



**BUREAU OF EMERGENCY COMMUNICATIONS**

**Fiscal Year 2017-2018**

**REQUESTED BUDGET**

**Submission Due Date  
January 30, 2017**



# CITY OF PORTLAND

BUREAU OF EMERGENCY COMMUNICATIONS

**Ted Wheeler, Mayor**  
**Amanda Fritz, Commissioner**

**Lisa Turley, Director**  
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January 30, 2017

To: Mayor Ted Wheeler  
Commissioner Chloe Eudaly  
Commissioner Nick Fish  
Commissioner Amanda Fritz  
Commissioner Dan Saltzman  
Auditor Mary Hull Caballero

Re: FY 1718 Budget Submission

Dear Mayor Wheeler and Commissioners Eudaly, Fish, Saltzman, and Auditor Caballero:

The City of Portland has expressed the desire to be a safe, resilient, and peaceful community. BOEC is central to Council and community goals for public safety, emergency response and emergency management, and is connected to emerging goals related to homelessness and emergency shelter safety management. BOEC provides call-taking and dispatch services to the residents and emergency response agencies of Multnomah County and recognizes that providing 9-1-1 services is costly, necessary, and challenging.

Call performance measures have been met in recent years through the extraordinary efforts of our staff and by using increasing amounts of overtime to enhance staff availability as the actual number of certified staff continues to decline. This balancing act has worked, but has now surpassed its capacity, as staff can only work so much overtime.

BOEC management is intensely seeking opportunities to change our service delivery model in an effort to prevent or slow performance deterioration while still providing acceptable service levels. While this is not the ideal approach, it can provide a service capacity that can be accepted by our public safety partners and the public. We continue to implement changes in our training approach, look at options in scheduling, and explore reductions in dispatch service provision parameters for potential solutions. In the near future our profession expects significant changes to service provision as the next generation of digital technology is introduced.

The City funding and operational challenges anticipated for FY17-18 occur at a time when BOEC certified call taker/dispatch staff are at the lowest level in years, and further reductions are anticipated.

- Certified call taker/dispatchers on staff currently number 77 FTE, even though BOEC aggressively recruits, hires, trains, and certifies new staff.

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- In response to Council's request during the FY16-17 budget process, BOEC has initiated a 9-1-1 staffing study by an outside consultant to update our most recent (2005) staffing requirement estimate of 120 FTE. This study has been awarded, a contract has been put in place, and the consultant has begun gathering information. Updated FTE requirements are expected to be available in March 2017.
- The number of recruitments and new trainee academies has been increased from 2 to 3 per year in FY16-17. The goal is to hire 10 trainees per academy, so this action should increase our trainee hires from 20 to 30 per year.
- Another goal is increase staff available on the operations floor by be certifying the new trainees first as calltakers, assigning them to work for about six months on the operations floor, before moving them on to police dispatch training.
- Anticipated calltaker/ dispatch employee retirements and departures continue to be about 12 per year. This anticipated staff movement puts more pressure on recruitment and training of new employees for 9-1-1 operations.

The requested base budget submission is at the 100% target level; with submission of the required 2-1% reduction packages. The acceptance of the reduction packages will reduce funds available for operations overtime.

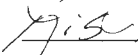
The target budget supports a staffing level of 142 on ongoing FTE, of which 107 FTE apply to call takers and dispatchers. Funds are also included to support limited term trainee positions.

A decision package has been included requesting \$500,000 in general fund one time support for 3-1-1 Project Management and Implementation Planning.

The requested BOEC budget is \$24.9 million including the reduction decision package mentioned above. If the reduction package is not accepted the budget would increase by \$382,000.

Please note that the CAD Debt Service final payment was made during FY1617 and no further payments are required in FY 1718. The annual payments had been about \$1 million.

Sincerely,

  
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Lisa Turley, Director, BOEC



**CITY OF PORTLAND**  
BUREAU OF EMERGENCY COMMUNICATIONS

**Charlie Hales, Mayor**  
**Steve Novick, Commissioner**

**Lisa Turley, Director**  
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To: Commissioner Steve Novick

FROM: Lisa Turley, Director *LT*

SUBJECT: Guidelines for Public Involvement in BOEC's Budget Process

DATE: November 29, 2016

As you know, BOEC works to seek open community involvement throughout our budget process and has tried to incorporate a Budget Advisory Committee (BAC) in our process. However, BOEC's governance structure offers unique opportunities for effective public involvement, and requiring BOEC to convene a BAC offers very little or no additional public involvement value while burdening our small management team. I request that you waive the BAC requirement for BOEC during the 2017-18 budget cycle as you did for the 2016-17 budget cycle.

BOEC's annual budget process includes the following:

- Meeting with the BOEC Labor/Management Committee, which is a standing committee made up of representatives of BOEC labor and management.
- Meeting with the BOEC User Board, which is made up of staff representatives from each of the partner agencies we serve.
  - During the City of Portland's annual budget process, the BOEC Finance Committee is invited to join the User Board to review the City's budget request; the Finance Committee includes representatives of our partner agencies who have specific finance and budget expertise.
  - We also have the opportunity to convene the BOEC Advisory Board, which is made up of the elected counterparts to the staff representatives who serve on the User Board. All BOEC User Board meetings are open to the public.
- An additional public meeting held in the evening when we share information about BOEC's budget request and answer questions. We advertise this meeting and schedule it at a location convenient for members of the public to attend.

Since 2012 when Council adopted the policy requiring all bureaus to convene a BAC, BOEC tried to fulfill the spirit of this requirement until last year when you agreed to waive the requirement for the 2016-17 budget cycle. In prior years, we found that the role of our BAC was limited. First, we found it very difficult to recruit

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Please notify the City of Portland no less than five (5) business days prior to an event for ADA accommodations at 503-823-0911, by the City's TTY at 503-823-6868, or by the Oregon Relay Service at 1-800-735-2900.  
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public members for our BAC. We successfully recruited three public members to our BAC for FY 14-15, but only two of those three members attended meetings. In addition, our BAC had a fairly limited potential contribution. Unlike most City bureaus, which must prioritize resources among multiple programs, BOEC has a single program: we answer 9-1-1 and non-emergency calls and dispatch help. All of our staff are dedicated to that single goal, and all of our budget decisions support that single goal. BACs can provide a sounding board for policy and performance issues beyond just relative funding allocation to bureau programs. However, in BOEC's case our User Board and the other committees provide feedback about these policy and performance issues. As a result, the BAC was redundant to the other committees we already have to gather this important community input. Moreover, the redundancy comes with a real cost since our small management team has, over multiple years, spent hundreds of hours educating BAC volunteers about BOEC's mission and budget.

