

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 2/4/2020 **Approx. Start Time:** 1:30 p.m. **Approx. Length:** 15 min

Presentation Title: Clackamas 9-1-1 Charter Update

Department: Clackamas 9-1-1 (C-COM)

Presenters: Cheryl Bledsoe

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Place on an upcoming BCC consent agenda for signature by the Board.

EXECUTIVE SUMMARY:

The center operates under the overall control of the Board of County Commissioners. Through the commissioners, the County has the responsibility for the formal adoption of the annual budget and for the personnel policies that cover the employees of CCOM. The commissioners shall delegate the operational management of the center to the Member Board. The County Administrator serves as the administrator for the County and serves as the liaison between the commissioners and the Member Board.

In order to ensure the best service to the member agencies and to provide an avenue for operational and budgetary development from the member to the COUNTY, a Member Board, Executive Board and Service Committees were formed with certain authorities, responsibilities and functions as described in the attached charter.

Member agencies include Canby Police, Clackamas County Sheriff, Gladstone Police, Molalla Police, Oregon City Police, Sandy Police, Canby Fire District, Clackamas Fire District #1, Colton Fire District, Estacada Fire District, Gladstone Fire Department, Hoodland Fire District, Molalla Fire District, and Sandy Fire District.

C-COM last updated its Member Board Charter in 2016. Upon the change in leadership at C-COM, the charter was brought to the Member Board to conduct the 3-year review, based on some changes being recommended to the meeting schedule.

The recommended changes can be summarized as follows:

- References to “phone” were changed to “9-1-1 call” because the industry recognizes that not all incoming calls are voice-centric. This verbiage is more inclusive of text and other forms of incoming data requests,
- “Boring Fire District” references were removed due to fire district consolidation,
- The audience for the Law & Fire Service committees was clarified to be field-level supervisors and battalion chiefs. This aims to improve field-to-field level relationships and practices.
- Member Board voting changed from “majority approval” to 2/3rd voting requirement to add new agencies to the Member Board. This recognized that there is a disparate number of fire districts as compared to law districts. Majority votes meant that the fire services could overrule law enforcement on agency-affecting decisions for services, despite only funding 35% of the department’s budget. 2/3rd requires at least one law member must be in agreement with the change.
- Fire & Law Service Committees changed from quarterly to monthly meetings
- Member Board changed from quarterly meetings to monthly meetings

- E-Board moved from quarterly to ad hoc meetings to review budget, evaluate end-of-year fund balance, strategic plan updates, charter updates and contract guidance.
- Member Board Vice Chair and 2nd Vice Chair were changed from 1-year to 2-year terms and the condition for law & fire to rotate chair was eliminated
- Administrative record-keeping responsibilities were identified as belonging to C-COM
- Independent audit was changed from annually to bi-annually
- Capital Reserve Fund was renamed Capital Improvement Plan and shall be approved by the E-Board
- New Member Agencies shall be required to pay 6 months of contract costs to cover the technical transition for dispatch services
- Technical Advisory Committee was removed from the charter as these discussions are included in the Law & Fire Services committees which involve both the Operations & Technical Managers at C-COM
- Termination notification was moved from 9 months to 12 months so as to improve budget planning for future fiscal years

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO N/A

What is the cost? \$ 0 What is the funding source? 0

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department’s Strategic Business Plan goals?
 - The C-COM Member Board Charter is to be reviewed and updated every 3 years. This is in compliance with our charter planning process.
- How does this item align with the County’s Performance Clackamas goals?
 - Ensuring that present practice is reflected in the Charter document is consistent with C-COM’s Performance Clackamas goals to ensure that guidance documents & training are consistent both on paper and in practice.

LEGAL/POLICY REQUIREMENTS:

- The Member Board voted to approve these recommendations at our C-COM Member Board meeting on July 19, 2019.
- County Counsel, Stephen Madkour, reviewed the changes and provided his support and comments on August 6, 2019.
- Between August and December 2019, each of the law enforcement agencies & fire departments signed the updated Charter.

OPTIONS:

1. Review the recommended changes and obtain clarification. Place on upcoming BCC Consent Agenda for signature on February 13, 2020
2. Review and amend the Charter and move it for formal approval at an upcoming Business Meeting

3. Review and take no further action on the charter at this time.

RECOMMENDATION:

- Staff Recommends the Board approve Option 1) Review the recommended changes and obtain clarification. Place on upcoming BCC Consent Agenda for signature on February 13, 2020

ATTACHMENTS:

- Red-Lined Version of the C-COM Member Board Charter (starts on page 4)
- Clean Copy of the C-COM Member Board Charter with signatures of each of the member agencies (starts on page 18)

SUBMITTED BY:

Department Director/Head Approval _____

County Administrator Approval _____

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| For information on this issue or copies of attachments, please contact Cheryl Bledsoe @ 503-723-4875 |
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CLACKAMAS COUNTY DISPATCH CENTER

MEMBER BOARD CHARTER

I. PURPOSE OF CHARTER

Clackamas County operates a Central 9-1-1 Public Safety Answering Point (PSAP) and Dispatch Center, hereafter referred to as CCOM. The center is located at 2200 Kaen Road, Suite A, Oregon City, Oregon 97045, and is a 24-hour operation serving law enforcement and fire agencies. The center is designed to provide 9-1-1 ~~callphone~~ answering and dispatching functions for member agencies. The law enforcement and fire agencies served are jurisdictions and service districts within Clackamas County.

