



APCO / NENA

Strategic Plan 2016 – 2020

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 updated by APCO/NENA members in attendance at the APCO/NENA Quarterly Conference held at Salishan, Oregon, in December 2015; further edited by members of the Strategic Planning Task Force; reviewed with members at Hood River in May 2016; and adopted by the membership at the October 21, 2016 Chapter meeting.

A Look Back

This plan builds on successful APCO/NENA strategic planning initiatives in 1995, 2004 and 2008. 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 those achievements was stabilization of the funding base for 9-1-1 in Oregon via a statewide tax; including pre-paid wireless devices; and a 9-1-1 tax extension. 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. Previous successes include implementation of statewide mapping, Automatic Location Identification (ALI), Phase II wireless 9-1-1, and setting a foundation for Next Generation (NG) 9-1-1 through the development of a roadmap for text to 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 Chapter's leadership, and are confident future leaders are ready to continue the tradition of excellence.

Our Mission, Vision, Purpose and Values

Our Mission

Provide public safety communications expertise, training, mentoring, professional development, technical assistance, research, advocacy and outreach to benefit our members, partners and the public.

Our Vision for the Future

Embrace a vibrant and growing organization characterized by member support, professional development and stakeholder education.

Our Purpose and Values

- We serve as a dependable, collaborative resource for our members and their constituents.
- We promote and provide education and training.
- We mentor and develop current and future leaders.
- We value and build partnerships.
- We strive for appropriate and sustainable funding.
- We seek efficiencies offered by technology.
- We maintain an effective legislative advocacy program.

Our Goals and Strategies

- 1) **Organizational Sustainability and Growth – Our vision includes a chapter that is self-funding, develops leaders, has active participants, and is a growing organization.**
 - a) Build membership
 - i) Promote individual and group memberships
 - (1) Outreach at DPSST for new telecommunicators
 - (2) Encourage dual APCO/NENA memberships
 - ii) Encourage commercial memberships
 - iii) Encourage commercial sponsorships
 - iv) Research and pursue other funding options
 - b) Vibrant committees
 - i) Review and evaluate existing committee structure
 - ii) Increase committee participation through recruitment efforts
 - iii) Obtain regular updates from committee chairs to the E-Board
 - iv) Provide support and resources to meet committee needs
 - c) Chapter officer development
 - i) Develop existing officer knowledge, skills and abilities (KSAs) by offering training opportunities, resource sharing
 - (1) Consider co-chair opportunities
 - ii) Identify, recruit and mentor future leaders
- 2) **Professional Development for Members – Our vision embraces an organization that promotes and provides a variety of professional development options for members.**
 - a) Meetings (E-Board - Ongoing)
 - i) Fellowship
 - ii) Quarterly meeting training
 - iii) Networking and information sharing opportunities
 - (1) Chapter social events
 - (2) Listserve
 - (3) Website
 - (4) Social media

- (5) Publications
 - b) Leadership development
 - i) Mentoring
 - ii) Leadership training opportunities
 - iii) Encourage sharing of techniques and strategies by members
- 3) Partnerships – **Our vision values partnerships with affinity organizations, and strive to deepen these relationships by being inclusive and encouraging participation.**
- a) State 9-1-1 Program Office
 - i) Serve as subject matter experts
 - (1) 9-1-1 Advisory Committee
 - (2) Assist with the evaluation of emerging technologies and development of standards and best practices
 - (3) Task forces for specific objectives
 - (4) Participate in the Office’s strategic planning process
 - b) Department of Public-Safety Standards and Training (DPSST)
 - i) Continue to influence policies and curriculum
 - (1) DPSST Board
 - (2) DPSST Telecommunications Policy Committee
 - (3) DPSST Curriculum Committee
 - c) Affinity Organizations
 - i) Groups include:
 - (1) Oregon Association of Chiefs of Police (OACP), Oregon State Sheriffs’ Association (OSSA), Oregon Fire Chiefs Association (OFCA), League of Oregon Cities (LOC), Association of Oregon Counties, (AOC), Office of Equity and Multicultural Services, (OEMS), Oregon Executive Development Institute, (OEDI), Oregon Emergency Management Association (OEMA), Special Districts Association of Oregon (SDAO), Oregon Accreditation Alliance (OAA), Criminal Justice Information Systems Committee (CJIS) Law Enforcement Data System / Department of Motor Vehicles Committee (LEDS/DMV).
 - ii) Assign liaisons who report to the membership
 - iii) Encourage associate memberships
 - d) Affinity Programs
 - i) Groups include:
 - (1) State Interoperability Executive Committee (SIEC), Oregon Emergency Response System (OERS), National Center for Missing and Exploited Children (NCMEC), Amber Alert, FirstNet.
 - ii) Assign representatives who report to the membership
 - iii) Encourage associate memberships
- 4) Legislative Activity - **Our vision recognizes the importance of legislation on the future of 9-1-1 and dispatch and strives to work collaboratively to influence, educate, and strengthen our presence in legislative forums.** Additionally, participation by the 9-1-1 community in the political realm both regionally and nationally is crucial to the PSAPs, our partners and our citizens. Funding decisions, PSAP legal requirements or mandates and telephonic mandates are determined in political realms. In order to participate in these processes members need to clearly understand “what’s at stake”. We also need to educate political staff so they can advocate for their citizens and 9-1-1 centers.
- a) Educate and influence the legislature for funding
 - i) Contracted professional lobbyist
 - ii) Members
 - (1) Individual advocacy
 - (2) Coordinated political outreach
 - (a) Sample templates

- (b) Talking points
- (c) Social media
- (3) 9-1-1 Goes to Washington
- iii) Collaboration with stakeholder lobbyists

5) Effective and Efficient 9-1-1 Service – **Our vision is to provide our professional expertise and outreach capabilities to recommend enhanced technology, and influence the direction taken for future technology.**

- a) Technology
 - i) Technical assistance
 - (1) PSAPs
 - (2) State Office
 - (3) Customer agencies
 - ii) Advocate for improved location accuracy
 - (1) Dispatchable location
 - (2) Vertical axis (Z coordinate)
 - (3) Precise Multi-line Telephone System (MLTS) location regulations
 - iii) Consider supporting regulations terminating access from non-service initialized (NSI) devices
- b) Public Education and Outreach
 - i) Develop consistent messaging across the state
 - (1) Basics of 9-1-1
 - (a) When to call
 - (b) What to expect
 - (2) Text-to-911
 - (3) Location
 - (a) Awareness
 - (b) Accuracy
 - (c) Coverage of Services
 - (4) Tech-Related Capabilities or Confusion
 - (a) Accessibility
 - (b) Pocket Dialing
 - (c) Mobile Applications
 - (d) IP-related Issues (VoIP, MLTS, Broadband)
 - ii) Share Information regularly with Colleagues & Partner Agencies
 - (1) With Peer 9-1-1 Agencies
 - (a) In-Person at Quarterly Meetings
 - (b) Electronically via Listserv
 - (c) Product Development via Committee Efforts
 - (2) State, Regional & National Participation
 - (a) APCO
 - (i) 911 Goes to Washington
 - (ii) National Conference & Committee
 - (iii) Western Region
 - (b) NENA
 - (c) Regional & State Committee Efforts
 - (3) Outreach with other Public Safety-Related Disciplines & Local Elected Officials
 - (a) Sustainable Funding for Services
 - (b) Regulations
 - (c) Role of Data within 9-1-1 & Public Safety Services
 - (d) Technology Changes & Challenges
 - (i) FirstNet
 - (ii) Next Generation 9-1-1
 - (iii) Other