



Skagit 911

2024 Strategic Plan

Adopted by the Skagit 911 Board of Directors: February 22, 2024



A Letter from the Executive Director

Welcome!

As part of our ongoing commitment to serve our community, we recognize the need for an overarching communications and organizational strategy. This Skagit 911 Strategic Plan provides the foundation and building blocks to guide us into the future. Specifically, this plan is a roadmap to organizational growth and development toward stronger emergency communications in Skagit County.

The men and women of Skagit 911 are the very heart of public-safety communications in Skagit County. We are committed to providing the best service possible to the public, the agencies we partner with, and to each other. This Strategic Plan speaks to our desire to take an already superior 911 agency and ensure it is equipped to mature and grow while never wavering from the mission to get the right resources to the right location every time.

Over the last year, employees of Skagit 911 joined with members of the governance board and agency chiefs to discuss current and future challenges and opportunities. Working groups met to create a plan that will allow us to stay focused on what we need to do to support each other while we seek to realize improvements. Each participant expressed their excitement and willingness to do the hard work it will take to achieve the goals and objectives detailed here.

Skagit 911 and our partners are committed to this plan and are ready to do what it takes to put this plan in action and see it through.

This is just the beginning.

Helen Rasmussen
Executive Director



Mayor Matt Miller
2023 Board Chair



Acknowledgements

Leadership Committee

Ron Wesen, County Commissioner
Matt Miller, City of Anacortes Mayor
Don McDermott, Skagit County Sheriff
Chris Cammock, Mount Vernon Police Chief
Bryan Brice, Mount Vernon Fire Chief
David Skrinde, Fire District 14 Chief
Josh Pelonio, Skagit County EMS Director
Helen Rasmussen, Skagit 911 Director
Mike Voss, Skagit 911 Tech Services Manager
Mindy Rodenberger, Skagit 911 Operations Manager
Stephanie Strimple, Skagit 911 Supervisor
Alex Stephens, Skagit 911, Lead Dispatcher
Jessica Brink, Skagit 911, Union Representative

2024 Board Members

Chair Julia Johnson, Mayor of Sedro-Woolley
Vice Chair Lisa Janicki, Skagit County Commissioner
Matt Miller, Mayor of Anacortes
Steve Sexton, Mayor of Burlington
Marla Reed, Mayor of Concrete
Marna Hanneman, Mayor of La Conner
Peter Donovan, Mayor of Mount Vernon
Peter Browning, Skagit County Commissioner
Ron Wesen, Skagit County Commissioner
Josh Carpenter, Chief of Fire District 8
Don McDermott, Sheriff of Skagit County
Mandy Bates, Mayor of Hamilton
Eddie Hills, Mayor of Lyman

BDS Planning & Urban Design Consulting Team

Brian Scott, Managing Partner & Project Director
Jennie Kovalcik, Project Manager
Lora Ueland, Senior Advisor
Kevin Kearns, IXP Corporation
Andres Mantilla, Partner & Senior Advisor

Staff & Workgroups

Helen Rasmussen, 911
Mindy Rodenberger, 911
Mike Voss, 911
Tiffany Beisler, 911
Jess Brink, 911
Robin Bass, 911
Jenna Hand, 911
Heather Steffensen, 911
Krista McCamish, 911
Stephanie Strimple, 911
Kalie Brisson, 911
Ed Oldham, 911
Mike McCamish, 911
Alex Stephens, 911
Chris Cammock, Law
Dave Skrinde, Fire
Bryan Brice, Fire
Ron Wesen,
Board of Directors
Joe Stewart,
City of Burlington
Steve Hoglund,
City of Anacortes



Plan on a Page

VISION

Everyone in the Skagit County region benefits from efficient, rapid, and accurate emergency communications and response.

MISSION

Skagit 911 gets the right resources to the right location with an uncompromising focus on community and responder safety.

GUIDING PRINCIPLES

Integrity • Diversity • Accountability • Compassion • Safety •
Collaboration • Adaptability • Transparency

Strategic Priorities

- **Organizational & Decision-making Structure**
 - **Goal A:** Skagit 911 has a streamlined & clear organizational and decision-making structure.
- **System-wide Operational Practices & Services**
 - **Goal B:** Internal and system-wide operational practices and services are in place, embraced, and fully staffed.
- **System-wide Infrastructure Strategy & Implementation**
 - **Goal C:** Skagit 911 is a leader in public safety technology and infrastructure, promoting and exceeding regional growth and national best practices.
- **Long-term Revenue Model & Budgeting Process**
 - **Goal D:** The long-term revenue model and annual budgeting process are updated.
- **Workplace Culture & Employee Well-being**
 - **Goal E:** Skagit 911 invests in its workforce by fostering a safe and inclusive environment that promotes personal and professional development.



