County will be auditing the activities of the Operator to ensure that address is asked first, followed by the signal type as described in the Operator agreement and</b></p>

	Action Item	Due	Resp Party	Status
				<i>supported by the Operational Review Teams on November 30, 2016.</i>
14	<b>Citizen Feedback</b> – Provide members of the public access to submit details about the date, time, and location of their E-911 call, a brief description of their experience, and contact information using an online form.	August 2016	Broward County	<b>Completed</b> – A new public awareness campaign is in development.
15	<b>First Responder Survey</b> – Survey first responders to assess levels of satisfaction with the services provided through the regional consolidated dispatch program, including those pertaining to accurate and timely dissemination of emergency incident related information, prompt dispatch times, and for quality of County technology.	First Quarter CY2017	Broward County	<b>In Progress</b> – Survey questions were developed to include technology items, and were reviewed by FITCH and Associates. Survey is scheduled for release in the first quarter of calendar year 2017.
16	<b>Caller Survey</b> – A follow up survey will be provided to callers who have contacted Regional Communications.	Second Quarter CY2017	Broward County	<b>In-progress</b> – Survey questions were developed and reviewed by FITCH and Associates.
17	<b>Law and Fire Policy Teams</b> - Modify Operations Review Teams to define and standardize countywide policies.	Second Quarter CY2017	Broward County	<b>In-progress</b> – In alignment with the consultant’s report, the County initiated planning to implement the recommended Engagement Process to establish an Operational focal point for the review and approval of issues related to policy, procedures, processes, and technology enhancements identified by stakeholders. To advance this initiative, the County communicated new ORT Governance Structure guidelines to existing Law and Fire ORT Teams on January 19, 2017, and subsequently to the presidents of the Police and Fire Chiefs’

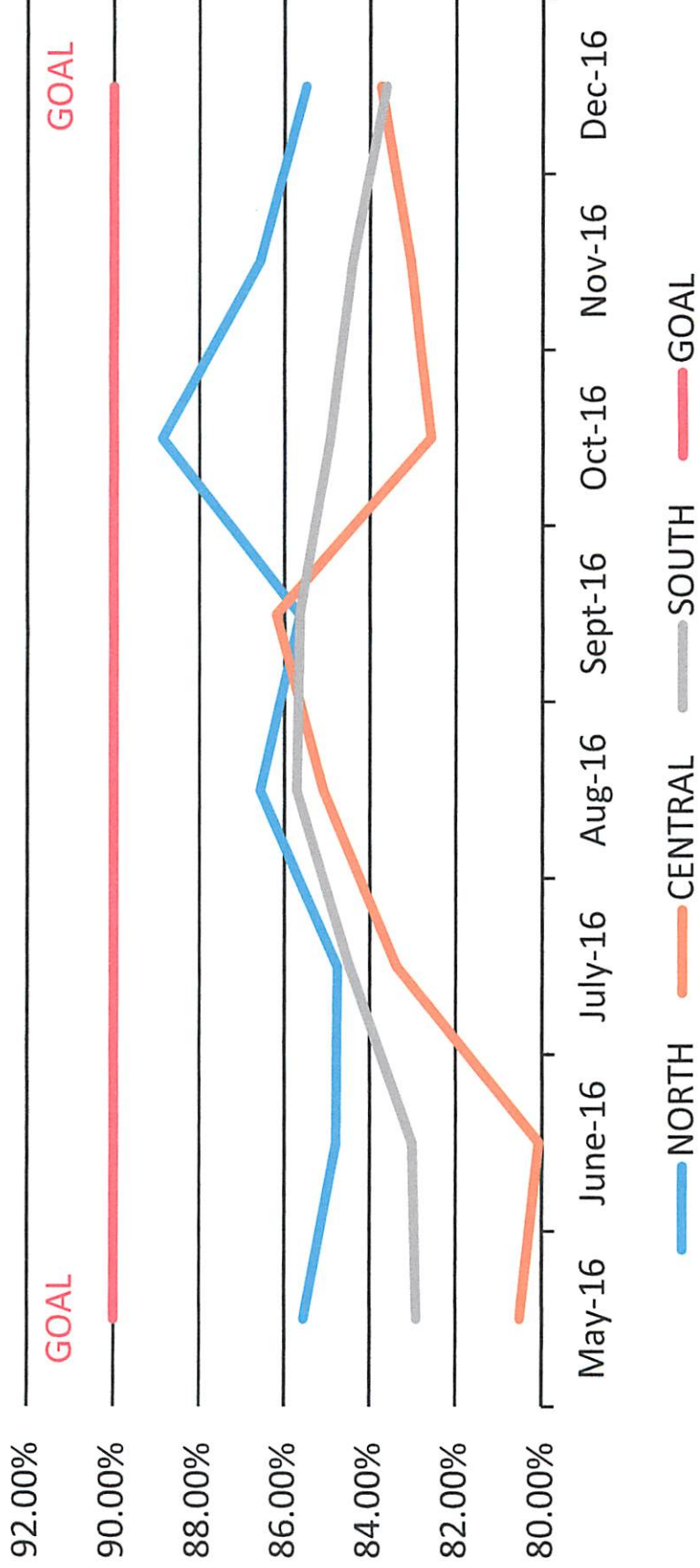
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				Associations. The Police and Fire Chiefs Associations are reviewing this for implementation.
18	<b>Formalize Radio Communication Protocols</b> – Task the Operations Review Teams to develop standardized communication protocols / radio traffic and MDT usage requirements. The desired outcome is to set expectations and reduce the most frequently reported QI issue of Verbalizing Event Detail directly impacting officer safety.	Second Quarter CY2017	Broward County	<b>Pending</b> – The consultant recommendation of increased usage of Mobile Data Terminals (MDTs) by field responders will be communicated to the new Law ORT for team for review and implementation of processes and policy to increase usage of MDTs.
19	<b>Independent QA</b> –The independent QA will ensure the predefined regional policies are followed for all Regional Communication participants (Field personnel and communication center operators), Including dispatchers reviewing comments / event updates properly on all events and radio traffic QA to ensure radio communication protocols are followed and voice quality and clarity of communications is maintained.	Second Quarter CY2017	Broward County	<b>Pending</b> - County is currently gathering internal requirements for services, operations, and the technology solution associated with Independent QA Services. Independent QA services will be included in a competitive solicitation by County.
20	<b>Review of Communications Center Training Program</b> –Review of the training program to provide guidelines and recommendations toward the development of structured training program components to ensure alignment with items identified from the QA initiatives.	First Quarter CY2017	BSO	<b>Pending</b> – Consultant, FITCH and Associates, is reviewing training as part of their findings.  Update-Fitch and Associates recommendation include the application and adoption of the Priority Dispatch suite of 911 protocols. With this recommendation, BSO would be looking to add EFD (Emergency Fire Dispatch) and EPD (Emergency Police Dispatch) protocol sequences. To prepare for this, BSO hosted a demonstration of the software to both DLE and FR partners county-wide, engaged with Priority



