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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.

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.

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

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 build trust & team-building amongst staff

G3 | Support & Resources
Valley Communications Center’s support & resources for staff will solidify the center’s reputation as an industry leader

G4 | Current & Future Services
Valley Communications Center will align its services with current capacity and future capability

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
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, Melinda Wilde, Sheryl Kowalczik, Jeff Valdanbrini, & Austin Haynes
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.

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

G2 | Trust & Team Building
Valley Communications Center will build trust & team-building amongst staff
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

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 & Future Services
Valley Communications Center will align its services with current capacity and future capability
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

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
SHORT-TERM ACTIONS  Q4’18 – Q4’19

1.1.1 | Advisory Committees
1.1.2 | Statements of Impact
1.3.1 | Ops Board Adjustments
2.1.1 | Supervisor / Com Room One-on-Ones
2.1.2 | Supervisor Situational Awareness
2.1.3 | Socialize / Vet Commitments
2.1.4 | Staff Feedback for Supervisors
2.2.1 | Employee Activity Spotlight
2.2.2 | Executive Team Communicating about Wellness
2.2.3 | Labor Unions Corner of Newsletter
2.3.1 | Track Interactions
3.1.1 | Positive Reinforcement
3.1.2 | Continue Revitalized Recognition Committee
3.1.3 | Expressions of Gratitude (especially for evening shift workers)
3.1.4 | Publicize Award Nominations
3.2.1 | Job Descriptions
4.1.1 | Continued Training
4.1.2 | Staffing Metrics
4.2.1 | Call & Dispatch Metrics
4.3.1 | Management Briefings
4.3.2 | VCC Project Workplan
4.3.3 | VCC Center Dashboard
4.3.4 | Practicality Test
6.1.1 | Employee Information Board

For a complete description of action items, please refer to the Next Generation Valley Com: Roadmap 2023 Implementation Guide
MEDIUM-TERM ACTIONS  Q1’20 – Q4’21

1.1.3 | Quarterly Email Briefings
1.1.4 | Fire + PD Visits
1.1.5 | VCC Site Visits
1.2.1 | Public Education Partnerships
1.2.4 | Public Outreach Committee
2.3.2 | Adjust Shift Structure
3.2.2 | Training Program
4.1.3 | Call Duration Strategies
4.1.4 | Not-Ready Status
5.1.1 | Technology Framework
6.1.2 | Document Version Control Plan
6.1.3 | Searchable Database
6.2.1 | Online Records Policy
6.3.1 | Clarify Data Ownership
6.3.2 | Funding Opportunities

LONG-TERM ACTIONS  Q1’22 – 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
## SUCCESS MEASURES

### 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:** To be established in Q1 2019
- **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%)

### 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:** To be established in Q1 2019
- **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:** To be established in Q1 2019
- **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:** To be established in Q1 2019
- **Related SP Goal(s):** G5

### King County 9-1-1 Call Answering Standard
Percentage of 9-1-1 and 10-digit calls answered in 10 seconds or less.

- **Baseline:** VCC to provide for 2018
- **Related SP Goal(s):** G3; G4

### Overtime Utilization Rates
Annual average overtime utilization rate. Desired trend is negative; specific target to be established after baseline is recorded.

- **Baseline:** VCC to provide for 2018
- **Related SP Goal(s):** G2; G3

### Average Call Occupation Time
Monitoring average call occupation time for the 9-1-1 trunk group and the emergency 10-digit 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:** VCC to provide for 2018
- **Related SP Goal(s):** G3; G4