



Finding Response Options that Improve Outcomes

City of Portland

Public Safety Call Allocation & Staffing Study

June 15, 2023

Your Mission Matters

M MissionCriticalPartners

Acknowledgements

- Those employees and community members that participated in one or more of the 61 in-person interviews, focus groups, and virtual meetings that resulted in 130 connections.

Elected officials, traditional responders, non-traditional responders, community voices comprised of local government leaders and staff; 911 dispatch, emergency medical services (EMS), fire, and police leaders and professionals; researchers; leaders in both public and private organizations; technologists; community activists; mental health and substance use professionals; and providers of community-based alternatives to 911, including alternative hotlines.

- The 1,020 individuals who completed the community-focused online survey.



Project Overview & Methodology

What MCP Was Asked to Do

To perform a holistic assessment of the types of calls dispatched to the public safety service providers and the number of public safety service providers needed to respond to the different types of calls.

What MCP Has Done so Far

Learned directly from each of you, hearing the thoughts and ideas of stakeholders, including community voices, so that together we can see what new options there may be to assign/triage and respond to calls other than default police, fire and EMS.





Methodology

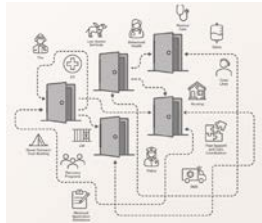
- In the absence of alternative response standards, measures from existing call-taking and dispatch national standards and best practices were considered, as well as MCP's industry experience and knowledge.
- 61 Klls, focus groups and community listening sessions asking nine standardized questions (Appendix A).
- Community survey seeking community input on two focus areas (Appendix B).
- Review of the various policies and technologies currently being used to support the receipt, triage, prioritization, and assignment of emergency and non-emergency calls.

Current State

Key Findings

Key Findings

Existing



60+ programs/
resources
Some more or less
siload
Duplication of effort

**Need for coordination
and change
management**

Data



Does not exist or
incomplete
Inaccessible
Disparate locations

**Need for data
coordination and
compilation**

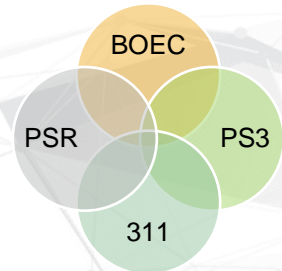
Level of Effort



Expand existing call
types
Nature code response
allocation
Identify metrics
Priority levels

**Modifications to close
gaps rather than
replace**

Policies



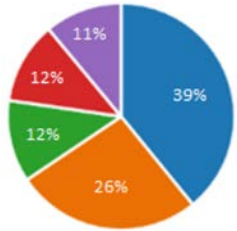
Multiple disconnected
Agreed on
alternatives for
certain calls
Duplication,
confusion, risk

**Need for
streamlined
consistent polic(ies)**

Key Findings

Appendix B and Section 2.1

Community Survey



65% contact alternatives directly

32% question 911 decision-making

69% expect police for crimes

1020 respondents

Nature Codes

4,500

And their priority derivatives

Top 25 nature codes make up 46% of dispatched incident volume

Data Point

Admin/Non-Emergency

32%

340,875
More than likely to be classified as priority 6 and 7 in nature

Data Point

Priority 6 & 7

27%

163,892
Computer Aided Dispatch (CAD) incidents that were classified as priority 6 and 7

Data Point

Key Findings

Top 25 Nature Codes

124,622

44% of the top 25 nature codes may be eligible for alternative response. 124,622 is

20% of all CAD incidents

Data Point

Top 12 per Discipline

258,727

42% of total incidents dispatched, 14 out of those 36 nature codes accounted for

49% (126,568) of incidents that may be eligible for an alternative response

Data Point

311 Projections



311 anticipates diverting 17% (180,000) of calls from BOEC

Currently achieved 49% of this goal

Data Point

= 33%

Alternative Response Projection

- 31%** - survey responses police have a role.
- 41%** - survey responses alternative responders have a role.
- 32%** - non-emergency and admin call volume.
- 27%** - priority 6 and 7 police CAD incidents.
- 44%** - top 25 CAD incidents may be eligible for alternative response.
- 20%** - total CAD incidents may be eligible for alternative response.
- 49%** - average across top 12 CAD incidents for all disciplines may be eligible for an alternative response.
- 17%** - 311 projections to divert from BOEC.

