

# Bureau of Emergency Communications

## Strategic Plan 2012-2014



Amanda Fritz, Commissioner  
Lisa Turley, Director



## Partners in Public Safety

# Director's Message

Over the ten years I have been with BOEC and the past six and a half years as Director; I have had the distinct pleasure of leading what I consider to be the finest 9-1-1 Center, not only in the Northwest, but in the country. In 2011, each and every member of the staff here at BOEC rose to, and met the challenge of a successful CAD implementation. I am proud of the dedication and tenacity demonstrated during this time. Now that the CAD project is complete, we are in a strong position to address the many new challenges presented to us; including the recruitment and retention of talented and dedicated employees and enhanced training and development programs for our personnel.

The world of 9-1-1 is rapidly changing and impacting our lives on several fronts and it will be incumbent on the staff at BOEC to continue learning new skills, both to keep up with emerging technology and to make the most of new opportunities as they present themselves. The digital world continues to present more and more challenges, yet also holds the possibility of unimaginable technological achievements. One of the technological challenges faced by BOEC will be the successful implementation of Next Generation 9-1-1 (NextGen 9-1-1) technology. NextGen 9-1-1 allows instant communication in the form of text messaging, multi-media data, and enhanced call features.

It is my pleasure to share with you the Strategic Plan for the Bureau of Emergency Communications which our Leadership Team has developed as we consider the future of BOEC. This plan not only shows us where we need to go, but better yet, it also shows us how to get there, and how to measure the success of our progress. Building on our preceding work efforts, the 2012-2014 Strategic Plan reflects our priorities for the next three years. Our core objectives have not changed from our previous plans, however the context for each objective has been updated and key initiatives and associated performance measures have been refined. While the priorities that we have set out in this plan are based on what we currently envision over the next three years, our priorities can and do change in response to evolving and changing demands.

I am personally looking forward to the next several years here at BOEC. With this comprehensive strategic document as a guide, we are well-positioned to make notable strides in these areas, not only for ourselves, but for our stakeholders as well. I look forward to working on behalf of the City of Portland and Multnomah County to make this Strategic Plan a successful reality.

