

Emergency Communications and Citizen Services

FY2018 - FY2021 Strategic Plan

March 2018



Updated March 2020

ECCS Mission

“It is the mission of the City of Virginia Beach Emergency Communications and Citizen Services operations and administration to provide efficient, accurate, professional processing of emergency, non-emergency and information requests. This is achieved through commitment, teamwork, excellent customer service, and a willingness to serve in a respectful and professional manner.”

ECCS Values

The City of Virginia Beach Organizational Values provide a guide to quality performance. These values define our desired department culture.

- ❖ Quality Customer Service
- ❖ Teamwork
- ❖ Leadership and Learning
- ❖ Integrity
- ❖ Commitment
- ❖ Inclusion and Diversity

The Plan

Over the next four years, ECCS will follow the strategies summarized in this Strategic Plan to achieve the agency's goals and operational objectives.

Planning allows us to focus our energies and resources to develop short and long-range goals in an ever-changing environment. It defines direction for the desired future of ECCS.

The Strategic Plan is a guideline to improve customer service and the working environment, decrease employee turnover and forecast future needs.

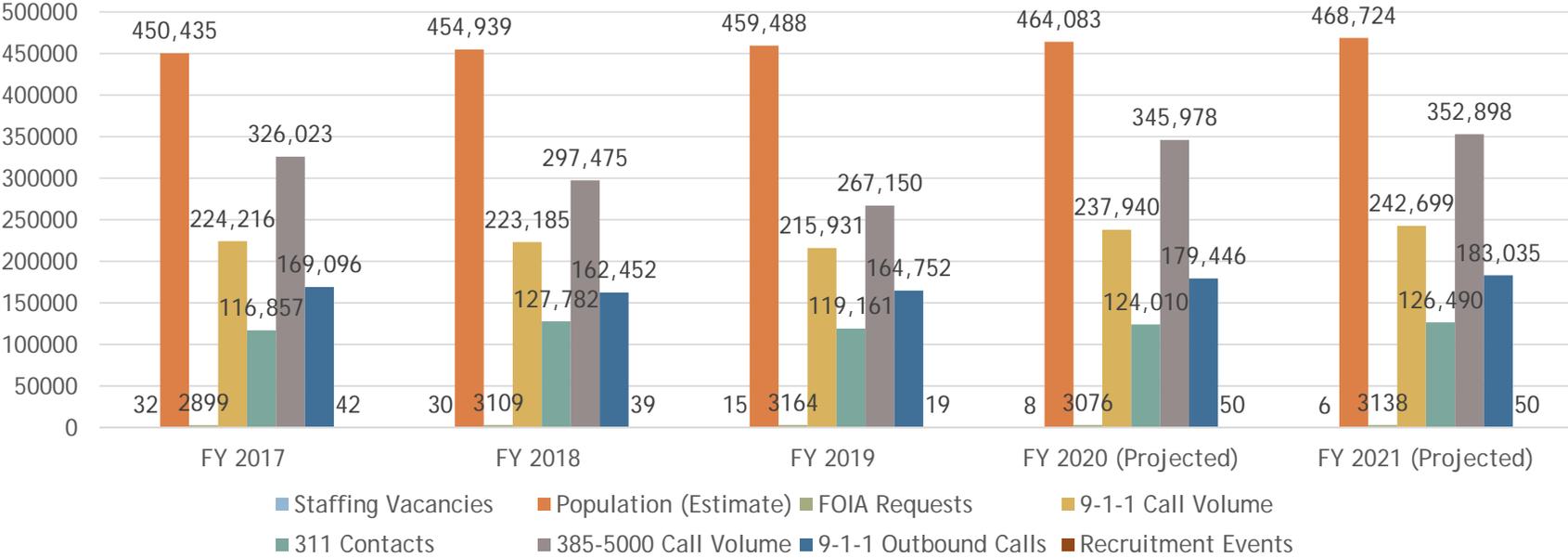
This document reflects our vision of the professional organization we are and strive to be in the future. The plan is reviewed yearly and the plan along with progress updates will be posted on our website and distributed to employees.