In order to ensure the best service to the member agencies and to provide an avenue for operational and budgetary development from the member to the COUNTY, a Member Board, Executive Board and Service Committees are hereby formed with certain authorities, responsibilities and functions as described in this charter.

Member agencies include Canby Police, Clackamas County Sheriff, Gladstone Police, Molalla Police, Oregon City Police, Sandy Police, ~~Boring Fire District~~, Canby Fire District, Clackamas Fire District #1, Colton Fire District, Estacada Fire District, Gladstone Fire Department, Hoodland Fire District, Molalla Fire District, and Sandy Fire District.

II. BOARD OF COUNTY COMMISSIONERS

The center operates under the overall control of the Board of County Commissioners. Through the commissioners, the County has the responsibility for the formal adoption of the annual budget and for the personnel policies that cover the employees of CCOM.

The commissioners shall delegate the operational management of the center to the Member Board. The County Administrator serves as the administrator for the County and serves as the liaison between the commissioners and the Member Board.

III. MEMBER BOARD, EXECUTIVE BOARD and SERVICE COMMITTEES

- A. Member Board – The Clackamas County Dispatch Center Member Board will be referred to hereinafter as the “Member Board”.
- B. Executive Board – An Executive Board is hereby formed and is delegated authority and responsibility as defined in Section V.

- C. Services Committees – Two permanent committees are hereby formed with the Member Board (Fire/EMS Service Committee and Law Service Committee) and are delegated authority and responsibility as defined in Section VI. ~~The Member Board Chair and Vice Chair shall serve as Chair of their respective Service Committees.~~ The service committee Chairs shall each appoint a Chair and Vice Chair for their respective service committee.

IV. MEMBER BOARD

A. MEMBER BOARD MEMBERSHIP

The Member Board is comprised of:

1. One designated member of each fire and law enforcement agency using CCOM as its primary dispatching service. The governing body or official appointing the designated member may appoint alternate members to act in the absence of the designated member. The appointment of these alternates shall be certified in writing to the Board by the authority making the appointment(s). These are voting members.
2. An agency that has submitted a letter of intent to join the center upon approval by 2/3rd ~~a~~ vote of ~~the all full~~ Member Board Agencies. The letter of intent must contain language identifying a time line for joining. Upon approval, this agency must enter into a duly authorized Contract for 9-1-1 Answering & Dispatch Services before becoming a voting member.
3. One ex officio, nonvoting representative of the Clackamas County Dispatcher Center (Director).
4. One ex officio, nonvoting designated representative of the Board of County Commissioners.
5. The Member Board may approve limited service to an agency and in turn will limit the agency's voting privilege based on the services it received. The service and vote limit will be approved by a ~~majority~~ 2/3rd vote of the Member Board.

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B. MEMBER BOARD AUTHORITY AND RESPONSIBILITY

The Member Board has been delegated the responsibility for the operations of C~~_~~COM. It administers the operations through an Executive Board,

Service Committees, Director and other committees as needed. The Member's Board authority and responsibility are as follows:

1. Reviewing and approving an annual budget upon recommendation of the Director. The budget will then be forwarded to the County Administrator for formal adoption by the County and incorporation into the County budget.
2. Participating in the selection of the Director.
3. Providing direction and approval of ~~standing operational procedures~~ service delivery changes affecting both service groups as referred by the Executive Board.
4. Taking action on issues that are referred to the Member Board by the Executive Board.
5. Representation as a member of the bargaining team in labor contract negotiations and discussion of other bargaining issues.

C. MEMBER BOARD VOTING POWERS

1. The designated representative (or alternate) of each Member Agency may cast one vote in matters before the Member Board, as follows:
 - a. A quorum consisting of a majority of the voting members of the Member Board is required to conduct Board business. All motions before the Board shall be carried by a ~~simple-2/3rd vote~~ majority of Board members voting at a duly called meeting. Board members may cast their vote by written proxy, submitted to C-COM in advance of meetings where a proxy vote will occur.
 - b. Budget approval will require a two-thirds vote of those voting.
 - b.c. Approving an agency to enter into a contract with C-COM requires a ~~unanimous-2/3rd~~ vote of all full Member Board Agencies.

D. MEMBER BOARD OFFICERS

1. OFFICERS: The Executive Board shall consist of the Chair, Vice Chair and Second Vice Chair of the Member Board. The ~~Chair and Vice Chair officers~~ will be elected to serve two-year terms. ~~The Second Vice Chair will be elected to serve a one year term.~~

Elections of the Member Board officers shall be held at a regularly scheduled meeting of the Member Board in February, with the terms commencing at the conclusion of the meeting. ~~Chair and Vice Chair responsibilities shall be rotated between fire and law enforcement members. A fire user shall serve as Chair during calendar years 2008/2009 and a law enforcement user shall serve as Chair during calendar years 2010/2011, and alternate thereafter.~~ The Chair, Vice-Chair and the Second Vice Chair shall be elected by the Member Board at large from the membership of the Member Board.

