



Office of Regional Communications and Technology

December 2, 2015

Regional PD Operational Review Team Meeting Minutes

Broward County Staff in Attendance:

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:

Lisa Zarazinski	Director of Regional Communications Division/911
Angela Mize	Regional Communications Assistant Director
Tara Thomas	Site Manager, North Consolidated Dispatch Center
Latasha Elmaadawy	Asst. Site Manager, Central Consolidated Dispatch Center
Sheri White	Site Manager, South Consolidated Dispatch Center
Virginia Bridwell	Asst. Site Manager, South Consolidated Dispatch Center

A Regional PD 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 9:32 a.m.

Mr. Nairn introduced himself as the recently hired Regional E911 Communications Manager for the South Consolidated Dispatch Center (South). He presented and reviewed the meeting agenda as part of a slideshow presentation entitled *Regional PD Operational Review Team Meeting December 2, 2015*. A copy of the entire slideshow presentation is attached hereto and made a part hereof these minutes.

Drew Smous noted the recent resignation of ORCAT's (Office of Regional Communications Technology) director, and the appointment of Brett Bayag as acting director. He went on to review the *Old Business – Action Items* slide. The action items will be updated as follows: numbers 1 and 5 will be closed as they are completed. Mr. Nairn stated that the previously reviewed action items were taken from the last Regional PD ORT (Operational Review Team) meeting (on September 24, 2015). He invited input from meeting attendees as to any additional action items for discussion. There was no input provided.

Mr. Smous reviewed the *Regional Communication Center Performance (RCCP) Update* slide. He remarked that (ORCAT and BSO [Broward Sheriff's Office]) staff is starting to focus on the P2/P3 performance indicator. BSO staff is looking at performing analyses on P2/P3 events that missed target times. He went on to review the *RCCP – QOS – Service Category Failures* and the *RCCP*

– QOS – *Incidents Reported by Municipality* slides. The latter slide depicts agencies experiencing the most quality of service issues. This data is based on a three-month rolling period. It will be possible to report on any trends reflected in the data.

Mr. Smous went on to review the QOS – *Service Category Failures* slide. The focus in today's meeting will be on the three most frequent service category failures – addressing, verbalizing event detail, and unit assignment. There will be updates on the less frequent service category failures in upcoming meetings. He asked meeting attendees if there were any questions. There were no questions posed. He pointed out that trending is reflected in the three-month data window.

Mr. Smous went on to review the *RCCP – QOS – Target Areas* slide. With regard to high impact ORT items as shown on this slide, a means of scoring items will be established to determine ORT members' preference as to which items should be addressed immediately. He asked meeting attendees if there were any additional items they wished to add to the high impact category. There was no input provided. Mr. Smous added that meeting attendees could provide that input later in the meeting as part of new business.

Mr. Smous went on to review the *RCCP – Addressing* slide, and invited Angela Mize to comment on corrective actions being taken about this matter. Ms. Mize noted that addressing has been a significant issue. Some is attributable to operators simply making typographical errors; this is addressed individually with remediation training and case-by-case progressive discipline when appropriate. As for address verification, this involves operators not (asking the caller) to verify the address which is a policy violation. These instances are handled by reiterating the policy (to operators in violation). She went on to state that the bigger issue is (determining) caller location, utilization of resources, and the ability to make a proper determination on jurisdictional boundaries. Eighty percent of 911 calls are made on cellular phones, and many times callers do not know their location. Further, 911 (map) technology is not as precise as what is found on cellular phones. BSO staff developed a 25-minute ATM (Advanced Tactical Mapping) tutorial video. She elaborated upon the video's content. A quiz was administered to operators after they watched the video. Every operator and duty officer has completed the ATM training as of August 26, 2015. The second phase involved a determination as to effectiveness of the training. To that end, a 20-question ATM assessment quiz was administered. Administration of the quiz was completed as of November 30, 2015 and nine employees failed. There were different versions of this quiz to deter cheating. The nine employees who failed the quiz will receive a one-hour remediation specific to the (ATM) assessments to determine where their confusion lies.

