

## **Consolidated Dispatch Agency** **Continuous Improvement Work Plan**

The CDA has a commitment to the citizens of Leon County and the City of Tallahassee as a customer based and performance driven organization. Our focus is on utilization of policies, procedures, and technology driven initiatives that provide the community with an industry leading public safety agency.

This “Continuous Improvement Work Plan” provides a summary of the areas of work the CDA is currently engaged in. The document is maintained by the CDA and is being updated and modified as necessary by the Technical Sub Committee, Operations Committee, and the CAD Committee. Additional issues will be added to the work plan by the CDA Board, the Management Committee, or the CDA Director. The work plan contains regularly updated benchmarking statistics and a stand-alone section on Accomplishments and Enhancements of the CDA.

### **Entities and Workgroups Established:**

Different entities and workgroups have been established in support of the CDA. Other ad-hoc committees are formed as needed to address specific situations. The following provides a summary of the standing entities/workgroups, which may be referenced in the individual elements of the work plan:

**Consolidated Dispatch Agency Board (CDA):** Sheriff, City Manager, County Administrator (Chair); meets bi-monthly.

**Management Committee:** Police Chief, Sheriff’s Designee (Chair), EMS Chief, Fire Chief; meets monthly.

**Technical Sub-Committee:** CDA Director, Leon County MIS Director, City of Tallahassee CIO, Sheriff’s Director of Management and Administration, TPD representative, TFD representative, EMS representative, Director 800 MHz, CAD Systems Manager; meets weekly.

**Operations Committee:** Brett Davidson (Leon County EMS), Lori Roberts (Division Chief Tallahassee Fire Department), Fred Smith (City of Tallahassee MIS), Lt. Drzewiecki (Leon County Sheriff’s Office), Lt. Lawyer (Tallahassee Police Department); Meets weekly

**CAD Workgroup:** A focus group of CDA employees that provides feedback on CAD functionality and operational procedures to the CDA Director. Meets weekly as part of the Operations Meeting

The report is structured as follows:

### **Work Plan Categories:**

1. Work Plan Summary
2. Work Plan Element Definitions
3. Technical and System
4. Training and Protocols
5. Management and Administrative

### **Additional Information:**

6. Benchmarking Statistics
7. Accomplishments and Enhancements

## **1. Work Plan Summary**

- Total of 38 issues:
  - 21 completed to date
  - 15 to be completed by second quarter of 2015
  - 2 to be completed by 3<sup>rd</sup> quarter of 2015
- Technical and System:
  - 16 issues identified-
    - 13 completed to date
    - 7 to be completed first quarter of 2015
- Training and Protocols:
  - 11 issues identified
    - 6 completed to date
    - 5 to be completed by second quarter of 2015
- Management and Administrative:
  - 8 issues identified;
    - 4 completed
    - 4 to be completed by second quarter of 2015
- BENCHMARK Summary data
- Executive Summary

## **2. Work Plan Element Definitions**

The individual elements of the work plan are divided into three discrete categories: Technical and System, Training and Protocols, and Management and Administrative. Within each section are standalone issues, each, which contain the following elements:

- Category: Technical and System or Training and Protocols or Management and Administrative
- Number: TS - Technical and System, TP - Training and Protocols, MA - Management and Administrations
- Issue Title
- Issue Summary: Brief description of the issue
- Issue Resolution/Status: Specific actions to be taken to resolve the issue and current condition
- Issue Date: When was the issue identified
- Timeline for Resolution: Anticipated date of completion
- Responsible Individual/Entity: Individual(s) and/or entities responsible to resolve the issue
- Report Findings Addressed: Based on internal reviews the CDA has identified specific corrective measures and actions identified in the Trescott and Caracus Ct. reviews that are addressed through this issue being resolved
- Future findings that are identified through the processes that have been put in place will be input into the CDA Continuous Improvement Work Plan Document

### 3. Technical and System

<b>Category</b>	Technical and System
<b>Number</b>	#TS-001
<b>Issue Title</b>	Computer Aided Dispatch (CAD) addressing accuracy
<b>Issue Summary</b>	The CAD system has allowed an incorrect address to be entered into the system.
<b>Issue Resolution/Status</b>	CDA Geographic Information Systems (GIS) staff made corrective changes to ensure address validation prior to the CAD accepting an address entry.  CDA staff is documenting address validation with the CAD notes that all 9-1-1 information that the address has been validated through documentation of the closest cross street and the ANI/ALI (Automatic Number Identification and Automatic Location Information) information that is populated when a 9-1-1 call rings into the dispatch center.
<b>Issue Date</b>	July 18, 2014
<b>Timeline for Resolution</b>	Completed July 22, 2014
<b>Responsible Individual/Entity</b>	CDA Staff – Patrick Pence, TLCGIS Staff – Ned Cake
<b>Report Findings Addressed</b>	Trescott Review Corrective Measures #5 and #6

<b>Category</b>	Technical and System
<b>Number</b>	#TS-002
<b>Issue Title</b>	Premise Hazard System Warning System Upgrade
<b>Issue Summary</b>	The Premise Hazards warning in the CAD system does not require the call takers or dispatches to review the information.
<b>Issue Resolution/Status</b>	Develop system enhancement to require call takers and dispatchers to view Premise Hazards in the system. Motorola is reviewing options.
<b>Issue Date</b>	November 22, 2014
<b>Timeline for Resolution</b>	1 <sup>st</sup> quarter of 2015
<b>Responsible Individual/Entity</b>	Motorola; Technical Sub-Committee; CDA Director
<b>Report Findings Addressed</b>	Caracus Ct Review Action #3

<b>Category</b>	Technical and System
<b>Number</b>	#TS-003
<b>Issue Title</b>	Priority Dispatch System data and Motorola CAD notes were not interacting correctly.
<b>Issue Summary</b>	As part of the Trescott Dr. review, a comparison of the data entered into the Priority Dispatch Software, and the data that ultimately populated in the Motorola CAD notes identified that it did not correspond and failed to provide updated information in sequential order for the dispatching of first responders.
<b>Issue Date</b>	July 2014
<b>Issue Resolution/Status</b>	On a daily basis, CDA is taking random samples to validate that the information is being entered in to the Priority Dispatch software is being properly received into the Motorola CAD notes. CDA is working with Motorola to identify issues that are preventing the correct transfer of data.