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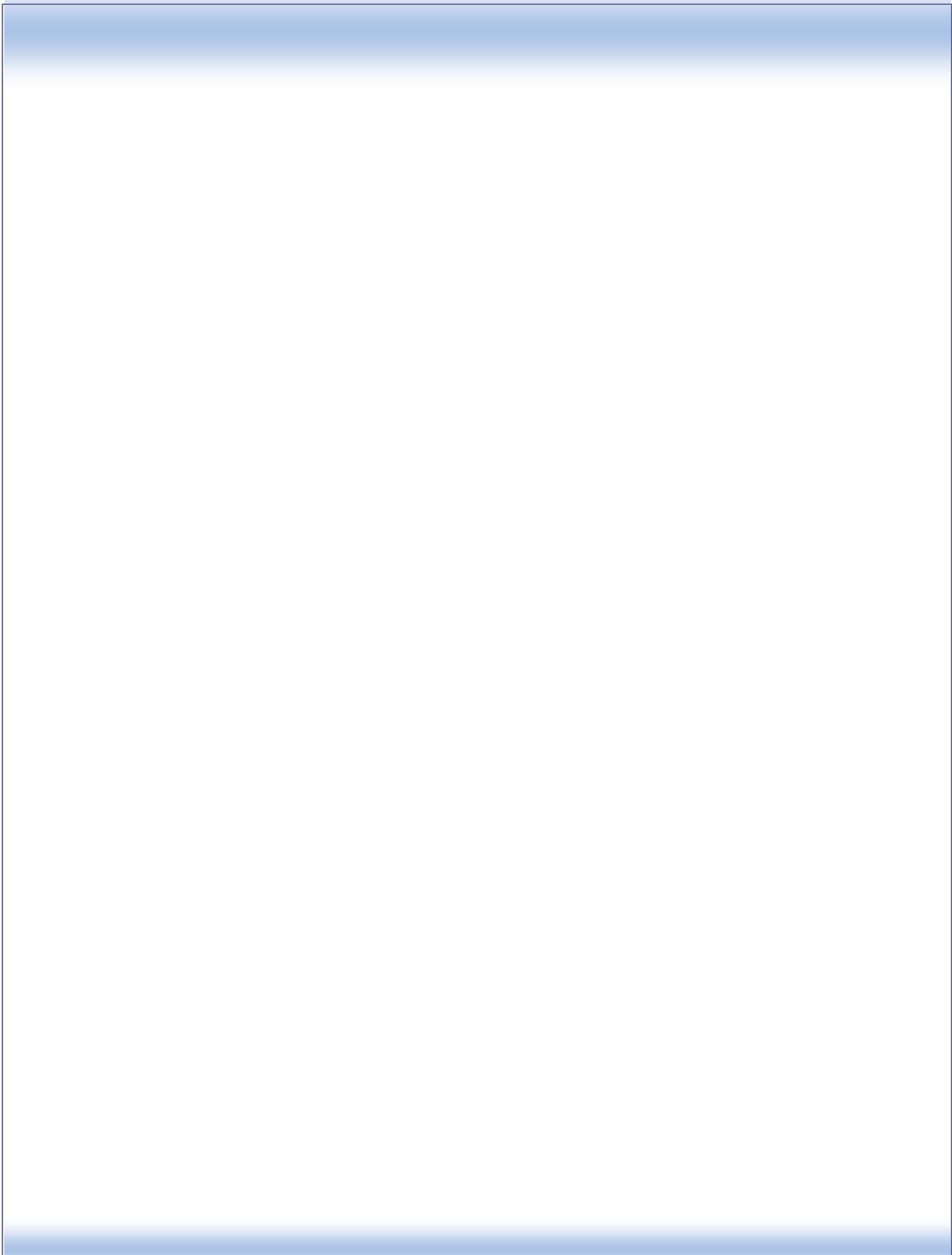
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# BOEC Vision, Mission, and Values

**Vision:** To better serve our community we are committed and compassionate public safety professionals supporting each other through respect, consistency, fairness, and integrity, and trusting that every action is taken from the highest and purest motive.

**Mission:** The mission of BOEC is to serve the community by providing the vital link to the proper emergency service response using the most efficient operating systems available.

## Values:

- **Competence.** The ability to perform all facets of the job with a high degree of skill, confidence, efficiency and reliability. People know the expectations of the job and perform in accordance with those expectations. People have the experience and expertise to work individually or as a team with a very diverse customer base, including callers and responders. People are able to fashion appropriate responses to new situations based on past experiences. More importantly, we trust that we all have the level of competence necessary to do our jobs well and in a timely manner.
- **Integrity.** Actions and decisions are values-based. The organization and the people stand for something. Values are not compromised for the sake of expediency. Doing the right things in the right way is more important than doing things the easy way.
- **Respect.** People are valued and feel valued. They support and encourage each other. The environment is free from hostility, intimidation, discrimination, bullying and harassment. When people disagree, they do so with civility and respect. There is no attacking, holding grudges, name-calling, or attributing motive. People will contribute to a positive work environment free of discourteous, disrespectful, and bullying behavior.
- **Responsibility.** People know their jobs and do them to the best of their ability. They are accountable for their own statements, actions and performance. There is no blame shifting or scape-goating. Credit for success is shared with all who contributed.
- **Teamwork.** The organization and its mission are paramount. There is a shared understanding of goals and priorities. People set aside their personal agendas and cooperate for the good of the team. Everyone contributes and communicates effectively. Team members are supportive and loyal to each other.
- **Compassion.** We care about each other, our public safety partners, and the community. That caring is demonstrated in the way we work and our treatment of each other.

