



AGENDA

NORCOM Governing Board
Kirkland PD Totem Lake Room - February 8, 2019
7:45 AM Start Time

1. Call to Order
2. Roll Call
3. Executive Session
The Governing Board may hold an Executive Session pursuant to one or more of the following:
 - *RCW 42.30.110(1)(i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency;*
 - *RCW 42.30.110(1)(g) to review the performance of an employee; and*
 - *RCW 42.30.110(1)(f) to receive and evaluate complaints brought against an employee.*
4. For Board Decision
 - A. Approval of NORCOM Strategic Mission, Vision and Policy Level Strategic Objectives
5. Adjournment

The next Governing Board meeting is scheduled for March 8, 2019



MEMORANDUM

To: Governing Board

From:

Date:

Subject: Approval of NORCOM Strategic Mission, Vision and Policy Level Strategic Objectives

Executive Summary:

NORCOM is excited to bring for the Board's review the culmination of the last eighteen months of work by every employee at NORCOM to develop a strategic plan. Steve Kent of The Results Group, Ltd., provided strategic planning training to every employee at NORCOM and sought input from every level during multiple internal meetings that kicked off with a four-day retreat in November, 2017. NORCOM has incorporated prior strategic input from more than sixty-five NORCOM stakeholders as well as important policy positions the Board has developed over NORCOM's ten years of operations. There is a lot of energy around this at NORCOM and all are looking forward to the Board's review and approval of a Strategic Plan that will help NORCOM continue to perform its core operations of answering 911 calls and dispatching first responders to those calls. Approval of the Mission, Vision and Policy-Level Strategic Objectives will enable NORCOM to institutionalize its past and present high performance, and assure that same level of performance for years to come.

Background:

Beginning with a one-week Strategic Planning kick-off in November, 2017, all NORCOM employees received training in Strategic Planning and provided input at every level. Steve Kent of The Results Group, Ltd., provided the training and came highly recommended by the City of Mercer Island as well as hundreds of government and public safety agencies throughout the country. The process has been thorough and exhaustive. All at NORCOM are excited about moving forward with a Strategic Plan designed to continue NORCOM's outstanding performance in 911 call answering and dispatch over the last ten years.

Past Board or Other Related Actions:

- 2013 Board Strategic Advance (The EDGE Advisory Group)
- 2013-2014: Owner, Stakeholder & Staff Facilitated Collaboration on Mission, Goals, & Objectives (Online Business Systems)
- 2018 Board Efficiencies Workshop (Workplace Resolutions LLC)
- 2017-2018 NORCOM Staff - Strategic Training (Steve Kent / The Results Group, Ltd.)
- Nov 2018 Board Strategic Intro Training

Policy and Strategic Implications:

The proposed Mission, Vision and Policy-Level Strategic Objectives will enable NORCOM staff to continue the work of developing Functional Strategic Objectives, Unit Level Strategic Objectives, Strategies and Tactics to execute the Mission and achieve the Vision. NORCOM staff will update and seek direction from the Board regularly as they move forward with the next steps in the Strategic Planning process.

NORCOM Staff Recommendation:

NORCOM Staff has conducted a thorough review and analysis and recommends approval of NORCOM's Mission, Vision and Policy-Level Strategic Objectives.

Staff Comments:

NORCOM Staff is pleased and honored to be able to present the culmination of work over the last eighteen months.

Options

In 2013, the Board directed NORCOM to target a strategic plan development within 5-10 years. This plan comes to the Board, 5.5 years from that direction. The Plan will help NORCOM to continue its high-level performance despite increased costs, greater demands for service and declining revenues. There is an option to not develop a strategic plan but this would not be sound business practice.

Risks

The only risk relates to not developing a strategic plan. Without a strategic plan, NORCOM is at risk of not continuing its high level of performance.

Finance Committee Review: No

NA

Legal Review: No

NA

Joint Operations Board Review: No

NA

Fiscal Impact

Budgeted Y/N: N

Fiscal Year: 2019

Account (s):

Fiscal Note:

Fiscal Impact:

The plan itself does not present a fiscal impact. NORCOM staff will seek Board approval per policy of future initiatives in support of the Strategic Plan.

Attachments

2013 Strategic Advance Final Notes

Strategic Plan PowerPoint Slides

July 2018 Governing Board Efficiencies Workshop Summary

Resolution 158 Approval of Mission Vision Policy Level Strategic Objectives