- a. CHAIR: The Chair will call and conduct all Member Board and Executive Board meetings. ~~It is the responsibility of the Chair to notify all members of a meeting, to select a site, and deliver all necessary materials.~~
- b. VICE CHAIR: ~~If the Chair is from the law enforcement service, the Vice Chair shall be from the fire service, and vice versa.~~ The Vice Chair shall act as Chair in the absence of the Chair.
- c. SECOND VICE CHAIR: Second Vice Chair shall oversee the minutes and record keeping system. The Second Vice Chair shall act as Chair in the absence of the Chair and Vice Chair.

E. MEMBER BOARD MEETINGS

1. The Member Board will meet ~~bi~~-monthly.
2. The Chair may call a special meeting at any time following a minimum of 24 hours notice to all members, or alter the schedule as required. ~~The Chair must call a special meeting within 72 hours following a request to do so by the Executive Board.~~
3. All Member Board meetings and Service Committee meetings shall follow Roberts Rules of Order.

F. RECORDS

1. The minutes and records of the Member Board and other meetings will be maintained by C_COM staff as assigned by the Director. A secure location will be provided by C_COM as a permanent and accessible depository for all Board records. All Member Board correspondence is to be in written form with copies maintained in the Board's records.

2. Minutes shall be distributed within seven working days after the meeting.
3. Budget status records shall be distributed monthly.
4. Independent audit records shall be distributed bi-annually.

V. EXECUTIVE BOARD (herein referred to as E-Board)

A. E-BOARD MEMBERSHIP

- ~~1.~~ The three-member E-Board will consist of the- Chair, Vice-Chair, and Second Vice Chair of the Member Board.
- ~~2.~~ Membership must include at least one law and one fire representative.

B. VOTING POWERS

1. Each E-Board member may cast one vote in matters before the E-Board. In the case of a tie, the issue will be sent to the Member Board for resolution.
2. Three members are required to conduct E-Board business. All motions shall be carried by a majority of the E-Board. Members may cast their vote by written proxy-, submitted to C-COM in advance of meetings where a proxy vote will occur.

C. E-BOARD AUTHORITIES AND RESPONSIBILITIES

- ~~1.~~ Represent their respective Service Committees on issues forwarded by the Service Committee
- ~~2.~~ 1. Provide direction to the Director in the development of annual operating and capital budgets, contract negotiations, strategic plan, charter review and audit.-
- ~~3.~~ 2. Submit comments on an annual performance review of the Director to the County Administrator.
- ~~4.~~ 3. Review contracts with any person, firm or corporation, or any agency of government, as necessary to acquire goods or services for the operation of C-COM over \$25,000.-

- ~~5. Provide direction to the Director in the development of operational policies regarding the delivery of service and approve said policies.~~

D. RELATING TO E-BOARD MEMBERS

1. The E-Board shall respond promptly to all member concerns brought before the E-Board.
2. The E-Board shall serve as a mediator for differing members that relate to the center and its operations. In the event that a member is not satisfied with the results, the E-Board shall bring the issue before the Member Board.
3. The E-Board shall represent the members to the C-COM Director; if and when necessary, to the County Administrator; and, if still unresolved, to the Board of County Commissioners.
4. Consistent with laws, ordinances, and other agreements, the Director will consider and respond to recommendations regarding service delivery from the E-Board. If a conflict between laws, ordinances or agreements prevents compliance, the Director shall provide to the E-Board a written explanation of the conflict.

E. E-BOARD MEETINGS

1. The E-Board shall at a minimum meet yearly, ~~specifically in January~~ to oversee and make budget recommendations.
2. The E-Board chair may call a special meeting at any time.
3. ~~The E-Board meetings are open to all member agencies; however, only E-Board members have voting privileges.~~
4. The agenda and minutes of the E-Board meetings shall be provided to all member agencies.

VI. SERVICE COMMITTEES

A. MEMBERSHIP

1. Fire Service Committee – The Fire Service Committee consists of all designated representatives, or their appointees, of member fire service agencies.

2. Law Service Committee – The Law Service Committee consists of all designated representatives, or their appointees, of member law enforcement agencies.

B. MEETINGS

1. Service Committees shall meet bi-monthly or as determined by the Service Committees.

C. DUTIES AND RESPONSIBILITIES

The Service Committees shall perform the following functions consistent with laws, ordinances, other agreements, and sound management practices:

- ~~1. The Member Board Chair/Vice Chair will serve as the Chair of their respective Service Committees. The Chair of each Service Committee shall select a Service Committee Vice Chair to serve in his/her absence. Each service committee shall select a Chair to serve for 1 year terms.~~
2. Provide direction in the development of ~~phone answering and~~ dispatch protocol, procedures, policies and systems related to service delivery for their respective service.
- ~~3. Recommend and approve dispatcher staffing levels for their respective service.~~
- ~~3. Establish service levels and performance standards for their respective service. Changes in performance standards shall be approved by each Service Committee and forward to the Member Board, submitted to the director no later than October 31. The Director will use these standards to prepare the following year's C-COM budget. Each performance standard document shall become an addendum to the Charter.~~
- ~~4. Service level changes that affect both Service Committees will be shared at Member Board. Voting to adopt these changes cannot occur until both Service Committees have recommended approval.~~
- ~~5. Advise and assist in the preparation of C-COM's budget.~~
- 6.5. Serve as the Quality Assurance Group for their respective Committee.
- 7.6. Take action relating to the dispatch operations of the respective service so long as the action taken affects only the involved

service. The C-COM Director shall implement the recommendations regarding program delivery consistent with sound management principles, ordinances, laws and agreements.

