



2009 – 2013 Strategic Plan

June 2008

APCO / NENA

Strategic Plan 2009 - 2013



Introduction

The purpose of strategic planning is to anticipate change. Our objective for this Oregon APCO/NENA strategic plan is to frame the opportunities and challenges in the 9-1-1/emergency telecommunications environment in Oregon and to position the organization, our members, and the communities we serve, for success.

This plan was crafted by APCO/NENA members in attendance at the APCO/NENA Strategic Planning Conference held in Sunriver, Oregon, in May 2008.

A Look Back

This plan builds on successful APCO/NENA strategic planning initiatives in 1995 and 2004. During those planning cycles, APCO/NENA forged a strong organizational framework that includes successful Western Regional conferences, greater training program quality and consistency, improved vendor relationships, and an effective and capable organization/committee structure.

The key goals established in these early planning cycles were accomplished. Most significant among these achievements was stabilization of the funding base for 9-1-1 in Oregon via a statewide tax. By coming together as one organization and involving members and their communities throughout the state, APCO/NENA was able to mount an effective advocacy campaign that has made a great contribution to public safety in Oregon.

Oregon APCO/NENA has also shown leadership in embracing new technology. Successes include implementation of statewide mapping, Automatic Location Identification (ALI), and wireless (Phase Two) 9-1-1.

In the face of these significant accomplishments, our members continue to cite networking opportunities, mentorship, information-sharing, expertise, and mutual support as the most valuable resources afforded through APCO/NENA.

Members note that a key factor in the organization's success has been the dedication and effectiveness of the organizations' "first generation" of leadership, and are confident that the "next generation" is ready to continue the tradition of leadership excellence.



The View Forward: The Strategic Environment for Public Safety Telecommunications in Oregon

The following outlines key opportunities and challenges in APCO/NENA's operating environment, and the capabilities and vulnerabilities of the public safety telecommunications system and community.

OPPORTUNITIES

- ◆ There is an opportunity to illustrate system needs, showcase stewardship, and seek increased and new (e.g. grants) **funding** avenues.
- ◆ **Service priorities** can be set and appropriate technologies identified.
- ◆ By taking the initiative on **regionalization**, new partnerships, economies of scale, and shared standards can be established.
- ◆ **New, non-traditional marketing** strategies may be more effective in reaching the public and presenting 9-1-1 as a consistent product statewide.
- ◆ **Consistent training and ongoing career preparation** has the potential to improve recruitment, retention, and performance.
- ◆ The ongoing evolution of **technology** provides opportunity for cost and service effectiveness.
- ◆ The **new generation of employees** enters the workplace with technology "savvy".
- ◆ **Interoperability** continues to improve.
- ◆ The **diversity of partners** in the 9-1-1 community provides a wealth of **information-sharing**.

STRENGTHS / CAPABILITIES

- ★ **Partner organizations.**
 - APCO/NENA
 - OEM
 - Vendors.
 - The Public Safety community including OSSA, OACP, OFCA and SDAO.
- ★ **Incident command** improvement / readiness.
- ★ **New professional programs** at local Community Colleges.
- ★ **Call processing quality** improvements.
- ★ **Good legislative support** and advocacy in Oregon.
- ★ **Funding vision** that helps keeps pace with technology.
- ★ **Sense of mission, purpose, values, and sense of honor in public service.**

CHALLENGES

- **New technology** strains the ability to recruit, continually train, and keep qualified **personnel**. Static resources make it difficult to compete for personnel with the private sector.
- **Funding** doesn't keep pace with ongoing costs and needs for new technology and training.
- **Standardization and redundancy** are critical success factors, but "getting there" will be a challenge.
- Turnover in local and state elected positions and changing **political priorities** create the need for constant and ongoing education and advocacy. **Education** efforts must focus on clearly demonstrating need.
- Oregon's decentralized 9-1-1 system (among local jurisdictions and between state and local level) can contribute to "turf"-related divisiveness.
- Small PSAPs are struggling with the increasing complexity of **physical and cyber security** requirements.

WEAKNESSES / VULNERABILITIES

- ▶ **Funding** is not fully apace with needs for equipment, training and technology.
- ▶ **Lack of standardization** in critical areas including training, PSAP structure, equipment and technology, and procedures. Lack of participation in **accreditation** is a contributing factor.
- ▶ **Leadership transitions** are approaching at APCO/NENA and the 9-1-1 community.
- ▶ **Service provider relationships** are not well established.
- ▶ **Lack of coordinated statewide public communication** about the issues, the need and the profession.
- ▶ **Recruitment** of qualified staff is inhibited by lack of communication about the profession, and lack of **advancement opportunities**.



