

Strategic Plan 2021-2026



SPOKANE REGIONAL
EMERGENCY
COMMUNICATIONS



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INTRODUCTION

Spokane Regional Emergency Communications became an integrated center in July of 2019 bringing 911, fire, EMS, and law enforcement dispatch, the radio communications system, and non-emergency crime reporting services together. The elected officials and Public Safety leaders in Spokane County did so with the intent of creating a model that would ensure an interagency approach to robust communications and interoperability, while serving the needs of all citizens and first responders. Accomplishing these tasks over the last few years has taken a significant amount of hard work and resiliency but has shown that we are better when we work together towards one common goal.

Over the past seven months SREC Leadership, Executive Board Members, employee workgroups, and regional partners have worked towards building a collaborative and comprehensive strategic plan that will help to guide the agency over the next few years in becoming the trusted leader for Eastern Washington emergency communications. Each of these goals and objectives were carefully considered and vetted, knowing that this plan would help to align our Vision, Mission, and Values all while continuing to meet the needs of our community.

Over the course of the next few years, we will continue to work towards each goal and evaluate our success. This document outlines our plan, with clear steps and timelines that will help to ensure that we continue to successfully meet the objectives that we have before us.

It is an exciting time for Spokane Regional Emergency Communications. We are honored and proud to serve the Spokane Region and are looking forward to the challenges and excitement that comes with each one of these goals and objectives.



Lori Markham
Executive Director




Chief Bryan Collins
Board Chair



ACKNOWLEDGEMENTS

SREC Board

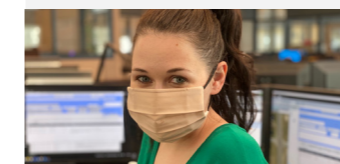
- Bryan Collins,
Spokane Valley FD
- Ozzie Knezovich,
Spokane County Sheriff
- Brad Richmond,
Airway Heights PD
- Dave Ellis,
Spokane Valley Police
- Scott Simmons,
Spokane County CEO
- Cody Rohrbach,
Spokane County Fire District 3
- Randy Johnson,
Spokane County Fire District 4
- Gayne Sears,
Citizen representative

SREC Board Alternatives

- Todd Mielke,
Spokane County
- Howard Johnson,
Spokane County Fire District 4

SREC Prior Board Members

- Brian Asmus,
Liberty Lake PD
- Gary Gemmill,
Spokane County CEO



External Partners

- Tom Jenkins,
City of Cheney FD
- Lonnie Rash,
Spokane County Fire District 8
- Mary Kuney,
Spokane County
- Tessa Sheldon,
Spokane County
- Laura McAloon,
Legal Counsel

City of Spokane

- Craig Meidl,
City of Spokane Police
- Justin Lundgren,
City of Spokane Police
- Eric Olsen,
City of Spokane Police
- Brian Schaeffer,
City of Spokane Fire

SREC Administration

- Lori Markham,
Executive Director
- Kim Arredondo,
Deputy Director
- Jeff Tower,
HR Director
- Cherell Yates,
Office Manager

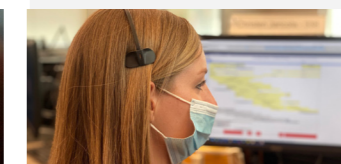


Tim Henry,
Finance Manager

- Brad Kane,
Dispatch Operations Manager
- Heather Wood,
9-1-1 Operations Manager
- Jon Adams,
Training Manager
- Bob Schwent,
Technical Services Manager
- Jenni Folden,
Financial Analyst
- Megan Schneider,
Human Resource Analyst
- Patrick Erickson,
Public Information Officer

SREC Staff

- Trisha Weitz,
Communication Officer II
- Daniel Roach,
Communication Officer II
- Louis Lefebvre,
Communication Officer II
- Kenny Solberg,
Communication Officer II
- Chris Drohan,
Communication Officer II



Kelli Mehaffey,
Communication Supervisor I

- KJ Petersen,
Communication Officer I
- Kaitlin Clark,
Communication Officer II
- Tori Gilbert,
Communication Officer I
- Randy Langford,
System Manager
- Gerald London,
System Supervisor
- Mel Polomis,
Public Records Specialist
- Chad Borjesson,
Communication Officer I
- McKenzie Rahn,
Communication Officer I
- Suzanne Kirk,
Communication Supervisor I

Consultants

- BDS Planning & Urban Design**
- Brian Douglas Scott
- Gabriel Silberblatt
- Ishmael Nuñez
- Dori Krupanics
- IXP Corporation**
- Kevin Kearns



VISION

SREC will be a trusted leader in Eastern Washington emergency communications.