<b>Timeline for Resolution</b>	Completed August 2014
<b>Responsible Individual/Entity</b>	CDA Director , CDA Quality Assurance Staff and Motorola
<b>Report Findings Addressed</b>	Trescott Drive CM #8 and #9

<b>Category</b>	Technical and System
<b>Number</b>	#TS-003A
<b>Issue Title</b>	Priority Dispatch System data and Motorola CAD notes were not interacting correctly.
<b>Issue Summary</b>	As part of the Trescott Dr. review, a comparison of the data entered into the Priority Dispatch Software and the data that ultimately populated in the Motorola CAD notes identified that it did not correspond and failed to provide updated information in sequential order for the dispatching of first responders.
<b>Issue Date</b>	July 2014
<b>Issue Resolution/Status</b>	Motorola applied an update to the server to address the cloning issue and set up SCOM for system alerts. CDA is taking random samples to validate that the information is being entered in to the Priority Dispatch software is being properly received into the Motorola CAD notes.
<b>Timeline for Resolution</b>	Completed November 2014
<b>Responsible Individual/Entity</b>	Motorola, CDA Technical Staff
<b>Report Findings Addressed</b>	Trescott Drive CM #8 and #9

<b>Category</b>	Technical and System
<b>Number</b>	#TS-004
<b>Issue Title</b>	Ability to retrieve CAD system information locally
<b>Issue Summary</b>	Due to the inability to readily retrieve information without the involvement of Motorola, detailed information cannot be obtained to validate server stability on several of the system servers.
<b>Issue Date</b>	July 2014
<b>Issue Resolution/Status</b>	Motorola is to provide access and training and documentation to appropriate CAD systems staff. The Technical Sub Committee that was recreated as part of the need for to stabilize the day-to-day technical environment has had ongoing interviews through the month of October and November in the attempt to find a Network Administrator for I.T. related issues within the CDA. The committee selected a candidate to begin working out of the City of Tallahassee ISS department to be permanently assigned at the CDA to work day to day with the Leon County I.T., Leon County MIS, the City of Tallahassee ISS, and the CDA staff, with a start date of December 22 <sup>nd</sup> 2014.
<b>Timeline for Resolution</b>	1 <sup>st</sup> quarter of 2015-Completed
<b>Responsible Individual/Entity</b>	TSC; CAD Systems Administrator; Motorola
<b>Report Findings Addressed</b>	Trescott Drive CM #10

<b>Category</b>	Technical and System
<b>Number</b>	#TS-005
<b>Issue Title</b>	Motorola CAD System Stability
<b>Issue Summary</b>	The CDA has previously experienced a number of on-going issues related to the operation of the CAD system. This resulted in a number of instances in which the CAD has not functioned properly, up to including the entire system needing to be “restarted.”
<b>Issue Date</b>	February 2014
<b>Issue Resolution/Status</b>	<ol style="list-style-type: none"> <li>1. The Technical Sub-Committee was reconvened to address the Motorola CAD System Stability issues and any other technical issues for the CDA. Weekly meetings are held with the first meeting held 9/4/14.</li> <li>2. Motorola installed an on-site team consisting of a project manager, a systems administrator, and a business analyst to address issues from 9/17/14 through 11/21/14.</li> <li>3. Weekly operational meetings are held with Motorola, the CDA Director, City and County technical staff, and CDA operational staff.</li> <li>4. Stability defined after all of ProQA installed, then 120 days of stability can start.</li> <li>5. On site Systems Administrator assigned to the CDA to start December 2014</li> </ol>
<b>Timeline for Resolution</b>	120 days of stability by June 2015 Sever instability December 26 <sup>th</sup> 2014 (Crash) Server Upgrade January 13 <sup>th</sup> -15 <sup>th</sup> March 6 <sup>th</sup> 2015 (Crash) Committee identified that the recommended reboot of the servers every 90-days was insufficient. The time line was moved to every 30 days to maintain system stability.
<b>Responsible Individual/Entity</b>	CDA Director, Technical Sub-Committee, City Information Systems
<b>Report Findings Addressed</b>	Trescott Dr CM #12
<b>Report Findings Addressed</b>	N/A

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 005A
<b>Issue Title</b>	Motorola CAD System Stability
<b>Issue Summary</b>	System outage occurred when reboot after the upgrade did not bring system back up.
<b>Issue Date</b>	10/14/2014
<b>Issue Resolution/Status</b>	Motorola believed it to be a server communication card issue between the multiple servers. Upgrading the server environment is recommended. Equipment ordered and received as of 12/2014. Implementation scheduled for January 2015.
<b>Timeline for Resolution</b>	January 2015 Server Upgrade January 13 <sup>th</sup> -15 <sup>th</sup> Completion to be done First Week of February (Storage array updated, staging and training environment updated. Two servers now mirror with one to be completed. Completed Week of February 2 <sup>nd</sup> 2014 Completed
<b>Responsible Individual/Entity</b>	Motorola, CDA Technical Staff