Ms. Mize went on to note that highway (common names in CAD [Computer Aided Dispatch]) is another significant issue. There is an excessive amount of jurisdictional choices in CAD for highways. An initiative led by Lynn Molitor of ORCAT in preparation for the Next Generation CAD is to clean up the common name CAD programming and highway resources (in CAD). Currently, Ms. Molitor is removing the old common name programs in CAD. She stressed that highway direction makes a significant jurisdictional difference especially for fire-rescue units. The issue with the current common names in CAD is they are not standardized in that BSO and municipal agencies all have their respective common names programmed. The expected completion date for the common name project is December 17, 2015. BSO will start a common name programming training initiative on December 21, 2015. Follow-up training will be conducted in January that addresses common mistakes made by the nine operators who failed the ATM assessment quiz. She elaborated upon common name place resources that operators were trained in. Mr. Nairn asked meeting attendees if they had any questions. There were no questions posed. Mr. Nairn added that the process of finalizing the (addressing) matrix (shown on the *RCCP – Addressing*

slide) is being completed and it will be distributed to Regional ORT members. Before the items listed in the matrix are closed, ORCAT staff wants to ensure ORT members have opportunity to review them.

Mr. Smous reviewed the *RCCP – Verbalizing Event Detail* slide. With regard to corrective actions taken by BSO to address this matter, Ms. Mize explained that this relates to a technology issue in terms of the history and preference of operators. If a high priority 911 (police) call has a fire-rescue element, NFPA (National Fire Protection Association) standards in terms of P2/P3 state the call will be input in a shell (basic information) format. Hence, there is a requirement (for field personnel) to check updates on such calls. There are two mechanisms by which CAD can respond to updates and this component relates to the previously stated history and preference of operators. Current policy states that, anytime an operator on 911 provides comments or updates on an active or pending incident, a message must be sent to the dispatcher stating the (comment or) update. Although this is the current policy, there are numerous operators (on the consolidated dispatch system) who do not utilize the message feature; rather, they utilize the AWW (Advanced Workstation for Windows) update window. There are problems related to both options. The message option places onus on the 911 operator to not only send the message, but also to be aware of the dispatcher's console number and the case number so the proper dispatcher receives it. When an update is sent via the AWW update window, a message is shown (on the recipient's screen) stating "this case has been updated." However, the dispatcher must then search for the update. Measures were taken by ORCAT and Motorola staff to determine if there are any other (update) options, but there are none. Currently, the best solution for the AWW update window is to segregate the windows according to priority and non-priority. The sentiment is leaning toward utilizing the AWW window for all updates. However, currently at the North Dispatch Center (North), AWW window updates are bolded, but not at the Central and South Consolidated Dispatch Centers. A selphelp@broward.org ticket was opened to have this configuration issue reviewed. Ultimately, dispatchers who prefer to utilize the AWW window are not paying attention to updates sent via the message feature and vice versa. Training to address this matter is scheduled for January. Most likely, the AWW update window will be made the standardized method for operators to send updates and/or comments, though she believed it is a matter of choosing the lesser of two evils. BSO staff is hopeful that the Next Generation CAD will provide more options and flexibility. As for premise flags, this relates solely to remediation and discipline because it is a straightforward process. There is no excuse for a dispatcher not to verbalize a premise flag. Mr. Smous asked meeting attendees if they had any questions. There were no questions posed. To provide clarification to Mr. Smous, Ms. Mize reiterated that BSO staff will advise utilization of the AWW update window, and the policy will be revised so the message feature is not a requirement for active or pending incidents. Mr. Smous thought utilizing the AWW update window is beneficial because it allows for continual engagement on the part of the dispatcher. He asked meeting attendees if they had any input on this matter. There was no input offered. In further inquiry, he asked meeting attendees if they wished to raise any (dispatch-related) issues that were not included in this presentation. There was no input provided.

