



Emergency Communications and Citizen Services

FY2022 – FY2025 Strategic Plan

July 18, 2022

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

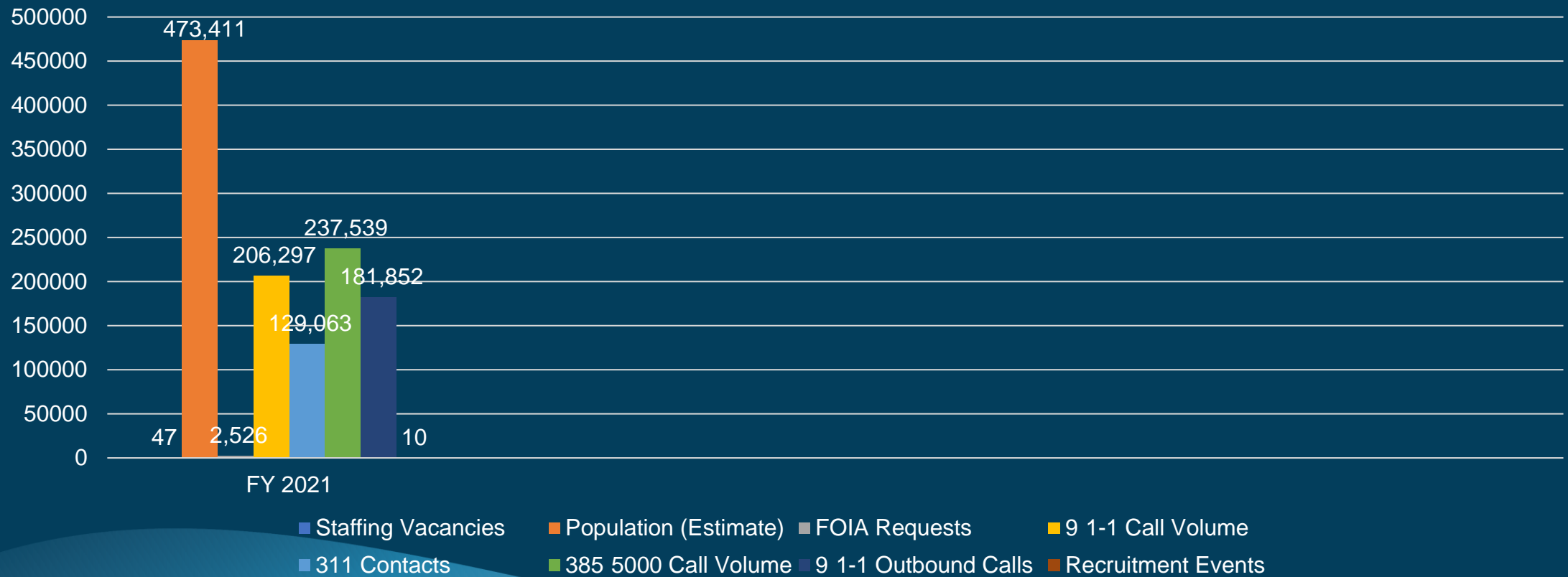
- Over the next four years, ECCS will follow the strategies summarized in this Strategic Plan to achieve the agency's goals and operational objectives.
- Planning allows us to focus our energies and resources to develop short and long-range goals in an ever-changing environment. It defines for direction 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 upgrade to VESTA 9-1-1 phone system
 - Implementing Next-Generation 9-1-1
 - Implementing a new 3-1-1 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 5: Anticipated Personnel Levels

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.

Goal 1 Initiatives

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 stakeholder goals.

Responsibility: Operations Center Manager, Operations Systems Coordinator, & Administrative Coordinator

Initiative 2: Enhance Quality Assurance/Quality Improvement (QA/QI) Program

Actions

- Develop internal selection process for a specialized QA/QI position.
- Refine existing and adopt new QA/QI standards and best practices.

Responsibility: Operations Systems Coordinator

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

Responsibility: Administrative Coordinator

Goal 1 Updates

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

- Existing policies and procedures were reviewed to prioritize revisions.
- 3 new policies and procedures were created
- 6 policies were revised
- 2 policies were eliminated

Initiative 2: Enhance Quality Assurance/Quality Improvement (QA/QI) Program

- 1,696 Quality Assurance Reviews were completed. This was an increase of 890 over the previous year.

Initiative 3: Analyze data to determine areas for improvement

- ECCS continued to work with the IT data team to develop metrics and reports.
- ECCS is working with Public Safety Analyst to develop metrics for emergency response.

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.

Goal 2 Initiatives

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

Responsibility: Operations Systems Coordinator

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

Responsibility: Operations Center Manager

Initiative 3: Develop meaningful recognition programs

Action

- Create meaningful recognition programs for the entire department

Responsibility: Operations Center Manager

Initiative 4: Enhance current mentor program

Actions

- Expand the mentor program department wide
- Develop mentoring situations that help diversify employee skill sets

Responsibility: Operations Systems Coordinator

Goal 2 Updates

Initiative 1: Recruit highly motivated individuals

- ECCS attended 10 local and regional job fairs and events during the year. Event attendance was limited due to the COVID-19 pandemic.

Initiative 2: Encourage employee engagement

- ECCS will begin incorporating results from last year's on-site survey conducted by outside consultants.

Initiative 3: Develop meaningful recognition programs

- Recognition programs continue based on policy 132.

Initiative 4: Enhance current mentor program

- The mentor team had a change in leadership at the beginning of the year. The team lead and Training SOS are working on various means to continue enhancing the program.

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.

Goal 3 Initiatives

Initiative 1: Reach out to our Community

Actions

- Create stakeholder's 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

Responsibility: Operations Systems Coordinator

Initiative 2: Enhance Liaison Involvement

Actions

- Meet with public safety partners and departments that 311 serves
- Develop liaison training for internal stakeholders

Responsibility: Operations Center Manager

Goal 3 Updates

Initiative 1: Reach out to our Community

- During the year, ECCS participated in VBPD Citizen Academies and the VBPD Youth Academy. Presentations were also delivered to VBSO and VBFD recruits.

Initiative 2: Enhance Liaison Involvement

- EMD will be reviewed in FY22/23 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.

Goal 4 Initiatives

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

Responsibility: Operations Systems Coordinator

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

Responsibility: Director

Initiative 3: Maintain APCO Training Certification

Action

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

Responsibility: Operations Systems Coordinator

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

Responsibility: Operations Systems Coordinator

Goal 4 Updates

Initiative 1: Enhance employee professional growth

- ECCS continued working with our regional partners to provide multiple local and regional training opportunities.

Initiative 2: Maintain CALEA Accreditation

- CALEA Accreditation work continued throughout the year.
- CALEA Reaccreditation was received for the previous CALEA cycle.

Initiative 3: Maintain APCO Training Certification

- The ECCS training program was reaccredited by APCO.

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 in calendar year 2022 to coincide with the upgrade of the EMD software.

Goal 5

Anticipated Personnel Levels

Goal 5 New Initiatives

Initiative 1: Additional Personnel

Actions

- No additional personnel requested based on call volume or population due to amount of current vacancies.

Responsibility: Operations Systems Coordinator

Initiative 2: Personnel Reclassification

Actions

- Reclassified 14 Public Safety Emergency Telecommunicator positions to Public Safety Emergency Call Taker positions
- Continue to monitor the population growth and call volume to determine if additional positions are warranted or require reclassification

Responsibility: Operations Systems Coordinator & Administrative Coordinator