Bureau of Emergency Communications

Business Plan 2010

Amanda Fritz, Commissioner
Lisa Turley, Director

Partners in Public Safety

Director’s Message

Director's Message

The Bureau of Emergency Communications' (BOEC) 2010 Business Plan outlines the critical tasks being undertaken to further BOEC's FY 2009-2011 Strategic Plan. These tasks are based upon the Strategic Plan's key findings, strategic directions and goals. The majority of the tasks will be accomplished between January 2010 and the end of December 2010, with a few tasks extending into 2011 and 2012.

To meet the needs of our community and stakeholders, and to ensure the continuation of high quality public services, BOEC is focusing efforts on its six strategic directions, their corresponding critical success factors and tasks, along with the annual business items and initiatives. Measures of success are included for monitoring progress.

The six strategic directions for both the Business Plan and the Strategic Plan are:

I. Community and Partner Relationships: Promote and nurture relationships within the community and partner agencies.

II. Community and Partner Services: Increase the efficiency and quality of call handling and dispatching.

III. Organizational Improvement: Improve internal organizational effectiveness.

IV. Recruitment and Hiring: Promote workforce excellence and make BOEC careers accessible to all people.

V. Training and Development: Provide consistent, high-quality, ongoing training to develop staff members to their fullest potential.

VI. Employee Well-Being: Increase the level of employee morale, health, and job satisfaction.

Also included in this Business Plan are:

- Major Initiatives: a list of actions linked to one or more strategic directions and deemed necessary to fully implement the strategic plan, and for which funding is currently being sought.

- Annual Functional Business Items: a list of projects and processes broken out by functional business area that are neither included in the strategic plan, nor on-going business activities. They are unique projects or processes that will be completed or implemented in an effort to improve the organization.

BOEC will update its Business Plan throughout the course of the fiscal year.

Lisa Turley, Director

Table of Contents

Strategic Direction I

Community and Partner Relationships

Critical Success Factors and Tasks 5

Strategic Direction II

Community and Partner Services

Critical Success Factors and Tasks 8

Strategic Direction III

Organizational Improvement

Critical Success Factors and Tasks 11

Strategic Direction IV

Recruitment and Hiring

Critical Success Factors and Tasks 13

Strategic Direction V

Training and Development

Critical Success Factors and Tasks 16

Strategic Direction VI

Employee Well-Being

Critical Success Factors and Tasks 18

Major Initiatives 20

Annual Functional Business Items 21

Tasks on Hold 22

Terminology

Annual Functional Business Items

Projects or processes, listed by organizational area, that are not included in the Strategic Plan, and are not on-going functions of the organization, that will be completed or implemented within the next year in an effort to support or enhance BOEC's infrastructure.

Business Plan

A twelve-month Plan of Action for implementing the Strategic Plan that includes:

- Specific Tasks based on the Key Findings, Strategic Directions and Critical Success Factors of the 2009-2011 Strategic Plan
- Major Initiatives
- Annual Functional Business Items

CSF

Critical Success Factor: Any measurable business event, dependency, deliverable or other factor, which if not attained would seriously impair the likelihood of achieving a business objective.

KPI

Key Performance Indicator: A measure that monitors how well the business is achieving its Critical Success Factors.

Major Initiatives

A significant undertaking considered essential to fully implementing the strategic plan, but is currently not budgeted for due to its dependency upon adequate funding.

Strategic Direction

A statement of business intention within a specific area that may be measured quantifiably.

Strategic Plan

The overview of a long-range organizational roadmap with built in checkpoints to ensure successful completion of Bureau goals.

Task

An action item to be completed in implementing the Strategic Plan. Each task is assigned a priority, owner, completion date, performance measure, and participants.

Strategic Direction I
Community and Partner Relationships

Mindful of our mission and commitment to provide emergency communication services to the community, and our interdependencies with agencies outside BOEC, we must:

Promote and nurture relationships within the community and partner agencies.

Critical Success Factors (CSF) & Tasks

A priority of High, Medium, or Low is assigned to each task.

