EXECUTIVE DIRECTOR
RECRUITMENT PROFILE
E-COM DISPATCH CENTER

This Recruitment Profile provides background information on E-COM Dispatch Center, located in Homewood, Cook County, Illinois, and presents qualifications and experience identified as desirable traits and attributes for the candidates applying for the Executive Director position.

This Profile will serve as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

This recruitment is being conducted on an open, impartial, local, regional, and nationwide basis, encouraging applications from all persons wishing to compete for the position.

All inquiries relating to the recruitment and selection process for the E-COM Executive Director position should be directed to PSAP Concepts & Solutions, Attn: Mr. Ronald Bloom ENP, Agent for the E-COM Executive Director Search Committee, at (708) 991-7225, or by email to rmpb@ameritech.net.
E-COM COMMUNITIES

Just 35 miles south of downtown Chicago, along the Metra Electric commuter line, in southern Cook County, E-COM Dispatch Center is located in Homewood, Illinois, a tree-lined community of mainly residential and retail units. E-COM dispatches for the Villages of Homewood, Glenwood, Hazel Crest, Flossmoor, Riverdale and South Holland, with a combined population of over 92,000 residents.

E-COM DISPATCH CENTER

E-COM Dispatch Center is an independent, intergovernmental agency which began operations in November 2005 as defined in the State of Illinois Intergovernmental Cooperation Act.

Mission Statement:

It is the mission of the E-COM Dispatch Center to provide professional, high quality and effective police, fire, EMS and Public Works dispatch services to the member agencies as well as the community. We, the members of the E-COM, believe that our work has a vital impact on the quality of life to our communities. To demonstrate our commitment to our profession we subscribe to the values of integrity, commitment to employees, community partnership and professionalism. We realize fully that the expression of ideas is meaningless unless actively practiced. The integrity and professionalism demanded of members of the E-COM shall ensure unbiased application of services.

E-COM is governed by a 13 member Board of Directors, consisting of two representatives from each member agency plus one citizen at-large selected on a rotating basis. Typically, the Board consists of the Village Administrator/Manager and one public safety agency chief. The Operating Committee is composed of one command staff officer from each public safety agency. Both boards meet on regular schedules and may call special meetings.

Much of the ongoing oversight of the agency is provided by a Police Operations Committee, a Fire Operations Committee, and a Public Works Operations Committee. These committees are comprised of a representative from each member agency appointed by the Chief. These committees meet monthly and may also hold special meetings.

The Executive Director works under the direction of both the Board of Directors and the Operating Committee, but is hired and fired by the Board of Directors. The Director is responsible for the overall management of the agency, exercise of financial accountability throughout the organization, union negotiations and relations, the quality of dispatch operations, development of appropriate policies and procedures, interaction with members, county, state, and federal agencies in training and emergency preparedness, and leadership of the budget process and planning efforts.
E-COM is funded in several ways. The main source of funding is the villages that E-COM serves, both through surcharge fees (E-COM is the ETSB for all agencies) as well as payment from municipalities operating budgets.

All E-COM employees participate in the Illinois Municipal Retirement Fund. All full-time telecommunicators are represented by the Teamsters as their collective bargaining agent. The current contract expires December 31, 2010.

COMMUNICATIONS SYSTEMS TECHNOLOGY
E-COM processes incoming requests for public safety response using a call-taker who speaks to the caller and processes the call including determining the nature and priority of the call and then sends the call electronically to a dispatcher who notifies the proper response agency or unit.

E-COM’s telephone system supports eleven 9-1-1 lines (six landline and five wireless) and nineteen administrative lines. The telephone communication equipment, including 9-1-1, is supported with a Positron Power phone system and with ATT BCM PBX and interfaced with mapping provided by GeoComm. E-COM is fully wireless Phase II complaint for all cellular service providers. Radio consoles are state-of-the-art Viking furniture with Motorola Gold Elite electronics.

E-COM utilizes Spillman CAD, Mobile and each community uses the records software. This system is an especially sophisticated system and is designed for multi-jurisdictional agencies such as E-COM.

The CAD system, police and fire records management systems, and the federal and state criminal justice systems (LEADS/NCIC) are connected through the Cook County frame relay network.
E-COM also serves all members with shared radio systems.

These systems use 2 UHF radio networks, 1 VHF frequency, and supply mobile applications with wireless connectivity using Verizon air cards.

Police, Fire, and EMS vehicles at member agencies make use of mobile data computers (MDCs) using Verizon wireless air cards.

**CHALLENGES AND ISSUES FOR THE EXECUTIVE DIRECTOR**

The Executive Director can expect to encounter the following challenges and issues:

- Coordinate activities with the Board of Directors, the Operating Committee, the Police Operations Committee, the Fire Operations Committee, and the Public Works Operations Committee to ensure ongoing satisfaction with the operations of the center; be sensitive to the inherent tensions in joint telecommunications agencies.

- Be responsive to the needs of the E-COM members and ensure that all communities and agencies feel their issues are addressed fairly and in a timely manner.

