



**Office of Regional Communications and Technology**

**December 2, 2015**

**Regional FR Operational Review Team Meeting Minutes**

**Broward County Staff in Attendance:**

Daniel Revis	E911 Communications Administrator
Jenna DiPlacido	Regional E911 Communications Manager
Drew Smous	Regional E911 Communications Manager
Michael Nairn	Regional E911 Communications Manager
Lory Farmer	Administrative Aide

**Broward Sheriff's Office Staff in Attendance:**

Bob Pusins	Executive Director, Department of Community Services
Lisa Zarazinski	Director of Regional Communications Division/911
Angela Mize	Regional Communications Assistant Director
Tara Thomas	Site Manager, North Consolidated Dispatch Center
Marysol DiBernardo	Asst. Site Manager, North Consolidated Dispatch Center
Latasha Elmaadawy	Asst. Site Manager, Central Consolidated Dispatch Center
Sheri White	Site Manager, South Consolidated Dispatch Center

A Regional FR Operational Review Team Meeting was held on Wednesday, December 2, 2015, at the Emergency Operations Center, Room 332-B, 201 NW 84 Avenue, Plantation, Florida.

Michael Nairn called the meeting to order at 2:00 p.m.

Mr. Nairn introduced himself as the recently hired Regional E911 Communications Manager for the South Consolidated Dispatch Center (South). He asked if any introductions were necessary for any new meeting attendees. There was no input provided. He presented and reviewed the meeting agenda as part of a slideshow presentation entitled *Regional FR Operational Review Team Meeting December 2, 2015*. A copy of the entire slideshow presentation is attached hereto and made a part hereof these minutes. Mr. Nairn announced the recent resignation ORCAT's (Office of Regional Communications and Technology) director, Rick Carpani, and the appointment of Brett Bayag as acting director.

Drew Smous invited meeting attendees to provide feedback on the meeting agenda (during new business). He reviewed the *Old Business – Action Items* slide. The action items will be updated as follows: numbers 4, 5, 7, 8, and 9 will be closed. He pointed out that the October, 2015 Consolidated Communications Monthly Report reflects significant format changes, and will be distributed in the near future. Chief Douglas Stanley of Fort Lauderdale Fire Rescue pointed out that the I-95 zones are still needed as they have not yet been programmed in CAD (Computer Aided Dispatch). Jenna DiPlacido said she will follow up with ORCAT's CAD staff members on

the matter. With regard to action item number 8, Mr. Smous advised Chief Jeff Levy of Lauderhill Fire Rescue that the slide is included in the September 24, 2015 FR ORT (Operational Review Team) meeting slideshow presentation. Ms. DiPlacido offered to send Chief Levy the slide. She went on to state that there were concerns about the dispatcher radio relief policy because it is not specific as to when dispatchers can leave the radio. An agency representative elaborated upon a dispatcher relief incident involving Sunrise Fire Rescue. Mr. Smous encouraged meeting attendees to advise ORCAT staff of any desired policy tweaks or revisions. Bob Pusins inquired as to the current dispatcher relief practice. Angela Mize explained that dispatch assignments should not be switched during critical, in-progress incidents. However, some critical events last for hours and it is not feasible to expect dispatchers not to move during such timeframes. Chief Stanley remarked that a dispatcher moving from a position is generally not an issue if the incident is under control. Mr. Pusins invited the BSO (Broward Sheriff's Office) site managers to offer commentary on this matter. Sheri White believed the term "under control" is subjective. Ms. Mize agreed. Ms. White thought it would be feasible to have an on-scene unit advise "all clear" to indicate the dispatcher could move from the position. Tara Thomas said it is not typical to have dispatchers move from their position during an emergency situation. If another dispatcher does take over, the one being relieved provides a briefing on the incident. Discussion ensued. Mr. Smous asked meeting attendees if any would like to attend a sidebar meeting on this topic. Chief Stanley thought the matter should be brought before the Fire Chiefs' Association of Broward County's (FCABC) Mutual Aid and Communications Committee for a recommendation. Mr. Nairn indicated that ORCAT staff will take the suggestion as an action item. With regard to action item number 9, Ms. Mize noted that BSO established a support position on October 3, 2015. The North Consolidated Dispatch Center (North) already had 24/7 TAC, BCF/INFO, and MEDCOM operators. However, the Central Consolidated Dispatch Center (Central) had two (2) 24/7 TAC operators for fire-rescue, and the South Consolidated Dispatch Center (South) had (1) 24/7 TAC operator for fire-rescue. When the Central and South TAC operators were not working a TAC incident, they provided support for their MAIN channels. The support positions provide assistance to the MAIN and TAC dispatchers, and can serve as emergency back-up TAC dispatchers. These positions should result in improvements such as timely fulfillment of field personnel requests. Chief Stewart Ahearn of Fort Lauderdale Fire Rescue said he is not aware of any delays related to the TAC dispatcher since the support position was established.

Mr. Smous reviewed the *Regional Communication Center Performance (RCCP) Update* slide. ORCAT and BSO staff will be looking at root causes of the P2/P3 performance indicators, and bringing corrective actions forward to ORT members. He reviewed the *RCCP – QOS – Service Category Failures* and the *RCCP – QOS – Incidents Reported by Municipality* slides. The goal is to address data from the prior month at each ORT meeting. He pointed out that a three-month data window is shown on the latter slide in order to depict trends.

Mr. Smous went on to review the *QOS – Service Category Failures* slide. He confirmed for Ms. White that the total number of incidents shown on the *RCCP – QOS – Service Category Failures* slide include, both, police and fire-rescue incidents. With regard to service category failures, he pointed out that a single incident can include three service category failures. Mr. Pusins indicated that there were a total of 210,495 calls in October, 2015. Mr. Nairn clarified that the figures shown on the slides do not represent the total population of (dispatch-related) issues, rather a sample population of reported issues is shown. The question is whether all of the (dispatch-related) issues that occur are actually reported. Mr. Pusins stated that BSO staff encourages agency representatives to report any (dispatch-related) issues. However, he said he took exception to Mr. Nairn's prior statement that the slides reflect a sample as these are the reported (dispatch-related) incidents. Chief Andrew Teixeira of Pembroke Pines Fire Rescue and a Fort Lauderdale Fire Rescue representative commented that their agencies have experienced an abundance of

dispatch-related incidents to the degree that they simply lack the personnel and time resources to submit incident tickets for all of them. Mr. Smous asked if all participating agency representatives in attendance agree that the figures presented on ORCAT's slides represent a sample population of a larger amount of (dispatch-related) incidents. There was affirmative consensus. Ms. White noted that it is important to ensure the service failure categories are true representations of all service failures. Mr. Smous agreed. Ms. DiPlacido pointed out that ORCAT staff will be working more closely with BSO's QA (Quality Assurance) team to assist them in developing categories for QA reviews. BSO's QA team conducts about five QA reviews per operator each month. The objective is to incorporate BSO's QA sample size into ORCAT's sample size to obtain a larger perspective. Mr. Smous pointed out that a QA review is a random overall assessment of an entire call, whereas incident tickets focus on a specific issue.

