



Chesterfield Emergency Communications

Strategic Plan

FY2024

Chesterfield Emergency Communications Strategic Plan FY24

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Chesterfield Emergency Communications Strategic Plan FY24

Strategic Planning Process

The Chesterfield Emergency Communications Center implemented its strategic planning in a systematic method that included SWOT analysis input from all employees of the Department, alignment with the county's strategic plan, and reliance on the planning documents of the past. Our plan development was achieved during the ECC Planning Retreat held on September 12, 2023, at the Chesterfield County Library – Ettrick-Matoaca Branch.

Planning Retreat Preparation

To prepare for the 2023 planning retreat, key personnel were required to collect the portion of the performance measures that they are responsible for maintaining. The designated team was required to review and be prepared to discuss the Mission Statement, Vision Statement, Values, Customer Analysis, Goals, and Measures, Input for the agency SWOT analysis was gathered from all employees by the Emergency Communications Supervisory staff. The Supervisory staff was also tasked with preparing to discuss any additional procedural or process improvements identified related to the Strategic Plan.

Planning Retreat Outcome

The goals of the Planning Retreat were met and resulted in reviewing and updating, as needed, the ECC goals, objectives, measures, customer analysis, SWOT analysis, and action items as reflected in this detailed strategic plan document. This Strategic Plan will be available to all employees in paper and electronic formats, and Department performance results will be reviewed with all employees annually.

It is with commitment to excellence in public service and with dedication to fulfilling the vision of Chesterfield County as the First-Choice community that we maintain our strategic plan and seek to achieve our vision for Emergency Communications in Chesterfield County.