33%

Average across call, CAD, survey data and 311 projections suggesting an initial eligibility goal for alternative response.

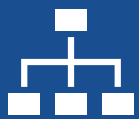
Future Considerations

Respond – Resolve - Restore

Respond – Resolve – Restore



Shift the collaborative mindset toward measuring workflow efficiencies as they relate to having the right resource ***respond*** at an individual's first contact and driving that mindset away from focusing solely on caller or incident outcomes.



Through these efficiencies, the foundation is set for the right resources to help ***resolve*** and ultimately restore the situation, including establishing workflows and metrics for measuring long-term success and the public's trust.



While ***restoration*** could take minutes, months or years, those in need would be on an upward trajectory as it applies to individual community-related service needs.

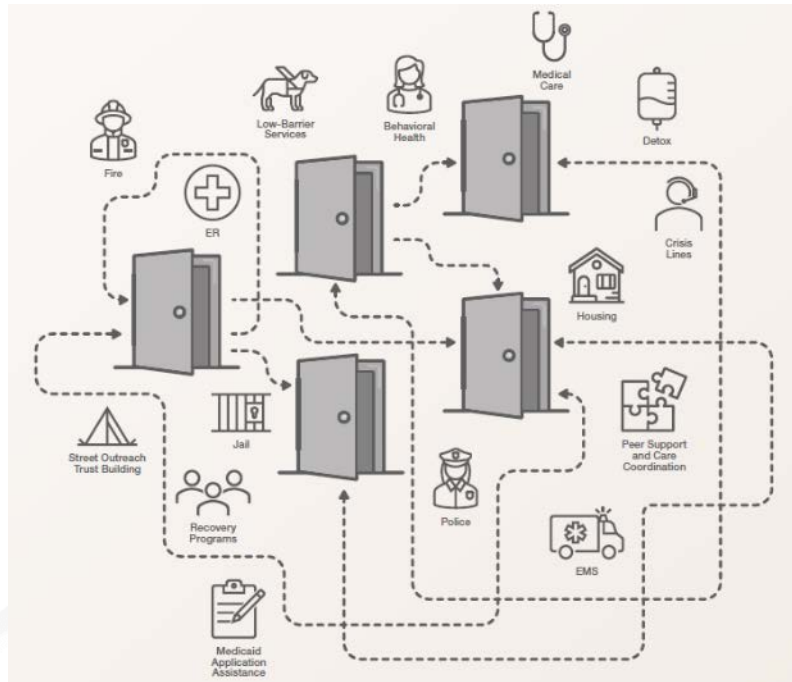
First Contact Response

Through policy setting the expectation that an individual seeking assistance would receive an adequate response on first contact (if electronic) or without being required to talk to more than two people.



CSRN Concept of Operations

Community Services Response Network is a collaborative network of teams, programs and services that specialize in providing community-based responses to calls for service in coordination with or independent of traditional fire, medical or police response.



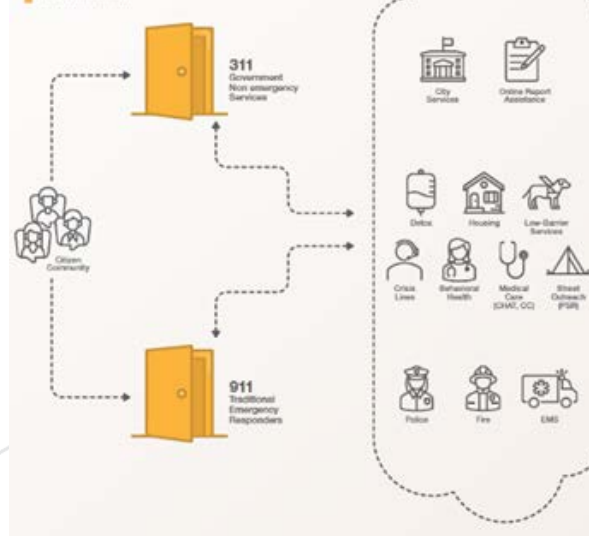
Current State

Uncoordinated – no “wrong door” but no clear path to response, recovery and restoration

