



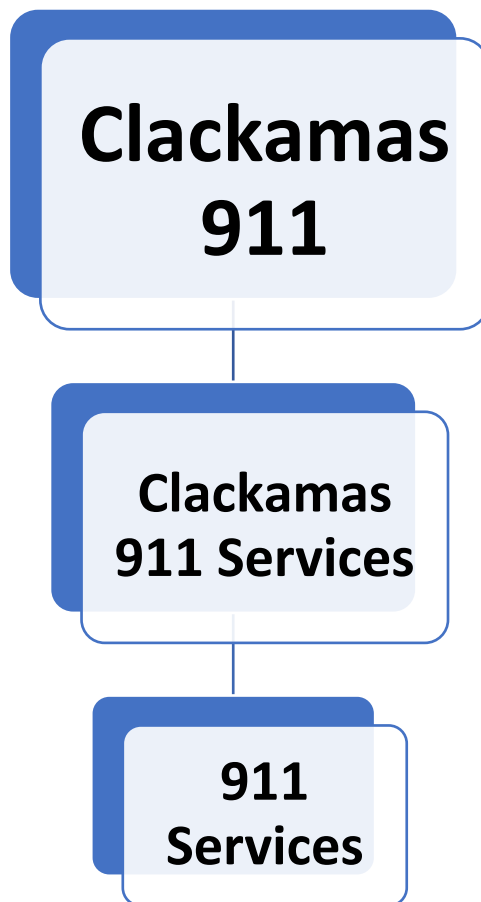
Clackamas 911 Department

MISSION

Clackamas 911's mission is to provide emergency and non-emergency call response, information and dispatch services to the citizens and agencies we serve so they can have reliable 24/7 access to information and critical life safety services.

VISION

Provide superior public safety dispatch services in a skilled, expedient and respectful manner to the citizens and agencies we serve. With a commitment to excellence and through continuing education and improved technology, we help save lives, protect property, and proudly know we make a difference.





ISSUE STATEMENTS

The critically low staffing of the existing Clackamas 911 (CCOM) operations along with the challenge of recruiting, training and retaining the next generation workforce, if not properly addressed, can result in:

- Near misses or loss of life due to workplace errors
- Extended time required to provide dispatch and resources to community
- Inability to train employees effectively
- Inability to provide surge coverage during major events
- Low morale & mental health impacts due to overwork while on duty
- Lack of capacity to pursue agency accreditation

Differing expectations of service delivery among Clackamas County residents and Public Safety User Agencies, if not properly addressed, can result in:

- Increased risk for first responders and residents due to response delays
- Inefficient and costly response models
- Implementation of individualized solutions and technology
- Concerns and trust issues with how tax dollars are spent

The lack of adequate space and infrastructure within the 9-1-1 facility, if not properly addressed, can result in:

- Inability to expand operations based on growth or technology needs
- Inadequate training environment
- Migration of User agencies to other dispatch centers
- Increased maintenance costs and facility upkeep vs. improvement

The increased pace and use of technology by citizens and public safety user agencies along with the lack of industry standards for integrating that technology with Public Safety response systems, if not properly addressed, can result in:

- Difficulty in training and also supporting the technology
- Loss of staff due to complexity of new and additional technology
- Increased risk to first responder and citizen safety
- Multiple and/or competing agency-based solutions
- Potential confusion by citizens, user agencies and dispatch staff about the use of various technology systems



STRATEGIC RESULTS

1. The Clackamas County community will experience a fully-staffed Clackamas 911 (CCOM) workforce, exhibiting high morale, as evidenced by:
 - By 2021, CCOM will be staffed at least 95% of budgeted capacity
 - By 2023, 50% of CCOM employees will participate in leadership development activities above and beyond state certification requirements (Peer Team, Committees, CTO, QAE, extra training, ride alongs, etc).
 - By 2025, 75% of CCOM employees will participate in leadership development activities above & beyond state certification requirements (Peer Team, Committees, CTO, QAE, extra training, ride alongs, etc)
 - By 2027, Clackamas County residents and visitors will experience improved call-taking by annual increases in staffing until either the present facility is at capacity or we have achieved “full staffing” as per the recommendation of APCO Project RETAINS.

2. Clackamas County residents and visitors calling 9-1-1 will have an improved customer experience as evidenced by:
 - Participation in regional partnerships and projects that provide innovative, cost-effective and strategic benefit to the residents of Clackamas County. By 2025, CCOM will establish 2 new regional partnerships and lead 2 projects with a focus on innovative, cost-effective, and strategic benefit for the residents of Clackamas County.
 - By 2020, Clackamas County callers will experience 2 dedicated CCOM call takers on duty 10 hours per day, 4 days per week.
 - By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week.
 - By 2023, with sufficient call-takers and dispatchers, CCOM will begin testing removal of the cell phone filter and deployment of automated abandoned call-back.
 - By 2025, 100% of callers will reach a live 9-1-1 call taker without being filtered through a cell phone filtering message system.



3. CCOM Public Safety User Agencies will have an improved customer experience and a better understanding of the strategic direction of CCOM, as evidenced by:
 - By 2020, CCOM will be responsive to and documenting all inquiries about customer service and call handling compliance.
 - By 2021, CCOM will develop a formalized Quality Improvement program that is capable of evaluating 1% of our call volume.
 - By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume.
 - By 2025, CCOM call-takers and dispatchers will meet industry standard call processing benchmarks regularly.

