



Marion County

Public Safety Communications

696 NW 30th Ave.
Ocala, FL 34475

Operational Plan
Project Fiscal Years (2022–2026)

Table of Contents

Acknowledgements	4
Planning Team	4
Executive Summary	5
Purpose	7
Introduction	8
Letters of Acknowledgement	10
Robert Brongel, Florida Telecommunications Accreditation Commission.....	10
Kim Rigden, International Academies of Emergency Dispatch (IAED)	11
Gessie Schechinger, Priority Dispatch Corporation.....	12
Natalia Duran, Florida Telecommunicator Emergency Response Taskforce	13
Mission, Vision, Core Values	14
Marion County, Florida—Empowering Marion for Success	14
PSC—Mission Statement, Core Values, Motto	15
IAED—Codes of Ethics and Code of Conduct.....	16
Brief History of Public Safety Communications	17
Timeline	18
2020 Deconsolidation	18
Public Safety Communications Present State	19
Governance	19
Stakeholders	19
Organizational Chart of the Marion County Board of County Commissioners	20
PSC Organizational Chart	21
Department Divisions & Dedicated Positions	21
Public Safety Communications Director	21
Administrative Division	22
Communications Division	23
Radio Systems Division	25
Accreditation	26
Trends: Past, Present, Future 2016–2026	29
Population	29
Telephone Call and Text Message Volume	30

Call-for-Service Volume.....	32
Workload	34
Communications Center Operations.....	34
Public Records Requests	35
Training & Quality Assurance	35
Public Safety Communications’ Future Situation	38
A More Stable Agency.....	38
Affirm Identity.....	39
Staff Morale as Moral	40
Career Development Planning.....	40
Professional Development	41
Succession Planning.....	41
An Upgraded and Expanded Radio System.....	41
Improvement of Interagency Relations	42
Define and develop standards for interagency interactions.....	42
Create and promote engagement opportunities with partner agencies	42
Communicate expectations and needs of PSC to other agencies.....	42
Stakeholder Involvement and Inclusion.....	43
Continuing Assessment of Services and Processes	43
Implementation of Radio Dispatch Quality Assurance Program.....	43
Accreditation Maintenance and Expansion.....	43
Department Anticipated Personnel Levels	44
Additional Staffing.....	44
Department Reorganization.....	48

Acknowledgements

Planning Team

In the public safety environment, a plan is often either in development or in process of being implemented, and the act of conceiving of one is inherent to the operations of Public Safety Communications (PSC). Upon learning of the opportunity to develop the Five-Year Operational Plan (Plan) for PSC, the goal outcomes and value of the project to another *plan*—one already underway in the department—was immediately evident, and itself would be a feature.

From inception, the goals of the Five-Year Operational Plan were manifold. First, to seize the opportunity to develop a more thorough understanding of the department through a comprehensive investigation into its past and present, in preparation to guide it responsibly into its future. Second, to involve engaged junior leaders of the department in a professional exercise that will benefit their professional development in fulfillment of PSC's succession planning. Third, as a team assess PSC's operations and determine an advantaged future state that will improve workload, positively influence staff longevity, and spur advancement.

To best inform the perspectives of the PSC staff charged with the development of the plan, a diverse team of professionals with demonstrable aptitude and experience in the field of emergency communications was selected. The team was awarded the responsibility with identifying the essential elements of the PSC organization as a whole and of its constituent operations, and develop a framework and timeline to track progress, and reveal when it's absent.

PSC thanks the members of our organization for their dedication and commitment to the planning process. The following is a list of the planning team members, who met at PSC over the course of several weeks to develop the Plan.

- Carol McCurdy, Communications Compliance & Information Specialist
- Marisa Atwell, Staff Assistant IV
- Emily Merritt, Training & Accreditation Coordinator
- Janelle Jackson, Training & QA Technician
- Patrick Kirkowski, Radio Systems Specialist
- Lisa Cahill, Communications Manager
- Alphonso Gordon, Radio Systems Manager
- Kyle W. Drummer, Public Safety Director
- Heather Silvernail, Emergency Telecommunicator Supervisor
- Christina Torres, Emergency Telecommunicator IV

Executive Summary

Public Safety Communications (PSC) is Marion County's primary public safety answering point (PSAP) that receives and processes emergency/9-1-1 and non-emergency telephone calls, dispatches emergency fire and emergency medical services (EMS) resources, and provides oversight of the public safety Project 25 (P25) 700/800 MHz radio system. PSC also serves as the Northeast Region's most active telecommunicator emergency response taskforce (TERT) for Florida TERT, offering to respond to other PSAPs and dispatch operations in need, and at the request of state emergency management departments and the Federal Emergency Management Agency (FEMA).

This Plan incorporates the deliberations of a broad array of PSC, County, and stakeholder staff in order to plot appropriate courses of action to ensure PSC's continuing ability to render excellent service to Marion County citizens, emergency service partners, and other public safety agencies. In an unofficial capacity, the Plan began with an assessment of the current conditions of the department with particular attention paid to the experience of its most essential resource, the dedicated emergency telecommunicators (ETC) and support staff who work together to fulfill the mandate of a first-rate consolidated PSAP and dispatch operation. Other elements of review were various technologies that 9-1-1 call taking and EMS-fire dispatch rely on, not least of which is the County's radio system infrastructure.

The process of developing the Plan began with a discussion of PSC's historical challenges, specifically those that threaten its mandate of service. Some challenges have subsided, while others have persisted well into present, continuing to compromise department operations. In effort to consider *on what* to focus, the *what*—identity—is essential; knowing the problem in order to solve it. However, a problem solved is not necessarily a problem prevented, which has served as the perspective of the Plan and two alternative concentrations on the matter of problem solving, *how come* and *for when*.

Accepting that historical challenges have existed for a reason, it was agreed that the issue is three-fold: first, that there is a problem; second, the nature of the problem; third, that the problem is persistent. As the team developed the inventory of issues to address, and in what manner they would be, central were the considerations of *how come* and *for when*. Understanding the reason for a problem by asking, "How come?" would prove to be elemental in strategizing how best to overcome it, and do so with efficiency. "Inefficient", became the designation of a temporary fix to a problem that only serves to alleviate frustration intermittently, or to achieve an aim by avoiding a problem that will be later encountered again. Understanding the purpose and value of conflict resolution should not be just *for now*, or *for the time being*, but should be *for-ever* and *for the future*. Asking, "For when?" would prove determinative in achieving solution permanence. Thus,

“Efficient”, became the designation of overcoming a long-standing problem through a deliberative approach that considers how the problem has persisted, thereby enabling the actions taken to solve the problem to mitigate against future iterations of it, or others.

With a team and a governing philosophy, the Plan was developed to eliminate the reach of past problems. More importantly, the design of our approach is intended to project the value of PSC’s efforts in the present—our now—in to an impending future, one that we hope will be better for reconciling unfavorable conditions that have been, prevent others from coming into being, and place our successors in an advantaged position to fix those we will not become aware of.

In addition to the challenges, opportunities, and needs—past, present, and future—a list of goals were identified as follows:

- Ensure continued quality of service; where unable, only improve
- Identify and capitalize on opportunities to generate revenue to offset costs that have historically been drawn from the General Fund
- Develop a communications plan to build and enhance interagency relationships focused on stakeholders and public safety agencies through joint activities and stronger collaborations
- Establish a departmental succession plan for transitions, expected and unexpected, alike
- Identify and address staffing, supervision, and workload deficits and overextensions
- Update the department *Mission, Vision, and Motto* to better characterize a new age, and in alignment with the Marion County’s *Empowering Marion for Success* philosophy
- Evaluate PSC’s organizational structure for fitness in the distribution of both subordinate and superordinate staff
- Anticipate shifts in County population for the purpose of staffing analyses

The planning process identified five (5) strategic priority areas that address these issues. Those priority areas, in no specific order, are:

- Agency Structure & Stabilization
- Partner Agency & Stakeholder Relations
- Sustainable Funding
- Core Services
- Major Systems & Infrastructure

Purpose

Fiscal year 2020–2021 was one of substantial change, with the persisting COVID-19 pandemic, appointment of a new director, the deconsolidation of two dispatch operations, transition of approximately 25% of the staff complement, significant levels of training related to an upgrade to a sensitive system, and substantial interpersonal conflicts associated with the staffing turmoil following deconsolidation. Given these circumstances, it was fortuitous that the prior Five-Year Operational Plan was due for renewal, thereby providing the opportunity for both senior and junior staff to work together to develop and plot the course of the department for the next five (5) years.

The strategic planning process was organized to identify challenges and opportunities, and guide PSC into the future.

- Establish a timeframe for integral issues confronting PSC, extending five (5) years into the future, thus providing time to develop and redevelop strategies for redress.
- Involve a varied range of professional and paraprofessional staff in the inventorying of issues and concerns, directions new or returned to old.
- Invite stakeholder input on relevant elements of not only operational plans for the next five (5) years, but associated strategic plans as well.
- Provide clarity with regard to purpose of goals in addition to the goals themselves, distinguish objectives, and strategies by which manner goals will be achieved and objectives met.

Introduction

In October 2011, the Marion County Board of County Commissioners (Board) consolidated the County's primary PSAP—emergency/9-1-1 and non-emergency call taking—and EMS, fire, and law enforcement dispatch operations within the Combined Communications Center (Center) directed by PSC. Consolidation within the Center permitted the elimination of duplicate facilities and systems, economy through systems automation, improvement in the delivery of emergency services, and reduction in staff levels and operations redundancy. In the years since the consolidation, the Center—designed to provide a secure survivable command and control area for the P25 700/800 MHz radio system—has served as a single call-taking and dispatch hub for Marion County Fire Rescue (MCFR), the Office of the Marion County Sheriff (MCSO), and the City of Ocala Fire Rescue (OFR), facilitating controlled and coordinated dispatch and radio communication services utilized in the response to all agency and community emergencies occurring within Marion County. For the City of Ocala that has an independent radio system and PSAP, PSC serves as a reciprocal transfer site for expedient answering of emergency/9-1-1 calls originating in either the County or the City, as well as the physical disaster recovery (DR) site/backup for the communications operations for the Ocala Police Department (OPD).

PSC's mission is to provide professional, efficient and accurate emergency telecommunications utilizing leading edge technology, advanced protocols, training, and quality assurance, dedicated teamwork, and a commitment to customer service. All PSC personnel are identified as public safety telecommunicators (PST) credentialed by the State of Florida Department of Health (DOH). Where, in many contemporary agencies certification as a PST is all that is required to serve in the capacity of emergency call taker or dispatcher, PSC has adopted a more rigorous training program. At the conclusion of the training of a PST—or emergency telecommunicator (ETC) in PSC—the staff member will have completed a 240-hour academy, eight (8) to twelve (12) weeks of on-the-job training, certified in basic life support (BLS) for healthcare providers (qualified to administer and instruct in the use of cardiopulmonary resuscitation [CPR] and an automated external defibrillator [AED]), and certified in the utilization of all three (3) advanced emergency dispatch protocols: emergency fire dispatch (EFD), emergency medical dispatch (EMD), and emergency police dispatch (EPD).

In addition to its higher standards, PSC further challenges itself through submitting to a critical review of its standards and practices conducted by two (2) distinct and independent accreditation bodies, the International Academies of Emergency Dispatch (IAED) and the Florida Telecommunications Accreditation Commission (FLA-TAC). As evidence of PSC's success, the IAED awarded PSC the designation of Accredited Center of Excellence (ACE) in two (2) emergency

dispatch disciplines, EMD and EFD. Additionally, PSC achieved distinction as the first consolidated PSAP and dispatch operation in Florida to be accredited by FLA-TAC.

PSC's success has been in an area where success matters most, the safety and lives of Marion County's citizens who call for help. This success made possible through the hard work of PSC staff, first and foremost the ETCs—call takers who receive and process a call for help, and dispatchers who identify appropriate emergency responses that they then dispatch and monitor—as well as the support personnel responsible for the radio system without which remote communication would not be possible.

In addition to the ETCs, PSC also has staff with roles that blend administrative, operations, and systems support functions:

- Director
- Administrative Staff Assistant
- Communications Manager
- Communications Compliance & Information Specialist
- Staff Assistant IV
- Training & Accreditation Coordinator
- Training & QA Technician
- Radio Systems Manager
- Radio Systems Specialist

PSC is not comprised of individuals, it is an interconnected team with members that sometimes works in tandem with one another, and sometimes simultaneously, on processes that overlap or are disparate, but nonetheless complimentary to the end goal of getting help to those in need.

Letters of Acknowledgement

Robert Brongel, Florida Telecommunications Accreditation Commission



FLORIDA TELECOMMUNICATIONS ACCREDITATION COMMISSION

P.O. Box 51208 / Sarasota, Florida 34232 / flatac@verizon.net / 941-313-4047

November 20, 2021

Kyle W. Drummer, Director
Marion County Public Safety Communications Center
2631 SE Third Street
Ocala, Florida 34471

Dear Director Drummer:

On behalf of the Florida Telecommunications Accreditation Commission (FLA-TAC) I want to personally congratulate you and your staff for successfully maintaining telecommunications accreditation.

Your agency was the first consolidated communications center to ever be accredited by FLA-TAC. You have been an active participant in the process since 2014 while flawlessly passing two difficult and comprehensive assessments. As you know, these assessments are conducted by communications professionals who examine every aspect of your operations and evaluate your policies and procedures against industry best practices. This is a noteworthy achievement as it indicates the Marion County Public Safety Communications Center provides the highest level of service possible to the citizens of Marion County.

Attaining accreditation is a difficult process but maintaining accreditation successfully requires commitment and dedication on the part of all members of an agency and has to be adopted as a standard way of doing business. It is apparent from the assessor's comments that accreditation has been embraced by your staff and they are committed to being the best professionals possible.

In addition to meeting the highest standards, you have provided the telecommunications community with unparalleled support by allowing your personnel to guide other agencies as they seek accredited status.

Again, congratulations on this achievement and if you have any questions, please do not hesitate to contact me.

Respectfully,

Robert A. Brongel
Executive Director

Kim Rigden, International Academies of Emergency Dispatch (IAED)



December 6, 2021

Kyle W. Drummer, Director
Marion County Public Safety Communications Center
2631 SE Third Street
Ocala, Florida 34471

Dear Director Drummer,

Marion County Public Safety Communications is recognized by The International Academies of Emergency Dispatch® (IAED™) as an Accredited Center of Excellence (ACE) for emergency medical and fire dispatching. Marion County is the 31st Medical ACE and the 15th Fire ACE in the world. Your agency is also one of only 7 dual Medical / Fire ACEs in Florida. This is a remarkable accomplishment.

As you know, accreditation is valid for a three-year period, during which all standards must be upheld. Marion County Public Safety Communications has achieved medical accreditation six times and fire accreditation four times. The most current accreditation is for 2019-2022. During this period thus far, Marion County has maintained "good standing" with the Accreditation Division of the IAED which means you have met the highest level of ACE performance requirements each month.

