



BERTHA W. HENRY, County Administrator

115 S. Andrews Avenue, Room 409 • Fort Lauderdale, Florida 33301 • 954-357-7362 • FAX 954-357-7360

March 3, 2017

Municipal Managers:

Re: Action Plan to Implement the Recommendations from the FITCH Report

Attached for your use is a high-level action plan that that will be utilized to track the implementation of all 21 recommendations by Fitch and Associates.

As you will notice, some dates on the action plan have not been provided. These dates are dependent on the completion of other tasks and will be provided in subsequent updates. As part of this effort, I have also attached a roles and responsibilities matrix for the Broward County Consolidated E-911 System. This was one of the action items that was discussed in the Fitch report. These roles and responsibilities are from our agreements and the findings from the Fitch Report.

As you are aware, the goal of the study, requested by Broward County, was to benchmark current operations and performance metrics against national best practices and assess stakeholder perceptions about the performance of the new Regional Consolidated Communications System (E-911).

We look forward to collaborating with you on these recommendations and future improvements to Regional 911 services to benefit our community.

If you have any questions, please contact Brett Bayag, Acting Director, Office of Regional Communications and Technology at bbayag@broward.org.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bertha Henry", is written over a light blue circular stamp.

Bertha Henry
County Administrator

BH:AJ:lr
Enclosure

cc: Board of County Commissioners
Joni Armstrong Coffey, County Attorney
Alphonso Jefferson, Jr., Assistant County Administrator
Brett Bayag, Acting Director, Office of Regional Communications & Technology
Consolidated Communications Committee

SUMMARY OF FITCH REPORT RECOMMENDATIONS

Technology

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
<p>1. The County needs to insure the missions of technology development and technology sustainment have different focuses and roles. Therefore, the County should provide for a Technology Development Team and a Technology Sustainment Team over the next few years as new technologies are implemented and the system continues to stabilize.</p>	<p>The Board approved seven new positions in FY 2017 to include capital funded positions in support of technology replacement projects. Staffing requirements will continue to be assessed over the next few years as new technologies are implemented.</p>	<ul style="list-style-type: none"> • County 	<p>Ongoing</p>
<p>2. An absolute priority for the County is to develop a link between 911 phone records and the associate CAD incident records.</p>	<ul style="list-style-type: none"> • Implement PremiereOne Next Gen CAD System. • Establish a replicated database of the 911 phone system. • Implement Version Release update of the 911 phone system (VIPER) • Implement Universal Call Identifier (UCID) to establish the recommended link between 911 phone records and the associated CAD incident records. 	<ul style="list-style-type: none"> • County • County • County • County 	<p>1st Quarter 2017 2nd Quarter 2017 3rd Quarter 2017 4th Quarter 2017</p>
<p>3. BSO should maintain EMD certification training for all call takers through the International Academies of Emergency Dispatch (IAED). Call taker personnel should also be trained and certified as Emergency Fire Dispatchers (EFD) and in the system implement EFD in the near future. These certifications are considered industry best practice.</p>	<ul style="list-style-type: none"> • BSO maintain EMD Certification <p>Implement EFD</p> <ol style="list-style-type: none"> 1. Fire Chief's Association of Broward County (FCABC)/Fire Operational Review Team (ORT) – Establish policy and First Responder operational requirements and procedures to implement Emergency Fire Dispatch protocols (EFD). 2. Establish policy and Dispatcher operational requirements and procedures to implement EFD. (<i>Dependent on number 1.</i>) 	<ul style="list-style-type: none"> • BSO • FCABC/Fire ORT • BSO 	<p>Ongoing</p> <p>2nd Quarter 2017</p> <p>TBD</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
	<ol style="list-style-type: none"> 3. Develop and coordinate the EFD implementation plan <i>(Dependent on number 1. and 2.)</i> 4. Establish the First Responder training requirements and curriculum in support of EFD, and complete training. <i>(Dependent on number 1. and 2.)</i> 5. Establish the Dispatch training requirements and curriculum in support of EFD, and complete training. <i>(Dependent on number 1. and 2.)</i> 6. Assess current technology capabilities (e.g. CAD, Radio, and/or configuration changes) required to support EFD, and assess funding requirements. Develop and coordinate technology and funding implementation plans. <i>(Dependent on number 1. and 2.)</i> 7. Procure EFD modules. Install and configure to support end user defined requirements. <i>(Dependent on number 6.)</i> 8. Execute first responder operational implementation plan in support of EFD. <i>(Dependent on number 6.)</i> 9. Execute technology, and funding implementation plans in support of EFD. <i>(Dependent on number 6.)</i> 10. Execute dispatch operational implementation plan in support of EFD. <i>(Dependent on number 6.)</i> 	<ul style="list-style-type: none"> • County and FCABC/Fire ORT, BSO • FCABC/Fire ORT • BSO • County • County • FCABC/Fire ORT • County • BSO 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
<p>4. Finally, law enforcement agencies should consider and evaluate the efficacy of Emergency Police Dispatch (EPD) being utilized in the future. This system is emerging as an industry best practice.</p>	<ul style="list-style-type: none"> • Broward County Chiefs of Police Association (BCCPA)/Law Operational Review Team (ORT) – Evaluate and report on the efficacy of using Emergency Police Dispatch (EPD). <p>Implement EPD</p> <ol style="list-style-type: none"> 1. Establish policy and First Responder operational requirements and procedures to implement Emergency Police Dispatch protocols (EPD). 2. Establish policy and Dispatcher operational requirements and procedures to implement EPD. <i>(Dependent on number 1.)</i> 3. Develop and coordinate the EPD implementation plan. <i>(Dependent on number 1. and 2.)</i> 	<ul style="list-style-type: none"> • BCCPA/Law ORT • BCCPA/Law ORT • BSO • County and BCCPA/Law ORT, BSO 	<p>2nd Quarter 2017</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
	<ol style="list-style-type: none"> 4. Establish the First Responder training requirements and curriculum in support of EPD, and complete training. <i>(Dependent on number 1. and 2.)</i> 5. Establish the Dispatch training requirements and curriculum in support of EPD, and complete training. <i>(Dependent on number 1. and 2.)</i> 6. Assess current technology capabilities (e.g. CAD, Radio, and/or configuration changes) required to support of EPD, and assess funding requirements. Develop and coordinate technology and funding implementation plans. <i>(Dependent on number 1. and 2.)</i> 7. Procure EPD modules. Install and configure to support end user defined requirements. <i>(Dependent on number 6.)</i> 8. Execute first responder operational implementation plan in support of EPD. <i>(Dependent on number 6.)</i> 9. Execute technology, and funding implementation plans in support of EPD. <i>(Dependent on number 6.)</i> 10. Execute dispatch operational implementation plan in support of EPD. <i>(Dependent on number 6.)</i> 	<ul style="list-style-type: none"> • BCCPA/Law ORT • BSO • County • County • BCCPA/Law ORT • County • BSO 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>