4. The Clackamas County community will experience efficient, secure, resilient and modern 911 emergency call operations as evidenced by:
 - By 2020, CCOM will be responsive to and documenting all requests for technical assistance
 - By 2024, significant upgrades will be completed with computer, telephone and radio systems. The community will experience modern public communications equipment which position Public Safety agencies to expand with new technologies.
 - 2021 – new station alerting system with automated dispatch
 - 2022 – updated County-wide 800mHz radio system integrated into 911 dispatch operations
 - 2023 – audio logging recorder upgrade for phone / radio
 - 2024 – phone system upgrade
 - By 2025, a planning path will be identified toward updating or upgrading towards a modern, secure and disaster resilient 9-1-1 facility.
 - By 2030, the CCOM 9-1-1 Emergency Communications Center will meet modern-day seismic and security standards for mission critical facilities as outlined in federal, state and local codes.



LINE OF BUSINESS: Clackamas 911 Services

Purpose Statement:

The purpose of the Clackamas 911 Services line of business is to provide professional call processing, dispatching, technical and administrative services to the public, businesses and government agencies so they can have expedited and efficient access to public safety resources for emergency, non-emergency and life-critical events.

Key Result:

CCOM call-takers and dispatchers will meet or exceed industry standard call processing and dispatching benchmarks regularly and will seek continuous service improvements, consistent with “best practice” 911 service delivery organizations.

PROGRAM: 911 Services

Purpose Statement:

The purpose of the 911 Services program is to provide professional call processing, dispatching, technical and administrative services to the public, businesses and government agencies so they can have expedited and efficient access to public safety resources for emergency, non-emergency and life-critical events.

Performance Measures:

Strategic Results:

- By 2020, Clackamas County callers will experience 2 dedicated CCOM call takers on duty 10 hours per day, 4 days per week. (#2)
- By 2020, CCOM will be responsive to and documenting all inquiries about customer service and call handling compliance. (#3)
- By 2020, CCOM will be responsive to and documenting all requests for technical assistance (#4)
- By 2021, CCOM will develop a formalized Quality Improvement program that is capable of evaluating 1% of our call volume. (#3)
- By 2021, CCOM will be staffed at least 95% of budgeted capacity (#1)



- By 2021, Clackamas County callers will experience 6 dedicated call-takers on duty 10 hours per day, 4 days per week. (#2)
- By 2023, 50% of CCOM employees will participate in leadership development activities above and beyond state certification requirements (Peer Team, Committees, CTO, QAE, extra training, ride alongs, etc). (#1)
- By 2023, with sufficient call-takers and dispatchers, CCOM will begin testing removal of the cell phone filter and deployment of automated abandoned call-back. (#2)
- By 2023, CCOM will enhance its in-house Quality Improvement program that evaluates customer service for 2% of our call volume. (#3)
- By 2024, significant upgrades will be completed with computer, telephone and radio systems. The community will experience modern public communications equipment which position Public Safety agencies to expand with new technologies. (#4)
 - 2021 – new station alerting system with automated dispatch
 - 2022 – updated County-wide 800mHz radio system integrated into 911 dispatch operations
 - 2023 – audio logging recorder upgrade for phone / radio
 - 2024 – phone system upgrade
- By 2025, 100% of callers will reach a live 9-1-1 call taker without being filtered through a cell phone filtering message system. (#2)
- By 2025, 75% of CCOM employees will participate in leadership development activities above & beyond state certification requirements (Peer Team, Committees, CTO, QAE, extra training, ride alongs, etc)
- Participation in regional partnerships and projects that provide innovative, cost-effective and strategic benefit to the residents of Clackamas County. By 2025, CCOM will participate in a regional projects with a focus on innovative, Next Generation 911 project that will result in cost-effective and strategic benefit for the residents of Clackamas County.
- By 2025, a planning path will be identified toward updating or upgrading towards a modern, secure and disaster resilient 9-1-1 facility.



- By 2027, Clackamas County residents and visitors will experience improved call-taking by annual increases in staffing until either the present facility is at capacity or we have achieved “full staffing” as per the recommendation of APCO Project RETAINS.
- By 2030, the CCOM 9-1-1 Emergency Communications Center will meet modern-day seismic and security standards for mission critical facilities as outlined in federal, state and local codes.

Result(s):

- Staffing should increase by 2 positions annually until the additional 9 positions are funded to meet the outcomes of the APCO Project RETAINS study.
- Quality Improvement Call Reviews should meet or exceed 1400 (1% by 2021) or 2800 (2% by 2023) which is 116-232 calls reviewed per month.
- Call-Processing Times & QI Scores should meet or exceed industry standards (as demonstrable by monthly KPI data review and outputs of QI program)
- Technical Projects should be completed on-time and within budget.

Outputs:

of employees
of QI reviews conducted
911 calls taken
calls for service completed

Services:

911 and non-emergency incoming calls
Emergency dispatching services for police & fire agencies



MFR Glossary

To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Issues: A circumstance that will have a major impact on the customers served by the department.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results: An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A balanced "family of measures" that includes at least one of the following:

Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.

Output: measures the amount of service provided or number of units produced or processed.

Demand: total units of a service expected to be demanded, requested or required by the customer.

Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.