

City of Portland
Bureau of Emergency
Communications



2017-18
Fall BuMP Submission

Due Date: September 11, 2017



CITY OF PORTLAND
BUREAU OF EMERGENCY COMMUNICATIONS

Ted Wheeler, Mayor

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Date: September 11, 2017
To: Yung Ouyang, CBO Analyst
From: Gary Bevans
Subject: Fall 1718 BMP Submission from BOEC

The initial Government Accountability Transparency Results (GATR meeting) held in August 2017 raised group awareness on the many challenges facing BOEC.

The most urgent areas of focus of BOEC and City management are:

- Improve the tracking and detail of performance management reporting.
- Create the ability to verify BTS data reporting to BOEC.
- Identify and implement actions to improve performance and retention.
- Identify and implement actions to increase the number of certified staff via recruitment, training and certification of new call takers/dispatchers and through actions to improve staff retention.
- Review the organizational structure with focus on identifying staff needs to provide more detailed performance data, identify and implement software for detailed staff performance tracking, quality assurance and phone system information management, replace or reorganize work of retiring and vacated represented and non-represented staff.
- Complete recruitment and training of ECS and AOM staff.
- Continue to identify and implement new 9-1-1 industry and other relevant technologies.

The Interim Director and staff are working on all areas stated above with expected continuation of the GATR meetings to be scheduled this calendar year and CY 2018.

Performance measurement, especially call answer time and reporting methods, identified in recent months is actively being researched. The BOEC goal is to focus on performance measures that specifically address the work time that BOEC manages; call answer time, call processing time, dispatch time from receipt of call by dispatch to ready for dispatch to public safety partners. BOEC performance measures should focus on the period of time and the activities that define BOEC work effort.

Attempting to update actual performance for FY 1617, as is normally done in the Fall BMP, is only being done for some measures this year as we know that most of the measures do not specifically measure BOEC performance and also because the definition of when these measures begin, has not yet been resolved.

Competence – Integrity – Respect – Responsibility – Teamwork – Compassion

BOEC will work to clearly define measurements focused on BOEC activity. Replacement goals and KPMs, and the ability to track them, is a goal for FY 1718.

Once these changes are implemented, the new Technical Services Division of BOEC will begin tracking for the measures but will not have annual historical data for the majority of these new KPM's for at least 2-3 years, but will provide incremental progress data until annual historical data is available.

Decision package submissions:

Technical Services Division

Create a team to oversee all complex technology projects dedicated and unique to BOEC, and to coordinate with BTS on common City systems utilized by BOEC. In addition, this team is directed to verify data and performance report information sent from BTS to BOEC to ensure accuracy of data and appropriateness of data measurement points to BOEC performance measures.

Operations; Recruitment and Retention

Create and staff an Operations focused recruitment and retention team which will expand outreach programs to attract more diverse applicants and to address and combat core issues surrounding lack of retention of existing certified staff.

Analysis Support, Training

Increase training staff in response to recommendations accepted from the Matrix Staffing Study to redistribute work load within the training department as well as to address the increased workload incurred from two recruitments to three per year.

Administrative Support, Bureau

BOEC does not have any staff positions assigned to provide administrative support. Addition of this position will shift administrative work from management and create more time to focus on existing and new operational projects.

9-1-1 Quality Assurance Software/Hardware System


BOEC needs to develop a 9-1-1 performance quality assurance system that is supported by a 9-1-1 focused computer system. This request moves funding from the BOEC contingency to fund the purchase.

Pension Bond Debt Payment, technical adjustment

Increase the amount budgeted for pension debt service payments by \$21,043, to the revised total paid by BOEC of \$296,922.

All items are submitted in accordance with budget monitoring process guidelines.