During the 2017-18 budget process, BOEC plans to discuss the important policy issues we are facing with the User Board, Labor/Management Committee, and the other forums we have in our process. As our call volumes increase and long-time staff retire, we continue to struggle to ensure that we always have the staff we need to meet our standards. When regularly scheduled staff are not available to fill shifts, management must use forced overtime, which is costly both financially and in terms of employee burnout and morale. Staff at all levels throughout BOEC continue to work to develop and implement innovative solutions to address these problems. Some potential solutions have budget implications, and we will seek feedback about these solutions at the User Board and other committees during the budget process.

According to the guidelines adopted by Council in 2012 in recognition of the uniqueness of many City bureaus, a Commissioner in charge may create an exception to the BAC requirement. Given the factors limiting the success of our BACs and the fact that BOEC has other public involvement strategies that make more sense than a BAC given our mission and governance structure, I request an exception to the BAC requirement for the FY 2017-18 budget cycle. I expect that our Commissioner in charge will revisit this exception annually and may decide to reinstate the BAC requirement if conditions change.

If you need further information, please let me know. Thank you, in advance, for your consideration.

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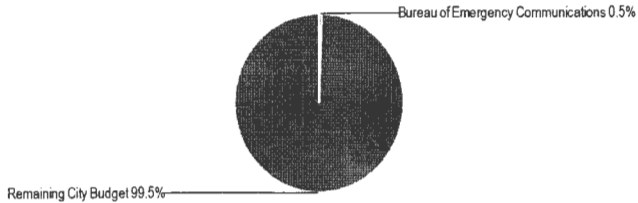
# Bureau of Emergency Communications

Public Safety Service Area

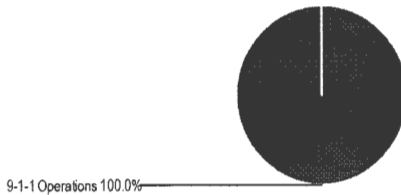
Amanda Fritz, Commissioner-in-Charge

Lisa Turley, Director

Percent of City Budget



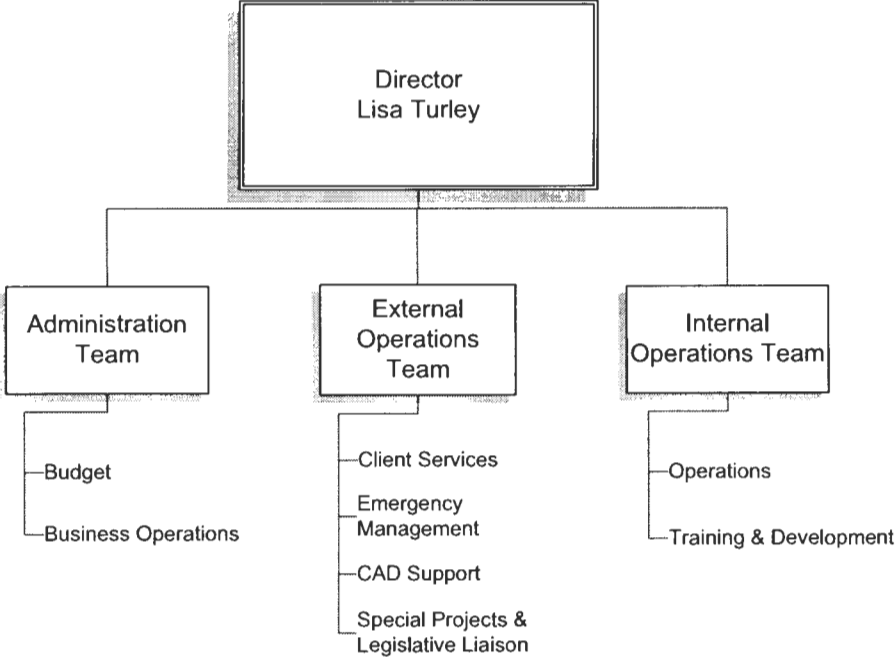
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2016-17	Requested FY 2017-18	Change from Prior Year	Percent Change
Operating	25,081,190	24,907,165	(174,025)	(0.69)
Capital	265,374	0	(265,374)	(100.00)
<b>Total Requirements</b>	<b>25,346,564</b>	<b>24,907,165</b>	<b>(439,399)</b>	<b>(1.73)</b>
Authorized Positions	169.25	189.00	19.75	11.67

### Bureau of Emergency Communications



## Bureau Summary

### Bureau Mission

Our mission is to be the vital connection between the community and emergency service responders by answering 9-1-1 and non-emergency public safety calls, triaging for proper response, and dispatching appropriate resources.

### Bureau Overview

Emergency Communications provides all 9-1-1 and police non-emergency call answering within Multnomah County. Staff also dispatch police, fire, and medical incident response for all public safety agencies within Multnomah County.

The FY 2017-18 Requested Budget for Emergency Communications totals \$25 million, which includes the operating budget and contingency. The Requested Budget contains approval for 142 FTE, with additional on-going funding to support call taker and dispatch trainees in limited term positions. Of the full-time positions, 107 positions are available for emergency communications call-takers, dispatchers, or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues.

### Strategic Direction

#### Operations Staffing Issues

Current operations staff includes 74 certified Emergency Communications Senior Dispatchers and 3 certified Call Takers for a total of 77 certified employees, a level less than the 82 certified number reported in the previous year budget. In addition, there are 26 trainees. The bureau seeks to maintain 120 FTE in operations, with at least 110 certified and the remaining positions filled by trainees. The Council requested staffing study is in process.