IAED is the standard-setting organization for emergency dispatch services worldwide. Accreditation (and subsequent re-accreditation) from the IAED is the highest distinction given to emergency communication centers, certifying that the center is performing at or above the established standards for the industry. Centers who earn ACE status are the embodiment of dispatch done right, and have demonstrated strong local oversight, rigorous quality processes, and a commitment to data-driven continuous improvement.

This accreditation process is undertaken by your communication center because you desire to the best of the best and achieving and maintaining accreditation confirms this. Marion County Public Safety Communications should be very proud of this achievement and the wonderful service you provide the community and the emergency responders.

Respectfully

A handwritten signature in black ink that reads "Kim Rigden". The signature is written in a cursive, flowing style.

Kim Rigden
Associate Director of Accreditation, IAED



December 7, 2021

Kyle W. Drummer, Director
Marion County Public Safety Communications Center
2631 SE Third Street
Ocala, Florida 34471

Dear Director Drummer:

On behalf of the Priority Dispatch Corporation, I want to personally congratulate you and your staff for 22 years of protocol use. Your agency has maintained certification of all call takers in Medical, Fire and Police disciplines.

The Priority Dispatch System is the original and most advanced emergency call taking system in the world. It allows emergency communication centers to eliminate the impractical and dangerous practice of freelance call taking. The structured approach guides call takers to quickly gather the right information, dispatch the right help, and when necessary, provide lifesaving support. Each protocol is built by experts, backed with science and tested over time.

The PDS requires trained, tested, and certified dispatchers, with ongoing education to stay up to date. Marion County is providing its community the highest level of care possible.

Congratulations on this achievement and if you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gessie Schechinger".

Gessie Schechinger
Regional Account Manger

Natalia Duran, Florida Telecommunicator Emergency Response Taskforce



January 30, 2022

FL-TERT Program
Natalia Duran
FL-TERT State Coordinator
13380 SW 114 Lane
Miami, FL 33186

Re: Public Safety Communications

Dear Director Drummer:

I, Natalia Duran, State Coordinator, am writing on behalf of our FL-TERT Program to express support for the Marion County Public Safety FL-TERT Members.

I had the privilege of working with the Marion County Public Safety FL-TERT members when they deployed during the hardest pandemic year (2020) to the request of Baldwin County, Alabama during Hurricane Sally. Your team far exceeded the professionalism expected of our teams and represented our State with the utmost respect for their work performance at Baldwin County.

The following year, 2021, they deployed to Lafourche Parish Sheriff's Office for a 10-day deployment to Louisiana during Hurricane Ida. Again, working effectively and promoting relationships of trust and respect with the host agency personnel. Once again, gaining the respect of our FL-TERT and the State Emergency Response Plan Group (ESF4/9) we work with at the State level.

The level of support you display Director Drummer for your teams is much appreciated and clearly is demonstrated by their success in our deployments.

Thank you, for giving us your best.

Respectfully,

Natalia Duran
FL-TERT State Coordinator
BFIT911@yahoo.com

Mission, Vision, Core Values

Marion County, Florida—Empowering Marion for Success

Marion County's *Empowering Marion for Success* is a governing philosophy that has largely eclipsed PSC's established *Mission Statement, Core Values, and Motto*, which—though complimentary—are due for an update, or substitution. Currently, the acronym, "H.I.C.A.R.D.", formed of the first letters of individual terms that make up the Core Values of Empowering Marion for Success serves as a mnemonic, and go-to reference for assessing the fitness of person and policy, alike, be it a standard to be adopted, performance appraisal, or counseling.



Marion County, Florida
Empowering Marion for Success

Mission Statement

Leading public service in genuine dedication to our citizens through professional operations and resource stewardship.

Guiding Principles

- Dedication to serve
- Professional operations
- Resource stewardship

Core Values

- Humbleness
- Respect
- Commitment
- Integrity
- Accountability
- Discipline

Organizational Priorities

- Customer service
- Economic prosperity
- Fiscal responsibility
- Natural resources
- Public infrastructure
- Public safety



PSC—Mission Statement, Core Values, Motto

Drafted in 2012, the PSC *Mission Statement, Core Values, and Motto* resonates with the County's *Empowering Marion for Success* philosophy, echoing the sentiments of commitment and morality.

PUBLIC SAFETY COMMUNICATIONS

MISSION STATEMENT:

As a dual-accredited Center of Excellence, Marion County Public Safety Communications will provide professional, efficient and accurate emergency telecommunications utilizing leading edge technology, advanced Protocol, Training & Quality Assurance with dedicated teamwork and a commitment to customer service and stewardship.

~ ~ ~ ~ ~

CORE VALUES:

*As Marion County Public Safety Communications
Telecommunicators we will strive to be:*

- C**ourteous to all we encounter
- O**ptimistic during trying and desperate times
- M**orally responsible to ourselves and our community
- M**ulti-faceted in our professional life
- I**nsightful and caring
- T**horough in our duties and responsibilities
- T**houghtful of our peers
- E**mpathetic to those we serve
- D**edicated to serve

~ ~ ~ ~ ~

MOTTO:

Serving "you" through the art of Communication



The Code of Ethics

1. Academy-certified dispatchers should endeavor to put the *needs of the public* above their own.
2. Academy-certified dispatchers should continually seek to maintain and improve their professional *knowledge, skills, and competence* and should seek continuing education whenever available.
3. Academy-certified dispatchers should obey all *laws and regulations* and should avoid any conduct or activity which would cause unjust harm to the citizens they serve.
4. Academy-certified dispatchers should be *diligent and caring* in the performance of their occupational duties.
5. Academy-certified dispatchers should establish and maintain *honorable relationships* with their public safety peers and with all those who rely on their professional skill and judgment.
6. Academy-certified dispatchers should assist in improving the *public understanding* of Emergency Dispatch.
7. Academy-certified dispatchers should *assist in the operation* of and *enhance the performance* of their dispatch systems.
8. Academy-certified dispatchers should seek to maintain the highest standard of *personal practice* and also maintain the *integrity* of the National Academies of Emergency Dispatch by *exemplifying* this professional Code of Ethics.

NAE ©2017 IAE 170016

The Code of Conduct

1. Academy-certified personnel shall not participate in, or publicly endorse, any group or organization that demeans the goals, objectives, credibility, reputation, goodwill, or dignity of the Academy or the public safety profession.
2. Academy-certified personnel shall be truthful and timely in all forms of communication with the Academy and shall not provide information that is false, misleading, deceptive, or that creates unreasonable expectations. Academy-certified personnel shall not sign any document that the individual knows or should know contains false or misleading information.
3. Academy-certified personnel shall notify the Academy of any and all occurrences that could call into question one's ability to perform his or her duty as a dispatcher. Academy-certified personnel must notify the Academy immediately if convicted of a felony or crime involving moral turpitude. Crimes of moral turpitude include but are not limited to illegal pornography, fraud, embezzlement, illicit drug abuse or distribution, theft, bribery, kidnapping, or assault.
4. Academy-certified personnel are prohibited from using Academy certification(s) for private or commercial gain. Academy-certified personnel shall not compete in any way with the Academy or its contracted partners, including Priority Dispatch[®], in regards to active or planned business activities without prior written authorization.
5. Academy-certified personnel shall not violate patient privacy laws and rights and shall always respect those rights.
6. Academy-certified personnel shall not take calls or dispatch while under the influence of alcohol, illicit drugs, or any other agent that would impair the ability to properly function in the dispatch setting.
7. Academy-certified personnel shall not engage in conduct or perform an act that would reasonably be regarded as disgraceful, dishonorable, or unprofessional.
8. Academy-certified personnel should avoid practicing or facilitating discrimination and strive to prevent discriminatory practices including but not limited to those relating to race, religion, color, gender, sexual orientation, national origin, age, or disability.
9. Academy-certified personnel understand it is their personal responsibility to ensure they remain certified by the Academy through CDE and similar Academy-approved programs and processes. Academy-certified personnel shall follow their respective employer's policies and procedures. In addition, they shall strive to always follow the Academy's protocol, including Key Questioning, Determinant Coding, Post-Dispatch Instructions, Critical ED Information, and Pre-Arrival Instructions.
10. Academy-certified personnel understand it is their responsibility to remain current to any and all protocol changes that can have an impact on the outcome, negative or positive, of the emergency for which the dispatcher is responsible.



Brief History of Public Safety Communications

In 1985, the Board decided to implement a 9-1-1 system that would be managed by the County's Public Safety Office.

In 1986, the Board agreed to install an enhanced 9-1-1 (E911) system that would be capable of identifying every address and road, countywide.

In January 1987, the County formally set addressing requirements, and mandated that every structure in the County be assigned a quadrant address that would be posted. In March of that year, the Board decided to make 9-1-1 an independent County department that would be staffed to accomplish the task of addressing all of Marion.

In April of 1989, the initiation of the system was intermittently stalled by the hesitation of Marion County residents to adopt addressing as mandated. The disinclination of the citizenry to adopt 9-1-1 as implemented occasionally transitioned into resistance in the form of Marion County residents' declination to assist with the entry of their names and addresses in the system. When test calls were performed, a high error rate occurred. In June of the same year, the Board approved a continuing fifty cent per phone surcharge for maintenance of the system. On October 11, 1989 the E911 system went live.

In October 2008, nearly twenty years after the E911 system went live, the dispatch operations of the Emergency Medical Services Alliance (EMSA) and MCFR consolidated under PSC—a division of 9-1-1 Management (9-1-1 Mgmt).

On January 10, 2010, the Board entered into an agreement that authorized the creation of a Center. The Center would receive and process emergency/9-1-1 telephone calls, non-emergency telephone calls as a PSAP, and coordinate emergency radio communications and the dispatch of public safety agency resources. It was also determined that the Center would help to further the mutual objectives of enhancing the quality of emergency communications, while maintaining a reasonable cost to taxpayers. Following consolidation, the Board assumed full operational control of the County's emergency communications.

Timeline

2007 February	Marion is the first in Florida to implement a P25 7/800 MHz radio system
2008 October	EMSA and MCFR consolidated creating Public Safety Communications
2009 September	REACCREDITED: EMD through IAED
2010 March	ACCREDITED: EFD through IAED; 1 of 12 dual-accredited worldwide
2010 July	800 MHz system expanded; 12-channel countywide simulcast
2011 October	The MCSO law call takers, dispatchers and teletype are consolidated with PSC
2011 November	9-1-1 Mgmt assumed City of Ocala road naming, addressing responsibility
2012 August	REACCREDITED EMD through IAED
2012 October	OFR consolidated with PSC
2013 March	REACCREDITED: EFD through IAED
2013 August	9-1-1 Mgmt assumed City of Dunnellon road naming, addressing responsibility
2014 June	ACCREDITED: Communications Division accredited by FLA-TAC
2014 July	9-1-1 Mgmt assumed City of Belleview road naming, addressing responsibility
2014 August	Radio system to the 7.14 platform; included a console upgrade to full IP
2015 March	Completed CAD-to-CAD interface with Ocala Police Department
2015 October	REACCREDITED: EMD through IAED
2016 March	REACCREDITED: EFD through IAED
2017 June	The P25 radio system goes encrypted, preventing conflict in operations
2017 November	REACCREDITED: FLA-TAC
2019 February	9-1-1 Management Division separated from PSC
2019 June	REACCREDITED: EFD and EMD through IAED
2019 September	Computer-aided dispatch upgrade
2021 February	REACCREDITED: FLA-TAC
2021 July	Phase 1 refurbishment of weathered external radio equipment
2021 December	P25 7/800 MHz radio system upgrade; GPS tracking & mapping enabled
2022 January	Phase 2 refurbishment of weathered external radio equipment

2020 Deconsolidation

In the State of Florida, there are presently 38 counties with consolidated public safety communications operations. Data from other counties shows clear evidence that, as counties grow, the implementation of a consolidated public safety communications operation model overseen by the local board of county commissioners is highly favored. The natural progression of increased management of public safety communications by county commissioners is likely a reflection of counties with higher populations and fiscal resources to provide more services to residents. Consolidated centers are also high priorities for the state in its oversight of enhanced 9-1-1 programs, a favored recipient of many grants being geared toward consolidation efforts.

In September 2019, the Sheriff and the City of Ocala provided notice of their intent to withdraw from consolidated communications, effective October 1, 2020. Despite the support of the Board, and PSC's substantial effort to address the stated concerns, reconciliation with the stakeholders did not come to fruition. In 2020, MCSO and OFR withdrew their dispatch operations from the

consolidated model. The MCFR EMS-fire dispatch operation remained consolidated with the County's PSAP, both which remained managed by PSC. The Sheriff elected to continue to operate law enforcement dispatch out of the Center as a self-managed operation, colocated with MCFR. On October 5, 2021, an interlocal agreement (ILA) between the Board and MCSO went into effect, in which were established the terms and conditions for the continued colocation of MCSO dispatch.

Today, PSC remains a consolidated operation, with the value realized by every caller who dials 9-1-1 and is able to receive immediate assistance in the form of post-dispatch and pre-arrival instructions, without having to be placed on hold or transferred to another organization. PSC is regularly contacted by other counties that are in the process of consolidating public safety agency operations in their area, many of whom visit the Center to tour and discuss the process of consolidating. PSC personnel have been encouraged to share openly with the visiting counties about their experiences of 2019 through 2021, which has been appreciated by the PSC guests.

Public Safety Communications Present State

Governance

In February 2019, PSC was transitioned from direct oversight by County Administration to that of the County's senior most emergency first responder, the County Fire Chief. Though resonant and in alignment with the operations of MCFR that it supports, PSC is a distinct and independent department that serves the interests of its many stakeholders.

Stakeholders

PSC is a provider of emergency essential services to a wide range of entities, each of which rely on the department for assistance in many ways, from said services to the infrastructure by which independent elements of their operations are conducted.

