NEXT GENERATION VALLEY COM

2021 Update

ROADMAP 2023

June 2021

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VISION

An industry-leading regional public safety hub, Valley Communications Center is a team of dedicated public safety professionals working together to provide our community with responsive and coordinated emergency and other essential services.

GOALS

G1 | Public Safety Governance & Communication

Valley Communications Center will be a leader in public safety governance and communication.

G2 | Trust & Team Building

Valley Communications Center will foster a culture of diversity, inclusion, trust and team-building amongst staff to better serve the public.

G3 | Support & Resources

Valley Communications Center's support & resources for staff will solidify the center's reputation as an industry leader.

G4 | Current & Changing Services

Valley Communications Center will align its services with current capacity, future capability, and public priorities.

G5 | New Technologies & Services

Valley Communications Center will lead through strategic foresight in evaluating new technologies and services

G6 | Data Management & Access

Valley Communications Center will improve data management, collaboration & access.

MISSION

Valley Communications Center saves lives by assessing, translating, and routing information efficiently, accurately, and rapidly.

GUIDING PRINCIPLES

RELIABILITY

We are always there when you need us.

TRANSPARENCY

We are direct and clear in all our decision-making and communication.

COMPASSION

We look out and care for each other with genuine concern.

ACCOUNTABILITY

We are responsible and respectful stewards of the contracts and expectations of our partners and the public.

TEAMWORK

We foster understanding, support, collaboration, and professionalism across our organization.

CONTINUOUS IMPROVEMENT

We will constantly improve and innovate our services by regularly reviewing performance and investing in our staff.

EQUITY

We embrace diversity, and affirm all communities, including under-represented and under-resourced populations.

INTRODUCTION

At Valley Com, we do not shy away from challenging situations; instead, we meet them head on, rising to the occasion as the first of the first responders. The planning for the future of our organization is no different. To meet the challenges we face as an organization, we have undertaken a collaborative strategic planning process to chart out a roadmap for the next five years.

Our collective vision is bold—to lead the industry— our mission is critical—to save lives. *Next Generation Valley Com* puts a focus on the work we need to do internally to deliver on those aspirations, and what we must continue to do to support each other. Three commitments emerged from the process:
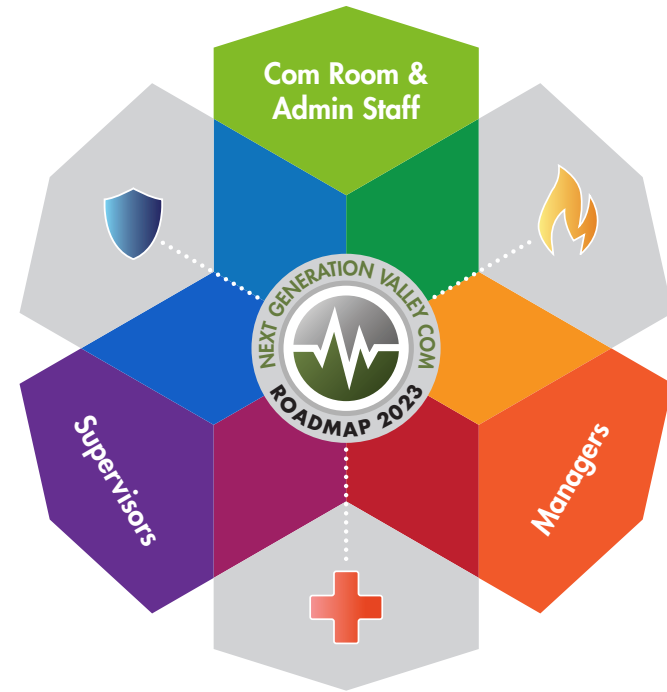
- Managers commit to following through on Plan implementation, including seeking appropriate **staffing** and **resources** for the center.

- Supervisors commit to being **compassionate** about team member needs.

- Com Room and Admin Staff commit to helping **build trust** throughout the center by assuming best intentions of colleagues.

VCC Management, the Guild, and VCCEA believe in this plan. We are united in our commitment to seeing it translated from words to action. We are optimistic for the next generation.