Maintaining a round-the-clock operation with a lower number of certified staff leads to increased use of overtime to ensure adequate coverage for all shifts. A less than optimal level of staffing could result in a reduction in service levels for both call-taking (longer wait times) and dispatching (fewer radio nets in operation and less management of responder units). The impacts of low staffing also include retention and recruitment issues.

As partner agencies implement new response strategies, priorities, and requirements, the bureau faces the challenge of providing sufficient staffing levels to meet potentially new obligations. These partner agency initiatives can have a direct impact on bureau workload and staffing.

Additionally, increased volume of phone calls and response incidents due to the homeless situation has caused an increase of an average of 2,000 contacts per month.

### Summary of Decision Packages

#### Reduction Packages

The FY 2017-18 Requested Budget includes the 2% reduction in General Fund resources per the budget instruction, and the associated reduction in partner revenue to BOEC. BOEC has included two decision packages to reduce overtime funding 1% each per direction of the CBO.



## **Bureau of Emergency Communications**

### **Public Safety Service Area**

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#### **Add Packages**

In FY 16-17 Council approved ongoing funding for BOEC positions with creation of positions pending a consultant review of position requirements at BOEC. This decision package requests the creation of ongoing positions to be supported by BOEC needs and the consultant study. expected in March 2017. Thirteen EC Dispatcher, Sr. positions are requested. No additional funding is requested.

In response to direction from Commissioner Fritz, BOEC submits a decision package requesting one time only General Fund support for 3-1-1 project management and implementation planning, amount \$500,000.

#### **Budget Note**

##### **Staffing Study**

Council directed the Bureau of Emergency Communications (BOEC) to embark on a study to comprehensively review its long-term staffing requirements as well as operations set-up, including: training, scheduling, ongoing education, and quality control. Such a study should assist the bureau in developing strategies and action plans, and incorporating the latest trends in the industry to carry out its mission. The bureau shall provide a staffing plan to City Council by December 1, 2016 so that the recommendations may be discussed prior to FY 2017-18 budget development.

Update: BOEC has initiated a 9-1-1 staffing study by an outside consultant to update our most recent staffing requirement estimate of 120 FTE. This study has been awarded, a contract has been put in place and the consultant has begun gathering information. Updated FTE requirements are expected to be available in March 2017.

## 9-1-1 Operations

<b>Description</b>	The 9-1-1 Operations program provides call-taking and dispatch services to the residents and emergency response agencies of Multnomah County.
<b>Goals</b>	The bureau supports the City's goal of ensuring a safe and peaceful community. The bureau's central goal is to provide excellent, timely call-taking and dispatch services.
<b>Performance</b>	<p>BOEC's first key performance measure is the percent of emergency calls answered within 20 seconds. Performance on this measure has been slowly but steadily increasing, from 86% in FY 2003-04 to 99.6% in FY 2015-16. The goal established by the User Board is 90%.</p> <p>The bureau's other key performance measures track dispatch times for high priority police, fire, and emergency medical calls from the point at which the call comes in until the "attempt to dispatch" action. The performance target times for dispatch vary by call type: for police the goal is to dispatch 90% of high priority calls in 120 seconds, for fire the goal is 60 seconds; for medical calls the goal is 90 seconds. The percentage of high priority calls dispatched within these time frames during FY 2015-16 was 70% for police calls, 69% for fire calls, and 73% for medical calls.</p> <p>The average time to answer an emergency call has fluctuated over the past several years due in part to reduced staffing levels, requests by partner agencies to better triage calls, and implementation of a new CAD system. In FY 2015-16, the average time to answer an emergency call was 1.2 seconds.</p> <p>Recruitment, training, and retention are a continuing challenge for the bureau, and certified staff numbers, currently at 77, are low by historical standards. The bureau goal is to increase the number of academies from two per year to three per year; and to certify trainees as call takers, assign them to operations for about 6 months and then continue the training to full certification.</p>
<b>Changes to Services and Activities</b>	Additional resources approved in FY 1617 resulted in continued funding of on-going positions and new trainees to promote an adequate level of recruitment and training of new call takers and dispatch positions to offset the anticipated departure of up to twelve certified employees per year.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	141.00	155.00	169.25	176.00	189.00
<b>Expenditures</b>					
9-1-1 Operations	5,360,732	6,953,732	8,002,507	8,417,468	8,534,855
BOEC-Indirect Costs	879,583	949,439	1,010,789	1,047,100	1,047,100
BOEC-Operating Costs	12,899,183	13,218,530	12,846,909	12,756,413	12,756,413
<b>Total Expenditures</b>	<b>19,139,498</b>	<b>21,121,701</b>	<b>21,860,205</b>	<b>22,220,981</b>	<b>22,338,368</b>

# Bureau of Emergency Communications

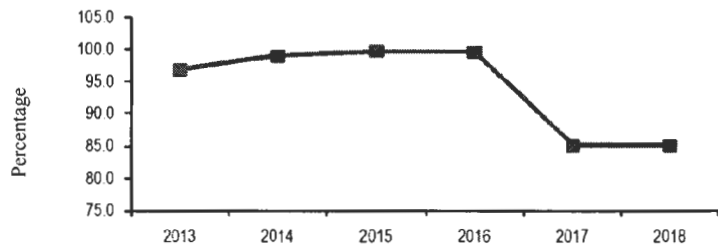
## Public Safety Service Area

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Key Performance Measure</b>					
Percentage of emergency 9-1-1 calls answered within 20 seconds	99.7%	99.6%	85.0%	85.0%	85.0%
Percentage of police "emergency priority" calls dispatched within 120 seconds	70%	70%	75%	75%	75%
Percentage of fire "urgent priority" calls dispatched within 60 seconds	67%	69%	70%	70%	70%
Percentage of medical "priority emergency, one, or two" calls dispatched within 90 seconds	72%	73%	75%	75%	75%
<b>Effectiveness</b>					
Average time to answer emergency 9-1-1 calls (in seconds)	1	1	30	30	30
<b>Efficiency</b>					
Number of overtime hours	10,969	18,182	21,000	21,000	21,000
Percent of new hires who graduated from academy	100%	100%	75%	75%	75%
<b>Workload</b>					
Total number of emergency telephone line calls	526,243	530,343	550,000	550,000	550,000
Total number of nonemergency telephone line calls	299,007	318,916	350,000	350,000	350,000
Number of calls per emergency communications operator	7,502	7,937	8,400	8,400	8,400
Number of calls per capita	1.10	1.00	1.15	1.15	1.15