Approved,



Lisa St. Helen, Interim Director, BOEC

Competence - Integrity - Respect - Responsibility - Teamwork - Compassion

**CBO Discussion and Recommendations
FY 2017-18 Fall Supplemental Budget Ordinance**

Bureau: Bureau of Emergency Communications

Type: New Request

Request: EC_002 - Technical Services Division

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
EXPENDITURES			
Personnel Services	267,654	0	267,654
TOTAL EXPENDITURES	267,654	0	267,654
REVENUES			
Intergovernmental Revenues	56,368	0	56,368
Fund Transfers - Revenue	211,286	0	211,286
TOTAL REVENUES	267,654	0	267,654
FTE			
Full-Time Positions	2.00	0.00	2.00
TOTAL FTE	2.00	0.00	2.00

Bureau Description:

In response to direction received in the recent GATR (Government Accountability Transparency Results) meeting held in August and attended by the Mayor, Mayor's office staff, BOEC Interim Director, CBO, Auditor's Office, BOEC Public Safety partner representatives and BOEC staff; BOEC is submitting this request to create and staff a Technical Services Division within BOEC.

At the GATR session it was identified that BOEC needed to have the staff capacity to oversee all complex technology projects dedicated and unique to BOEC and to coordinate with BTS on common City systems utilized by BOEC.

In addition, this group is directed to verify data and performance report information sent from BTS to BOEC to ensure accuracy of data and appropriateness of data measurement points to BOEC performance measures.

BOEC has also been directed to review and modify BOEC performance measures to focus on call taking and dispatch activity within control and influence by BOEC management and staff.

BOEC has identified the need for four positions to form the Technical Services Division.

1 FTE - Manager – to lead the expansion and management of our existing CAD department to include all emergency service projects and systems including CAD, phone, radio, data systems, mapping and recording platforms.

1 -FTE Principle Analyst – Emergency 9-1-1 phone system management and support, associated contract management, VESTA map, manage and support selected BOEC scheduling solution, manage and support technological future staffing solution, Principle data quantitative and analysis/reporting

2 FTE Senior Analysts –Secondary telephony support to include 24/7 on-call service for all technologies utilized at BOEC, support in acquisition and implementation of needed technologies related to daily staffing configuration and future scheduling forecaster. Both positions also responsible for providing quantitative data, analysis and reporting related bureau performance measures.

For this submission and the calculation of expected staff cost, BOEC has identified a Senior Program Manager, Principle Business Analyst, and Senior Business Analysts as the costing point for the positions. The final position classifications may change after HR review.

Position start dates are submitted as January 2018. This causes the request information for FY 1718 to show 2 FTE as the positions are requested for 6 months of FY 1718. To be clear, BOEC is requesting ongoing support for 4 FTE to continue into FY 1819.

CBO Discussion and Recommendation

**CBO Discussion and Recommendations
FY 2017-18 Fall Supplemental Budget Ordinance**

Bureau: Bureau of Emergency Communications

Type: New Request

Request: EC_003 - Operations; Recruitment and Retention

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
EXPENDITURES			
Personnel Services	135,924	0	135,924
TOTAL EXPENDITURES	135,924	0	135,924
REVENUES			
Intergovernmental Revenues	28,625	0	28,625
Fund Transfers - Revenue	107,299	0	107,299
TOTAL REVENUES	135,924	0	135,924
FTE			
Full-Time Positions	1.00	0.00	1.00
TOTAL FTE	1.00	0.00	1.00

Bureau Description:

In response to issues raised at the recent GATR (Government Accountability Transparency Results) meeting held in August and attended by the Mayor, Mayor's office staff, BOEC Interim Director, CBO, Auditor's Office, BOEC Public Safety partner representatives and BOEC staff; BOEC is submitting this request to create and staff an Operations focused recruitment and retention team.

Public Safety organizations continue to have significant challenges in maintaining and increasing staffed positions. Police and 9-1-1 call taker/dispatch positions locally and across the country are staffed at levels much lower than recommended staffing needs and all suffer from retention issues. (Currently BOEC has 75 certified call taker/dispatch positions staffed compared to a recommended level of 118 FTE.

BOEC will continue to hire/fill vacancies but in an effort to address specific retention issues, which is believed to be the core issue, BOEC is requesting the following positions to improve staffing levels by expanding outreach programs to attract more diverse applicants and to improve retention of existing certified staff.

1 FTE Program Manager - Affirmative Action/Equity Outreach, recruitment and management. Responsible for creation of pro-active outreach and education program focused on minority and under-served populations with goal of increasing recruitment of said groups. Bureau liaison to, and responsible for BOEC participation in City AA/Equity programs, reports and efforts.