Mr. Smous went on to review the *RCCP – QOS – Target Areas* slide. He asked meeting attendees if they had any additional discussion items related to this slide. There was no input provided. He reviewed the *RCCP – Addressing* slide. With regard to corrective actions for addressing issues, Ms. Mize said this has been the most significant dispatch-related issue. Some occurrences are due to typographical errors which are dealt with by remediation and progressive discipline when appropriate. As for jurisdictional boundaries and highway determinations, BSO staff examined the operators' resources and their familiarity with those resources. The operators on the consolidated dispatch system have transitioned from a number of different agencies and were, therefore, trained in different processes. BSO staff developed a 25-minute video tutorial on ATM (Advanced Tactical Mapping); this training was administered to every operator and was completed on August 26, 2015. In order to determine the training's effectiveness, a 20-question ATM assessment exam was created which included two versions to deter cheating. She elaborated upon components of the ATM assessment exam. Nine employees failed the exam; these employees will undergo a one-hour remediation training. As a remedial measure for the most commonly failed question, follow-up training scenarios focusing on that single question will be conducted in early January, 2016. She stressed that there are issues with the highway common names in the current CAD. A causal factor is a lack of standardization in terms of programming as it includes common names previously programmed for independent agencies before they came onto the consolidated system. ORCAT's CAD employees are working on a standardized platform for common names which should be completed by December 17, 2015. On December 21, 2015, BSO staff will begin a training initiative on standardized common names, and a follow-up assessment will be administered.

Mr. Smous clarified that, since CAD was established, the common name issues have existed. However, it has been the input from agency representatives via incident ticket submissions that triggered the focus to resolve the matter as quickly as possible. Ms. Zarazinski clarified that agencies with different common name programming who transitioned onto the consolidated system worsened the existing issue. Mr. Smous agreed. He asked meeting attendees if they had additional feedback on addressing. Ms. Mize explained to Chief Teixeira that all BSO training is one-on-one involving, either, a supervisor, site manager, or members of the training team. There were no other questions posed, nor additional feedback provided.

Mr. Smous reviewed the *RCCP – Verbalizing Event Detail* slide. Ms. Mize noted that a policy was drafted, and is soon to be finalized. The former fire-rescue process was for the operator to provide a location and a field reference; it was the field unit's responsibility to check their MDT (Mobile Data Terminal) for updates. The dispatcher was only expected to verbalize comments if an update prompted a run card change response, or if a scene safety issue was introduced. However, the new policy requires the dispatcher to verbalize more information. Being that the consolidated system includes operators from different agencies and, therefore, different training, there were

two different philosophies (among operators) regarding responding to messages and who was to be the responsible party for messaging. One theory is to utilize the send message feature which places onus on the operator to send a message to the dispatcher communicating updates on-in-progress or critical events. In order to send the message, the operator must include the recipient's console number and the case number. The current policy states that the send message function is to be utilized. The AWW (Advanced Workstation for Windows) update window is an option that places burden on the dispatcher, rather than the operator. When the operator enters an update, a window appears on the dispatcher's screen noting an update was made. However, the dispatcher then has to search in order to find the update. She believed choosing between the two options is a matter of picking the lesser of two evils. Some operators (pre-consolidation) were trained to utilize the message feature, while others were trained on the AWW update window. There is a need to establish one process for updates and the AWW update window is preferred. At the North center, the update in the AWW window is bolded which adds clarity; however, this does not occur at the Central and South centers. BSO staff opened a [selfhelp@broward.org](mailto:selfhelp@broward.org) ticket to address this issue. She went on to state that it is possible to establish different priority windows within the AWW window. Ultimately, the most significant disconnect regarding this issue is dispatcher philosophy based on their training background.

Mr. Pusins asked ORCAT staff to comment on the Next Generation CAD in terms of whether it will address the messaging issues raised by Ms. Mize. Ms. DiPlacido explained that the Next Generation CAD will include more pop-up options. However, the current CAD system has a number of features that are simply not activated right now; those options are being reviewed to determine preferences for use. Windows can be created in the current CAD system that are specific to priority updates. She recalled working closely with ORCAT's CAD staff members on this initiative, and noted her desire to avoid the messaging option. Messaging is a single source so it should only be used for non-emergency, work-related communications. Ms. Zarazinski pointed out that the dispatcher still has to take steps to view priority window messages in order to see the updates. Ms. DiPlacido agreed, and added that it should be standard practice for a dispatcher to open a call when a priority comment is received. Ms. Zarazinski indicated that a busy dispatcher could be working on as many as 15 incidents which are all being updated, and some may be priority updates. This could result in a time delay for field units receiving updates. Ms. DiPlacido noted a positive feature of priority windows is the dispatcher only receives the update if the incident was flagged as a priority update incident. Ms. Zarazinski inquired as to whether the priority update would be based on a change in the response. Ms. DiPlacido said that would be defined in policy. Ms. Mize indicated that a direction should be established by December 30, 2015 and training will be executed, once the policy is in place. She clarified for Ms. Thomas that, in the event a dispatcher is working five priority incidents simultaneously, the proposed priority window could display one window with five incidents. Discussion ensued. Mr. Smous asked meeting attendees if they wished to add anything to this discussion. Chief Levy commended BSO's dispatch staff for how updates have been handled on his agency's radio channel. He said he frequently hears the police dispatcher coming over the fire-rescue channel (to provide updates). Ms. Mize said there has been an emphasis on making sure updates are handled properly, and related training will take place soon.

Mr. Smous reviewed the *RCCP – Unit Assignment* slide. Ms. Mize indicated that this component mainly relates to law enforcement. However, if appropriate fire rescue units are not assigned, it is handled on a case-by-case basis. If the run card was correct and the unit was available, then it would be considered a dispatch issue which is handled with remedial training, QA, and progressive discipline when appropriate.

Mr. Smous reviewed the *RCCP – Interposition Communication* slide. Mr. Nairn pointed out that the objective is to capture the subcategories. ORCAT staff is currently finalizing the list of service and subcategories; upon completion, it will be distributed to ORT members. The idea is to track reported incidents and be aware of when corrective actions are implemented. Over time, progress is noted as shown in the far right-hand column (labeled “Results”) of this slide.

Mr. Smous reviewed the *RCCP – P1 90/10 Call Taker Performance* slide. He congratulated BSO staff for the drastic improvements (in meeting the P1 performance indicator) shown at the North and Central dispatch centers from August, 2015 through October, 2015. Mr. Pusins noted that this slide relates to the P1 busy hour performance indicator. He asked ORCAT staff if they have data (to present) on BSO’s overall 90/10 performance. Mr. Smous indicated that the requested information is not available presently, but can be developed. Ms. Zarazinski asked Mr. Smous to comment on mitigation. Mr. Smous provided an example of a dispatch center receiving 140 calls within a five-minute period due to a tornado. If such an event occurred, BSO would submit that as a mitigating circumstance and the P1 performance indicator failure would be mitigated. In-depth reviews are made on all mitigating circumstances submitted by BSO.