Strategic Assumptions

- The plan includes specific strategies and attainable initiatives that we can accomplish in the next four years and is based on the following:
 - workload for 9-1-1 and 3-1-1 increasing by 2% each year
 - population increasing by 1% each year
 - staffing vacancies decreasing by 80% over the life of the plan
 - investing in capital improvements and new technologies
 - implementing a case management system (CRM) for 311
 - implementing Next-Generation 9-1-1
 - implementing a new 311 phone system
 - Implementing a new EMD program

Strategic Assumptions Data

ECCS Vacancy, Workload and Population Projections



Strategic Goals

Goal 1 - Consistently apply emergency and non-emergency best practices and standards to provide excellence in service to our community

Goal 2 - Actively attract, recruit and maintain a highly capable and motivated workforce

Goal 3 - Collaborate with our public safety, internal and external stakeholders to provide efficient and effective services to the community

Goal 4 - Maintain and enhance our professional standards to ensure operational preparedness

Goal 1

Consistently apply emergency and non-emergency best practices and standards to provide excellence in service to our community

We will create a team to review and update policy and procedure and refine our quality assurance/quality improvement program to ensure we are consistent in practice and service delivery.

Initiative 1 - Policy and procedure review to ensure consistent practice and service delivery

Actions

- Review and update policy and procedures as needed to ensure they meet or exceed national standards and best practices
- Ensure policies and procedures are aligned with public safety partners, internal and external stakeholders goals

Initiative 3 - Analyze data to determine areas for improvement

Actions

- Identify data to analyze based on industry best practices, standards and accreditation requirements
- Develop plan to capture and analyze data
- Utilize data to help make decisions to positively impact our services and determine the progress of our strategic plan

Initiative 2 - Enhance Quality Assurance/Quality Improvement (QA/QI) program

Actions

- Hire a dedicated QA/QI Analyst
- Refine existing and adopt new QA/QI standards and best practices

Goal 1 Updates – March 30, 2020

Consistently apply emergency and non-emergency best practices and standards to provide excellence in service to our community

We will create a team to review and update policy and procedure and refine our quality assurance/quality improvement program to ensure we are consistent in practice and service delivery.

Initiative 1 - Policy and procedure review to ensure consistent practice and service delivery

- Existing policies and procedures were reviewed to prioritize revisions
- 6 new policies and procedures were created
- 5 policies were revised
- 3 policies were eliminated
- This process is on-going

Initiative 3 - Analyze data to determine areas for improvement

- No Update

Initiative 2 - Enhance Quality Assurance/Quality Improvement (QA/QI) program

- Policy and procedure developed and implemented
- 269 Quality Assurance reviews were completed

Goal 2

Actively attract, recruit and maintain a highly capable and motivated workforce

Through investment and planning we will recruit highly motivated individuals, increase employee engagement and recognize employees for jobs well done.

Initiative 1 - Recruit highly motivated individuals

Actions

- Attend local and regional career fairs to expand the diversity of our applicants
- Establish relationships with high school and college guidance counselors
- Increase community awareness of our career opportunities

Initiative 2 - Encourage employee engagement

Actions

- Develop opportunities that expand employee personal and professional growth
- Create conditions for all members to give their best each day

Initiative 3 - Develop meaningful recognition programs

Action

- Create meaningful recognition programs for the entire department

Initiative 4 - Enhance current mentor program

Actions

- Research and develop a structured mentor training program
- Expand the mentor program department wide
- Develop mentoring situations that help diversify employee skill sets



Goal 2 Updates – March 30, 2020

Actively attract, recruit and maintain a highly capable and motivated workforce

Through investment and planning we will recruit highly motivated individuals, increase employee engagement and recognize employees for jobs well done.