Portland Crisis System

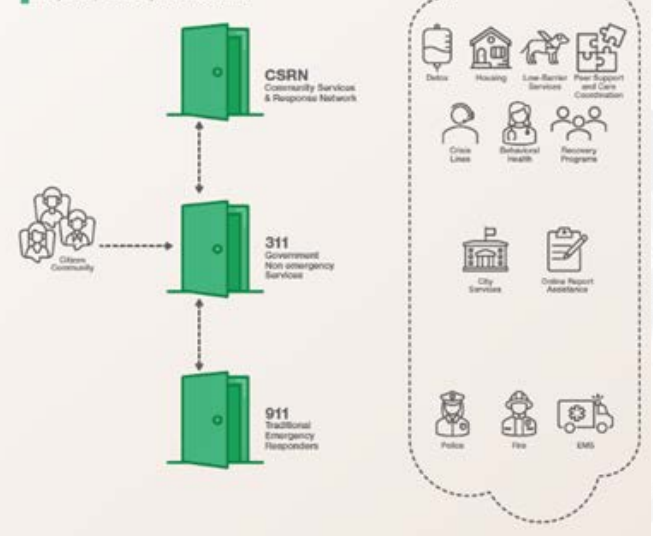
Future State – Two-Number Access

Coordinated Access System to Response, Recovery and Restoration



Future State – Three-Number Access

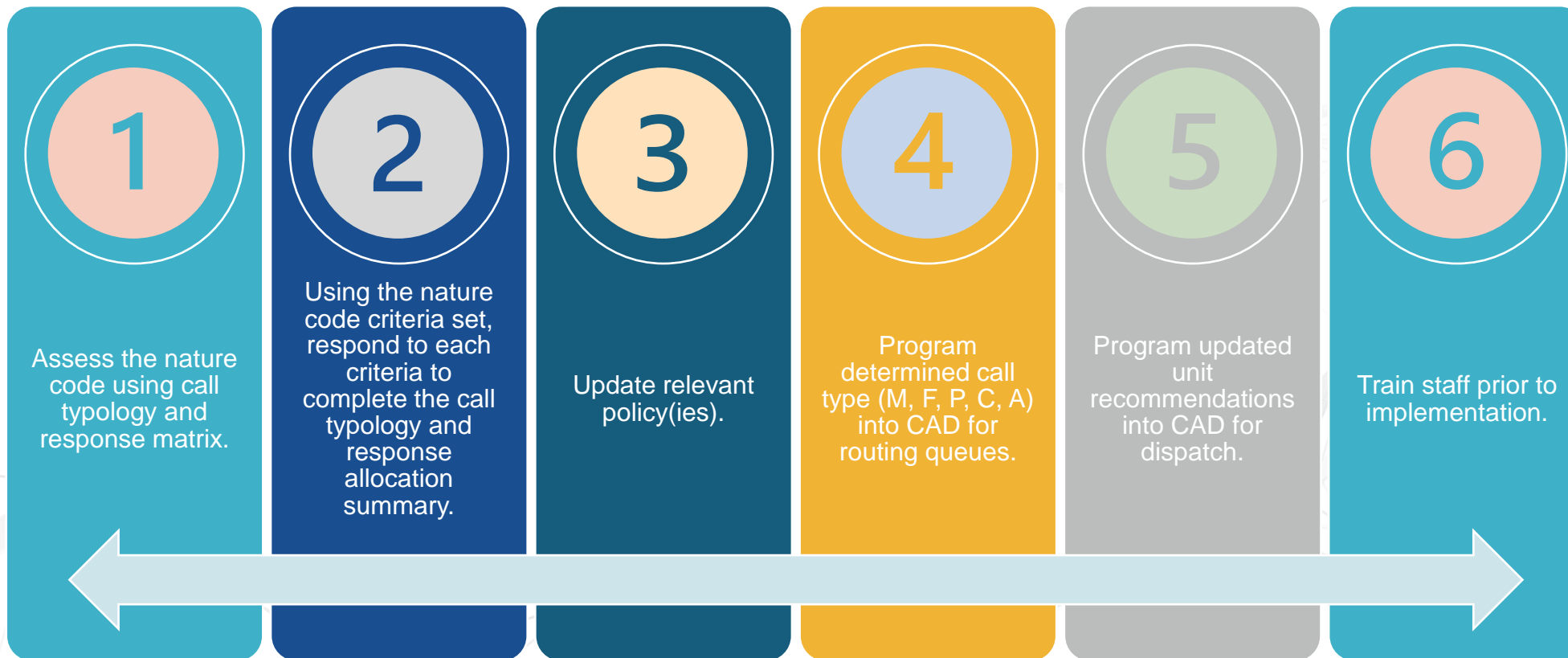
Coordinated Access System with a Clear Path to Response, Recovery and Restoration



