

# GATR Follow-up, 9-1-1 Call-taking and Dispatch: Meet National Standards for Emergency Response



Ted Wheeler, Mayor

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March 5, 2018



City Budget Office

The CITY OF PORTLAND Oregon

# Session Agenda

## Performance Update

- 9-1-1 call-taking
- EC Operations Staffing

10:35 – 10:45 AM

## Review progress on GATR action items

- Performance Measurement
- Improve Operations
- Staffing & Retention

10:45 – 11:10 AM

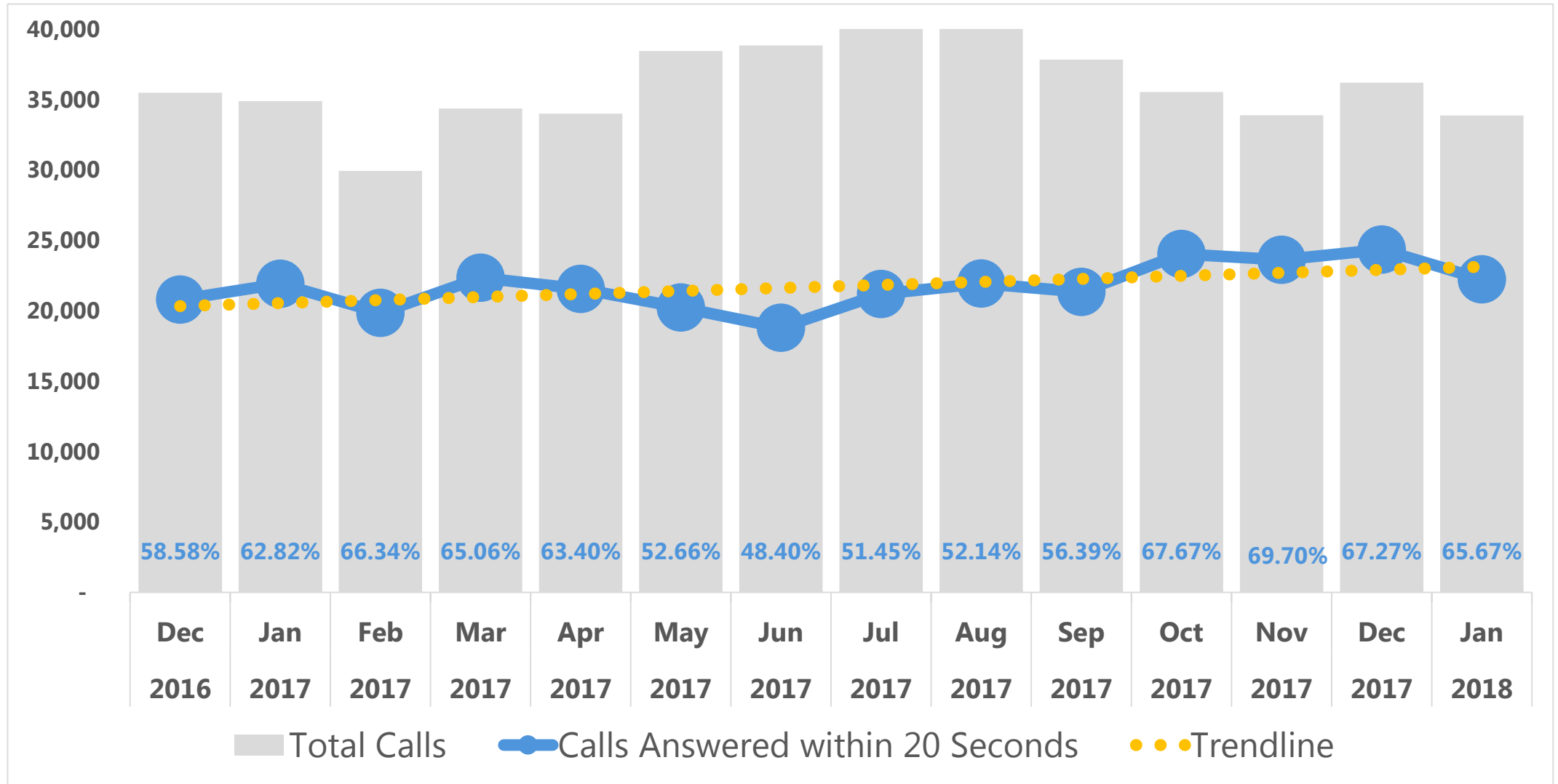
## 9-1-1 Call Filter Update

11:10 – 11:15 AM

## Next steps

11:15 – 11:20 AM

# What is BOEC's capacity to answer 9-1-1 calls within the 20 second target?



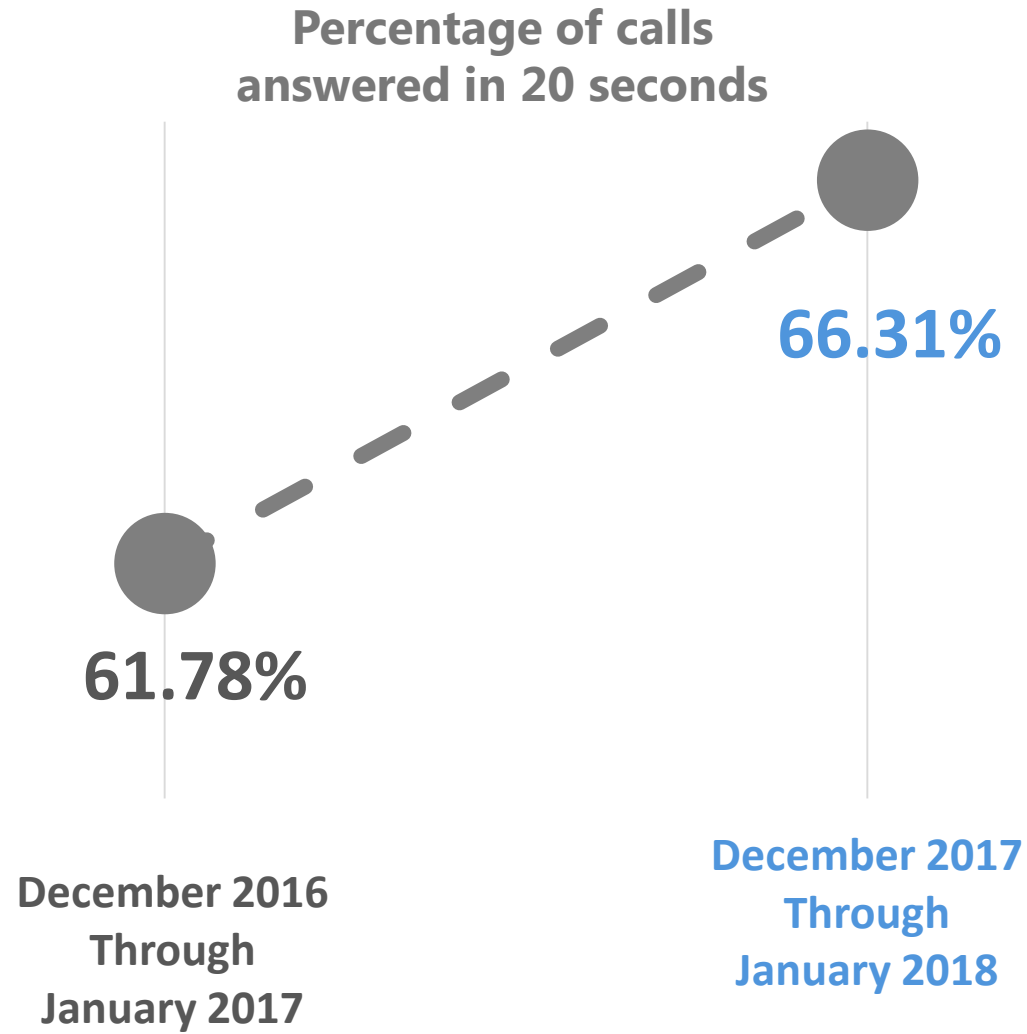
# Has call-taking performance changed since the initial GATR Session?