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## Terminology:

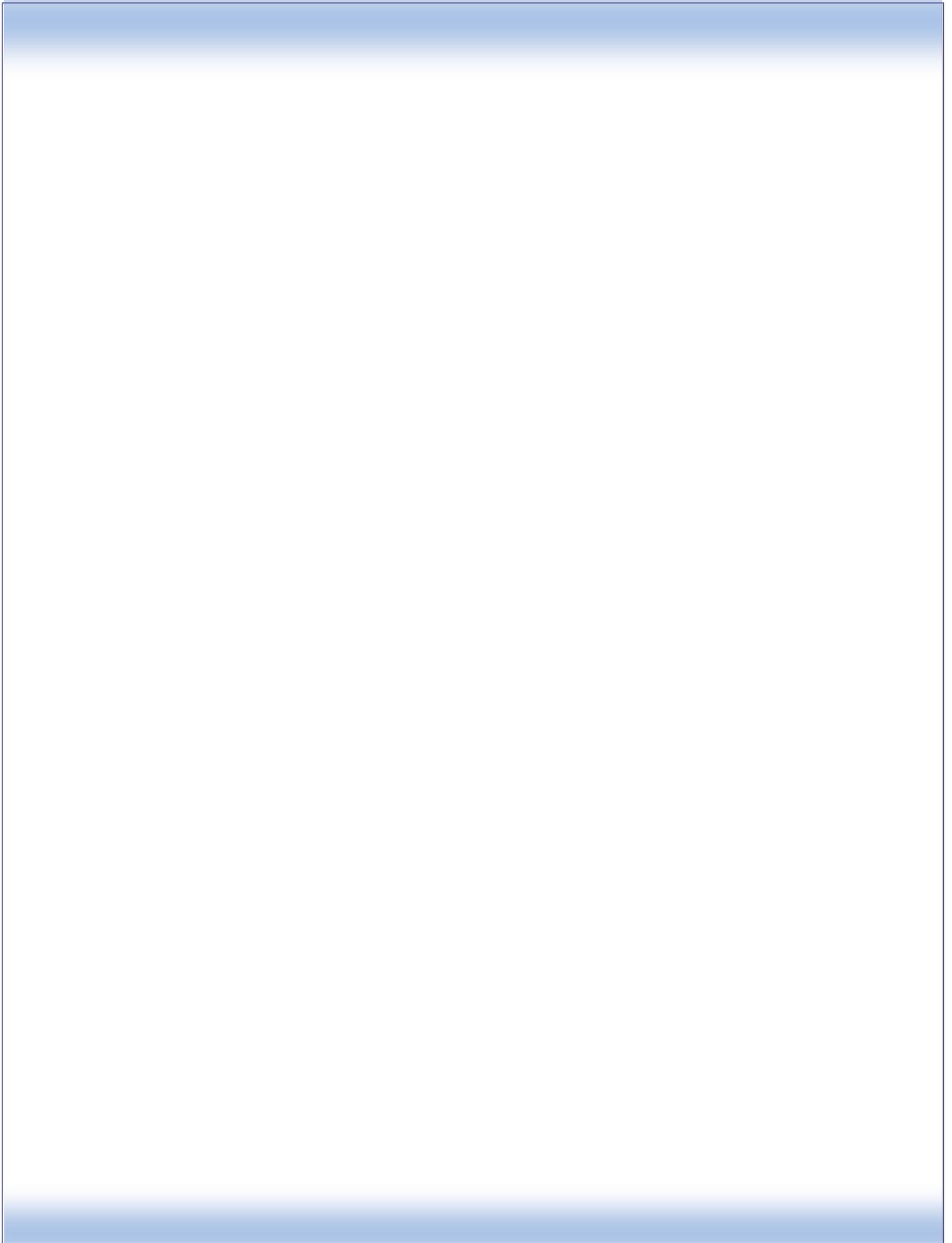
**Critical Success Factor (CSF):** Any measurable business event, dependency, deliverable or other factor, which if not attained would seriously impair the likelihood of achieving a business objective.

