



# VALLEY COMMUNICATIONS CENTER 2018 ANNUAL REPORT



# INTRODUCTION

I am pleased to share with you the 2018 Annual Report outlining the activities and accomplishments of Valley Communications Center, the 911 call answering and emergency services dispatch center serving South King County residents, workers and public safety agencies.

Valley Com's 5-year strategic plan, Next Generation Valley Com: Roadmap 2023, was completed in December of 2018 and is the product of an intense 15-month planning process that engaged VCC stakeholders inside and outside of the Center. The plan identified goals, objectives and priorities that will guide us in providing superior service to the public and emergency responder community. An Implementation Guide, the Roadmap, was developed to take our goals from aspirational to actionable to achievable and will be a primary focus in 2019.

Valley Com continues to benefit from strong governance support. The mayors of our five owner cities of Auburn, Federal Way, Kent, Renton and Tukwila, serve as the Administration Board and provide guidance and direction to the Center. An Operations

Board, consisting of police and fire chiefs from the owner cities and contract agency representatives, provide guidance on the operational policies and practices of the Center. Together, these Boards recognize the critical role Valley Com has in the delivery of 911 emergency services. I appreciate their support and partnership.

The heart and soul of Valley Com continues to be the talented men and women who are here to answer the 911 call and dispatch police, fire and medical resources to the scene of an emergency. In addition, we have a dedicated team of personnel to provide technical and administrative support to ensure these "first of the first-responders" have the tools and abilities required to serve the public. My thanks to this collective group of individuals who work so hard to carry out the mission of this Center.

I hope you will find this Annual Report informative. If you have any questions, please contact me at [LoraU@valleycom.org](mailto:LoraU@valleycom.org).



# LEADERSHIP

## VCC ADMIN BOARD

Mayor Nancy Backus,  
Auburn

Mayor Allan Ekberg,  
Tukwila

Mayor Jim Ferrell,  
Federal Way

Mayor Denis Law,  
Renton

Mayor Dana Ralph,  
Kent

## VCC OPERATIONS BOARD

Chief John Calkins,  
Pacific Police

Chief Al Church,  
South King Fire & Rescue

Chief Andy Hwang,  
Federal Way Police

Chief Bob Lee,  
Auburn Police (retired)

Chief Bruce Linton,  
Tukwila Police

Chief Rick Marshall,  
Renton Fire Authority

Chief Kevin Milosevich,  
Renton Police (retired)

Chief Matthew Morris,  
Puget Sound  
Regional Fire Authority

Chief Rafael Padilla,  
Kent Police

Chief Bill Pierson,  
Auburn Police

Administrator Eric Robertson,  
Valley Regional Fire Authority

Chief Ken Thomas,  
Des Moines Police

Chief Aaron Tyerman,  
Puget Sound  
Regional Fire Authority

Chief Ed Vanvaley,  
Renton Police

Chief Jay Wittwer,  
Tukwila Fire Dept.

# SCORECARD

## OPERATIONS\*

### KING COUNTY 911 CALL ANSWERING STANDARD

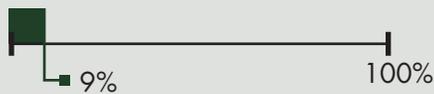
**Metric:** % of calls answered within 10 seconds

QUARTER 1	91%
QUARTER 2	86%
QUARTER 3	84%
QUARTER 4	89%

**Desired Trend:** 90% of calls answered within 10 seconds

### OVERTIME UTILIZATION RATES

**Metric:** % of total number of Overtime (OT) hours



**Desired Trend:** Negative

### AVERAGE CALL OCCUPATION TIME

**Metric:** Average Call Occupation time

911 Average Call Occupation:

168 SECONDS

10-Digit Average Call Occupation:

125 SECONDS

**Desired Trend:** Negative

\*2018 VCC Operational Data

## CUSTOMERS†

### CUSTOMER VALUE

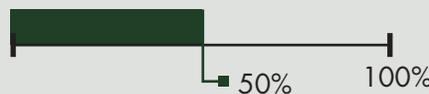
**Metric:** % who are "Extremely satisfied," "Very Satisfied," or "Somewhat satisfied" in the value of services provided by VCC