Operational Oversight and System Governance

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned to:	Timeframe
<p>5. Operational Oversight and System Governance should be redefined to strengthen the role of end-users while balancing the logistical concerns of the Operator (BSO), and the financial and system governance responsibilities of Broward County.</p>	<p>ORCAT Communication Managers</p> <ul style="list-style-type: none"> • Clarify role and responsibilities of ORCAT Communication Managers • Update of position titles and job descriptions <p>Implement Engagement Process to establish operational focal point for the review and approval of issues related to policy, procedures, processes, and technology enhancements identified by stakeholders (New ORT Governance Structure) as defined by the FITCH recommended Operating Guidelines for Governance.</p>	<ul style="list-style-type: none"> • County • County 	<p>1st Quarter 2017 (Complete)</p> <p>1st Quarter 2017 (Completed job description)</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned to:	Timeframe
	<ul style="list-style-type: none"> • Communicate Operational Review Team (ORT) restructuring to existing Law and Fire ORT Teams (completed) • Police and Fire Chiefs' Associations – Designate ORT Chairpersons • Police and Fire ORT Teams - Develop Bylaws, including items, such as: <ul style="list-style-type: none"> ○ ORT purpose and scope ○ Frequency of meetings ○ ORT Voting process ○ Stakeholder approval process/ workflow <ol style="list-style-type: none"> 1. Begin chairing ORT meetings. 2. Assess current technology and facility capabilities, and fiscal impacts of requested initiatives identified through Police and Fire ORT Teams. Review initiatives for approval. Procure, install, configure, test, and implement as necessary. 3. Assess current operational capabilities of requested initiatives identified through Police and Fire ORT Teams. Review initiatives for approval. 4. Sunset Broward County Consolidated Communications Committee 	<ul style="list-style-type: none"> • County • BCCPA and FCABC • Law and Fire ORT Teams • Law and Fire ORT Teams • County • BSO • County 	<ul style="list-style-type: none"> 1st Quarter 2017 (complete) 1st Quarter 2017 1st Quarter 2017 1st Quarter 2017 Ongoing Ongoing January 2018
<p>6. Alternative work schedules are available and should be considered. Attachment A, Scheduling Matrix Sample, provides sample schedules for consideration. Filling vacant positions in a timely manner with the goal of maintaining full staffing will reduce excessive mandatory overtime and the associated stress. This will allow resources to align more closely to demand patterns, thereby improving efficiency in the system.</p>	<ul style="list-style-type: none"> • Implement alternative work schedules. • Fill vacant positions to maintain full staffing. • Measure progress on implementation of alternative work schedules and vacancy rates during monthly Operations meetings with BSO. 	<ul style="list-style-type: none"> • BSO • BSO • County 	<ul style="list-style-type: none"> January 2018 Ongoing 1st Quarter 2017