In service,

VCC Leadership
Lora Ueland, Vonnie Mayer, Angee Bunk, Sean Morrow, Jeff Valdanbrini, Melinda Wilde, Mike Densmore, & Austin Haynes

PROCESS

Next Generation Valley Com is the product of an intense, 15-month planning process that engaged VCC stakeholders inside and outside of the center. Staff surveys and situational analysis laid the groundwork for extensive interdepartmental conversations about our Vision, Mission, Guiding Principles, and Strategic Priorities. Work groups populated by managers, supervisors, admin and com room staff were joined by key external partners from our public safety partners and peer organizations. These work groups focused on content areas—like Staff Resources, Governance, and Technology—to drill down and develop Goals and measurable Objectives. During the winter and spring of 2021, Valley Com's staff and board leadership updated the plan's Guiding Principles, Goals, Objectives, and Actions in light of the agency's progress and changing conditions in the communities we serve.

These Goals and Objectives are the next generation of Valley Com; our "roadmap" is in the actions that support each of these objectives. Accompanying this strategic plan is an Implementation Guide, which spells out each of the actions in more detail.

GOALS & OBJECTIVES

G1 | Public Safety Governance & Communication

Valley Communications Center will be a leader in public safety governance and communication

1.1 | Increase regional participation, communication and collaboration amongst partners with inter-organizational decision making

1.2 | Communicate and educate the public about VCC's services and mission

1.3 | Improve VCC's representation and alignment with public safety customers

1.4 | Track and respond to new legislation on law enforcement respopnce.

G2 | Trust & Team Building

Valley Communications Center will foster a culture of diversity, inclusion, trust and team-building amongst staff to better serve the public

2.1 | Improve communication and strengthen working relationships between supervisors and staff

2.2 | Increase communication and utilization of VCC's existing and future health & wellness programs

2.3 | Increase call receiver, dispatcher, and supervisor shift group cohesion on the floor

2.4 | Build and sustain a workforce that reflects our diverse community

G3 | Support & Resources

Valley Communications Center's support & resources for staff will solidify the center's reputation as an industry leader

3.1 | Actively manage culture of formal and informal recognition for staff exemplifying the guiding principles

3.2 | Increase consistency and effectiveness of communications training officers (CTOs) curriculum

G4 | Current & Changing Services

Valley Communications Center will align its services with current capacity, future capability, and public priorities

4.1 | Increase regional participation, communication and collaboration amongst partners with inter-organizational decision making

4.2 | Achieve consensus amongst management, supervisor guilds, and VCCEA leadership on "optimal" and "minimal" levels of staffing

4.3 | Identify most promising operational efficiencies to reduce unnecessary redundancy and maximize existing human resources

4.4 | Improve VCC internal awareness of and opportunities for input into organizational issues

4.5 | Continually monitor and adapt to public priorities as expressed by user agencies

G5 | New Technologies & Services

Valley Communications Center will lead through strategic foresight in evaluating new technologies and services

5.1 | Improve exploration, discussion, and evaluation of emerging technologies and their impacts for VCC

G6 | Data Management & Access

Valley Communications Center will improve data management, collaboration & access

6.1 | Streamline document access and internal communication methods to increase staff efficiency

6.2 | Expand VCC's online records to make data more available to the public

6.3 | Provide an improved platform for public safety data sharing amongst partners

PUBLIC SAFETY GOVERNANCE & COMMUNICATION

CURRENT & FUTURE SERVICES

TRUST & TEAM BUILDING

NEW TECHNOLOGIES & SERVICES

SUPPORT & RESOURCES

DATA MANAGEMENT & ACCESS

COMPLETED ACTIONS Q4'18 – Q2'21

1.1.1 | Advisory Committees
1.1.2 | Statements of Impact
1.2.1 | Public Education Partnerships
1.3.1 | Ops Board Adjustments
2.2.1 | Employee Activity Spotlight
2.3.1 | Track Interactions
3.1.1 | Positive Reinforcement
3.1.2 | Employee Recognition
3.2.1 | Training Department Review
4.3.1 | Management Briefings
4.3.2 | VCC Project Workplan
4.3.4 | Practicality Test
6.1.2 | Document Version Control Plan
6.1.3 | Searchable Database