## Performance Measures

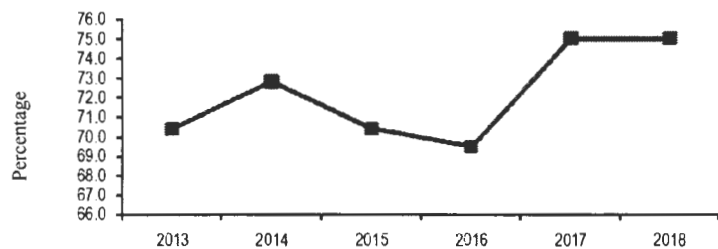
### % of Emergency Calls Answered Within 20 Seconds

The Bureau of Emergency Communications User Board has adopted a performance goal of 90%, which the bureau has consistently exceeded in recent years. Since 2009, emergency answer time has averaged two seconds.



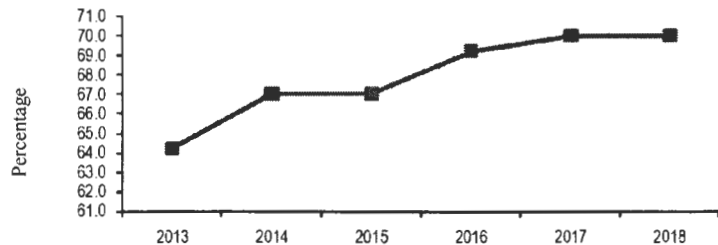
### % of Police High Priority Calls Dispatched Within 120 Seconds

Dispatch times for police urgent calls improved in 2015, with 72% of calls dispatched within 120 seconds. The FY 2015-16 VCAD upgrade project will resolve existing availability and maintenance issues with the system, which may lead to improved dispatch times in future years.



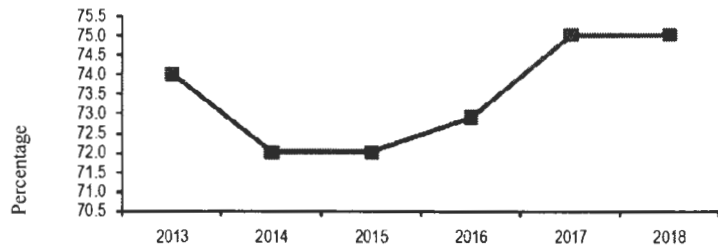
### % of Fire Urgent Priority Calls Dispatched Within 60 Seconds

Performance on this measure has steadily improved over the last few years. By proactively upgrading the VCAD system in FY 2015-16, dispatch performance issues related to CAD system function will likely be avoided.



### % of Medical Urgent Priority Calls Dispatched Within 90 Seconds

The primary cause of the slower dispatch times by BOEC was the update to call-taking procedures to support Portland Fire & Rescue (PFR) initiatives and to provide additional information to PFR. While this takes more time for BOEC, gathering additional information may enable first responders to arrive on the scene faster, so the total response time may not significantly change.



# Bureau of Emergency Communications

# Summary of Bureau Budget

## Public Safety Service Area

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	357,937	363,394	349,000	375,749	375,749
Intergovernmental	6,836,238	7,642,515	7,784,545	7,852,805	7,772,227
Miscellaneous	32,198	14,417	10,000	10,000	10,000
<b>Total External Revenues</b>	<b>7,226,373</b>	<b>8,020,326</b>	<b>8,143,545</b>	<b>8,238,554</b>	<b>8,157,976</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	15,805,043	16,017,266	15,681,759	15,080,955	15,278,920
<b>Total Internal Revenues</b>	<b>15,805,043</b>	<b>16,017,266</b>	<b>15,681,759</b>	<b>15,080,955</b>	<b>15,278,920</b>
Beginning Fund Balance	2,617,343	1,527,998	1,521,260	1,470,269	1,470,269
<b>Total Resources</b>	<b>\$25,648,759</b>	<b>\$25,565,590</b>	<b>\$25,346,564</b>	<b>\$24,789,778</b>	<b>\$24,907,165</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	14,349,345	14,822,117	16,222,467	16,441,774	16,059,161
External Materials and Services	927,300	1,503,423	1,089,511	869,818	1,369,818
Internal Materials and Services	3,864,713	4,570,071	4,548,227	4,909,389	4,909,389
Capital Outlay	0	226,425	0	0	0
<b>Total Bureau Expenditures</b>	<b>19,141,358</b>	<b>21,122,036</b>	<b>21,860,205</b>	<b>22,220,981</b>	<b>22,338,368</b>
<b>Fund Expenditures</b>					
Debt Service	1,364,098	1,385,869	1,412,541	232,141	232,141
Contingency	0	0	1,191,110	1,480,269	1,480,269
Fund Transfers - Expense	3,615,305	1,083,903	882,708	856,387	856,387
<b>Total Fund Expenditures</b>	<b>4,979,403</b>	<b>2,469,772</b>	<b>3,486,359</b>	<b>2,568,797</b>	<b>2,568,797</b>
Ending Fund Balance	1,527,998	1,973,782	0	0	0
<b>Total Requirements</b>	<b>\$25,648,759</b>	<b>\$25,565,590</b>	<b>\$25,346,564</b>	<b>\$24,789,778</b>	<b>\$24,907,165</b>
<b>Programs</b>					
Administration & Support	1,860	335	0	0	0
9-1-1 Operations	19,139,498	21,121,701	21,860,205	22,220,981	22,338,368
<b>Total Programs</b>	<b>19,141,358</b>	<b>\$21,122,036</b>	<b>\$21,860,205</b>	<b>\$22,220,981</b>	<b>\$22,338,368</b>