1 FTE Senior Program Manager

Health & Wellness Program Coordinator – position will be unique in 911 industry. Position will address core issue of retention at BOEC by addressing burnout, trauma, secondary trauma, shift work and other factors leading to resignations of certified staff. Desired outcome will be to create a sustainable 24/7, multi-pronged (physical, mental, etc.) preventative and in-the-moment support system to address the multiple contributing factors of burnout.

Position start dates are submitted as January 2018. This causes the request information for FY 1718 to show 1 FTE as the positions are requested for 6 months of FY 1718. To be clear, BOEC is requesting ongoing support for 2 FTE to continue into FY 1819

CBO Discussion and Recommendation

**CBO Discussion and Recommendations
FY 2017-18 Fall Supplemental Budget Ordinance**

Bureau: Bureau of Emergency Communications

Type: New Request

Request: EC_004 - Analysis Support, Training

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
EXPENDITURES			
Personnel Services	57,342	0	57,342
TOTAL EXPENDITURES	57,342	0	57,342
REVENUES			
Intergovernmental Revenues	12,076	0	12,076
Fund Transfers - Revenue	45,266	0	45,266
TOTAL REVENUES	57,342	0	57,342
FTE			
Full-Time Positions	0.50	0.00	0.50
TOTAL FTE	0.50	0.00	0.50

Bureau Description:

In an effort to increase the number of trainees and certified staff, BOEC has increased the hiring process from two times per year to three times per year. The increase from two to three recruitments increases the application screening activity, pre-employment tests and academies workload by 50%. In addition there are more trainees in process for up to 18 months pending full certification. This position will help with the requirements of recruitment and training, trainee progress reporting and training statistics.

Position start dates are submitted as January 2018. This causes the request information for FY 1718 to show .5 FTE as the position is requested for 6 months of FY 1718. To be clear, BOEC is requesting ongoing support for 1 FTE to continue into FY 1819.

CBO Discussion and Recommendation

**CBO Discussion and Recommendations
FY 2017-18 Fall Supplemental Budget Ordinance**

Bureau: Bureau of Emergency Communications

Type: New Request

Request: EC_005 - Administrative Support, Bureau

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
EXPENDITURES			
Personnel Services	52,530	0	52,530
TOTAL EXPENDITURES	52,530	0	52,530
REVENUES			
Intergovernmental Revenues	11,063	0	11,063
Fund Transfers - Revenue	41,467	0	41,467
TOTAL REVENUES	52,530	0	52,530
FTE			
Full-Time Positions	0.50	0.00	0.50
TOTAL FTE	0.50	0.00	0.50

Bureau Description:

Today, the BOEC organization does not have any staff positions assigned to provide administrative support.

BOEC management needs more time to focus on existing and new operational projects. One way to create more time is to create a support position to perform clerical and support duties currently being performed by bureau managers and bureau director.

In addition to admin support for management, there is a need for backup support for administrative staff vacation and other absences and improve SAP processing/approval role separation.

This request is for 1 FTE Administrative Assistant.

This position will be responsible for providing administrative support to 8 managers and bureau director, act as back-up to timekeeper, improve inadequate staffing issues related to best practices for bureau SAP approval roles, and provide confidential administrative support to the bureau.

Position start date is submitted as January 2018. This causes the request information for FY 1718 to show .5 FTE as the position is requested for 6 months of FY 1718. To be clear, BOEC is requesting ongoing support for 1 FTE to continue into FY 1819

CBO Discussion and Recommendation

**CBO Discussion and Recommendations
FY 2017-18 Fall Supplemental Budget Ordinance**

Bureau: Bureau of Emergency Communications

Type: New Request

Request: EC_006 - 9-1-1 Quality Assurance Software/Hardware System

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
EXPENDITURES			
External Materials and Services	250,000	0	250,000
Contingency	(250,000)	0	(250,000)
TOTAL EXPENDITURES	0	0	0

Bureau Description:

BOEC needs to develop a 9-1-1 performance quality assurance system that is supported by a 9-1-1 focused computer system. It is desired to have a system in place in FY 1718.

