

6. DISCUSS POTENTIALLY MOVING THE PUBLIC SAFETY COMMUNICATIONS DIVISION ("PSCD") FROM UNDER THE AUSPICE OF THE FIRE DEPARTMENT BACK TO THE POLICE DEPARTMENT.

Applicable Area:

## MIAMI BEACH

## COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission  
FROM: Commissioner Alex Fernandez  
DATE: May 15, 2024

SUBJECT: REFERRAL TO THE PUBLIC SAFETY AND NEIGHBORHOOD QUALITY OF LIFE COMMITTEE TO DISCUSS POTENTIALLY MOVING THE PUBLIC SAFETY COMMUNICATIONS DIVISION ("PSCD") FROM UNDER THE AUSPICE OF THE FIRE DEPARTMENT BACK TO THE POLICE DEPARTMENT.

**RECOMMENDATION**

Please place on the May 15, 2024 agenda a referral to the Public Safety and Neighborhood Quality of Life Committee to discuss potentially moving the Public Safety Communications Division ("PSCD") from under the auspice of the Fire Department back to the Police Department.

Since it was first implemented in 1968, 9-1-1 has been the national emergency telephone number for the United States, along with several other countries, including Mexico, Canada, and the Dominican Republic. The Miami Beach PSCD, which is dedicated to providing vital support services to the Police and Fire Departments by immediately attending to all 9-1-1 calls for law enforcement, firefighting, and emergency medical service requests in a courteous, professional and effective manner, is presently under the administration of the Fire Department after previously having been under the auspice of the Police Department.

As part of the referral, I would request that the City Administration, including the Police Department and Fire Department, be prepared at Committee to discuss the advantages and disadvantages, along with any issues or concerns, of potentially moving the PSCD from the Fire Department back to the Police Department. I would further request that the Police and Fire Departments be prepared at Committee to discuss the various protocols and procedures of the 9-1-1 call-taking process from receipt of the initial call through the routing and dispatch of the appropriate responding units. Specifically, I would also ask that the Administration be prepared to provide the Committee with information regarding the Priority Dispatch protocols for police, fire and medical services utilized by the City as it pertains to the number (and type ) of questions 9-1-1 call-takers ask of callers, as I have been made aware that residents sometimes get frustrated by the overwhelming number of questions asked of them which has, in turn, led to other incidents not being reported. Further, I would request that the Administration be prepared to advise the Committee as to whether other municipalities in Miami-Dade County utilize the Priority Dispatch protocols and, if not, to identify the protocols, practices and/or procedures other municipalities within the County utilize.

**SUPPORTING SURVEY DATA**

na

**FINANCIAL INFORMATION**

na

**Applicable Area**

Citywide

**Is this a "Residents Right to Know" item, pursuant to City Code Section 2-14?**

Yes

**Does this item utilize G.O. Bond Funds?**

No

**Legislative Tracking**

Commissioner Alex Fernandez

# MIAMIBEACH

NO. LTC # **446-2017**

## LETTER TO COMMISSION

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: August 29, 2017

SUBJECT: **THE PUBLIC SAFETY COMMUNICATIONS UNIT (PSCU)**

This purpose of this Letter to Commission (LTC) is to inform the Mayor and City Commission of an administrative transfer of operational and administrative oversight with respect to PSCU.

When I first joined the City in 2013, PSCU was overseen by the Police Department. During my first year, my concerns with the performance of PSCU combined with concerns regarding leadership of the department led me to transfer oversight to the Department of Emergency Management. I knew that someday I would revisit whether that was the right place for PSCU, but at the time I felt it was the right way to proceed.

Under Charles Tear's leadership, we were able to stabilize the unit and enact some improvements. I recognize that public safety communications operations are difficult and concerns about these units are commonplace throughout the state. Consequently, it has not been an easy process, including challenging labor management issues, but Chuck and his team have done their best. There have been some performance issues raised in recent months, however, and I certainly want to make sure our first responders are getting the best support services possible.

In response to these concerns, therefore, I tasked Fire Chief Virgil Fernandez approximately one month ago to conduct an assessment of PSCU and prepare a series of recommendations. I received a first draft of the report last Friday, which identifies various short comings and makes a series of recommendations. The report concludes that all issues can be remediated with the implementation of the proper plan and I know that Chief Fernandez feels that it is quite conceivable, over time, to achieve national certification for PSCU as is the case with both our Fire and Police Departments.