Class	Title	Salary Range		Revised FY 2016-17		Requested No DP FY 2017-18		Requested FY 2017-18			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000436	Administrative Supervisor I	60,403	80,517	1.00	79,500	1.00	80,180	1.00	80,180		
30000441	Business Operations Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448		
30001533	Business Systems Analyst, Principal	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560		
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	85,322	1.00	88,815	1.00	88,815		
30000031	Emerg Commun Call Taker	43,650	56,790	10.00	451,908	10.00	459,487	10.00	459,487		
30000034	Emerg Commun Dispatcher, Sr	55,921	72,756	95.00	5,929,392	95.00	6,070,086	108.00	6,797,046		
30000786	Emerg Commun Operations Mgr	95,888	129,917	1.00	117,540	1.00	121,560	1.00	121,560		
30000787	Emerg Commun Operations Mgr, Assistant	77,064	103,563	2.00	180,624	2.00	180,624	2.00	180,624		
30000035	Emerg Commun Police Dispatcher	53,826	69,990	2.00	139,992	2.00	139,992	2.00	139,992		
30000789	Emerg Commun Program Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560		
30000785	Emerg Commun Supervisor	69,971	93,413	15.00	1,330,812	15.00	1,330,812	15.00	1,330,812		
30000835	Emerg Commun Support Specialist	34,798	49,962	2.00	99,936	2.00	99,936	2.00	99,936		
30000788	Emerg Commun Training & Dev Mgr	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364		
30000429	Emergency Communications Director	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216		
30000487	Emergency Management Program Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408		
30000568	Financial Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408		
30000451	Management Analyst	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552		
30000452	Management Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408		
30000013	Office Support Specialist III	44,512	58,989	3.00	166,368	3.00	169,068	3.00	169,068		
30000531	Training & Development Analyst	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552		
<b>TOTAL FULL-TIME POSITIONS</b>						142.00	9,608,870	142.00	9,768,036	155.00	10,494,996
<b>TOTAL PART-TIME POSITIONS</b>						0.00	0	0.00	0	0.00	0
30000449	Business Systems Analyst, Sr	69,971	93,413	2.58	172,072	1.00	69,972	1.00	69,972		
30000031	Emerg Commun Call Taker	43,650	56,790	11.67	509,320	20.00	898,880	20.00	898,880		
30000032	Emerg Commun Dispatcher, Trainee	43,650	50,546	11.00	489,232	11.00	516,792	11.00	516,792		
30001028	Emerg Commun Lateral Police Disp, Trnee	48,135	62,619	2.00	99,309	2.00	104,241	2.00	104,241		
<b>TOTAL LIMITED TERM POSITIONS</b>						27.25	1,269,933	34.00	1,589,885	34.00	1,589,885
<b>GRAND TOTAL</b>						169.25	10,878,803	176.00	11,357,921	189.00	12,084,881

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18	Proposed FY 2017-18
<b>Resources</b>						
Charges for Services	357,937	363,394	349,000	375,749	375,749	
Intergovernmental	6,836,238	7,642,515	7,784,545	7,852,805	7,772,227	
Miscellaneous	32,198	14,417	10,000	10,000	10,000	
<b>Total External Revenues</b>	<b>7,226,373</b>	<b>8,020,326</b>	<b>8,143,545</b>	<b>8,238,554</b>	<b>8,157,976</b>	
Fund Transfers - Revenue	15,805,043	16,017,266	15,681,759	15,080,955	15,278,920	
<b>Total Internal Revenues</b>	<b>15,805,043</b>	<b>16,017,266</b>	<b>15,681,759</b>	<b>15,080,955</b>	<b>15,278,920</b>	
Beginning Fund Balance	2,617,343	1,527,998	1,521,260	1,470,269	1,470,269	
<b>Total Resources</b>	<b>25,648,759</b>	<b>25,565,590</b>	<b>25,346,564</b>	<b>24,789,778</b>	<b>24,907,165</b>	
<b>Requirements</b>						
Personnel Services	14,349,345	14,822,117	16,222,467	16,441,774	16,059,161	
External Materials and Services	927,300	1,503,423	1,089,511	869,818	1,369,818	
Internal Materials and Services	3,864,713	4,570,071	4,548,227	4,909,389	4,909,389	
Capital Outlay	0	226,425	0	0	0	
<b>Total Bureau Expenditures</b>	<b>19,141,358</b>	<b>21,122,036</b>	<b>21,860,205</b>	<b>22,220,981</b>	<b>22,338,368</b>	
Debt Service	1,364,098	1,385,869	1,412,541	232,141	232,141	
Contingency	0	0	1,191,110	1,480,269	1,480,269	
Fund Transfers - Expense	3,615,305	1,083,903	882,708	856,387	856,387	
<b>Total Fund Expenditures</b>	<b>4,979,403</b>	<b>2,469,772</b>	<b>3,486,359</b>	<b>2,568,797</b>	<b>2,568,797</b>	
Ending Fund Balance	1,527,998	1,973,782	0	0	0	
<b>Total Requirements</b>	<b>25,648,759</b>	<b>25,565,590</b>	<b>25,346,564</b>	<b>24,789,778</b>	<b>24,907,165</b>	

## Fund Overview

The Emergency Communication Fund is the operating fund for the Bureau of Emergency Communications. Expenditures are related to emergency 9-1-1 call-taking and dispatch as well as to administrative support for these activities. Fund revenues include an annual transfer from the General Fund, state 9-1-1 tax funds, and payments from other regional jurisdictions served by Emergency Communications. In addition to Portland, user jurisdictions include: Multnomah County and the Cities of Gresham, Troutdale, Fairview, Maywood Park, and Wood Village. Fund expenses include all Emergency Communications operating expenses.

**Managing Agency** Bureau of Emergency Communications

## Significant Changes from Prior Year

The FY 2017-18 Requested Budget includes ongoing General Fund and partner jurisdictional resources approved in FY 2016-17 for call taker/dispatch trainee limited term positions. The additional resources allow the bureau to continue recruitments for dispatch trainee candidates. These trainees are important to assure that BOEC receives an adequate ongoing supply of certified operators for its operations.