1. CSF: Measure and monitor targeted levels of partner agency satisfaction.

1.1 Task: Develop Partner Agency Survey process for administration, collection, and processing results, and set annual survey date.

Priority:	High
Lead Responsibility:	Patrick Jones
Participants:	Lisa Turley, Gary Bevans
Completion Date:	Q2 2010
Performance Measure:	Process in place

1.2 Task: Review Partner Agency Survey for Fire & Rescue and Emergency Medical Services (EMS) to ensure capture of Strategic KPI information.

Priority:	High
Lead Responsibility:	Patrick Jones
Participants:	Lisa Turley, Toni Sexton, Deneen Hayward, Lisa St. Helen, ECS Team
Completion Date:	Q3 2010
Performance Measure:	Approved Partner Agency Survey for Fire & Rescue and EMS

1.3 Task: Modify Fire & Rescue and EMS Partner Agency Survey for Law Enforcement Partner Agencies.

Priority:	High
Lead Responsibility:	Patrick Jones
Participants:	Lisa Turley, Toni Sexton, Deneen Hayward, Lisa St. Helen, ECS Team
Completion Date:	Q3 2010
Performance Measure:	Approved Partner Agency Survey for Law Enforcement

1.4 Task: Distribute Partner Agency Surveys.

Priority:	High
Lead Responsibility:	Gary Bevans
Participants:	Patrick Jones
Completion Date:	Q4 2010
Performance Measure:	Partner Agencies in possession of surveys

1.5 Task: Evaluate, compare and report Partner Agency Survey results.

Priority:	High
Lead Responsibility:	Gary Bevans
Participants:	Executive Staff
Completion Date:	Q4 2010
Performance Measure:	Results published

2. CSF: Ensure timely, appropriate, and effective communication with partner agencies.

2.1 Task: Sustain a formal partner issue resolution process for capturing, monitoring, and resolving partner systemic/policy complaints.

Priority:	High
Lead Responsibility:	Patrick Jones
Participants:	Lisa Turley
Completion Date:	Q1 2010
Performance Measure:	Process in place All complaints in IRIS

3. CSF: Increase level of visibility in the community.

3.1 Task: Work with key people in minority communities to identify barriers/problems associated with accessing 9-1-1 services and ways to overcome problems/barriers.

Priority:	High
Lead Responsibility:	Melanie Payne
Participants:	Laura Wolfe, Marla Hays
Completion Date:	Q3 2010
Performance Measure:	Community Survey Draft

3.2 Task: Develop BOEC Community Survey.

Priority:	High
Lead Responsibility:	Marla Hays
Participants:	Laura Wolfe, Melanie Payne
Completion Date:	Q3 2010
Performance Measure:	Approved Community Survey

3.3 Task: Distribute BOEC Community Survey.

Priority:	High
Lead Responsibility:	Gary Bevans
Participants:	Marla Hays
Completion Date:	Q4 2010
Performance Measure:	Random distribution of surveys in Multnomah County

3.4 Task: Evaluate, compare and report Community Survey results.

Priority:	High
Lead Responsibility:	Gary Bevans
Participants:	Executive Staff
Completion Date:	Q4 2010
Performance Measure:	Results published

3.5 Task: Develop a BOEC Media and Public Education Plan.

Priority:	Medium
Lead Responsibility:	Lisa Turley
Participants:	Melanie Payne, Laura Wolfe, Marla Hays, Jacquie Carson, Kris West
Completion Date:	Q3 2011
Performance Measure:	Marketing Plan in place

Values supported: Integrity, Respect

Strategic Direction II
Community and Partner Services

In order to maintain a high level of service during times of rapidly changing technology, limited resources, and ever evolving service demands, we must:

Increase the efficiency and quality of call handling and dispatching.

Critical Success Factors (CSF) & Tasks

A priority of High, Medium, or Low is assigned to each task.

1. CSF: Successfully implement and sustain an on-going Quality Assurance (QA) program.

1.1 Task: Develop Quality Assurance (QA) criteria, standards, and measures for general call taking, and EMS, Fire, and Police call taking and dispatching.

