



Office of Mayor Ted Wheeler  
City of Portland

**DATE:** March 9, 2018

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

**FROM:** Mayor Wheeler

**RE:** 9-1-1 Emergency Response GATR Follow-up Action Items

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On March 5, 2018, my office held a follow-up GATR session to measure the progress the Bureau of Emergency Communications has made toward meeting national standards for 9-1-1 emergency response. The assessment shows that BOEC has improved its performance since August 2017. Call performance is trending positively and the bureau has increased certified staffing levels.

Interim Director St. Helen did a commendable job while a search for a permanent director took place. She led implementation of the initial session's action items—all but three are complete or in progress—and has pursued additional efforts to support employees and strengthen the organizational culture. I would like to thank her for her work during this transition.

At the follow-up session, Interim Director Lisa St. Helen presented:

1. Revisions to BOEC's performance management system
2. Improvements to current operations

### 3. Efforts to increase staffing and retention

Based on the information presented at the session, I am directing BOEC to move forward on the following action items:

1. Revise Performance Management System – BOEC has established call-taking measures to align with national standards, as well as new performance measures tracking organizational management and employee retention. I further request BOEC provide my Office data on average tenure of separated staff (BOEC, CBO).
2. Reinstitute a Quality Assurance and Quality Improvement system – the bureau should continue to work towards implementation as Council and the BOEC User Board consider the bureau’s request for related technology improvements in the FY 2018-19 Budget (BOEC).
3. Identify a software solution to support complex/flexible scheduling assignments – continue to monitor the impacts of efforts to match shift deployments to call workload. Bring proposal for an integrated solution to the next GATR session (BOEC, BTS).
4. Provide a brief report on the costs and benefits of technology systems in place at the bureau, including the phone system cell phone call filter, at next GATR follow up session (BOEC).
5. Complete “Best Practices” checklist; bring proposals for process improvements to training program to next GATR session (BOEC).
6. Provide follow-up report on efforts to support employees and improve organizational culture at next GATR session (BOEC).

A follow-up GATR session will be scheduled in Fall 2018 to monitor progress on action items and bureau performance. 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 on 9-1-1 emergency response to Elisabeth Perez at [Elisabeth.Perez@portlandoregon.gov](mailto:Elisabeth.Perez@portlandoregon.gov).

Sincerely,

A handwritten signature in black ink, appearing to read 'Ted Wheeler', with a long horizontal line extending to the right.

Ted Wheeler



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