Time	Total Calls	Calls Meeting Target	% of Calls Meeting Target
Dec 2016	35,489	20,790	58.58%
Jan 2017	34,890	21,917	62.82%
Feb 2017	29,932	19,858	66.34%
Mar 2017	34,359	22,353	65.06%
Apr 2017	34,005	21,560	63.40%
May 2017	38,438	20,242	52.66%
Jun 2017	38,847	18,801	48.40%
Jul 2017	41,174	21,186	51.45%
Aug 2017	42,060	21,929	52.14%
Sep 2017	37,838	21,337	56.39%
Oct 2017	35,529	24,041	67.67%
Nov 2017	33,888	23,620	69.70%
Dec 2017	36,195	24,349	67.27%
Jan 2018	33,861	22,236	65.67%

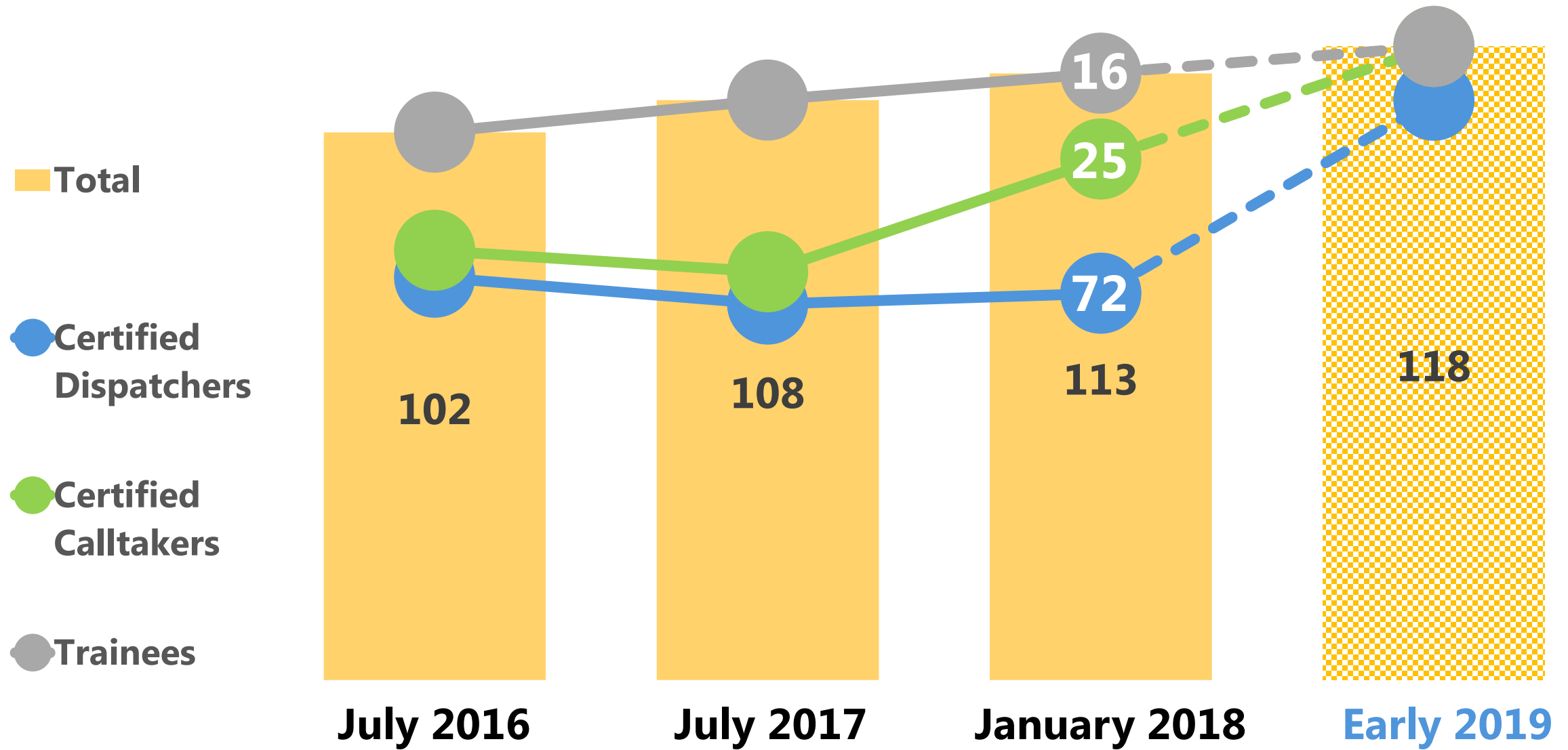


Percentage of calls answered within target

# How does 9-1-1 call-taking performance compare to last year?







# What are EC Operations Staff levels at BOEC?



## PROGRESS ON ACTION ITEMS

# ACTION ITEMS PROGRESS: *Slide legend*

Responsible Bureau(s):




	<b>STATUS</b>	<b>ACTION ITEM</b>
	Completed	Action 1
	In Progress	Action 2
	Not Started	Action 3
	Bureau Requests Revision	Action 4

*Summary of  
Progress  
or  
Supporting Data*



# Action Items: Performance Measurement

## BOEC, CBO, Mayor's Office: Establish New Performance Measures

-  Establish call-taking measures to align with national standards.
-  Establish additional performance measures tracking employee training and retention.
-  Reinststitute a Quality Assurance and Quality Improvement system using APCO or other national standards.