~~8.7.~~The Service Committees are delegated the task of approving Standard Operating Procedures ~~(SOPs should not affect the other service)~~which affect service delivery.

VII. DIRECTOR

A. SELECTION

1. There shall be a Director of the dispatch center. The selection committee for the Director shall include the E-Board and others as selected by the County Administrator.

The Director shall be selected on the basis of administrative and technical competence. Such Director shall have leadership and managerial experience in technical, financial and administrative fields. The Director will be an employee of the County.

B. AUTHORITY AND RESPONSIBILITIES

1. The Director is a County employee who reports to the County Administrator. The Director shall file monthly reports to the Member Board regarding outstanding operational issues.
2. The Director shall be the administrative head of C-COM and shall be responsible for administration, budget, and personnel functions. The Director shall be responsible for call-answering, dispatching, records, communications, security and other communication center functions in conformance with the personnel policies of Clackamas County, the operation policies established by the Member Board and the performance standards as established by each Service Committee.
3. The Director shall act as executive staff person for the Member Board, E-Board and Service Committees, and shall attend all meetings thereof and shall give advice and assistance when requested.
4. The Director shall ensure that secretarial services are provided to the Member Board, E-Board and Service Committees. The services include compiling minutes of meetings, generating correspondence at the Board's direction and preparing agendas.

5. The Director shall prepare and present a proposed budget to the E-Board in accordance with Clackamas County budget timetables. The budget shall be prepared based on the established service levels and performance standards provided by the Service Committees and E-Board.
6. The Director shall have the authority to hire, promote, demote, discipline and terminate all C-Com personnel subject to policies approved by Clackamas County.
7. The Director shall ~~participate designate agency representation on the bargaining team in bargaining~~ with the labor union representing County employees at C-COM.
8. The Director shall prepare, revise and modify Standard Operational Procedures (SOPs) subject to the approval of the Member Board or Service Committee as appropriate, prior to implementation.
9. The Director shall establish policies, consistent with County budget policy, for the expenditures of budgeted items for the 9-1-1 Communications Center. Such policies shall be submitted to the E-Board for approval, rejection or modification.
10. The Director shall develop appropriate long-range plans including strategic capital improvements, staffing, etc.

VIII. PERSONNEL

- A. The Director shall abide by Clackamas County personnel rules with respect to the employees, as long as Clackamas County continues to provide payroll and accounting services.

IX. BUDGET PROCESS

A. GENERAL

1. At the direction of the E-Board, the Director shall develop the annual operating budget. The budget period shall be on a fiscal year basis beginning on the first day of July of each year and ending on the thirtieth day of June each year. The budgetary process shall be in accordance with County budget timetables.
2. The operational costs for each Member Agency for the succeeding fiscal year will be determined and submitted to each agency ~~by February 28, within 10 days of Member Board's vote to adopt the annual budget.~~

B. BUDGET COMMITTEE

1. The E-Board shall serve as the Budget Committee.
2. The E-Board shall participate with the C-COM Director through the four stages of budget preparation, as described below:

C. BUDGET STAGES

1. Requested Stage: Service Committees shall work with the Director to determine their desired service levels and member assessments for the following year.
2. Proposed Stage: The Director shall present the total proposed budget for the dispatch center to the Member Board for discussion and approval of expenditure levels.
3. Approval Stage: The Member Board shall approve the C-COM budget by a two-thirds (2/3) vote of those present prior to submittal to the County Administrator. Should the budget not receive a two-thirds vote from the Member Board, the E-Board shall make a presentation to the County Administrator. The County Budget Committee shall then decide on the appropriation level to be included in the budget recommended to the Board of County Commissioners.
4. Adopted Stage: The Member Board and Director shall abide by the appropriation levels set in the adopted budget. Any program and/or operational changes requiring a supplemental budget must go through all budget stages set forth in this charter and comply with applicable County budget policy and local budget law.

X. FUNDING

A. C-COM FUNDING

It is intended for C-COM to be self-sufficient in its operation.

1. Costs of operating and maintaining C-COM are to be borne from grants, member fees provided by the members, and by 9-1-1 excise taxes as outlined in the following Section (2). These monies shall be for the sole and exclusive use of C-COM's operation and administration, subject only to review during adoption of C-COM's annual budget and any necessary supplemental budgets adopted following County budget policy and local budget law.