**Desired Trend:** Positive

### CUSTOMER APPRECIATION

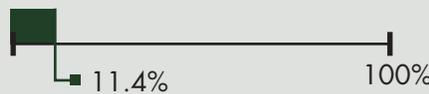
**Metric:** % who are "extremely confident" or "very confident" in the representation of their interests



**Desired Trend:** Positive

### TECHNOLOGY FORESIGHT

**Metric:** % who identified "A contact at VCC" as the most reliable source of information about emerging technologies and services in the realm of public safety



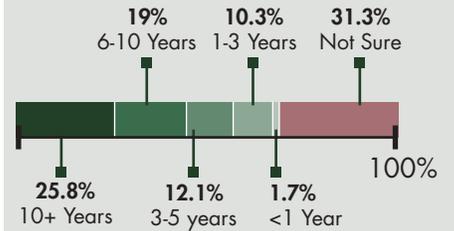
**Desired Trend:** Positive

†2019 VCC Customer Satisfaction Survey

## EMPLOYEES‡

### EMPLOYEE RETENTION

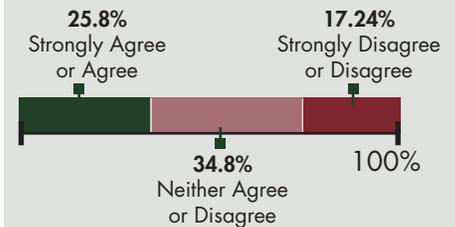
**Metric:** % who plan to continue to work at VCC for 10+ years



**Desired Trend:** Positive

### SUPPORTIVE WORK ENVIRONMENT

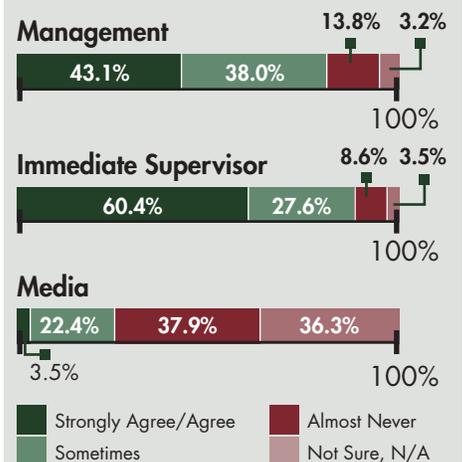
**Metric:** % who feel VCC has a supportive work environment



**Desired Trend:** Positive

### EMPLOYEE APPRECIATION

**Metric:** % who "strongly agree/agree" their work is appreciated by Management, Immediate Supervisor, and the Media



**Desired Goal:** Management (75%), Immediate Supervisor (75%), Media (25%)

‡2019 VCC Employee Satisfaction Survey

# STRATEGIC PLAN IMPLEMENTATION

Next Generation Valley Com: Roadmap 2023 is organized around six guiding principles and six goals in order to achieve our vision of being an industry-leading, regional public safety hub with a team of dedicated public safety professionals working together to provide our community with responsive and coordinated emergency and other essential services. Throughout this annual report, is evidence of employees demonstrating the guiding principles as they bring the goals to reality.

The guiding principles, as was the entire plan, were developed with significant input from the employees themselves. The goals, initiatives and individual action plans were developed during many meetings with workgroups of employees. The final content represents their commitment and dedication to fulfilling our mission of saving lives as part of the public-safety network.

The goals established for the next 5 years direct our collective actions and the corresponding implementation guide will keep us focused. While the plan was being developed during 2018 with final approval in December, we still made some progress towards these goals and continue to prioritize and deliver results in 2019.

2018 was primarily focused on developing the plan, hearing voices from within the Center as well as customer agencies and other 911 Centers in the region and deciding on what actions were necessary to bring the plan to reality. We fully recognize these goals and underlying initiatives are not a “one and done” action but are the building blocks to improve culture, relations and ultimately improve service and take us to the Next Generation Valley Com.