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned to:	Timeframe
<p>7. Supervision on the PSAP dispatch floors should be at a ratio of six to one as opposed to the current ten to one ratio. Greater quality assurance processes are to be handled by BSO dispatch floor supervisors.</p>	<ul style="list-style-type: none"> ● Adjust supervisor span of control to 6:1 by reallocating existing resources made possible from implementing efficiencies outlined in Fitch Dispatch Operational Model/Options, in either Option 1 or Option 2. ● Increase level of quality assurance performed by dispatch floor supervisors by adjusting supervisor span of control. ● Measure quality assurance improvements resulting from increased level of quality assurance performed by BSO dispatch floor supervisors, during monthly Operations meetings with BSO. 	<ul style="list-style-type: none"> ● BSO ● BSO ● County 	<p>TBD</p> <p>TBD</p> <p>1st Quarter 2017</p>
<p>8. Resources for dispatcher training should be increased through reallocation of current funding.</p>	<ul style="list-style-type: none"> ● Redeploy resources to enhance dispatcher training programs by implementing recommended adjustments to staffing made possible from implementing efficiencies outlined in Fitch Dispatch Operational Model/Options, in either Option 1 or Option 2. ● Measure progress of enhanced training program during monthly Operations meetings with BSO. 	<ul style="list-style-type: none"> ● BSO ● County 	<p>TBD</p> <p>1st Quarter 2017</p>
<p>9. A "base level of 911 services" funded by the County should be more clearly defined by utilizing the current interlocal agreements and FITCH's modeling of performance levels as noted in call taking and radio positions. Individual agencies desiring higher levels of service should be able to fund additional staffing hours or technology in order to receive services specific to their jurisdictional needs. The Regional System's management and technology should facilitate these additional services as long as they do not disrupt the base services.</p>	<p>The Scope of the base level of services is defined in the Operator Agreement (Call Answer, Dispatch, and Teletype Queries Only). Base levels of staffing to support the base level of services using Fitch operational targets are defined in the Fitch Dispatch Operational Model/Options.</p> <ul style="list-style-type: none"> ● Document base level of services. ● Fund base level of staffing from Fitch Dispatch Operational Model/Options. ● Develop process to provide a means for agencies desiring 911 services above the base level to fund additional staffing hours, technology and/or technology support, and/or facilities for the requested increase in service, as long as it does not disrupt base level of services. <ul style="list-style-type: none"> ○ Review requests for higher levels of services and assess for approval as part of the Engagement Process. 	<ul style="list-style-type: none"> ● County ● County ● County ● County 	<p>1st Quarter 2017 FY18 Budget Cycle</p> <p>1st Quarter 2017</p> <p>TBD (as requests are received)</p>