The National Emergency Number Association states: The duties and responsibilities of those who serve our community by accepting and processing emergency calls from the public have grown exponentially over recent years. The industry, as a whole, is challenged by the type and nature of the calls received. Factors that affect the quality of service received are the heavy workload, constant changes within the PSAP, changes in technology, as well as customer expectations.

This request moves \$250,000 from the BOEC contingency to an expense line item to allow the procurement to occur in FY 1718. This represents our best estimate of the cost of software and hardware for a 9-1-1 QA system.

Many companies offer quality assurance software.

BOEC will conduct a review and analysis of available systems to develop a list of BOEC requirements.

If a desired system is available through a cooperative contract already in existence with a local/national PSAP or government entity, BOEC will follow that procurement route.

If a cooperative contract is not available, BOEC will follow the appropriate City procurement method for this purchase.

CBO Discussion and Recommendation

**CBO Discussion and Recommendations
FY 2017-18 Fall Supplemental Budget Ordinance**

Bureau: Bureau of Emergency Communications

Type: Technical Adjustment

Request: EC_001 - Pension Bond Debt payment tech adjustment

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
EXPENDITURES			
Personnel Services	(21,043)	0	(21,043)
Bond Expenses	21,043	0	21,043
TOTAL EXPENDITURES	0	0	0

Bureau Description:

The Debt Management Division informed BOEC that the amount budgeted for pension bond debt paid by BOEC needs to be adjusted by \$21,043. This decision package transfers budget funding within the existing appropriation to increase the bond debt payment to the revised total of \$296,922.

CBO Discussion and Recommendation

Prior Year Business Area Reconciliation Report

	FY 2016-17 Revised Budget	FY 2016-17 Year-End Actuals	Percent of Actuals to Revised
Bureau of Emergency Communications			
EXPENDITURES			
Personnel Services	\$16,067,433	\$15,288,365	95%
External Materials and Services	\$1,565,511	\$1,231,258	79%
Internal Materials and Services	\$5,253,227	\$5,071,873	97%
Bond Expenses	\$1,412,541	\$1,407,693	100%
Fund Transfers - Expense	\$1,019,929	\$1,019,929	100%
Contingency	\$540,449	\$0	0%
TOTAL EXPENDITURES	\$25,859,090	\$24,019,118	93%
REVENUES			
Budgeted Beginning Fund Balance	\$1,974,840	\$0	0%
Charges for Services	\$349,000	\$387,913	111%
Intergovernmental Revenues	\$7,843,491	\$7,520,869	96%
Fund Transfers - Revenue	\$15,681,759	\$15,681,759	100%
Miscellaneous	\$10,000	\$41,842	418%
TOTAL REVENUES	\$25,859,090	\$23,632,382	91%

Bureau Reconciliation Narrative

External Materials and Services is the only expense category with a variance of more than 10% from budget. This is due to CAD Refresh Project expenses less than budgeted, training classroom enhancements expected to be completed in FY 1617 now expected to be completed in FY 1718 and and operation floor furniture modification due to computer upgrades project expected to be completed in FY 1617 now expected to be completed in the Fall 2017.

Two revenue items have a variance of more than 10%. Miscellaneous is normally used for interest income on fund investment. The budget of \$10,000 related to actual interest income of \$20,000. Interest income varies from year to year. The additional \$20k coded to this line is for union time reimbursement that should have been coded to a line item included in the charges for services summary.

The charges for service summary shows revenue received in excess of \$60k over budget, when you include the adjustment above. This is due to higher levels of union time reimbursement as the bargaining process extended into FY 1718 through an arbitration process and resulted in more reimbursement time. In addition a change in Portland Dispatch Center Consortium administrative manager from BOEC to WCCCA resulted in BOEC invoicing WCCCA for BTS support efforts for the CAD to CAD system.

Budget Note Update

Bureau

Date of Update: September 11, 2017, in prior FY 2016-17 Adopted Budget

Budget Note Title: Staffing Study

Budget Note Language:

Council directs 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 study should assist the bureau in developing strategies and action plans, 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.

Summary Status: Completed

Budget Note Update: September 11, 2017

The project was contracted and began in the first part of calendar year 2017. Final results of the study were received April 2017. The report was submitted to BOEC by the consultant firm reporting a needed staffing level of 118 FTE certified call takers and dispatchers not including trainee positions. Current budgeted staffing level was 107 FTE certified call takers and dispatchers which also does not include trainee positions. Council increase the budget FTE count to 118 in the FY 1718 budget.