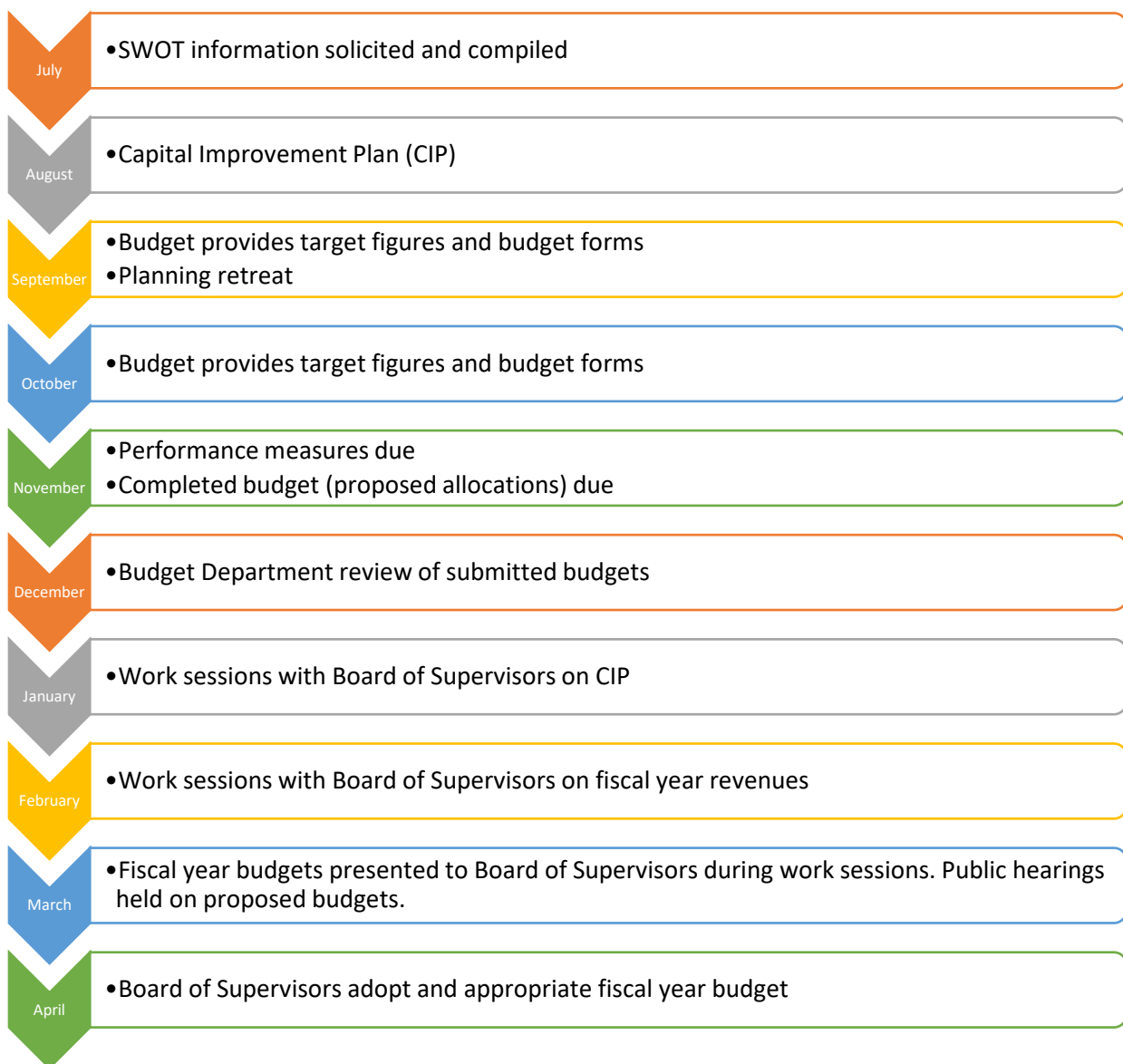


Thomas W. Tucker
Director

Chesterfield Emergency Communications Strategic Plan FY24 Planning and Budget Annual Schedule

Each County department uses the County's Strategic Plan to guide the establishment of the Department Business Strategic Plan, which in turn determines budget implementation in relation to these plans.

Every year the ECC will undertake a scheduled and coordinated approach to establish departmental goals, review performance, and determine department budget allocation by gathering input from all employees and holding a planning retreat. The main goal of the retreat will be to align the ECC's mission, vision, and goals with the County's Strategic Plan while addressing the needs of our personnel and our facilities to include equipment acquisition and replacement.



Chesterfield Emergency Communications Strategic Plan FY24

Mission, Vision, Values, Goals, and Division Priorities

Chesterfield County

<p style="text-align: center;">Mission</p> <p>Providing a FIRST CHOICE community through excellence in public service</p>	<p style="text-align: center;">Vision</p> <p>To be extraordinary and innovative community in which to live, learn, work, and play</p>
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<p style="text-align: center;">Values</p> <p><u>R</u>esults, <u>I</u>nnovation, <u>S</u>ervice, <u>E</u>thics (RISE)</p>	<p style="text-align: center;">Goals</p> <ul style="list-style-type: none"> • Everyday excellence • Safe and secure community • Robust economy • Healthy living and well-being • Thriving communities • Learning for a lifetime
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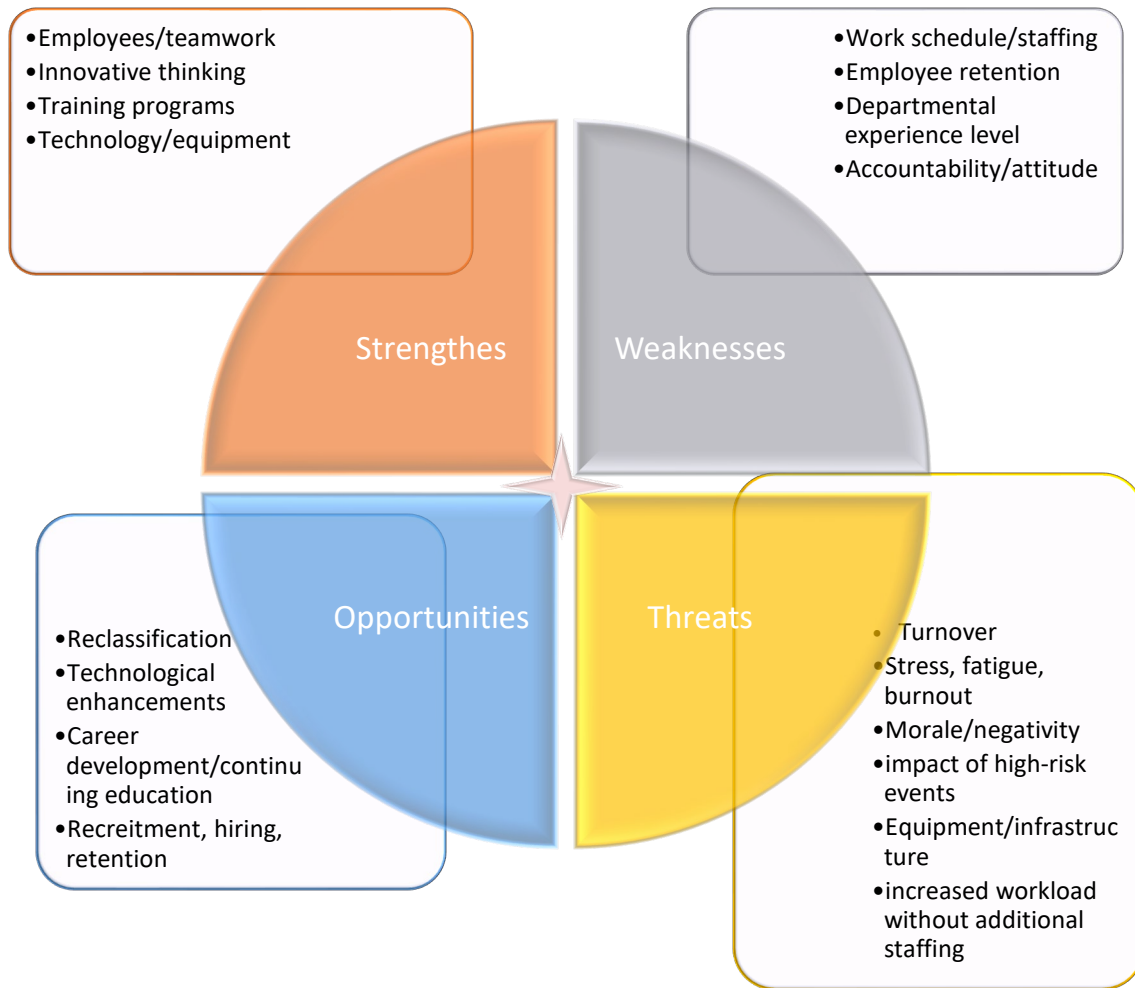
Division Priorities (Public Safety)