Performance Measures

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned to:	Timeframe
<p>10. The County should modify the current monthly performance report format and replace it with a monthly report that focuses solely on data and provides no commentary.</p>	<ul style="list-style-type: none"> Revise monthly performance report to align with the Fitch recommended Monthly Performance Report Format. 	<ul style="list-style-type: none"> County 	<p>1st Quarter 2017</p>
<p>11. The “busy hour” is to be redefined in a prospective manner based on historical data and is to be reassessed in no less than 12-month intervals. These changes allow for meaningful and actionable information exchanges and provide user agencies with a needed level of oversight.</p>	<p>Fitch determined the “busy hour” of the day to be 6:00 PM.</p> <ul style="list-style-type: none"> Revise monthly performance report to use 6:00 PM as the “busy hour”. Reassess “busy hour” designation at least annually. 	<ul style="list-style-type: none"> County County 	<p>1st Quarter 2017 4th Quarter 2017</p>
<p>12. The County should purchase a performance measurement software package that will provide agencies with ready access to the activities and performance of their respective field units, and simultaneously allow the County and BSO to evaluate system performance at the micro and macro levels.</p>	<p>County - Implement system that provides participating agencies direct access to reporting dashboards and direct access to reports relative to regional consolidated dispatch operations.</p> <ul style="list-style-type: none"> Implement Business Intelligence System as part of the PremierOne CAD project. Provide detailed and/or ad hoc reporting capabilities for radio system information. <i>(Dependent on Radio Replacement Project)</i> 	<ul style="list-style-type: none"> County County 	<p>1st Quarter 2017 1st Quarter 2019</p>
<p>13. Only the performance on emergency/911 incidents should be included in the performance reports. The current practice of evaluating duplicate 911 calls on a single incident skews measurement. The true structure of the report should be to present the numbers in a way that</p>	<ul style="list-style-type: none"> County – Report on only the performance of emergency/911 incidents in monthly performance reports. <ul style="list-style-type: none"> Implement PremiereOne Next Gen CAD System. Establish a replicated database of the 911 phone system. Implement Version Release update of the 911 phone system (VIPER) 	<ul style="list-style-type: none"> County County County County 	<p>4th Quarter 2017 1st Quarter 2017 2nd Quarter 2017 3rd Quarter 2017</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned to:	Timeframe
<p>highlights the calls where response time is important. Some thought should be given to present response times starting with the call receipt to emergency service arrival on scene. This will give the proper presentation of the caller's experience. Special attention should be paid to high priority incidents.</p>	<ul style="list-style-type: none"> o Implement Universal Call Identifier (UCID) to establish the recommended link between 911 phone records and the associate CAD incident records. o Develop custom reporting programs to report on only emergency/911 incidents in monthly reports. <p>Note: See Item 14., regarding reporting of response times starting with the call receipt to emergency service arrival on scene.</p>	<ul style="list-style-type: none"> • County • County 	<p>4th Quarter 2017</p> <p>4th Quarter 2017</p>
<p>14. Regarding reporting performance for various call processing time intervals, once the technology issues are resolved, the P2 and P3 intervals should be reported separately and as a combined metric. The reasoning is that, particularly for fire and emergency medical Delta and Echo life-threatening calls, fast and effective dispatch performance contributes to positive outcomes. Monthly reports should also report P4 (turn-out times) for fire rescue incidents and P5 (travel time) for both fire rescue and law high priority incidents.</p>	<ul style="list-style-type: none"> • Report P2 and P3 separately and as a combined metric. • Report P4 (turn-out times) for fire rescue incidents. • Report P5 (travel time) for both fire rescue and law high priority incidents. <p>Establish recommended link between 911 phone records and the associated CAD incident records. (See Recommendation number 2.)</p> <ul style="list-style-type: none"> • Implement PremiereOne Next Gen CAD System. • Establish a replicated database of the 911 phone system. • Implement Version Release update of the 911 phone system (VIPER) • Implement Universal Call Identifier (UCID) to establish the recommended link between 911 phone records and the associate CAD incident records. • Develop custom reporting programs to report on only emergency/911 incidents in monthly reports. 	<ul style="list-style-type: none"> • County • County • County • County • County • County • County • County 	<p>1st Quarter 2017</p> <p>1st Quarter 2017</p> <p>1st Quarter 2017</p> <p>1st Quarter 2017</p> <p>2nd Quarter 2017</p> <p>3rd Quarter 2017</p> <p>4th Quarter 2017</p> <p>4th Quarter 2017</p> <p>1st Quarter 2017</p>
<p>15. In general, dispatch center performance metrics are to focus on optimizing dispatch processes as much as possible, with the end result being to get help moving to emergencies as quickly as possible. The primary objective is to contribute to the potential for positive outcomes for patients and properties.</p>	<ul style="list-style-type: none"> • Revise monthly performance report to align with the recommended Monthly Performance Report Format. (See item 10.) <p>Complement existing process control system, which currently contains both quantitative and qualitative measurements, to include independent QA and satisfaction surveys for first responders and 911 callers.</p> <ul style="list-style-type: none"> • Implement satisfaction surveys to assess and track first responders' satisfaction of the system. 	<ul style="list-style-type: none"> • County • County • County 	<p>1st Quarter 2017</p> <p>1st Quarter 2017</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned to:	Timeframe
	<ul style="list-style-type: none"> Implement satisfaction surveys to assess and track 911 callers' satisfaction of the system. Develop requirements for services, operations, and the technology solution associated with Independent QA Services, and publish in a competitive bid. Implement independent QA and conduct quality assurance assessments to routinely track the system's capability regarding positive outcomes for patients and properties. 	<ul style="list-style-type: none"> County County County 	<p>2nd Quarter 2017</p> <p>2nd Quarter 2017</p> <p>4th Quarter 2017</p>