2024 Board Action Items

Formally adopt an annual **budgeting process** using the finance committee for guidance.

Work with partner agency finance directors and executive leaders to update the long-term **revenue model**.

Review and revise Skagit 911 **board governance and representation models**.

Develop and implement an Executive Director **succession plan**.

* The Strategic Planning Leadership Committee identified 2024 priorities. Skagit 911 management and board will revisit priorities and update them annually.

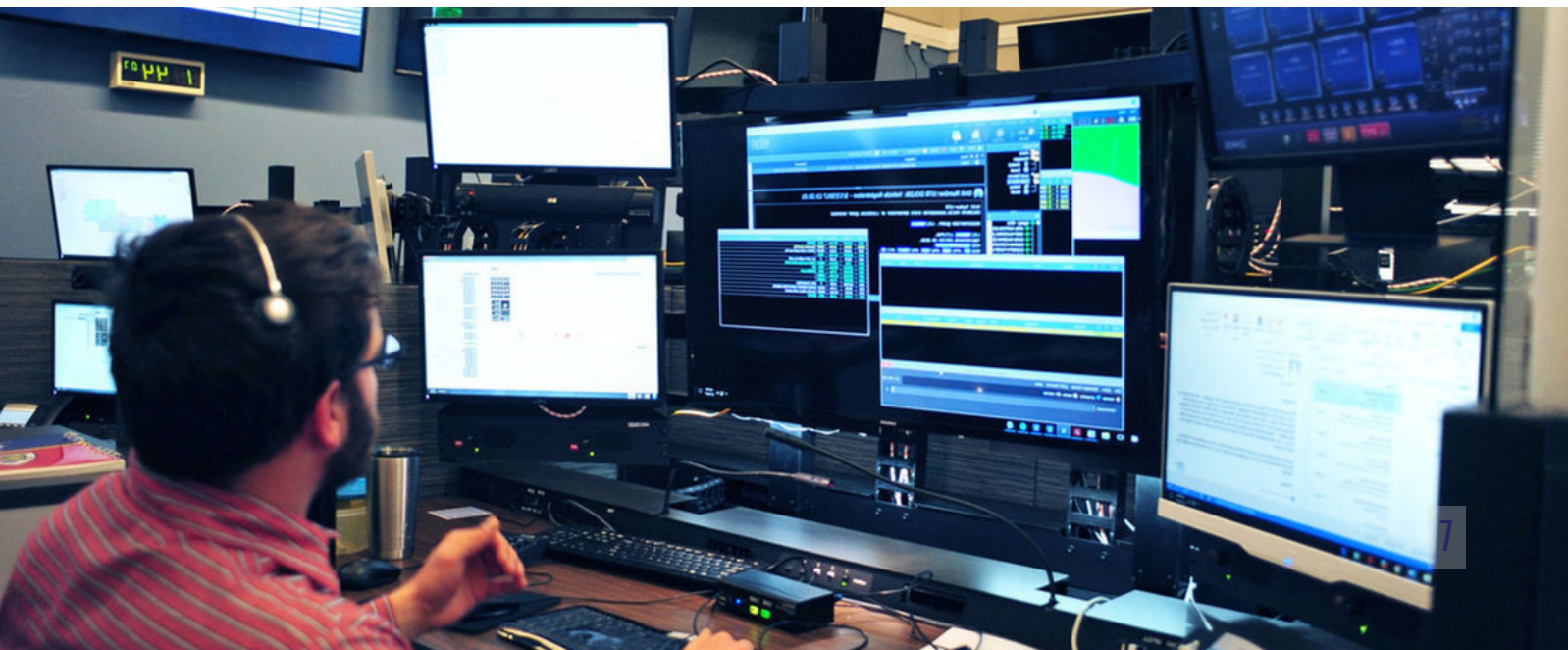
Organizational & Decision-making Structure

Goal A

Skagit 911 has a streamlined & clear organizational and decision-making structure.