## Guiding Principles



**Reliability** – We are always there when you need us.

**Transparency** – We are direct and clear in all our decision making and communication.

**Compassion** – We look out and care for each other with genuine concern.

**Accountability** – We are responsible and respectful stewards of the contracts and expectations of our partners and the public.

**Teamwork** – We foster understanding, support, collaboration, and professionalism across our organization.

**Continuous Improvement** – We will constantly improve and innovate our services by regularly reviewing performance and investing in our staff.



# STRATEGIC PLAN IMPLEMENTATION

## G1 | Public Safety Governance & Communication

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In December 2018, the Administration Board, upon recommendation of the Operations Board, expanded voting membership of the Operations Board to include King County Medic One. Prior to this action, Medic One was included in the contract agency fire representative vote. The addition of Medic One as an independent vote recognized the agency as Emergency Medical Services provider and not a fire agency. The Operations Board membership is now 13; five owner city police chiefs, five owner city fire or regional fire authority agencies, one contract agency fire representative, one contract police agency representative and one EMS agency representative.

## G2 | Trust & Team Building

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The activity spotlight is an opportunity to learn a little more about an individual employee and building a feeling of familiarity and “family”. Beginning in 2018, the HR Department developed a questionnaire and the answers to questions of their choice are displayed on the ADP internal website. Two employees each pay period are highlighted and allows everyone to know more about a co-worker they may not have known otherwise. In early 2018, meetings with senior VCC management, the VCC Employee Association leadership and Supervisor Guild leadership established a regular meeting cadence. The facilitated discussions focused on improving communication amongst all groups, to address underlying issues, and define success.

## G3 | Support & Resources

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2018 brought us continuous recruitment and multiple training academies to work on increasing the personnel count in the com room. Falling below the authorized budget amount of com room personnel results in higher overtime and increased stress on staff.

## G4 | Current & Future Services

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To better understand the current capacity and gauge the impact of future decisions, a process change is being developed to include a Statement of Impact document to help inform decisions. The format of the Impact statement has been developed and work underway to further develop the change management steps.

## G5 | New Technologies and Services

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Initiatives relating to this goal have been categorized under Long Term Goals in the implementation plan with focused efforts in 2022 and 2023. Even so, we are in early stages of discussing what those efforts may look like and considering future goals as we update technology today. For example, we are in discussions with one of the cities to pilot how personnel from our customer agencies can more easily access the VCC network, setting the stage to incorporate data from non-traditional sources.

## G6 | Data Management & Access

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Initiatives relating to this goal have been categorized under Long Term Goals in the implementation plan with focused efforts in 2022 and 2023. Even so, we are in early stages of discussing what those efforts may look like and considering future goals as we update technology today. For example, we are currently upgrading our ESRI platform to allow for future data dashboard access for internal and external use.

# CHALLENGES & ACCOMPLISHMENTS ON THE HORIZON

## Challenges

The challenges facing Valley Com are shared by the 911 Community nationwide.

### Staffing – Human Talent

- Finding, hiring and retaining qualified employees to adequately staff the Center; reducing impacts of exhausting staff with overtime
- Managing the pace of change at an operational level; Next Generation 911 impacts of receiving text, videos and telematics (crash-data), changes and upgrades in technology that alter the way employees interact with systems
- Managing negative impacts to employee mental health due to work-related trauma experiences

### Financial Challenges

- Rising costs associated with increasing pace of change of technology
- Personnel costs; staying competitive in the Seattle Metro job market
- Ability to meet and support customer agency demand for new and improved technologies and service offerings within capabilities and availability of existing technology staff

### Security – Physical and Cyber

- Ensuring our network security is reliable, resilient and protected in the face of evolving and increasing cyber-security threats
- Ensuring the physical safety of employees and visitors as worker violence and active threats increase nationwide

## Accomplishments

The accomplishments achieved by Valley Com are shared by leadership, staff, and customers.