2. Any excess of operating revenues over expenditures in any fiscal year shall be allocated to the next year's budget.
3. Capital ~~Reserve Fund~~Improvement Plan: C-COM will maintain a capital reserve fund dedicated for the replacement of equipment and facilities within C-COM. C-COM members annually contribute their portion to this fund as part of the regular budget. Funding of the capital reserve fund shall be based on a published amortization schedule of C-COM equipment. C-COM's portion of the replacement of equipment and facilities to be mutually determined by the Member Board and County. Any infrastructure fees or assessments shall be non-refundable. Members giving termination notice under Section XIV of this contract shall have their contribution to the capital reserve fund for that year refunded to them, once service has been terminated. Any excess in capital reserve funds or accounts shall be held for future equipment replacement and shall not be used to offset operating costs. This capital improvement plan shall be approved by the E-Board.
4. A copy of the County's independent financial audit shall be provided to each Member Board member.
5. Annual operational assessments are to be adjusted based on the cost of operation, added service requirements and number of Member Agencies. The supplemental budget process shall be used for increased expenditures in the approved budget except in the case of individual agency's or agencies' request for additional services.
6. Should a Member or a group of Members require the installation of equipment or performance of special services dedicated to their function, to the exclusion of others, that Member or group of Members will bear the entire cost of such equipment, installation, maintenance, and operation. Any infrastructure fees or assessments shall be nonrefundable.
7. Agencies may join C-COM at any time with 2/3rds approval of the Member Board. -Agencies that join C-COM during a fiscal year shall have their annual costs based upon established formulas.- The Agency shall pay for the months they are with C-COM in addition to technical infrastructure transition costs.-
8. Agencies, wishing to join C-COM, must conform to the technical specifications of C-COM infrastructure by the date they transition to C-COM dispatch services. These specifications shall be outlined in an Appendix to this agreement.

~~7.9.~~ Agencies, wishing to join C-COM, shall provide 6-months of dispatch service fees up front to cover all infrastructure adjustment costs which may include planning, policy updates and data entry costs.

~~8.10.~~ Clackamas County Finance Department shall invoice all Member Agencies at the beginning of each month for dispatch services. The monthly charge is determined by dividing the annual dispatch service fee by 12 equal payments. The Agency shall pay the monthly charge within 30 days.

B. DIVISION OF COSTS

1. The ratio for the division of costs between law enforcement and fire services, ~~excluding the 9-1-1 PSAP pre screener, administrative costs and materials and services costs,~~ shall be based ~~on the number of dedicated positions, or portions of dedicated positions, for each service.~~ a formula, recommended by the E-Board, and adopted by the Member Board, which represents the workload split between both disciplines.

~~2. The costs for the 9-1-1 PSAP pre screener, administrative costs, materials and service costs shall be shared equally by law enforcement and fire services.~~

~~3. The method of determining the ratio for division of costs between law enforcement and fire services shall not be modified without prior agreement by both Service Committees, and must be based on a change in the Center's operation or a change in the primary duties affecting either dedicated service positions or call taker personnel.~~

~~4.2.~~ Current costs of participation and the cost allocation formula between law and fire shall be provided ~~in the Contract for 9-1-1 Answering and Dispatch Services to be entered by each member agency with the County annually to the members during the budget presentation.~~

C. SERVICE COMMITTEE FORMULA

~~1. Each Service Committee shall determine the assessment formula for its individual members.~~

~~2.3.~~ The assessment formulas shall be provided ~~in the Contract for 9-1-1 Answering and Dispatch Services to be entered by each member agency with the County.~~

~~XI. TECHNICAL ADVISORY COMMITTEE~~

~~A. PURPOSE~~

~~The Member Board shall establish a Technical Advisory Committee that shall report to the Board on technical radio equipment and program issues.~~

~~B. MEMBERSHIP~~

- ~~1. Members appointed by the Member Board.~~
- ~~2. The Director.~~
- ~~3. C-COM's technical staff person.~~
- ~~4. Others as deemed necessary by the Member Board.~~

~~C. RESPONSIBILITIES~~

- ~~1. The Committee is charged with the evaluation of C-COM's radio system and other equipment for the purpose of making recommendations for improvements to the Member Board.~~

~~XII. XI. AMENDMENTS~~

This Charter may only be amended upon a two-thirds vote of all participating agencies.

~~XIII. XII. EFFECTIVE DATE~~

Upon authorization by the governing bodies of a majority of the member agencies listed in Section I, this agreement shall be in effect as and from July ~~1, 2019, 2009~~ and replaces the agreement dated ~~July, 1999, July 2016~~ as signed by the Member Board Chair.

~~XIV. XIII. TERMINATION~~

The Member Agency's participation in C-COM may be terminated by either party as of the 30th day of June of any year by giving ~~nine (9)~~ twelve (12) months prior, written notice to the other party ~~(by October 1)~~.

~~XV. XIV. SEVERABILITY~~

The terms of this Charter are severable and a determination by an appropriate body having jurisdiction over the subject matter of this Charter that results in the invalidity of any part shall not affect the remainder of this Charter.

~~XVI~~XV. CHARTER REVIEW

This Charter shall be reviewed at least every three years.

~~XVII~~XVI. ADDITIONAL MEMBER AGENCIES

Agencies seeking to join the original member agencies as a party to this Charter must be approved by the Member board as outlined in Section IV (A), sign this Charter, and sign a Contract for 9-1-1 Answering and Dispatch Services with the County.

~~XVIII~~XVII. SIGNING OF CHARTER IN COUNTERPARTS

The County will sign the original copy of this Charter. Each member agency will sign a counterpart of the original of this Charter. The parties intend that all the signed counterparts taken together with the original will be considered as one original document, and given full force and effect as if all parties had signed one document.