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 005B
<b>Issue Title</b>	CAD System Infrastructure and Performance
<b>Issue Summary</b>	The infrastructure of the CAD system needs to be upgraded to provide appropriate performance for the call-taking load. The infrastructure also needs to be expanded to allow for a test/staging and development environment.
<b>Issue Date</b>	August 2014
<b>Issue Resolution/Status</b>	Motorola has procured new equipment for the production environment as well as testing/staging and is planning for an install in January 2015. Existing equipment will be transitioned for a development environment.
<b>Timeline for Resolution</b>	January 2015 Server Upgrade January 13 <sup>th</sup> -15 <sup>th</sup> Completion to be done First Week of February (Storage array updated, staging and training environment updated. Two servers now mirror with one to be completed. Completed Week of February 2 <sup>nd</sup> 2014 Completed
<b>Responsible Individual/Entity</b>	Motorola, City ISS, CDA Technical Staff
<b>Report Findings Addressed</b>	N/A

<b>Category</b>	Technical and System
<b>Number</b>	#TS-006
<b>Issue Title</b>	Mobile Device Alerts of Officer Safety Premise Hazards
<b>Issue Summary</b>	Premise Hazards are communicated verbally by dispatchers to first responders via radio communication. The Preliminary Administrative Report issued by the Leon County Sheriff's Office recommends that first responders' mobile devices should be configured to provide a visible and audible alert to dispatched units regarding any Officer Safety Premise Hazards that may be present upon arrival at the incident scene.
<b>Issue Date</b>	11/28/2014
<b>Issue Resolution/Status</b>	CDA staff will work with each local emergency response agency to develop a mobile device-based alert system to notify dispatched units of the presence of Premise Hazards at incident scenes.
<b>Timeline for Resolution</b>	1 <sup>st</sup> Quarter of 2015; Completed December of 2014
<b>Responsible Individual/Entity</b>	CDA Director, Technical Sub-Committee, Motorola
<b>Report Findings Addressed</b>	Caracus Ct. Review Action #7

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 007A
<b>Issue Title</b>	Paramount ProQA Installations
<b>Issue Summary</b>	Installation and training for Paramount ProQA to be scheduled for EMS, Fire, and Law Enforcement
<b>Issue Date</b>	August, 2014
<b>Issue Resolution/Status</b>	EMS scheduled for October 2014 - completed
<b>Timeline for Resolution</b>	1 <sup>st</sup> quarter of 2015 Moved to Second Quarter 2015
<b>Responsible Individual/Entity</b>	City ISS, Sheriff's Technical Staff, CDA Technical Staff
<b>Report Findings Addressed</b>	N/A

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 007B
<b>Issue Title</b>	Paramount ProQA Installations
<b>Issue Summary</b>	Installation and training for Paramount ProQA to be scheduled for EMS, Fire, and Law Enforcement
<b>Issue Date</b>	August 2014
<b>Issue Resolution/Status</b>	Fire scheduled for November, 2014 - completed
<b>Timeline for Resolution</b>	1 <sup>st</sup> quarter of 2015 moved to 2 <sup>nd</sup> quarter 2015
<b>Responsible Individual/Entity</b>	City ISS, Sheriff's Technical Staff, CDA Technical Staff

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 007C
<b>Issue Title</b>	Paramount ProQA Installations
<b>Issue Summary</b>	Installation and training for Paramount ProQA to be scheduled for EMS, Fire, and Law Enforcement
<b>Issue Date</b>	August 2014
<b>Issue Resolution/Status</b>	Law Enforcement scheduled for Second quarter 2015
<b>Timeline for Resolution</b>	1 <sup>st</sup> quarter of 2015; moved to 2 <sup>nd</sup> quarter 2015
<b>Responsible Individual/Entity</b>	City ISS, Sheriff's Technical Staff, CDA Technical Staff

<b>Category</b>	Technical and System
<b>Number</b>	#TS - 008
<b>Issue Title</b>	CAD Systems Administrator
<b>Issue Summary</b>	A dedicated CAD Systems Administrator is needed on-site to provide daily oversight of the CAD infrastructure, database, and performance. This position will also work with the CDA Technical Team and CDA users to insure functionality and viability. This position will be a City ISS staff member assigned to the CAD project.
<b>Issue Date</b>	September 2014
<b>Issue Resolution/Status</b>	A contracting firm provided qualified candidates for interviews. Six candidates were interviewed with a final selection made on 12/4/2014.
<b>Timeline for Resolution</b>	New hire begins 12/22/2014; Completed
<b>Responsible Individual/Entity</b>	CDA Director, City CIO, CDA Project Manager, LC MIS Director, LCSO IT Manager
<b>Report Findings Addressed</b>	N/A – internal process improvement

<b>Category</b>	Technical and System
<b>Number</b>	#TS - 009
<b>Issue Title</b>	Phone Infrastructure
<b>Issue Summary</b>	A redundant fiber connection was planned in the original layout, but CenturyLink and appropriate hardware was not available until Fall 2014.
<b>Issue Date</b>	2013
<b>Issue Resolution/Status</b>	In coordination with the CDA and the 9-1-1 Team, the fiber connection was established which provides a redundancy for the phone system.
<b>Timeline for Resolution</b>	Completed 11/17/2014
<b>Responsible Individual/Entity</b>	LC MIS Director, LC Networking Team
<b>Report Findings Addressed</b>	N/A – internal process improvement