### Strategic & Regional Planning

- Next Generation Valley Com; Roadmap 2023 Strategic Plan adopted by Administration Board
- Participated in the Regional King County E-911 Program Office Strategic Plan development
- Welcomed King County International Airport Aircraft Rescue Fire Fighting (ARFF) as VCC Customers
- Welcomed King County EMS Medic One to the VCC Operations Board

### Tech Implementation

- Implemented the DOL Photo Project, allowing police officers to access photos associated with a driver's license from their vehicle mobile data computer
- Deployed Text to 911 allowing for deaf/hard of hearing and those in a compromised situation to communicate with 911 personnel
- Established fiber connection between VCC and our back-up facility in Renton allowing Computer Aided Dispatch system availability at both sites

### Center Development

- Held two Call Receiver Academies introducing a total of nine new employees
- Promoted six Call Receivers to Dispatcher
- Promoted three Dispatchers to Supervisor
- Promoted Dispatcher to Training Manager
- Began remodel of administrative office space to improve working environment for admin staff

# EXCEPTIONAL STORIES



In keeping with Valley Communication Center's newly adopted strategic plan, the Management Team has chosen to recognize three employees whose embodiment of the Center's Guiding Principles is exceptional. These employees exemplify a commitment to the principles of Reliability, Transparency, Compassion, Accountability, Teamwork, and Continuous Improvement.

Communications Officer II (COII) **Liz Clapp** exemplifies Valley Communications Center's (VCC) guiding principle compassion for her ongoing expressions of comfort and support to those affected by line of duty deaths.

There is no greater sacrifice than that of those who give their life to protect and serve our communities. Each year in the U.S., nearly 300 Police Officers, Firefighters and Paramedics are killed in the line of duty and their families and departments are left to cope with the tragic loss. In 2018, after losing one of our own Police Officers, Valley Com received numerous sympathy cards from across the nation. Liz was touched by the expressions of comfort and began sending hand written cards on behalf of VCC to agencies who had suffered a similar loss.

Over 60 cards were sent in 2018 and Liz continues this practice today with intention, purpose and a desire to comfort. The simple act of a hand-written card to those we share a common bond has made a lasting impression on the individuals receiving them and embodies VCC's guiding principle of compassion.



**Elizabeth Clapp**

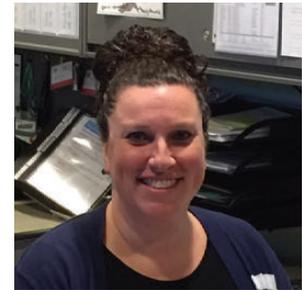
*"Liz Clapp exemplifies Valley Communications Center's (VCC) guiding principle compassion for her ongoing expressions of comfort and support to those affected by line of duty deaths."*

# EXCEPTIONAL STORIES



**Laura Hall** holds a position of the Payroll and Accounting Specialist in administration and embodies the VCC's guiding principles of continuous improvement, transparency, teamwork, reliability, accountability, and compassion. Some principles, could be argued, are an inherent requirement of the position she holds, such as for instance reliability, accountability, and transparency. Others are just in her nature or are achieved by a conscious effort. Laura was depicted in the Strategic Plan document as support and resources. She is an unsung hero and a ROCKSTAR of finance and VCC! Laura was part of the recognition committee and was appreciated by the group for having good ideas and follow through. She led celebration of the 2018 National Payroll Week and its preparation. Her work results are detailed and presented professionally. She has spearheaded the continuous improvement of ADP to streamline timecard and payroll processing. Her responses to employee inquiries are concise, factual, and compassionate. Other notable endeavors included development of the paycheck flowchart diagram and employee summary statements, which required teamwork, accountability, transparency, and continuous improvement to deliver an outstanding product.

Laura achieved the American Payroll Association Certified Payroll Professional designation after passing a rigorous examination during the Summer of 2018. Her manager was the recipient of multiple positive feedback throughout the year from employees, supervisors, and other managers on Laura's knowledge, promptness, thoroughness, accuracy, and willingness to help others to achieve organizational goals.



**Laura Hall**

*"She is an unsung hero and a ROCKSTAR of finance... [she] was appreciated by the group for having good ideas and follow through."*

# EXCEPTIONAL STORIES



Supervisor I **Michael Densmore** embodies Valley Communications Center's guiding principle continuous improvement for his efforts in developing a "Trial Service Communication's Officer I Support System."