In order to achieve these results, I have directed Chief Fernandez, Director Tear and Chief Oates to work on a transition plan that will result in the turnover of administrative oversight of PSCU to the Fire Department, effective October 1. Daily operational oversight would be through an executive director that would be responsible to Chief Fernandez and Chief Oates, or their respective designees. The goal is to make sure that each Department gets what it needs from PSCU. In the meantime, Director Tear can focus on the emergency management function to make sure our City is as ready as possible to mitigate against and recover from natural and manmade disasters. As the events in Texas show, you can never be too prepared.

Please do not hesitate to contact me with any questions.

# MIAMI BEACH

OFFICE OF THE CITY MANAGER  
NO. LTC # **012-2019**

## LETTER TO COMMISSION

TO: Mayor Dan Gelber and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: January 9, 2019

SUBJECT: Update on Public Safety Communications Division Accomplishments.

The purpose of this LTC is to provide you with an update of the Public Safety Communications Division (PSCD) accomplishments since its transition from the Department of Emergency Management to the Fire Department effective on October 01, 2017.

Below is a brief summary of several of the achievements that have been accomplished thus far:

- Throughout the 2017-2018 fiscal year, the Public Safety Communications Division was engaged in a hiring and training effort. As a result of this effort, 97% of the Division budgeted positions are now filled. Currently, sixty-five (65) out of sixty-seven (67) budgeted position in the division are filled and the personnel in those positions have been successfully trained and certified.
  - In the last fiscal year (2017-2018), the Division has trained and/or hired seventeen (17) employees in the functions of 9-1-1 Call-Taker, Police/Fire Dispatching, and Criminal Justice Information System (NCIC/FCIC) Operator.
  - As a result of the hiring and training effort, the previous practice of frequently forcing employees to work overtime in order to maintain minimum staffing in the center has been reduced significantly.
  - Additionally, the Division is now able to consistently provide a dispatcher on tactical channels during police and fire incidents such as perimeters, fires, and drownings. This capability is in addition to maintaining normal staffing on the main police and fire dispatch channels.
  - The monthly overtime cost has also been significantly reduced as a result of the increased staffing and is on target to finish the fiscal year under budget. The below chart illustrates the comparison of overtime cost between 2017 and 2018 for the months of September, October, November, and December. This comparison shows an average overtime cost reduction of 54% for the four months.

	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
2017	\$143,001	\$45,372	\$85,881	\$112,380
2018	\$78,260	\$15,754	\$54,130	\$28,115
REDUCTION AMOUNT	\$64,741	\$29,618	\$31,751	\$84,265
REDUCTION PERCENTAGE	45%	65%	37%	75%
AVERAGE PERCENTAGE REDUCTION FOR THE FOUR MONTHS	<b>54%</b>			



- On November 28, 2018, the Public Safety Communications Division achieved the International Academies of Emergency Dispatch "Accredited Center of Excellence" (ACE) status for its use of the Medical Priority Dispatch System protocols. (Reference attached news release)
  - As reported in Letter to Commission Number 073-2018, the Public Safety Communications Division began a Medical Quality Assurance program on December 18, 2017. As mandated by existing State of Florida regulations, this program began providing feedback and remediation training to all call-takers on a daily basis which has led to a steady increase of protocol compliance scores from its inception. This program was a key factor in the achievement of this accreditation (ACE) recognition.
  - Additionally, and most importantly, the increased performance and compliance to recognized industry standards has allowed the 9-1-1 Center to elevate the level of service provided to medical emergency callers during multiple incidents, especially during life and death situations such as cardiac arrests.
- The Public Safety Communications Division staff has been working in coordination with Police and Fire personnel to develop and implement required aspects of the Police and Fire call-taking, pre-arrival instructions, and quality assurance program.
  - This effort began when the City Commission approved the acquisition of the Police and Fire call-taking, pre-arrival, and quality assurance program in October 2018.
  - This will allow our Division to implement a Quality Assurance program for the police and fire disciplines as well and as also required by existing State of Florida regulations.
- The Public Safety Communications Division has certified 100% of all of its employees as State of Florida 911 Public Safety Telecommunicators, in compliance with Florida Statute 401.465.
  - As reported in Letter to Commission Number 073-2018, the Public Safety Communications Division developed a new 911 Public Safety Telecommunicator program curriculum. This new program was officially approved by the Florida Department of Health on March 22, 2018.
  - Upon approval of the program, the Division began the process of certifying the thirteen (13) Public Safety Communications Division employees that remained uncertified. This process was completed on December 07, 2018, when the last employee passed the exam.
- The Public Safety Communications Division developed a program to provide and manage the mandated continuing education hours (CEUs) for the different certifications required of call-takers, police/fire dispatchers, criminal justice information operators, and supervisors.
  - As it was reported in Letter to Commission Number 073-2018, the Public Safety Communications Division purchased a training software (TargetSolutions) in early 2018. Subsequent to its purchase and issuance of LTC # 073-2018, the software was customized to meet the training and certifications needs of the Division, and is now being utilized by all employees and management personnel to maintain mandated certification and training requirements. The deployment of this software has allowed

the Division to transition to a paperless electronic system.