	Action Item	Due	Resp Party	Status
				Dispatch to contract for software demos for practice and further review, visited PSAP locations that utilize the suite of protocols for Q&A on how the application of these tools has aided both training and quality of performance, and has requested price quotes in order to present to Broward County the required funding needs associated with acquiring this software and training.
21	<b>Audit Review of Regional Services –</b> Conduct audit reviews of activities to ensure compliance with the delivery regional services to include, but not limited to, financial, performance, quality and ongoing continuous improvement efforts.	Second Quarter of CY2017	Broward County	<b>In Development</b>



# 90-90 P2/P3 Call Process Time Standard Progress Toward Attainment Per PSAP





## Broward County Regional Consolidated E-911 System Performance Overview

### Goals

- Improve service
- Employ the best technology available to expedite emergency response
- Establish consistent performance metrics
- Reduce delay (eliminate) in transfer of emergency calls
- Faster emergency response times
- Enhance interoperability and coordination amongst responding agencies
- Fewer errors due to standardized call handling and dispatch protocols
- Save significant amount of taxpayers' dollars

### By the Numbers

#### \$113 million invested

Including BSO dispatching services contract and equipment replacement

#### 88% improvement

answering calls during the busiest hour of each day compared to the number of days missed in FY 2015

#### Exceeding

performance standards for 95% of calls answered in 20 seconds, 95% of alarm calls answered in 15 seconds, and 99% of alarm calls answered in 40 seconds

#### 90%

of all calls answered in 10 seconds – consistently exceeding state minimum standard and outperforming independent dispatch centers

#### 95% reduction

in call transfers compared to pre-consolidation numbers

#### Maintained 84%

performance processing EMS calls for service within 90 seconds

#### 21% reduction

in total call volume FY2016 compared to FY2013 (removed municipal related calls from the system)

### Higher Standards

**Then:** No Countywide Dispatch Call Processing performance standards or protocols

State minimum call answering standard

**Then:** No Countywide reporting of quantitative performance

No Countywide reporting of qualitative performance and tracking of reported incidents

Reports kept internal by dispatch centers

**Now:** Established stakeholder approved countywide standardized protocols and practices

**Now:** Implemented stakeholder approved highest and best standards for call answering and processing

Open and transparent Countywide performance reporting; Incident Management Tracking and Quality Improvement Program in place