Marion County's chief stakeholders are the citizens and visitors who travel to, and through, its borders, and the fellow employees of the Board who have committed to the greatness of the County. Other honored stakeholders include:

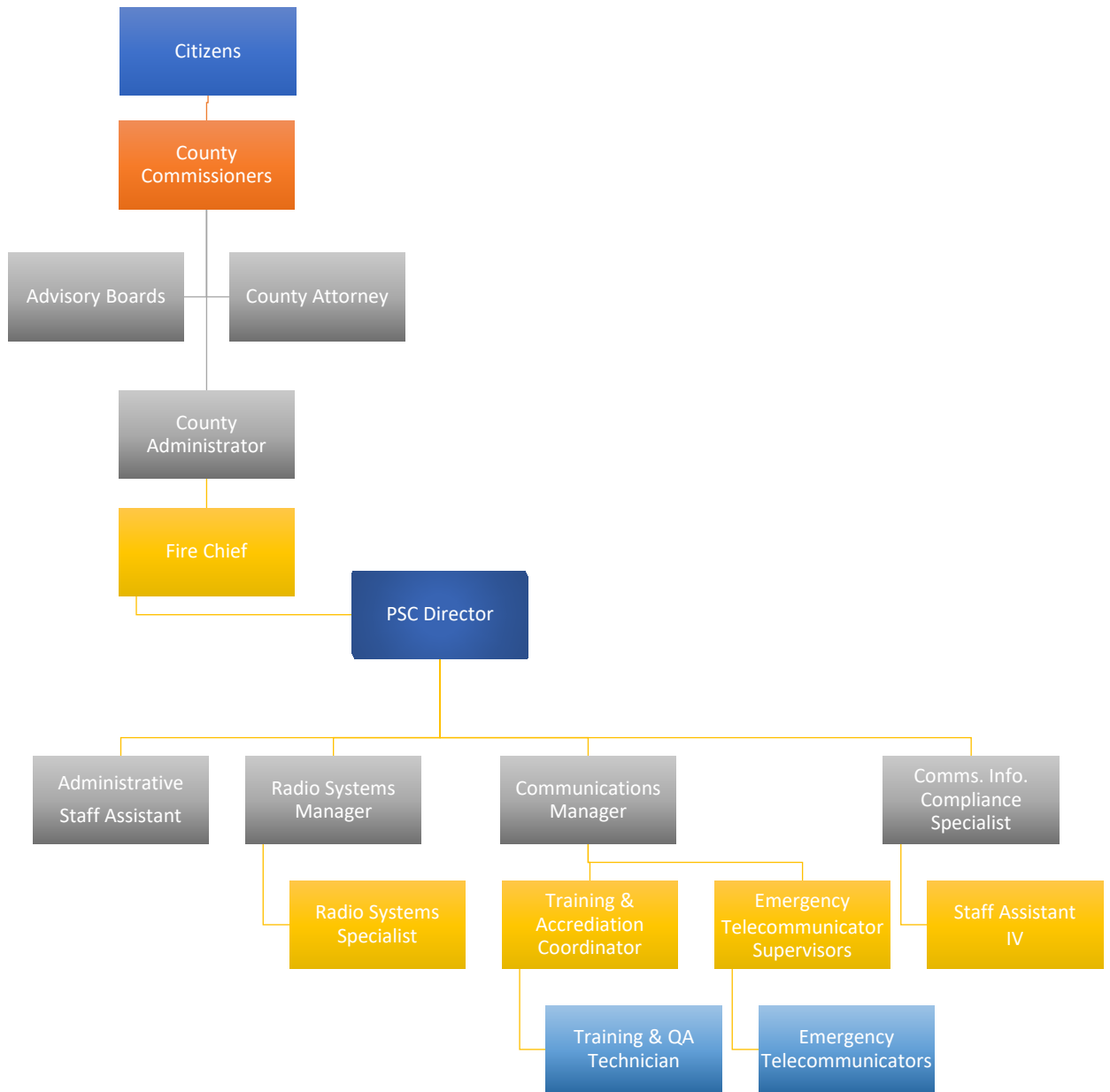
Municipalities

- City of Ocala
- City of Belleview
- City of Dunnellon
- Town of Reddick
- Town of McIntosh

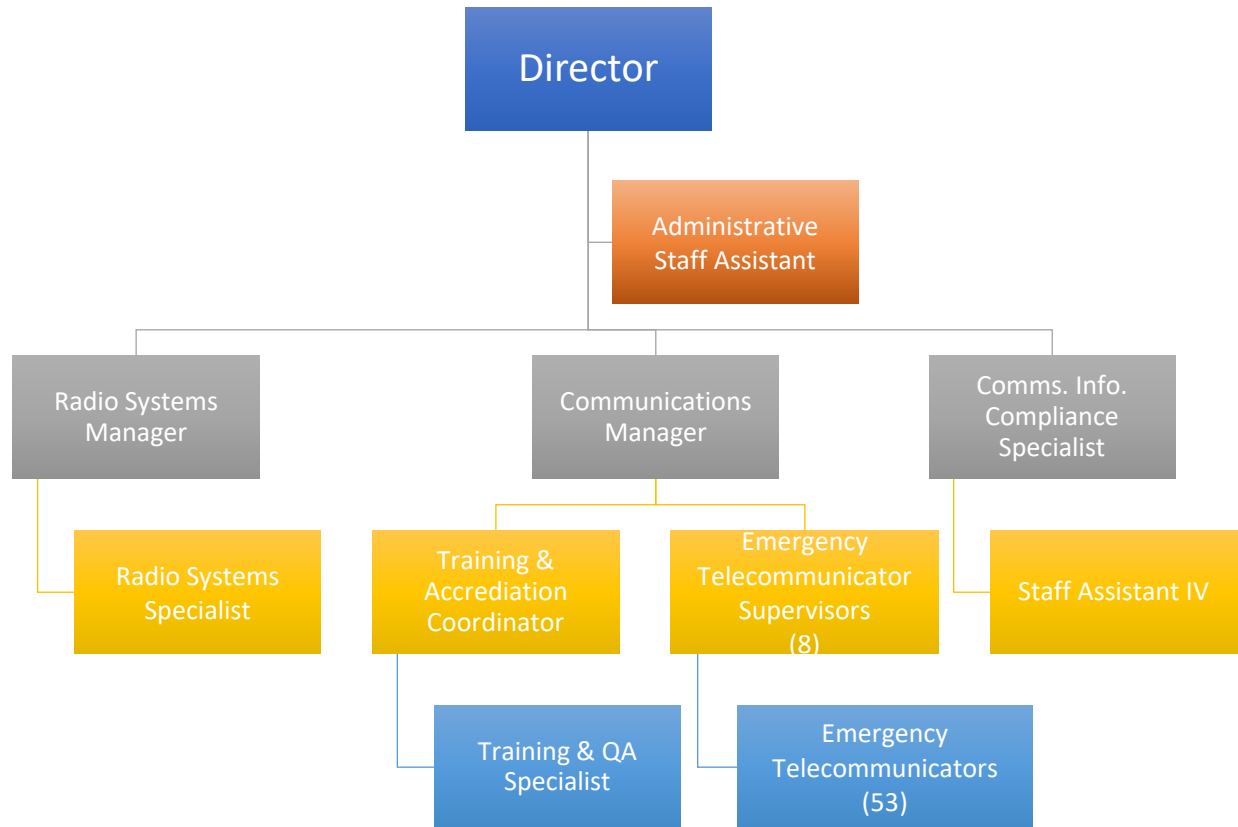
Partner Agencies

- MCFR
- MCSO
- BPD
- DPD
- OFR
- OPD

Organizational Chart of the Marion County Board of County Commissioners



PSC Organizational Chart



Department Divisions & Dedicated Positions

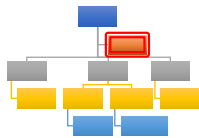
Public Safety Communications Director

The department head position of PSC has gone under significant leadership changes over the past five (5) years, beginning in 2016 when a division chief with Marion County Fire Rescue assumed the role of Interim Director of the department. PSC has a strong cooperative partnership with the public safety agencies that communication services are provided to, especially MCFR, who would on two occasions lend leadership to PSC during times of transition. Excepting the oversight provided by a division chief, the role of director has been held by civilian professionals, as is the present case at the time of the writing of this document.

The PSC director reports to the Marion County Fire Chief, who serves as a direct supervisor as well as in the capacity of Assistant County Administrator for consistency with established County procedure and processes. PSC maintains management oversight of the Center that houses the County's largest primary PSAP, and a Project 25 (P25) 700/800 MHz radio system, provides emergency essential services multiple constituencies, each with an interest in said services and, by extension, the department's operations. The City of Belleview, the City of Dunnellon, the Town

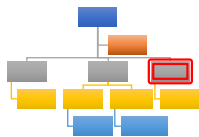
of McIntosh, and the Town of Reddick, rely on PSC for the answering of 9-1-1 calls placed by their residents and visitors, as does the Belleview Police Department (BPD) and the Dunnellon Police Department (DPD). So being, the director of PSC is a touchpoint for numerous parties regarding the most sensitive of services. This is particularly true with the Sheriff of Marion County, who colocates a law enforcement dispatch operation in the Center. Thus, though a County official who reports to the Fire-Chief, and serves at the will of Marion County Administration and the Board, the director answers to many leaders, whose interests PSC strives to provide for, and safeguard.

Administrative Division



Administrative Staff Assistant

PSC operations and personnel are supported by an Administrative Staff Assistant who reports directly to the department head; currently a civilian director, but previously a division chief with Marion County Fire Rescue Division. The Administrative Staff Assistant serves in many roles, not least of which is as the primary budget authority after the director, payroll specialist for two distinct payroll submissions, document archivist, liaison between PSC and both Human Resources and Procurement Services departments, and all other bureaucratic elements of the department.

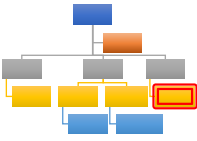


Communications Compliance & Information Specialist

PSC serves as the custodian of records for all telephone and radio audio recordings received and transmitted by department personnel using relevant equipment, the release of which is overseen by the Communications Compliance & Information Specialist.

PSC is fully compliant with the Florida Sunshine Law. Due to the evolving statutes and laws that govern the practice of disseminating public records, the Public Information & Compliance Unit that responds to all public records requests must possess a current, and exacting, subject-matter expertise.

PSC strives to fulfill records requests from the public in an expedient and timely manner. The records over which PSC serves as custodian relate to multiple other public safety agencies—MCSO, MCFR, BPD, and DPD—and the services that were provided which may require additional care in order to prepare the record consistent with regulation. Fulfillment of a public records request can be delayed due to elements of the processing that are required by law, or a temporary exemption from release due to a related ongoing investigation, or the volume of requests received.

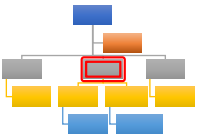


Staff Assistant IV

Public records are received daily from many sources which include law enforcement agencies, private attorneys, public defenders, private citizens, private investigators, and the State Attorney's Office (SAO). Due to the attention required by the majority of public records prior to release, the fulfillment of a request can be delayed due to the volume of requests received. Other elements of the processing that are required by law, or a temporary exemption from release due to a related ongoing investigation, can further slow the release of the record.

To assist with the continually increasing number of requests, the Staff Assistant IV position was added to the Public Information & Compliance Unit to help control delays related to the volume of requests. The Staff Assistant IV position also serves as a backup to the Communications Compliance & Information Specialist, to which it reports.

Communications Division

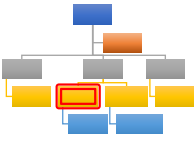


Communications Manager

The Communications Manager oversees the Communications Division, and all day-to-day Center operations, including as a 9-1-1/PSAP. Of PSC's seventy-one (71) personnel, sixty-two (62) fall within the Communications Manager's line of report, comprising:

- nine (9) ETC Supervisors (rank V)
- fifty-three (53) ETCs, both call takers and dispatchers, ranks I-IV
- a Training & Accreditation Coordinator
- a Training & QA Technician

The Communications Manager and ETC Supervisors lead a complement of fifty-three (53) ETC call takers and EMS-fire dispatchers that provide emergency/9-1-1 and non-emergency fire, medical, and law enforcement call taking, and EMS-fire dispatch services. Additionally, the Communications Manager serves as the de facto second-in-command of the department with proxy authority, acts as a representative of the department on committees and at events, and has operational command authority of the Center-proper with limited oversight of ancillary divisions and department operations.



Training & Accreditation Coordinator

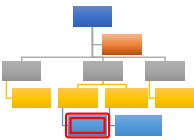
Training, quality assurance (QA), and accreditation, are ongoing department processes overseen by the Training & Accreditation Coordinator.

PSC's training program is comprehensive, and multi-phased, which includes a state-mandated 240-hour academy, numerous certifications and re-certifications, lengthy position-on-the-job training, cross-training, improvement plans for both performance and quality, and continuing dispatch education (CDE).

The QA program established by the department involves an ongoing assessment of the delivery of services by PSC personnel with a three-fold purpose:

- to verify the effectiveness of the department's training
- to promote, ensure adherence to PSAP guidelines, procedures
- to confirm the abidance of accreditation standards and best practices

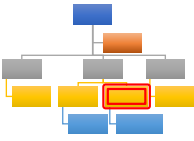
The accreditation process is a cooperative effort with the department QA program that serves as the source of data for the conformity assessment conducted by the IAED and FLA-TAC.



Training & QA Technician

Given the volume of QA that is required of PSC in order to maintain its accredited status, a Training & QA Technician position was created to assist the Training & Accreditation Coordinator with the process. The role of this position is primarily focused on the maintenance of the overall QA program, which includes delivering feedback to personnel to reinforce positive contributions, as well as to remediate performance deficiency.

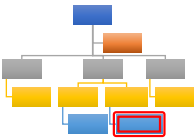
Non-supervisory in nature, the role of the Training & QA Technician is to reduce the stress of the recipients of non-complimentary feedback by distancing it from discipline. Irrespective of rank or lines of report, all personnel engaged in the delivery of PSAP or dispatch services are subject to the QA program and the feedback provided by the Training & QA Technician. The Training & QA Technician assists PSC through safeguarding the uniformly high-level essential services that PSC provides, and thereby its accreditations.



ETC Supervisors

The Center supervisors, ETCs who have achieved rank V, are some of Marion County’s most critical employees. Every day, ETC Supervisors arrive for their 12-hour shift prepared to actively monitor and assist with every emergency telephone call placed to 9-1-1 as well as every dispatch of stakeholder resource to emergency and non-emergency calls-for-service (CFS).

Equal parts coach, confidant, quality assurance analyst, enforcer of standard operating guidelines (SOG), role model call taker and dispatcher, and sometimes janitor, the ETC Supervisors attend to the needs of their staff before their own, as well as those of public safety personnel of partner agencies—Animal Control, MCFR, Code Enforcement, MCSO and the Emergency Operations Center, and critical partners including all area hospitals and every Marion County school. In the entire department and much of the County, ETC Supervisors have great authority and influence over countywide emergency events and processes.



ETC

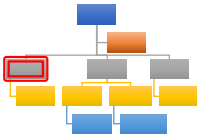
The essential position for a contemporary PSAP is the PST, or ETC. Be they a call taker or EMS-fire dispatcher, or both, the ETC is the foundation of the operation, processing thousands of incoming telephone calls and text messages to 9-1-1, and any number of administrative lines, or radio transmissions. The ETC is the frontline person that responds to the needs and interests of the citizens and emergency first responders, without which a response would be unsuccessful if not impossible.