- Throughout this year Public Safety Communications Division has deployed technologies that have increased the capabilities of the 9-1-1 Center, which were not previously available.
  - The Computer Aided Dispatch (CAD) software was upgraded in the month of May, 2018. As part of the upgrade, a new mapping application was developed and customized for our agency to enhance the capabilities of 9-1-1 call-takers and dispatchers.
    - 9-1-1 call-takers are now able to locate emergency cell phone callers with relative ease in comparison to the previous technology that was being utilized in the center.
    - The location of police officers and firefighters is now available through this new mapping functionality, which increases the safety of officers and firefighters.
  - As part of the CAD upgrade, the Fire Department automatic response recommendation function was developed. This function has practically eliminated the incidents where erroneous units were being dispatched to fire and medical incidents.
  - The 9-1-1 phone system was upgraded in the month of November, 2018. As part of the upgrade, the phone system was also customized and enhanced to specifically meet the needs of our agency. More specifically, 9-1-1 call-takers are able to place emergency wireless callers on hold without losing the critical location information of the caller.
- On July 13, 2018, the design for a new Harris P-25 Public Safety Radio System was approved. The next step is for City of Miami Beach personnel to travel to the Harris factory in Lynchburg, Virginia to conduct functional tests on our system, which will be assembled and functional prior to our arrival. Thus far the cost of the system is on target to be under budget. The new system is being designed to bring many new capabilities to City of Miami Beach police officers, firefighters, Ocean Rescue, and all other radio system users. These new capabilities include:
  - Significantly expanding the coverage area for radio users. This new system is being designed to interface with the City of Miami and the City of Hialeah public safety radio systems, which will allow police officers and firefighters to seamlessly continue to receive and transmit after they leave the boundaries of the City of Miami Beach. This capability does not exist today, and we are being advised by the Harris Corporation that we will be one of the first or the first system that is being designed to allow police officers and firefighters radios to roam into a neighboring system.
  - Significantly increasing the in-building communications capabilities of end users. This is an improvement from current capabilities, because subsequent to our current system deployment, more ten years ago, many high-rises have been built. Through the years these new structures have decreased the ability of our current system to communicate indoors.
  - The new system will allow dispatchers to continuously know from their work station the location of police officers, firefighters, and all radio users through their portable (handheld) radio. This feature will significantly increase the ability of locating emergency personnel in the event of a life or death situation.
- As reported in the Letter to Commission Number 073-2018, the Public Safety Communications Division hired a new full-time Criminal Justice Agency Coordinator (CAC) in November of 2017. One of the new position responsibilities is to make current all of the thousands of Florida Department of Law Enforcement (FDLE) fingerprint database (FALCON) entries for the City of Miami Beach Police Department. This task was completed and the database is now maintained on an on-going basis.

**FOR IMMEDIATE RELEASE:****MIAMI BEACH PUBLIC SAFETY COMMUNICATION DIVISION HONORED  
FOR ACHIEVING ACCREDITATION AS CENTER OF EXCELLENCE**

*[Miami Beach, Florida—Nov. 28, 2018]*—Miami Beach Public Safety Communication Division is taking center stage in recognition of achieving the most prominent distinction in 911 emergency communication services. The communication center is the 263rd emergency dispatch center in the world to attain International Academies of Emergency Dispatch® (IAED™) status as an Accredited Center of Excellence (ACE) for its use of the Medical Priority Dispatch System™ (MPDS®). This distinction places it among the very highest-performing emergency dispatch agencies in the world.

ACE inspires agencies to provide superior, industry best practices in public safety and to employ efficient use of resources when handling all emergency call situations. Accreditation requires an intensive self-assessment based on the IAED's rigorous Twenty Points of Accreditation. In order to achieve accreditation, agencies must meet or exceed all twenty points of accreditation, which requires participation from the department chief down to the individual emergency dispatcher. Because ACE agencies abide by these standards and have fulfilled these requirements, callers can have peace of mind knowing their needs will always be appropriately addressed and that they will receive the help they need.

Miami Beach is one of 17 agencies in Florida to attain ACE distinction.

Lazaro Guerra, Miami Beach Public Safety Communication Division Administrator, said no one can achieve the lofty status as an ACE without deep commitment and determination. He's grateful that his staff bought into this process and work so hard to meet and maintain the standards.

"Everyone has to be dedicated," he said. "You must embrace it. Attention to detail is important."

