

MARGATE, FLORIDA

RESOLUTION NO. _____

A RESOLUTION OF THE CITY OF MARGATE, FLORIDA, EXPRESSING SUPPORT FOR THE DECEMBER 10, 2015, JOINT POSITION STATEMENT OF BROWARD COUNTY, CHIEFS OF POLICE ASSOCIATION AND THE FIRE CHIEFS ASSOCIATION OF BROWARD COUNTY REGARDING CONSOLIDATED E-911 COMMUNICATIONS SYSTEMS; AND EXPRESSING SUPPORT FOR THE CONCEPT OF A BROWARD COUNTY CHARTER AMENDMENT, TO BE PLACED ON THE NOVEMBER 2016 BALLOT, TO IMPLEMENT AN OFFICE OF THE DIRECTOR OF PUBLIC SAFETY COMMUNICATIONS AND A PUBLIC SAFETY COMMUNICATIONS ADVISORY COUNSEL; PROVIDING FOR DISTRIBUTION; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, in 2002, the electorate of Broward County voted overwhelmingly to amend Section 5.03(A) of the Broward County Charter to provide for the establishment and County funding of a communications infrastructure for fire and emergency medical services; and

WHEREAS, on April 17, 2013, the Margate City Commission unanimously passed and adopted Resolution 12-310 Reaffirming the City's Support for the Adoption of a Plan for Cooperative Countywide Consolidation of E-911 Communications and Dispatch;

WHEREAS, on August 21, 2013 the Margate City Commission passed and adopted Resolution 12-371 Approving an Agreement Between Broward County and the City of Margate for Participation in the Consolidated Regional E-911 Communication System; and

WHEREAS, the regional public safety communications system includes radio infrastructure, including but not limited to towers and radios utilized by public safety professionals and hospitals, the consolidated E911 system and other supportive platforms and infrastructure; and

WHEREAS, the complexity of the entire public safety communications system requires management expertise in operations of such systems and public safety, as well as technical expertise; and

WHEREAS, the Broward County Board of County Commissioners formed the Broward County Consolidated Communications Committee (BCCCC) which had its first meeting on February 12, 2015; and

WHEREAS, the BCCCC has been meeting regularly to evaluate the performance of the consolidated E911 system; and

WHEREAS, despite significant and important successes, the Broward County Chiefs of Police Association and the Fire Chiefs Association of Broward County have issued a Joint Statement regarding the consolidated E911 communications system; and

WHEREAS, the respective Chiefs Associations represent the operational interests of thousands of public safety personnel who serve as first responders throughout Broward County; and

WHEREAS, as a result of the significant analysis of the Police and Fire Chiefs Associations, the Joint Statement included the following recommendation:

"...The current structure at ORCAT, which is governed mainly by the County Administration, lacks the operational expertise and leadership to make recommendations and impose operational decisions. This has led to distrust in the merits of decisions made, slowed responsiveness to the direct users of the system and resulted in a lack of effective communications. This must change..."; and

WHEREAS, the City Commission finds it to be in the best interests of the residents of the City, as well as all of Broward County, to support changes to how the regional public safety communications system is currently managed; and

WHEREAS, Broward County needs an independent Office of the Director of Public Safety Communications who reports to the County Commission, not county administration. This office would absorb the functions currently being handled by the county administration. Such a Director should have the commensurate operational experience to oversee the complex and highly technical E911 system, including the public safety radio system (from users to towers), the integrated document and reporting management systems, and the technological infrastructure necessary to have the most advanced and operationally sound E911 system. The potential scope of authority and duties could include:

- Oversee performance metrics and overall operational performance of the Consolidated E911 system and the supportive regional radio system(s);
- Review and analyze the emergency and public safety radio system performance;
- Coordinate and collaborate with municipalities to ensure maximum countywide involvement of all stakeholders;
- Provide recommendations to maintain and provide advancements in the area of Public Safety Communications; and

WHEREAS, as called for by the Police and Fire Chiefs Associations, there must be a permanent advisory council populated predominantly by public safety professionals and

stakeholders. Such Public Safety Advisory Council would institutionalize professional oversight and engage directly all stakeholders, to potentially include representatives from The Broward County Police Chiefs Association, the Broward County Fire Chiefs Association, the Broward County City-County Manager's Association, Broward Sheriff's Office, Trauma Management Agency, EMS Council, Fire Rescue Council, Business Community, County Administration, County Commission and Broward League of Cities.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF MARGATE, FLORIDA:

Section 1. The foregoing Whereas clauses are hereby ratified and incorporated as the legislative intent of this Resolution.

Section 2. The City Commission of the City of Margate hereby expresses support for the December 10, 2015, Joint Position Statement of Broward County, Chiefs of Police Association and the Fire Chiefs Association of Broward County regarding Consolidated E-911 Communications Systems attached hereto as Exhibit A.

Section 3. The City Commission encourages the Broward County Board of County Commissioners and the Broward Sheriff's Office to direct their respective staffs to timely implement the recommendations contained in the December 10, 2015 Joint Position Statement of the Broward County Chiefs of Police Association and Fire Chiefs Association of Broward County regarding the consolidated E-911 communications system.

Section 4. The City Commission of the City of Margate hereby supports an amendment to the Broward County Charter to establish an Office of the Director of Public Safety Communications and a Public Safety Communications Advisory Council.