Our Mission, Purpose and Values

Our Mission

Advance public safety communications.

Our Purpose

To lead and support sustainable effective emergency communications of the highest standard now and in the future.

Our Service Values

- We honor and value our service to the public.
- We seek innovation in service delivery.
- We strive for appropriate and sustainable funding.
- We promote and provide education and training.
- We maintain an effective legislative advocacy program.
- We value partnerships.
- We are a dependable, collaborative resource for our members and their constituencies.

Our Vision for the Future

Our vision embraces a statewide system characterized by:

- Standardized, regionalized training that is consistent throughout the state, insuring that all citizens receive the same level of service; and local communities that know how to use, maximize and assist 9-1-1.
- Regionalized technology and consistent standards that enable adequate back-up statewide, with all 9-1-1 calls delivered with XYZ coordinates.
- An efficient and adequately funded system, through resource-sharing that maximizes funds dedicated to 9-1-1, while "any device that accesses 9-1-1" contributes to 9-1-1 funding.
- Regionalized PSAPs at multiple locations.
- A professional workforce that views public safety telecommunications as their "career of choice". An environment in which standards allow portability of workforce skills; regionalized PSAPs in multiple locations provide expanded workplace choices; and new partnerships and alliances enable career opportunities for dispatchers that align with their individual talents and abilities and enable cross-training and resource sharing among centers.
- 9-1-1 recognized as a full partner in public safety communications. New partnerships forged with related communications communities, and new vendor and agency alliances that emerge via evolving ownership and governance structures.
- Statewide service equity.

This vision is achievable through:

- ◆ Proactive leadership.
- ◆ Increased regionalization, shared resources and efficiency.
- ◆ Standardization and equity.
- ◆ Professionalism.
- ◆ New partnerships and alliances.
- ◆ The right technology.



Our Vision for a strong 9-1-1 system and safer Oregon communities.....

Achieved by:	TRAINING	TECHNOLOGY	FUNDING	WORKFORCE	9-1-1 COMMUNITY	SEAMLESS SERVICE
INCREASED REGIONALIZATION AND EFFICIENCY		<p>Regionalization of technology enables adequate back-up.</p> <p>Technology standards are consistent.</p>	<p>Efficiency and resource-sharing maximizes funds.</p>		<p>PSAPs are regionalized at multiple locations.</p>	
STANDARDIZATION AND EQUITY	<p>Training is regionalized,</p> <p>Training is standardized.</p> <p>Training is consistent throughout the state.</p> <p>All citizens receive the same level of service.</p>	<p>All 9-1-1 calls are delivered with XYZ coordinates.</p> <p>Minimum standards del. & push all data (txt, video, any IP).</p> <p>Back-up standards are regional and statewide.</p>	<p>"Any device that calls 9-1-1" is subject to the tax.</p>	<p>Standards enable workforce skills to be portable.</p> <p>Regional alliances enable cross-training and resource sharing among centers.</p>		<p>Statewide equity for services such as call delivery and early warning.</p>
PROFESSIONALISM					<p>The career is professionalized:</p> <ul style="list-style-type: none"> - Public safety telecommunications is a conscious career choice for young people, who are cultivated early for entry into the profession. - College degree programs in the field. <p>- A standardized, stepped career path that makes more opportunities for advancement available.</p> <p>Regionalized PSAPs in multiple locations provide expanded workplace choices for a professional workforce.</p> <p>New partnerships and regional alliances enable career opportunities for dispatchers that align with their individual talents.</p>	
NEW PARTNERSHIPS AND ALLIANCES	<p>The community is trained in how to use, maximize and help 9-1-1.</p>				<p>9-1-1 is recognized as a full partner in public safety communications.</p> <p>New alliances are forged with related communications communities.</p> <p>New vendor and agency alliances emerge through evolving ownership and governance structures.</p>	
PROACTIVE LEADERSHIP	<p>APCO/NENA and the State OEM program are strong, solvent, and working in partnership: "Ready, leading, driving";</p>					
THE RIGHT TECHNOLOGY		<p>The case is created and demonstrated for adequate and stable funding at state and local levels.</p> <p>Service is reliable and state-of-the-art.</p>				



Strategic Objectives, Strategies and Goals

The following five objectives and corresponding strategies and goals frame an ambitious action agenda for Oregon APCO/NENA in the upcoming five-year planning cycle. A detailed tactical plan is attached at the end of this section.