Mr. Smous went on to review the *RCCP – P2/P3* slide. Ms. Zarazinski noted that BSO staff conducts daily reviews of this performance indicator. An analyst researches a sampling of failed events. About half of 1,200 calls monthly are reviewed; of that population, about 50 to 60 percent are beyond (dispatch’s) control in terms of capability to meet the 90-second standard because of callers who do not know their location and callers in need of the language line. Each failed call is analyzed in terms of signal type. BSO staff will be focusing on the P2/P3 performance indicator. Ms. Zarazinski pointed out that the data being presented is raw in that call mitigation is not considered. Mr. Smous asked meeting attendees if they wished to add to this discussion. There was no input provided.

Ms. DiPlacido reviewed the *Policy Status Update* slides. She asked meeting attendees to submit any comments to her on the policies currently classified as “Out for Comment” (on the regional portal), so the next phase of policy development can begin. Mr. Smous asked Chief Chester Bolton of Pompano Beach Fire Rescue his opinion on the Open Water Rescue/Marine Incidents (Open Water Rescue) policy. Chief Bolton thought the policy looks good, but there are still issues. Ms. DiPlacido asked Chief Bolton to submit any desired additions to the policy. She noted that a radio channel was established for marine operations. Also, a page that includes coordinates will be created to alert law enforcement and fire rescue personnel of any marine call. She asked meeting attendees to provide their contact information so the page can be programmed. Ms. Mize pointed out that first line comments on Signals 26, 29, and 44 (Drowning, Reckless Boater, and Marine Accident, respectively) will display a message to the law enforcement dispatcher stating a reminder to send marine (patrol), and a message to the fire rescue dispatcher stating a reminder to send Fire Boat 49 and Ocean Rescue if the event is located on the beach. All Ocean Rescue talk groups are confirmed at each of the three consolidated dispatch centers, and related training was conducted. Also, operators are being advised that, in the absence of a medical signal, any event on the waterway should be entered as a Signal 44 with the medical reference entered into the call’s comments. Chief Bolton thought the policy is comprehensive, but a jet ski component should be included because it is the quickest way to reach a (marine incident) victim. Ms. DiPlacido pointed out that it was included to alert Ocean Rescue for any incident on the beach, on-shore or just off-shore. Chief Bolton recalled working with Lynn Molitor of ORCAT to segment the beach area in CAD so Ocean Rescue 31 is automatically dispatched for any incident in that area. However, dispatchers must be aware that they have to go over the radio to alert field personnel because there are no tones or pagers. He answered in the affirmative to Ms. DiPlacido’s inquiry as to whether field personnel have cellular phones. She noted the page

message can be programmed into a cellular phone. Chief Bolton said he would give it consideration. Ms. DiPlacido continued to review the slides. She mentioned that all policies can be viewed by ORT members on the regional portal.

Mr. Smous reviewed the *New Business* slides. Chief John McNamara of Sunrise Fire Rescue indicated that field personnel think updates, rather than addressing, are the most significant dispatch-related issue. He said he (generally) does not turn in incident tickets because his agency's field personnel believe no resolution is forthcoming. Likely, incident tickets for every incident would be submitted if there was adequate staffing resources. He recalled spending significant periods of time at the dispatch center, and noted that his field personnel have taken coursework to understand how updates look on a (dispatch) screen. He thought the Next Generation CAD will bring improvement, but it will not be in effect until 2017. Both incidents (Incident numbers 362147 (SN/150901009673) and 371671 (FSN151020011632) – a copy of each is attached hereto and made a part hereof these minutes) relate to updates as the response on each states the operator did not read the update. He believed the response is in need of deeper analysis. He questioned whether pop-ups will solve the update issue, especially for dispatchers handling numerous incidents simultaneously. He suggested walkie-talkies be utilized as a remedial measure for interposition communication. He referenced details set forth in incident number 362147. The updates issue has been in existence for 15 months. He emphasized the level of frustration he feels about submitting incident tickets and obtaining responses, but no actual resolutions.

In response to Mr. Smous, Ms. Mize replied that she has worked for months with Ms. DiPlacido on defining the (update) windows. Ms. DiPlacido recalled this matter began as a process issue that was identified and discussed for months before it was determined that it needed to be addressed. She recalled identifying the initial problem in March, 2015 which was differing preferences among dispatchers as to utilizing, either, messaging or the AWW update window. BSO issued training bulletins advising all operators to utilize the send message feature. But months have gone by and it is still an issue. She said she began working with Ms. Mize on potential solutions once it was determined to be a process issue. Chief McNamara thought the remedial measures taken thus far are unsatisfactory. He said he understood that face-to-face (interposition) communication is unrealistic, but some kind of (interposition) communication must take place, and he expressed reluctance about relying on messaging. He believed there has not been enough emphasis placed on this issue. Ms. DiPlacido indicated that the time-consuming aspect is getting people on the same page. Ms. Thomas believed the basic issue relates to interrogation. She offered an example of a caller who initially states she has stomach pains, but later indicates the pains are due to a bullet wound. If call-takers were able to conduct a detailed interrogation, (all of) the information would be entered in the call initially, rather than minutes later as an update. Chief McNamara thought the incidents he referenced earlier did not relate to an issue with interrogation, nor a call-taker or dispatcher because everything was done correctly except the update was not read. Mr. Smous remarked that agencies utilizing silent dispatch create another layer to the updates issue. Chief McNamara agreed. Ms. DiPlacido clarified that (in incident number 362147) the update was never sent. Chief McNamara indicated that the update is shown in the (CAD) comments. Ms. DiPlacido further clarified that a message must be sent; otherwise, the dispatcher will not see it, regardless of what is entered in the comments. Mr. Smous suggested a sidebar meeting be held to further discuss this topic.

Chief McNamara noted his intent is simply to state on the record that the updates issue must be addressed. He offered to bring back information as to how updates are handled at other dispatch centers across the country. Chief Stanley noted that messaging is one-way communication, whereas face-to-face communication is mutual. Ms. DiPlacido elaborated upon measures that

can be taken to better alert dispatchers such as creating separate priority windows. Ms. Mize pointed out that some operators greatly lack proficiency. There was an assumption (pre-consolidation) on BSO's part that the skill level of operator staff was much higher than it actually is. Some operators are currently undergoing 240-hour remedial training programs, and three veteran operators are facing termination because of their poor performance despite having undergone six weeks of remedial training. Another issue is that the same mistake is oftentimes made by different operators. Chief McNamara reiterated his suggestion to utilize walkie-talkies for interposition communication; he stressed the need for options other than messaging to be examined. Mr. Smous asked meeting attendees if they had any additional participating agency matters to address. There was no input provided. Mr. Smous remarked that it is duly noted that the updates issue is a high-impact item.