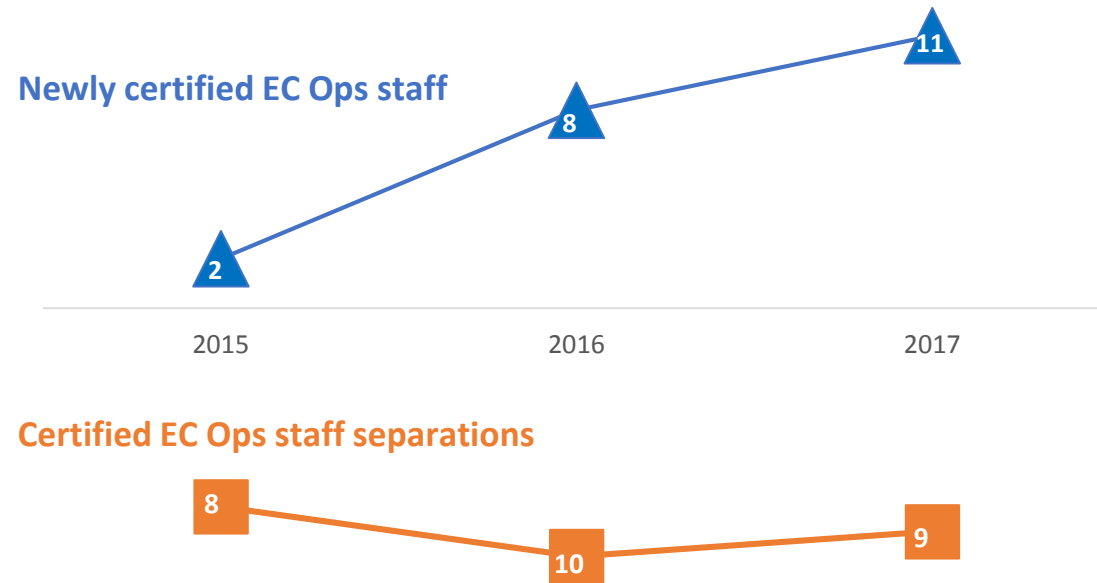
Measure	FY 16-17 actual (Dec-Jun)	Current year estimate	FY 18-19 target	Strategic target
Percentage of calls answered in 20 seconds	<b>63.2%</b>	<b>65.4%</b>	<b>72.5%</b>	<b>95%</b>
Average time to answer 9-1-1 calls (seconds)	<b>26</b>	<b>23</b>	<b>21</b>	<b>20</b>
Percentage of calls answered in 10 seconds during busy hour	<b>N/A</b>	<b>25%</b>	<b>26%</b>	<b>90%</b>