Mr. Smous went on to present the *RCCP – Unit Assignment* slide. Ms. Mize believed the common theme of these issues is the multi-jurisdictional call announcement broadcast and unit assignment. The policy regarding multi-jurisdictional broadcast and call-assignment/call-announcement processes is currently being tweaked to include additional signals. The policy (currently) states that, if an operator receives (certain) signals, the operator should immediately multi-select a predesignated series of talk groups to issue a call announcement over the radio. The purpose of the call announcement is to ensure neighboring jurisdictions are aware of the call. When this policy (revision) is complete, it will be necessary to have CAD programmed such that every time the applicable signal types come in, a message is displayed for dispatchers to multi-

select and call-announce because it is problematic to rely upon the dispatcher's memory as to when this practice should and should not be executed. In January, BSO staff will conduct individualized training on this matter. Mr. Smous invited input from meeting attendees. Joann Brown of the Coral Springs Police Department asked if there will be different patches according to various jurisdictions. Ms. Mize said the talk groups will be pre-set and the preference is to over- rather than under-announce. She advised meeting attendees to confirm with their respective BSO dispatch center site managers whether their preferred talk groups are included in the pre-set call-announce talk group. Lisa Zarazinski pointed out that all agencies on a call-announce talk group will receive these announcements, even if their radio air is 10-3 (Stop Transmitting). Mr. Smous asked meeting attendees if they had anything to add to this discussion. There was no input provided.

Mr. Smous went on to review the *RCCP – Interposition Communication* slide. In researching incident tickets, a number of causal issues were found. Ms. Mize said an example of (defective) interposition communication is a fire-rescue operator updates information in a police header, but the police dispatcher does not respond timely. The AWW update window will likely be a remedy for such occurrences, though both the AWW update window and the message options are not ideal. Hence, it is not desired to rely upon the AWW update window and/or the message option for updating a call to a Code 3 as that should be done immediately. Face-to-face communication is optimum, but is not an option at some of the dispatch centers. Also, when ACD (Automatic Call Distribution) is implemented, the 911 call-taker and dispatcher for a given call may be located at different centers. Operators can communicate via the Gold Elite (radio), and related training will begin on December 7, 2015. She elaborated upon elements to be included in this training course. Jenna DiPlacido asked if each (dispatch) position has a breakdown of all radio talk groups. Ms. Mize replied that she just created a breakdown of the radio talk groups. Lieutenant Albert Cooper of the Hollywood Police Department asked if it is possible to merge fire-rescue information to the police side for dual calls initiated for fire-rescue. Ms. Mize explained that the process can be executed, but it is manual rather than automatic. Mr. Smous clarified that the "manual" process is simply a matter of typing "c*;" (letter "c," asterisk, and semi-colon) into the initial update. Sheri White pointed out that, if the (fire-rescue and police) calls are created at different times, a secondary call is created and joined to the initial call, then "c*;" is added. Ms. Zarazinski remarked that field units should go over the air to the opposite discipline themselves in the event the dispatcher is busy and they want to advise a Code 3. Mr. Smous recalled Fort Lauderdale Fire Rescue representatives stating they had implemented that practice, but discontinued it because it was problematic in terms of field units following proper radio etiquette. He said his recommendation to Fort Lauderdale Fire Rescue was to establish certain priority events for which field units are allowed to implement the practice. Ms. Mize noted the practice has been implemented by Lauderdale Fire Rescue. Mr. Smous asked meeting attendees if they wished to add anything more to the discussion. There was no input provided. Mr. Smous stated that, if the AWW update window is considered a corrective action for this matter, it should be included in the respective category on the *RCCP – Interposition Communication* slide. Further, he suggested the verbiage in the "Status" category be changed to reflect "training to be completed by 12/30."

Mr. Smous went on to review the *RCCP – P1 90/10 Call Taker Performance* slide. Ms. Zarazinski pointed out that some of the failed days in October could have been mitigated. Mr. Smous agreed, and noted that only raw data is shown on this slide. He pointed out that the *RCCP – P2/P3* slide relates to fire-rescue, rather than law enforcement. Nonetheless, root causes are being examined for missing the P2/P3 performance indicators, and this slide will be presented as an update at Regional PD ORT meetings. Ms. Zarazinski pointed out that the information on this slide is also raw data. She added that BSO reviews the P2/P3 performance indicators each day. Calls are placed in different categories such as failed calls and calls that were beyond dispatch's control. A