For Guerra, working toward ACE status was something he knew would lift everyone on the team to a higher level. He also said the achievement exemplifies everything the center stands for.

"The staff has been receptive and cooperative," he said. "The level of care has improved dramatically. The ACE framework forces us to maintain strict processes. It's validation of the help we provide."

The IAED's Board of Accreditation reviews the center's application and documentation of the Twenty Points and conducts a thorough on-site visit.

"There's a tremendous amount of work that goes into achieving ACE status," said IAED Chair of Accreditation Christof C. Chwojka. "We're certainly proud of Miami Beach Public Safety Communication Division and its accomplishment."

Not only is this a significant milestone for the entire team at Miami Beach, but it can also bring peace of mind to local residents who call for emergency assistance. Guerra said many people have misconceptions of 911 and don't understand what emergency dispatchers do when the phone calls come in. He hopes this achievement will help people recognize the critical work his staff does.

"It's important for the general public to know we're an ACE agency," he said. "The public perception is that a 911 center is where we simply notify first responders of a situation. An ACE center brings help to the public from the moment they dial 911. We spend valuable minutes that impact lives and give hands-on assistance from the minute people call."

There are currently more than 190 centers throughout the world that currently have the ACE distinction among the 3,500 centers worldwide using the fire, police, medical, and nurse triage protocols for safe and efficient response to the wide variety of emergency situations.

## **Contact Information**

**Miami Beach Public Safety Communication Division**

Contact: Lazaro Guerra, Public Safety Communications Division Administrator

Phone: 305 -673-7000, ext. 2804

Email: [lazaroguerra@miamibeachfl.gov](mailto:lazaroguerra@miamibeachfl.gov)

**International Academies of Emergency Dispatch (IAED)**

Contact: Kim Rigden

Phone: 801-960-6236

Email: [kim.rigden@emergencydispatch.org](mailto:kim.rigden@emergencydispatch.org)

IAED website: [www.emergencydispatch.org](http://www.emergencydispatch.org)

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ACCREDITATION PERIOD

2023-2026

# MIAMI BEACH PUBLIC SAFETY COMMUNICATIONS DIVISION

The International Academy of Emergency Police Dispatch officially recognizes Miami Beach Public Safety Communications Division as an **ACCREDITED CENTER OF EXCELLENCE IN EMERGENCY POLICE DISPATCH** for demonstrating compliance to the highest level of standards as set forth in the Academy's Twenty Points of Accreditation. This accreditation is granted as of March 3rd, 2023 and is valid until March 3rd, 2026.

  
Jeffrey J. Clawson, M.D.  
Board of Trustees

  
Christof Constantin Chwojka  
Accreditation Board Chairman

  
Marie Leroux  
College of Fellows Chair

  
Pamela K. Stewart  
Board of Certification Chair

  
Kim Rigden  
Associate Director of Accreditation



RE-ACCREDITED CENTER  
OF EXCELLENCE

#22

## TWENTY POINTS OF ACCREDITATION

1. All police dispatch calltaking, dispatching, and supervisory workstations.
2. Current Police Priority Dispatch System (PPDS) licensing of each EPD position.
3. Current Academy certification of all EPD personnel.
4. How Academy certification and case review will continue to be maintained.
5. Full activity of Quality Improvement (QI) committee processes.
6. EPD quality assurance and improvement methodology.
7. Case review at the Academy's recommended number and percentages of randomly reviewed cases.
8. EPD quality assurance and improvement database.
9. Consistent PPDS case review to determine if monthly average case evaluation compliance levels meet accreditation standards:
  - 10%-Partial Compliance
  - 10%-Low Compliance
  - 7%-Non-Compliant
  - Percentage of deviation accepted:
    - 3%-Critical Deviation
    - 3%-Major Deviation
    - 3%-Moderate Deviation
    - 3%-Minor Deviation
10. Correct case review and QI procedures validated through independent Academy review.
11. How law enforcement field personnel were oriented to the proper use of the PPDS and feedback methodology.
12. Local policies and procedures for implementation and maintenance of EPD.
13. Current Continuing Dispatch Education (CDE) and EPD recertification program functions.
14. Process that will occur when police response is requested by another agency.
15. Properly established local configuration of all PPDS response assignments.
16. How PPDS response assignments will be regularly reviewed and recommended changes approved.
17. Incidence of all PPDS codes and levels.
18. Specific police administration oversight and involvement in EPD activities.
19. Sharing of nonconfidential data with the Academy.
20. Support of the Academy's Code of Ethics, Code of Conduct, and practice standards.

