

**SPECIAL MEETING
SPOCOM BOARD
August 2, 2018**

Meeting Minutes

1. Call to Order and Roll Call

Bryan Collins called the meeting to order at 9:00 a.m. The following individuals were in attendance:

Bryan Collins, SVFD
Valerie Keegan, SRECS
Gerry Gemmill, Spokane County
Donnie Quitugua, SCGI
Dr. De Hicks, SCGI
Jeff Tower, SCSO
David Heglin, SCSO
Brian Asmus, LLPD
Kirstin Davis, SPOCOM Communications
Theresa Sanders, City of Spokane (by phone)
Brian Schaeffer, SFD
Jay Atwood, SFD/SCRECS
Shawna Ernst, Tyler New World
Mark John, SFD
Shawn Kendall, SPD
Lori Markham, SFD
Amy McCormick, 911
Lorlee Mizell, 911
Ariane Schmidt, Regional Project Mgr
Matt Lyons, SVPD
Steve Reinke, ED SPOCOM
Bryce Lemming, SFD 911
Dusty Patrick, SFD IT
Meghann Steinolfson, Spokane HR
Kevin King, SPD

Strategic Positioning

Day three consisted of developing initiatives that would be recommended to the Board of Directors along with additional work product for the first 18-24 months.

Adjourn

Meeting adjourned at 12 p.m.

Strategic Position Planning Outcomes Integrated Emergency Communications Center

The exercise started with an analysis of trends that included 133 suggestions of long and short-term trends affecting how we provide emergency response communications to the Spokane region. Some examples of trends included: Decreased available housing inside the city, dramatically increased connectivity, low unemployment rates, influence of media and social media, the ubiquity of mobile devices, increased risk in public safety, dramatically increased complexity facing first responders, Millennial generation's cause orientation, increase in citizen demand for transparency in government resulting in dramatic rise in requests for public records, natural transition in leadership, demand for information to be delivered faster, and more. From these trends scenarios were developed. 53 scenarios emerged which may directly affect our integrated emergency response communications entity.

The scenarios were evaluated and condensed into the highest likelihood of occurrence over the next few years. Then, those with the highest potential impact on service delivery were identified. From that list, a narrative of the challenges and opportunities we face was created to guide our planning over the coming four to six years. These scenarios are not "good and bad", but about being realistic with knowledge we currently have and tools and staff currently in place. This exercise enables leaders and subject matter experts to plan, addressing the impacts to the service we provide.

Leaders and SMEs considered how to create a resilient organization that improves with every challenge. As you read through the narrative below, keep in mind this is not about very specific details. It is about identifying trends we could see impacting our future.

STRATEGIC POSITION PLANNING NARRATIVE prepared by SCGI:

In the next three to six years, the integrated emergency response communications entity will provide excellent, efficient, affordable and sustainable service to citizens, partner public safety agencies, first responders and visitors in an increasingly complex environment.

The integrated emergency response communications entity will accomplish its mission amid growing expectations from citizens and visitors to the region alike. The citizenry is technologically connected resulting in a greater expectation that public safety agencies will communicate and respond more rapidly to calls for help. Call volumes and requests for service will slowly and steadily increase and may overwhelm capacity as defined by current approaches, policies, and models of service delivery.

To contend with these pressures, emergency communications work has become technology-dependent. Employees in the Combined Communications Building function in a high-tech environment where nearly every facet of their job relies on mission-critical, highly functioning, redundant communications technology. The convergence of increasing expectations from First Responders and Citizens alike will demand shifts in fundamental skill sets of Call Receivers, Dispatchers, Supervisors and Leaders. As the technology continues to become more complex, the integrated emergency response communications entity will require more of its Information Technology staff in support of the mission. The pace and complexity of change will also increase. Interconnectedness within the public safety system means that all change will be more complex and will result in unexpected or unintended consequences.