sampling of calls is examined which equates to about 40 to 50 percent of all calls. Of that percentage, about 50 to 60 percent are beyond dispatch's control (in terms of failing P2/P3) as they involve callers who do not know their location and those in need of the language line. Ms. DiPlacido asked Ms. Zarazinski if BSO provides mitigation information to ORCAT staff so the related incidents are removed from the data. Ms. Zarazinski replied that mitigation information is sent to ORCAT staff monthly; however, she did not believe those calls are being removed from the data. Mr. Smous offered to follow up with ORCAT staff on this matter, but said he could not imagine ORCAT staff reporting on data that was clearly shown as a mitigating factor. He went on to state that the key factor is to be proactive with remedial measures for P2/P3 issues; Ms. Mize has begun researching signal types that failed to meet these indicators.

Ms. DiPlacido reviewed the *Policy Status Update* slides. She pointed out that this information is available on the regional portal. She asked meeting attendees if there were any questions. There were no questions posed. Mr. Smous presented the *New Business* slides and asked meeting attendees if they had any incident dispositions to discuss. There was no input provided. Mr. Smous further inquired as to whether meeting attendees had any (new business) items for discussion. Ms. Zarazinski stated that a number of police agencies are moving forward with utilization of body cameras. BSO will have an evidence unit solely for (video from) body cameras. She asked agency representatives to alert BSO if they are implementing body cameras as this may impact BSO's audio evidence unit. Mr. Smous asked if the Operator (BSO) had any other issues to discuss. Ms. Mize indicated that concerns were raised regarding base stations accepting calls for service at the PD number, and not giving (regional dispatch) the callers. This results in regional dispatch being unaware of field personnel's requests. The policy states that, if a base station has an in-progress emergency, they are to come over the radio. If the incident is not an emergency, the base station should contact the priority line which generates a CAD incident. Lieutenant Cooper pointed out that the Hollywood Police Department has two channels and a busy lobby. There are times when the priority line is busy. Ms. Mize reiterated that, if the incident is not an emergency, the priority line should be called; otherwise, radio air time is taken. If the priority line is busy, the duty officer line should be called.

Mr. Smous noted that call-takers are getting calls from individuals seeking to reach certain field units because some field unit personnel have the non-emergency number printed on their business cards. He asked meeting attendees to be certain their agencies are not publishing the non-emergency telephone number for any reason other than calls for service. He went on to request that participating agencies take initiative to ensure field units are following standard radio protocol. Lastly, he noted that a countywide 911 network is in place. Currently, the North, Central, and South dispatch centers log in to receive the calls for their regions; the goal is for each one to be operating as a countywide call center by the end of January, 2016. He asked meeting attendees if they had any questions regarding countywide 911. There were no questions posed. With regard to regional communications center performance, Mr. Nairn emphasized the importance of agency representatives reporting issues. The objective is to track progress and continue positive trending on many items, and to work with the Operator in their taking appropriate corrective action on others. He went on to state that the Text-to-911 initiative is slated for next year and more details will be provided at future Regional PD ORT meetings. He opened the floor for meeting attendees to raise any desired topic. Lieutenant Cooper raised the issue of a lengthy non-emergency line recording. Mr. Nairn said he would follow up directly with Lieutenant Cooper on this matter. Mr. Smous clarified that the Hollywood Police Department requested the non-emergency line recording be changed to initially ask callers their language preference, English or Spanish, rather than playing an entire message in English, followed by a message in Spanish. Mr. Nairn asked meeting attendees if they had any other issues to address. There was no input provided.

There being no further matters to address, the meeting adjourned at 11:00 a.m.