Dated this _____ day of _____ -- ,2019

Clackamas County Board of Commissioners

County Counsel, Approved as to form

CLACKAMAS COUNTY DISPATCH CENTER

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 - c. Budget approval will require a 2/3rd vote of those voting.
 - d. Approving an agency to enter into a contract with C-COM requires a 2/3rd vote of all full Member Board Agencies.

D. MEMBER BOARD OFFICERS

1. OFFICERS: The Executive Board shall consist of the Chair, Vice Chair and Second Vice Chair of the Member Board. The officers will be elected to serve two-year terms. Elections of the Member Board officers shall be held at a regularly scheduled meeting of the Member Board in February, with the terms commencing at the conclusion of the meeting. The Chair, Vice-Chair and the Second Vice Chair shall be elected by the Member Board at large from the membership of the Member Board.
 - a. CHAIR: The Chair will call and conduct all Member Board and Executive Board meetings.

- b. VICE CHAIR: The Vice Chair shall act as Chair in the absence of the Chair.
- c. SECOND VICE CHAIR: Second Vice Chair shall oversee the minutes and record keeping system. The Second Vice Chair shall act as Chair in the absence of the Chair and Vice Chair.

E. MEMBER BOARD MEETINGS

1. The Member Board will meet monthly.
2. The Chair may call a special meeting at any time following a minimum of 24 hour notice to all members, or alter the schedule as required. The Chair must call a special meeting within 72 hours following a request to do so by the Executive Board.
3. All Member Board meetings and Service Committee meetings shall follow Roberts Rules of Order.

F. RECORDS

1. The minutes and records of the Member Board and other meetings will be maintained by C-COM staff as assigned by the Director. A secure location will be provided by C-COM as a permanent and accessible depository for all Board records. All Member Board correspondence is to be in written form with copies maintained in the Board's records.
2. Minutes shall be distributed within seven working days after the meeting.
3. Budget status records shall be distributed monthly.
4. Independent audit records shall be distributed bi-annually.

V. EXECUTIVE BOARD (herein referred to as E-Board)

A. E-BOARD MEMBERSHIP

1. The three-member E-Board will consist of the Chair, Vice-Chair, and Second Vice Chair of the Member Board.
2. Membership must include at least one law and one fire representative.

B. VOTING POWERS

1. Each E-Board member may cast one vote in matters before the E-Board. In the case of a tie, the issue will be sent to the Member Board for resolution.
2. Three members are required to conduct E-Board business. All motions shall be carried by a majority of the E-Board. Members may cast their vote by written proxy submitted to C-COM in advance of meetings where a proxy vote will occur.

C. E-BOARD AUTHORITIES AND RESPONSIBILITIES

1. Provide direction to the Director in the development of annual operating and capital budgets, contract negotiations, strategic plan, charter review and audit.
2. Submit comments on an annual performance review of the Director to the County Administrator.
3. Review contracts with any person, firm or corporation, or any agency of government, as necessary to acquire goods or services for the operation of C-COM over \$25,000.

D. RELATING TO E-BOARD MEMBERS

1. The E-Board shall respond promptly to all member concerns brought before the E-Board.
2. The E-Board shall serve as a mediator for differing members that relate to the center and its operations. In the event that a member is not satisfied with the results, the E-Board shall bring the issue before the Member Board.
3. The E-Board shall represent the members to the C-COM Director; if and when necessary, to the County Administrator; and, if still unresolved, to the Board of County Commissioners.
4. Consistent with laws, ordinances, and other agreements, the Director will consider and respond to recommendations regarding service delivery from the E-Board. If a conflict between laws, ordinances or agreements prevents compliance, the Director shall provide to the E-Board a written explanation of the conflict.

E. E-BOARD MEETINGS

1. The E-Board shall at a minimum meet yearly to oversee and make budget recommendations.
2. The E-Board chair may call a special meeting at any time.
3. The agenda and minutes of the E-Board meetings shall be provided to all member agencies.

VI. SERVICE COMMITTEES

A. MEMBERSHIP

1. Fire Service Committee – The Fire Service Committee consists of all designated representatives, or their appointees, of member fire service agencies.
2. Law Service Committee – The Law Service Committee consists of all designated representatives, or their appointees, of member law enforcement agencies.

B. MEETINGS

1. Service Committees shall meet monthly or as determined by the Service Committees..

C. DUTIES AND RESPONSIBILITIES

The Service Committees shall perform the following functions consistent with laws, ordinances, other agreements, and sound management practices:

1. Each service committee shall select a Chair to serve for 1 year terms.
2. Provide direction in the development of dispatch protocol, procedures, policies and systems related to service delivery for their respective service.
3. Establish service levels and performance standards for their respective service. Changes in performance standards shall be approved by each Service Committee and forward to the Member Board.
4. Service level changes that affect both Service Committees will be shared at Member Board. Voting to adopt these changes cannot

occur until both Service Committees have recommended approval.

5. Serve as the Quality Assurance Group for their respective Committee.
6. Take action relating to the dispatch operations of the respective service so long as the action taken affects only the involved service. The C-COM Director shall implement the recommendations regarding program delivery consistent with sound management principles, ordinances, laws and agreements.
7. The Service Committees are delegated the task of approving Standard Operating Procedures which affect service delivery.