Radio Systems Division

The Radio Systems Division supports all radio users, be they on foot, in vehicle, or at station, countywide, providing valuable guidance to local stakeholders as well as regional authorities with access to the system. The Marion County P25 700/800 MHz radio system is managed by a single Radio Systems Manager, who is supported by a single Radio Systems Specialist. In all, the Radio Systems Division is responsible for the County’s most critical infrastructure comprising of 11 total sites (10 towers), the largest of two PSAPs, a disaster recovery (DR)/backup PSAP, 2,600 County radios out of 11,000 radio users, and legacy VHF and UHF equipment, all of which support more than 40 government departments and divisions, municipal law enforcement departments, area hospitals, and the County’s chief public safety agencies—MCFR and MCSO—and those of neighboring counties and municipalities to ensure interoperability. The Radio Division updates aliases, serial numbers, and the radio ID database daily for local government, MCSO, MCFR and

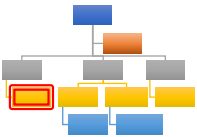
all interoperability partners. The Radio Division is the liaison to Tri-Co, Motorola, Lumen (formerly, Century Link), Vertiv Uninterruptable Power Systems, Eaton, AmeriGas and other vendors, with whom they coordinate the maintenance of all 800 MHz and mutual aid radio sites, workstation consoles, tower infrastructure, and relay circuits.

The Radio Division is also responsible for the maintenance of the audio and visual equipment throughout the Center which includes the assembly of workstations and other various communication equipment. In addition to conducting an annual inventory for PSC, the Radio Division assists the Clerk of Court with the annual inventory of the department, consisting of 160 assets which includes radio equipment, computers, servers, televisions, console workstations, and software assets, at an estimated value of over \$1.1 million.



Radio Systems Manager

The day to day operation of Marion County’s communications infrastructure is overseen by a Radio Systems Manager who is responsible for the entirety of the P25 700/800 MHz radio system.



Radio Systems Specialist

The Radio Systems Specialist reports to the Radio Systems Manager and assists in the oversight of the radio system, with specific focus on the various elements of system upkeep—calibration of equipment, test of the signal at the master site and multiple tower sites spread throughout the County.

Accreditation

Accreditation is a formal, independent third-party verification performed by an authoritative body that organizations to be accredited, and their practices, are competent, and function in accord with established standards. PSC is accredited by two accreditation bodies, the IAED and FLA-TAC, that focus on different elements of the dispatch and PSAP environment. Where the assessment conducted by the IAED is primarily based on performance as demonstrated through QA reports, the FLA-TAC accreditation and re-accreditation process is policy driven and includes confirmation that established policies are enforced and followed.

IAED



International Academies
of Emergency Dispatch.

The IAED is the standard-setting organization for emergency dispatch and response services

worldwide that has developed and maintained advanced protocols for emergency call-taking. The IAED accreditation and re-accreditation process is primarily based on performance as demonstrated through QA reports created after every call that is reviewed. The results of the QA reviews are submitted to the IAED.

As an accreditation body, the IAED recognizes high-performing agencies that demonstrate a staunch commitment to its rigorous and measurable set of globally-recognized best practices, referred to as “20 Points of Accreditation”. These agencies are awarded the designation of ACE in recognition of their commitment to superior service and care. PSC has



ACCREDITED CENTER
OF EXCELLENCE

achieved ACE designation in two distinct emergency dispatch protocols, EFD and EMD.

PSC provides fire, medical, and law enforcement call taking utilizing the foremost emergency protocols, the Priority Dispatch System (PDS), that was developed by the IAED. The IAED sets and maintains these protocols as a set of universal standards to ensure that the users of the system are able to provide high-quality care to their communities with utmost technical competence and integrity. To streamline the delivery of essential instruction to 9-1-1 and non-emergency callers in need—specifically, post-dispatch and pre-arrival instructions—PSC maintains its licensed access to the world’s leading EMS, fire, and law enforcement emergency triage software, ProQA. With rare exception, every telephone call received by PSC is processed using ProQA, which provides tools to the staff that have proven critical to the processing of telephone calls and text messages from people in need.

The PDS has been translated in to 21 languages and dialects, and is used in 3,700 public safety agencies in 45 countries to process approximately 80 million emergency calls annually. At any given time, there are approximately 70,000 IAED members processing emergency telephone calls and text messages.



Map of public safety agencies and PSAPs accredited in the use of a single PDS protocol.

Out of this enormous number of users worldwide, during the initial accreditation, Marion County PSC was the thirty-first ACE in the discipline of EMD. PSC worked diligently to meet the criteria necessary to attain accreditation in the discipline of EFD as well. This goal was accomplished in March 2010 making PSC the 15th Center of Excellence to be accredited in EFD, and one of only thirty-five agencies reaching dual accreditation or higher.



Map of public safety agencies and PSAPs accredited in the use of two (2) PDS protocols.

FLA-TAC

The Florida Police Accreditation Coalition, Inc., (FLA-PAC) promotes the concept of the voluntary certification for all accreditation professionals in the criminal justice field.



In 2011, in response to a recognized need frequently expressed by membership, the FLA-PAC Executive Board voted to explore the possibility of creating an independent accreditation program for the telecommunications profession. Subject matter experts (SMEs) were appointed to a



Communications Task Force and charged with the development of focused standards incorporating Florida law and professional business practices, designed to address the communications profession, dedicated telecommunicators, and the centers in which they work.

In 2013, operating under the supervision of FLA-PAC, FLA-TAC was established to oversee a program to improve the ability of Florida PSAPs and dispatch centers to deliver professional public safety services through a policy-driven accreditation process that recognizes compliance with best practices in the support of EMS, fire-rescue, and law enforcement activities.

First accredited in June, 2014, PSC was the third agency to be accredited by FLA-TAC, and the first consolidated agency. PSC successfully reaccredited in 2017 and 2021, with the most recent assessment described as “flawless” by Robert A. Brongel, Executive Director of FLA-TAC.

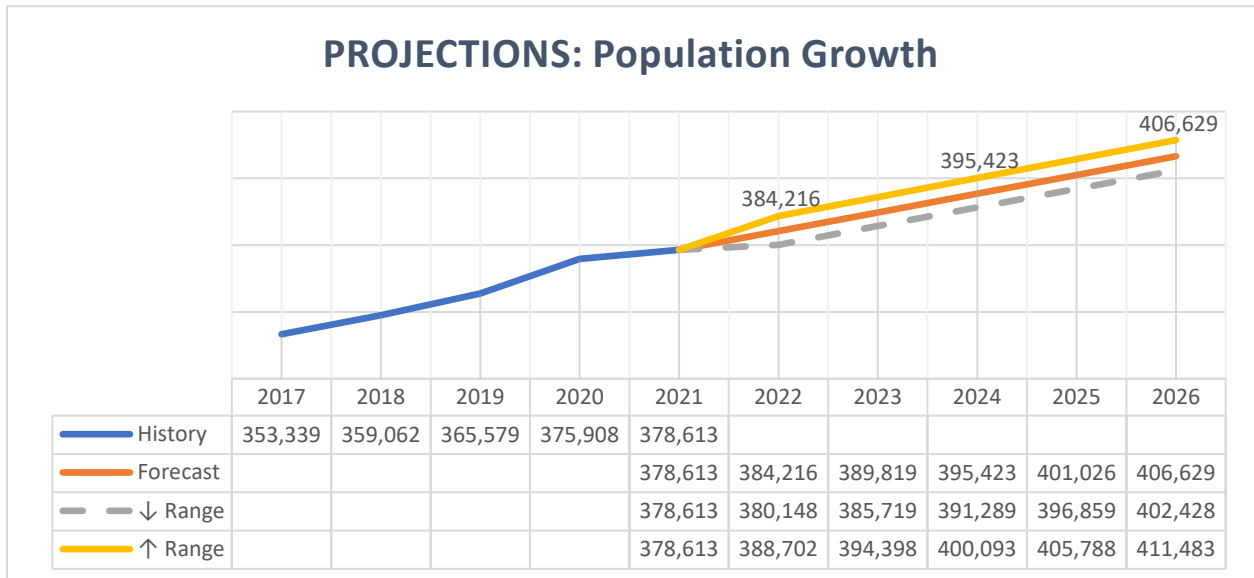
Trends: Past, Present, Future 2016–2026

Population

The primary goal of PSC and the personnel of the Center is to provide exceptional service to those in crisis, both the citizens who pick up a phone and dial 9-1-1 and the emergency first responders dispatched to render aid. Staffing analysis is an ongoing process for PSC leadership who go to great lengths to determine the optimal staffing of the PSAP operation, considering the needs of the future alongside those of the present. To ensure that emergency call taking and dispatch services are meted out in a manner that is efficient and effective, the department requires a number of trained and qualified staff—an internal population—of sufficient size, and possessed of the capabilities to do so. The size of PSC’s internal population is largely based on another, that of the population of Marion County.

The County’s population is the chief driver of the degree of utilization of PSC’s services, both as a PSAP and dispatch operation. The size of an area population is a reliable predictor of activity, and increased activity gives way to emergent situations that may require assistance. Trends in population growth can provide for a means to calculate the number of personnel that may be

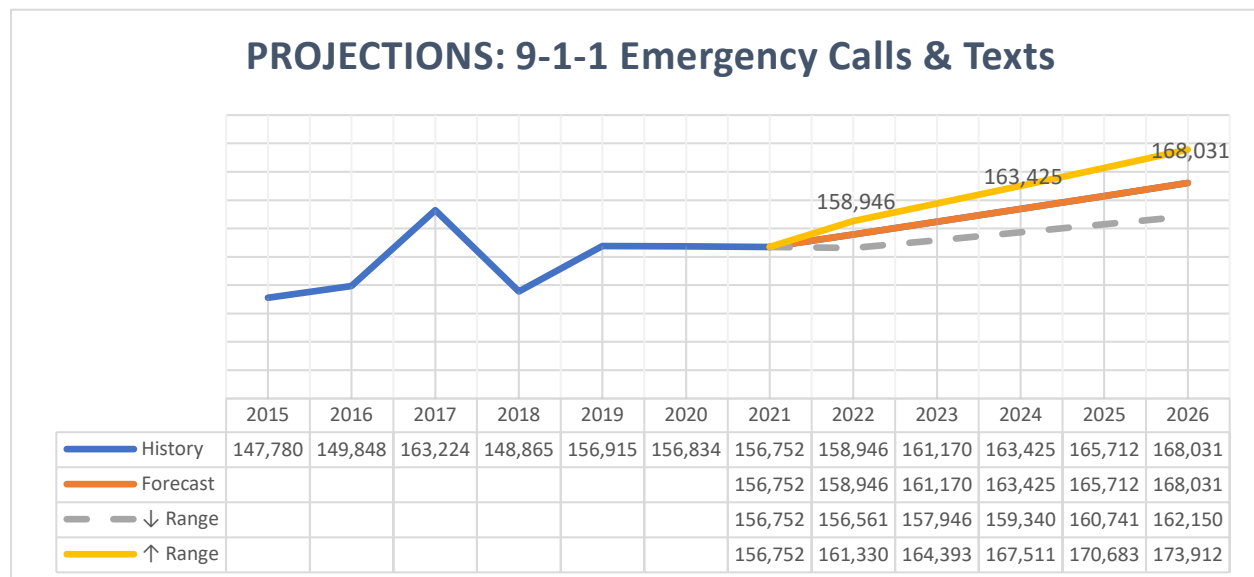
needed in the future; although the farther into the future one looks, the more difficult it is to predict. The ongoing staffing analysis considers projected population growth to ensure that the agency is well-positioned in its future planning efforts and that it meets the expectations of the



public and the agencies it serves.

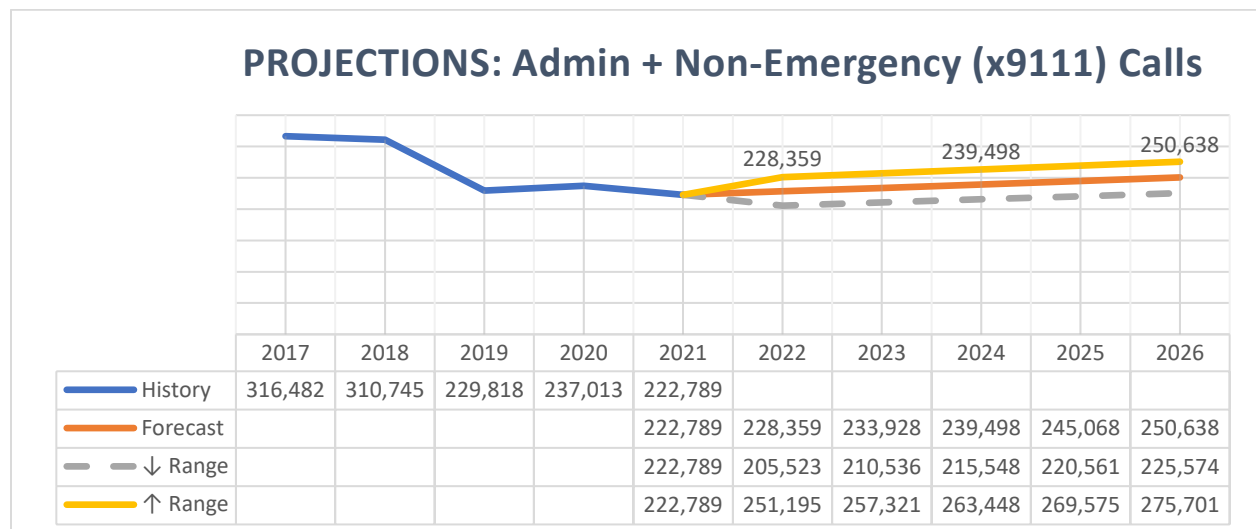
Telephone Call and Text Message Volume

In 2021, PSC received 156,752 emergency/9-1-1 telephone calls. The increase in population contributes to increased activity that is primarily reported via the multiple emergency and non-emergency telephone lines, and by text message to 9-1-1.



Due to the events of the 2020 and 2021, anticipated call volumes have fluctuated; which, though unexpected, was a reasonable outcome related to mitigation measures taken that influenced behavior of the citizenry of not only Marion, but that of other locales that would have visited or passed through the County. The deviation from the expected increase in calls placed to 9-1-1 amounted to approximately 9,604 calls. The missing calls resulted in a drop in overall call volume for year 2020. As shown in the chart above, the number of telephone calls is expected to increase with Marion County’s growing population that will reach approximately 406,000 by 2026.