Mr. Smous went on to ask if the Operator (BSO) had any new business items to raise. Ms. Zarazinski commented that there is the issue of performance benchmarks which are reviewed daily by BSO staff. Another matter is the data point where the timeline starts. Currently, the clock starts when the call is answered. Previously, agencies may have had that data point at call creation or at keystroke so there may have been additional time to interrogate the caller and dispatch the call with basic information and then obtain updates, rather than dispatching a "shell call." Current issues are exaggerated because of time constraints. Mr. Smous pointed out that four out of five items previously discussed were not related to time constraints. He recalled examining Signal 67 (Sick or Injured Person) calls in terms of dispatch timelines; almost 80 percent of these calls were sent to dispatch at 40 to 45 seconds, despite the performance indicator allowing for another 20 to 30 seconds for interrogation. Latasha Elmaadawy believed updates would not be a significant issue if operators were able to properly interrogate callers. With regard to "sick person" calls, Ms. DiPlacido emphasized that, if a caller makes an initial vague statement such as "I don't feel well," the operator should respond with a clarifying question to obtain more information about the caller's state. She reiterated Mr. Smous' prior statement that review of these calls showed there was more time for the operator to conduct interrogation, (but it was not utilized). Chief Timothy Heiser of Fort Lauderdale Fire Rescue believed operators' primary objective should be obtaining more information from callers with a secondary goal to meet the performance indicator. Ms. Zarazinski noted that BSO staff conveys a message to operators that quality of work will not be sacrificed, and that they should take the necessary amount of time to dispatch a call. However, that leads to non-compliance with the performance indicators; it is a no-win situation. Chief McNamara suggested Fort Lauderdale Fire Rescue have their field personnel participate in the same dispatch coursework he mentioned previously. In terms of that, Chief Heiser pointed out that Chief McNamara is at an advantage due to his agency being located on the same grounds as Central. Chief McNamara thought a video showing the entire dispatch process would be beneficial (for field personnel). Ms. Elmaadawy thought the problem lies in the fact that some are focused on response times, while others focus on accuracy; a common goal must be established.

Mr. Smous asked meeting attendees to be certain none of their field personnel have the countywide non-emergency telephone number printed on their business cards, and to ensure their field units are following standard radio protocol. He went on to mention that the regional 911 network is in place; it was implemented on November 10, 2015. Each consolidated dispatch center is still answering calls for its region, however, the plan is to operate all three dispatch centers countywide as one call center in late January, 2016. In closing, Mr. Nairn encouraged meeting attendees to continue to report incidents via the ticketing system. He indicated the prior discussion related to accuracy versus meeting performance indicators is a follow-up item; ORCAT staff will discuss it internally and circle back with BSO staff. ORCAT staff will bring back more details on single queue (countywide) 911. With regard to text-to-911, this is currently in a research

phase and updates will be brought back. Mr. Pusins asked if legal research is being conducted as to abuse of 911 via text messaging and the issue of comprehending text abbreviations. Mr. Nairn answered in the affirmative. He went on to ask meeting attendees if they had any questions. There were no questions posed. In terms of data, ORCAT staff will take steps to ensure there is a representative sample of the total population of data and that real issues are represented going forward. He asked meeting attendees if they wanted to raise any discussion points before adjournment. There was no input provided.

There being no further matters to address, the meeting adjourned at 4:15 p.m.





# Regional FR Operational Review Team Meeting

December 2, 2015

Office of Regional Communications and Technology (ORCAT)

# Agenda

- I. Call to Order
- II. Old Business (Action Item Review)
- III. Regional Communications Center Performance (RCCP) Update
- IV. Policy Status Update
  - I. New Business
  - II. Participating Agency
  - III. Operator
  - IV. ORCAT
- V. Adjourn

# Old Business – Action Items

Action Items from 9/24/15				
#	Description	Resource	Target	Status
1.	BSO Training Bulletins (Will be added to Regional Portal as they are implemented for Communications Center	BSO	Oct 2015	Completed - Two Roll Call bulletins already posted as well as bulletins from last meeting
2.	Deerfield Law move to North PSAP-	ORCAT	Mar 2016	Project Charter being distributed for signature
3.	West Park/Pembroke Park Law move to South PSAP-	ORCAT	Mar 2016	Project Charter being distributed for signature
4.	Open Tickets are being reviewed and will be provided to all cities.	ORCAT	Jan 2016	Reviews underway
5.	Monthly Consolidations Reports- Have been added to Regional Portal	ORCAT	Oct 2015	Completed
6.	Policy Changes	ORCAT	See Status	Provided on the Policy Status update
7.	Work with Agencies to clear out CAD Options and review audio to identify descriptions to be used as Common Places in CAD	ORCAT/BSO	Jan 2016	Currently developing a standardized format for highways and common names – See Corrective Actions
8.	Send Dispatcher Radio Relief slide to Chief Levy to be discussed at the next Mutual Aid Meeting	ORCAT	Oct 2015	Completed
9.	TAC Unavailable – BSO implementing new support positions	BSO	Oct 2015	Completed

# Regional Communication Center Performance (RCCP) Update

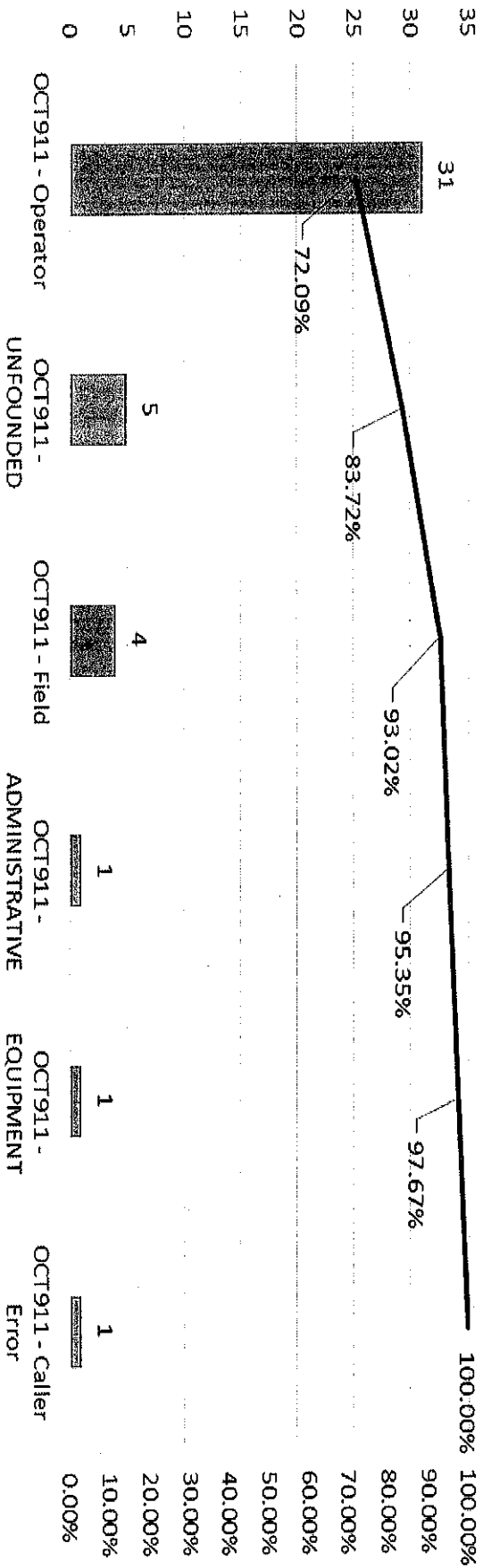
- **Quality of Service** – Quality of the call
- **P1** – 90/10
- **P2/P3** – Time to dispatch