**Key Findings:** Observations revealed through research and analysis that are helpful in determining the desired strategic directions and actions.

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

**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.



# Strategic Directions

**I. Relationships and Customer Service**

**II. Effective Calltaking**

**III. Effective Dispatching**

**IV. Operational Effectiveness**

**V. Employee Well Being**

**VI. 3-1-1/Non-emergency Call Center**

**VII. Future Initiatives**

# Strategic Direction I

## Relationships and Customer Service

**I. A. Develop a clear expectation (mission) for service so that we use it in our training, communication, and coaching of ongoing employee issues.**

1. BOEC employees are committed to serving our community and public safety partners with professionalism and exceptional customer service.

**I. B. Adopt and deliver a customer service curriculum for all employees**

1. Identify a customer service curriculum.
2. Conduct customer service training.

**I. C. Increase level of visibility in the community.**

1. Develop a public awareness program.
2. Implement public awareness plan.
3. Use feedback tools to monitor effectiveness.

**I. D. Ensure timely, appropriate, and effective communication with partner agencies.**

1. Proactively find out what partners want and need.
2. Sustain a formal partner issue resolution process for capturing, monitoring, and resolving partner systemic/policy complaints.
3. Develop and implement a twice yearly report card.

# Strategic Direction II

## Effective Calltaking

### **II. A. Sustain strategies aimed at improving 9-1-1 service delivery.**

1. Identify barriers/problems associated with accessing 9-1-1 services and ways to overcome them.
2. Identify the kinds of calls that are time-wasters and ways to waste less time on them.
3. Take advantage of technology to improve level of service to the community.
4. Create improved customer service policies.

### **II. B. Successfully sustain an on-going Performance Review Program aimed at call taking and customer service.**

1. Develop a clear expectation (mission) for service.
2. Commit resources (time off-the-floor or In-service) to on-going customer service training.
3. Create an employee committee on customer service to identify and promote good examples of service.
4. Change matrix of discipline to include recognition, including multiple review cycles.
  - a. Recognize people who have gone through multiple review cycles with no issues.
  - b. Recognize consistently good performers by using their calls as positive examples for training, etc.
5. Purchase a software program that streamlines the review process and enables review of multiple calls a month for each employee.
6. Commit a few employees, including necessary management and supervisors, to accomplish QA tasks thoroughly.

# Strategic Direction III

## Effective Dispatching

### **III. A. Sustain strategies aimed at improving dispatch services.**

1. Identify barriers/problems associated with dispatch services and ways to overcome them.
2. Continue to use the committees to debrief and recognize good performance on high profile incidents.
3. Identify low frequency/high impact calls and train to improve performance.
4. Take advantage of technology to improve level of service to the partner agencies.
5. Create improved service delivery policies.

### **III. B. Successfully sustain an on-going Performance Review Program aimed at Police dispatch, Fire Dispatch, EMS dispatch, and customer service.**

1. Create an employee committee on dispatching skills to identify and promote good examples of dispatching that we can use for training (i.e., best practices).
2. Commit a few employees, including necessary management and supervisors, to accomplish QA tasks thoroughly.

# Strategic Direction IV

## Operational Effectiveness

### **IV. A. Encourage and require personal responsibility and accountability from all employees.**

1. Develop Expectations Documents for each administrative, supervisory, and management level position which include clear and complete descriptions of roles and responsibilities.
2. Complete Performance Reviews with considerations of Expectations Documents for all staff.

### **IV. B. Raise the level of teamwork and communications.**

1. Use a formal communications process that enables a flow of information from the top down in a timely manner, presenting a unified front.

### **IV. C. Using APCO and NENA resources, review and set standards for the Bureau.**

1. Conduct a self-evaluation assessment.
2. Review current capabilities.
3. Identify and prioritize any capabilities that are missing or need improvement.
4. Create strategies to put into practice.