<b>Category</b>	Technical and System
<b>Number</b>	#TS - 010
<b>Issue Title</b>	Recorded Lines
<b>Issue Summary</b>	The internal 5800 transferred calls should not be recorded.
<b>Issue Date</b>	9/18/14
<b>Issue Resolution/Status</b>	In coordination with the CDA Director, the Sheriff's Office, and TPD, process protocols were updated and the Exacom recording system was adjusted to drop recordings of the internal transferred calls. Still implementing multiple patches to resolve long running issues.
<b>Timeline for Resolution</b>	Technical issue completed 9/24/2014; process issue completed 11/2014.
<b>Responsible Individual/Entity</b>	LC MIS Director, LC Networking Team
<b>Report Findings Addressed</b>	N/A – internal process improvement

<b>Category</b>	Technical and System
<b>Number</b>	#TS - 011
<b>Issue Title</b>	5800 Line Outage
<b>Issue Summary</b>	Incoming calls into 606-5800 are failing
<b>Issue Date</b>	12/9/14 (approximately Midnight to 1:30 am) and 12/11/14 (approximately 4 am – 5 am)
<b>Issue Resolution/Status</b>	The hour-long outages occurred while CenturyLink was applying upgrades to their switches, which unexpectedly caused the SIP trunk lines to fail. MIS is meeting with CenturyLink management and technical staff on 12/17/14 to develop mitigation strategy to transfer SIP trunks to alternative lines to provide redundancy of service.
<b>Timeline for Resolution</b>	December 2014 for immediate actions; January 2015 for all actions.
<b>Responsible Individual/Entity</b>	CenturyLink, LC MIS Director, LC Networking Team
<b>Report Findings Addressed</b>	N/A

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 012
<b>Issue Title</b>	Reoccurring link failure with FAS (Fire Station Alerting)
<b>Issue Summary</b>	Multiple reports of Fire Station Alerting Link failure
<b>Issue Date</b>	01/14/15
<b>Issue Resolution/Status</b>	City of Tallahassee Radio Shop advised of ongoing link failure issue. Reported as interference to the repeaters based at various Fire Stations
<b>Timeline for Resolution</b>	Radio shop is currently looking into programing changes with an expectation of resolution February 2015; Completed January 2015
<b>Responsible Individual/Entity</b>	Motorola, CDA Technical Staff

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 013
<b>Issue Title</b>	Implementation of Police Protocols Paramount
<b>Issue Summary</b>	Various subcommittees are evaluating each triggers for priorities prior to implementation
<b>Issue Date</b>	10/14/2014
<b>Issue Resolution/Status</b>	Meeting leading up to committee meeting January 14, 2015 to discuss pre-alerts and go live date.
<b>Timeline for Resolution</b>	Latest communication has a tentative go live date for the week of February 16 <sup>th</sup> ; Pushed back for further review. Tentative go live second quarter 2015
<b>Responsible Individual/Entity</b>	Motorola, CDA Technical Staff/Law Enforcement Liaisons

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 014
<b>Issue Title</b>	Alfa Numeric Paging System for Notification
<b>Issue Summary</b>	When current mass notification needs made in relation to events. Multiple phone calls are being made in the heat of event. A system similar to Info rad would give an Immediate notification to pertinent individual's cell phones of an occurring event with update information to follow.
<b>Issue Date</b>	March 2014-Current
<b>Issue Resolution/Status</b>	The implementation of a software-based solution could be universal to all agencies. (Activation of EOC, Animal Control Page outs, Initiation of special teams, Management Committee member notifications) This would not circumvent the need for conformation, however would initiate the process much quicker on initial notifications.
<b>Timeline for Resolution</b>	Met with ReadyOp and IRIS software vendors for all-inclusive solutions awaiting final quotes. Implementation scheduled second quarter 2015
<b>Responsible Individual/Entity</b>	Management Team Discussion

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 015
<b>Issue Title</b>	Evaluation of Existing Quadrants and Call Loads of Quadrants
<b>Issue Summary</b>	With escalated push to talks on each of the quadrants post consolidation
<b>Issue Date</b>	10/14/2014
<b>Issue Resolution/Status</b>	CDA has established a review committee to evaluate the existing parameters set forth for each of the quadrants. Evaluating what changes could potentially relieve the push to talks in each of the quadrants and potential parameters that can change the overall output on each of the channels.
<b>Timeline for Resolution</b>	Presentation to Management Committee scheduled 3 <sup>rd</sup> quarter 2015
<b>Responsible Individual/Entity</b>	Director Lee, Lt. Drzewiecki, Lt Lawyer, Chris Pandolfi

<b>Category</b>	Technical and System
<b>Number</b>	#TS – 016
<b>Issue Title</b>	Public Records Management system
<b>Issue Summary</b>	Due to the large volume of records management request the CDA is looking at multiple options to fulfill and track the request.
<b>Issue Date</b>	11/01/14
<b>Issue Resolution/Status</b>	Multiple agencies as well as the CDA have met with various vendors in the attempt to find a reasonable solution City of Tallahassee is compiling final quotes for purchase.
<b>Timeline for Resolution</b>	Time line for completion 2nd quarter 2015
<b>Responsible Individual/Entity</b>	I.T. Staff from LCSO, ISS and Leon County I.T.