## Decision Package Summary

**Bureau:** Bureau of Emergency Communications

**Priority:** 01

**Type:** Reductions

**Decision Package:** EC\_01 - BOEC 2% GF Reduction Part 1 at 1%

**Program:** Emergency Communications

	FY 2017-18 Requested 1 Time DP	FY 2017-18 Requested Ongoing DP	FY 2017-18 Requested Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	
<b>EXPENDITURES</b>								
Personnel Services	0	(191,307)	(191,307)	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(191,307)</b>	<b>(191,307)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Intergovernmental Revenues	0	(40,289)	(40,289)	0	0	0	0	0
Fund Transfers - Revenue	0	(151,018)	(151,018)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(191,307)</b>	<b>(191,307)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Part 1 is a 1% reduction. CBO requested the 2% reduction be submitted in two packages of 1% each. The direction to submit a 2% reduction package from Public Safety Bureaus results in a 2% reduction in Portland General Fund support to BOEC and an additional reduction to BOEC in Partner Agency revenue; as operating costs are shared based on population. The total 2% reduction is \$382,613 composed of \$302,035 general fund and \$80,578 partner revenue reductions, This package represents half of the total or a 1% reduction and includes \$151,018 in a reduction in General Fund revenue and \$40,289 in Partner Agency revenue for a total reduction of \$191,307. Discussion during the FY 1617 budget process focused on the BOEC need for additional dispatcher/call taker positions and Council provided on-going funding for trainees. Council requested a staffing study be conducted to update the certified FTE requirements for 911 operations at BOEC. With these considerations BOEC considers the area available for funding reduction is operations overtime.

**Expected Results:**

The impact of acceptance of this reduction package would be to reduce funds available for overtime during a time of certified staff and training challenges. Any reduction in overtime will impact call answer time, call taking and responder dispatch processing time.



## Decision Package Summary

**Bureau:** Bureau of Emergency Communications

**Priority:** 02

**Type:** Reductions

**Decision Package:** EC\_02 - BOEC 2% GF Reduction Part 2 at 1%

**Program:** Emergency Communications

	FY 2017-18 Requested 1 Time DP	FY 2017-18 Requested Ongoing DP	FY 2017-18 Requested Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	
<b>EXPENDITURES</b>								
Personnel Services	0	(191,306)	(191,306)	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(191,306)</b>	<b>(191,306)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Intergovernmental Revenues	0	(40,289)	(40,289)	0	0	0	0	0
Fund Transfers - Revenue	0	(151,017)	(151,017)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(191,306)</b>	<b>(191,306)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Part 2 is a 1% reduction. CBO requested that the 2% reduction be submitted in two packages of 1% each. The direction to submit a 2% reduction package from Public Safety Bureaus results in a 2% reduction in Portland General Fund support to BOEC and an additional reduction to BOEC in Partner Agency revenue; as operating costs are shared based on population. The total 2% reduction is \$382,613 composed of \$302,035 general fund and \$80,578 partner revenue reductions, This package represents half of the total or a 1% reduction and includes \$151,018 in a reduction in General Fund revenue and \$40,289 in Partner Agency revenue for a total reduction of \$191,307. Discussion during the FY 1617 budget process focused on the BOEC need for additional dispatcher/call taker positions and Council provided on-going funding for trainees. Council requested a staffing study be conducted to update the certified FTE requirements for 911 operations at BOEC. With these considerations BOEC considers the area available for funding reduction is operations overtime.

**Expected Results:**

The impact of acceptance of this reduction package would be to reduce funds available for overtime during a time of certified staff and training challenges. Any reduction in overtime will impact call answer time, call taking and responder dispatch processing time.

## Decision Package Summary

**Bureau:** Bureau of Emergency Communications

**Priority:** 03

**Type:** Adds

**Decision Package:** EC\_03 - Create ongoing positions with existing funding

**Program:** Emergency Communications

	FY 2017-18 Requested 1 Time DP	FY 2017-18 Requested Ongoing DP	FY 2017-18 Requested Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget		
<b>EXPENDITURES</b>									
Personnel Services	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>									
Fund Transfers - Revenue	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>									
Full-Time Positions	0.00	13.00	13.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

In FY 1617 Council approved ongoing funding for BOEC positions with creation of positions pending a consultant review of position requirements at BOEC. This study is underway and a report from the consultant is expected in March 2017. The purpose of this decision package is to request the creation of ongoing positions to be supported by BOEC needs and the consultant study anticipated in March 2017. At this time 13 EC Dispatcher Sr. positions are requested, funding was approved in FY 1617 that will support these positions. No additional funding is requested.

**Expected Results:**

This action is in response to budget discussions last year and to the consultant review which BOEC anticipates will support the need for additional operations positions at BOEC.

**Decision Package Summary**

**Bureau:** Bureau of Emergency Communications

**Priority:** 04      **Type:** Adds

**Decision Package:** EC\_04 - 3-1-1 Project Mgmt and Implementation Planning

**Program:** Operations

	FY 2017-18 Requested 1 Time DP	FY 2017-18 Requested Ongoing DP	FY 2017-18 Requested Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	500,000	0	500,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Fund Transfers - Revenue	500,000	0	500,000	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
 In response to direction from Commissioner Fritz, BOEC submits this decision package requesting one time only General Fund support for 3-1-1 project management and implementation planning.

**Expected Results:**

City of Portland  
Bureau of Emergency Communications

FY1718 Requested Budget  
Five Year Financial Plan Narrative

The five year plan starts in FY1718 with the assumption that the staffing level is authorized at 157 ongoing FTE plus limited term positions as needed.

It is undecided at time of budget submission if any of the FY1718 decision packages will be accepted by Council, and the five year plan assumes that the reduction packages in FY1718 are not accepted and the requested staff additions are accepted, thus BOEC has listed the budget with these decision package assumptions as the starting point for the five-year information and subsequent years. It has been assumed that the 2% General Fund reduction packages will not be approved.

