

KITTCOM STRATEGIC PLAN 2021-2025



As Adopted By the KITTCOM Administrative Board on May 13, 2021



Introduction

It is critical for public safety agencies to have a plan for their future. KITTCOM, as the county's primary 9-1-1 answering point, has a duty to the community, its users and its employees to provide the best possible service and continue to make improvements that look to the future. This plan is an effort in that direction.

Operationalization of this plan

The following will be adhered to with the implementation of this plan:

- It is understood that this plan will change as steady sources of revenue change, or sufficient funding cannot be secured to move projects forward. It is not reasonable to assume that all initiatives will be funded by increasing user fees. Due to this, costs are not reflected in this document as they are subject to change. Rather they will be monitored by the Director and reported to the Board on a regular basis.
- The plan will be revisited at the KITTCOM monthly Admin Staff meeting (Director, Communications Engineer, Information Systems Analyst, and Supervisors) to ensure projects are on track and provide updates.
- The plan will be reviewed quarterly with the KITTCOM Administrative Board as a point of discussion at its monthly business meeting to provide updates to the board and discuss any needs associated with the plan.
- The plan will be adopted by resolution, and any major changes to the plan will be done by resolution to ensure KITTCOM Administrative Board concurrence with plans, directions and support to funding.
- It is the ultimate responsibility of the Director to ensure this plan is executed, although individual tasks or projects may be delegated.

KITTCOM Radio System

In early 2021, KITTCOM's Communications Engineer announced their retirement effective July 1, 2021. KITTCOM will seek to find a full time replacement for this position and in the interim, work with part time technical staff to maintain the current system. Because it is anticipated that a new hire to this position will have new ideas for the future, the radio system is currently, purposely missing from the initial Strategic Plan, with intent to update the plan in Quarter 2 of 2022 with radio system plans.

Initiative Highlights

In the process of working with Board members and user agencies in the construction of this plan, clear themes emerged that help guide categorization of initiatives. Due to the current status of KITTCOM, much work will be done quickly, and allow for time to reevaluate where KITTCOM is while still moving forward, thus some gaps may exist in the timing of this plan.

Modernization and Improvement of Current Technology

KITTCOM currently uses technology that keeps things running, but lacks upgrades both in systems and in technology that supports life safety of the community and responders.

Staffing Retention, Training and Work Flow

It is clear that KITTCOM has suffered from staffing shortages in recent years, has difficulty providing breaks to staff when needed, and can easily become overwhelmed with major incidents. Due to staffing shortages, training funds have been allocated to train new hires and cover overtime expenses, reducing opportunity for staff to receive ongoing training. This initiative will work to streamline staff work, train them to be a more effective asset to the public safety team and increase staffing.

Efficient and Effective Administrative and Financial Practices

Public Safety agencies have an expectation by the public to remain “above board” in all they do, and KITTCOM is no exception. This initiative seeks to better the hiring process, streamline financial processes, and work to update/keep current existing policy through ongoing input from the community, users and staff.

Goals for 2021

Quarter 3

Implementation of RapidSOS – This will assist in location accuracy with cell phone callers who do not know their location.

Implementation of APCO EMD/EFD – This transition will allow for local training and locally controlled protocols aimed at better service to the community and better training for KITTCOM staff.

Revamp of the hiring process – It is critical, now that we are past the previous staffing crisis that we focus on strong applicants for future openings. This requires a strong hiring process.

Revamp of the performance evaluation – Employee performance is key to maintaining a well performing agency. Evaluations should be meaningful and supervisors need to be trained in their creation.

Utilization of CWU intern program – There are many administrative duties placed on the Director and with a lack of funding for support staff, it is critical to look at an option that both benefits KITTCOM and the learning of CWU students.

Quarter 4

Implementation of a Quality Assurance program – Mandatory with the implementation of APCO EMD, this will put KITTCOM in a position to constantly review its calls from start to finish to ensure we are providing the highest level of service possible.

Certification of all Communication Training Officers through APCO – A strong agency starts with a strong training program. This focus shows KITTCOMs commitment to nationwide training standards and continuing education of a dedicated training team.

Implementation of Text to 9-1-1 – Critical to life safety of the community, this will open the door for those who cannot make a voice call to 9-1-1 to safely contact KITTCOM for emergency services.

Ongoing Review of Policy and Procedures – Policy and procedures must be reviewed on a regular basis and known by staff for the agency to run efficiently.

Mandatory Staff Meetings – It is critical for all members of the agency to be on the same page, receive transparent communications and know what is going on in their agency. This is accomplished many ways, but in person meetings for all staff, and position specific meetings, will assist KITTCOM in these goals.

Goals 2022

Quarter 1

Firewall Replacement – Protecting against cyber security threats and remaining compliant with state and federal laws for criminal justice information make an update to the firewall a priority.

Promote an ESD to Supervisor – KITTCOM needs to have growth opportunities for its employees and must find ways to increase support to staff. This promotion would take KITTCOM to 3 supervisors.

Develop and implement ongoing process for evaluation of inventory – Proper tracking of inventory is a crucial piece to remaining responsible for the tax payer's dollars. Inventory must have proper controls in place and be updated on a regular basis.

Quarter 2

CAD2CAD Implementation – Most PSAPs use a Computer Aided Dispatch (CAD) system. The ability of computer systems to “talk” to each other from one PSAP to another allows for contingency operations not currently available to KITTCOM.

Creation of community and user agency feedback system – Feedback allows for KITTCOM to review its practices and ensure that what is in place is having the desired result. Opening up lines of feedback will allow for a better examination of the services and performances of KITTCOM.

Secure facility with fencing – Security of critical infrastructure in the face of a growing community is important not only to help protect the facility, but also provide for a safer working environment for employees.

Quarter 3

In-service Training – Annual, in person training, on local public safety issues is important for dispatchers to be an effective part of the overall public safety team.

Quarter 4

None

Goals 2023

Quarter 1

Hire one new ESD – This would increase staffing from 14 to 15 Emergency Services Dispatchers.

Quarter 2

Data Center Refresh - The data center refresh is to replace aged hardware and software in critical systems to alleviate resource deficiencies and ensure continued operation.

Quarter 3 and 4

None

Goals 2024

Promote one ESD to supervisor - KITTCOM needs to have growth opportunities for its employees and must find ways to increase support to staff. This promotion would take KITTCOM to 4 supervisors, allowing for one supervisor per shift.

Send ESD's to training conference – Keeping up with the latest information and training in the profession and networking with others goes a long way to further KITTCOM's interest and develop it's employees.

Implementation of Scheduling Software – Schedules in 9-1-1 centers are incredibly complex and constantly changing. Using software will make this process easier and more accessible by all.

Goals 2025

APCO Intellicomm implementation – Having to look at a computer screen and then turn to cards to provide instructions costs seconds on a call. This software would allow for EMD cards to be right in the same screen as the dispatcher's CAD, keeping their attention in one place and on the call.

Hire one new ESD – This would bring staffing to 16 dispatchers.

Align practices, policy and procedures for accreditation – KITTCOM is a proud agency and should be able to prove it and show it. Looking to the future, KITTCOM wants to be the agency others turn to for help, and that starts with accreditation.