# Action Items: Performance Measurement

## BOEC, CBO, Mayor's Office: Establish New Performance Measures

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Tracking Employee Retention

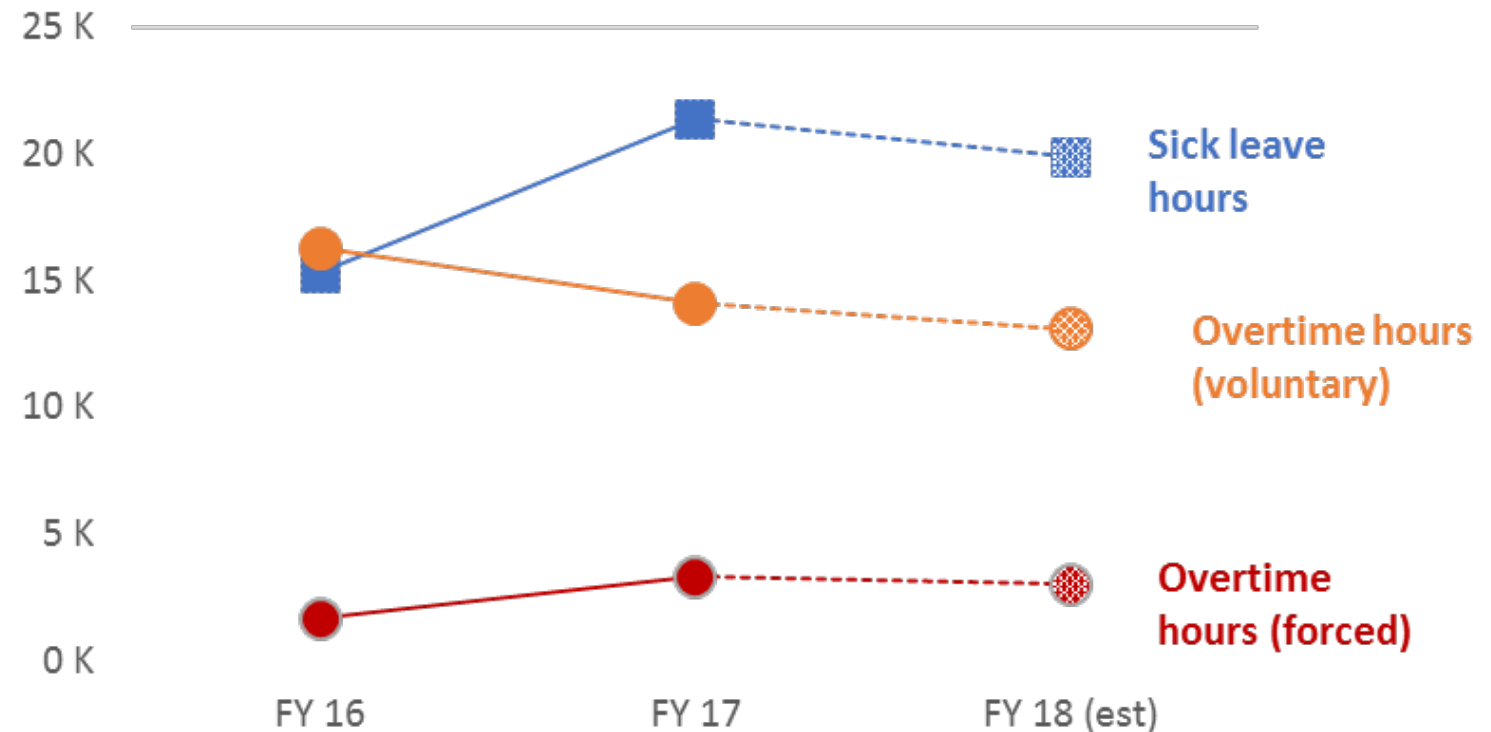


# Action Items: Performance Measurement

## BOEC, CBO, Mayor's Office: Establish New Performance Measures




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### New performance measures show improvement in operations management



## BOEC: Reinstitute QA/QI System

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-  Establish call-taking measures to align with national standards.
-  Establish additional performance measures tracking employee training and retention.
-  **Reinstitute a Quality Assurance and Quality Improvement system using APCO or other national standards.**

- Quality Assurance and Quality Improvement analyst hired with existing resources
- FY 2018-19 Budget request for industry standard recording system
- ETA for launch Fall 2018