Regional PD 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

Regional Communication Center Performance (RCCP) Update

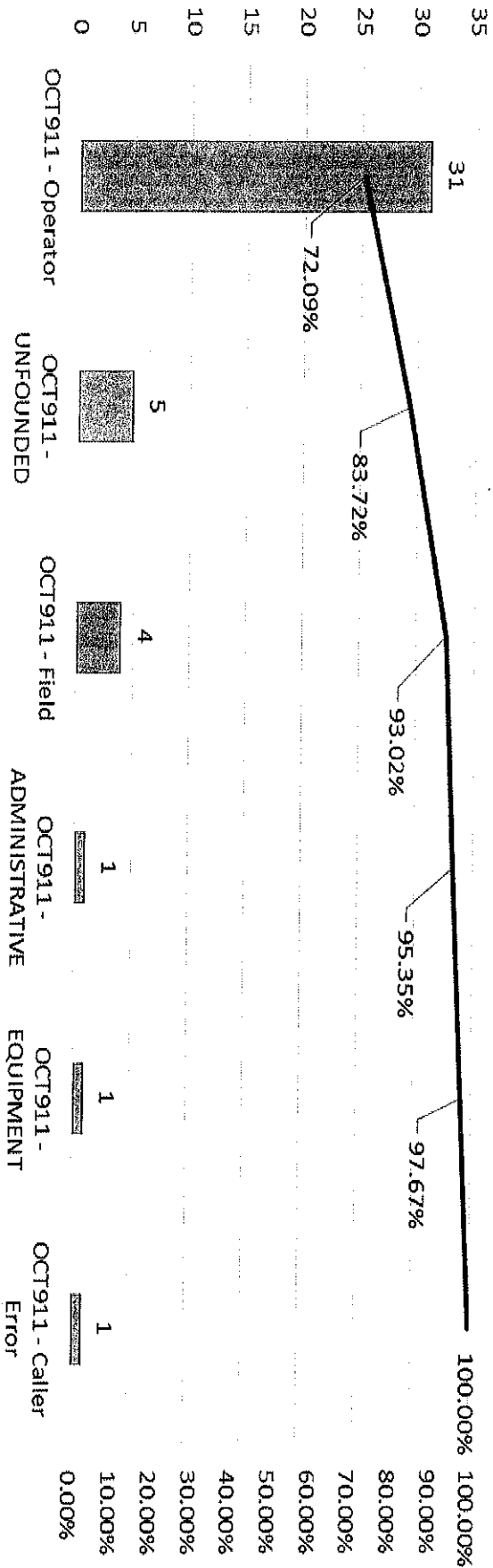
- **Quality of Service – Quality of the call**
- **P1 – 90/10**
- **P2/P3 – Time to dispatch**