MEDIUM-TERM ACTIONS Q1'22 – Q4'22

1.1.3 | Quarterly Email Briefings
1.1.4 | Fire + PD Visits
1.1.5 | VCC Site Visits
1.2.4 | Public Outreach Committee
2.2.4 | UV Light Installation
2.2.5 | Lactation Pod Installation
2.3.2 | Adjust Shift Structure
2.4.1 | Update Training Curriculum to Include a Racial Equity Module
2.4.2 | Recruiting for COI Academy
4.1.3 | Call Duration Strategies
4.1.4 | Not-Ready Status
4.3.4 | 2021 & 2022 Budget Adjustment
5.1.1 | Technology Framework
5.1.3 | Security System Upgrade

SHORT-TERM ACTIONS Q3'21 – Q4'21

2.1.1 | Supervisor / Com Room One-on-Ones
2.1.2 | Supervisor Situational Awareness
2.1.3 | Refresh and Resocialize Commitments
2.1.4 | Staff Feedback for Supervisors
2.2.2 | Executive Team Communicating about Wellness
2.2.3 | Labor Unions Corner of Newsletter
4.1.1 | Continued Training
4.1.2 | Staffing Metrics
4.2.1 | Call & Dispatch Metrics
4.2.2 | Contract Negotiations with VCCEA
4.3.3 | VCC Center Dashboard
6.1.1 | Employee Information Board

LONG-TERM ACTIONS Q1'23 – Q4'23

1.1.6 | Collaborative Workgroups
1.2.2 | Expand Citizens/Public Academy
1.2.3 | Industry Presence & Education
2.3.3 | Structured Body of Training Content
5.1.2 | Emerging Technologies
6.3.3 | Data Access

For a complete description of action items, please refer to the Next Generation Valley Com: Roadmap 2023 Implementation Guide

TIMELINE

ROADMAP 2023 TIMELINE

KEY:

On Track
Delayed
Attention Needed
Completed

SHORT-TERM ACTIONS

SEPTEMBER 2018- JUNE 2021	JULY - DECEMBER 2021	JANUARY - JUNE 2022	JULY 2022 - DECEMBER 2023

09/2018	06/2021	07	08	09	10	11	12	01	02	03	04	05	06	07/2022	12/2023

- 1.1.1 | Advisory Committees
- 1.1.2 | Statements of Impact
- 1.3.1 | Ops Board Adjustments
- 2.2.1 | Employee Activity Spotlight
- 2.3.1 | Track Interactions
- 3.1.1 | Positive Reinforcement
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ROADMAP 2023 TIMELINE

KEY:

On Track	(green)
Delayed	(yellow)
Attention Needed	(red)
Long-Term Actions	(light blue)
Completed	(pink)

MID & LONG TERM ACTIONS

Phase	Range
SEPTEMBER 2018 - JUNE 2021	09/2018 – 06/2021
JULY - DECEMBER 2021	07 – 12
JANUARY - JUNE 2022	01 – 06
JULY 2022 - DECEMBER 2023	07/2022 – 12/2023

Timeline months: 09/2018 | 06/2021 | 07 | 08 | 09 | 10 | 11 | 12 | 01 | 02 | 03 | 04 | 05 | 06 | 07/2022 | 12/2023

Completed (pink):
- 1.2.1 | Public Education Partnerships
- 6.1.2 | Document Version Control Plan
- 6.1.3 | Searchable Database

On Track / Attention Needed / Delayed:
- 1.1.3 | Quarterly Email Briefing
- 1.1.4 | Fire + PD Visits
- 1.1.5 | VCC Site Visits
- 1.2.4 | Public Outreach Committee
- 2.3.2 | Review Shift Structure
- 4.1.3 | Call Duration Strategies
- 4.1.4 | Not-Ready Status
- 5.1.1 | Technology Framework
- 6.3.1 | Clarify Data Ownership
- 6.2.1 | Online Records Policy
- 5.1.3 | Security System Upgrade
- 4.2.2 | Contract Negotiations with VCCEA
- 4.3.4 | 2021 & 2022 Budget Adjustment
- 2.4.2 | Recruiting for COI Academy
- 2.2.4 | UV Light install
- 2.4.1 | Racial Equity Training
- 2.2.5 | Lactation Pod install

Long-Term Actions:
- 1.1.6 | Collaborative Workgroups
- 1.2.2 | Update & Expand Citizens/Public Academy
- 1.2.3 | Industry Presence
- 2.3.3 | Structured Body of Training Content
- 6.3.3 | Data Access

EMPLOYEES

Employee Feedback

Percent rating affirmatively (e.g."strongly agree" or "agree") on the annual employee satisfaction survey: *VCC has a supportive work environment where employees' feedback is heard and responded to, and differences of opinion are addressed.* Desired trend is positive; specific target to be established after baseline is recorded.