MISSION

Spokane Regional Emergency Communications gets the right resources to the right location with an uncompromising focus on responder and citizen safety.

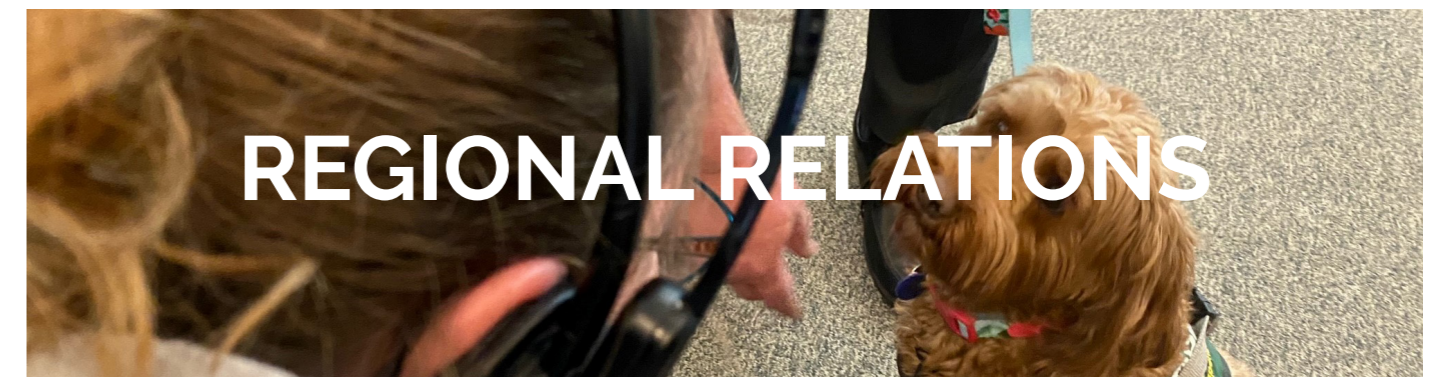
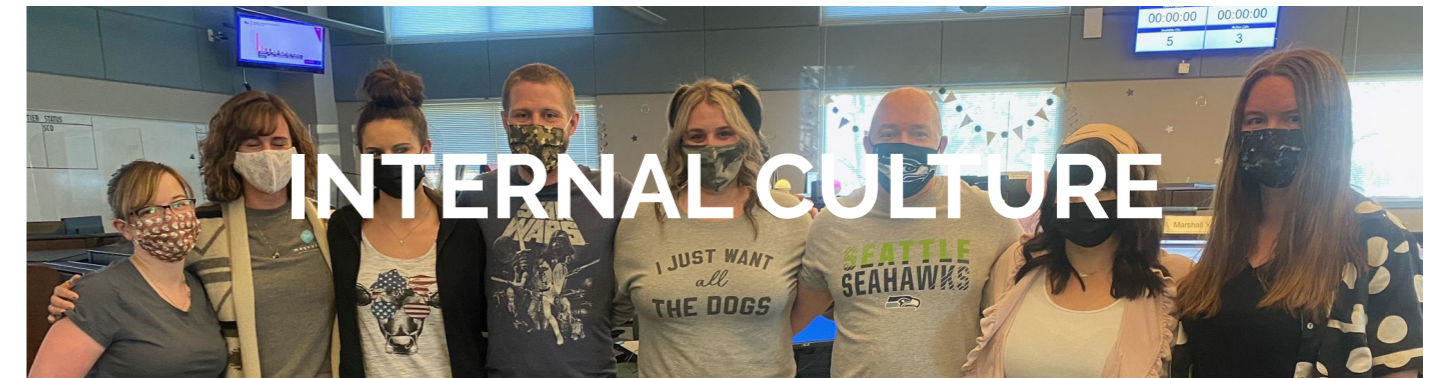
VALUES

At Spokane Regional Emergency Communications, we are professionals who value:

- Integrity
- Curiosity
- Accountability
- Respect
- Optimism
- Teamwork
- Transparency
- Innovation



GOALS



GOALS & OBJECTIVES

G1: Internal Culture

SREC is a professional, cohesive, and caring team of emergency communications professionals.

- 1.1 SREC's front-Line staff are made aware of administrative decisions, which are implemented with consistent messaging and follow-through.
- 1.2 SREC's internal communications are transparent and accountable.
- 1.3 SREC's vital and supportive internal culture is evidenced by strong employee morale, tenure and trust, measured on an annual basis.
- 1.4 SREC enjoys strong and consistent leadership from supervisors and managers who are respected by staff, measured on an annual basis.
- 1.5 SREC has an exemplary training program that gives team members every opportunity to succeed, rewards continuous learning, and consistently deploys best practices standards to its work.