# Action Items: Improve Operations

## BOEC, BTS: Shift Staff Resources to Address Call Workload

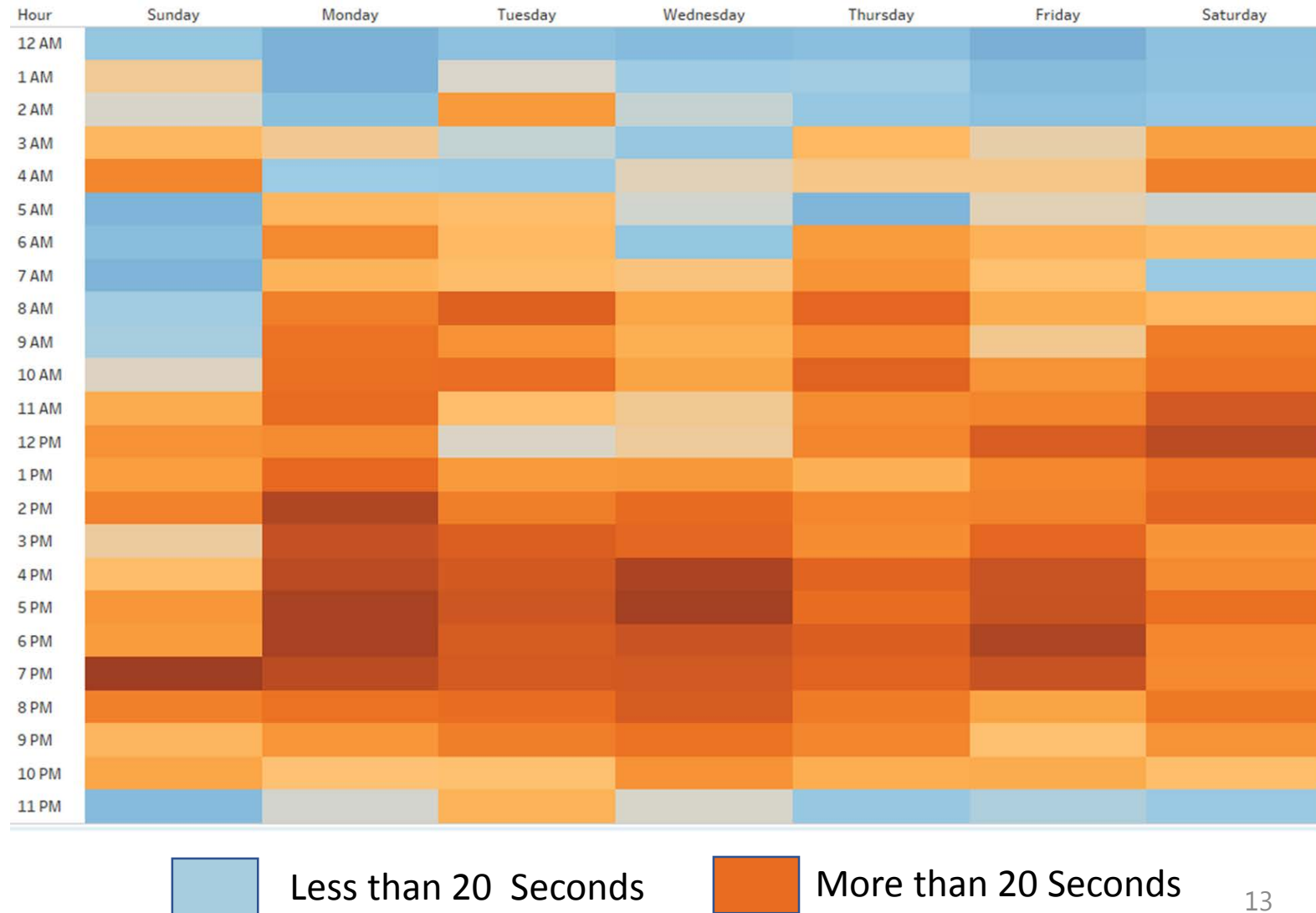
Identify a software solution to support complex/flexible scheduling assignments

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.

BOEC should reduce the frequency of duty assignment rotations “reliefs” to either daily or bi-daily.

When duty assignment rotations occur, they should be managed by floor supervisors, allowing only 1-2 staff to rotate at any given time.