VII. DIRECTOR

A. SELECTION

1. There shall be a Director of the dispatch center. The selection committee for the Director shall include the E-Board and others as selected by the County Administrator.

The Director shall be selected on the basis of administrative and technical competence. Such Director shall have leadership and managerial experience in technical, financial and administrative fields. The Director will be an employee of the County.

B. AUTHORITY AND RESPONSIBILITIES

1. The Director is a County employee who reports to the County Administrator. The Director shall file monthly reports to the Member Board regarding outstanding operational issues.
2. The Director shall be the administrative head of C-COM and shall be responsible for administration, budget, and personnel functions. The Director shall be responsible for call-answering, dispatching, records, communications, security and other communication center functions in conformance with the personnel policies of Clackamas County, the operation policies established by the Member Board and the performance standards as established by each Service Committee.
3. The Director shall act as executive staff person for the Member Board, E-Board and Service Committees, and shall attend all meetings thereof and shall give advice and assistance when requested.

4. The Director shall ensure that secretarial services are provided to the Member Board, E-Board and Service Committees. The services include compiling minutes of meetings, generating correspondence at the Board's direction and preparing agendas.
5. The Director shall prepare and present a proposed budget to the E-Board in accordance with Clackamas County budget timetables. The budget shall be prepared based on the established service levels and performance standards provided by the Service Committees and E-Board.
6. The Director shall have the authority to hire, promote, demote, discipline and terminate all C-Com personnel subject to policies approved by Clackamas County.
7. The Director shall designate agency representation on the bargaining team with the labor union representing County employees at C-COM.
8. The Director shall prepare, revise and modify Standard Operational Procedures (SOPs) subject to the approval of the Member Board or Service Committee as appropriate, prior to implementation.
9. The Director shall establish policies, consistent with County budget policy, for the expenditures of budgeted items for the 9-1-1 Communications Center. Such policies shall be submitted to the E-Board for approval, rejection or modification.
10. The Director shall develop appropriate long-range plans including strategic capital improvements, staffing, etc.

VIII. PERSONNEL

- A. The Director shall abide by Clackamas County personnel rules with respect to the employees, as long as Clackamas County continues to provide payroll and accounting services.

IX. BUDGET PROCESS

A. GENERAL

1. At the direction of the E-Board, the Director shall develop the annual operating budget. The budget period shall be on a fiscal year basis beginning on the first day of July of each year and ending on the thirtieth day of June each year. The budgetary process shall be in accordance with County budget timetables.

2. The operational costs for each Member Agency for the succeeding fiscal year will be determined and submitted to each agency within 10 days of Member Board's vote to adopt the annual budget.

B. BUDGET COMMITTEE

1. The E-Board shall serve as the Budget Committee.
2. The E-Board shall participate with the C-COM Director through the four stages of budget preparation, as described below:

C. BUDGET STAGES

1. Requested Stage: Service Committees shall work with the Director to determine their desired service levels and member assessments for the following year.
2. Proposed Stage: The Director shall present the total proposed budget for the dispatch center to the Member Board for discussion and approval of expenditure levels.
3. Approval Stage: The Member Board shall approve the C-COM budget by a two-thirds (2/3) vote of those present prior to submittal to the County Administrator. Should the budget not receive a two-thirds vote from the Member Board, the E-Board shall make a presentation to the County Administrator. The County Budget Committee shall then decide on the appropriation level to be included in the budget recommended to the Board of County Commissioners.
4. Adopted Stage: The Member Board and Director shall abide by the appropriation levels set in the adopted budget. Any program and/or operational changes requiring a supplemental budget must go through all budget stages set forth in this charter and comply with applicable County budget policy and local budget law.

X. FUNDING

A. C-COM FUNDING

It is intended for C-COM to be self-sufficient in its operation.

1. Costs of operating and maintaining C-COM are to be borne from grants, member fees provided by the members, and by 9-1-1 excise taxes as outlined in the following Section (2). These monies shall be for the sole and exclusive use of C-COM's

operation and administration, subject only to review during adoption of C-COM's annual budget and any necessary supplemental budgets adopted following County budget policy and local budget law.

2. Any excess of operating revenues over expenditures in any fiscal year shall be allocated to the next year's budget.
3. Capital Improvement Plan: C-COM will maintain a capital reserve fund dedicated for the replacement of equipment and facilities within C-COM. C-COM members annually contribute their portion to this fund as part of the regular budget. Funding of the capital reserve fund shall be based on a published amortization schedule of C-COM equipment. C-COM's portion of the replacement of equipment and facilities to be mutually determined by the Member Board and County. Any infrastructure fees or assessments shall be non-refundable. Members giving termination notice under Section XIV of this contract shall have their contribution to the capital reserve fund for that year refunded to them, once service has been terminated. Any excess in capital reserve funds or accounts shall be held for future equipment replacement and shall not be used to offset operating costs. This capital improvement plan shall be approved by the E-Board.
4. A copy of the County's independent financial audit shall be provided to each Member Board member.
5. Annual operational assessments are to be adjusted based on the cost of operation, added service requirements and number of Member Agencies. The supplemental budget process shall be used for increased expenditures in the approved budget except in the case of individual agency's or agencies' request for additional services.
6. Should a Member or a group of Members require the installation of equipment or performance of special services dedicated to their function, to the exclusion of others, that Member or group of Members will bear the entire cost of such equipment, installation, maintenance, and operation. Any infrastructure fees or assessments shall be nonrefundable.
7. Agencies may join C-COM at any time with 2/3rds approval of the Member Board. Agencies that join C-COM during a fiscal year shall have their annual costs based upon established formulas. The Agency shall pay for the months they are with C-COM in addition to technical infrastructure transition costs.