Priority:	High
Lead Responsibility:	Toni Sexton
Participants:	Deneen Hayward, Operations Management, Dispatch Committees
Completion Date:	Q1 2010
Performance Measure:	Identified QA criteria, standards, and measures in all disciplines

1.2 Task: Implement QA criteria, standards, and measures for general call taking, and EMS, Fire, and Police call taking and dispatching.

Priority:	High
Lead Responsibility:	Toni Sexton
Participants:	Deneen Hayward Operations Management, Dispatch Committees
Completion Date:	Q2 2010
Performance Measure:	Initial Criteria, standards, and measures in place, 90% compliance with appropriate standards and measures

1.3 Task: Develop QA Project Plan.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Toni Sexton, Deneen Hayward, Lisa St. Helen, Melanie Payne
Completion Date:	Q2 2010
Performance Measure:	QA Project Plan in place

1.4 Task: Prioritize potential QA opportunities based on feasibility and potential return value.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Toni Sexton, Deneen Hayward, Lisa St. Helen, Melanie Payne
Completion Date:	Q2 2010
Performance Measure:	Year three QA calendar set

1.5 Task: Conduct Quarterly CQI Data Study for Fire and Police incidents.

Priority:	High
Lead Responsibility:	Deneen Hayward
Participants:	Operations Management
Completion Date:	Q4 2010
Performance Measure:	QA measure results 90% compliance with standards

1.6 Task: Set up QA Measures Display Board and Intranet area for posting on-going QA results, providing feedback to staff regarding their handing of calls or dispatch.

Priority:	High
Lead Responsibility:	Toni Sexton
Participants:	EC Support Specialists and Marla Hays
Completion Date:	Q2 2010
Performance Measure:	Display board reflects current QA quarterly updates

2. CSF: Encourage and require employee self-responsibility and accountability.

2.1 Task: Complete Emergency Communications Supervisor (ECS) evaluations.

Priority:	High
Lead Responsibility:	Toni Sexton
Participants:	Lisa St. Helen
Completion Date:	Q1 2010; on-going
Performance Measure:	ECS evaluations complete

2.2 Task: Develop an ECS Expectations Document that re-focuses ECS position on staff supervision, and includes clear and complete descriptions of supervisory roles and responsibilities.

Priority:	High
Lead Responsibility:	Toni Sexton
Participants:	Deneen Hayward, Lisa St. Helen, Melanie Payne
Completion Date:	Q1 2010; on-going
Performance Measure:	Document completed and approved

2.3 Task: Deploy ECS Expectations Document.

Priority:	High
Lead Responsibility:	Lisa St. Helen
Participants:	Deneen Hayward, Toni Sexton, Melanie Payne, ECS Staff
Completion Date:	Q2 2010; on-going
Performance Measure:	Document in place and current for each ECS

3. CSF: Take advantage of technology to improve level of service to the community and to partner agencies.

3.1 Task: Deploy Communications Trailer as a backup to BOEC facility.

Priority:	High
Lead Responsibility:	Deneen Hayward
Participants:	Toni Sexton, Lisa St. Helen, ECS Staff, Gary Bevans, Kathie Condon
Completion Date:	Q2 2010
Performance Measure:	Fully functional, redundant mobile communications center equipped with phones, radio, and computers; situated on a secured parking site.

3.2 Task: Partner with Amateur Radio Emergency Services (ARES) & Portland Office of Emergency Management to staff BOEC Ham Radio Operator position.

Priority:	Medium
Lead Responsibility:	Kathie Condon
Participants:	Deneen Hayward
Completion Date:	Q3 2010
Performance Measure:	ARES Team ready for activation

4. CSF: Implementation of various strategies aimed at improving 911-service delivery.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Toni Sexton, Deneen Hayward, Lisa St. Helen, ECS Staff
Completion Date:	Q2 2010
Performance Measure:	Reduce call-waiting times.