# RCCP – QOS – Service Category Failures

## Incident Disposition Pareto

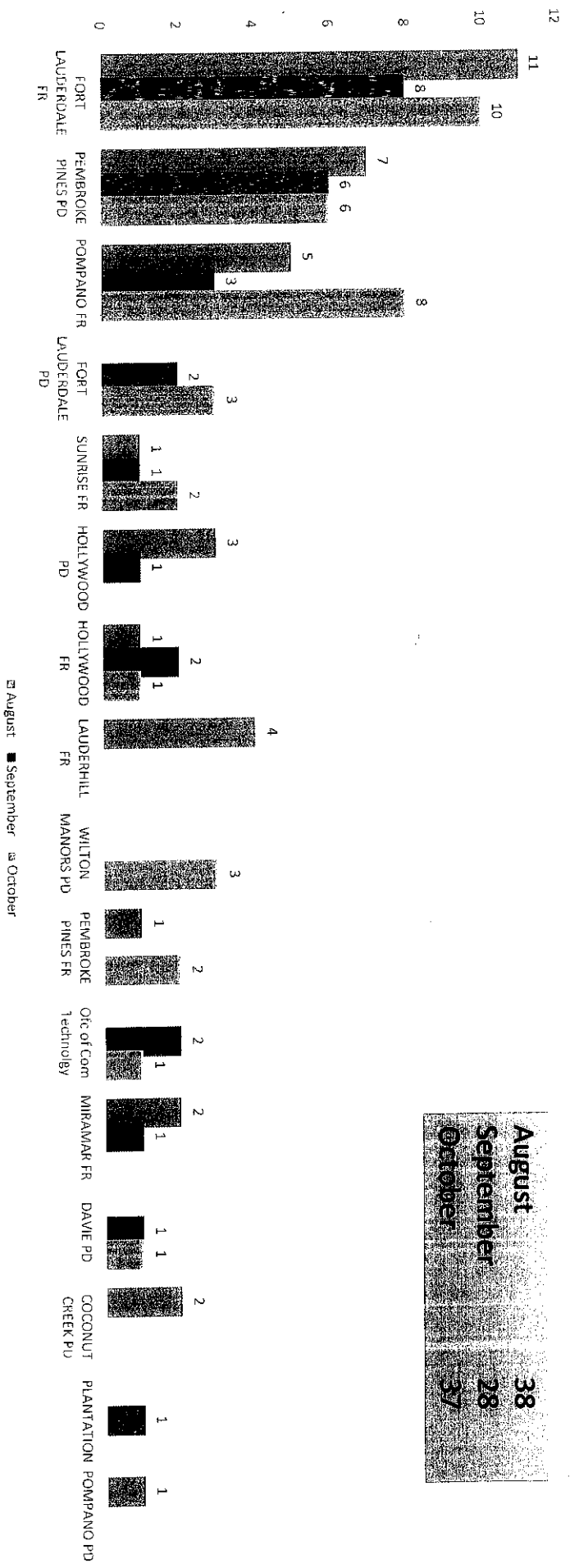
N = 43

Incidents by Disposition  
October 2015



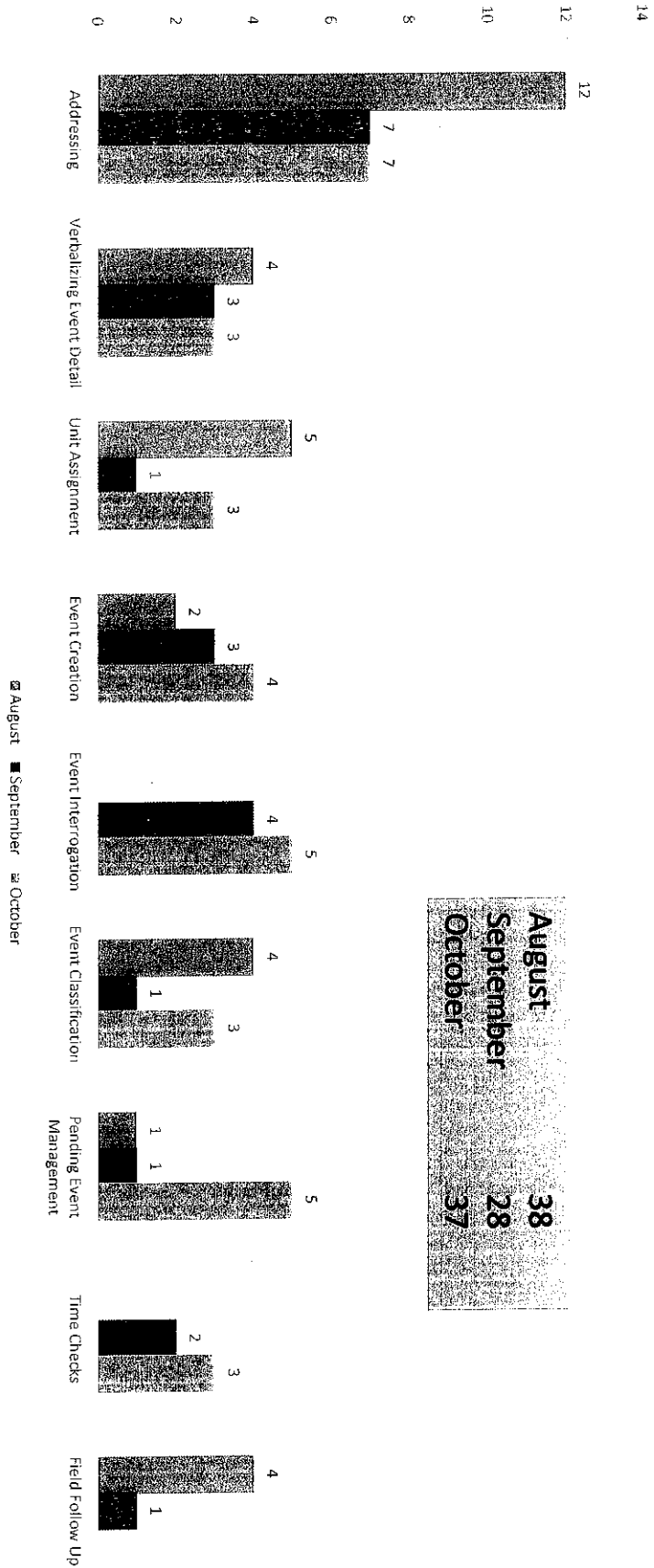
# RCCP – QOS – Incidents Reported by Municipality

Operator Dispositioned  
 August, September, October  
 N = 103



- Data provided is based on reported issues received by participating agencies
- A three month cycle is used to determine trending

# QOS - Service Category Failures



# RCCP – QOS – Target Areas

## Frequently Occurring Service Category Failures

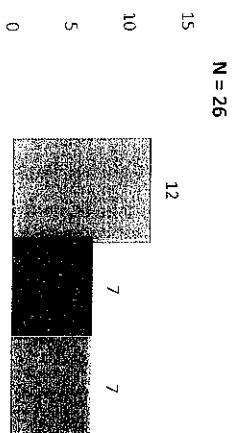
- Addressing
- Verbalizing Event Detail
- Unit Assignment
- Event Creation – Corrective Actions provided prior to next meeting
- Event Interrogation – Corrective Actions provided prior to next meeting
- Event Classification – Corrective Actions provided prior to next meeting

## High Impact ORT Items

- Interposition Communications
- Any other items required by the team to be on the HI ORT items.