In addition, the five year plan includes the general fund compensation set aside funding in FY 1718. The requested budget submission does not include the set aside.

BOEC has requested the creation of thirteen new permanent positions in FY1718: all EC Dispatch, Senior positions. This request is in response to the budget discussions during the FY 1617 budget process which resulted in ongoing funding approval not connected to positions and future on-going positions to be contingent on the requested consultant review to be conducted in FY 1617. BOEC anticipates consultant information in March 2017 will support the need for additional operations positions at BOEC.

BOEC has requested \$500,000 in FY 1718 in one time only general funds for 3-1-1 Project Management and Implementation Planning.

In FY 1819, we anticipate the addition of one Business Systems Analyst to the CAD Support Team. This position will complete the technical team providing support from three to four staff. This team provides support not just to CAD, but also to the telephone system, the radio system, and the various interfaces connecting to the CAD. And the addition of one Office Support Specialist (OSSIII) to provide administrative assistance and depth to BOEC staff.

In FY 1920, FY 1921 and FY 1922, no position add requests.

FY1920

9-1-1 Operations Furniture: The existing furniture is 13 years old, and with 24/7 use, the motors/control boxes are beginning to fail more and more frequently. New furniture will be more reliable, ergonomically optimal, have internal temperature control capability, better cable and hardware management, and be easier to clean and keep clean. The workstation cost estimate is \$1.21 million; including furniture and computer/radio/phone equipment removal and reinstallation. This action will replace 46 workstations on the operations floor and the training/simulation room; 14 call taking stations, 18 dispatch stations, 4 supervisor stations and 10 training/simulation room stations.

BOEC anticipates Capital Investment beginning in FY1819 through FY2122 as follows, with funding to be received by the State of Oregon:

FY 1819 through FY 2122

NextGen 9-1-1: State of Oregon funded support for improvements to the 9-1-1 system (NextGen 9-1-1). These improvements in the telephone system are expected to include the capability for technology upgrades that will allow Voice over Internet Protocol (VoIP), text messaging from handheld devices, and video/photo transmissions directly into the 9-1-1 center.

Mobile Call Center Upgrades: BOEC would like to pursue the construction of at least 2 alternate sites to locate the Back-up Trailer. This would require the construction of some sort of concrete pad strong enough to support the weight of the fully loaded vehicle over time, the transport media (fiber, telephone, microwave, radio) to the trailer, and electrical connections. Additionally, to prolong the life of the trailer, a covered structure is desirable. Security for the unit is also necessary – alarms, fences, etc.

Computerized Emergency Medical Dispatch Triage System: This might be necessary sooner depending on Council's direction following their acceptance of recommendations from the Tri-Tech PF&R RRV report. This is an interface to the CAD computer that manages intake of emergency medical calls to ensure appropriate response is dispatched in a timely manner.

Fund 202000

City of Portland  
 Bureau of Emergency Communications  
 Five Year Financial Plan - FY17/18 Requested Budget

Model Factors:  
 General Fund Target Increase Factor  
 Personal Services Merit Factor  
 Personal Services COLA Factor  
 Materials, Supplies and all other Non-Salary Increase Factor  
 Interagency Agreement Increase Factor

Inflation Source: CBO					
	2.60%	3.10%	3.40%	3.20%	3.20%
	4.10%	4.10%	4.10%	4.10%	4.10%
	2.00%	2.70%	3.00%	2.90%	3.00%
	3.30%	4.00%	4.00%	3.90%	3.40%
	3.40%	3.60%	2.90%	2.60%	2.50%

Population Percentage Estimates as of July 1, 2015	FY 17/ 18 Operating Budget	FY 18/ 19 Operating Budget	FY 19/ 20 Operating Budget	FY 20/ 21 Operating Budget	FY 21/ 22 Operating Budget
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Resources:

Beginning Contingency Balance		1,470,269	1,480,269	1,490,269	1,500,269	1,510,269
Interest Income		10,000	10,000	10,000	10,000	10,000
=====						
General Fund Support - Target Level		15,080,953	15,660,842	16,390,711	16,915,214	17,456,501
General Fund Support - Comp Set Aside		109,000	0	0	0	0
General Fund Support - Decision Packages after FY 1718	Shared Cost		190,909	0	0	0
LCS - Gresham						
State Cost Sharing - Portland 9-11 Revenue		3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Portland	78.94%	18,189,953	18,851,751	19,390,711	19,915,214	20,456,501
LCS - Gresham	13.75%	3,168,378	3,283,653	3,377,531	3,468,890	3,563,173
Multnomah County Cost Share	3.50%	806,497	835,838	859,736	882,991	906,992
LCS - Troutdale	2.06%	474,681	491,951	506,016	519,703	533,828
LCS- City of Fairview	1.15%	264,992	274,633	282,484	290,125	298,011
LCS - City of Wood Village	0.50%	115,214	119,406	122,819	126,141	129,570
LCS- City of Maywood Park	0.10%	23,043	23,881	24,564	25,228	25,914
Subtotal Partners		4,852,805	5,029,362	5,173,150	5,313,078	5,457,488
	100.00%	23,042,758	23,881,113	24,563,861	25,228,292	25,913,989
Miscellaneous		375,749	380,000	385,000	390,000	395,000
Subtotal Operating Revenue		23,418,507	24,261,113	24,948,861	25,618,292	26,308,989
General Fund Support - 9-1-1 Operations Furniture		0	0	1,210,000	0	0
CAD Debt Service Payment		0	0	0	0	0
CAD Debt Service Paid in Full in FY 16/17						
Support from State of Oregon, Capital		0	1,100,000	1,300,000	1,300,000	1,300,000
General Fund Support 2% Reduction Package	(301,619) Shared Cost	0				
Partner Support 2% Reduction Package	(80,467) Shared Cost	0				
Assumption not accepted.						
Position Request 13 EC Dispatch. Sr. positions no funding requested		0	0	0	0	0
Add Package 3-1-1 Project Management and Implementation Planning	One Time	500,000				
-----						
Total Operating Resources		23,918,507	25,361,113	27,458,861	26,918,292	27,608,989
-----						
Total Fund Resources		25,398,776	26,851,382	28,959,130	28,428,561	29,129,258