5. CSF: Implementation of Versaterm CAD.

Priority:	High
Lead Responsibility:	Toni Sexton
Participants:	CAD-Next Implementation Team and Advisory Teams, BOEC staff
Completion Date:	Q2 2011
Performance Measure:	Seamless replacement of current CAD

Values supported: Competence, Integrity, Respect, Responsibility, Teamwork

Strategic Direction III
Organizational Improvement

Increasing the level and quality of our services is dependent upon our staff's ability to improve its leadership and collaboration skills. Therefore, we must:

Improve internal organizational effectiveness.

Critical Success Factors (CSF) & Tasks

A priority of High, Medium, or Low is assigned to each task.

1. CSF: Raise the level of leadership skills, teamwork and communication.

2.1 Task: Develop a process for measuring and publishing KPI results on webpage.

Priority:	Medium
Lead Responsibility:	Marla Hays
Participants:	Lisa Turley
Completion Date:	Q2 2010
Performance Measure:	Process in place

2.2 Task: Adopt formal communications process that enables flow of information from the top down in a timely manner, presenting a unified front.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Executive Team
Completion Date:	Q2 2010
Performance Measure:	Process implemented Employee Survey

2.3 Task: Develop a Continuity of Operations Plan that provides for succession of leadership.

Priority:	High
Lead Responsibility:	Kathie Condon
Participants:	Laura Wolfe, Marla Hays, Lisa Turley
Completion Date:	Q2 2010
Performance Measure:	Plan implemented

2. CSF: Pursue Best Practices and Standards.

2.1 Task: Pursue best practices and standards as described by Association of Public-Safety Communications Officials (APCO) and/or National Emergency Number Association (NENA), including tasks for determining and documenting 1) workload and population trends, 2) anticipated personnel levels, 3) anticipated capital improvement and equipment needs, 4) provisions for review and revision of above levels, trends, and needs.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Marla Hays, Laura Wolfe, Executive Staff
Completion Date:	On-going
Performance Measure:	Increase in number of best practices and standards adopted

Values supported: Competence, Respect, Responsibility, Teamwork

Strategic Direction IV
Recruitment and Hiring

Given the unique skill set required, high job demands, and a commitment to foster equal opportunity, in order to attract the best people, we must:

Promote workforce excellence and make BOEC careers accessible to all people.

Critical Success Factors (CSF) & Tasks

A priority of High, Medium, or Low is assigned to each task.

1. CSF: Maintain staffing requirements with certified employees.

1.1 Task: Bi-annually update staffing requirements based on new staffing methodology.

Priority:	High
Lead Responsibility:	Toni Sexton
Participants:	Deneen Hayward
Completion Date:	On-going, Bi-annually - Apr 2010, Oct 2010, Apr 2011, Oct 2011
Performance Measure:	Staffing statistics reported

1.2 Task: Statistically determine which phases of the pre-hiring exam are most predictive of success on the job, weigh more heavily predictable aspects, and eliminate phases that are not correlated with job success.

Priority:	High
Lead Responsibility:	Melanie Payne
Participants:	Ellen Ullrick
Completion Date:	Q2 2010
Performance Measure:	Approved revised Pre-Hiring Exam Increased percentage of hired employees completing certification

1.3 Task: Review and refine psychological evaluation.

Priority:	High
Lead Responsibility:	Melanie Payne
Participants:	Consulting Psychologist, Ellen Ullrick, Patrick Jones, Lisa Turley
Completion Date:	Q2 2010
Performance Measure:	Revised psychological evaluation approved Increased percentage of hired employees completing certification

2. CSF: Maintain respectful, effective, and collaborative working relationships within and between employee groups.

2.1 Task: Develop and implement a unified Labor Management (LM) approach to conflict and bullying.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Labor Management Committee, Operations Management
Completion Date:	Q3 2010
Performance Measure:	Approach documented and approved by Labor and BOEC Management Number of allegations relating to conflict and bullying

2.2 Task: Monitor Bullying Policy and report findings.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Labor Management Committee, Operations Management
Completion Date:	Q3 2010
Performance Measure:	Number of allegations relating to conflict and bullying

2.3 Task: Provide support to ECSs and ECOs involved in Bullying Policy process.

Priority:	High
Lead Responsibility:	Lisa Turley
Participants:	Labor Management Committee, Operations Management
Completion Date:	Q3 2010
Performance Measure:	Number of allegations relating to conflict and bullying

2.4 Continue Labor Management process to maintain effectiveness with Labor Management Committee (LMC) involvement in addressing and resolving issues.