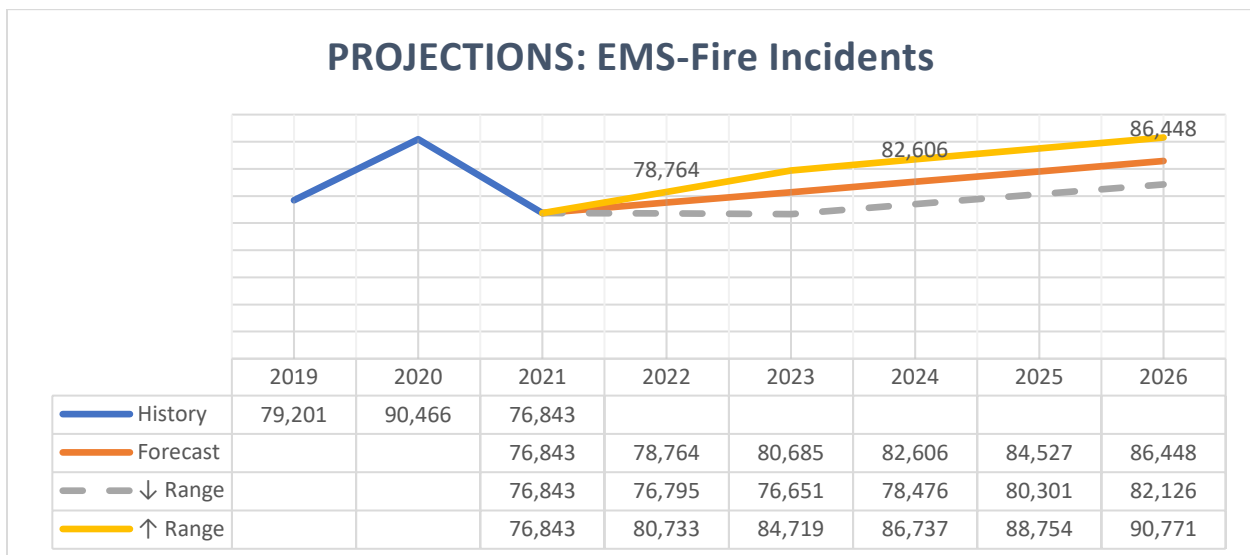
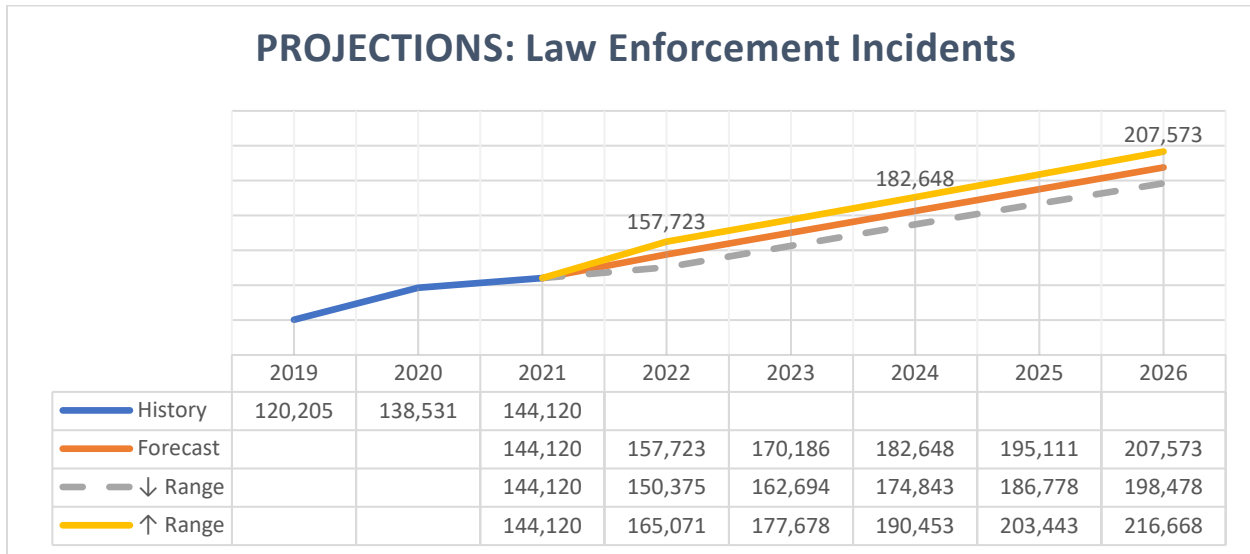
In addition to answering inbound emergency/9-1-1 telephone calls and text messages, PSC personnel field inquiries from callers on the non-emergency telephone line. Where the non-emergency line is for the public’s use, PSC maintains numerous other telephone lines dedicated to such needs as, facilitating expedient reports from alarm companies, immediate one-button access to neighboring PSAPs, and receiving requests from hospitals regarding transports.



The telephone number for the non-emergency line has been in service for over 40 years, and is widely known. Given the lengthy tenure of the non-emergency telephone number, it is often the number that is dialed first, even when it is not the most appropriate number. Callers will frequently state (352)732-9111 is the only number that they’ve ever called. The impact on the system of callers defaulting to PSC non-emergency line is not insignificant.

Call-for-Service Volume

Call-for-service (CFS) volume has risen in the past two (2) years by approximately 4% (14,576 incidents). Each CFS represents an incident that was reported to the Center, and processed by an ETC, usually by a call taker and then relayed via that the computer-aided dispatch (CAD) system to the appropriate dispatcher, either EMS-fire or law enforcement. The receiving dispatcher then processes the CFS further by assigning an appropriate public safety response.



The charts above detail the CFS volume that was processed by the Center during the past three years. To appreciate the impact on the Center of the CFS volume of any given year, it is very helpful to understand that every incident processed by the Center, by whatever means it arrives there, results in engagement with the attention of a PSC staff member. A minority of the CFS

result in only a single engagement, specifically a self-initiated CFS relayed by a deputy to a dispatcher; all other CFS involve a minimum of two (2) engagements, with many of them three (3) or greater.

For example, in 2020 353,898 CFS were dispatched by PSC personnel, of which, 65%—or 228,997—were processed by an ETC/call taker. Despite only the 65% having been initially processed by a call taker, the total engagement impact on the Center’s operations were 698,297.

Total CFS	353,898	Personnel Engaged	Engagement Total
Law CFS:	238,496		
Self-initiated	99,965	×1	99,965
In-Center	138,531	×2	+ 277,062
			377,027
EMS/Fire CFS:	115,402		
Field Discovery	24,936	×2	49,872
In-Center	90,466	×3	+ 271,398
			321,270
			698,297

The 228,997 CFS comprised 90,466 EMS-fire and 138,531 law enforcement responses that were initially processed by a PSC call taker that received the CFS report. The remainder of 124,901 CFS were also handled by the Center, but directly by a PSC dispatcher without going through a call taker, thereby reducing the engagement by one (1).

The figure of 228,997 CFS represents CFS reported to the Center that were entered into the CAD by a PSC call taker. This subset of total CFS are used for the annual cost allocation plan to apportion Center expenses based on the agency handling a CFS processed by a PSC call taker. The subset represents only 65% of the CFS that the Center engages with, that account for the larger proportion of the 698,297 intense engagements experienced by PSC personnel in a single year.

As with telephone call volumes, CFS volumes did not behave in a fashion consistent with past years, even when considering a novel circumstance or significant occurrence. For example, in 2017 there was a significant spike in CFS volume largely related to the impact of Hurricane Irma on Marion County. After the incident, normalcy was restored. At the time of the writing of this document, the fluctuations in CFS volume remains erratic. This is evidenced by the spike in 2020 to 90,466 EMS-fire CFS that was followed by a divot in 2021 that brought the total for the year—76,843—lower than the 2019 total of 29,201.

Workload

To retain PSC’s highly trained staff, it is essential to establish quantifiable and objective workload data for existing employees and positions, to provide the basis for comparison within the industry and with similar organizations outside the industry and will also provide the benchmark for the agency to measure against in future analytics.

Communications Center Operations

The Center is operational twenty-four (24) hours a day, seven (7) days a week. The staff complement comprises nine (9) ETC Supervisors and fifty-three (53) ETCs, for a total of sixty-two (62) shift personnel.

The schedule is divided into two (2) shifts, Day and Night, and two (2) platoons, Alpha (A) and Bravo (B); each shift is 12.25 hours long:

A-Day	5:45 AM–6:00 PM	B-Day	5:45 AM–6:00 PM
A-Night	5:45 PM–6:00 AM	B-Night	5:45 PM–6:00 AM

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Subtotal	Total
Week 1	11.25	11.25			11.25	11.25		45	
Week 2			11.25	11.25			11.25	33.75	78.75

PSC works 12.25-hour shifts which consist of two (2) days on, two (2) days off, and every other weekend. Due to the schedule, different hours are worked in the different weeks, a long week with 45 hours and a short week with 33.75 hours. The nature of the schedule results in a 78.75 hour pay period, with five (5) hours of built-in overtime. There is no differentiation in the schedule on the basis of role or rank in the Center, all ETCs and ETC Supervisors conform to the standard shift.

- *EMS-Fire Dispatch*

The dispatch section of the Center comprises six dedicated workstation consoles outfitted with a CAD terminal, radio, and networked computer. The allotment for EMS-fire dispatch operations is as follows:

- One (1) Fire Supervisor
- One (1) Fire Primary Dispatcher
- One (1) Fire North Channel Dispatcher
- One (1) Fire Scene North Dispatcher
- One (1) Fire South Channel Dispatcher
- One (1) Fire Scene South Dispatcher

Currently, the Center has a very strong EMS-fire dispatch staff, and requires no additional personnel to execute the responsibilities of the Center for MCFR and our other partner agencies.

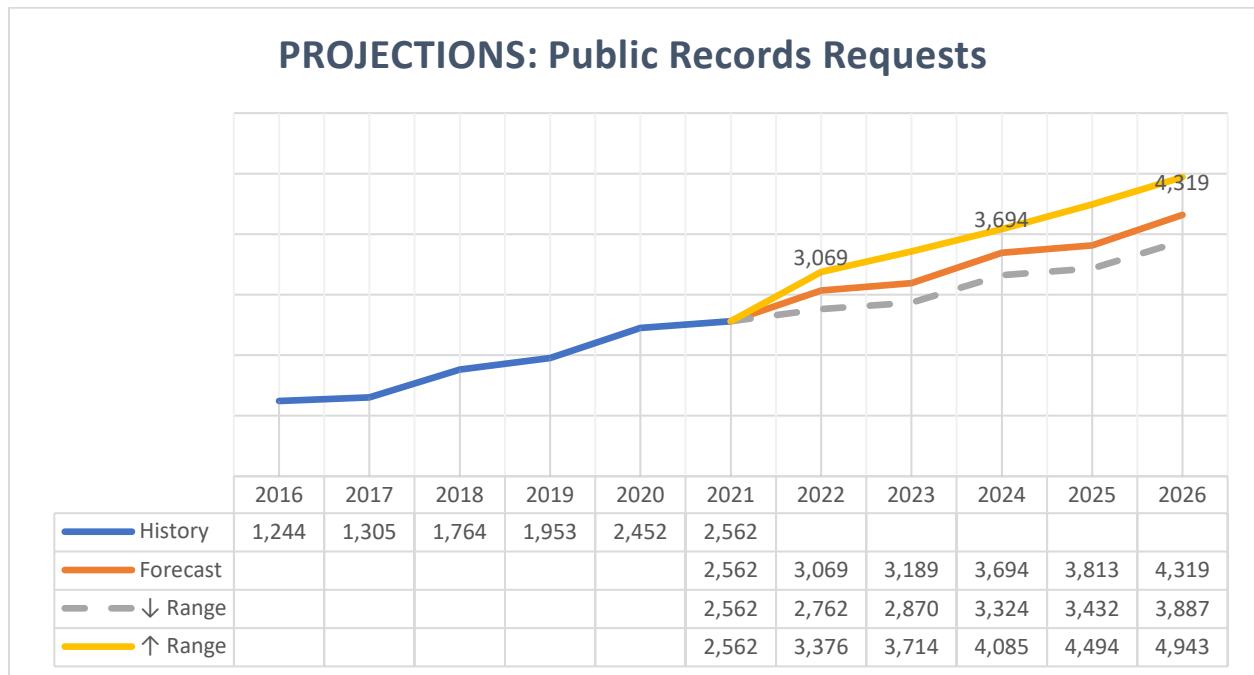
- *Call Taking*

The busiest section of the Center is the call taking pod where ETCs process incoming emergency/9-1-1 and non-emergency telephone calls. There are eight (8) ETC/call takers scheduled on day shifts, and six (6) ETC/call takers scheduled on night shifts. Due to swing shift assignments, there may be more or less staff, depending on the hour of the day.

Public Records Requests

An essential office within PSC is that of the Communications Compliance and Information Specialist who responds to public records requests. During the past three (3) years, requests for public records have increased dramatically, which has created a significant strain on the department’s ability to respond to requests in a timely manner.

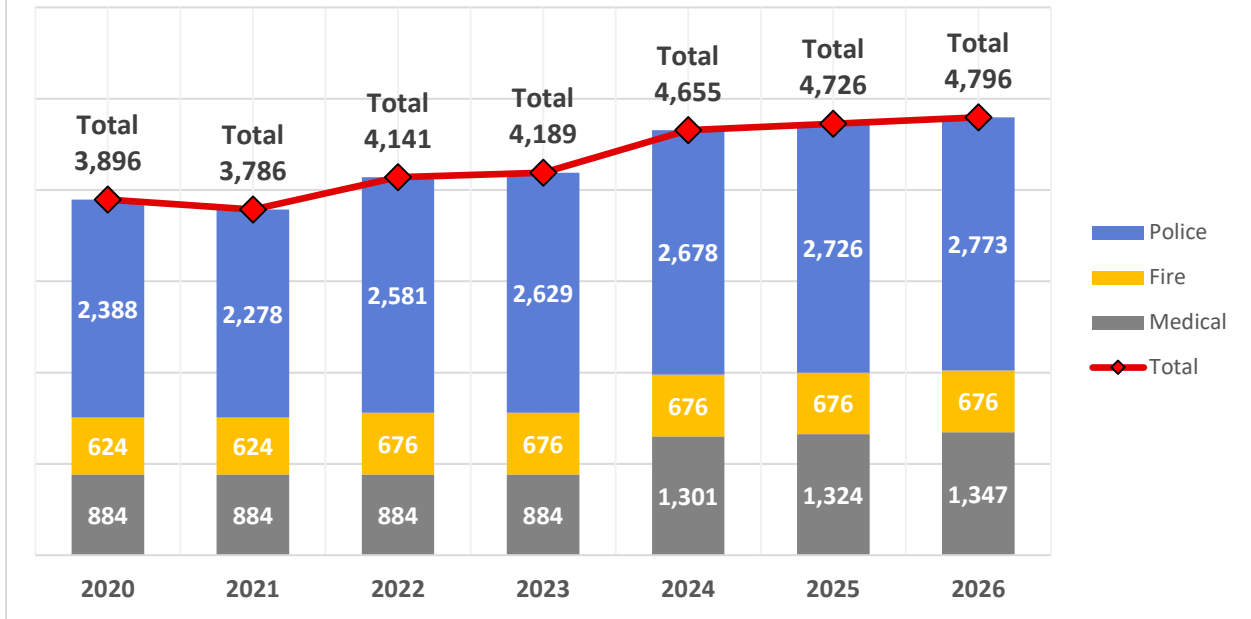
Based on current trends, the number of Public Records Requests are expected to increase by 68% percent between 2021 and 2026.