Computer Supplies - Hardware	Versaterm Contract	631,240	657,121	684,063	712,109	741,306
Computer Supplies - Hardware	BOEC	32,611	33,948	35,340	36,789	38,297
Minor Equipment		25,784	26,815	27,888	28,976	29,961
Local Travel/Mileage Reimbursement		3,000	3,120	3,245	3,372	3,487
Out of Town Travel		5,000	5,200	5,408	5,619	5,810
Fleet Services		3,762	3,897	4,010	4,114	4,217
Printing/Distribution		19,822	20,536	21,132	21,681	22,223
Facilities Services		591,532	612,827	630,599	646,995	663,170
EBS Services		163,026	163,026	163,026	163,026	163,026
EBS Debt Service Cash Transfer		0	0	0	0	0
Technical Services		3,859,236	3,998,168	4,114,115	4,221,062	4,326,609
Insurance						
651601 Insurance		145,127	149,916	155,913	161,994	167,502
651602 Workers' Compensation		110,748	115,178	119,785	124,457	128,689
651603 Property Insurance		8,041	8,363	8,698	9,037	9,344
651604 Commercial Insurance		853	887	922	959	997
651606 Flu Vaccinations		484	503	523	544	566
652253 Management Services		3,941	4,099	4,263	4,434	4,611
Capital Equipment: 9-1-1 Operations Furniture		0	0	1,210,000	0	0
Improvements to 9-1-1 System (Next Gen 9-1-1) State Funded		0	500,000	1,000,000	1,000,000	1,000,000
Mobile Call Center Upgrades		0	100,000	200,000	200,000	200,000
Computer Emergency Medical Dispatch		0	500,000	100,000	100,000	100,000
General Fund Overhead		815,653	840,938	869,530	897,355	926,070
PERS Bonded Debt Retirement		163,208	157,749	180,539	198,458	214,926
PERS Debt Interest		68,933	68,933	68,933	68,933	68,933
PERS Cash Transfer		40,734	40,734	40,734	40,734	40,734
BOEC Operating Budget		23,918,507	25,361,113	27,458,861	26,918,292	27,608,989
Versaterm CAD Bonded debt retirement and interest		0	0	0	0	0
Contingency (primarily for cash flow)		1,480,269	1,490,269	1,500,269	1,510,269	1,520,269
Total Fund Requirements		25,398,776	26,851,382	28,959,130	28,428,561	29,129,258





**OFFICE of EQUITY  
and HUMAN RIGHTS**  
CITY OF PORTLAND

Realizing Equity. Enhancing the City of Portland.

**Commissioner in Charge:**  
Charlie Hales, Mayor

**Bureau Director:**  
Dante J. James, Esq.



## **Budget Equity Assessment Tool**

### **CITY POLICY**

This Budget Equity Assessment Tool is a general set of questions to guide city bureaus and their Budget Advisory Committees in assessing how budget requests benefit and/or burden communities, specifically communities of color and people with disabilities. As noted in Portland's 25-year strategic plan, the Portland Plan, Goal-Based Budgeting, and page 102:

When fully implemented, the new budget approach will direct City of Portland bureaus and offices to:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve participation and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.

It is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, City bureaus may find this tool helpful when evaluating equitable impacts on all residents.

The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

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BUREAU/OFFICE/DEPARTMENT

## SECTION ONE: BASE BUDGET

**NOTE:** *The charge of the Office of Equity and Human Rights is to remove barriers based on race and disability within Portland city government. Bureaus are charged with serving all residents, however this tool focuses specifically on information regarding race and disability.*

1. How have you maximized considerations of equity in your base budget?
2. Are there specific realignments in your base budget that either advance or inhibit equity?
3. Are there specific realignments in your base budget that would advance or inhibit your achievement of equity goals outlined in your bureau's Racial Equity Plan?
4. What funding have you allocated for translation, interpretation and ADA (American's with Disability Act) accommodation including ASL (American Sign Language) interpretation and video captioning?
5. Are there deficiencies in the on-going funding of your base budget that inhibit your bureau's achievement of equity or the goals outlined in your Racial Equity Plan?

## SECTION TWO: DECISION PACKAGES

If your bureau or office has multiple decision packages, please address each one separately.

1. How does this program or service align with the goal of advancing equity or achieving goals outlined in your bureau's Racial Equity Plan?
  - a. Identify all Citywide Goals and or Strategies you are using:
    - i. <http://www.portlandoregon.gov/oehr/article/537589>
2. What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?
  - i. To help you answer this question, the following map link shows where communities of color are greater than average for the city of Portland. <https://www.portlandoregon.gov/bps/article/508117>  
  
This next link provides information on overall vulnerability, including maps of communities of color, lower income households, renters, and level of educational attainment. Together these four components are indicators of at risk populations.
  - ii. <http://www.portlandoregon.gov/bps/66107>
3. Identify impacts on how resource allocation includes improving ADA accessibility for people with disabilities. (See Attached Worksheet)
4. Identify impacts on workforce demographics. (Racial Equity Goal #1, Model Employer Resolution)

**Section THREE: EQUITABLE ENGAGEMENT AND ACCESS (Racial Equity Goal #2)**

1. How has community engaged with your requested budget, including this tool?
2. How does this budget build the bureau's capacity to engage with and include communities most impacted by inequities? (e.g., improved leadership opportunities, advisory committees, commissions, targeted community meetings, stakeholder groups, increased outreach, etc.)
3. How does this budget build community capacity and power in communities most impacted by inequities? (e.g., improved leadership opportunities within BAC, community meetings, stakeholder groups, increased outreach, etc.)

## Identifying Impacts Worksheet

Once you have identified the populations/communities impacted, use the following chart to name the potential burdens and benefits.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts

\_\_\_\_\_  
Name of Bureau Director

\_\_\_\_\_  
Date

Rev: Oct. 2016