- Ensure that the basics of the center’s operation and technology work well; continuously work to improve the agency’s procedures and the quality of the operations.

- Improve the service orientation of the agency and lead E-COM staff in improving service to both the general public and agency members.

- Lead E-COM to achieving the status of being a model agency on both a local and national level through a structured Communications Training Officer program which trains new recruits; ongoing education and Quality Assurance.

- Improve the quality of management and supervision throughout the agency.

- Assist with the career growth of employees; seek improved training resources and develop career paths.

- Maintain good communication with all E-COM staff members, especially shift managers and line workers.

- Review current policies for the agency and work to ensure adherence and make changes where appropriate.
• Lead the project to continue the upgrade of the agency’s radio technology, Next Generation 911, and improve E-COM’s use of information technology in general.

• Develop improved arrangements for disaster recovery and back-up sites.

• Improve the agency’s budget development process and seek regular involvement of the Board of Directors in budget development and long-term planning.

• Further develop a strategy and long-term plan for equipment replacement along with the outlook of a strategic plan.

EXECUTIVE DIRECTOR CANDIDATE QUALIFICATION CRITERIA

The issues, responsibilities, and challenges facing the E-COM organization call for particular experience, skills, style, and professional commitment on the part of the Executive Director. Criteria are not listed in priority order, although the ideal candidate will have the requisite combination of management experience, understanding of police and fire operations, and knowledge of information systems technology. The salary range for this position is $75,000 to $95,000. The starting salary will depend on qualifications and experience. There are excellent benefits, including a car allowance, health, and dental coverage, and participation in the Illinois Municipal Retirement Fund. The Executive Director works at the pleasure of the Board. The successful candidate must establish residency within 15 miles of the E-COM facility within one calendar year of the hiring date.

Education and Experience

**Essential Qualifications:**

Hold a bachelor’s degree in criminal justice, public administration, information technology, or another field AND possess a minimum of three years of increasingly responsible management experience in public safety dispatch and telecommunications operations;

OR

Possess a minimum of three to seven years of increasingly responsible management experience in public safety dispatch and telecommunications operations.

**Preferred Qualifications:**

Ideally the candidate would have served at least in the capacity of Deputy Director or a title commensurate with such authority and responsibility.

Ideally, have experience working at an executive level with a Board of Directors serving a multi-jurisdictional, combined (fire/EMS and police) dispatch center.

It would be desirable to hold a NENA ENP (Emergency Number Professional) or APCO RPL (Registered Public Safety Leader) certificate.
It would be desirable to have experience in systems integration and technical problem solving.

 Required Qualifications:
Possess a working knowledge of the 911 system, including networking, routing, database management and maintenance, MSAG and related items that are critical to 911 call delivery.

Have the managerial maturity, experience, self-confidence, and strength of personal convictions to assertively provide administrative leadership for the E-COM organization.

Have experience working in an intense intergovernmental setting and the ability to interact positively with a wide variety of officials and staff in emergency service agencies. Have appropriate experience and the ability to maintain a positive and effective inter-jurisdictional cooperation within and beyond the member communities and related agencies, including meetings with and appearance before local and state governmental units and other related organizations.

Possess strong communication skills, including interpersonal skills, writing skills, and the ability to speak before and make presentations to diverse groups and answer questions on behalf of the organization; have the ability to be an effective advocate for the E-COM organization.

It is imperative that the candidate is capable of working under pressure, making logical and sound decisions while maintaining a professional demeanor.

Have management experience in creating an environment of trust and integrity where employees respect one another and where the department consistently functions at a high level of service.

Be skilled at effectively presenting counsel and recommendations to the Board of Directors and/or the Operating Committee.

Have knowledge of police, fire/EMS, and public works operations and be skilled at interacting with police and fire personnel while working to improve the center’s operations.

Be skilled at effectively interacting with police and fire chiefs and public works directors; be able to differentiate their needs and facilitate cooperation between these types of departments.

Have an understanding of public safety telecommunications and information systems technology and have the ability to explain technical issues in terms understandable to a layperson; be knowledgeable of technology trends in public safety.
Have demonstrated experience and the ability to attract, develop, motivate, lead, and evaluate highly skilled, professional staff.

Be a skilled human resource manager with experience in the development of personnel policies and procedures, performance evaluation, discipline and grievance procedures, employee recruitment and selection, and employee training and development.

Have experience with the use of quality management techniques, metrics, and key performance indicators.

Have experience in managing a Communications Officer Training Program which includes ongoing training, both in house training and using outside vendor and experiencing in Quality Assurance methods.

Have considerable experience in the development and effective administration of a budget, and payroll; possess an attention to detail and a reputation for conscientious expenditure of funds.

Have practical experience managing a dispatch center where the employees are under a collective bargaining agreement, including contract negotiations as well as interacting with union officials and stewards in all aspects of the agreement including grievance procedures.