### **IV. D. Continue to Improve the BOEC Academy.**

1. Train all BOEC Operations staff to appropriate certification levels.
2. Certify all coaches for APCO Communications Training Officer (CTO).
3. Establish means to measure coach performance.

### **IV. E. Broaden the skill of BOEC staff and on-going training programs.**

1. Develop and implement succession.
  - a. Exercise BOEC Continuity of Operations Plan (COOP) with a focus on succession of leadership.
2. Develop and implement professional development plans for all levels in the organization.

3. Enhance professional development training during supervisor meetings.
  - a. Focus on on-going supervisor support and training that supports leadership skill development and reinforces Bureau goals and values.

**IV. F. Prepare for emerging technology.**

1. Monitor and review statewide NextGen 9-1-1 initiatives.
2. Focus City and partner jurisdiction resources on NextGen 9-1-1 initiatives.

**IV. G. Raise awareness off 9-1-1 job opportunities available to Portland's culturally diverse communities.**

1. Partner with Office of Equity, Office of Neighborhood Involvement, and Bureau of Human Resources in order to:
  - a. Improve recruitment.
  - b. Evaluate the current recruitment process and identify methods and strategies that could enhance efficiency and effectiveness.
  - c. Continue and expand outreach efforts.
2. Foster partnerships with culturally diverse community groups.
3. Increase participation in culturally diverse community events.

# Strategic Direction V

## Employee Well-being

### **V. A. Maintain respectful, effective, and collaborative working relationships within and between employee groups.**

1. Continue labor management process to maintain effectiveness with Labor Management Committee (LMC) involvement in addressing and resolving issues.
2. Conduct annual review of issues resulting in grievances with LMC, identifying common themes and developing long-term solutions for underlying issues.
3. Monitor Anti-Bullying Policy, report findings, and provide support to all employees involved in Anti-Bullying process.
4. Deliver cultural-competency training for all employees.
5. Conduct an annual review of major issues of intentional processes and services that affect the Bureau.

### **V. B. Encourage an environment which supports goal of employee health and well-being.**

1. Require City-wide Health and Wellness programs to make offerings more accessible to BOEC employees.
2. Encourage and facilitate employee involvement in the City-wide Health and Wellness programs.
3. Ensure a clean and safe work environment.
4. Support the Bureau Health and Safety Committee.
  - a. Have Health and Safety Committee collect ideas for reinforcing an environment of health from employees.
5. Review indicators of employee job satisfaction and performance – including turnover and absenteeism reports, Employee Survey results, grievances, and Bureau Operations performance and productivity statistical reports.
6. Using parallel processes for staff seniority (less than 3 years, 3 to 9 years, and 10 years and over) implement a structured group exercise for Operations to generate ways to:
  - a. Overcome barriers and to promote healthy work and lifestyle habits.
  - b. Enhance career longevity.
  - c. Implement identified interventions.

**V. C. Review the current Employee Recognition program so that it is effective, equitable, and do-able.**

1. Re-evaluate how the current awards are determined and presented.
2. Involve supervisors in finding ways to offer recognition informally on a regular basis.
3. Provide supervisor training on employee involvement and recognition.
4. Involve Performance Review Committee in addition to Employee Recognition Committee.

# Strategic Direction VI

## 3-1-1/Non-emergency Call Center

### **VI. A. Legal Authorization.**

1. Secure Legal Authorization

### **VI. B. Project Plan.**

1. Develop project Plan.

### **VI. C. Operational Framework.**

1. Develop operational framework.

### **VI. C. Open 3-1-1/Non-emergency Call Center**

1. Implement 3-1-1/Non-emergency Call Center.

# Strategic Direction VII

## Future Initiatives

### **VII. A. NextGen 9-1-1**

1. Implement NextGen 9-1-1 methods as appropriate.

### **VII. B. Emergency Management**

1. Continuity of Operations Plan.
2. Evacuation Trailer

### **VII. C. Organizational Growth**

1. Staffing.
2. Funding.