Recruiting and hiring people with the competencies necessary to thrive will become increasingly difficult due to increased complexity of the job and a tight labor market. The integrated emergency response communications entity may face periods of time where no qualified applicants for open positions can be found and will need to hire ahead of vacancies to fulfill training and staffing demands. Concurrently, functioning as an integrated emergency response communications center, employees will see more career enhancement and advancement opportunities. They will also require significantly more ongoing training. This will likely result in higher retention than is currently experienced. The standing of the professional emergency communications career will increase. More people will see this job as a desirable profession.

The integrated emergency response communications entity will increasingly be seen as a regional communications center. Smaller eastern Washington counties will look for support and may even ask to merge operations. Expectations of levels of service will create the need to identify and set standards for best practices. Geographic Information Systems (GIS), as currently resourced, will result in occasional or intermittent failures.

Integration will present a challenge for the first two years as internal cultures come together to create a new interoperable workplace culture intentionally designed to foster engagement, excellence, innovation at every level. While it is possible that current communications center cultures will clash initially, it is more likely that they will emerge stronger and more resilient.

In the planning window of four to six years nearly half of the current workforce will be recruited to private industry; or will retire. Key leaders in partner agencies, the integrated emergency response communications staff and the Board, will be among those who transition out of the system.

The demands on Crime Check report writing will outpace the current model. Therefore, Crime Check will change its structure to adapt to the new demands placed on report writing and will result in higher levels of service that meets both citizens' expectations and those of regulatory agencies.

The public's appetite for transparency in government, along with public records requests, will continue to grow. The advent of Next Generation 9-1-1 technology will result in significantly higher demand for resources dedicated to meeting those needs.

Call volumes and requests for service will slowly and steadily increase and may overwhelm capacity as defined by current approaches, policies, and models of service delivery.

The integrated emergency response communications entity will likely engage in more public-private partnerships increasing its ability to triage medical, social and mental health demands from the center, thus relieving some pressure from First Responders.

The integrated emergency response communications entity will establish a "highest and best" service delivery standard for user agencies that arises from a structure and culture of continual improvement.

The space, including the Back-Up Center and SRECS' location, as configured, will no longer suit the Center's needs. SRECS will relocate out of necessity.

All of these complex challenges will be met by an effective, affordable, efficient and sustainable integrated emergency response communications entity staffed with highly committed, flexible, and

innovative professionals delivering benchmark services emulated by other Public Service Answering Point centers around the country.

LEVERAGED INITIATIVES

“Best Place to Work” Initiative

- **We will develop a "value" retention initiative: Leadership; career track; focus on marketing staff positions as a vocation; recruitment**
- Staff needs ability to move between - County/City/Communications Center (Kept Whole/Standing)
- Robust Labor/Management relationship strategy
- Build Competitive Compensation Structure
- Build Integrated Training and Certification Programs, including IT staff; P33, CALEA, APCO
- Staffing Model: Staffing initiative that hires ahead; Overtime management;
- Certifications & Accreditations —> Including, CALEA, EMD, P33, CJIS
- Communications Center employees become biggest fans and references

“Tech/IT Integration” Initiative

- **I.T./I.S. Infrastructure domain ownership and staffing; build our own I.T. Department**
- Integrate SRECS
- Communications Center owns Public Safety GIS data
- Public Records Retention Plan
- Technology Implementation/Standardization Plan including current state assessment
- Act like 1 CAD (includes Law Certification ACCESS)

“Change Management” Initiative

- **Change Management Process/Approach**
- Name the Communications Center
- Create the Mission/Values Statement
- Stakeholder Communications Plan
- Define the vital culture and create an "Intentional Culture" that is definitive and adopted
- Create robust Leadership Development Program
- Real-time problem-solving solutions, systems and programs that are responsive internally and externally contributing to excellent customer service
- Build a governing structure for New World & CAD
- Become a national model of excellence and a magnet for others to want to work

Projects - Completed within the next 18-24 months

- Build a flexible funding model that ensure sustainability
- Long Range Facilities Plan - including current state and near-term use
- Develop 5-year Finance Plan
- Research/Plan for Public/Private Partnership Service Delivery (Nurse, Social Services, etc)*

*Short term projects