**4. Training and Protocols**

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-001
<b>Issue Title</b>	Examination of printed logs from the ProQA system.
<b>Issue Summary</b>	Dispatchers enter certain commands into the Priority Dispatch (ProQA) software according to the priority dispatch protocol. A complete printed report is available to identify that each of the priority questions has been answered properly and the proper key board key sequence was utilized to submit the questions for processing. The CDA utilizes a Quality Assurance staff to evaluate that calls handled by the CDA are in strict adherence to the protocols established through Priority Dispatch.
<b>Issue Date</b>	July 2014
<b>Issue Resolution/Status</b>	Quality Assurance staff now includes examination of the printed logs as part of daily standard review protocols.
<b>Timeline for Resolution</b>	July 2014 completed
<b>Responsible Individual/Entity</b>	CDA Director, CDA Quality Assurance staff
<b>Report Findings Addressed</b>	Trescott CM #7

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-002
<b>Issue Title</b>	Enhanced Training for CDA Employees (emphasis on Trescott Drive issues)
<b>Issue Summary</b>	During the Trescott call, it was determined that proper protocols for prioritizing the incident were not followed and the environment was continuously changing.
<b>Issue Date</b>	July 18-July 22nd
<b>Issue Resolution/Status</b>	November 5, 2014 - Refresher on Police Protocols (Completed)
<b>Timeline for Resolution</b>	Ongoing refresher training
<b>Responsible Individual/Entity</b>	CDA Director, CDA Training Coordinator
<b>Report Findings Addressed</b>	CDA Employees received refresher training classes from Priority Dispatch on Law Protocols November 2015

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-003
<b>Issue Title</b>	Enhanced Supervisory training to address situational awareness
<b>Issue Summary</b>	During the Trescott call, it was determined that proper protocols for prioritizing the incident were not followed and the environment was continuously changing.
<b>Issue Date</b>	July 2014
<b>Issue Resolution/Status</b>	The CDA has utilized on-going supervisory training on situational awareness of changing circumstances within the communications center. The CDA has utilized the City of Tallahassee EWD to provide supervisor training sessions. (April 2014) The CDA is currently working with a consultant to provide advanced supervisory training. Currently, discussions are taking place with Leon County Emergency Management for tabletop exercises with supervisory staff.
<b>Timeline for Resolution</b>	March 2014 Supervisory training-2015 2 <sup>nd</sup> quarter table top training

<b>Responsible Individual/Entity</b>	Director, Casey McQuaig (Operations Manager) Kevin Peters (Emergency Management)
<b>Report Findings Addressed</b>	Trescott Dr CM #4

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-004
<b>Issue Title</b>	Annual Evaluation of Premise Hazard Records
<b>Issue Summary</b>	The Computer Aided Dispatch (CAD) database has accumulated excessive and obsolete data, making it difficult for call-takers and dispatchers to quickly determine which information presents a Premise Hazard. Currently, there is no protocol for the review and evaluation of database information to ensure its accuracy and to verify that the information is still pertinent.
<b>Issue Date</b>	December 4, 2014
<b>Issue Resolution/Status</b>	<p>Each agency will annually evaluate Premise Hazard information and purge excessive, duplicate, or obsolete information from the CAD database.</p> <p>Current status: the CDA has forwarded a report to each local emergency response agency listing each agency's current Premise Hazards. Each agency has been requested to evaluate and revise its Premise Hazards accordingly.</p> <p>CDA has met with representation of each of the public safety agencies to classify what should or should not be classified as a premise hazard.</p> <p>As part of the outcome, the categories were reduced from 22 to 13. As part of this process, each agency has been tasked with taking back the information back to their respective agencies and clean up the unwarranted data or data that needs reclassified (December 17, 2014).</p>
<b>Timeline for Resolution</b>	January 31, 2015 (Premise Hazard submission form created, currently evaluating and cleaning up existing premise hazards) Policy and form has been created awaiting acceptance from the CDA Management Committee.
<b>Responsible Individual/Entity</b>	CDA Director; CAD Systems Manager; Leon County Sheriff; Tallahassee Police Chief; Leon County EMS Chief; Tallahassee Fire Chief
<b>Report Findings Addressed</b>	Caracus Ct. Review Action #4

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-005
<b>Issue Title</b>	Training on CDA Procedural Guidelines
<b>Issue Summary</b>	The CDA currently provides training to Public Safety Communications Officers (PSCOs) on protocols regarding the intake and triage of emergency calls. It is imperative, however, to provide continual and ongoing training to PSCOs in order to achieve consistency and stability in implementing the CDA's procedural guidelines.
<b>Issue Date</b>	December 4, 2014
<b>Issue Resolution/Status</b>	The CDA will implement a program to provide continual and ongoing training to PSCOs in order to keep call-takers' and dispatchers' skills current and up-to-date with procedures, software applications, and situational awareness. Directing Memo sent to staff on 12/17/14 with refresher training to occur February 2015.
<b>Timeline for Resolution</b>	Short term - February 2015; Long term - Annual Training (Committees have been involved and evaluating existing procedures from each of the respective public safety agencies.)
<b>Responsible Individual/Entity</b>	CDA Director; Management Committee
<b>Report Findings Addressed</b>	Caracus Ct. Review Action #5

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-006
<b>Issue Title</b>	Quality Assurance Verification of the Use of Premise Hazards
<b>Issue Summary</b>	The Computer Aided Dispatch (CAD) system is designed to log the times and dates that Premise Hazards are reviewed. The CAD system logs can be reviewed post-incident to determine whether Premise Hazards were reviewed by call-takers and/or dispatchers.
<b>Issue Date</b>	December 4, 2014
<b>Issue Resolution/Status</b>	The CDA will amend its operating procedures to require verification by Quality Assurance staff that Premise Hazards (if present) were viewed on each call for service. This information will be used for training purposes and to identify when additional staff training is necessary. Motorola has been directed to assist in the implementation of premise hazard enhancements that would assist the call taker/dispatcher in relaying of pertinent information.
<b>Timeline for Resolution</b>	Immediate/December 4, 2014-2 <sup>nd</sup> quarter 2015
<b>Responsible Individual/Entity</b>	CDA Director; CDA Quality Assurance staff; CAD Systems Manager; Management Committee
<b>Report Findings Addressed</b>	Caracus Ct. Review Action #6