Effectiveness and Efficiency

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
<p>16. Call processing staffing should be adjusted to achieve P1/call-taking performance of between three to five seconds at the 90th percentile by adopting the recommended workstation functional reorganization as detailed in the report section titled, Dispatch Operations Models – Options. This adjustment, in conjunction with the already implemented single que for call intake, provides significant efficiencies in the call taking process while maintaining high levels of performance.</p>	<ul style="list-style-type: none"> Reorganize call taker workstations as detailed in "Dispatch Operations Models – Options". (The already implemented single queue for call intake.) 1. Provide base level staffing requirements relative to the consolidation of fire dispatch positions identified in the Fitch Fire Dispatch Operations Model, Option 1 to FCABC/Fire ORT. 2. Establish policy and First Responder operational requirements and procedures to implement the consolidation of fire dispatch positions identified in the Fitch Fire Dispatch Operations Model, Option 1. Develop and coordinate the Option 1 Consolidation of Fire Dispatch Positions implementation plan. 3. Establish policy and Dispatch operational requirements and procedures to implement the Option 1 Consolidation of Fire Dispatch Positions implementation plan. (Dependent on number 2.) 4. Establish the First Responder training requirements and curriculum in support of the Option 1 Consolidation of Fire Dispatch Positions implementation plan, and complete training. (Dependent on number 2.) 	<ul style="list-style-type: none"> County and BSO County FCABC/Fire ORT BSO FCABC/Fire ORT 	<p>3rd Quarter 2016 (Complete)</p> <p>1st Quarter 2017</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
	<p>5. Establish the Dispatch training requirements and curriculum in support of the Option 1 Consolidation of Fire Dispatch Positions implementation plan, and complete training. <i>(Dependent on number 3.)</i></p> <p>6. Assess current technology and facility capabilities (e.g. CAD, Radio, and/or configuration changes) required to support the Option 1 Consolidation of Fire Dispatch Positions, and assess funding requirements. <i>(Dependent on number 2. and 3.)</i></p> <p>7. Develop and coordinate technology, facility and funding implementation plans. <i>(Dependent on number 6.)</i></p> <p>8. Execute first responder operational implementation plan in support of the Option 1 Consolidation of Fire Dispatch Positions. <i>(Dependent on number 7.)</i></p> <p>9. Procure, install, configure, test, and implement infrastructure and support necessary for the Option 1 Consolidation of Fire Dispatch Positions. <i>(Dependent on number 7.)</i></p> <p>10. Execute dispatch operational implementation plan in support of the Option 1 Consolidation of Fire Dispatch Positions. <i>(Dependent on number 7.)</i></p>	<ul style="list-style-type: none"> • BSO • County • County • FCABC/Fire ORT • County • BSO 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
<p>17. Fire-rescue agencies should develop, approve and implement countywide nearest unit response protocols that apply irrespective of jurisdictional boundaries in those incidents involving high priority incidents (e.g. Delta & Echo level EMD calls).</p>	<p>Note: Sections 5.03 (A) establishes closest unit response charter requirement and (B) designates the Broward County Fire-Rescue Council as implementation oversight board for closest unit response.</p> <ul style="list-style-type: none"> • Provide Fitch recommendation for the development and approval of the implementation plan for countywide nearest unit response protocols to FCABC. <ol style="list-style-type: none"> 1. Schedule meeting with Fire-Rescue Council 2. Establish policy, auto aid agreements, and operational requirements and procedures to develop, approve and implement countywide nearest unit response protocols, irrespective of jurisdictional boundaries, for high priority incidents. Develop and coordinate CUR go-live plan. 3. Present plan to Fire Rescue Council, BCCMA and BLOC <i>(Dependent on number 2.)</i> 	<ul style="list-style-type: none"> • County • County • FCABC • FCABC 	<p>1st Quarter 2017 (completed)</p> <p>1st Quarter 2017 1st Quarter 2017</p> <p>TBD</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
	<ol style="list-style-type: none"> 4. Establish Closest Unit Response (CUR) First Responder training requirements and curriculum, and complete training. <i>(Dependent on number 2.)</i> 5. Establish Closest Unit Response Dispatch training requirements and curriculum, and complete training. <i>(Dependent on number 2.)</i> 6. Assess current technology and facility capabilities (e.g. CAD, Radio, and/or configuration changes) required to support user defined CUR operational requirements and procedures, and AVL and run card parameters. Develop and coordinate technology implementation plan. <i>(Dependent on number 2.)</i> 7. Execute first responder operational implementation plan in support of CUR go-live plan. <i>(Dependent on number 6.)</i> 8. Execute technology implementation plan (procure, install, configure, test, implement and support) in support of CUR go-live plan. <i>(Dependent on number 6.)</i> 9. Execute dispatch operational implementation plan in support of CUR go-live plan. <i>(Dependent on number 6.)</i> 	<ul style="list-style-type: none"> • FCABC • BSO • County • FCABC • County • BSO 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
<p>18. Recommended process changes to radio channel usage include requiring increased usage of Mobile Data Terminals (MDTs) by field responders.</p>	<ul style="list-style-type: none"> • Provide Fitch recommendation of increased usage of Mobile Data Terminals (MDTs) by field responders to BCCPA/FCABC and Law/Fire ORT Teams for implementation. 1. Establish policy and operational requirements and procedures to increase usage of MDTs. Develop and coordinate implementation plan. 2. Establish policy and Dispatch operational requirements and procedures in support of increased field responder usage of MDTs. <i>(Dependent on number 1.)</i> 3. Establish training requirements and curriculum, and complete training. <i>(Dependent on number 1.)</i> 	<ul style="list-style-type: none"> • County • BCCPA/Law ORT and FCABC/Fire ORT • BSO • BCCPA/Law ORT and FCABC/Fire ORT 	<p>1st Quarter 2017</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
<p>19. Once the CAD is upgraded to allow automatic computer assignment / recommendation of response units for fire/rescue calls, a single "gatekeeper" function / fire rescue alert channel can be implemented to manually approve the assignment consistent with Option 2. Upon dispatch, pre-defined tactical radio channels would be used for more routine fire incidents and EMS incidents. More significant incidents (structure fires, major/multiple unit responses) would be assigned a dedicated tactical channel. This change in fire rescue radio operations provides significant</p>	<p>4. Establish Dispatch training requirements and curriculum in support of increased field responder usage of MDTs, and complete training. <i>(Dependent on number 2.)</i></p> <p>5. Assess current technology and facility capabilities (e.g. CAD, Radio, and/or configuration changes) required to support user defined operational requirements and procedures for increased field responder usage of MDTs. <i>(Dependent on number 1. and 2.)</i></p> <p>6. Develop related technology implementation and support plan. <i>(Dependent on number 5.)</i></p> <p>7. Execute technology implementation plan (procure, install, configure, test, implement and support) to support user defined operational requirements and procedures for increased field responder usage of MDTs. <i>(Dependent on number 6.)</i></p> <p>8. Execute implementation plan to increase usage of MDTs. <i>(Dependent on number 7.)</i></p>	<ul style="list-style-type: none"> • BSO • County • County • County • BCCPA/Law ORT and FCABC/Fire ORT 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
<p>19. Once the CAD is upgraded to allow automatic computer assignment / recommendation of response units for fire/rescue calls, a single "gatekeeper" function / fire rescue alert channel can be implemented to manually approve the assignment consistent with Option 2. Upon dispatch, pre-defined tactical radio channels would be used for more routine fire incidents and EMS incidents. More significant incidents (structure fires, major/multiple unit responses) would be assigned a dedicated tactical channel. This change in fire rescue radio operations provides significant</p>	<ul style="list-style-type: none"> • Implement PremiereOne Next Gen CAD System. • Provide Fitch recommendation of Option 2 Dispatch Configuration to BSO and FCABC/Fire ORT. 1. Establish policy and First Responder operational requirements and procedures to implement the Fitch Option 2 Dispatch Configuration recommendation. Develop and coordinate the Option 2 Dispatch Configuration implementation plan. 2. Establish policy and Dispatch operational requirements and procedures to implement the Fitch Option 2 Dispatch Configuration recommendation. <i>(Dependent on number 1.)</i> 3. Establish Fitch Option 2 Dispatch Configuration First Responder training requirements and curriculum, and complete training. <i>(Dependent on number 1.)</i> 4. Establish Fitch Option 2 Dispatch Configuration Dispatch training requirements and curriculum, and complete training. <i>(Dependent on number 2.)</i> 	<ul style="list-style-type: none"> • County • County • FCABC/Fire ORT • BSO • FCABC/Fire ORT • BSO 	<p>1st Quarter 2017</p> <p>1st Quarter 2017</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
<p>efficiencies while maintaining high levels of performance.</p>	<p>5. Assess current technology and facility capabilities (e.g. CAD, Radio, and/or configuration changes) required to support user defined Option 2 Dispatch Configuration operational requirements and procedures. Develop and coordinate technology implementation plan. <i>(Dependent on number 1. and 2.)</i></p> <p>6. Execute technology implementation plan (procure, install, configure, test, implement and support) in support of Option 2 Dispatch Configuration implementation plan. <i>(Dependent on number 5.)</i></p> <p>7. Execute first responder operational implementation plan in support of Option 2 Dispatch Configuration implementation plan. <i>(Dependent on number 6.)</i></p> <p>8. Execute dispatch operational implementation plan in support of Option 2 Dispatch Configuration implementation plan. <i>(Dependent on number 6.)</i></p>	<ul style="list-style-type: none"> • County • County • FCABC/Fire ORT • BSO 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
<p>20. Law enforcement radio positions should be consolidated to increase efficiency consistent with Option 2.</p>	<ul style="list-style-type: none"> • Conduct workload Erlang analyses of law dispatch operations to identify opportunities for consolidation of law dispatch positions consistent with the fire dispatch operation workload Erlang analysis provided in the Fitch Recommendations. • Provide base level staffing requirements relative to consolidation of law dispatch positions identified in the Law Dispatch workload Erlang analysis to BCCPA/Law ORT, BSO. <ol style="list-style-type: none"> 1. Review and plan for proposed base level staffing requirements relative to consolidation of law dispatch positions identified in the Law Dispatch Operations workload Erlang analysis. 2. Establish policy and First Responder operational requirements and procedures to implement the consolidation of law dispatch positions. Develop and coordinate the Consolidation of Law Dispatch Positions implementation plan. <i>(Dependent on number 1.)</i> 3. Establish policy and Dispatch operational requirements and procedures to implement the Consolidation of Law Dispatch Positions. <i>(Dependent on number 2.)</i> 	<ul style="list-style-type: none"> • County and BCCPA/Law ORT, BSO • County • BCCPA/Law ORT, BSO • BCCPA/Law ORT • BSO 	<p>2nd Quarter 2017</p> <p>2nd Quarter 2017</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>