# MIAMIBEACH

OFFICE OF THE CITY MANAGER

NO. LTC# 120-2023

## LETTER TO COMMISSION

TO: Mayor Dan Gelber and Members of the City Commission

FROM: Alina T. Hudak, City Manager 

DATE: March 10, 2023

SUBJECT: PSCD Receives Triple Accreditation by the Accredited Center of Excellence (ACE)

The purpose of this LTC is to inform you that the Public Safety Communications Division's (PSCD) has obtained triple Accredited Center of Excellence (ACE) reaccreditation status. The initial triple ACE status was obtained in March 2020. Currently, there are only 14 accredited "Tri'-ACE" agencies worldwide.

In order for an agency to be considered for accreditation status, a formal study that includes quality assurance and improvement methodologies, case reviews, data, and process review with outside agencies to name a few must first be completed for any of the three areas (Fire, Police and Medical). The PSCD has been preparing for document submission and acceptance through a series of Dispatch Steering Committee Meetings and Dispatch Reviews since November 2018. Once accreditation status is obtained, it must be maintained by submitting monthly compliance reports with levels at or above accreditation levels.

In February 2020 and February 2023, the PSCD was evaluated for accreditation status by the International Academy of Emergency Dispatch Accreditation Board. As a result of the evaluation and several months of PSCD working with the accrediting agency to gather paperwork and support for the approval of the accreditation, the hard work paid off when the department was rewarded with the triple accredited status once again on February 22, 2023. The PSCD will be recognized in April-2023 at the Navigator 2023 Conference in Denver, Colorado.

This accreditation validates the various process, procedures and capabilities that have been deployed since the reorganization of the PSCD since October 2017, which have positively impacted the lives of many Miami Beach residents and visitors.

Should you have any questions, please contact Fire Chief Virgil Fernandez.

ATH/VF

*Miami Beach Public Safety  
Communications Division*

*World's Eighteenth  
Tri-Accreditation*

*On This 3<sup>rd</sup> Day of March 2020*



**RESOLUTION NO.        2018-30543**

**A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ACCEPTING THE WRITTEN RECOMMENDATION OF THE CITY MANAGER AND WAIVING, BY 5/7THS VOTE, THE FORMAL COMPETITIVE BIDDING REQUIREMENT, FINDING SUCH WAIVER TO BE IN THE CITY'S BEST INTEREST; AND AUTHORIZING THE PURCHASE OF THE POLICE AND FIRE PRIORITY DISPATCH CALL-TAKING PROTOCOLS / QUALITY ASSURANCE SYSTEM, INCLUDING COMPUTER AIDED DISPATCH INTERFACES, SOFTWARE, LICENSES, SERVICE AND SUPPORT AGREEMENTS, FROM PRIORITY DISPATCH CORPORATION, FOR A PERIOD OF THREE (3) YEARS, NOT TO EXCEED \$235,000.00 IN THE FIRST YEAR (2018-2019) WHICH INCLUDES INITIAL IMPLEMENTATION AND THE FIRST YEAR OF LICENSE SERVICE AND SUPPORT, \$49,075.00 FOR THE SECOND YEAR (2019-2020) LICENSE SERVICE AND SUPPORT, AND \$49,075.00 FOR THE THIRD YEAR (2020-2021) LICENSE SERVICE AND SUPPORT, AND SUBJECT TO AND CONTINGENT UPON AN APPROPRIATION OF FUNDS FOR THE SECOND AND THIRD YEAR OF THE TERM.**

**WHEREAS**, the City of Miami Beach acquired the Medical Priority Dispatch System (MPDS) in 1992, from Priority Dispatch Corporation, and has maintained subsequent yearly license renewal and support services agreements for the purpose of processing medical 9-1-1 emergency calls; and

**WHEREAS**, the City of Miami Beach Public Safety Communications Division (9-1-1 Center) has not utilized any formal call taking protocol or quality assurance system to process, review, and provide pre-arrival instructions for police or fire emergency calls; and

**WHEREAS**, different call-taking protocols, pre-arrival instruction, post-dispatch instructions, and quality assurance programs have their own proprietary certification process for the different system users (9-1-1 call-takers and quality assurance reviewers), as well as incompatible computer interfaces for software; and

**WHEREAS**, implementing police and fire call-taking protocol systems other than the current medical system being utilized in the City of Miami Beach 9-1-1 Center would create the need to develop different internal workflows to process different types of calls, manage multiple initial certification processes for the same employee, develop different training and re-certification programs, develop different quality assurance processes and programs, develop and manage different computer interfaces, and would prevent the 9-1-1 Center from implementing a multidiscipline launcher interface; and


**WHEREAS**, the Priority Dispatch Corporation's protocol system has been in use for over 40 years, and is considered the most widely accepted call-taking protocol system worldwide, used by over 3500 emergency call centers throughout 46 countries and in 24 languages/dialects; and


**WHEREAS**, the City Manager recommends the waiver of the competitive bidding requirement as being in the best interest of the City, and recommends utilizing the police, medical, and fire protocol systems and quality assurance programs from the same provider, Priority Dispatch Corporation, to strengthen the 9-1-1 Center's ability to provide an efficient emergency call-taking service.