RCCP – QOS – Service Category Failures

Incident Disposition Pareto

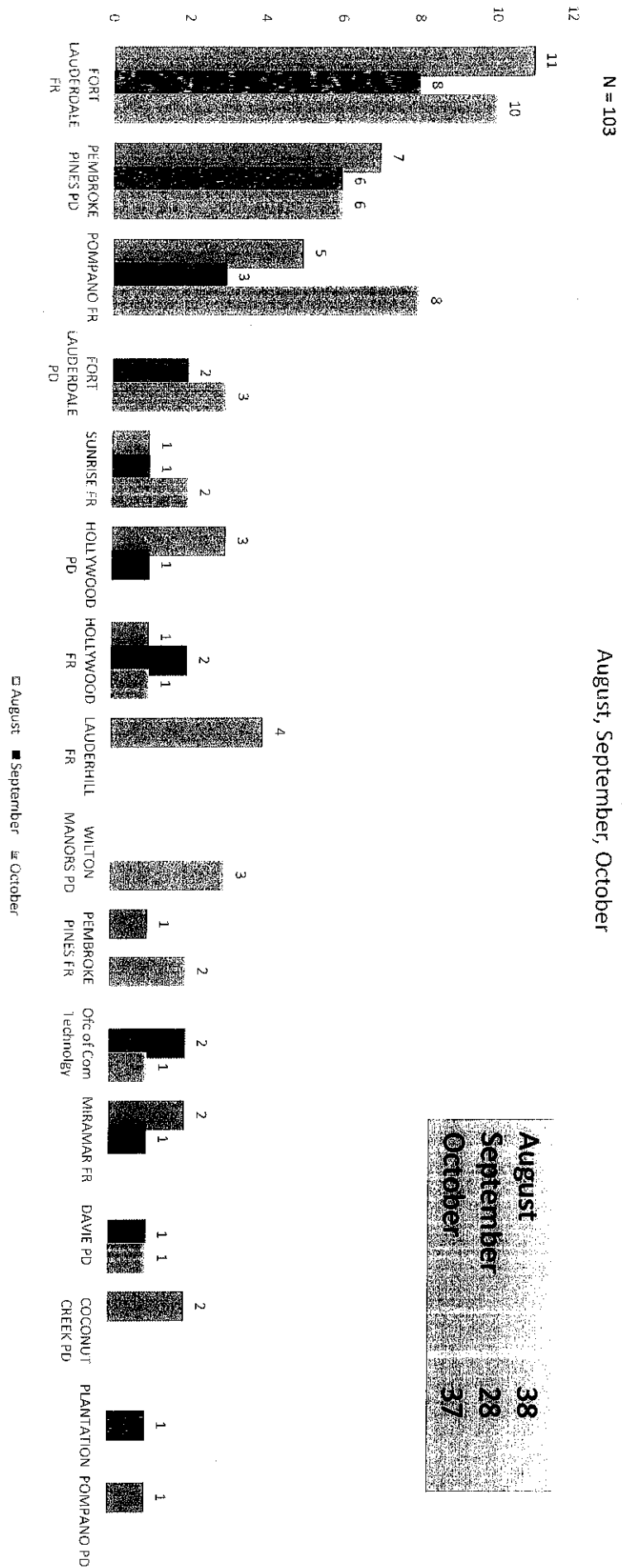
N = 43

Incidents by Disposition
October 2015



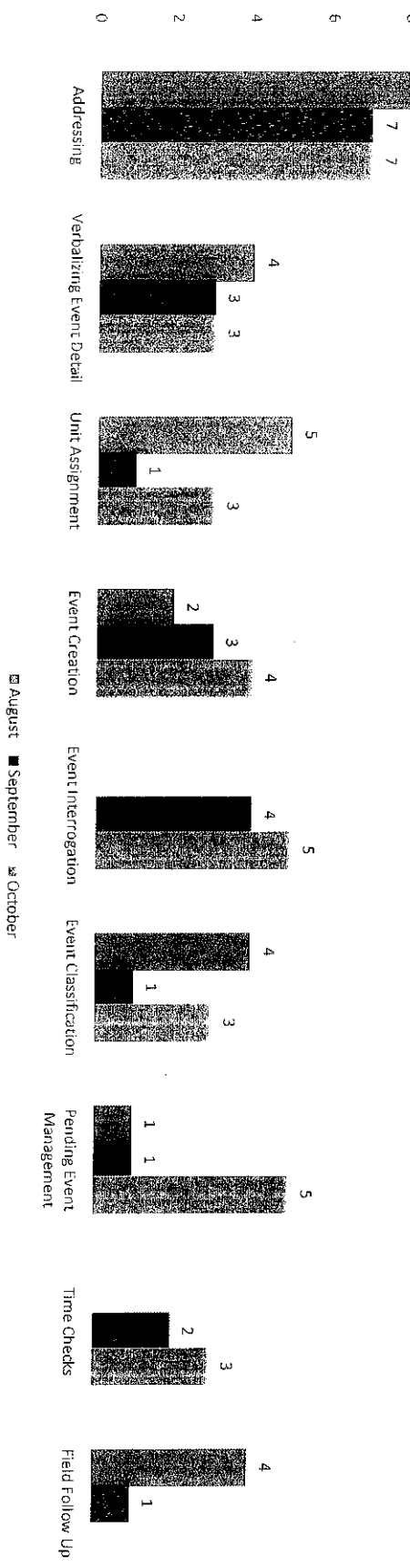
RCCP – QOS – Incidents Reported by Municipality

Operator Dispositioned
August, September, October



- 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

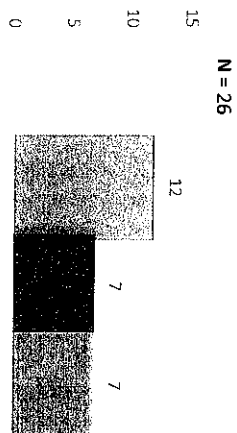
Frequently Occurring Service Category Failures

- 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

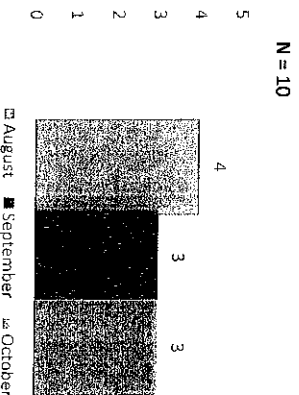
- Interposition Communications
- Any other items required by the team to be on the HI ORT items.