Objectives

- **A1:** Evaluate current **job descriptions** and update where necessary by Q3 2024. [Human Resources]
- **A2:** Review and revise Skagit 911 **board governance and representation** models by Q3 2024. [Executive Director]
- **A3:** A board adopted and publicly facing **strategic plan** with vision, mission, values, priorities, goals, objectives, and performance measures is adopted by the end of Q1 2024. [Executive Director]
- **A4:** Review and revise current **policies and procedures** by Q2 2025. [Operations Manager]
- **A5:** Develop and implement an Executive Director **succession plan** to have a new director in place by Q4 2024. [Board Chair]



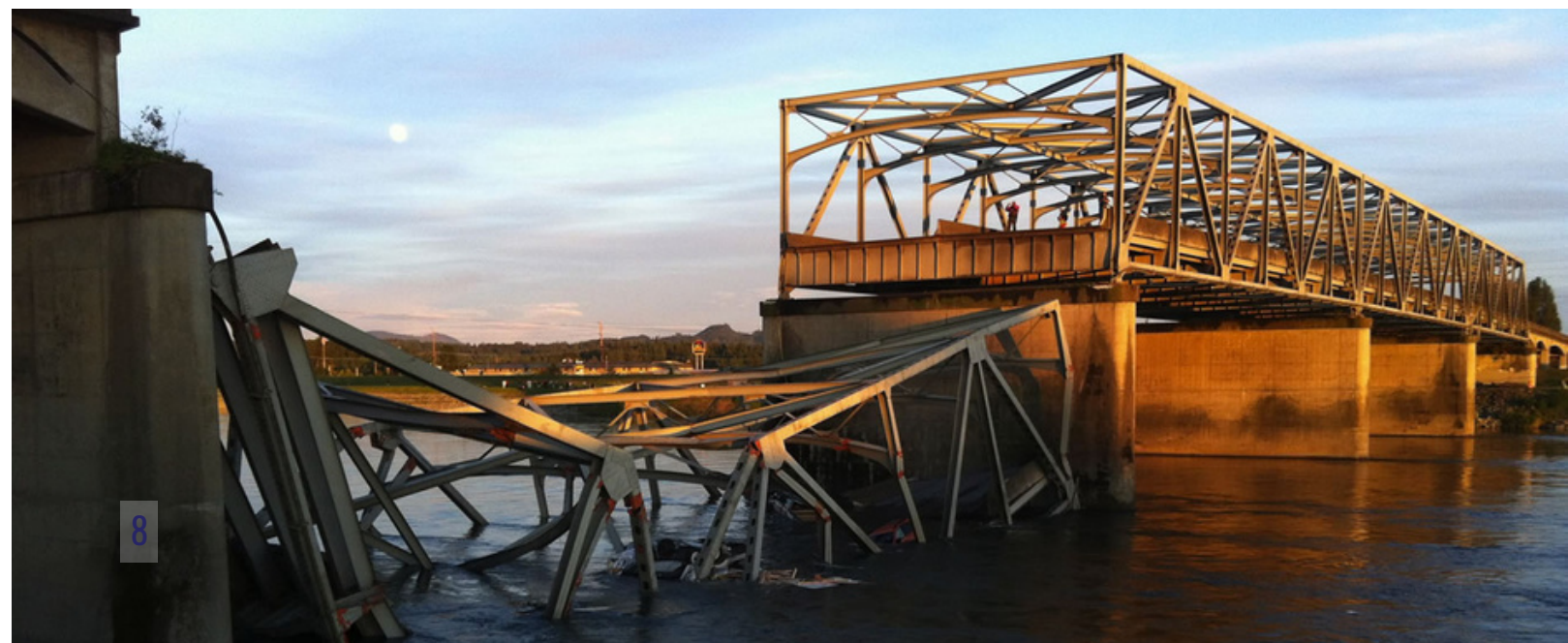
System-wide Operational Practices & Services

Goal B

Internal and system-wide operational practices and services are in place, embraced, and fully staffed.

Objectives

- **B1:** Skagit 911 and partner agencies re- establish **enforceable standards** for emergency communications and dispatch by Q4 2025. [Executive Director]
- **B2:** Skagit 911 review and revise current **standard operating guides** (SOG), measuring best practices around operations levels by Q4 2024. [Operations Manager]
- **B3: Training** programs and schedules are updated by Q3 2025 to ensure employees are supported with the knowledge and skills they need to be successful. [Training Supervisor]
- **B4:** Skagit 911 has an updated **continuity of operations** strategy by Q2 2026. [Executive Director]
- **B5: Staffing levels** reach 90% of the budgeted target per department by Q2 2026 and remain within 10% of the budgeted target per department thereafter. [Human Resources]



System-wide Infrastructure Strategy & Implementation

Goal C

Skagit 911 is a leader in public safety technology and infrastructure, promoting and exceeding regional growth and national best practices.