With a projection of 3 training academies annually, the number of trainee positions needed would be about 20-30.

Service Area	Bureau	Package Name	Package Description	Budget Process Funded In:	Year Funded:	Added/ (Reduced) Funds	Added/ (Reduced) FTE	Package Status	Package Update
Public Safety	Bureau of Emergency Communications	Add 4 FTE, EC Dispatch, Sr	BOEC is requesting Council to approve the establishment of 13 additional dispatch positions. This request has been presented in three decision packages, of 4, 4 and 5 FTE respectively. This add package request is the second of three. Funds are no longer available to pay for new employees from vacancy or other budget savings. It is time to establish the needed and appropriate level of full time regular dispatch staff at BOEC. It is desired by BOEC that all three add packages be approved; it is presented in three packages to provide Council more flexibility in the approval actions should overall City funding be unable to support the full request.	FY 2016-17 Adopted Budget	FY 2016-17	335,808	4.00	Complete	The funding has been used to support the hiring of call taker/ dispatch trainees in FY 1617, as Council approved ongoing funding but not ongoing positions, the trainees were put into limited term positions. In the FY 1718 budget Council approved thirteen ongoing positions, of which 4 replate to this decision package.
Public Safety	Bureau of Emergency Communications	Add 5 FTE EC Dispatch Sr.	BOEC is requesting Council to approve the establishment of 13 additional dispatch positions. This request has been presented in three decision packages, of 4, 4 and 5 FTE respectively. This add package request is the third of three. Funds are no longer available to pay for new employees from vacancy or other budget savings. It is time to establish the needed and appropriate level of full time regular dispatch staff at BOEC. It is desired by BOEC that all three add packages be approved; it is presented in three packages to provide Council more flexibility in the approval actions should overall City funding be unable to support the full request.	FY 2016-17 Adopted Budget	FY 2016-17	419,760	4.00	Complete	The funding has been used to support the hiring of call taker/ dispatch trainees in FY 1617, as Council approved ongoing funding but not ongoing positions, the trainees were put into limited term positions. In the FY 1718 budget Council approved thirteen ongoing positions, of which 4 replate to this decision package.
Public Safety	Bureau of Emergency Communications	Add 4 FTE, EC Dispatch, Sr.	BOEC is requesting Council to approve the establishment of 13 additional dispatch positions. This request has been presented in three decision packages, of 4, 4 and 5 FTE respectively. This add package request is the first of three. Funds are no longer available to pay for new employees from vacancy or other budget savings. It is time to establish the needed and appropriate level of full time regular dispatch staff at BOEC. It is desired by BOEC that all three add packages be approved; it is presented in three packages to provide Council more flexibility in the approval actions should overall City funding be unable to support the full request.	FY 2016-17 Adopted Budget	FY 2016-17	335,808	5.00	Complete	The funding has been used to support the hiring of call taker/ dispatch trainees in FY 1617, as Council approved ongoing funding but not ongoing positions, the trainees were put into limited term positions. In the FY 1718 budget Council approved thirteen ongoing positions, of which 5 replate to this decision package.
Public Safety	Bureau of Emergency Communications	BOEC Training Enhancement Projects	Enhancements to the equipment used to provide new employee and existing employee training was approved in the FY 1516 Spring BMP. Plans to set up 10 workstations in the classroom have begun. Design discussion to upgrade the presentation equipment in the classroom and training rooms have started. This request appropriates funding of \$150k approved in FY 1516 into FY 1617 to provide for the completion of these training enhancement projects.	FY 2016-17 Fall BMP	FY 2016-17	150,000	-	In Progress	Ten new workstations have been set up in the classroom and are in use by current trainees. Enhancements to the presentation equipment has been initially investigated and is expected to be purchased in FY 1718. \$100k from funds unspent in FY 1617 will be moved into the FY 1718 budget to support the classroom enhancements.
Public Safety	Bureau of Emergency Communications	On Call Community Rescue for Animals	This request appropriates funding for the awarded innovation project titled: OCCRA: On Call Community Rescue for Animals Project submitted by BOEC employee, Virginia Krakowiak. The proposal describes the project as: OCCRA is an organization comprised of trained volunteers who respond to injured or lost wild and domestic animals, give sufficient care to animal(s) and transport to proper rescue, shelter, or sanctuary. The project will be managed by Virginia Krakowiak and the funds for this project will flow through BOEC accounts.	FY 2015-16 Spring BMP	FY 2015-16	\$ 20,000	-	Complete	City of Portland involvement in this project is completed as the funding was approved through June 2017. Of the \$20k funding, \$19,834.93 was spent by the project manager. The project manager provided this update: Since OCCRA received funding I have been continuing to meet with our local partner animal response agencies and working with advisors about the laws and liabilities of such an organization, I was able to be voted on board with "Friends of Portland Fire and Rescue" as a partner program so that OCCRA is now a non-profit program, where I am able to take donations and continue fundraising in the future. I used the grant money to purchase materials for the volunteers and for animal rescue. A large amount was spent on personal safety equipment, accessories, traps, cages, lights, etc. I have a solid list of volunteers for when the program is officially active, many of whom are Portland NET volunteers who will be able to use OCCRA as continued education hours. The plan is still to have OCCRA members work hand in hand with NET, Humane Society, MCAS, ODFW, etc. It's just a slow process and I'm making extra sure we don't put the cart in front of the horse. I was also accepted by the Oregon Humane Society to join their technical animal rescue team, 'OHSTAR'. Though we respond to more high angle technical rescues, I still have been learning skills and approaches that I will be able to pass on to my volunteers in the future. And perhaps join the programs down the road. Thank you for your time and your funding, I would be so many steps back from where I am today if not for the City of Portland's Innovation Fund!