G2: Finance

Ensure cost effective, independent, and sustainable financial operations, with adequate reserves for capital investments and unexpected events.

- 2.1 Finalize and publish SREC member and customer cost policies to clarify current customers and guidelines for new customers. Make this publicly transparent.
- 2.2 Establish more diversity in funding mechanisms to provide balance and stability.
- 2.3 Refine and enhance definitions of established priorities for ongoing stewardship in use of 1/10th of 1% funds in alignment with voter intent.
- 2.4 By 2027, develop regional consensus on an enhanced definition of uses for 1/10th funds and conduct public education to ensure continuation of 1/10th funding.
- 2.5 Continuously improve financial controls, reporting systems, and communication tools to enable cost-efficient operations and transparent cost management. Review and report annually, including procedures and communications systems.

GOALS & OBJECTIVES

G3: Operational Independence

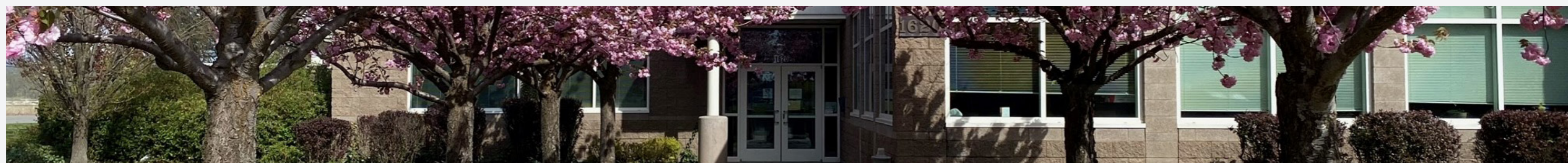
Position SREC's technology, operations, and facilities to support long-term independence.

- 3.1 Develop and continuously update a formal 6-year technology plan to keep pace with user needs and anticipate next generation innovations.
- 3.2 Complete planning and financing for a new facility by Q4 2024.
 - Incorporate the radio shop
 - Sort out ownership of various elements
- 3.3 Minimize dependence on outside jurisdictions while maintaining regional alliances. Annual review in sync with operations plans.
 - Independent CAD
- 3.4 Develop an evolving consensus concept for SREC's pace of growth and optimal size by Q4 2024. Stabilize current operations first. Update annually in sync with operations plans.

G4: Regional Relations

Ensure SREC's position as the leader in public safety communication throughout Spokane County and Eastern Washington.

- 4.1 Develop and implement a comprehensive public information campaign to bolster SREC's regional reputation today and anticipating the extension of 1/10th of 1% funding in 2027.
- 4.2 Establish clear, consistent, and deliberate messaging to support active and effective networking with regional public safety partners at the staff, executive, and elected levels.
- 4.3 Work toward collaborative efforts with the City of Spokane, ensuring professional and respectful relations to allow for future joint ventures.
- 4.4 Remain open to potential partnerships within and beyond Spokane County, while prioritizing local operations and ensuring that any future relationships are beneficial (and not detrimental) to SREC's core operations.



SHORT-TERM ACTIONS

Q2'2021 - Q2'2022

- 1.1.1 Employee Surveys
- 1.1.2 Staff meetings
- 1.1.3 Executive Director memo
- 1.2.1 Weekly Newsletter
- 1.2.2 Board minutes
- 1.2.3 Staff meetings
- 1.2.4 Regular Leadership Group or Employee Sounding Board meetings
- 1.2.5 Management visibility
- 1.2.6 Supervisors on the same page
- 1.3.1 Team building activities (potlucks, events, etc.)
- 1.3.2 Training together
- 1.3.3 Sitting in with one another (e.g. 9-1-1 sitting with law etc.)
- 1.4.1 One-on-one supervisor check-ins
- 1.4.2 One-on-one check ins with operations managers
- 1.4.3 Supervisor evaluations
- 1.5.1 Ensure that trainers and training managers have experience in the jobs they are training and have consistent messages.
- 1.5.2 Support and consistent leadership for supervisors and trainers
- 1.5.3 Written clarity about seniority and job security when undertaking cross-training.
- 2.1.1 Finalize policy documents
- 2.1.2 Publish on website under key documents
- 2.1.2 Make available to other public agencies
- 2.1.3 Publish to all of SREC's user agencies
- 2.2.1 Research & develop list of viable options - Consider other jurisdictions & regions
- 2.2.3 Research details and timing of each option
- 2.3.1 Public-facing information on these priorities and definitions (on website)
- 2.3.2 Ongoing stewardship and reporting - Including reporting back to board of County Commissioners
- 2.5.1 Internal action for the SREC board