Initiative 1 - Recruit highly motivated individuals

- ECCS attended 19 local and regional job fairs and events during the year and continued working with the Virginia Beach School system and the Virginia Beach Technical and Career Education Center.

Initiative 3 - Develop meaningful recognition programs

- Recognition programs continue based on policy 132.

Initiative 2 - Encourage employee engagement

- During the year several ECCS employees attended regional trainings, supervisor boot camps and mid-management trainings. The department began initial development of a wellness program with plans to implement the full program by December 31, 2020.

Initiative 4 - Enhance current mentor program

- No updates.

Goal 3

Collaborate with our public safety, internal and external stakeholders to provide efficient and effective services to the community

We will work with the community and our public safety partners to solicit input to ensure we are meeting their needs and expectations.

Initiative 1 - Reach out to our Community

Actions

- Create stakeholders taskforce
- Develop ways to gather and share meaningful data from stakeholders to enhance quality of service
- Attend community meetings
- Maintain and grow partnerships with the community to identify and address issues to improve the delivery of our services
- Develop public service announcements and related campaigns about services offered by ECCS

Initiative 2 - Enhance Liaison Involvement

Actions

- Meet with public safety and other internal stakeholders
- Develop liaison training for internal stakeholders



Goal 3 Updates – March 30, 2020

Collaborate with our public safety, internal and external stakeholders to provide efficient and effective services to the community

We will work with the community and our public safety partners to solicit input to ensure we are meeting their needs and expectations.

Initiative 1 - Reach out to our Community

- During the year, ECCS again participated in CERT orientations and VBPD Citizen Academies
- ECCS held 11 community tours of the 9-1-1 and 311 operations
- ECCS began initial development of a new community survey with plans to launch in August 2020

Initiative 2 - Enhance Liaison Involvement

- ECCS began a pilot program with Virginia Beach EMS and Virginia Beach Fire working in dispatch
- Pilot program will be reviewed in FY20/21 to determine the effectiveness and next steps

Goal 4

Maintain and enhance our professional standards to ensure operational preparedness

The department will maintain accreditations and expand certifications to enhance the delivery of services and professional growth of team members.

Initiative 1 - Enhance employee professional growth

Actions

- Maintain and expand certification/recertification to enhance professional growth
- Communicate a wide variety of training opportunities for all employees
- Diversify employee skill sets

Initiative 2 - Maintain CALEA Accreditation

Actions

- Ensure CALEA proofs are submitted in a timely manner
- Enhance CALEA team by training additional employees as CALEA managers

Initiative 3 - Maintain APCO Training Certification

Actions

- Continue to meet the standards of the APCO Training Program Certification

Initiative 4 - Enhance our current EMD program

Actions

- Work with public safety partners to ensure EMD program continues to meet best practices
- Develop ride-along programs with our public safety partners to visualize the impact of EMD



Goal 4 Updates – March 30, 2020

Maintain and enhance our professional standards to ensure operational preparedness

The department will maintain accreditations and expand certifications to enhance the delivery of services and professional growth of team members.

Initiative 1 - Enhance employee professional growth

- ECCS worked with regional partners to provide multiple local and regional training opportunities. This included local HR classes and regional classes including Liability Issues in the PSAP which was taught by NENA. ECCS employees also participated in local and regional emergency management training classes.

Initiative 2 - Maintain CALEA Accreditation

- CALEA Accreditation program transitioned to a new Accreditation Manager.

Initiative 3 - Maintain APCO Training Certification

- No updates

Initiative 4 - Enhance our current EMD program

- ECCS, EMS and fire continue to review and make modifications to the Emergency Medical Dispatch system
- The modifications will be implemented by October 1, 2020 to coincide with the upgrade of the EMD software

March 2019 Updates Follow

Goal 1 Updates – March 30, 2019

Consistently apply emergency and non-emergency best practices and standards to provide excellence in service to our community

We will create a team to review and update policy and procedure and refine our quality assurance/quality improvement program to ensure we are consistent in practice and service delivery.