Progressive Funding

Renewal of the 9-1-1 tax is a critical objective for this planning cycle. The 9-1-1 tax supports an essential public safety resource that serves ALL citizens and visitors to Oregon. As such, the 9-1-1 tax must provide a sustainable resource base that is equitably applied and collected.

Strategies to advance this objective in this planning cycle

- Press DoR to fully collect all 9-1-1 taxes.
- Pursue a sustainable funding mechanism such as a 75¢ flat tax, COLA, or the inclusion of other taxable entities, i.e. other technologies that can "access 9-1-1".
- Explore non-traditional funding sources.
- Support efforts to repeal the double majority.

Goals 2009 - 2013

- Broadly-supported legislation introduced and adopted in 2013.
- Specific legislation for the 2011 session for 9-1-1 tax collection to be implemented by 2013

Standardized Service

Our vision looks forward to a day when resource sharing, and regionalization where appropriate, affords increased efficiency, capabilities, skill portability, career opportunities, maximized use of resources, and redundancy and back-up for all PSAPs statewide. Standardization is the necessary cornerstone to these economies and resources.

Strategies to advance this objective in this planning cycle

- Recommend best practices and standards.
- Recommend a statewide standard on receipt of emerging technologies.
- Achieve redundancy and back-up statewide.
- Research, recommend and support efforts to maximize efficiency and interoperability in public safety communications.

Goals 2009 - 2013

- Plan for statewide standards implemented and institutionalized.
- Intra-and-inter-operability established statewide.
- Training to achieve statewide redundancy and back-up delivery.
- Planning, organization, equipment, training & exercise drills conducted throughout the state.



Awareness through Education and Outreach

Participation by the 9-1-1 community, its partners, and the public is essential to the renewal of the 9-1-1 tax. In order to participate, stakeholders need to clearly understand "what's at stake". Awareness is also crucial to the elevation of public safety communications to "career of choice" status. Education and outreach are cornerstones to every other objective in this strategic plan.

Strategies to advance this objective in this planning cycle

- Public outreach.
- Partner outreach (OSSA, OACP, OFCA, SDAO, OEM, and others).
- Professional image-building and development.
- Membership outreach.

Goals 2009 – 2013

- Legislative outreach regarding the 9-1-1 tax sunset successfully conducted.
- Approved curriculum established via partnerships with community colleges.

"Progressive Approach to Technology

The topic/issue of technology is daunting in its scope. Our objective, during this planning cycle, is to optimize our ability to evaluate the benefits and costs of emerging technology options, and to provide information and guidance to our members.

Strategies to advance this objective in this planning cycle

- Define the baseline standards for a PSAP.
- Evaluate the need for and benefit of emerging technologies.

Goals 2009 - 2013

- Baseline PSAP requirements identified in "plain language".
- "White paper" produced outlining opportunities via emerging technologies, costs & benefits.



Organizational Development

Our aspirations for development of our organization during this planning cycle focus on increasing membership in our organization, and enhancing our capability to deploy an ambitious and essential strategic agenda.

Strategies to advance this objective in this planning cycle

- Commitment to organizational improvement and change.
- Outreach, information, and membership incentives for prospective members.
- Leadership development.
- Acknowledgment of members' achievements and contributions.
- Accountability and follow-through.

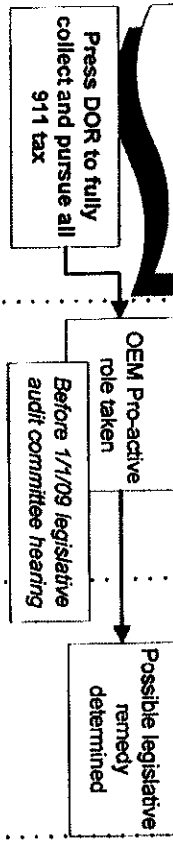
Goals 2009 - 2013

- Membership goals met.
- Leadership succession plan established and implemented.
- Strategic plan deployed, and goals met.