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-007
<b>Issue Title</b>	Protocol for Submittal of New Premise Hazards
<b>Issue Summary</b>	There is no current protocol governing the intake of new Premise Hazard information for inclusion in the Computer Aided Dispatch database.
<b>Issue Date</b>	December 4, 2014
<b>Issue Resolution/Status</b>	CDA staff will develop a procedure for local emergency response agencies' submittal of new Premise Hazard information. This will include, but not be limited to, an intake form, data entry procedure, criteria for inclusion in the database, and assignment of staff to review and approve submittals for database entry. Meetings were conducted to evaluate the current parameters that identify what is to be placed in a premise hazards. This meeting took the original 22 categories and reduced them to 13. As part of this process each agency will be tasked with reevaluating what will remain in the system
<b>Timeline for Resolution</b>	January 31, 2015 - Form and draft procedure has been created and approved by each of the public safety agencies, awaiting Director's Approval. Director has approved the form and policy to change practice. Final form and policy to go before management Committee March 2015.
<b>Responsible Individual/Entity</b>	CDA Director; CAD Systems Manager; Management Committee
<b>Report Findings Addressed</b>	Interim Actions Addressed in CDA Director's 11/26/14 Memo

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-008
<b>Issue Title</b>	Call Taking Accuracy
<b>Issue Summary</b>	Through the quality assurance process, the need to improve call-taking accuracy was identified.
<b>Issue Date</b>	December 4, 2014
<b>Issue Resolution/Status</b>	The CDA implemented an improvement plan that included additional training and an incentive program. This has resulted in a drastic improvement in the accuracy of call taking.
<b>Timeline for Resolution</b>	February 2015 Completed
<b>Responsible Individual/Entity</b>	CDA Director; CDA Quality Assurance staff
<b>Report Findings Addressed</b>	Quality Assurance Review

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-009
<b>Issue Title</b>	Call Taking Accuracy
<b>Issue Summary</b>	The CDA should complete plans to review all categories of law enforcement calls as part of the formal quality assurance process. Efforts to address areas of underperformance identified by the quality assurance process should be continued. The quality assurance process should be expanded to address the dispatch function and processing times.
<b>Issue Date</b>	March 16, 2015 City Auditor's Report
<b>Issue Resolution/Status</b>	The CDA is currently looking at a second quarter of 2015 implementation of Police Protocols for call taking and dispatching purposes. As part of the implementation, it will mirror the existing practices for quality and assurance utilized to critique fire and EMS calls. The additional focus will be in the reviewing of radio traffic that is populated as part of each of the dispatched calls. As it relates accountability of dispatch times, the CDA runs a monthly, quarterly and annual report to evaluate response and dispatch times.
<b>Timeline for Resolution</b>	2 <sup>nd</sup> quarter 2015
<b>Responsible Individual/Entity</b>	CDA Director; CDA Quality Assurance staff
<b>Report Findings Addressed</b>	Quality Assurance Review

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-010
<b>Issue Title</b>	Call Taking Accuracy
<b>Issue Summary</b>	A centralized system should be established to track the certification status of all CDA staff. CDA management should ensure call takers and dispatchers maintain each required certification. The CDA should continue efforts to require all trainers to be certified in the training function.
<b>Issue Date</b>	March 16, 2015 City Auditor's Report
<b>Issue Resolution/Status</b>	The CDA is looking into a solution that each of the employee's certifications are maintained in a digital format that is kept current through either a records management system or Outlook accountability system., quarterly and annual report to evaluate response and dispatch times.
<b>Timeline for Resolution</b>	2 <sup>nd</sup> quarter 2015
<b>Responsible Individual/Entity</b>	CDA Director; CDA Quality Assurance and training staff
<b>Report Findings Addressed</b>	Quality Assurance Review

<b>Category</b>	Training and Protocols
<b>Number</b>	#TP-011
<b>Issue Title</b>	Monitoring of Response Times
<b>Issue Summary</b>	The CDA should consider enhancing its process for determining response times to provide additional information that would be useful for management oversight purposes. Results from that enhanced process should be used by CDA management and responding agency management as part of the process for determining and evaluating performance and identifying areas where improvements should be made.
<b>Issue Date</b>	March 16, 2015 City Auditor's report
<b>Issue Resolution/Status</b>	Ongoing current practice
<b>Timeline for Resolution</b>	July 2014 completed
<b>Responsible Individual/Entity</b>	CDA Director, CDA Quality Assurance staff
<b>Report Findings Addressed</b>	The CDA has created standardized reports that are generated as part of the CAD system that allows for CDA administration to view current and past statistical data. Currently the CDA reviews each of the reports on a monthly, quarterly and annual basis to evaluate the performance of its call processing capabilities.

