



# Six-Month Action Plan

*Stabilize. Fix. Transform.*

## Goals

- Restore public trust and confidence in Fulton County's emergency communications/9-1-1 System.
- Provide emergency communications/9-1-1 services that meet or exceed industry standards and best practices.

## *Leadership*

- Conduct a national search for a progressive emergency communications leader with the right leadership skills and experience in public safety communications services.

## *Organization*

- Implement an Interim Management Work Plan using the recommendations of the 9-1-1 Emergency Communications Center Operational Review.
- Develop a long-range strategic plan centered on providing high quality emergency communications services to our municipal partners, unincorporated Fulton County, and to public safety professionals.
- Revise the Center's mission statement, core competencies and organizational values.
- Build a responsive workforce focused on customer service and service excellence.
- Restructure the Center to reflect revised service areas and workflows.
- Conduct a comprehensive review of position classifications.
- Improve the Center's training programs, establish annual training requirements for employees, and include customer service training for all employees.
- Update policies and procedures.

## *People*

- Reduce employee turnover by improving employee morale, increasing job satisfaction, and treating employees with respect.
- Attract and retain a highly motivated, diverse, and professional staff.
- Ensure employees have the skills, confidence and ability to perform their jobs.
- Reduce employee absenteeism and overtime through an agency staffing plan that assures adequate staffing.
- Streamline the new employee hiring and training process.

## *Results*

- Institute and monitor key agency and employee performance standards based on industry standards and best practices.
- Improve reporting methods, data collection and reporting processes to assure compliance with performance standards.
- Hold employees and managers accountable for their actions and performance.
- Increase efficiency and quality of call handling and dispatching.
- Engage stakeholders in overseeing the performance of the 911 Center, quality improvement initiatives and operations.
- Re-establish the Medical Dispatch Review Committee and improve medical dispatch protocol compliance.
- Seek Accredited Center of Excellence certification through the International Academy of Emergency Dispatch.

## *Resources*

- Appoint a 911 Computer-Assisted Dispatch Project Manager.
- Develop technical update and capital equipment replacement plans.
- Prepare a financial plan reflective of known future revenues and service requirements.