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"> ATM Map Training Video and examination Highway common name programming training 	<ul style="list-style-type: none"> 8/26 1/18 	<ul style="list-style-type: none"> Implemented 7/24 Scheduled to begin 12/21 	
Failure to use tools to locate caller, validate city, or identify location	4	<ul style="list-style-type: none"> ATM Map Training Video and examination to include ATM Map assessment quiz Follow up training scenarios focusing upon most frequent assessment errors 	<ul style="list-style-type: none"> 8/26 10/15 TBD 	<ul style="list-style-type: none"> ATM Video Completed ATM Assessment Completed 11/30* Follow Up Scenario Training - TBD 	

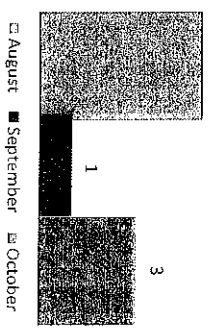
RCCP - Verbalizing Event Detail



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

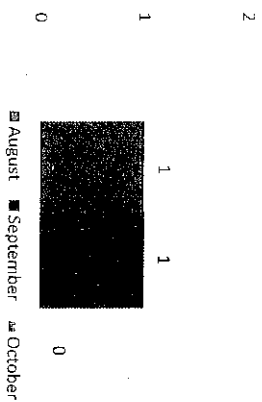
N = 9



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"> Training on Multi-jurisdictional BOLO to be completed when updated SOP finalized and CMR written. Individual training review with each operator scheduled to review these procedures 	<ul style="list-style-type: none"> 1/4 2/8 	<ul style="list-style-type: none"> Expected to be initiated by 12/7 Expected to be initiated by 1/11 	
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.

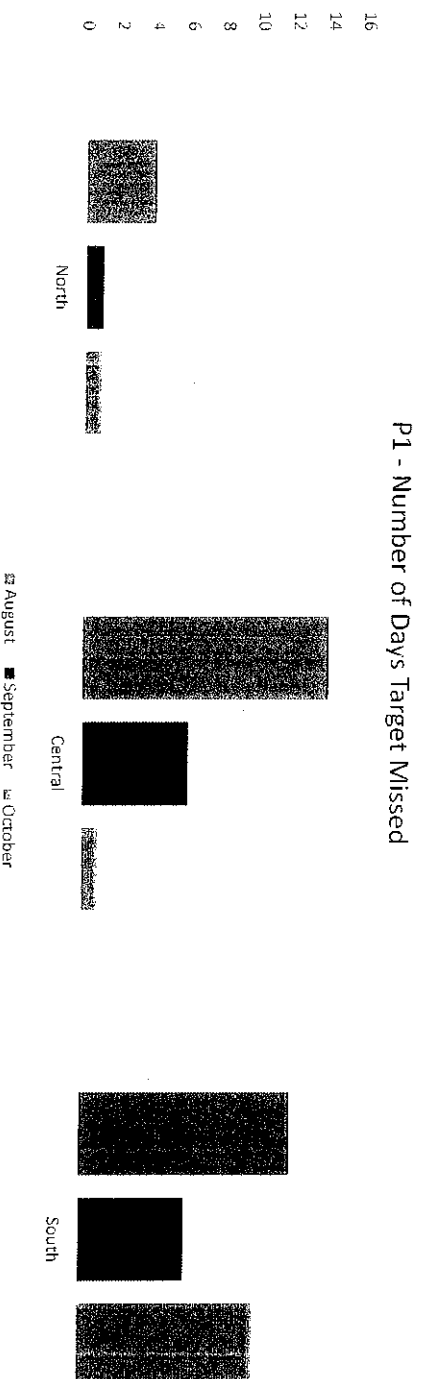
RCCP - Interposition Communication

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 2nd 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

New Business

- Operator
 - Issue with Base Station accepting calls for service at the PD number
- 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