**5. Management and Administrative**

<b>Category</b>	Management and Administration
<b>Number</b>	#MA-001
<b>Issue Title</b>	Re-establishment of the Technical Sub-Committee
<b>Issue Summary</b>	The CDA is a standalone environment that houses critical technology infrastructure. Each of the primary stakeholders has a vested interest in the success of the CDA. County, Sheriff, and City have technology expertise that can be of assistance in overseeing and providing guidance in the implementation of the Motorola CAD system.
<b>Issue Date</b>	July 2014
<b>Issue Resolution/Status</b>	The Technical Sub-Committee has been established and is providing critical support and guidance for the CDA's CAD system.
<b>Timeline for Resolution</b>	Completed July 2014
<b>Responsible Individual/Entity</b>	City, County, and Sheriff Information System Staff
<b>Report Findings Addressed</b>	Trescott Dr CM #11

<b>Category</b>	Management and Administrative
<b>Number</b>	#MA-002
<b>Issue Title</b>	Creation of Assistant CDA Assistant Director Position
<b>Issue Summary</b>	The CDA is a highly specialized public service entity that focuses on providing the highest standard of work for the citizens of Leon County. The CDA Director is tasked with managing the day-to-day affairs of the agency, overseeing technology and equipment upgrades, and maintaining consistency and stability in the operations of the organization. The creation of an Assistant Director position will allow the CDA Director to focus on the broader objective of overall organizational improvement and continual enhancement of services to Leon County residents and visitors.

<b>Issue Date</b>	12/5/14
<b>Issue Resolution/Status</b>	The CDA Director will develop a proposal to the CDA Board regarding the creation of an Assistant CDA Director position. <ul style="list-style-type: none"> <li>• November 26, 2014 – CDA Director memorandum to CDA Board</li> <li>• December 16, 2014 – CDA Director met with City HR to begin the process of creating the position.</li> </ul>
<b>Timeline for Resolution</b>	March 31, 2015 Position posted January 9, 2015 with recruitment process moving forward. First set of interviews March 12, 2015
<b>Responsible Individual/Entity</b>	CDA Director; CDA Board
<b>Report Findings Addressed</b>	Recommendation in CDA Director’s November 26, 2014 Memo to the CDA Board

<b>Category</b>	Management and Administration
<b>Number</b>	#MA-003
<b>Issue Title</b>	Shift Supervision Structure
<b>Issue Summary</b>	The CDA has three supervisors of equal authority and responsibility assigned to each shift. The CDA Director has identified the need to have a lead supervisor that is ultimately responsible for the operation of each shift.
<b>Issue Date</b>	First quarter 2015 posting will be January 2015 Interviews completed.
<b>Issue Resolution/Status</b>	Completed positions have been filled
<b>Timeline for Resolution</b>	March 31, 2015 Completed
<b>Responsible Individual/Entity</b>	CDA Director; CDA Board
<b>Report Findings Addressed</b>	Recommendation in CDA Director’s November 26, 2014 Memo to the CDA Board.

<b>Category</b>	Management and Administration
<b>Number</b>	#MA-004
<b>Issue Title</b>	Sworn officers In CDA Environment
<b>Issue Summary</b>	The CDA Management Team is tasked with reviewing the potential of having sworn Officers to assist and advise in the CDA environment.
<b>Issue Date</b>	January 2015
<b>Issue Resolution/Status</b>	Discussion
<b>Timeline for Resolution</b>	Scheduled for Discussion with Management Committee January 2015
<b>Responsible Individual/Entity</b>	CDA Director; CDA Management Committee
<b>Report Findings Addressed</b>	Recommendation in CDA Management Committee Meeting 12/18/14 It was recommended by the CDA Management Committee that commissioned officers in the communications center would not be beneficial.

<b>Category</b>	Management and Administration
<b>Number</b>	#MA-005
<b>Issue Title</b>	Efforts should be made to complete formal policies and procedures
<b>Issue Summary</b>	<u>CDA Policies and Procedures</u> : The CDA should continue efforts to ensure comprehensive formal policies and procedures are established and implemented by the end of the summer of 2015 as planned.
<b>Issue Date</b>	March 16, 2015 City Auditor's Report
<b>Issue Resolution/Status</b>	CDA is in the process of establishing formal policies that would meet industry standards. Currently the CDA has currently vetted 45 personnel and operational policies through the Management Committee and have received final approval from the CDA Board. The CDA's focus is to obtain accreditation as part of the design of policies and procedures.
<b>Timeline for Resolution</b>	3 <sup>rd</sup> Quarter 2015
<b>Responsible Individual/Entity</b>	CDA Director and staff
<b>Report Findings Addressed</b>	The CDA is in the process of completing formalized policies that would guide the CDA towards multiple accreditations. The bulk of all policies are to be completed by fall 2015.

<b>Category</b>	Management and Administration
<b>Number</b>	#MA-006
<b>Issue Title</b>	Excessive turnover rate
<b>Issue Summary</b>	The CDA should conduct exit interviews with terminating employees and take appropriate actions based on useful information obtained through those interviews. To help alleviate potential stress and fatigue and lessen overtime worked by current staff, ongoing recruitment efforts to reduce the number of vacancies in call taker and dispatcher positions should be continued.
<b>Issue Date</b>	March 16, 2015 City Auditor's Report
<b>Issue Resolution/Status</b>	The CDA is currently evaluating the root cause(s) for the high turnover rate in the attempt to identify and implement potential solutions, and will implement exit interviews to help identify the causes of turnover on an ongoing basis. The CDA has currently created a form to supply to all out going employees that provides them the ability to explain the reason for their departure.
<b>Timeline for Resolution</b>	2 <sup>nd</sup> Quarter 2015
<b>Responsible Individual/Entity</b>	CDA Director and staff
<b>Report Findings Addressed</b>	As to ongoing recruitment: (1) a recruitment commercial was created and is continually aired on WCOT; (2) representatives attend Career Fairs (eleven have been attended since February 2014)(3) recruitment sessions at Work Force have been completed; (4) digital recruitment signs have been utilized at various locations; and (5) representatives have participated in multiple public speaking engagements for employee recruitment purposes.