FITCH RECOMMENDATIONS	ACTION ITEMS	Assigned To:	Timeframe
<p>21. Long-term capital budgeting programs should be considered as soon as practical to include two new purpose-specific 911 facilities.</p>	<ol style="list-style-type: none"> 4. Establish the Consolidation of Law Dispatch Positions First Responder training requirements and curriculum, and complete training. <i>(Dependent on number 2.)</i> 5. Establish the Consolidation of Law Dispatch Positions training requirements and curriculum, and complete training. <i>(Dependent on number 3.)</i> 6. Assess current technology and facility capabilities (e.g. CAD, Radio, and/or configuration changes) required to support Consolidation of Law Dispatch Positions, and assess funding requirements. Develop and coordinate technology, facility and funding implementation plans. <i>(Dependent on number 2. and 3.)</i> 7. Execute technology, facility, and funding implementation plans (procure, install, configure, test, implement and support) in support of the Consolidation of Law Dispatch Positions. <i>(Dependent on number 6.)</i> 8. Execute first responder operational implementation plan in support of the Consolidation of Law Dispatch Positions implementation plan. <i>(Dependent on number 7.)</i> 9. Execute dispatch operational implementation plan in support of Consolidation of Law Dispatch Positions implementation plan. <i>(Dependent on number 7.)</i> 	<ul style="list-style-type: none"> • BCCPA/Law ORT • BSO • County • County • BCCPA/Law ORT • BSO • County • County • County 	<p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>3 Quarter 2017 FY2017 (Completed) 4th Quarter 2017</p>
	<ul style="list-style-type: none"> • Review opportunities for consolidating existing facilities • Fund Feasibility study for purpose specific 911 facilities. • Review Feasibility of construction of new facility 		