Training & Quality Assurance

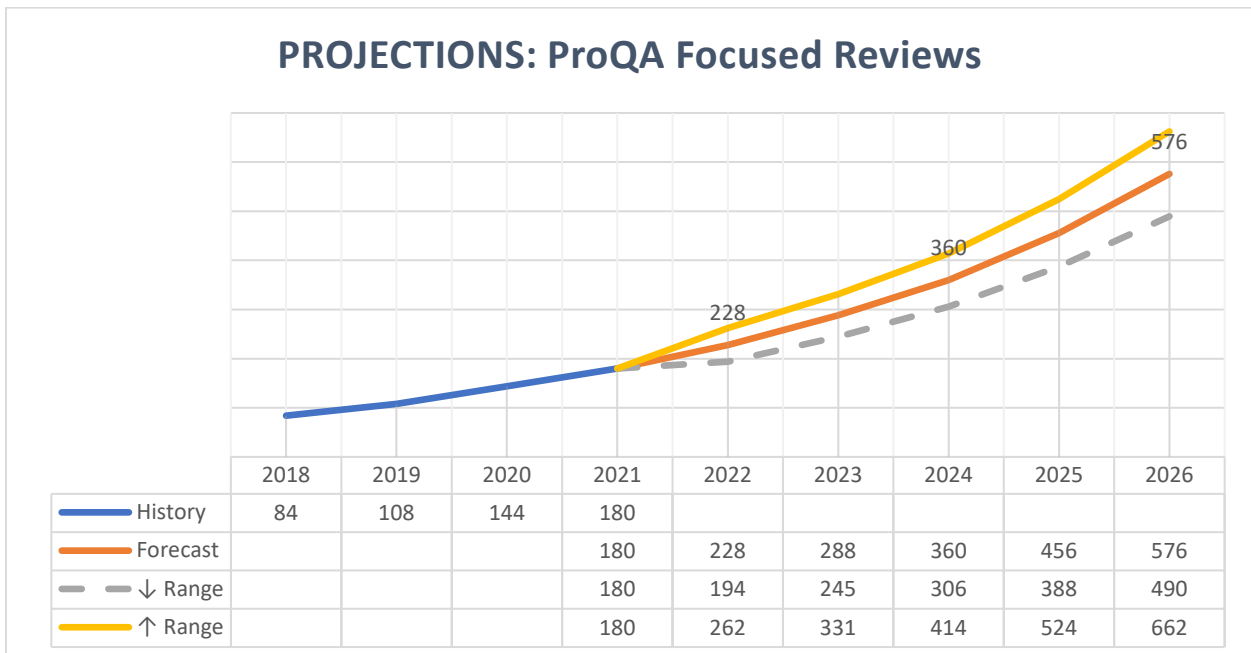
The PSC Quality Assurance Unit (QAU) is charged with the responsibility of reviewing a random sampling of 9-1-1 and non-emergency telephone calls for quality. After a call is reviewed, it is sent off to the IAED.

PROJECTIONS: Minimum Random ProQA Reviews

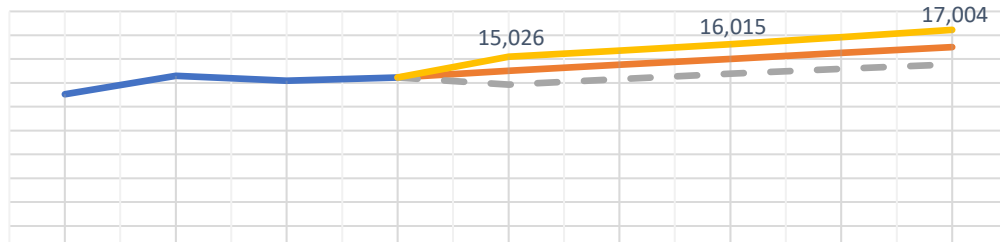


Currently, the QAU is required to review a minimum of 3,900 random calls a year. The requirement complies with accreditation standards established by the IAED. This number is determined by the total number of telephone calls that are triaged using the ProQA system. In order for PSC to maintain its status as an Accredited Center of Excellence (ACE), the standards must be conformed to consistently. This is not including focused reviews that are conducted, related to high-priority incidents, extreme and unusual circumstances.

PROJECTIONS: ProQA Focused Reviews

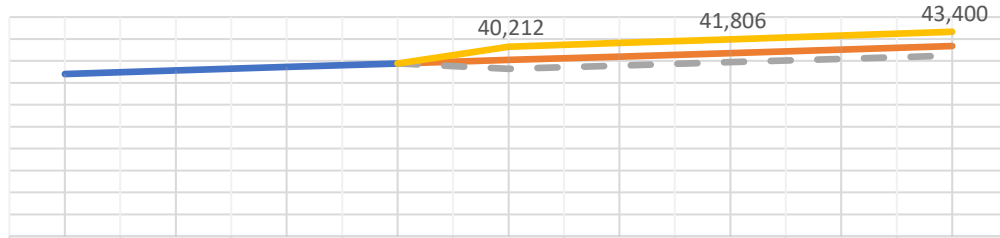


PROJECTIONS: ProQA Reviews (EFD)



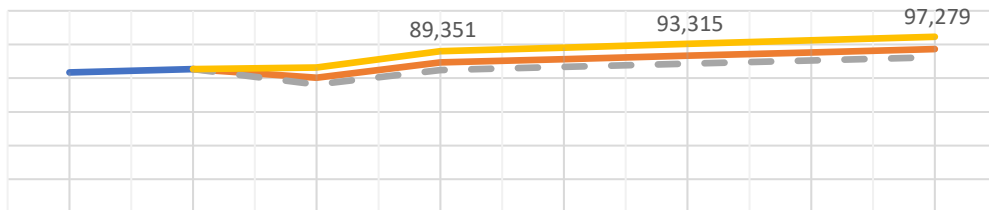
	2018	2019	2020	2021	2022	2023	2024	2025	2026
History	13,048	14,595	14,191	14,458					
Forecast				14,458	15,026	15,521	16,015	16,510	17,004
↓ Range				14,458	13,857	14,329	14,773	15,184	15,557
↑ Range				14,458	16,196	16,713	17,257	17,836	18,451

PROJECTIONS: ProQA Reviews (EMD)



	2018	2019	2020	2021	2022	2023	2024	2025	2026
History	37,015	37,836	38,629	39,410					
Forecast				39,410	40,212	41,009	41,806	42,603	43,400
↑ Range				39,410	38,201	38,958	39,716	40,473	41,230
↓ Range				39,410	43,227	44,084	44,941	45,798	46,655

PROJECTIONS: ProQA Reviews (EPD)

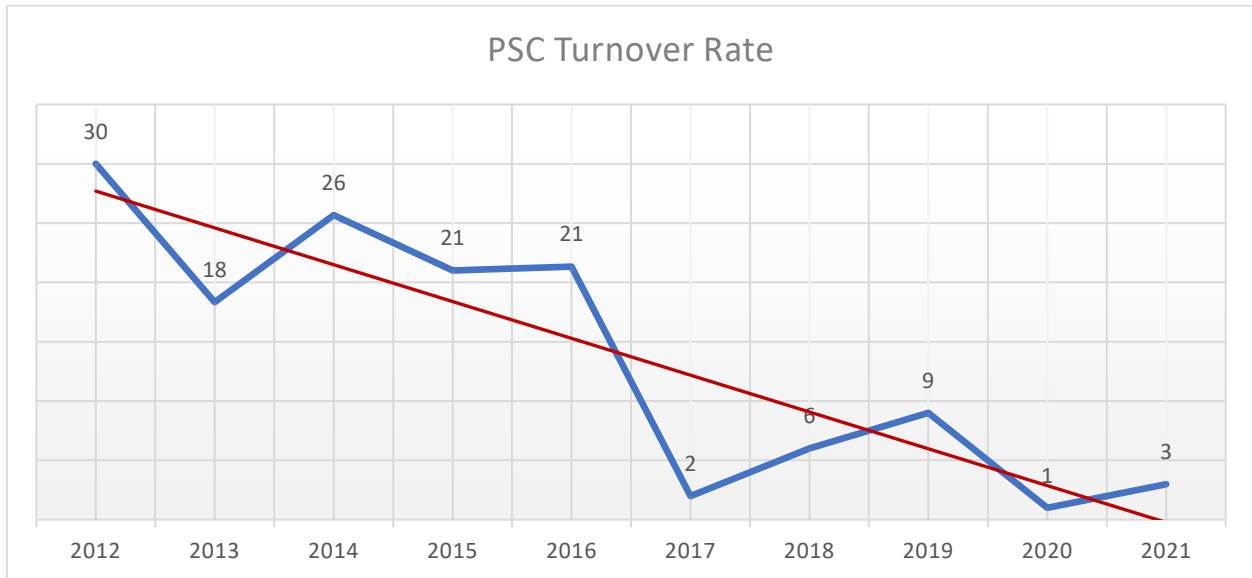


	2019	2020	2021	2022	2023	2024	2025	2026
History	83,405	85,387						
Forecast		85,387	80,264	89,351	91,333	93,315	95,297	97,279
↓ Range		85,387	76,251	84,883	86,766	88,649	90,532	92,415
↑ Range		85,387	86,284	96,052	98,183	100,314	102,444	104,575

Public Safety Communications' Future Situation

A More Stable Agency

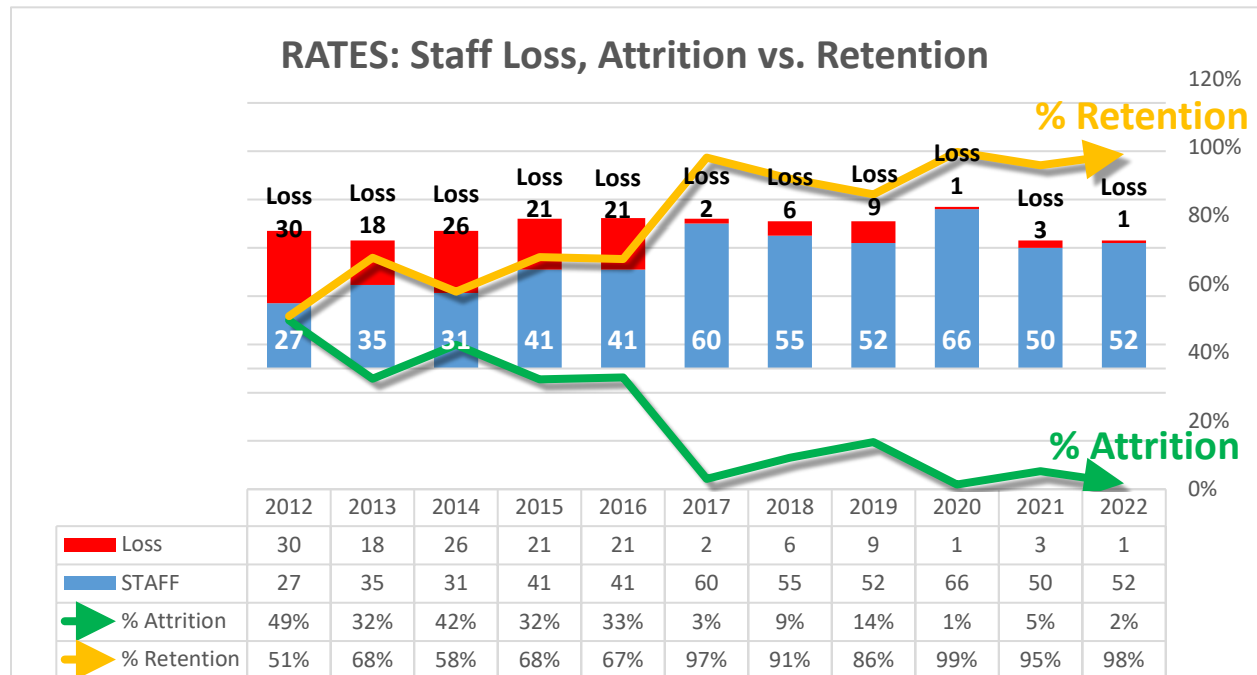
Staffing is an industry-wide issue for emergency communications operations, with an average attrition rate of approximately 35%. PSC senior leadership identified morale as the greatest historical issue that has plagued the Center, and has become a focus of management.



The chart above shows the progress that PSC has made with the care and support of County Administration, the Board of County Commissioners, and our partner departments around the County. Between early 2017 and 2018 the department was largely been transformed. PSC now has a single-digit attrition rate, and high retention. This was not always the case at the Center, where in fiscal year 2012, more than half of the staff exited County employment.

Year	Max Staffing	ETC Supv	ETCs	Loss	AVG LOSS	% MAX	% ETC	% Attrition	% Retention
2011-2012	65	8	57	30	23	46%	53%	49%	51%
2012-2013	61	8	53	18		30%	35%	32%	68%
2013-2014	65	8	57	26		39%	45%	42%	58%
2014-2015	69	7	62	21		30%	34%	32%	68%
2015-2016	69	7	62	21		31%	34%	33%	67%
2016-2017	69	7	62	2	4	3%	3%	3%	97%
2017-2018	70	9	61	6		9%	10%	9%	91%
2018-2019	70	9	61	9		13%	15%	14%	86%
2019-2020	79	12	67	1		1%	1%	1%	99%
2020-2021	62	9	53	3		5%	6%	5%	95%
2021-2022	62	9	53	0		0%	0%	0%	100%

PSC’s low single-digit turnover rate was achieved through a focus on concepts that are essential beyond compare—morale, engagement, culture, community, and connection. Easily dismissed due to the lack of clear evidence of impact, the concepts are nonetheless absolutely critical. At PSC we have shifted away from recruiting staff to fill openings, to focus on retaining staff to prevent openings. This is demonstrated in the chart below that shows %Retention up and %Attrition down.



Moving into the future, the next five (5) years will be filled with tremendous growth and flourish for PSC. As shown in the chart above, 2012 through 2016 were a challenging period for PSC. Also apparent is the degree to which the department has thrived from 2017 through today. In effort to maintain PSC’s flourish, the focus of management and leadership will be to connect more than the supervisors with their staffs, but each and every employee with the department, with the County, with our operation, and with their career.