### Average Time to Answer Calls



# Action Items: Improve Operations

## BOEC, BTS: Shift Staff Resources to Address Call Workload

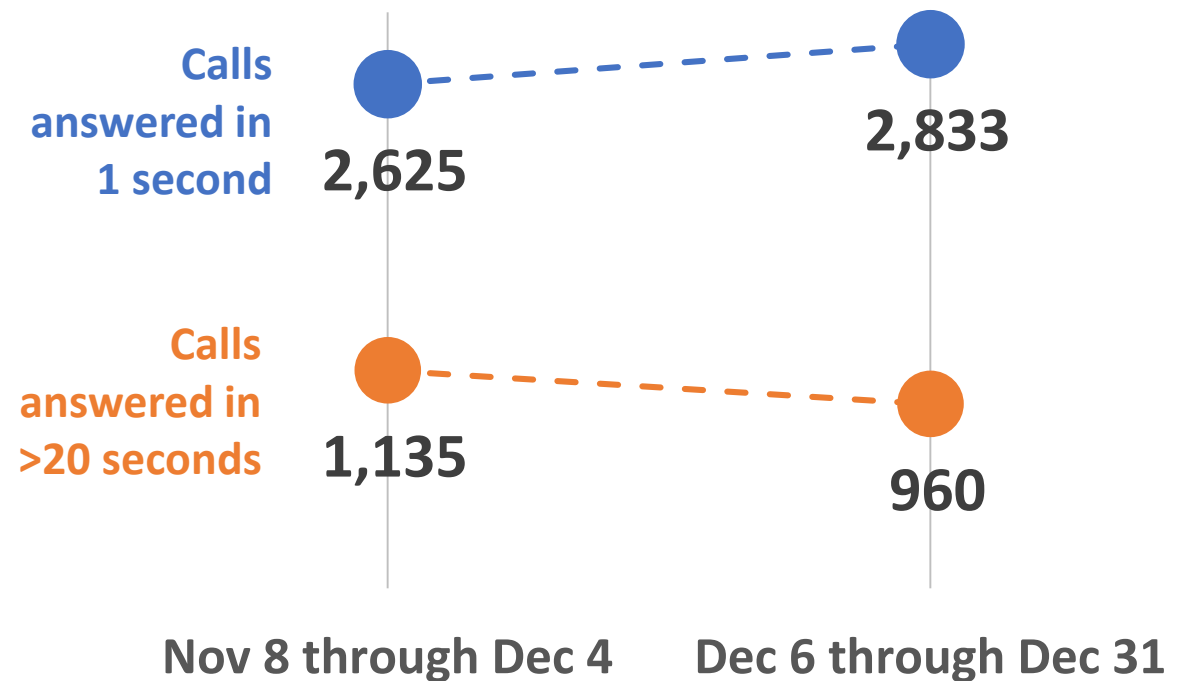
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BOEC should reduce the frequency of duty assignment rotations “reliefs” to either daily or bi-daily.

**When duty assignment rotations do occur, they should be managed by floor supervisors, allowing only 1-2 staff to rotate at any given time.**

The number of calls answered in more than 20 seconds **decreased 15 %** while the number of calls answered in 1 second **increased 8%**



# Action Items: Improve Operations

## BOEC: Improve management of SOPs

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● 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).




● The BOEC should structure and re-organize the SOPs consistent with the steps described in this report.

● 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.

- BOEC management determined these actions to be lower priority
- Less impact on call-taking times or retention of staff.

## BOEC: Revise training program

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-  **Propose revisions to training program to reduce attrition.**
-  Implement Matrix recommendations for reporting structure and coaching policy; utilize Best Practices check-list to identify areas for process improvement.
-  Participate in the Behavioral Insights Team program evaluation to increase dispatch staff resiliency and retention.

- BOEC requests a revision to this action item




# Additional Efforts: Staffing & Retention

## BOEC: Additional Strategies to Increase Staffing by Improving Culture & Support


- Mentor program for trainees to support them through the OJT process
- Separate mentor program to integrate trainees on the floor, helping them get to know more senior staff
- Communications to the floor to inform them of bureau issues and decisions
- Extended invitations to partner agencies to do SAL's to increase partnership/teamwork
- Conscious efforts continually made to recognize great work via appreciations and commendations
- Person to person contact – management (mainly Operations and training staff) making personal contact with floor employees to check in and chat
- Implementation of “Outcome Ingenuity” Just Culture approach in dealing with errors

## BOEC: Utilize Best Practices for Training Program

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 Propose revisions to training program to reduce attrition.

 **Implement Matrix recommendations on reporting structure and coaching policy. Utilize Best Practices check-list to identify areas for training process improvement.**

 Participate in the Behavioral Insights Team program evaluation to increase dispatch staff resiliency and retention.

- BOEC is in progress with revisions to coaching policy to formalize/standardize practices.

- The Best Practices checklist is a series of 71 best practices:

47 complete

8 in progress


14 not yet started


2 may need ↑ managerial staff

# Action Items: Staffing & Retention

## BOEC, CBO, Mayor's Office: Behavioral Insights program evaluation

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 Propose revisions to training program to reduce attrition.