Public Safety	Bureau of Emergency Communications	Server Refresh/Replacement Project-VCAD System	This project was developed by BTS and BOEC. V-CAD is the Computer-Aided Dispatch system used by BOEC for 9-1-1 call dispatch. The hardware is due for refresh/replacement and the operating system needs to be upgraded. The system was purchased in 2008 and went live in 2011. A request was submitted in the FY 1415 Fall BMP, but as the project was to be accomplished during FY 1516 the project was requested to be resubmitted in the regular budget process. BTS estimated the costs for hardware, server software, database software and contingency; as submitted in the Fall BMP at \$1.6 million. The current cost estimate is \$1.4 million with the project time frame in the Fall of 2015.	FY 2015-16 Adopted Budget	FY 2015-16	\$ 1,400,000	-	Complete	The Server Replacement Project went live with the new servers in May 2016. Decommissioning of the old servers occurred over the next month and finished June 30, 2016. With the new environment, BOEC had the ability to add additional environments as needed, and therefore requested to add additional training environments to assist with our training needs. This was the final phase of the project. The project was completed in FY 1617. Final costs are not yet available as FY 1617 is not yet closed by accounting. The project under budget, approximately \$237,000 underbudget. The initial funding for the project was \$1,400,000 in FY 1516. Funding that moved forward into FY 1617 totaled \$265,374. Of this, year end actual show \$28,290 spent and an unspent balance of \$237,084.
Public Safety	Bureau of Emergency Communications	Offset Decision Package 1	This is not recommended by BOEC for approval, but submitted in compliance with the budget guidelines as an offset reduction to the decision package requesting 2 ECS FTE assigned to operations. Overtime is the only area in the BOEC budget with funds that can be reduced without staff reductions or more significant program impact.	FY 2015-16 Adopted Budget	FY 2015-16	\$ (98,688)	-	Complete	With the successful addition of the requested ECS staff assigned to operations, current level 11 FTE, ECS overtime has reduced.
Public Safety	Bureau of Emergency Communications	EC Supervisor assigned to Training	Add one EC supervisor, assigned to training.	FY 2015-16 Adopted Budget	FY 2015-16	\$ 98,688	1.00	Complete	An ECS has been assigned to Training.
Public Safety	Bureau of Emergency Communications	ECS assigned to Operations	Add two EC supervisors, assigned to operations.	FY 2015-16 Adopted Budget	FY 2015-16	\$ 197,376	2.00	Complete	The operations are now has 13 ECS FTE on staff, which includes the 2 FTE approved by this package.
Public Safety	Bureau of Emergency Communications	FY 1516 surplus transfer to General Fund	Each year, after the City CAFR (Comprehensive Annual Financial Report) report is available, BOEC conducts a review of final operating revenues and expenditures for the prior year. This review has been conducted and the result is a operating budget surplus amount that is refunded to the City General Fund and the BOEC partners. This action moves the General Fund surplus from contingency to a transfer account. After BMP approval a journal entry will be process moving the actual funds. The partner refunds are made in a separate process involving credits to paid invoices from last years, which is reviewed/approved by BOEC management and OMF management prior to action.	FY 2016-17 Spring BMP	FY 2016-17	137,221	-	Complete	The transfer from BOEC to the General Fund occurred in FY 1617.
Public Safety	Bureau of Emergency Communications	HVAC Project PCC Building, BOEC cost share	This project, managed by the Facilities Services area of OMF, has developed a project for the upgrade of the PCC Buildings data center, radio, prime and IRNE rooms HVAC systems on the first floor of the building. The current cost estimate is \$1M and the cost share is based on tenant occupancy square footage at 49% BOEC and 51% BTS. The cost share to BOEC is \$490,000. This request transfers funding from the BOEC contingency to Facilities for the BOEC cost share amount	FY 2016-17 Spring BMP	FY 2016-17	490,000	-	Complete	The transfer from BOEC to Facilities occurred in FY 1617. The project is managed by Facilities and is in process.
Public Safety	Bureau of Emergency Communications	Funding for Labor Contract Changes	The contract between the City of Portland and Oregon AFSCME Council 75 Local 189-2 is in the arbitration phase and a decision is expected soon which will impact FY 1617 costs retroactively and future costs per the contract period. The Spring BMP is the last point in the fiscal year for the Bureau to request funding for known cost increases. In this case the amount is certain but not yet decided. The arbiter will decide either for the City's last best offer or for the Union's last best offer, the cost impact for FY 1617 is projected to be either \$208,396 or \$606,587. New funding from the General Fund and from the Partner Agencies is requested to support this increase in costs.	FY 2016-17 Spring BMP	FY 2016-17	129,567	-	Complete	This decision package represents the BOEC partner jurisdiction share of the possible cost for the contract arbitration settlement. The total expected cost was \$606,587. Of this \$477,020 was transferred from BOEC contingency to the operating budget and \$129,567 was an increase in partner revenue to BOEC. This decision package was approved and the increase in revenue from the partners was included in the budget. The contingency transfer for the Portland share was approved and has also occurred.