<b>Category</b>	Management and Administration
<b>Number</b>	#MA-007
<b>Issue Title</b>	Interoperable communications with local colleges and Capitol Police
<b>Issue Summary</b>	During the FSU Strozier Library shooting, it was identified that various communications issues were identified to include phone transfer issues and radio overlapping communications issues.
<b>Issue Date</b>	Grand Jury Presentment Spring 2015
<b>Issue Resolution/Status</b>	CDA in cooperation with FSU, TCC, TPD, LCSO, and Capitol Police are working on an inter-local agreement that provides direction in events that potentially mirror Strozier library.
<b>Timeline for Resolution</b>	3 <sup>rd</sup> Quarter 2015
<b>Responsible Individual/Entity</b>	FSU, TCC, TPD, LCSO, Capitol Police and the CDA
<b>Report Findings Addressed</b>	Continual Meetings are taking place to evaluate the best possible solution for interoperability.

## 6. Benchmarking Statistics

### National Recommendations on Center 911 Answer Times to Dispatch Times

- a. Fire NFPA (National Fire Protection Association) Standards
  - i. 95% of alarms received on emergency lines shall be answered within 15 seconds, and 99% of alarms shall be answered within 40 seconds.
  - ii. 80% of emergency alarm processing shall be completed within 60 seconds, and 95% of alarm processing shall be completed within 106 seconds.
- b. Commission on Accreditation of Ambulance Services
  - i. CAAS-Accreditation mirrors NFPA
- c. CDA Response Times
  - i. 6-Month and Quarterly answer times are 6-seconds consistently on 911 related calls
  - ii. Time of Call to dispatch:
    1. Leon County S.O. 2.54 Tallahassee P.D. 2.97 Fire .654
    2. Ems .66 (E-Response) .86 (D-Response) .78 (C-Response)

### Average Dispatch Time for

- TPD 22% faster
- TFD 35% faster
- LCSO 34% faster
- LCEMS 8% faster

911 Calls	194,143
606-5800	328,682
CAD Calls for Service	427,748

	<b>YTD - 2014</b>
Number of calls answered by CDA	522,825
Number of 9-1-1 calls answered by CDA	194,143
Average time of 9-1-1 calls - first ring to answer	6 sec
Average time of 9-1-1 calls – pick-up to entered	6 Seconds
Percentage of calls reviewed where address validation was correctly completed by dispatcher	Effective implementation January 2015
Percentage of calls reviewed where Premise Hazards were properly handled	Effective implementation January 2015
Percentage of calls where printed ProQA Logs and CAD information are validated as correct	Effective implementation January 2015

## **7. Accomplishments and Enhancements**

Prior to the creation of the CDA there was separate Public Safety Answering Points (PSAP) and 9-1-1 calls were routed to the PSAPs based on the geographic location of the caller. The City of Tallahassee Police Department received all 9-1-1 calls originating within the city limits and dispatched the Tallahassee Police Department and Tallahassee Fire Department. The Leon County Sheriff’s Office received all 9-1-1 calls originating in the unincorporated areas of the County and dispatched the Sheriff’s Office and Leon County EMS. This resulted in the need to transfer 9-1-1 callers between PSAPs and the operation of three disparate CAD systems that were not interconnected, resulting in an inefficient system that created delays in the response of first responders and the flow of critical information.

The creation of the CDA provides many enhancements to the delivery of emergency services in the community and has resulted in a more efficient and effective system that improves response times and the delivery of services to citizens. This section highlights the progress that has resulted from the creation of the CDA.

- Under the CDA, when a citizen calls 9-1-1, the first person to answer the call can provide assistance, there is no need to transfer callers between PSAPs.
- There is one CAD system that all first responder agencies operate on. This results in effective information sharing and improved aggregate response times as each agency receives the call for service simultaneously.
- The operation of a single CAD system allows for more efficient technological support of the infrastructure necessary to operate a PSAP and associated systems such as the 9-1-1 system, GIS systems, paging systems, and the 800 MHz radio system.

- Dispatchers for all first response agencies are in the same room and able to communicate in a more effective manner, eliminating the need to make phone calls across town to relay critical information resulting in a common operating picture and a coordinated response.
- With the CDA, there is one set of radio channels that are utilized by Law Enforcement, fire and EMS for interoperability facilitating the utilization of the closest unit scenario.
- For the first time all public safety being facilitated in one room creates a higher level of situational awareness and cooperation on dispatch related issues.
- Establishment of specialty teams from each of the public safety agencies to evaluate and understand the parameters by which dispatching occurs and provide positive feedback to the Director.
- December 22<sup>nd</sup> CDA will have a standalone I.T. Staff.
- Advertisement of an Assistant Director will be advertised in December 2014.
- Bi-Weekly operations meetings with the focus of creating one set protocols for dispatching first responders.
- The CDA has implemented an employee's CAT (Communications Advisory Team) to evaluate existing procedures and practices for future improvements.
- 2<sup>nd</sup> Quarter of 2015 create a position for an Assistant Director as well as restructure the internal command structure of the CDA.

### **Executive Summary**

The CDA is committed to excellence, dedicated to professional and technical progress, and motivated by the value of its role as a vital link between the public and public safety organizations. Our focus is to utilize each of the public safety agencies and a vast resource of knowledge to build the infrastructure of the CDA and create an operationally sound environment that is focused on the needs of the community and the first responders that service the community. As part of our mission to identify opportunities to grow and learn from our past experiences we have identified 11 Technical and System opportunities, eight Training and Protocol opportunities, and three Management and Administration opportunities. Our goal is to be proactive as well as reactive. The CDA is a new organization and has a great opportunity to grow and become the model agency that it has been communicated to be. Within the next year our focus is to build upon this document and show the success of this agency as well as the working relationship that have been created with each of the public safety agencies.