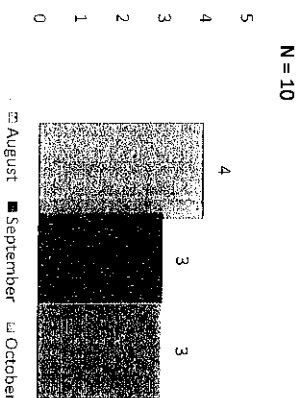


# RCCP - Addressing



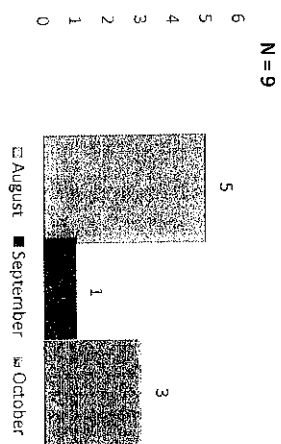
Sub Category	Total	Corrective Action	Imp Date	Status	Results
Data Entry error of proper direction, address, or street type	9	Found to be typographical errors of data entry. Corrective action undertaken per operator through QA remediation sessions once identified.	10/31	Quality Assurance and remediation training completed with each operator identified.	
Address Verification / Clarification	7	Reiteration of verbal address verification policy – SOP 1.3.1. Reiteration of jail location confirmation.	12/7	Roll Call Session Training – Completion initiated 11/30	
Improper Jurisdictional Assignment	6	<ul style="list-style-type: none"> <li>ATM Map Training Video and examination</li> <li>Highway common name programming training</li> </ul>	<ul style="list-style-type: none"> <li>8/26</li> <li>1/18</li> </ul>	<ul style="list-style-type: none"> <li>Implemented 7/24</li> <li>Scheduled to begin 12/21</li> </ul>	
Failure to use tools to locate caller, validate city, or identify location	4	<ul style="list-style-type: none"> <li>ATM Map Training Video and examination to include ATM Map assessment quiz</li> <li>Follow up training scenarios focusing upon most frequent assessment errors</li> </ul>	<ul style="list-style-type: none"> <li>8/26</li> <li>10/15</li> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>ATM Video Completed</li> <li>ATM Assessment Completed 11/30*</li> <li>Follow Up Scenario Training - TBD</li> </ul>	

# RCCP - Verbalizing Event Detail



Sub Category	Total	Corrective Action	Imp Date	Status	Results
Failed to verbalize pertinent event comments or updates	5	AWW Window update vs Send Message research and planning undertaken – corrective action plan expected by 12/30 which will drive firm policy on the process by which updates are recognized and responded by dispatch.	12/30	Review of current technology options initiated on 11/19. Final determination of policy – requiring CAD programming – expected 12/30	
Inaccurate information provided to field	3	AWW Window update vs Send Message research and planning undertaken – corrective action plan expected by 12/30	12/30	Final determination of policy – requiring CAD programming – expected 12/30	
Failed to read pertinent premise information (safety, general hazard)	1	Training bulletin reviewed outlining SOP in November and December, 2014. Occurrence resulted in remediation training and Quality Assurance review with operator involved.	10/31	Any future events will result in remediation training and progressive action.	
Failed to verbalize premise incident history	1	Training bulletin reviewed outlining SOP in November and December, 2014. Occurrence resulted in remediation training and Quality Assurance review with operator involved.	10/31	Any future events will result in remediation training and progressive action.	

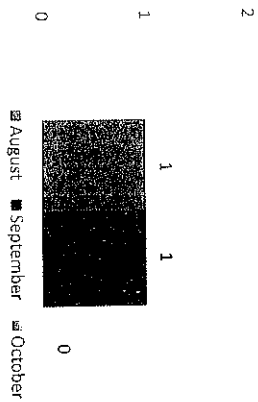
# RCCP - Unit Assignment



Sub Category	Total	Corrective Action	Imp Date	Status	Results
Appropriate Fire units not assigned / sent	3	All failed incidents resulted in remediation training and Quality Assurance Review with progressive action undertaken.	10/31	Will continue to monitor performance during random QA reviews.	
Did not notify multi-jurisdictions	2	<ul style="list-style-type: none"> <li>Training on Multi-jurisdictional BOLO to be completed when updated SOP finalized and CMR written.</li> <li>Individual training review with each operator scheduled to review these procedures</li> </ul>	<ul style="list-style-type: none"> <li>1/4</li> <li>2/8</li> </ul>	<ul style="list-style-type: none"> <li>Expected to be initiated by 12/7</li> <li>Expected to be initiated by 1/11</li> </ul>	
Upgraded signal - additional units	1	FR policy with providing all call details instead of limited information will address this issue – policy is current being reviewed for approval	1/11	Expected to be initiated by 12/14	
No High priority call announcement / tone alerting critical events	1	Reiterated in divisional SOP review. Training on multi-jurisdictional broadcast/BOLO process to be completed when updated SOP finalized.	1/4	Expected to be initiated by 12/7	
Appropriate Law units not assigned / sent	1	Remedial training and QA review with employee.	10/31	Will continue to monitor performance during random QA reviews.	
Failed to notify Sgt after priority assignment	1	Reiterated in divisional SOP review. Remedial training and QA review with employee.	10/31	Review of SOP completed in August, 2015. Will continue to monitor during random QA reviews.	

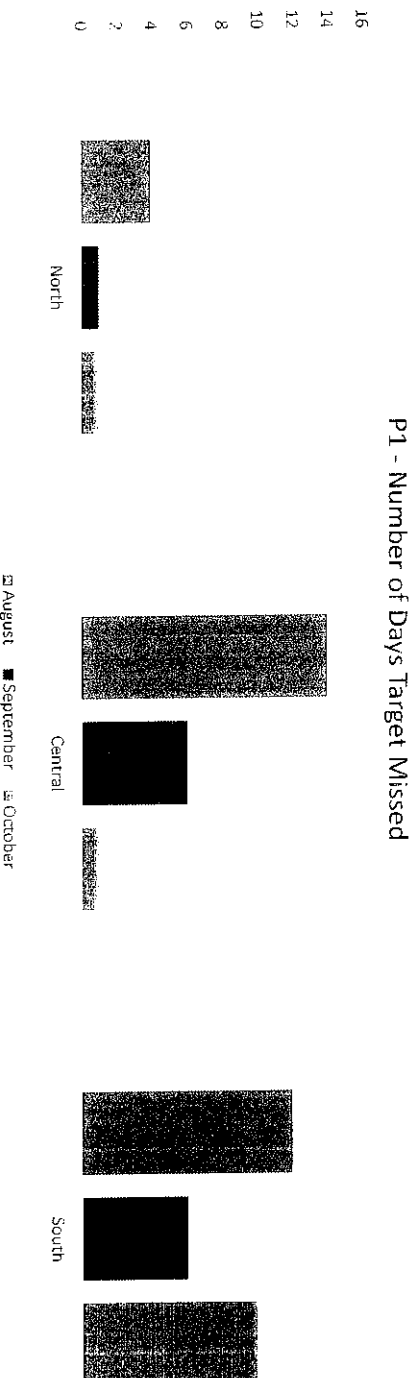
# RCCP - Interposition Communication

High Impact ORT Item



Sub Category	Total	Corrective Action	Imp Date	Status	Results
Information sent was unclear or inaccurate	2	Gold Elite radio to radio communication and face to face notification procedures outlined and training lesson plan completed.	12/7	Scheduled to begin 12/7-- with an expected completion date of 12/30	