- 2.5.2 External action to other agencies & the public
- 3.1.1 Complete an annual review and update in sync with operations plans — technology plan should include hardware, software, radios, IT, NextGen 911, etc.
- 3.1.2 Annual update of user needs including technology through the advisory boards
- 3.1.3 Publish the technology plan to user agencies
- 3.2.1 Engaging facility planning consultant by Q4 2021
- 3.3.1 Annual review in sync with operations plans
- 3.3.2 Detail needs and plan for independent CAD by Q2 2022
- 3.4.2 Update annually in sync with operations plans
- 3.4.3 Establish an annual cycle of strategic plan updates (Q2 annually)
- 3.4.4 Strategic plan updates will include a deliberate check-in on current operational stability and readiness for growth (pace and scope)
- 4.2.3 Determine short—and longer-term timelines, focusing on current issues and longer-term objectives
- 4.3.1 Identify Spokane leaders to develop and approve collaborative guidelines
- 4.3.2 Set up a discussion schedule
- 4.4.1 Adopt clear policy based on earlier work and IXP's outline

MEDIUM-TERM ACTIONS

Q3'2022 - Q1'2024

- 2.2.4 Funding diversification plan, with timelines
- 3.2.2 Inventory and projection of technology, operations, and facility needs. Complete by Q3 2022
- 3.2.3 New facility concept by Q1 2023, including ownership issues
- 3.2.4 Financing options by Q4 2022
- 3.2.5 Draft plan and financing by Q4 2023
- 3.3.3 Develop a long-term, fully-realized CAD plan to include all SREC users. (Determine whether the City of Spokane will join this system.)
- 3.3.4 Fund, procure, and launch an independent CAD by Q4 2023
- 4.2.1 Identify key audience at staff, executive, and elected levels
- 4.3.3 Establish guidelines and gain SREC and Spokane approvals

LONG-TERM ACTIONS

Q2'2024 - Q1'2026

- 2.4.1 Consensus definition among the board and member agencies
- 2.4.2 Identify and convene regional players for this collaboration
- 2.4.3 Design a process and timeline for collaboration
- 2.4.4 Complete collaboration-building process
- 3.2.6 Final plan and financing by Q4 2024
- 3.4.1 Stabilize current operations first
 - 4.1.1 Outline the campaign's intent and key audiences
 - 4.1.2 Develop messaging and identify communication channels
 - 4.1.3 Determine short- and longer-term timelines, focusing on current issues and longer-term objectives
 - 4.1.4 Develop and launch public information activities
 - 4.1.5 Work with public safety partners to expand reach and community engagement
- 4.2.2 Develop messaging and communication strategies
- 4.2.4 Launch deliberate networking and communication activities
- 4.4.2 Establish an annual review to consider and report activity and impacts



MEASURES

EMPLOYEE SATISFACTION

Annual Employee Survey

Percent rating affirmatively (e.g. "strongly agree" or "agree") on the annual employee satisfaction survey: *SREC 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 2022 Related SP Goal(s): G1; G4

PARTNER SATISFACTION

Partner Representation

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

Baseline: To be established in Q1 2022 Related SP Goal(s): G4

PERFORMANCE

	Complete by:	Related SP Goal (s):
Annual Survey	Q1 2022	G1; G4;
Annual Report	Q1 2022	G2; G4;
Annual Diversity of Funding	Q2 2022	G2;
Annual Assessment of Operational Stability	Q2 Annually	G3;
Annual Tech Update & Performance	Q2 Annually	G3;
Annual Accounting & Reporting	Q2 Annually	G2;
Annual Query Review & Budgeting Exercise	Q2 Annually	G2;
Launch Independent CAD	Q4 2023	G3;
Supervisor Evaluations	Q1 Annually	G1;
Tenure	Q1 Annually	G1;
Training Participation	Q1 Annually	G1;
Polls or Opinion Research	Annually starting in 2022	G4;
Separate Spokane Operations from SREC Operations	Q4 2021	G4;
Comprehensive Annual Financial Report	Q1 Annually	G2;
Strategic Plan Updates	Q2 Annually	G3;
New Facility	Q4 2024	G3;
Regional Agreement	Q1 2026	G2;

TIMELINE

SREC Action Plan	2021				2022				2023				2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Internal Culture																								
Deliver consistent messaging and follow-through					Ongoing	→																		
Design a transparent and accountable internal communication					Ongoing	→																		
Nurture strong employee morale, tenure and trust					Ongoing	→																		
Cultivate strong and consistent leadership					Ongoing	→																		
Create success through exemplary training program					Ongoing	→																		
Finance																								
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