Priority:	Medium
Lead Responsibility:	Lisa Turley
Participants:	Toni Sexton, Labor Management Committee
Completion Date:	Q3 2010
Performance Measure:	Reduction in number of grievances

2.5 Task: Conduct annual review of issues resulting in grievances with LMC, identifying common themes and developing long-term solutions for underlying issues.

Priority:	Medium
Lead Responsibility:	Ellen Ullrick
Participants:	Lisa Turley, Toni Sexton, Genny Dupre
Completion Date:	Q2 2010
Performance Measures:	Annual review held Reduction in number of grievances

2.6 Task: Initiate and maintain professional development training during supervisor meetings.

Priority:	Medium
Lead Responsibility:	Melanie Payne, Toni Sexton
Participants:	Operations Management
Completion Date:	On-going
Performance Measures:	Number of case presentations

2.7 Task: Develop a cultural-competency curriculum for all employees.

Priority:	Medium
Lead Responsibility:	Melanie Payne
Participants:	Laura Wolfe, Marla Hays
Completion Date:	Q2 2011
Performance Measures:	Approved curriculum

2.8 Task: Deliver cultural-competency training for all employees.

Priority:	Medium
Lead Responsibility:	Melanie Payne
Participants:	All employees
Completion Date:	Q3 2011
Performance Measures:	100% of targeted employees completing cultural competency training

3. CSF: Support recruiting outreach programs that encourage diversity.

3.1 Task: Implement and refine BOEC Equal Employment Opportunity (EEO) and Affirmative Actions (AA) plans.

Priority:	High
Lead Responsibility:	Laura Wolfe
Participants:	Melanie Payne, Ellen Ullrick, Diversity Committee
Completion Date:	Annual; on-going; 2010, 2011, 2012
Performance Measures:	Deliver plan on schedule

3.2 Task: Partner with Portland Police and Fire in outreach recruiting.

Priority:	High
Lead Responsibility:	Melanie Payne
Participants:	Patrick Jones
Completion Date:	On-going; 2010, 2011, 2012
Performance Measures:	Number of quarterly Police and Fire outreach recruiting events KPI BOEC Diversity vs. Community Diversity

Values supported: Competence, Integrity, Responsibility

Strategic Direction V
Training and Development

In order to provide a high level of service to the community and to partner agencies, and to maintain continuous improvement we must:

Provide consistent, high-quality, ongoing training to develop staff members to their fullest potential.

Critical Success Factors (CSF) & Tasks

A priority of High, Medium, or Low is assigned to each task.

1. CSF: Broaden the skill of BOEC staff.

1.1 Task: Train all BOEC staff to appropriate certification levels.

Priority:	High
Lead Responsibility:	Melanie Payne
Participants:	All employees
Completion Date:	In-progress; on-going
Performance Measure:	100% Emergency Communicators completed training

1.2 Task: Develop and implement professional development plans for management level positions.

Priority:	Medium
Lead Responsibility:	Melanie Payne
Participants:	Ellen Ullrick
Completion Date:	Q3 2010
Performance Measure:	Completed and approved plan for each management position

2. CSF: Continue to improve the BOEC Academy and on-going training programs.

2.1 Task: Certify all coaches for APCO Communications Training Officer (CTO).

Priority:	High
Lead Responsibility:	Melanie Payne
Participants:	Training Team
Completion Date:	On-going
Performance Measure:	100% fulltime coaches certified

2.2 Task: Establish means to measure coach performance.

Priority:	Medium
Lead Responsibility:	Melanie Payne
Participants:	Training ECS
Completion Date:	Q2 2010
Performance Measure:	Complete

2.3 Task: Develop and implement training for Versadex CAD.

Priority:	High
Lead Responsibility:	Melanie Payne
Participants:	Training ECS, CAD-Next Implementation Team
Completion Date:	Q4 2010
Performance Measure:	100% of Operations Staff are prepared to successfully transition to Versadex CAD.