BROWARD COUNTY CONSOLIDATED REGIONAL COMMUNICATIONS ROLES AND RESPONSIBILITIES*				
Area of Responsibility	County (Organizational Authority)	Municipalities (Elected Officials and City Managers)	BSO (Operator)	Police and Fire (Chiefs, Agency Management, and End Users)
ADMINISTRATION AND GOVERNANCE				
Primary System Roles	Administrator of Contract and System	Client of System	Operator of System	End Users of System
Agreement Responsibility	Ensure compliance with Participation and Operator Agreements, and County Charter and Regional Interlocal Agreements	Comply with Participation Agreement and Regional Interlocal Agreements	Comply with Operator Agreement and Regional Interlocal Agreements	Comply with Regional Interlocal Agreements
System Services Expectation	Ensure System Services are being delivered as specified in agreements	Expect the delivery of services as outlined in the agreement with the County	Deliver System Services based on contract	End Users of System Services
Operational Functions	Provide performance reporting, operational funding, management, administration and oversight of the system		Provide for hiring, training, supervision, direction, and discipline of personnel performing System Services (day-to-day operations of PSAPs; query-only teletype; call taking and dispatch functions for 911 and non-emergency calls for fire, medical, and police services)	
Regional Technology	Provide regional technology for performing System Service functions		Utilize regional technology to perform regional communications functions	Utilize regional technology to perform regional end user (field) functions
Governance/ Committees	Support governance or technical boards related to System Services, equipment, and processes; chair existing Regional technology governance committees	Participate/ attend governance meetings requiring municipal representation	Participate/ attend governance boards requiring Communications or Operator representation	Establish and govern ORT meetings; attend other governance meetings requiring field representation

*Defined in the Operator, Participation, and Regional Inter-local Agreements.

**BROWARD COUNTY CONSOLIDATED REGIONAL COMMUNICATIONS
ROLES AND RESPONSIBILITIES***

Area of Responsibility	County (Organizational Authority)	Municipalities (Elected Officials and City Managers)	BSO (Operator)	Police and Fire (Chiefs, Agency Management, and End Users)
ADMINISTRATION AND GOVERNANCE				
Program Management	Program manage/ management oversight; establish intervals to review performance of system services; review requests above the base level of System Services, identify costs, and assess for approval		Participate in monthly or ad hoc meetings to review performance of System Services; provide status report on Action Items	
System Auditing	Audit System Services, operational components, activities, and performance		Provide access to records requiring audit	
Regional Change Management	Manage change approval process for changes to Regional System Services and/ or Technology; provide final approval	Approve regional changes, if applicable	Approve regional changes	Approve regional changes
Change Management Requests	Manage CMR process and distribute CMRs to Regional contacts	Submit CMRs for any changes related to or that impact Regional Systems or Services; Participate in CMR call	Submit CMRs for any changes related to or that impact Regional Systems or Services; Participate in CMR call	Submit CMRs for any changes related to or that impact Regional Systems or Services; Participate in CMR call
REGIONAL POLICY AND PROCEDURES				
Regional Policy Development and Management	Audit processes and workflows for System Services; Evaluate, discuss, research and submit policy recommendations		Develop, document, implement, and enforce operating procedures and policies for System Services; Evaluate, discuss, research, and recommend policies and procedures related to field and Communications protocols	Develop, document, implement, and enforce operating procedures and policies for field protocols; Evaluate, discuss, research, and recommend policies and procedures related to field and Communications protocols

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BROWARD COUNTY CONSOLIDATED REGIONAL COMMUNICATIONS ROLES AND RESPONSIBILITIES*				
Area of Responsibility	County (Organizational Authority)	Municipalities (Elected Officials and City Managers)	BSO (Operator)	Police and Fire (Chiefs, Agency Management, and End Users)
REGIONAL POLICY AND PROCEDURES				
Policy Revisions	Approve regional policy changes in accordance with the ORT change approval process		Draft, distribute, and implement Regional policy revisions, additions, or modifications to the Regional Stakeholders and County for comment	Provide feedback on policy drafts
Policy Change Approvals	Approve regional policy changes in accordance with the ORT change approval process		Submit and sign policy change approvals	Approve regional policy changes in accordance with the ORT change approval process
Change Management Requests	Manage CMR process and distribute CMRs to Regional contacts		Revise policy and submit CMR. Participate in CMR call.	Participate in CMR call
Personnel Notifications and Training			Distribute policy changes to Operator personnel and perform necessary training	Distribute policy changes to field personnel and perform necessary training
Policy Maintenance	Provide Stakeholders a secure centralized location to store regional policies; provide access credentials	Obtain credentials to access regional policies	Maintain revision control of regional policies in the centralized location, accessible by all Regional Stakeholders	Obtain credentials to access regional policies
PUBLIC COMMUNICATIONS				
Communication to members of the public	Communicates System Service activities, performance, and issues to residents, businesses, visitors, media, Participating municipalities, and Operator		Requesting County approval to communicate System Service activities, performance, and issues to residents, businesses, visitors, media, and Participating municipalities (except public records requests)	