Bureau of Emergency Communications

Performance Measures

Performance Measure	Type	FY 2014-15 Year-End Actuals	FY 2015-16 Year-End Actuals	FY 2016-17 Adopted Budget	FY 2016-17 Year-End Actuals	FY 2017-18 Adopted Budget
EC_0003 - Total number of emergency telephone line calls	WORKLOAD	526,243	530,343	500,000	523,442	550,000
EC_0004 - Total number of nonemergency telephone line calls	WORKLOAD	299,007	318,916	300,000	320,595	350,000
EC_0006 - Percentage of emergency 9-1-1 calls answered within 20 seconds	KPM	0.0%	0.0%	85.0%	0.0%	65.0%
EC_0007 - Percentage of police "emergency priority" calls dispatched within 120 seconds	KPM	70%	70%	75%	0%	75%
EC_0008 - Percentage of fire "urgent priority" calls dispatched within 60 seconds	KPM	67%	69%	70%	0%	70%
EC_0009 - Percentage of medical "priority emergency, one, or two" calls dispatched within 90 seconds	KPM	72%	73%	75%	0%	75%
EC_0010 - Average time to answer emergency 9-1-1 calls (in seconds)	EFFECTIVE	0	0	8	0	30
EC_0011 - Number of calls per emergency communications operator	WORKLOAD	7,502	7,937	8,000	11,106	8,400
EC_0012 - Number of calls per capita	WORKLOAD	1.10	1.00	1.00	0.00	1.15
EC_0013 - Number of overtime hours	EFFICIENCY	10,969	18,182	15,000	19,882	21,000
EC_0015 - Percent of new hires who graduated from academy	EFFICIENCY	100%	100%	75%	0%	75%