Values supported: Competence, Integrity, Respect, Responsibility, Teamwork, Compassion

Strategic Direction VI

Employee Well-Being

In a high-pressure working environment, to serve our community with commitment and compassion, we must:

Increase the level of employee morale, health and job satisfaction.

Critical Success Factors (CSF) & Tasks

A priority of High, Medium, or Low is assigned to each task.

1. CSF: Improve employee health and morale.

1.1 Task: Identify and document absenteeism factors, and implement solutions for managing absenteeism.

Priority:	High
Lead Responsibility:	Lisa St. Helen
Participants:	Lisa Turley, Toni Sexton, Deneen Hayward, Ellen Ullrick
Completion Date:	Q1 2010; ongoing
Performance Measures:	Number of solutions implemented KPI Employee Absenteeism Rate reduction

2. CSF: Increase reported level of employee job satisfaction.

2.1 Task: Administer Employee Survey; distribute survey and follow-up with collecting.

Priority:	Medium
Lead Responsibility:	Genny Dupre
Participants:	Marla Hays
Completion Date:	Q4 2010; annually, on-going
Performance Measures:	Survey posted on SurveyMonkey

2.2 Task: Process, collate, report and post Employee Survey results.

Priority:	Medium
Lead Responsibility:	Genny Dupre
Participants:	Marla Hays
Completion Date:	Q1 2011; annually, on-going
Performance Measures:	Survey results posted

2.3 Task: Develop a forum for minority employees to identify barriers to their success and brainstorm ways to overcome barriers, enhance inclusiveness, and improve outreach initiatives.

Priority:	Medium
Lead Responsibility:	Ellen Ullrick
Participants:	Laura Wolfe, EEO Committee
Completion Date:	Q1 2010
Performance Measures:	KPI BOEC Diversity vs. Community Diversity

2.4 Enhance employee recognition and incentive opportunities and options, including: a) increase categories and available rewards and incentives; b) publicize the criteria for all awards; c) award anniversary pins in a consistent and timely manner; d) up-date Employee-of-the-Month and Year plaques; 3) place all awards certificates in employee files.

Priority:	Medium
Lead Responsibility:	Lisa Turley
Participants:	Genny Dupre, Employee Recognition Committee
Completion Date:	Q1 2010; annually, on-going
Performance Measures:	Completion of enhancements to employee recognition and incentive opportunities and options KPI Employee Turnover Rate KPI Employee Survey Results KPI Employee Absenteeism Rate

Values supported: Compassion, Teamwork

Major Initiatives

In order to best serve our customers in a rapidly changing public safety environment, a means of fully implementing our Strategic Plan must be found. Inclusion of these Major Initiatives (MI) into our budget is dependent upon adequate funding.

Implementation of the new Versaterm CAD system is the single Major Initiative we will be undertaking in 2010. Our planned go-live date is 3 April, 2011 and it will be a major undertaking requiring efforts from all members of the BOEC staff to successfully reach our goal.

Annual Functional Business Items

Projects or processes, listed by organizational area, that are not included in the Strategic Plan, and are not on-going functions of the organization, that will be completed or implemented in an effort to support or enhance BOEC's infrastructure. Items are assigned owners, due date, and prioritized as High - H, Medium – M, or Low – L.