Initiative 1 - Policy and procedure review to ensure consistent practice and service delivery

- ECCS hired a part-time policy analyst and is conducting bi-weekly meetings with the policy team to review and update policies and procedures as needed. The team consists of the Director, Operations Manager, Operations Systems Coordinator, Administrative Operations Manager, Administrative SOS, Accreditation Manager, Training Supervisor, Policy Analyst and as needed, subject matter experts from 9-1-1 Operations, 311 Operations, Training, and Admin.

Initiative 2 - Enhance Quality Assurance/Quality Improvement (QA/QI) program

- ECCS hired a full-time, dedicated Quality Assurance/Quality Improvement Analyst. Over the last year, the QA/QI Analyst has been working on developing a new policy and procedure based on industry standards and best practices and has begun reviewing work product.

Initiative 3 - Analyze data to determine areas for improvement

- ECCS has begun analyzing various data points including call processing times, call answering times, and leave usage. This data will be used to make decisions that positively impact our team and the services that we provide.

Goal 2 Updates – March 30, 2019

Actively attract, recruit and maintain a highly capable and motivated workforce

Through investment and planning we will recruit highly motivated individuals, increase employee engagement and recognize employees for jobs well done.

Initiative 1 - Recruit highly motivated individuals

- ECCS attended 39 local and regional job fairs and events during the year and worked with the Virginia Beach School system and the Virginia Beach Technical and Career Education Center to develop a 4 week internship program for students interested in becoming a Public Safety Telecommunicator who are currently seniors in the public safety program at the Technical and Career Education Center.

Initiative 2 - Encourage employee engagement

- During the year several ECCS employees attending regional trainings, supervisor boot camps and mid-management trainings. The department is working with Human Resources and Occupational Health to develop a wellness program and we anticipate the program beginning in full during FY19/20.

Initiative 3 - Develop meaningful recognition programs

- The policy team updated policy and procedure 132 to include the entire department and is continuing to enhance the recognition program.

Initiative 4 - Enhance current mentor program

- No updates.

Goal 3 Updates – March 30, 2019

Collaborate with our public safety, internal and external stakeholders to provide efficient and effective services to the community

We will work with the community and our public safety partners to solicit input to ensure we are meeting their needs and expectations.

Initiative 1 - Reach out to our Community

- During the year, ECCS participated in CERT orientations and VBPD Citizen Academies. The department also worked with the Media and Communications Office to develop a Miz Information video regarding the use of 9-1-1 and has also worked with them to increase media awareness of 9-1-1 and 311 and to help with job recruitment. The Miz Information video can be found here: <https://www.youtube.com/watch?v=Ajj39TdwfoY&feature=youtu.be>

Initiative 2 - Enhance Liaison Involvement

- ECCS continues participating with our public safety partners concerning operations, public safety IT systems and data analytics. ECCS also participated in trainings and exercises throughout the year with our partners.

Goal 4 Updates – March 30, 2019

Maintain and enhance our professional standards to ensure operational preparedness

The department will maintain accreditations and expand certifications to enhance the delivery of services and professional growth of team members.

Initiative 1 - Enhance employee professional growth

- ECCS worked to provide multiple local and regional training opportunities. This included local HR classes and regional classes including Healthy Dispatcher and Communications Training Officer training from the Denise Amber Lee Foundation. ECCS employees also participated in local and regional emergency management training classes.

Initiative 2 - Maintain CALEA Accreditation

- No updates

Initiative 3 - Maintain APCO Training Certification

- No updates

Initiative 4 - Enhance our current EMD program

- ECCS is working with EMS to review and modify the Emergency Medical Dispatch system. A team consisting of ECCS employees and EMS employees meets regularly to review EMD policies, procedures and responses to those calls.