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PUBLIC COMMUNICATIONS				
Communication to media	Communicating System Service activities, performance or issues via media or social media		Requesting County approval to communicate System Service activities, performance, and issues via media or social media (except public records requests)	
Communication to committees	Communicating System Service activities, performance or issues to committees inside and outside the governance structure of System Services		Communicating information regarding System Services to committees within the governance structure of System Services	
Public Records Requests			Keep and maintain public records; provide the public access to the public records when they are requested	
FACILITIES				
Agreement Responsibility	Ensure compliance with Facility Lease Agreements; Ensure facilities are available and up to standards for the delivery of System Services	Ensure compliance with Facility Lease Agreements, applicable to Host PSAP municipalities	Perform services at designated PSAP locations	
Facility Maintenance and Repair	Communicating with the Host PSAP municipalities' representatives regarding facility maintenance or repair issues	Ensure repair and maintenance of facilities, applicable to Host PSAP municipalities	Reporting facility maintenance or repair issues to the County for resolution	

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FACILITIES				
Documentation Requests	Requesting facility maintenance or repair documents from the Host PSAP representatives.	Providing requested facility documentation (e.g., maintenance, inspections, tests, etc.) to County representative	Advising County of any documentation needed for accreditations	
BUDGET				
Budget Roles	Provide and manage the operational funding necessary to operate System Services		Participate in budget process by submitting required documents by April 1st deadline	
Budget Reporting	Define budget reporting requirements for the Operator		Reporting of all expenditures by pay period and monthly, as defined by County	
Budget Proposal Process	Analysis and review of proposed budget; final approval of budget		Development of proposed budget; Participate in budget process by submitting required documents by April 1st deadline	
QUALITY OF SYSTEM SERVICES AND PERFORMANCE				
QA/ QI Administration Roles	Overall administration of the QA/QI process of System Services		Comply with EMD-QA process on personnel and their delivery of System Services and overall QA system Services; maintain ACE accreditation	
Performance Standards	Overall administration, monitoring, and reporting results of Key Performance Indicators and Performance Standards; audit and tracking of System performance		Achievement of defined performance standards, productivity, and evaluation of training effectiveness; perform to the contracted level of performance	

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**BROWARD COUNTY CONSOLIDATED REGIONAL COMMUNICATIONS
ROLES AND RESPONSIBILITIES***

Area of Responsibility	County (Organizational Authority)	Municipalities (Elected Officials and City Managers)	BSO (Operator)	Police and Fire (Chiefs, Agency Management, and End Users)
QUALITY OF SYSTEM SERVICES AND PERFORMANCE				
Qualitative Measures	Evaluate delivery of System Services using data, including: Incident Management System, first responder and caller surveys, performance measures, resident feedback system, and customer/client feedback; audit and tracking of System Services	Provides feedback and communicates issues that impact municipalities and their customers	Researches and provides responses to any concerns received regarding System Services	Provides feedback and communicates issues associated with System Services to the end users or complainants
Public Feedback	Provides system for public to submit feedback on Regional services received	Receives notification upon public submission of 911 feedback form	Researches and provides responses to any concerns received regarding System Services	Receives notification upon public submission of 911 feedback form
Analysis and QI Measures	Administer QI process, data analysis, and communicate system improvement opportunities for corrective action; report status of corrective actions		Perform root cause analysis to identify and implement corrective measures; provide status of corrective measures to County	Reviews analysis results to recommend policy changes or corrective measures
PERFORMANCE AND SYSTEM REPORTING				
Monthly Reporting	Monthly reporting of system performance and activities by scorecards and summary reports	Recipient of Report	Participate in operations reporting meetings; Recipient of Report	Recipient of Report
Annual Report Development	Development of Annual Report		Review of Annual Report Draft for revision or exhibit submission	
Annual Reporting	Annual reporting of system performance and activities			

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ROLES AND RESPONSIBILITIES***

Area of Responsibility	County (Organizational Authority)	Municipalities (Elected Officials and City Managers)	BSO (Operator)	Police and Fire (Chiefs, Agency Management, and End Users)
PERFORMANCE AND SYSTEM REPORTING				
Performance Standard Noncompliance	Reporting performance standard noncompliance to Operator		Review noncompliance and analyze root causes; prepare mitigation documents and participate in monthly operations meetings to discuss scorecards	
Mitigating Circumstances	Review and communicate approval or denial of mitigating circumstances documents			
Action Plan	Approve plans for corrective action provided by the Operator. Develop written action plan to address any noncompliance items that are not addressed by the Operator in the mitigating circumstances process		Provide written action plan to address noncompliance; Implement Action Plan; provide status of action items to County	

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