Be knowledgeable in strategic planning principles, have experience in the implementation of goals and objectives, and have the ability to provide a sense of direction to an organization.

**Management Style/ Personal Traits**

Be an energetic, enthusiastic Executive Director who can readily earn respect and credibility inside and outside the organization.

A working knowledge of 911 rules and regulations as contained in the Illinois Commerce Commission acts that govern 911 in Illinois, acting as the E-COM ETSB liaison to the ICC.

Be an effective representative of and advocate for E-COM with all constituencies and contacts, and be able to interact effectively with persons in positions of influence and authority, having no reluctance to initiate contact with such persons on behalf of the E-COM organization.

Provide strong leadership, counsel, and support to E-COM officials and members, being adaptive to changing personalities and styles of group interaction, while being respectful, diplomatic, and not intimidated by others.
Be actively engaged in the operation of E-COM, taking personal ownership of the pursuit of the long-term success of the agency.

Be service-oriented and responsive to the demands of E-COM agencies and the general public; continuously work to improve the service orientation of the agency.

Be a person who values achieving a high level of quality and stability in E-COM’s services and generates enthusiasm among the staff for continued improvement of the operations.

Work energetically and persistently to identify and resolve problems in the E-COM operation; be personally accountable for the performance of the organization and refrain from making excuses for poor performance or failure to resolve problems.

Be an effective communicator and consensus builder within the E-COM staff, striving for better communication especially with shift supervisors and line workers; be a good listener, truly hearing what others are saying.

Have the ability to lead committee sessions and work cooperatively with the E-COM committees; have the ability to facilitate discussions at meetings, making an effort to ensure that all views are heard; have an inclusive and participatory style.

Be a manager who can effectively take direction from multiple “bosses,” especially the police and fire chiefs who are the main contact points with the E-COM member agencies.

Be a manager who can provide strong direction and yet give staff latitude to carry out their duties, and avoid “micro-management.”

Be a skilled negotiator, able to resolve conflicting priorities among E-COM members.

Be a person who is creative and flexible, open to new ideas.

Have a management style that involves staff and employees in decision making and providing opportunities for complete and effective communication among all members of the E-COM organization.

Be capable of preparing and overseeing the preparation of comprehensive, concise reports and recommendations, offering policy options and recommended courses of action for review and consideration by the Board of Directors and/or the Operating Committee.

Be a “self-starter,” comfortable in working with limited direction and with wide latitude of action while keeping employees and supervisors appropriately informed of plans, actions, and programs.
Have strong analytical skills and be able to resolve technical problems and issues that may arise.

Be active in the emergency communications industry.

Possess and exemplify high moral standards and personal ethics with a background of and reputation for complete integrity.

Possess a sense of humor and the ability to maintain and promote positive interpersonal relationships with all parties while caring for and nurturing good employer – employee relations.

**PROFESSIONAL ANNOUNCEMENT**

**E-COM DISPATCH CENTER**  
**EXECUTIVE DIRECTOR**

E-COM Dispatch Center is seeking an Executive Director. E-COM provides E911 dispatch and radio services for Homewood, Flossmoor, Hazel Crest, Glenwood, Riverdale and South Holland, Illinois for fire/EMS and police. These Villages have a combined population of 92,000. E-COM has 23 Telecommunicators, 3 full-time administrative personnel, and 6 part-time employees, with a FY 09 budget of approximately $2.56 million. In 2009, E-COM dispatched 128,836 Calls for Service for the member agencies.

The Executive Director works under the direction of the E-COM Board of Directors and the Operating Committee and is responsible for the overall management of the agency, exercise of financial accountability throughout the organization, the quality of dispatch operations, development of appropriate policies, interaction with members, county, state, and federal agencies in training and emergency preparedness, and leadership of the budget process and planning efforts.

Candidates should possess a Bachelor’s degree and three years of progressive management experience in public safety dispatch and telecommunications operations,

**OR**

Possess three to seven years of progressive management experience in public safety dispatch and communications operations.

NENA ENP or APCO RPL certification is desirable.

Candidates must have excellent leadership, management, and interpersonal communication skills, including the ability to interact positively with a wide variety of
officials and staff in emergency service agencies. Knowledge of police and fire operations and experience in quality management techniques is very desirable.

Candidates should also possess knowledge of radio, telephone, CAD systems, and related public safety communications technology.

Interested candidates are encouraged to view the complete Recruitment Profile for this position which includes information about E-COM, as well as challenges the new Executive Director will encounter; qualifications for the position as well as required and preferred characteristics; knowledge, skills and abilities the ideal person will possess; as located at [WWW.ecom911.net](http://WWW.ecom911.net) prior to submitting a resume.

The salary range is $75,000 to $95,000 along with an excellent benefits package. Starting salary will be commensurate with qualifications and experience. Resumes, with three professional references, must be submitted to the agent for the E-COM Executive Director Search Committee at the address below by the close of business on August 25, 2010.

Mr. Ronald Bloom, ENP
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Homewood, Illinois 60430

E-COM DISPATCH
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