- **Baseline:** Jan 2019 survey results
  » 39% Agree, 43% Disagree
- **Related SP Goal(s):** G2

Employee Retention

Percentage of current staff who say they "definitely" or "probably" intend to work at VCC for the rest of their career on the annual employee satisfaction survey. Desired trend is positive with a target of 80%.

- **Baseline:** In Q1 2018: 68.5%
- **Related SP Goal(s):** G2; G3

Employee Appreciation

Percent rating affirmatively (e.g.,"definitely" or "probably") on the annual employee satisfaction survey: *Do you think your work is appreciated by Management? Immediate Supervisor? The media?* Desired trend is positive with a target of 75% for Management and Immediate Supervisors; 25% for Media.

- **Baseline:** In Q1 2018: Management (48.5%); Immediate Supervisor (52%); Media (9.4%)

CUSTOMERS

Customer Representation

Percent rating affirmatively that they are confident their interests are adequately represented and considered at VCC. Desired trend is positive; specific target to be established after baseline is recorded.

- **Baseline:** Q1 2019 - 0%
- **Related SP Goal(s):** G1

Customer Value

Percent rating affirmatively that they are satisfied with the value of the services VCC provides to their organization. Desired trend is positive; target to be established after baseline is recorded.

- **Baseline:** Q1 2019 - 0%
- **Related SP Goal(s):** G1

Number of customers directly accessing VCC statistical data. Desired trend is positive.

- **Baseline:** To be established in Q1 2019
- **Related SP Goal(s):** G6

Technology Foresight

Percent choosing "A professional contact at Valley Communications Center" on a customer satisfaction survey: *What is your most reliable source for information about emerging technologies and services in the realm of public safety?* Desired trend is positive; target to be established after baseline is recorded.

- **Baseline:** Q1 2019 - 0%
- **Related SP Goal(s):** G5

PERFORMANCE

King County 9-1-1 Call Answering Standard

911 calls answered in 15 seconds or less 90% of the time, evaluated on a monthly basis. Adopted in 2020.

- **Baseline:** 2020 yearly average 95.56%.
  » The standard was met each month of the year.
- **Related SP Goal(s):** G3; G4

Overtime Utilization Rates

Desired trend is negative; specific target to be established after baseline is recorded.

- **Baseline:** 2018 com room OT hours: 18,664.50
- **Related SP Goal(s):** G2; G3

Critical & Non-Critical Fire Call Processing Time

Total call processing (answer call to dispatch of first unit) for critical calls in120 seconds or less and for non-critical calls in180 seconds or less.

- **Baseline:** 2018 Critical: 130.8 seconds
- **Baseline:** 2018 Non-Critical: 152 seconds
- **Related SP Goal(s):** G2; G3

Quality Assurance

Review 2% of all call for service including 911, 10-Digit Emergency, 10-Digit Non-Emergency & Text calls.

- **Baseline:** 2018 -11,060 calls
  » **QA Completed:** 3,329
- **Related SP Goal(s):** G4; G6

9-1-1 Average Call Occupation Time

Monitoring average call occupation time for the 9-1-1 trunk group on a consistent basis will allow tracking of whether efforts to shorten this time are having an impact (positive or negative). Desired trend is negative; specific target to be established after baseline is recorded.

- **Baseline:** 2019 -160.92 seconds
- **Related SP Goal(s):** G3; G4

10-D Emergency Average Call Occupation

Monitoring average call occupation time for the10-D emergency trunk group on a consistent basis will allow tracking of whether efforts to shorten this time are having an impact (positive or negative). Desired trend is negative; specific target to be established after baseline is recorded. This line was created in 2020.

- **Baseline:** 2020 - 90.93 seconds
- **Related SP Goal(s):** G3; G4

10-D Non-Emergency Average Call Occupation

Monitoring average call occupation time for the 10-D non-emergency trunk group on a consistent basis will allow tracking of whether efforts to shorten this time are having an impact (positive or negative). Desired trend is negative; specific target to be established after baseline is recorded.

- **Baseline:** 2019 -139.34 seconds
- **Related SP Goal(s):** G3; G4