



Ottawa County Central Dispatch

Strategic Plan

2021



2021 OCCDA Strategic Plan

- Ottawa County Central Dispatch Authority (OCCDA) will continue our 911 educational programs in schools throughout Ottawa County (COVID-19 permitting). Our focus is educating children between the ages of five and ten years old. In addition, we will collaborate with Ottawa ISD to arrange educational updates for school staff members.
- OCCDA will continue our community education and outreach program by participating in events such as: fire prevention open houses, local expos, national night out etc. During these events, we will focus on educating our citizens about the capabilities of Smart 911 and Text to 9-1-1.

Relationships/Partnerships

- OCCDA will maintain the positive relationships and review service performance for all of the agencies we service. These agencies include all Ottawa County law enforcement agencies, the Michigan State Police, Ottawa County fire agencies, Ottawa County Emergency Management and private ambulance services. OCCDA will continue to participate in the Policy Board, Technical Advisory Committee, Law SOP, Fire SOP, Law Leadership, and Ottawa Fire Chief meetings.
- OCCDA has established successful working relationships with the dispatch centers in surrounding counties. We will continue to work with these entities to improve interoperability between the Ottawa County police and fire agencies and those in the adjacent counties.

Organizational/Staffing

- **Dispatchers:** OCCDA will ensure that we have the proper staffing levels to meet anticipated workloads during peak call times. We will continue the hiring process until we are at full staff. OCCDA will continue to conduct in-service training and ensure that all dispatchers meet and/or exceed the “Michigan Minimum Required Training Standards”.
- **Supervisors:** Invest in our supervisors to further develop them as leaders with-in the organization by providing both internal and external training. Supervisors are responsible for establishing a positive work environment that is consistent with achieving organizational goals and in alignment with our mission statement.
- **Management Team:** OCCDA will continue to conduct regular staff and supervisor meetings and rely on our management team for input on organizational structure and direction. We will continue to develop our Management Team by investing in them through internal and external training.
- **Peer Support Team:** Encourage the Peer Support Team to be proactive with our employee’s physical and mental wellness. Provide support to our employees by offering the EAP services provided by ENCOMPASS. Support and train members of our internal Peer Support Team.

Performance Management:

- **Dispatchers:** Maintain and improve performance through an enhanced evaluation and Quality Assurance Program. This program will ensure that calls are processed accurately and promptly. Meet or exceed the NENA recommendation of 90% of 9-1-1 calls answered within 10 seconds. Provide employees with positive and constructive mentoring, coaching, and feedback on a regular basis.

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- **Management Team:** Review operational goals, position expectations, and personal goals for each employee. Work to maintain our positive work environment that relies on teamwork and collaboration to achieve our goals.
- **Communications Training Officer (CTO) Program:** We will continue to develop and enhance our CTO program to optimize the training provided to our new dispatch employees. Will engage CTO's and management staff to make identified improvements in the CTO program.
- **OCCDA Committees:** Present well documented and clearly understood agenda materials to the Policy Board and all Committees in a timely manner. Make clear and concise recommendations and provide information on issues that may impact OCCDA and citizens of Ottawa County.
- **Operational Policies and Procedures:** Implement updated and approved OCCDA Operational Policies and Procedures. Ensure compliance with established policies. Review Fire and Law SOP's on a biennial basis.
- **Measurements:** Publish monthly and year to date statistics to track call volumes by type of agency.
- **Contractual Relationship with Grand Haven:** Meet annually with HR and the Finance Department to review and ensure compliance with City of Grand Haven policies and procedures that apply to OCCDA.
- **Benefit package:** Benchmark other organization to ensure OCCDA continues to offer a competitive compensation package to all employees.
- **9-1-1 Plan:** Review the recommended revisions proposed in 2016 by attorney Van Essen, make necessary updates, and submit the finalized 9-1-1 Plan to the state for approval.

Technology/Infrastructure

General:

- Replace the facility's uninterrupted power source batteries due to end of life issues with the existing batteries.
- Explore how best to utilize and manage the multiple video feeds we have coming into the center. Also, identify additional video sources that could be of value to OCCDA and our user agencies.

Radio System:

- Begin a countywide radio reprogramming project to provide user agencies interoperability with Kent, Muskegon, and Allegan Counties. The changes are necessary due to Kent and Muskegon transitioning to the MPSCS 800MHz system in 2021. The Kent and Muskegon talk-groups were not developed when Ottawa County transitioned to the MPSCS system thus, they are not programmed into Ottawa County police or fire radios.
- Complete redundant link back to the MPSCS system via fiber through the Allegan MPSCS system. This will ensure connectivity between OCCDA and the MPSCS should the primary microwave link in Kent County become compromised.

Phone:

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- Work with clients throughout Ottawa County to guide them through the process to meet the State of Michigan requirements for Multi-line Telephone Systems.
- Complete the scheduled transition for incoming 9-1-1 calls to the statewide Peninsula Fiber Network (PFN).

Data:

- Work with Fire Services to explore potential field deployment of technology/devices for future use that could benefit both Fire and Dispatch. Continue to provide CAD/Image Trend interface to all Ottawa County fire agencies. Continue to provide call information to fire departments utilizing the web browser, and enhance fire email alert notification system.

GIS:

- Continue to identify needs for NG9-1-1 GIS data. Work with the State of Michigan and Ottawa County GIS to determine appropriate policies and workflows for the State of Michigan NG9-1-1 GIS Dataset.

Facilities:

- Continue to update and maintain the facility infrastructure. Year 2020 projects included resurfacing the parking lot, remodeling the kitchen area, and installation of new carpet in the dispatch center.
- Finalize the Grand Haven backup PSAP Facility, activate and conduct training to ensure operational readiness should the need arise.
- Reexamine the opportunities for emergency operation enhancements with other agencies. Examine circumstances that may involve expanding the existing dispatch floor if regional consolidating makes sense in the future. The existing OCCDA facility was designed to accommodate expansion to the North for Emergency Management, and to the East to expand the existing size of the dispatch floor (2021 – 2023).

Funding

- Monitor millage receipts and compare to budget projections. Work with Allegan County, and the State of Michigan, to ensure proper surcharge/training payments to OCCDA are received on time, and are the correct amount per agreements/laws.
- Present an overview to the Policy Board in April 2021 for millage levee justification requested for 2021.
- Review the projected capital projects and expected cash needs to determine appropriate millage levy in future years.
- Create forward revenue projections for the State 9-1-1 surcharge and dispatcher training fund distributions now that a long term funding legislation for NG9-1-1 has been enacted for Michigan.
- Administer the approved 2021 Budget to assure compliance and conformity to anticipated revenues and expenditures. Make recommendations for amendments as needed based on revenue streams and expenses.