Section 5. The City Commission encourages the Broward County Charter Review Commission and/or the Broward

County Board of County Commissioners to consider such a Charter Amendment and then work expeditiously to place the matter on the November 2016 Ballot for voters of Broward County to consider.

Section 6. The City Clerk is directed to distribute this Resolution to the Broward County Board of County Commissioners, the Broward County League of Cities, each of the municipalities in Broward County and the Broward County Charter Review Commission.

Section 7. Effective Date. This Resolution shall be effective immediately upon its passage.

PASSED, ADOPTED AND APPROVED THIS ___ day of _____ 2016.

ATTEST:

JOSEPH J. KAVANAGH
CITY CLERK

MAYOR TOMMY RUZZANO

RECORD OF VOTE

Simone	_____
Peerman	_____
Talerico	_____
Bryan	_____
Ruzzano	_____

**Joint Position Statement of the
Broward County Chiefs of Police Association and
Fire Chiefs Association of Broward County
Consolidated E911 Communications System
December 10, 2015**

Police Chief Paul O'Connell, President

Fire Chief Don DiPetrillo, President

This Joint Position Statement has been adopted by both the Broward County Chiefs of Police Association and the Fire Chiefs Association of Broward County as part of our continuing commitment to the construction and implementation of a successful countywide regional and consolidated E911 communication system. Our Joint Position Statement is offered in the spirit of cooperation and collaboration. Our common goal is to better ensure the long term stability of the E911 consolidated communication system.

General Statement of Improvements and Successes

At the outset, it is important to highlight just a few of the successes of the new regional system:

- Consolidated 11 separate PSAPs into 3 PSAPs, all of which have the capacity to “talk” to each other and to shift call handling and dispatching responsibilities depending on loads and needs;
- Consolidated into 3 PSAPs with significant structural and redundancy protections not previously available across all 11 prior centers;
- The virtual elimination of call transfers related to misdirected calls;
- For the first time in Broward County history, there is a transparent performance reporting process across the regional E911 system, representing over 2 million E911 calls annually; or 7,000 / day (91.56% of all E911 calls within Broward County);
- The Quality Control efforts to address root-cause analysis has provided opportunities to implement operational improvements across the entire regional system;
- The introduction of a new generation CAD system will provide even greater improvements to call taking, call handling and dispatching functions.

Currently, the system handles over 800 fire-rescue E911 calls and over 5,000 law enforcement E911 calls for service per day. The reported complaints related to call taking, call handling and dispatching have been reduced during the consolidation process. Monthly reporting of performance has been constantly evaluated to provide the best possible information to the end users.

Areas of Concern

Over the past twelve months, areas of concern have been identified related to the performance of the regional system. It is important to note that some concerns (for example, complaints of wrong addresses and efficiency of update information) existed previously. That is, no PSAP ran perfectly. Because of the lack of reporting prior to consolidation, it is not possible, other than anecdotally, to determine how the qualitative operational performance today compares to each of the 11 prior sites previously. It is perceived that during the transition there were greater problems post-consolidation, likely due to training and management issues.

A priority of any E911 system must be on the quality of the information being relayed to the field, not just the time utilized to handle a call along the various points of measurement. To date, there has been too much emphasis on “compliance” with standards, at least one of which is now determined to be

unrealistic and out of step with how other centers view performance. From the operational perspective of those in the field, taking additional seconds to obtain quality information, undertake meaningful interrogation and providing necessary updates can be as important, if not more important, than whether or not the center fell short of the target compliance metric in the handling of that call. Obtaining too little information can result in too many units being deployed (resulting in operational inefficiencies and strained resources) or too few units (resulting in potential negative consequences to those in need and/or the safety of first responders).

Currently, the Broward County Regional Communication system is organized such that ORCAT makes the ultimate decisions on operational matters and technology issues which impact operational performance. The Police & Fire Chiefs believe this is a flawed design which must be remedied because ORCAT lacks the operational expertise to make these decisions in a vacuum devoid of experience and expertise.

Time is of the essence and the Chiefs believe the recommendations listed below must be implemented within the next six (6) months.

Recommendations:

After evaluation of many different issues, the Chiefs make the following recommendations:

- The current structure at ORCAT, which is governed mainly by the County Administration, lacks the operational expertise and leadership to make recommendations and impose operational decisions. This has led to distrust in the merits of decisions made, slowed responsiveness to the direct users of the system and resulted in a lack of effective communications. *This must change.*
- The management structures within both ORCAT and BSO must be redefined with clear lines of demarcation points and areas of responsibility. While ORCAT may be responsible for the system, they do not operate it. This line must be reformed and clearly defined for all parties.
- The current BSO management structure in the PSAPS has not been strong enough to impose the optimum level of discipline and oversight in the performance of call taking and call handling. Line supervisors need to be either better trained or additional line supervisors need to be provided to be able to adequately oversee the call taking, call handling and dispatching functions. Constant oversight is the key to an effective communications system.
- In furtherance of the above, the process of performance measurements review and mitigation must be independent of the County, ORCAT and BSO. The Chiefs recommend that this review process revert to the Governance Committee made up of those with operational expertise as originally recommended by the 4C Board in 2011/12.
- Both ORCAT and BSO, along with the respective Chiefs' Associations, should coordinate an in depth examination and review of similar E911 consolidated centers nationwide for additional best practices which can be implemented in the Broward Regional Communications system.