Objectives

- **C1:** A middle- and long-term **technology review** process is developed and implemented by Q2 2024. [Technical Manager]
- **C2:** A middle- and long-term **capital improvements** strategy is in place and integrated as part of annual budgeting by Q1 2025. [Technical Manager & Finance Administrator]
- **C3: Research, fund, and implement** technological and operational strategies that solve problems for Skagit 911 and users by Q4 2025 for 2026 budget. [Technical Manager]
- **C4:** Skagit 911 creates a plan for addressing current and long-term **facility needs** and identifies funding by Q2 2025. [Executive Director]



Long-term Revenue Model & Budgeting Process

Goal D

The long-term revenue model and annual budgeting process are updated.

Objectives

- **D1:** Establish a **finance committee** representing Skagit 911's partner agency finance directors with responsibility to recommend an annual budget and monitor performance by Q1 2024. [Finance Administrator]
- **D2:** Formally adopt an annual **budgeting process** using the finance committee for guidance by Q2 2024. [Finance Administrator]
- **D3:** Work with partner agency finance directors and executive leaders to update the long-term **revenue model** by Q2 2024 for the 2026 budgeting process. [Executive Director]
- **D4:** Review and revise the **user fee** formula by Q4 2024 for the 2026 budgeting process. [Executive Director]
- **D5:** Formalize **financial systems & processes** for internal and system-wide transparency, consistency, and efficiency by Q2 2025. [Finance Administrator]



Workplace Culture & Employee Well-being

Goal E

Skagit 911 invests in its workforce by fostering a safe and inclusive environment that promotes personal and professional development.

Objectives

- **E1:** An **Employee Advisory Sounding Board (EASB)** is created to provide opportunity for input on operational policies by Q2 2024. [Human Resources]
- **E2:** An **employee assistance plan** is implemented by Q4 2024. [Human Resources]
- **E3:** A **peer support team** is established to provide peer-to-peer resources for employees in the areas of mental and emotional support by Q3 2024. [Operations Manager]
- **E4:** A **mentoring program** is developed to provide coaching as employees consider, prepare, and/or move into new roles within Skagit 911 by Q4 2024. [Lead Dispatcher]
- **E5:** Establish a **dedicated budget** line item for immediate and ongoing budgets to support employee wellness. [Executive Director]





Plan Process

Working with Skagit 911 employees, members of the governance board, and the BDS Planning team, this plan outlines a 3-year course of action to achieve the objectives related to five priority areas. While the Executive Director is ultimately responsible for ensuring the plan's execution, each objective identifies the internal resource responsible to guide the effort.

The Leadership Team and Skagit 911 staff felt strongly that this plan should not be tucked away in a binder on a shelf. Instead, they want to ensure it stays in focus as staff balances ongoing initiatives and day-to-day work of the Center. The timing of each initiative was considered in the context of the whole plan, with dependencies and resource realities in mind. Below describes the cadence and intentionality that will keep the twenty-four initiatives active and how stakeholders will be regularly briefed on progress as the plan is implemented. It is important that communication be frequent both internally and with all external stakeholders.

- In this plan, 2024 priorities have been identified by the Leadership Committee. Skagit 911 management and board will revisit priorities and update them annually.
- Skagit 911 management will discuss individual active initiatives at their weekly staff meetings, holding each other accountable for progress.
- Workplans will be created for each objective by Skagit 911 leadership and staff, utilizing the appropriate resources to complete action items.
- Governance Board meeting agendas will include a standing item for Strategic Plan updates.
- The management team and the planning committee members will hold quarterly strategic planning check-in meetings to view the entire plan progress relative to the timeline and make any necessary adjustments.
- Center-wide updates will be made following the quarterly meetings with opportunity for questions and feedback.

The guiding principles provide the framework for how Skagit 911 will conduct themselves in the next 3-years as this plan comes to reality:

*Integrity – Diversity – Accountability – Compassion – Safety
Collaboration – Adaptability – Transparency*

These are the steppingstones to success.