Affirm Identity

Through connecting the PSC employees with who we they are as part of us, department leadership will strive to affirm identities, theirs and our own as a department, with a demonstrably positive impact. PSC leadership will partner with the employees to secure for them an appreciable future wherein Marion’s investment in their individual flourish and achievement potential will yield remarkable returns in reduced sick leave, reduced sick leave abuse, reduced training expenses, mitigated incidence and frequency of error, and prolonged employment longevity if not permanence, and individual and group good works that will highlight the County and reinforce the public’s confidence in the service provided to them.

To drive PSC personnel toward a holistic personal experience—individual and shared—and positive career outcome, effort will be placed in establishing *who we are* as PSC and Marion County and its staff team, through *what we say* of ourselves. The County and Department *Mission, Vision, and Core Values* will be reviewed regularly, often, and (most importantly) conspicuously. In so doing, PSC staff will instill a sense of pride and oneness, unifying the approach of all employees—from Director to a newly-hired teammate—who are on the same mission, seeing with the same vision, sharing the same values and supporting one another in pursuit of individual goals, and a few collective ones, too.

Staff Morale as Moral

PSC will continue its work to sustain the improved workplace dynamic that been established, as well as continue to innovate and support novel approaches to further development of a positive culture that values collaboration, a can-do approach, and positive nurturing of relationships with immediate coworkers and interagency colleagues. This goal intertwines with many other goals. The culture of an organization is the intangible that defines all aspects of the organization – the organizational approach to all inward and outward facets of the organization. Concentrating efforts to nurture a positive culture will increase the likelihood of success for all the other goals. Elemental to a person’s morale is their ability to pursue a positive future aim; thus, providing for career development of staff will serve a two-fold purpose of contributing to department stability through improved morale.

Career Development Planning

A career in emergency telecommunications is a newer ambition due to the relative youth of the 9-1-1 industry, even when compared with other public safety work. As the career path has become more formalized throughout the past 25 years, the public safety community has only recently come to the realization that interpersonal, technical, and stress-management skills are essential for telecommunicators to effectively handle their responsibilities in the workplace. Until 2017, this understanding had not effectively influenced the policies and practices of the department that had sustained persistently high levels of employee turnover.

The root causes of past rates of turnover are many, and PSC has effectively addressed a multitude of them with very positive effect. In a continuing effort to mitigate against attrition, PSC will strive to help both new and tenured employees to recognize their purposeful work as a career, instead of a complicated, challenging, and temporary *job*. PSC’s ETC staff are exposed to emotionally-traumatic situations that are detrimental to their physical and psychological health, but the department will help balance this through direct recognition of the valor of what the call takers and dispatchers do, and direct action in their service. PSC will provide clear, understandable, and attainable career-based goals that will serve to motivate increased level performance and fidelity

with the department. The positive outcome will be mutual for both the employee and department. By partnering with the employee, the employee will enjoy a mentoring relationship with the department as they develop an understanding of the multiple career paths other than telecommunicator that exist in the 9-1-1 industry, such as technicians specializing in various operations systems—radio, telephony, CAD, or GIS—accreditation processes, training, supervision, management, and administration. The department, its personnel, and the citizens it serves, will receive a return on the County’s investment in the employee’s training and professional development, and training in the form of engaged employees with expanded skill sets, increased functional versatility, and reinforced morale that will buoy them through the inevitable difficult moments.

Professional Development

Promote development of 9-1-1 professionals through leadership groups and continuing education to facilitate career advancement. Equal parts self-driven and guided by department leadership, the professional development program will be voluntary, open to all staff, and comprise leadership groups that meet regularly for topical discussions organized around a variety of publications—books or periodicals—or current events relevant to emergency telecommunications or related fields.

Succession Planning

In the Center, every role is essential. Yet, a persistent and significant threat to the stability of the department has been the lack of an adequate succession plan. Thus, when an employee resigns, a vacant position is created that cannot be quickly or easily filled, or filled with a person with the requisite proficiency, let alone the expertise of the departed staff member. This dilemma is particularly pronounced when a supervisory, middle, or upper management position becomes available within the department, due to the lack of qualified internal candidates.

To provide for greater department stability, a mentoring program will be implemented with the goal of providing a path to progression for those employees who seek to advance. Mentoring has been shown to be a critical factor in career development, not only because of the knowledge and skills newly hired employees can learn from mentors, but also because mentoring provides professional socialization and support that facilitates success in training programs, as well as improved employee performance, satisfaction, and retention.

An Upgraded and Expanded Radio System

Per the Public Safety Strategic plan, there is a need to expand the radio system, which will remain a focus of the department. Elemental to this is creating a degree of self-sustainability through

diversifying the users of the radios system who would contribute to its maintenance and continuing growth and evolution.

Improvement of Interagency Relations

We aim to maintain and enhance our strong relationships with partner agencies, other stakeholders, and citizens throughout the community. This critical need will be accomplished through increased cross-training opportunities, face-to-face interactions, and a positive customer relations approach in our service delivery.

Define and develop standards for interagency interactions

Although every organization espouses customer service standards that employees are expected to abide, there is not often a central service standard—colleague service—that is focused on the experience of interagency colleagues. While it could be as simple as purposing the existing customer service experience for said colleagues, greater intentionality will be evident to the staff if a separate set of standards is established, specifically focused on the treatment of personnel of the other departments and agencies that come into contact with PSC. This clear standard will provide the performance mark to meet, ensure consistency among individuals and groups, and communicate the expectation for performance evaluation.

Create and promote engagement opportunities with partner agencies

Events and programs sponsored and availed to staff will create opportunities to enhance relationships, better understand the experiences shared by PSC staff and those of another agency, provide insight into expectations and assumptions—past, present, and future—of others, and gain valuable knowledge about the downstream effects of the work we perform on others, especially others whose work is similar.

Communicate expectations and needs of PSC to other agencies

Colleague service and colleague satisfaction is not a one-way exercise. PSC will affirmatively convey clear expectations and agency needs to our own personnel, as well as that of partner agencies and other stakeholders in effort to example and invite the same. Knowledge of need will assist PSC and the efforts of PSC staff to attend to the interests of one another and of other agencies, and likely lessen the incidence of perceived slights or mis-considerations of ineptitude that result from simple interagency difference in policy, practice, or culture. This is a delicate goal because of the potential for misunderstanding, or conflict between colleague service and colleague expectation goals. The intent is to shortcut to understanding through communicating preferences and welcoming those of other agencies in order to avoid unintentional bother of either side.

Stakeholder Involvement and Inclusion

Effective communication is the keystone to success around which all other activities revolve. PSC will strive to express the importance of stakeholder involvement through direct solicitation of feedback, and welcomed participation in department processes that have either direct or indirect impact on stakeholder operations, invitations to formal events, and informal activities, all in effort to increase opportunities for two-way communication within PSC personnel and leadership. Using collaboration and participation as a platform for dialogue will provide for a reciprocal sharing—ideas and preferences, wants and needs, updates on actions taken or planned, et cetera—and build relationships to bridge the divides between departments.

Continuing Assessment of Services and Processes

Implementation of Radio Dispatch Quality Assurance Program

PSC is a well-balanced organization, dedicated to providing high-quality service. The historical focus of the department has been the performance of ETCs, specifically call takers that answer the emergency/9-1-1 and non-emergency telephone lines. The PSC Training & QA unit with the development of similar processes to be applied to the EMS-fire radio dispatch function, whereby consistency in application and quality standards can be ensured for the benefit of emergency first responders.

Accreditation Maintenance and Expansion

PSC functions at a high level of quality as recognized by three distinct accreditations awarded by two different accreditation bodies. Since attaining the accreditations, the department has maintained its accredited status through compliance with stringent standards governing performance (i.e., service quality) as well as process (i.e. department policies). By submitting to a third-party assessment of department practices, PSC has demonstrated consistent commitment to best practices and performance that is independently verified.

To further qualify the performance of its staff, PSC will be pursuing two additional accreditations:

- *EPD, International Academies of Emergency Dispatch (IAED)*
The final emergency dispatch and call-taking protocol; when achieved, PSC will be one of only a few tri-ACE communications centers worldwide.
- *Commission on Accreditation for Law Enforcement Agencies (CALEA)*
The Commission on Accreditation for Law Enforcement Agencies (CALEA) is a credentialing authority created in 1979 as a joint effort of the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs' Association, and the Police Executive Research Forum. CALEA has

expanded from the accreditation of solely law enforcement agencies, and now offers the Public Safety Communications Accreditation Program that provides emergency communications centers with a process to systematically review and internally assess its operations and procedures. CALEA has become a primary method for a communications agency to voluntarily demonstrate its commitment to excellence.

Department Anticipated Personnel Levels

Additional Staffing

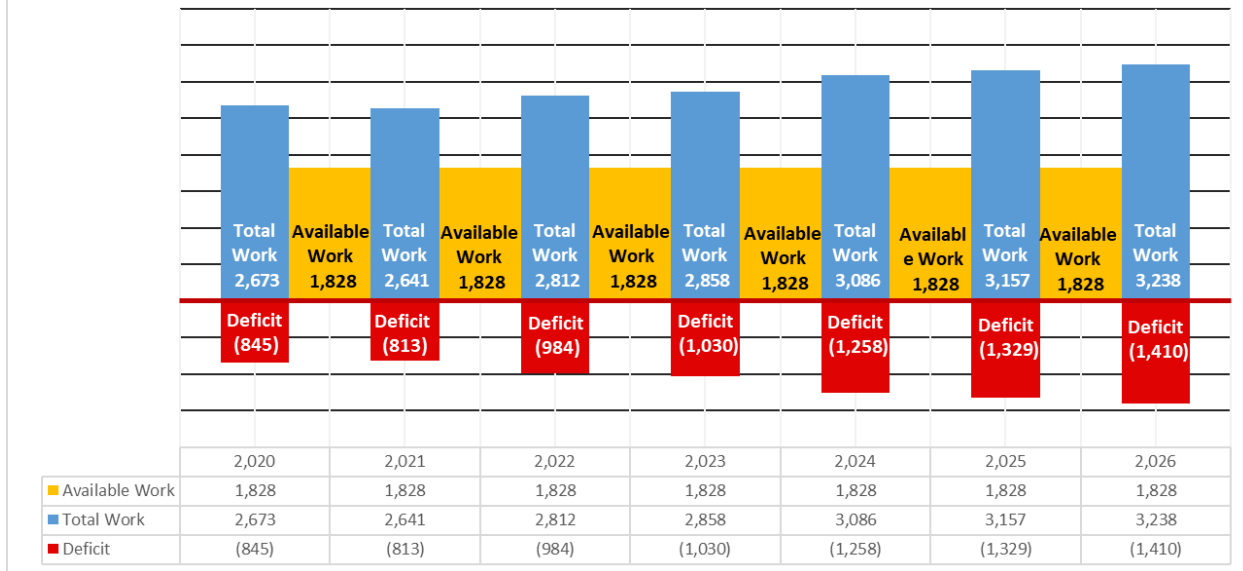
Quality Assurance Unit

There are currently two dedicated positions to the QAU; the Training & Accreditation Coordinator and the Training & QA Technician. The Training and QA Technician is tasked with 75% of the required reviews, supported by the Training & Accreditation Coordinator, and ETCs specially assigned to the unit to help.

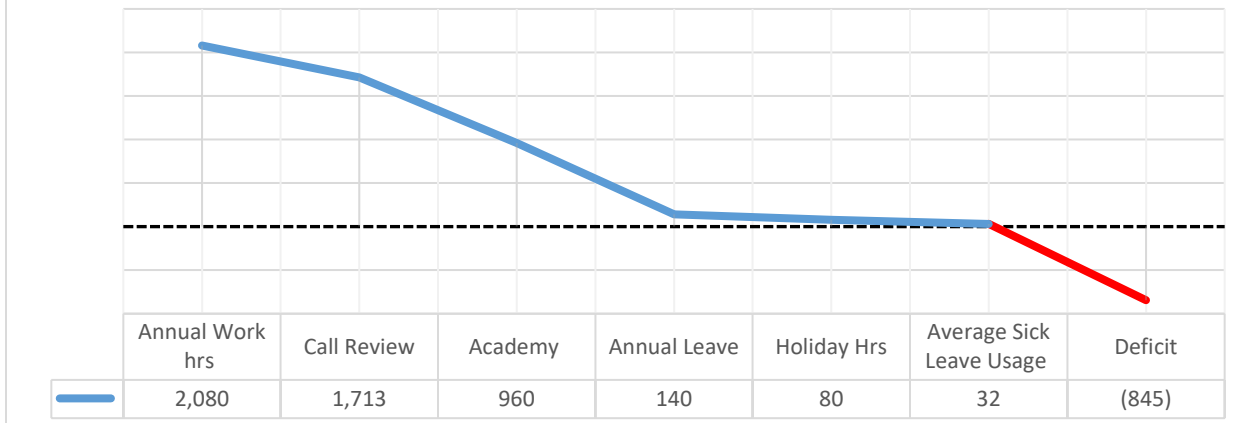
- 1,828 hours in a work year after deducting holidays, annual leave, and sick leave
- 960 hours a year are spent instructing the Florida Department of Health’s 9-1-1 Public Safety Telecommunicator Academy to ensure our Emergency Telecommunicators are prepared for their duties
- 4,040 random calls to review, with each taking approximately 25.5 minutes to complete;
 - $4,040 \times 25.45 = 102,770.3221 \div 60 = 1,713 + 960 = 2673 - 1828 = 845$ hour deficit
 - By 2026, the 4,040 random calls to review will increase by 33% to 5,327; the 1,713 hours will increase to 2,278

% Incr in Total Reviews					
Year	2,020	2,026	Increased Reviews	% + or -	
Reviews	4,040	5,372	1,332	33%	INCREASE
% Incr in total review hours					
Year	2,020	2,026	Increased Hours	% + or -	
Hours	1,713	2,278	565.00	33%	INCREASE

PROJECTION: Allocated Hours vs. Deficit



Available Work Hours vs. Task Time

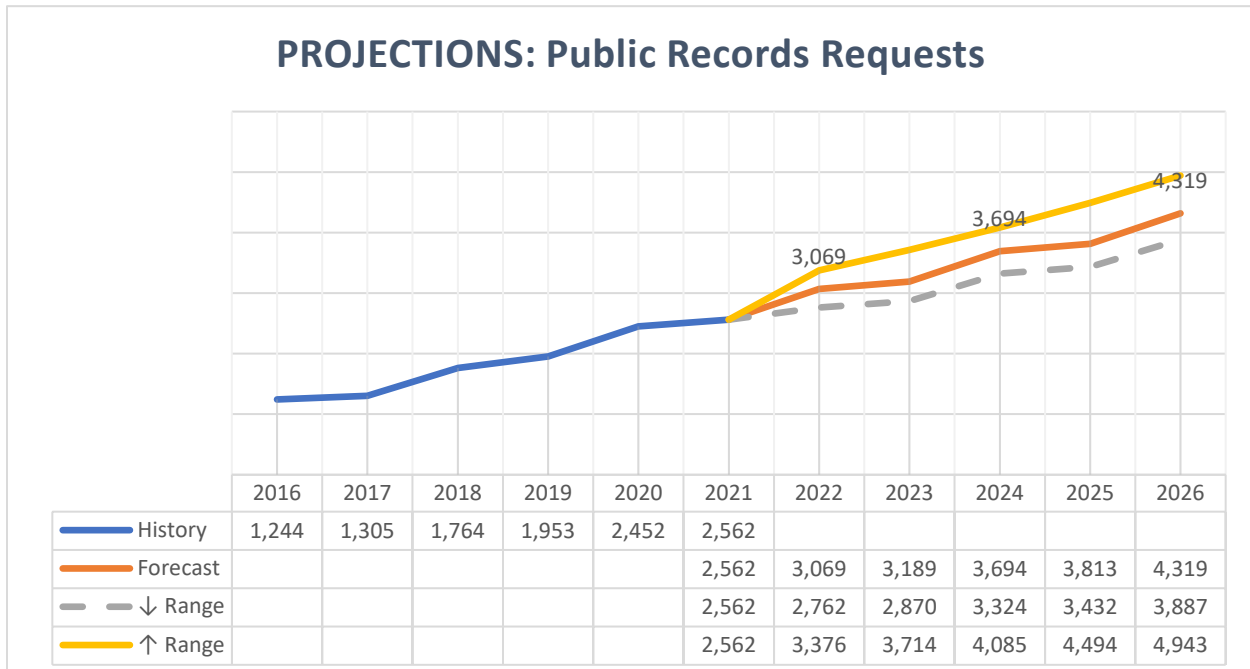


Per IAED, “The process of case review and feedback must be timely and accurate. Excessive delays cause apathy and loss of credibility.” With the population growth, calls will only increase, therefore increasing calls that will need to be reviewed. An additional full-time staff member is necessary to support the QAU, which will benefit both citizens and other staff members.