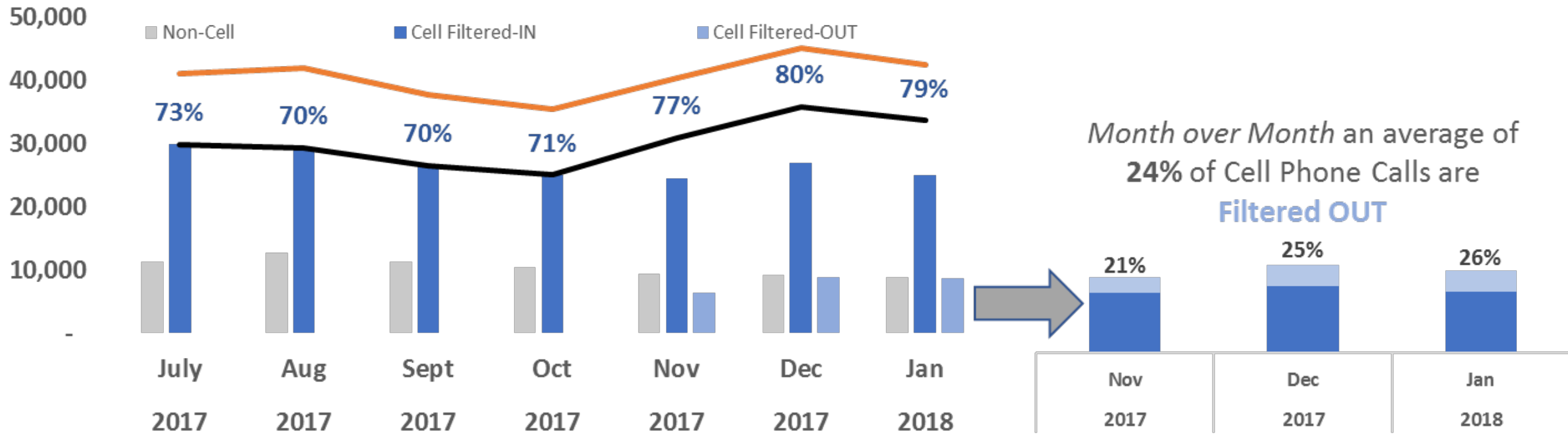
 Implement Matrix recommendations on reporting structure and coaching policy. Utilize Best Practices check-list to identify areas for training process improvement.

 **Participate in the Behavioral Insights Team program evaluation to increase dispatch staff resiliency and retention.**

- BOEC participated as part of a cohort of cities across the country.
- The purpose of the project is to find better ways to support PSAP operations staff.
- Findings expected spring of 2018.

# Call Filter Update

## The Majority of **Total Calls** are **Cell Phone Calls**



- Follow up Memo (Immediate)
- Next GATR session (Fall 2018)

## SUPPLEMENTAL SLIDES

# Underlying data to compare 2017 vs. 2018 performance (Slide 5)

Data for comparative 2017 vs. 2018 performance on “Percentage of calls answered within 20 seconds” (Slide 5)

## December 2016 through January 2017

Week	Not Met	Met	Total	Percentage
2016-49	1,470	3,109	4,579	67.90%
2016-50	3,643	4,926	8,569	57.49%
2016-51	3,785	4,506	8,291	54.35%
2016-52	3,338	4,455	7,793	57.17%
2016-53	2,463	3,794	6,257	60.64%
2017-01	360	839	1,199	69.97%
2017-02	2,916	4,481	7,397	60.58%
2017-03	3,148	5,509	8,657	63.64%
2017-04	2,760	4,964	7,724	64.27%
2017-05	2,985	4,830	7,815	61.80%
<b>Total</b>	<b>2,687</b>	<b>4,141</b>	<b>6,828</b>	<b>61.78%</b>

## December 2017 through January 2018

Week	Not Met	Met	Total	Percentage
2017-49	2,335	5,466	7,801	70.07%
2017-50	2,690	5,424	8,114	66.85%
2017-51	2,376	5,510	7,886	69.87%
2017-52	3,315	5,374	8,689	61.85%
2017-53	2,349	5,672	8,021	70.71%
2018-01	2,509	5,126	7,635	67.14%
2018-02	3,063	4,695	7,758	60.52%
2018-03	2,425	5,067	7,492	67.63%
2018-04	2,113	5,359	7,472	71.72%
2018-05	1,515	1,989	3,504	56.76%
<b>Total</b>	<b>2,469</b>	<b>4,968</b>	<b>7,437</b>	<b>66.31%</b>

# Has BOEC's capacity increased since the August GATR Session?

December 2016  
through August 2017

Average Number of Calls Answered  
within 20 seconds per Month

**20,960**

Percentage of Calls Answered within  
20 Seconds

**57.87%**

September 2017  
through January 2018

Average Number of Calls Answered  
within 20 seconds per Month

**23,117**

Percentage of Calls Answered within  
20 Seconds

**65.34%**

**+2,157**



**+7.47%**