# RCCP - P1 90/10 Call Taker Performance



- Indicator is trending in the right direction for North and Central
- The following Corrective Actions have been taken in South: Added new graduates (3) and forecasted staffing covers unexpected leave
- All other P1 indicators were met for the month of October

# RCCP - P2/P3

	GOAL	NORTH	CENTRAL	SOUTH
P2/P3 Fire Rescue Call For Service Processing Time 90% in 90 Secs.	90%	88.41%	79.74%	83.39%
P2/P3 Fire Rescue Call For Service Processing Time 99% in 120 Secs.	99%	94.55%	89.90%	92.31%
P2/P3 Fire Rescue Call For Service Processing Time 80% in 60 Secs.	80%	43.51%	30.22%	39.00%
P2/P3 Fire Rescue Call For Service Processing Time 95% in 106 Secs.	95%	82.47%	69.42%	75.00%

- Overall performance is below target
- BSO will begin the analysis of the P2/P3 failures and to develop a Corrective Action Plan
- Updates will be provided in future meetings

# Policy Status Update

- Out for Signature
  - 2.6, 2.8 (Law) - Multijurisdictional call announcements/ broadcasts for neighboring jurisdictions; call announcements and back up requests for agencies with multiple primary talkgroups.
  - 2.4 (Fire) - verbalization of key complaint/ patient status and pertinent updates
  - 2.23 (Fire) - Mutual aid approval (procedures for BC not responding)
- Implementation
  - 2.7 (Fire) - TAC assignments for 2<sup>nd</sup> alarm and above
- Completed
  - 1.3 (Law/ Fire) - Address verification and troubleshooting

# Policy Status Update

- Out for Comment
  - New policy (Law/ Fire)- Open Water Rescue/ Marine Incidents
  - 2.14, 2.5 (Law)- Traffic Stops and Self-Initiated events out of jurisdiction.
- Build
  - 1.4 (Law/ Fire)- Call Processing
  - New policy (Law/ Fire)- Phone Operations and Functions,



# New Business

- Participating Agency  
Incident Disposition Review
  - Sunrise – Incident 362147
  - Sunrise – Incident 371671

# New Business

- Operator
- ORCAT
  - Agencies providing the non-emergency number as a point of contact for field service personnel
  - Municipal agency monitoring radio traffic to ensure field units are following standard radio communication protocols
  - Regional 911 implemented

# Adjourn

# Regional 911 Incident Response Form

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Incident # SN/150901009673  
Response Date: 9/10/2015

Municipality: Sunrise  
Agency: SNFR

## Incident Details

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On September 1, 2015 at approximately 0109 hours, a call was dispatched for R92 to 2905 NW 130th Avenue with reference of "S67CP Chest Pains." Upon R92 arrival, they entered the apartment to find 2 males in a verbal argument; with a female standing by. During the initial scene assessment, Sunrise Police Department showed up on scene without being prompted by Fire Rescue. R92 Supervisor spoke with the responding Officer who advised their units were dispatched to the same location for a "domestic."

After reviewing the CAD notes and audio of the incident (call taker audio, dispatch audio for law and fire), it was apparent that PD was dispatched to the incident due to the "caller" asking for PD to respond because the patient was known to have "guns on him, possible in his bag" and the caller (whom wasn't the original caller but was given the phone by the female caller) stated he felt PD was needed.

The CAD notes reflect the above statement, however, at no time was this update verbalized to the initial responding crew of Rescue 92.

I am inquiring as to the reason this update was not given a higher priority due to the nature of the request.

## Operator Incident Response

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Reviewed By: R. Brownstein    Approved By: A. Mize  
Disposition: Operator

### Call Center Review:

The original 911 caller reported that a male was not feeling well and had pain running up his arm. The call was entered as a chest pains call at 0109 hours, and EMD initiated. The caller never reported any type of domestic situation, however, during the interrogation process, the a male interjected into the call and asked if there were any police officers responding. The male then commented that a male there is an ex-marine who may have something in his bag and he didn't know what may be inside of the bag. The operator asked the caller what he meant by the comment, and the caller said that the guy might have "5 guns, I don't know." The operator then created a DLE call at 0115 hours. The operator entered this call as a S67CP – which matched the FR call – but based upon the comments the dispatcher changed the signal to a disturbance and dispatched units based upon that. The operator then entered the comments into the FR entry to reflect that there may be "guns in the apt." The operator did not send a message to the dispatcher to alert to this change in comments, so the dispatcher didn't see the comments or verbalize the comments.

Related Policy: SOP 1.11C

Policy Verbiage:

**C. CAD updates for any active or pending must be reported via CAD message, attaching the relevant case number, and providing a synopsis of the update. Simply sending a message directing the dispatcher to review the updates is not acceptable.**

Policy Change Request Required

Action Items:

SOP requires that any changes updates entered into a CAD event must be alerted via messaging. The EMD process in general does not require messaging as the dispatcher expects the comments to be updated, however, once this incident escalated to where DLE was then required, a message needed to be sent to the FR Dispatcher to alert that there was a possible scene safety issue.

Complete This Section for Incidents with Disposition of "Operator"

Employee#: 10762

Employee Action Plan:

**Training** Estimated Completion Date: 9/24/2015  
Description of Training to be provided: QA documentation and review. This type of error has not been made by this operator.

**Counseling** Estimated Completion Date: Click here to enter a date.  
Counseling Provided By: Enter Name

**Other** Description: Enter Details of Action Plan

To Be Completed by Office of Regional Communications and Technology

Review comments:

Enter concerns, desired action items related to findings here

Municipal Sponsor Comments

Approval to Close Incident:  Yes  No

Review comments:

Enter concerns, desired action items related to findings here

# Regional 911 Incident Response Form

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Incident # FSN151020011632  
Response Date: 10/23/2015

Municipality: Sunrise  
Agency: SNFR

## Incident Details

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On October 20, 2015 a call was received on the non-emergency line via an alarm company (ADT) in reference to a "medical alarm" being received from a residence via an "alarm pendant." The caller provided information regarding the nature of the incident and related that the only information they were able to ascertain from the person whom activated the "pendant" was that "...she needed help." This call lasted approximately 2 minutes.

Upon completion of the call taking information, the call was then forwarded to "FireCom - BCF DISP1" and at approximately 00:09 hours, dispatched "Engine 72" to a medical alarm. Engine 72 acknowledged the call and went enroute at 00:10 hours.