Public Information Unit

There are currently two (2) positions dedicated to the CIU; the Communications Information & Compliance Specialist and Staff Assistant IV.

- In 2021, there were a total of 2,562 public records requests from a variety of sources, such as law enforcement officers and other public safety organizations, private attorneys, private investigators, the media, and citizens
 - A public records request takes an average of 52.5 minutes from receipt of the request through until delivery.
 - The number of public records requests is expected to increase by 68% percent between 2021 and 2026.
- In 2021, out of an available 3,656 available work hours, 1,856 hours were spent processing public records requests.
 - The hours projected to be spent on the increase in public records requests will be 69% over the next five (5) years.
 - These projections would put the amount of time needed beyond the scope of what the current staff are able to accomplish, and will fall beneath the timeliness requirement of Florida’s Government-in-the-Sunshine Law, as well as, the Freedom of Information Act (FOIA) and hinder the staff’s other duties.



To meet the growing need of the County, and continue to provide records in a timely manner PSC will need to add another staff member to assist with public records requests within the next five years.

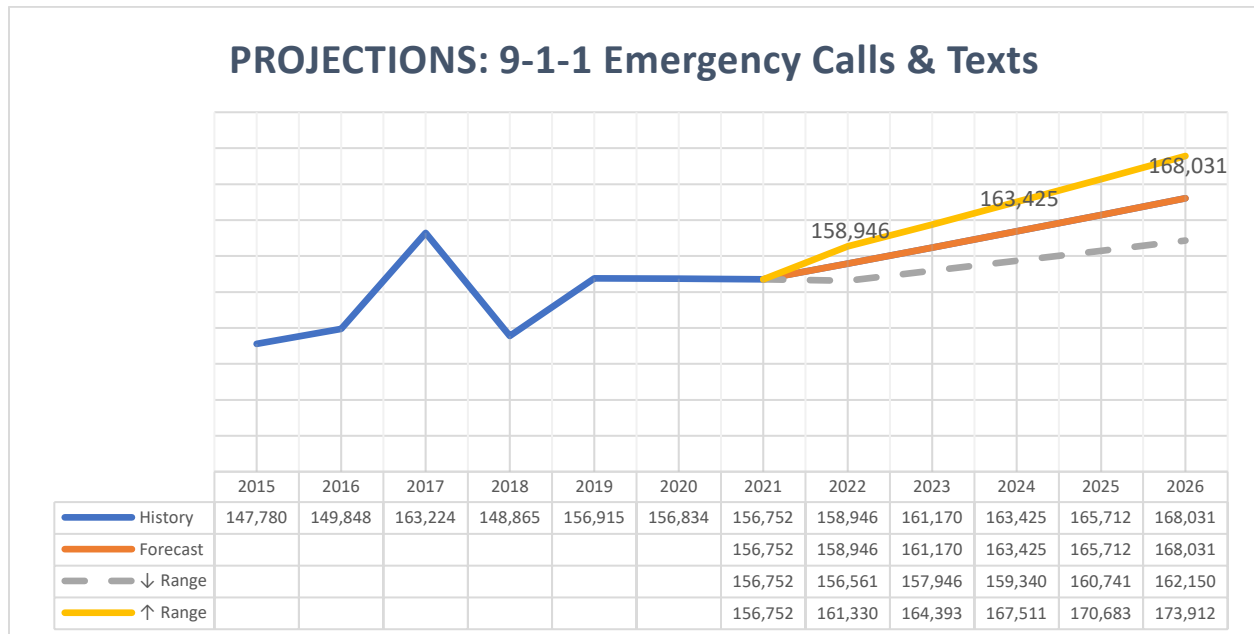
2021	$1,828 \times 2 = 3,656 - 1,856 = 1,800 \div 2 = 900$ hours free	$900 \div 52 = 17$ hours/week for other duties
2022	$3,656 - 2,222 = 1,434 \div 2 = 717$ hours free	$717 \div 52 = 17$ hours/week for other duties
2023	$3,656 - 2310 = 1,346 \div 2 = 673$ hours free	$673 \div 52 = 13$ hours/week for other duties
2024	$3,656 - 2,676 = 980 \div 2 = 490$ hours free	$490 \div 52 = 9$ hours/week for other duties
2025	$3,656 - 2,762 = 894 \div 2 = 447$ hours free	$447 \div 52 = 8.5$ hours/week for other duties
2026	$3,656 - 3,128 = 528 \div 2 = 264$ hours free	$264 \div 52 = 5$ hours/week for other duties

Radio Systems Unit

The radio system is due for expansion in a variety of ways, both in numbers of towers, as well as onboarding additional users. Should PSC and the County be successful in opening the radio system to critical partners and increase the County's, the radio systems unit will need an additional F.T.E. to assist with radio alignments, county wide, programming portable and mobile radios, conducting site visits on a 30% increased tower site inventory, et cetera.

Communications Unit

Average time for MCFR and MCSO call processing (identified as the time from call answer to call taking complete) is 313.14 seconds or 5.22 minutes. PSC's total call volume for fiscal year 2020—2021 was 582,569 which includes incoming 9-1-1, non-emergency and administrative lines, and all outgoing telephone calls. In addition, to the call volume, PSC dispatched a total of 179,086 EMS-fire CFS, which is 491 calls per twenty-four (24) hour shift for MCFR.



In a PSAP there is no industry standard or formula available to determine adequate staffing levels. As a PSAP, PSC is required by the State of Florida Emergency Communications Number E911 Plan to answer 90 percent of all 9-1-1 calls in 10 seconds or less, and in 20 seconds or less for a TTY

device. At this time, PSC has consistently met this standard, and it is our goal to continue to do so.

After identifying the peak call volume hour for both day shift (5:00 PM) and night shift (6:00 PM), factoring in the call wait times, and calculating an average number of calls taken per ETC/call taker—a ratio of 3.25–4.5 calls per call taker during peak hours—and the average call processing time of 5.22 minutes, a projection of future staffing needs was calculated.

Metrics reports showing that call wait times drop between the hours of 6:00 PM–2:00 AM and identifying a goal, the ten (10) additional FTEs over the course of the next five years would be utilized to accommodate the increased need during peak hours. Six (6) of the additional staffing would be distributed between the shifts evenly, with two (2) on each of day shift platoon, and one (1) on each night shifts platoon for fiscal year 2022–2023, with the remainder added incrementally over the next four years.

With the anticipated increase in population as shown in the projections, with a proportionate increase in total call volume, additional staffing will preserve the Center’s demonstrated ability to consistently meet the State of Florida’s mandatory minimums. Additional staff, strategically placed, will ensure the ability of the Center’s personnel to respond during peak call volumes, both anticipated and emergent. The latter case being representative of a high-priority incident such as an active shooter or natural disaster, the Center will be better able to deliver its essential service as effectively as it has, without missing a report or incoming call. All of which impacts the experience of the staff, and increases their overall longevity if not permeance through their embrace of emergency telecommunications as a career.

Department Reorganization

To achieve what PSC can be, the path to which the department is already well along its way, the issue is staffing. The PSC staff was graced with a very generous pay increase that immediately followed an earlier one. The reasons for both were necessity, and provided what is needed to mitigate against losing staff who might pursue a higher wage elsewhere, threatening the \$15,000–\$150,000 expense represented by every replaced employee.

PSC has been focused on retention in a discreet fashion since 2017, with great success. Going forward, we will be striving to retain staff through novel approaches that positively impact the experience of the employee. Part of that is the health of the Center, in two ways:

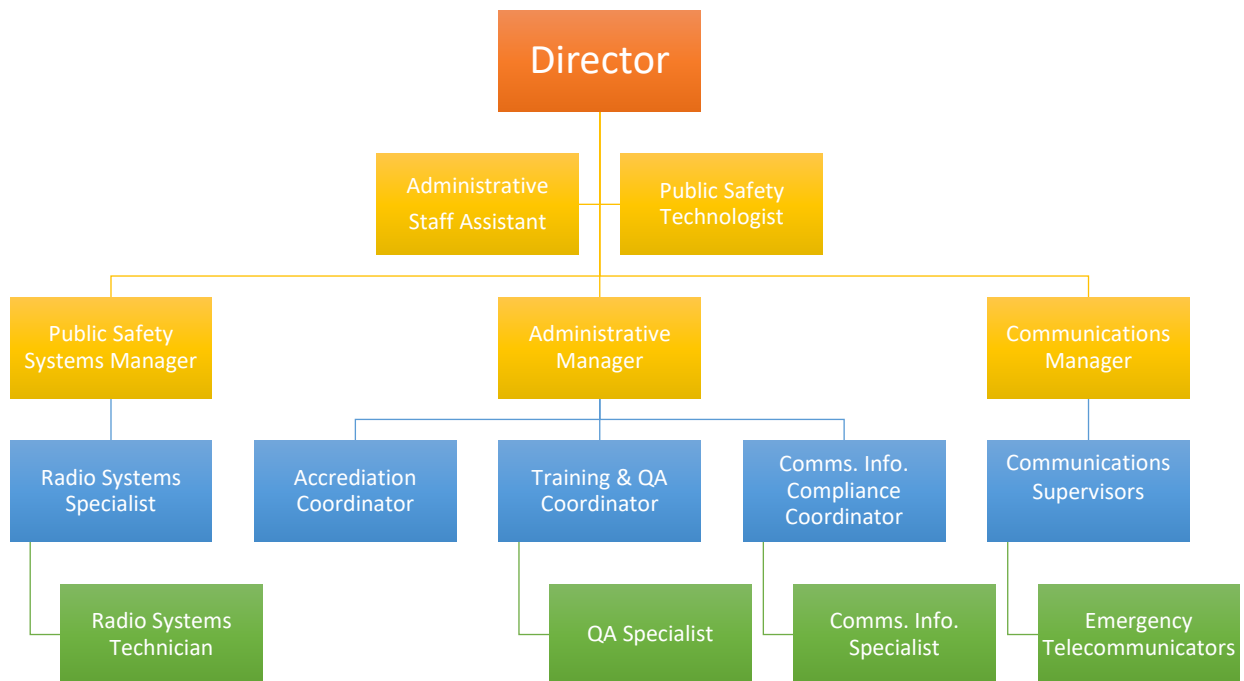
1. The appreciation of one for their work environment; and
2. The sense of appreciation of one’s work environment for them.

A challenge to the Center is the persistent flux between calls that range from routines to extremely critical emergencies that are emotionally draining and difficult to experience. To distract from the cyclical experience, and to lessen the perception of the Center as a workplace to dread, it is the goal of PSC leadership to provide as exciting and dynamic, and comforting a work environment as is feasible, by connecting the staff to a community of colleagues who support one another during the many terrible moments that they will share throughout a given shift.

To that end, department staffing will be key. My request in the next five years will be for support through additional personnel to provide:

- for the QAU, ETCs to assist with QA, but will remain available during times of depleted staffing, or high call volumes.
- for the CIU, ETCs to assist with the review and preparation of records for release to the public or other agencies consistent with the Florida Sunshine Law.
- For the ETC Supervisors, additional support in the form of available ETC IVs (assistant supervisors) to alleviate the pressure to forego leave in commitment to the department and concern for the impact on lateral colleagues during their absence.

Below is a reorganization proposal, whereby the workload of the management staff will be better distributed.



1. An Administrative Manager will be added to oversee all administrative staff:
 - Training & QA Coordinator
 - Accreditation Coordinator
 - Communications Information and Compliance Coordinator
2. The existing Communications Manager position will cease oversight of administrative staff, reducing eleven (11) direct reports to eight (8) ETC Supervisors and fifty-three (53) ETCs, one-step removed. In so doing, the Communications Manager's span of control will be normalized, and enable a dedicated focus on Center operations.
3. The Training & Accreditation Coordinator's role will be split into two positions:
 - Accreditation Coordinator
Lead the Accreditation Unit (AU), solely focused on the ongoing accreditation and reaccreditation process involving three (3) existing accreditations, and working to add two (2) additional accreditations and a third accreditation body.
 - Training & QA Coordinator
Lead the Training and QA units, solely focused on the ongoing nature of training, and essential nature of the QA process in maintaining department accreditations.
4. Below is the reorganization plan that I propose that will make versatile use of additional ETCs to unfix the senior members of the floor, the ETC IIIs and ETC IVs to assist in other elements of the operation, securing for themselves additional professional development, and to ward off the burnout that results in a 40% average attrition rate industrywide. PSC has already defeated that; however, it still requires personnel.

It has been identified that PSC needs ten (10) additional ETCs and additional QA personnel in order to maintain our accreditations that require more reviews based on call volumes increasing, and additional CIU assistance. However, with a reorganization of the department, that would include an administrative manager to attend to the public information, quality assurance, training, and accreditation, allowing the Communications Manager to dedicate their attention to the department's operations, and splitting an existing position into two, the 10 additional ETCs over the next five (5) years would reasonably satisfy the other needs, while still serving as a resource to the departments central mandate as a PSAP and emergency communications center.