8. Agencies, wishing to join C-COM, must conform to the technical specifications of C-COM infrastructure by the date they transition to C-COM dispatch services. These specifications shall be outlined in an Appendix to this agreement.
9. Agencies, wishing to join C-COM, shall provide 6-months of dispatch service fees up front to cover all infrastructure adjustment costs which may include planning, policy updates and data entry costs.
10. Clackamas County Finance Department shall invoice all Member Agencies at the beginning of each month for dispatch services. The monthly charge is determined by dividing the annual dispatch service fee by 12 equal payments. The Agency shall pay the monthly charge within 30 days.

B. DIVISION OF COSTS

1. The ratio for the division of costs between law enforcement and fire services, shall be based a formula, recommended by the E-Board, and adopted by the Member Board, which represents the workload split between both disciplines.
2. Current costs of participation and the cost allocation formula between law and fire shall be provided annually to the members during the budget presentation.

XI. AMENDMENTS

This Charter may only be amended upon a two-thirds vote of all participating agencies.

XII. EFFECTIVE DATE

Upon authorization by the governing bodies of a majority of the member agencies listed in Section I, this agreement shall be in effect as and from July 1, 2019 and replaces the agreement dated July 2016 as signed by the Member Board Chair.

XIII. TERMINATION

The Member Agency's participation in C-COM may be terminated by either party as of the 30th day of June of any year by giving twelve (12) months prior, written notice to the other party.

XIV. SEVERABILITY

The terms of this Charter are severable and a determination by an appropriate body having jurisdiction over the subject matter of this Charter that results in the invalidity of any part shall not affect the remainder of this Charter.

XV. CHARTER REVIEW

This Charter shall be reviewed at least every three years.

XVI. ADDITIONAL MEMBER AGENCIES

Agencies seeking to join the original member agencies as a party to this Charter must be approved by the Member Board as outlined in Section IV (A), sign this Charter, and sign a Contract for 9-1-1 Answering and Dispatch Services with the County.

XVII. SIGNING OF CHARTER IN COUNTERPARTS

The County will sign the original copy of this Charter. Each member agency will sign a counterpart of the original of this Charter. The parties intend that all the signed counterparts taken together with the original will be considered as one original document, and given full force and effect as if all parties had signed one document.

Dated this _____ day of _____ -- ,2019

Clackamas County Board of Commissioners

County Counsel, Approved as to form

MEMBER AGENCY

Canby Fire District

 8/16/19
Name
Title/Position

James X. Davis
Fire Chief

MEMBER AGENCY

City of Canby

Bret White - Chief of Police

Name

Title/Position

August 16, 2019

MEMBER AGENCY

Clackamas County Sheriff's Office

Brandenburg

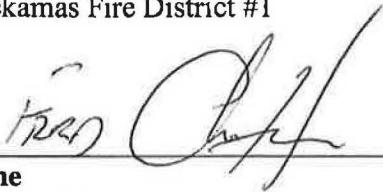
/Brandenburg, Undersheriff

Name

Title/Position

MEMBER AGENCY

Clackamas Fire District #1


Fred Chaffin Fire Chief

Name
Title/Position

MEMBER AGENCY

City of Oregon City



8/19/19

Name

Title/Position

Jim BAND - CHIEF

MEMBER AGENCY

Colton Fire District



RICHARD BEAUDOIN
FIRE CHIEF

Name
Title/Position

MEMBER AGENCY

Estacada Fire District



Name RICHARD BETHARDIN
Title/Position FIRE CHIEF

MEMBER AGENCY

City of Gladstone



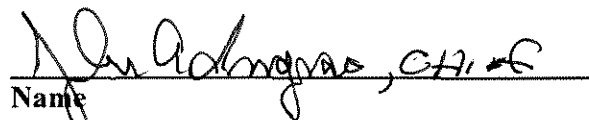
Name

Title/Position

John Schuerber, Chief of Police

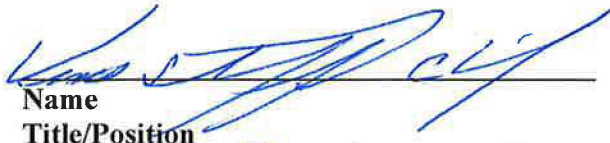
MEMBER AGENCY

Hoodland Fire District


Name _____
Title/Position _____

MEMBER AGENCY

Molalla Fire District



A handwritten signature in blue ink, appearing to read "Vince Stafford", is written over a horizontal line.

Name

Title/Position

Vince Stafford chief

MEMBER AGENCY

City of Molalla


 / CHIEF OF POLICE

Name

Title/Position

MEMBER AGENCY

Sandy Fire District


Name _____
Title/Position _____

MEMBER AGENCY

City of Sandy

Ernie Roberts / Chief of Police

Name

Title/Position