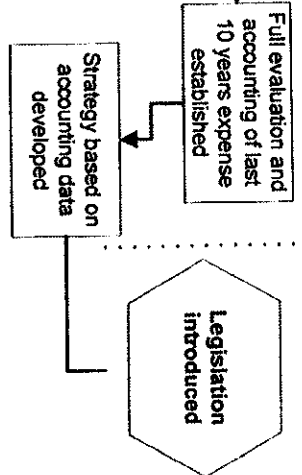
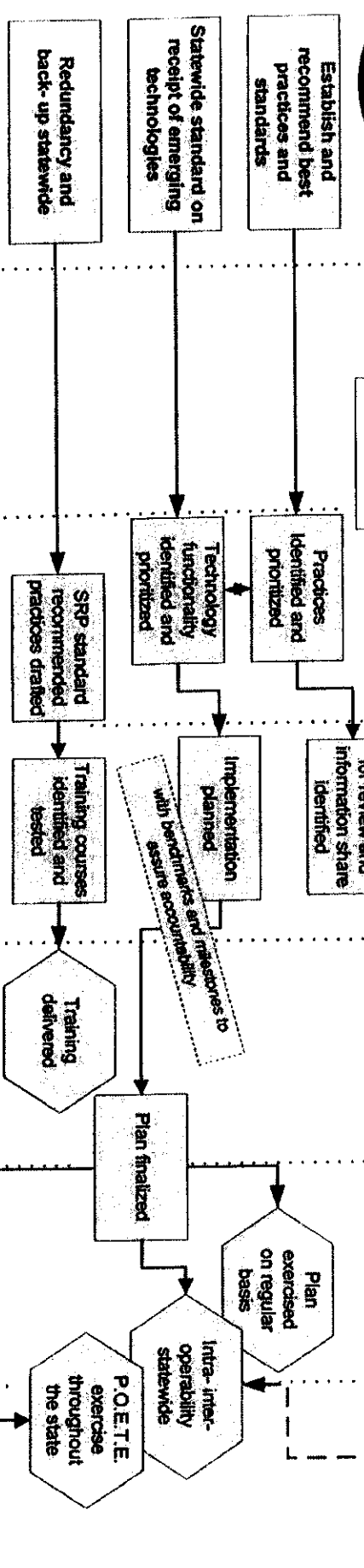
A tactical plan for each objective is attached.

Tactical Plan
 Now/2008
 2009
 2010
 2011
 2012
 2013 →

Progressive Funding



Standardized Service



Tactical Plan Now/2008 2009 2010 2011 2012 2013 →

Education Outreach & Awareness

Public outreach

Partner outreach

Professional image-building and development

Membership outreach

Template initiated for email to Sheriff, Fire, etc

Liaison/presence with partner associations initiated

Membership goals set. Member cross-referenced, MIAs identified, and outreach initiated

PSAP marketing and value of attendance promoted

Vendor sponsored PSA's initiated

Quarterly meeting press release initiated

School/ youth citizen campaign standards/ best practice

Job/ career fairs center tours, CERT, scouts, etc

Annual sponsorship for partner in Public Safety Assoc. initiated

Booth at State fair initiated

Membership/ attendance goals achieved

Partner memberships established

Scholarship for conferences established

Annual statistical reports

Identify paid PIO

Money in place

Plan A PCD/ NENA Joint cruise

Fully functional PIO

Re-evaluate

Legislative outreach re tax sunset successfully conducted

Approved curriculum via community college partnerships

"On Top of Technology"

Evaluates the need/benefit of emerging technologies

Define baseline standards for a PSAP

Group of experts identified by 10/08

"Clear language" requirements list prepared

External drivers of technology identified

Cost (CBA) benefit review conducted

White paper presented

Tactical Plan

Organizational Development

Organizational improvement and change

Outreach

Leadership development

Acknowledge/recognize local award winners at Y4-LY meetings

Accountability

Commitment made; responsibilities assigned

Committees defined, plan assessed and communicated

Mentorship, personal outreach conducted

List serv expanded and built. Brochure demonstrates benefits of membership participation

Quarterly newsletter established

Upcoming leadership transitions identified

Scholarship fund for meeting attendance (Fair/ equitable) established

Leadership succession plan established

Pay it forward

Accountability established:
- Plan action item at each meeting.
- 1 person from each PSAP at every meeting

Outreach at DPSST telecom graduation conducted

Outreach at DPSST telecom graduation conducted

Membership increased

Plan deployed. Goals achieved.

Ongoing mentorship

Now/2008

2009

2010

2011

2012

2013