Bureau of Emergency Communications

Performance Measures

Performance Measure	Type	FY 2014-15 Year-End Actuals	FY 2015-16 Year-End Actuals	FY 2016-17 Adopted Budget	FY 2016-17 Year-End Actuals	FY 2017-18 Adopted Budget
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Performance Measure Variance Descriptions

Attempting to update actual performance for FY 1617, as is normally done in the Fall BMP, is only being done for some measures this year as we know that most of the measures do not specifically measure BOEC performance and the question of keeping or removing the XMU switch has not been resolved.

Measure updated for FY 1617 are:

Total number of emergency telephone line calls

Total number of nonemergency telephone line calls

Number of calls per emergency communications operations

Please note that BOEC has changed the manner in which it is calculated. Previously, the call volume was divided by the allocated FTE, which is not a true measure of our work. This update calculates it by the number of certified staff we had at the most recent sign up (76). This calculation may change again in the near future when we have time to work through the measures and figure out how to factor in trainees who are phone certified, thereby assisting in call load, but not fully certified and therefore do not have a shift.

Number of overtime hours

This measure has historically included all overtime bureau-wide. We want to parse out the data to show how much overtime is utilized to augment and ensure adequate staffing on the operations floor, how much is used to provide CBA and/or DOJ mandated training, and then perhaps another column for all other overtime.

BOEC performance measures should focus on the period of time and the activities that define BOEC work effort.

For example, time measurement of dispatch performance measures should end when the BOEC dispatcher work for each incident is finished and the incident is ready to dispatch to the appropriate public safety responder. Currently this measurement ends when the call is dispatched which is significantly different that when BOEC is ready in the cases when a responder is not available.

Performance measurement, especially call answer time and reporting methods, identified in recent months is actively being researched. The BOEC goal is to focus on performance measures that specifically address the work time that BOEC manages; call answer time, call processing time, dispatch time from receipt of call by dispatch to ready for dispatch to public safety partners.

BOEC continues to work with the CBO to establish BOEC focused and meaningful KPM's in an effort to demonstrate clearly how the bureau is currently performing as it relates to call waiting time, service level, employee workload and overall bureau performance.

It is important to identify KPM's that measure activities that are within the control of BOEC which is not the case as they're currently written. BOEC is also interested in redefining what the measurements mean so that CBO, BOEC and hopefully the public all share the same understanding of what is measured.

BOEC will work with the CBO to clearly define the more focused measurements. Once these changes are implemented, BOEC will need to create tracking ability for the measures and will not have annual historical data for the majority of these new KPM's for at least 2-3 years, but we look forward to providing incremental progress data until historical data is available.

Capital Program Status Report
Office of Management and Finance

CIP Program	FY 2016-17 Adopted Budget	FY 2016-17 Revised Budget	FY 2016-17 Year-End Actuals	Variance \$	Variance %	FY 2017-18 Adopted Budget	Fall BMP Revised Budget	FY 2017-18 Year to Date Actuals	Variance \$	Variance %
Safety	\$0	\$265,374	\$28,290	(\$237,084)	(89%)	\$0	\$0	\$0	\$0	
Total	\$0	\$265,374	\$28,290	(\$237,084)	(89%)	\$0	\$0	\$0	\$0	

* Prior Year variances compare Year-End Actuals to Revised Budget
** Current Year variances compare Revised Budget to Adopted Budget

The CAD Server Replacement Project went live with the new servers in May 2016. Decommissioning of the old servers occurred over the next month and finished June 30, 2016. With the new environment, BOEC had the ability to add additional environments as needed, and therefore requested to add additional training environments to assist with our training needs. This was the final phase of the project. The project was completed in FY 1617. Final costs are not yet available as FY 1617 is not yet closed by accounting. Information to date shows the project under budget, approximately \$237,000 underbudget.

The initial funding for the project was \$1,400,000 in FY 1516. Funding that moved forward into FY 1617 totaled \$265,374. Of this, year end actuals show \$28,290 spent and an unspent balance of \$237,084.