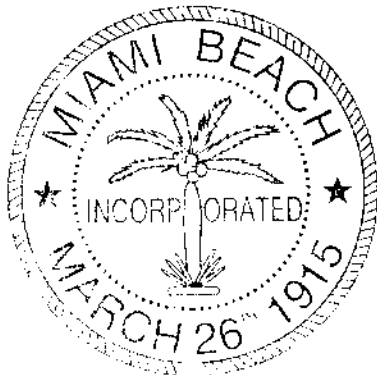
NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the Mayor and the City Commission hereby accept the written recommendation of the City Manager (as further set forth in the City Commission memorandum accompanying this Resolution and waive, by a 5/7<sup>th</sup> vote, the formal competitive bidding requirements, finding such waiver to be in the City's best interest; and authorizing the purchase of the police and fire Priority Dispatch call-taking protocols/quality assurance system, including computer aided dispatch interfaces, software, licenses, service and support agreements, from Priority Dispatch Corporation, for a period of three (3) years, not to exceed \$235,000.00 in the first year (2018-2019) which includes initial implementation and the first year of license service and support, \$49,075.00 for the second year (2019-2020) license service and support, and \$49,075.00 for the third year (2020-2021) license service and support, and subject to and contingent upon an appropriation of funds for the second and third year of the term.

PASSED AND ADOPTED this 17 day of October 2018


ATTEST:

  
10/30/18  
Rafael E. Granado, City Clerk

  
Dan Gelber, Mayor



APPROVED AS TO  
FORM & LANGUAGE  
& FOR EXECUTION

  
10-9-18  
City Attorney RAP Date



# MIAMI BEACH

## COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission  
FROM: Jimmy L. Morales, City Manager  
DATE: October 17, 2018

SUBJECT: A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ACCEPTING THE WRITTEN RECOMMENDATION OF THE CITY MANAGER AND WAIVING, BY 5/7TH VOTE, THE FORMAL COMPETITIVE BIDDING REQUIREMENTS, FINDING SUCH WAIVER TO BE IN THE CITY'S BEST INTEREST, AND AUTHORIZING THE PURCHASE OF THE POLICE AND FIRE PRIORITY DISPATCH CALL-TAKING PROTOCOLS/QUALITY ASSURANCE SYSTEM, FOR PURPOSES OF STANDARDIZING THE EMERGENCY CALL-TAKING PROCESS, COMPUTER AIDED DISPATCH (CAD) INTERFACES, AND QUALITY ASSURANCE PROGRAM IN THE PUBLIC SAFETY COMMUNICATIONS DIVISION (9-1-1 CENTER), IN THE AMOUNT OF \$236,254.00, WHICH INCLUDES THE COST FOR THE FIRST YEAR LICENSE RENEWAL SERVICE AND SUPPORT COST, PLUS AUTHORIZING SUBSEQUENT YEARS LICENSE RENEWAL, SERVICE & SUPPORT AGREEMENTS.

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### **RECOMMENDATION**

Approve the Resolution.

### **ANALYSIS**

The City of Miami Beach 9-1-1 Center has relied since 1992 on the Medical Priority Dispatch System (MPDS) to process medical 9-1-1 calls, and provide the public with medical pre-arrival instructions for different emergencies/conditions. This system has allowed for the 9-1-1 Center to rely on a set of medical protocols and quality assurance review processes that are continuously researched and updated with the latest available techniques.

Conversely, the City of Miami Beach Public Safety Communications Division (9-1-1 Center) has not previously utilized any comprehensive, formal, or researched call-taking protocol or Quality Assurance system to process, review, and provide pre-arrival instructions to police or fire emergency callers. As a result, the 9-1-1 call-takers have historically relied on their individual memory and inconsistent techniques to ask relevant questions and provide pre-arrival instructions for each different police and fire type of complaint or emergency.

The new Public Safety Communications Division Administration has identified the need to acquire and implement a system that would bring to the 9-1-1 Center the ability for 9-1-1 call-takers to depend on a consistent and continuously updated system that is computerized, interactive, and interfaced with the centers' CAD system. This new capability would allow the delivery of an up to date superior service to the public, and would also allow for compliance with current State of Florida regulations.