Future State

Coordinated Access System with Clear Path to Response, Recovery and Restoration

Call Allocation Assessment Tools



Recommendations

Policy, Operations and Technology

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Alternative Response Call Allocation Strategy

1

Leverage the CSD to provide a *change management framework* (policy, procedure, and algorithm) to streamline, coordinate and detangle the existing services that continue to be introduced into the ecosystem.

6

Adopt, commit to, and develop metrics to measure the success of the *FCR* approach to requests for service.

Align current call allocation practices and *draft a single policy* that reflects practices, for decision-making and authorizing application of alternative response.

2

Simplify the access to services by *identifying a clear pathway* to contact and dispatch resources assigned to CSRN by developing and adopting a strategy for either a two- or three-number access system.

7

3

Develop a centrally coordinated *CSRN* for resources that can be dispatched to respond to calls that do not require traditional 911 or 311 services.

8

Using call allocation assessment tools, help staff determine or validate if nature codes are eligible for alternative response and build a response typology based on risk assessment and nature code criteria.

Provide a robust *organizational and employee awareness* campaign.

4

Consider *updates and enhancements to call processing protocols for call-takers* to better assess and triage calls for service that could benefit from the allocation of CSRN resources independently or in partnership with 911 and/or 311 resources.

9

5

Deploy a robust multi-media *public education* campaign.

10

Leverage the functionality of *existing technology* such as CAD, RMS and ZenDesk and *new technology* such as artificial intelligence.

Public Safety Call Allocation Study: Proposed Next Steps to Implement MCP Recommendations

Community Safety Division



OMF OFFICE OF
MANAGEMENT
AND FINANCE



MCP Recommendation: Leverage the Community Safety Division to coordinate existing services.

MCP Recommendation: Develop a centrally coordinated Community Services Response Network (CSRN) for alternative response resources.

CSD Proposed Next Steps:


- Create a CSRN housed in CSD's Alternative Response & Prevention Unit.
- Move City alternative response units (PSR, CHAT, Community Connect, PS3s) to the CSRN.
- Task the CSRN to coordinate with non-City operated alternative responses.



MCP Recommendation: Align current call allocation practices with policy and draft a singular alternative response policy.

CSD Proposed Next Step:

- Task the CSRN with conducting this alignment and policy development.



MCP Recommendation: Identify a clear pathway to contact and dispatch CSRN resources through either a two- or three-number access system.

CSD Proposed Next Steps:

- Adopt a two-number system (911 and 311).
- The CSRN is contacted through 311.



MCP Recommendation: Using call allocation assessment tools, help staff determine or validate if nature codes are eligible for alternative response.

CSD Proposed Next Steps:

- Through upcoming bargaining processes, re-allocate calls eligible for alternative response.
- Task CSD with assessing the remaining nature codes for alternative response eligibility using MCP's tool.
- Allocate funding for this assessment in the Fall BMP.



MCP Recommendation: Deploy a robust multi-media public education campaign.

CSD Proposed Next Steps:

- Task CSD with deploying this campaign, in partnership with BOEC and 311.
- Allocate funding for the campaign in the Fall BMP.

Questions



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Next Steps

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Thank You.

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