Sometime after the initial dispatch of Engine 72, a call was received on the 9-1-1 emergency line from the same resident that initiated the "pendant activation" and advised the call taker that "someone had broken into her house" and she needed assistance. During the interrogation of the caller, the call taker confirmed there was an active incident at the same location (the "medical alarm" that Engine 72 was responding too), verified with the caller that "she had indeed activated her alarm company via her pendant" and subsequently advised that police and fire were enroute and continued with further interrogation of the caller for other relevant information.

Prior to Engine 72 arriving at the address for the medical alarm, the officer reference the MDT for confirmation of the house numerical and noticed in the narrative notes that "...someone had broken into the house..." which prompted the officer to ask FireCom, "...did someone break into the house through a back window or was it a family member..." The dispatcher (whom was not the original operator that had initially dispatched Engine 72 to the incident) asked Engine 72 to "standby," and after pausing, subsequently advised Engine 72 to "standby...I just came back on and I am reading the call for the first time...yeah, she had a home invasion and they were attacked in a home invasion...do not enter...standby, let me give this call to police." Engine 72 then followed up by asking the dispatcher "...this was a home invasion and we were not notified?" - which prompted the dispatcher to advise "that is affirmative."

At approximately 00:15 hours, police units were dispatched to a "41JO Robbery - Just Occur" to the address that Engine 72 was responding to and, after arrival, cleared the scene for fire rescue to enter and provide treatment and transport.

I am inquiring as to the reason why the CAD notes / updates were not given a higher priority and were not verbalized to responding crew of Engine 72.

## Operator Incident Response

Reviewed By: J. Doriety Approved By: T. Keough

Disposition: Operator

Call Center Review:

Reviewed.

There were two calls received on this incident. The first call came from the Alarm Company (ADT) and the second call came from the elderly female victim.

The first call received was on the Alarm Line from ADT. ADT advised the call taker that this call was in reference to a residential medical alarm. The alarm company advised the call taker that she made contact with the patient who could only advise the alarm company that she needed help. The call taker entered the call in as a signal S49M with no PD call created. The call taker failed to call back the premise to attempt to render any EMD to the patient if the patient had answered the phone.

The second call received was on a 911 line. This call was made by the female victim who advised the call taker that "Somebody broke into the house, my son's been hurt." The female advised that she previously activated her pendant alarm.

The second call taker updated the Fire Recuse case at 00:12:37 "CLR ADV... SOMEONE BROKE INTO THE HOME WHILE THEY WERE HOME SLEEPING." The second call taker also created a duplicate call in the Fire Rescue narrative at 00:12:55 as a Signal 21JO.

The second call taker also created a PD call at 00:14:49 as Signal 41JO.

The Fire Rescue dispatcher verbalized the Fire Rescue call as a Medical Alarm at 00:09:44.

E72 was assigned to the call and was place in "EN" status at 00:10:52. At 00:16:20 E72 tried to have the Fire Rescue dispatcher clarify if someone broke into the house reference the updates in their call advised that someone broke into the home.

The Fire Rescue dispatcher who verbalized the call to E72 was not the same Fire Rescue Dispatcher who came back on and answered E72. The oncoming Fire Rescue dispatcher advised E72 "You need to standby, I just came back on, I'm just reading the call for the first time. Yeah, she had a home invasion and they were attacked in a home invasion, do not enter, standby let me give this call to police."

The first SNPD officer to go arrival was 42A0401 at 00:17:52. SNPD advised scene was secure for Fire Rescue to enter at 00:18:19. E72 arrived around 00:20 hrs and requested a Rescue unit to respond C3. R72 was assigned to the call and transported the patient to Westside Regional.

The Fire Rescue dispatcher failed to give E72 the updates regarding duplicate call received and updates reference that someone broke into the home while they were sleeping.

The first call taker that received the call via the alarm line failed to call back the premise after receiving the information from the Alarm Company.

Related Policy: **SOP 1.25 ALARM CALLS, SOP 1.12 DUPLICATE CALLS, SOP 1.4.2 Caller Interrogation Process, SOP 2.3 RELIEVING THE RADIO, 2.4.2 Fire Rescue Call Assignment**

Policy Verbiage:

D. Upon call entry for a medical alarm (S49M), the E911 Operator entering the call will make landline to the site of medical alarm to verify the status of the patient(s). The CAD entry will be updated with the status reported at the location of occurrence if known. EMD protocols will be applied if applicable.

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B. When duplicating an active or pending incident, the E911 Operator must send a message to the dispatcher, attaching the original case number, and providing a synopsis of the update. The Dispatcher is required to review all CAD messages in a timely manner.

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All 911 calls that require any type of Fire/Rescue response, to include those DLE calls that have a FR associated incident, will be entered into CAD with the basic information (address and signal type) in order to facilitate the call being dispatched immediately upon receipt.

The goal of all calls is to generate a call for service in a timely fashion, providing for the correct address, classification, and key elements of the incident

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B. Dispatchers being relieved must brief the oncoming Dispatcher with all pertinent information such as:

1. Officer/Unit statuses
  2. Pending or noteworthy active calls
- 

F. As Fire/Rescue events are generated in as quickly a manner as possible, CAD events are expected to continue to be updated by the E911 Operator as the EMD and/or call interrogation process continues. Dispatchers are required to verbalize any CAD updates under the following conditions:

1. The updates will change or potentially change the initial run card assignment which may result in either adding or removing already assigned field personnel.



2. A scene safety and/or DLE component has been introduced.

Policy Change Request Required

Action Items:

As stated before the initial Call Taker failed to call back the Medical Alarm as is her responsibility. Had she done this, the information could have been relayed sooner to police. The initial Fire Dispatcher receiving a S49M should know that the information may change or an update is forthcoming and should have continued to review for updates. Had she not seen update then it would be required to make sure the oncoming dispatcher is aware of the call and to inform her to expect to see an update. The 2nd call taker did well in the actual interrogation questions, but failed to create the call in a timely manner for police. There was a 2 minutes and 12 second difference from Fire Rescue receiving the Duped call versus when Police received the call. She duped the call in the Fire Call, but failed to send a message to the dispatcher alerting of the updates. There is some difficulty in determine which Fire Dispatcher knew what information because the changeover had midway through the call. We will be reviewing all incidents via QA with all operators. Also, the 2nd Call Taker has already been scheduled for remedial Call Taking training in the very near future.

Complete This Section for Incidents with Disposition of "Operator"

Employee#: 10766, 11817, 17312, 17158

Employee Action Plan:

Training Estimated Completion Date: 11/9/2015  
Description of Training to be provided: QA Reviews with all employees, 1st Call Taker will received notice that future incidents will result in Counseling if she fails to call back on 49M again. 2nd Call Taker QA and already set for remedial prior to receiving this event, both Fire Dispatcher's will receive QAs.

Counseling Estimated Completion Date:  
Counseling Provided By:

Other Description: Enter Details of Action Plan

To Be Completed by Office of Regional Communications and Technology

Review comments:

Enter concerns, desired action items related to findings here

Municipal Sponsor Comments

Approval to Close Incident:  Yes  No

Review comments:

Enter concerns, desired action items related to findings here