Due to the Center's existing utilization of the Medical Priority Dispatch System it is beneficial, in many aspects, for the Public Safety Communications Division administration to add to the capabilities of the center the comprehensive and compatible Police and Fire Priority Dispatch System (PPDS & FPDS). These two discipline call-taking protocol systems (police and fire) also include pre-arrival instructions, post-dispatch instructions, and a Quality Assurance ("QA") system.

Standardizing the three different discipline call-taking protocols (police, medical, fire) would resolve the issues that result from developing different internal workflows to process different types of calls (police, medical, and fire), managing multiple initial certification processes for the same employee, developing different training and re-certification programs for each different system, develop different Quality Assurance processes and programs, developing and managing different computer interfaces, and not being able to develop a multidiscipline launcher interface. The advantages of standardizing would directly result in increased systems efficiencies, while also decreasing the learning curve for 9-1-1 call-takers.

As a result of the aforementioned, the Administration recommends that the City standardize the use of police, medical, and fire call-taking protocols by adding the police and fire component/discipline to the existing Medical Priority Dispatch System (MPDS). Throughout the industry the Priority Dispatch system for police, medical, and fire call-taking protocols and Quality Assurance program are considered the most widely accepted call-taking protocol system worldwide, for it is currently being utilized in over 3,500 emergency call centers throughout 46 countries and in 24 languages/dialects.

The purpose of this item is to waive the competitive bidding requirements of the City and establish a standard for Priority Dispatch police, medical, and fire call-taking protocols, pre-arrival instructions, and Quality Assurance programs, so that going forward all of the aspects related to the managing and maintenance of this critical 9-1-1 Center function can be unified and less fragmented. This will immediately result in a more consistent and reliable emergency management response, while providing greater 9-1-1 Center effectiveness.

### **CONCLUSION**

Based on the foregoing, the City Manager recommends that the Mayor and City Commission approve the Resolutions to waive, by a 5/7ths vote, the formal competitive bidding requirements, finding such a waiver to be in the City's best interest, and authorize the Administration to purchase the Police and Fire Priority Dispatch System call taking protocols and Quality Assurance system for purposes of standardizing emergency call taking, pre-arrival instructions, and the Quality Assurance Program in the 9-1-1 center.

### **KEY INTENDED OUTCOMES SUPPORTED**

Enhance Public Safety and Emergency Preparedness

### **FINANCIAL INFORMATION**

Initial implementation is not to exceed \$235,000.00 in the first year (2018-2019), which includes the first year of license service and support, \$49,075.00 for the second year (2019-2020) license service and support, and \$49,075.00 for the third year (2020-2021) license service and support, and subject to an appropriation of funds for the second and third year of the term.

**Amount 1**    \$117,500.00    **Account 1**    011.0326.000343

**Amount 2**    \$117,500.00    **Account 2**    011.1130.000343

### **Legislative Tracking**

Fire

# MIAMI BEACH

OFFICE OF THE CITY MANAGER

NO. LTC# **073-2018**

## LETTER TO COMMISSION

TO: Mayor Dan Gelber and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: February 12, 2018

SUBJECT: Update on Public Safety Communications Division's Accomplishments

The purpose of this LTC is to provide you with an update of the Public Safety Communications Division's (PSCD) accomplishments since its transition from the Department of Emergency to the Fire Department effective on October 01, 2017.

Below is a brief summary of some of the achievements that have been accomplished thus far:

- PSCD has been able to reduce the monthly overtime cost by 53.92% within four (4) months. The below chart illustrates the number of hours worked, the overtime cost per hour, and the actual overtime cost for each of the last four months.

MONTH	OVERTIME HOURS WORKED	OVERTIME COST PER HOUR	OVERTIME COST
October, 2017	2,356.00	\$35.60	\$83,884.37
November, 2017	2,248.78	\$37.53	\$84,403.98
December, 2017	2,018.43	\$32.73	\$66,081.81
January, 2018	1,423.99	\$27.14	\$38,647.96

- Thirteen experienced and certified personnel have been hired and have been released from training in at least one (1) function, (911 Call-Taker, Police/Fire Dispatcher, or FCIC/NCIC Operator).
  - As a result, the continuous need to force personnel to work has been reduced to almost non-existing levels.
  - The Division is now able to provide a back-up dispatcher for police or fire incidents during some shifts.
- There were three (3) other trainees (Non-Certified, Non-Experienced) that were hired prior to the transition of the Public Safety Communications Division to the Fire Department. These trainees have been permanently assigned to the 911 Center and are now beginning to complete their 911 Call-Taker portion of their training.
  - Two (2) of these three (3) trainees have already completed their 911 Call-Taker training and have been assigned to train as a Police Dispatcher.