Area	Priority	Initiative	Lead	Due Date
Admin	M	Audits, Equipment & Services	Dupre	Q4 2010
Admin	M	Headset Replacement & Inventory	Sexton	Q3 2010
Admin	M	Keyboard Replacement & Inventory	Sexton	Q4 2010
Admin	H	Performance Evaluations – OPS completed for 2010	St. Helen	Q4 2010
Admin	H	Performance Evaluations – All Others Completed for 2010	Exec Team	Q4 2010
Admin	H	Employee Satisfaction Survey	Dupre	Q1 2011
Admin	M	Spanish Certification – Language Line	Sexton	Q4 2010
Admin	H	River Safety Project	Jones	Q2 2010
Admin	H	CAD-to-CAD Project	Sexton	Q2 2010
Admin	H	CAD-to-CAD Project Operational Procedures	Sexton	Q2 2010
Admin	H	Mobile Communications Trailer Procedures	Hayward	Q2 2010
Admin	H	Mobile Communications Trailer Exercises	Hayward	Q3 2010
Admin	H	COOP Plan Development	Condon	Q2 2010
Admin	H	COOP Plan Exercises	Condon	Q3 2010
Finance	H	FY 1011 Budget	Bevans	Q2 2010
Finance	M	FY 1112 Budget	Bevans	Q4 2010
HR	M	Attendance Issues (forced OT, Sick leave abuse, unpaid)	St. Helen	Q4 2010
HR	M	Personnel Actions	Ullrick	Q4 2010
HR	M	Position Management – ECS positions	Ullrick	Q3 2010
HR	M	Position Management – Business Systems Analysts	Ullrick	Q3 2010
Outreach	L	Communications Plan	Turley	Q3 2010
Outreach	L	PO911 – Web Management Plan	Hays	Q3 2010
Outreach	L	PO911 – Web Page review and update	Hays	Q3 2010
Outreach	L	Review recruiting materials (branding & marketing)	Payne	Q3 2010
Planning	M	SOP Program – CAD Next	Hays	Q1 2011
Training	M	2011 Academies (Basic and Advanced)	Payne	Q3 2011
EM	M	WebEOC Project	Condon	Q2 2010
Planning	M	2010 SOP Program – Resolve Legacy SOPs	Hays	Q4 2010
Planning	L	Research non-emergency call center grant opportunities	Wolfe	Q3 2010

Tasks on Hold

Projects or processes, that are listed below have been put on hold due to management decisions based on current staffing, work load and business priorities.

Strategic Direction V – Training and Development

2. CSF: Continue to improve the BOEC Academy and on-going training programs.

2.3 Task: Enhance or adjust training deliverables in accordance with Quality Awareness outcomes and requirements.

Priority:
Lead Responsibility:
Participants:
Completion Date: **TASK ON HOLD**
Performance Measure: QA determined deliverables

Strategic Direction VI – Employee Well-Being

2. CSF: Increase reported level of employee job satisfaction.

2.5 Task: Implement structured group process for Operations staff certified less than 3 years to brainstorm ways to a) overcome barriers and to promote healthy work and lifestyle habits, b) to enhance career longevity, and c) implement identified interventions.

Priority:
Lead Responsibility:
Participants:
Completion Date: **TASK ON HOLD**
Performance Measures: Structured Group Process and Committees implemented
KPI Employee /Turnover Rate
KPI Employee Survey Results
KPI Employee Absenteeism Rate

2.6 Task: Implement structured group process for Operations staff with 3 to 9 years seniority to brainstorm ways to a) overcome barriers and to promote healthy work and lifestyle habits, b) to enhance career longevity, and c) implement identified interventions.

Priority:
Lead Responsibility:
Participants:
Completion Date: **TASK ON HOLD**
Performance Measures: Structured Group Process and Committees implemented
KPI Employee /Turnover Rate
KPI Employee Survey Results
KPI Employee Absenteeism Rate

2.7 Task: Implement structured group process for Operations staff with 10 years and over seniority to brainstorm ways to a) overcome barriers and to promote healthy work and lifestyle habits, b) to enhance career longevity, and c) implement identified interventions.

Priority:	
Lead Responsibility:	
Participants:	
Completion Date:	**ON HOLD**
Performance Measures:	Structured Group Process and Committees implemented KPI Employee /Turnover Rate KPI Employee Survey Results KPI Employee Absenteeism Rate