1. Recruit, develop, and retain a high performing workforce.
2. Community risk reduction.
3. Meet critical technology needs.

Emergency Communications

<p>Mission</p> <p>Serve as the vital link between the public and other public safety organizations through professionalism and dedication.</p>	<p>Vision</p> <p>Save lives and property through the commitment of our employees to provide a rapid and accurate response.</p>	<p>Values</p> <p><u>D</u>edication <u>I</u>ntegrity <u>S</u>ervice <u>P</u>rofessionalism <u>A</u>ccuracy <u>T</u>eamwork <u>C</u>ommunication <u>H</u>onesty (DISPATCH)</p>
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Chesterfield Emergency Communications Strategic Plan FY24 SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)



Chesterfield Emergency Communications Strategic Plan FY24 Customer Analysis

Our Customers

- Residents, businesses, and visitors to Chesterfield County
- Public Safety Agencies within the County
- External departments and agencies

Core Services

- Public Safety Answering Point (PSAP) for emergency and non-emergency services
- Law enforcement, fire, and medical pre-arrival instructions
- Dispatch appropriate public safety resources
- Coordinated responses with external agencies and departments
- Public education of 911 and departmental services

Qualities are customers value

- Rapid and accurate response to emergency and non-emergency requests
- Professionalism, competence, and compassion

Methods used to determine customer expectations

- Analysis of the customer feedback surveys
- Coordination of policies and procedures with public safety and external stakeholders
- Suggestions and feedback from internal and external sources
- Review, analyze, and benchmark industry standards and guidelines

Gaps between customer expectations and services provided

- Availability of resources to meet customer expectations
- Multiple or significant events that may inhibit the ability to immediately fulfill requests
- Incorrect perception of capabilities and services provided
- Availability of technology throughout the 911 infrastructure; such as providing an accurate location on cellular calls

Chesterfield Emergency Communications Strategic Plan FY24 Goals and Objectives

The team identified for each goal is responsible for reviewing the data and setting action plans to meet goals.

Goal 1-Promptly answer, enter, and dispatch calls for service. (Operations Team)

- Objective 1.1-Answer all 911 calls within 15 seconds 90% of the time
- Objective 1.2-Keep 911 abandoned call rate at or below 2%
- Objective 1.3-Meet performance measures for entering and dispatching calls

Goal 2-Gather and relay information accurately and professionally while processing calls for service. (Operations Team)

- Objective 2.1-Calls reviewed through the Quality Assurance program were handled in compliance with policy and procedures 85% of the time.

Goal 3-Attract diverse and qualified candidates to retain a high performing workforce. (Operations Support Team)

- Objective 3.1-Hire qualified and diverse individuals
- Objective 3.2-Turnover rate of 15% or less
- Objective 3.3-Support professional development of ECC staff

Goal 4-Support operational effectiveness by maintaining and enhancing current technological capabilities. (Technical Team)

- Objective 4.1-Current technological systems function within specifications and requirements

Goal 5-Increase awareness and knowledge of Emergency Communications. (Operations Support Team)

- Objective 5.1-Participate in educational events, public relations events, and maintain a social media presence

Chesterfield Emergency Communications Strategic Plan FY24 Acknowledgment

As the director of the Chesterfield ECC, I am extremely fortunate to have such a talented staff and I would like to thank the following individuals who participated in the planning retreat and developed the information contained in the strategic plan:

- Mary Bowman, Operations Manager
- Christopher Snyder, Operations Support Manager
- Cynthia Gillespie, Technical Manager
- Stefanie Shawkey, Chief of Administrative Services
- Shannon White, Chief of Personnel Development
- T.J. Hale, Day Shift Supervisor
- Elizabeth Walls, Midnight Shift Supervisor
- Trevor McCarraher, Evening Shift Supervisor
- Anthony Aston, Senior Automation Analyst
- Chantel Wagle, Quality Assurance Coordinator

For questions about the Chesterfield County Emergency Communications Center Strategic Plan, please contact Director Thomas W. Tucker at CCEC@chesterfield.gov