



Office of Mayor Ted Wheeler  
City of Portland

September 11, 2017

TO: Commissioner Eudaly  
Commissioner Fish  
Commissioner Fritz  
Commissioner Saltzman  
Auditor Hull Caballero  
Lisa St. Helen, Interim Director, Bureau of Emergency Communications  
BOEC User Board  
Council Chiefs of Staff  
Andrew Scott, Director, City Budget Office  
Tom Rinehart, Chief Administrative Officer, Office of Management & Finance

FROM: Mayor Wheeler

On August 11, 2017, my office convened a GATR session to identify strategies for meeting national standards for 9-1-1 emergency response. Interim Director Lisa St. Helen presented to me and representatives from the BOEC User Board data regarding (1) potential revisions to BOEC's performance management system, (2) current operations and (3) staffing levels. The City Budget Office and the Office of Management & Finance facilitated and provided analytical support for the session.

Based on the information presented at the session, I direct BOEC to move forward on the following action items, in consultation with the BOEC User Board:

1. Revise Performance Management System
  - a. Establish call-taking measures to align with national standards:
    - i. Set a 95% annual and strategic target for BOEC key performance measure, "Percentage of calls answered within 10 seconds" (*BOEC, CBO, BTS*).
    - ii. Establish a new key performance measure of "90% of 9-1-1 calls in the peak hour of each day answered in 10 seconds" (*BOEC, CBO, BTS*).
  - b. Establish additional measures tracking employee training and retention, e.g., "Certification rate of new hires" or "Number of Academy graduates" (*BOEC, Mayor's Office, CBO*).
  - c. Reinstitute a Quality Assurance and Quality Improvement system using APCO or other national standards (*BOEC*). Matrix 25<sup>i</sup>
2. Improve Operations
  - a. Identify a software solution to support complex/flexible scheduling assignments (*BTS, BOEC*).

- b. Implement accepted Matrix study recommendations to improve operations (*BOEC*) Matrix 2, 35, 7, 12, 29, 31, 28, 32, 33, 11, 13, 14, 34
- 3. Increase Staffing
  - a. Propose revisions to training program to reduce attrition (*BOEC*).
  - b. Participate in Behavioral Insights Team program evaluation to increase dispatch staff resiliency and retention (*BOEC, Mayor's Office, CBO*).
  - c. Implement Matrix study recommendations (*BOEC*). Matrix 9, 21, 23, & 36

A follow-up GATR session will be scheduled next quarter to review bureau performance and implementation progress.

Materials from this GATR session are available at [portlandoregon.gov/cbo/performance/gatr](http://portlandoregon.gov/cbo/performance/gatr). Please send feedback and suggestions for the next session to Shannon Carney at [Shannon.carney@portlandoregon.gov](mailto:Shannon.carney@portlandoregon.gov)

Respectfully,



Ted Wheeler  
Mayor, City of Portland

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<sup>i</sup> Matrix Recommendations included in the action items are noted below, for more details go to <https://www.portlandoregon.gov/cbo/article/653859> (p. 6-9):



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<b>Matrix #</b>	<b>Recommendation</b>
<b>2</b>	BOEC operations supervisors should modify call taker shift deployments to match the “optimal” fixed-post staffing levels as closely as possible to best meet workload demands.
<b>7</b>	Replace the current Pyxis recording system with an industry specific solution such as those offered by Nice, Stancil, or Eventide that are more user friendly and better support QA needs within a communications center.
<b>9</b>	The Training and Development staff should be moved to the Operations division, with the Training and Development Officer reporting directly to the Operations Manager.
<b>11</b>	The Bureau should adjust the schedule of the two Assistant Operations Managers so that they offset and cover an expanded portion of the day.
<b>12</b>	The Support Specialists should report to the Operations Manager.
<b>13</b>	Consider implementation of the revised BOEC organizational structure detailed in this report.
<b>14</b>	Consider the revised 4/10 shift schedule program as provided and detailed in this report.
<b>21</b>	The Emergency Communications Training Supervisor should take the leading role in training new recruits through the academy.
<b>23</b>	The BOEC should formalize the requirements for CTO’s in writing and enforce them universally.
<b>25</b>	The BOEC should reinstitute a Quality Assurance and Quality Improvement system following the APCO/NENA Quality Assurance and Quality Improvement Program for PSAPs standard 1.107.1.2015, and make QA and QI a priority within the agency.
<b>28</b>	Include the six (6) programmatic topics discussed in this report (e.g. telephony system failure) and devise standard operating practices (SOPs) in the BOEC policy and procedures manual.
<b>29</b>	For those SOPs deemed ‘sensitive’ for perusal, identify a separate secure location for storing these documents for reference by supervision and management (e.g. Homeland Security/Terrorism Notifications).
<b>31</b>	The BOEC should structure and re-organize the SOPs consistent with the steps described in this report.
<b>32</b>	The BOEC should provide on-going supervisory and management training surrounding the consistent application of policies and procedures, particular those emphasizing Human Resource areas. This will help alleviate potential supervisor liability for allegations of unfair employment practices.
<b>33</b>	BOEC management should strictly follow their internal policies regarding the use of sick, and other types of leave, and should thoroughly investigate suspected cases of abuse.
<b>34</b>	BOEC should reduce the frequency of duty assignment rotations “reliefs” to either daily or bi-daily.
<b>35</b>	When duty assignment rotations do occur, they should be managed by floor Supervisors, allowing only 1-2 staff to rotate at any one given time.
<b>36</b>	BOEC should utilize the best management practices check-list provided to identify key areas in which it wishes to implement a best practice initiative.