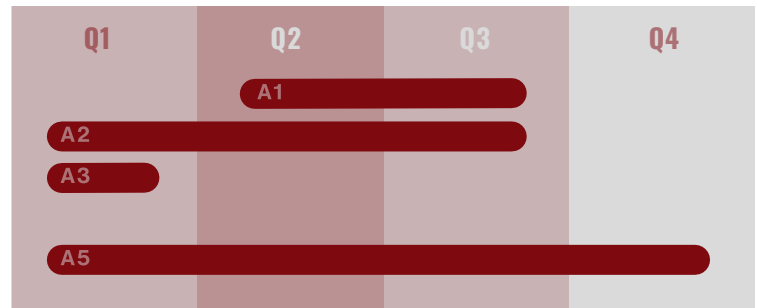
Implementation Timeline

Objectives

2024

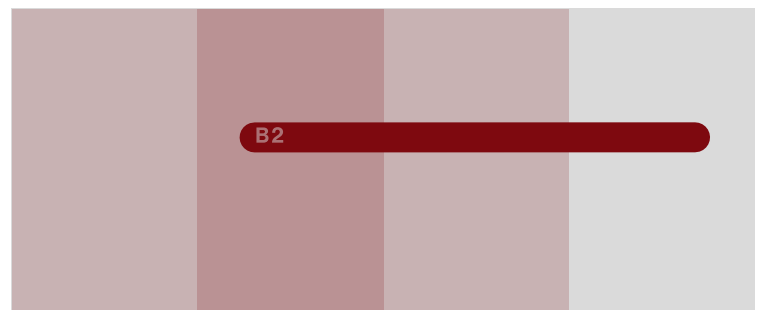
Organization

- **A1:** Job Descriptions
- **A2:** Board governance & representation
- **A3:** Strategic plan
- **A4:** Policies & procedures
- **A5:** Succession plan



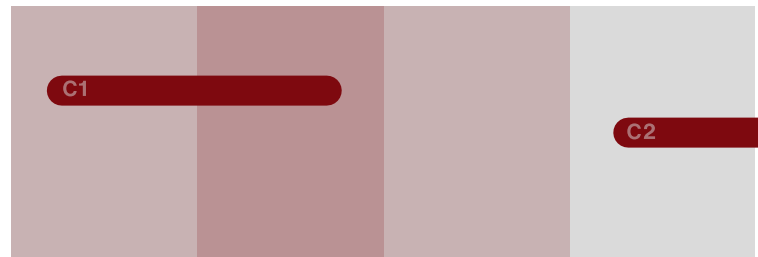
Operations

- **B1:** Enforceable standards
- **B2:** Standard operating guides
- **B3:** Training
- **B4:** Continuity of operations
- **B5:** Staffing Levels



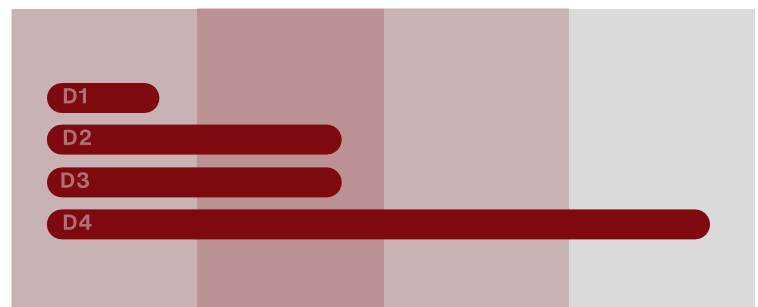
Infrastructure

- **C1:** Technology review
- **C2:** Capital improvements
- **C3:** Research, fund & implement
- **C4:** Facility needs



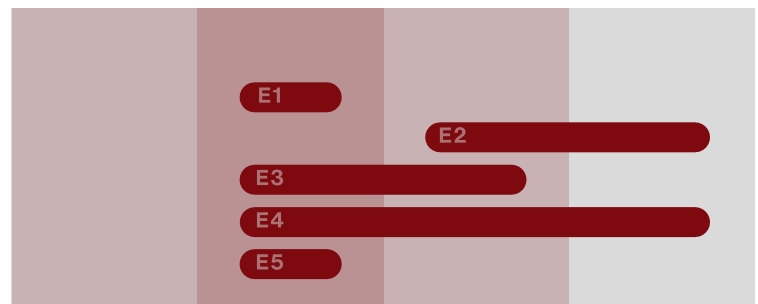
Revenue & Budget

- **D1:** Finance committee
- **D2:** Budgeting process
- **D3:** Revenue model
- **D4:** User fee
- **D5:** Financial systems & process



Culture

- **E1:** Employee advisory sounding board
- **E2:** Employee assistance plan
- **E3:** Peer support team
- **E4:** Mentoring program
- **E5:** Dedicated budget



2025

2026