- PSCD interviewed six (6) additional dispatcher applicants towards the end of December, 2017 and submitted their names to the backgrounds unit.
  - The Division is awaiting the result of the background investigations prior to hiring the next group of personnel.
  - The Division is in the process of conducting another round of interviews within two (2) weeks to fill the rest of the vacant positions.
- PSCD began a Medical Quality Assurance program on December 18, 2017. This mandatory program provides feedback and remediation training to all call-takers on a daily basis.
  - As a result of this effort the compliance to protocol scores have significantly increased within the inception of the program (six-weeks).
    - Moving forward, the Division is actively developing additional aspects of the Medical Quality Assurance program and also working on acquiring the police and fire protocol system. Also, this purchase will allow them to implement a Quality Assurance program for those disciplines (police and fire).
  - The Quality Assurance program for each discipline (Police, Medical, and Fire) is the first step in achieving accreditation from the International Academy of Emergency Dispatch.
- PSCD has developed a new 911 Public Safety Telecommunicator curriculum and are in the process of submitting the application package to the Department of Health for approval.
  - Upon approval the Division will begin the process of certifying 100% of its personnel in compliance with state regulations.
- PSCD has assigned a new experienced full-time Terminal Agency Coordinator (TAC).
  - This person is now functional and has begun the process of reconciling the fingerprint database (FALCON) for the police department.
- In cooperation with the Procurement Department, PSCD has resolved pending contractual issues regarding critical infrastructure projects such as the upgrade of the 911 phone system (Viper) and the P25 Radio System.
- In cooperation with the Procurement Department, PSCD has remediated multiple vendor and contractual issues, and are in the process of bringing all of its contracts up to date.
- PSCD has corrected multiple radio system maintenance issues that have previously compromised radio communications.
- PSCD has developed multiple policies and procedures in close coordination with police and fire department staff. Some of these policies and procedures include:
  - Radio System Failure Procedure
  - Address and Phone Number Verification Policy
  - Critical Incidents Notifications Procedure
  - License Plate Reader Procedure

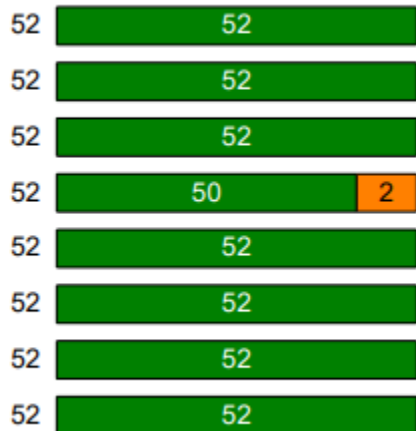
- PSCD has purchased training software (Target Solutions) and has begun the process of implementing it.
  - This system will give PSCD the capability of electronically keeping the certification and training records of all of its employees.
  - Also, it will allow the Division capability of issuing all training electronically (paperless) instead of manually.

JM/VF



Out of the 235 cases that were reviewed across all three disciplines, only 3 had deviations in providing reassurance, totaling 1.27% of the calls.

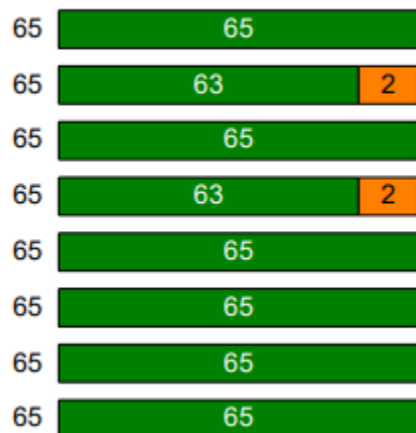
### Fire, October 2024



#### Customer Service

Calltaker attitude  
Use correct volume, tone, and rate  
Display compassion  
Avoid gaps  
Explain actions  
Provided reassurance  
Did not create uncontrollable expectations  
Avoided prohibited behaviors

### Medical, October 2024



#### Customer Service

Calltaker attitude  
Use correct volume, tone, and rate  
Display compassion  
Avoid gaps  
Explain actions  
Provided reassurance  
Did not create uncontrollable expectations  
Avoided prohibited behaviors

### Police, October 2024

			<u>Customer Service</u>
118	118		Calltaker attitude
118	118		Use correct volume, tone, and rate
118	118		Display compassion
118	112	6	Avoid gaps

## Agency Performance

Selected Discipline: EPD

Agency: MIAMI BEACH

			<u>Customer Service</u>
118	118		Explain actions
118	115	3	Provided reassurance
118	118		Did not create uncontrollable expectations
118	118		Avoided prohibited behaviors