As a supervisor working nights and weekends, Michael has mentored numerous Communication Officer I's (COI) as they transitioned from one-on-one training to working solo. To better support his team members and provide timely feedback on their performance, he began performing three (3) additional quality assurance (QA) assessments per week and met with employees immediately after each review to discuss the calls. By developing a spreadsheet to track performance checkpoints, he was able to easily show the employee areas of focus or where improvement was shown. This spreadsheet also provides data for the training program with feedback and topics for continuing education classes.

Michael presented his support system plan to VCC's Administration and it has been recently adopted as a tool to assist supervisors in evaluating trial service employees. The core of the plan is extra QA, analysis and coaching, scheduled observation with dispatchers and assigning trial service employees to separate teams to facilitate increased interaction with their supervisor. Each part of this process works together in a holistic approach to provide a greater level of support for trial service employees.

Michael has received positive feedback from his team members who have been evaluated as part of the support system plan. His proactive approach and consistent efforts to assist trial service employees achieve performance goals embodies VCC's guiding principle of continuous improvement.



**Michael Densmore**

*"His proactive approach and consistent efforts to assist trial service employees achieve performance goals embodies VCC's guiding principle of continuous improvement."*

# AWARDS & CELEBRATIONS



## APCO INTERNATIONAL - Line Supervisor of the Year

The Association of Public-Safety Communications Professionals (APCO) International recognizes professionals in the industry who demonstrate the highest levels of professional conduct and outstanding performance in the line of duty. Winning the yearly award in any of the nine categories is an esteemed honor and speaks highly of the employee as well as the organization.

In 2018, Valley Com Supervisor II **Denese Moore** was named as APCO International's Line Supervisor of the Year. Denese was recognized at the Opening General Session at APCO 2018 Annual Conference and Expo in Las Vegas, NV.

Two other employees were nominated by Valley Com for the International award in the category of Sustained Performance. Call Receiver CTO Lorrie Broming and Dispatcher Marean Dussert were nominated noting their excellent and professional service to the community and public-safety agencies served by Valley Com.



**Denese Moore**

## WASHINGTON STATE APCO/NENA CHAPTER - Telecommunicator Sustained Performance

Like APCO International, the Washington State Chapter of APCO/NENA (a joint organization with the National Emergency Number Association Chapter) recognizes professionals who serve within the State. The four categories are Technician of the Year, Team of the Year, Telecommunicator Sustained Performance and Telecommunicator Handling of a Critical Incident. Valley Com Dispatcher CTO **Tara Massey** was awarded the 2018 Telecommunicator of the Year for Sustained Performance. Tara was recognized at the October 2018 Annual State Conference in Kennewick, WA.

Also nominated for Telecommunicator of the Year for Sustained Performance was Dispatcher Scott Castonguay, Dispatcher Marean Dussert, and Call Receiver Whitney Vordahl.



**Tara Massey**

# AWARDS & CELEBRATIONS



## EMERGENCY MEDICAL SERVICES (EMS) AWARDS Emergency Medical Dispatcher of the Year/ Exemplary Sustained Performance Award

**Hank Anthony** began his public safety calling twenty-nine (29) years ago at Valley Communications Center. Throughout his career Hank has been involved in our Centers training program, volunteered for special projects, and is active in providing suggestions to improve daily operations.

Hank maintains a healthy perspective on the fire radio and balances the needs of the patient along with the needs of our Center and EMS partner Agencies. A well tenured employee; Hank understands what it takes to be a successful dispatcher. He not only completes his share of the workload but often assists his co-workers. He exemplifies the team player spirit.



**Hank Anthony**

## EMD of the Year/Critical Incident of the Year Award

The reporting party (RP) was involved in a motor vehicle accident and was trapped in his vehicle after it rolled over. He could also hear screaming coming from another involved vehicle. Due to the location of this incident, multiple agencies were needed to respond, and Ariel coordinated notification to each of those agencies.

**Ariel Higuera** efficiently processed a call for aid; gathering vital information from both the original RP as well as an off-duty police officer who arrived at the scene. This officer assessed the scene and relayed information over the phone which Ariel supplemented into the CAD (computer aided dispatch) incident. These updates were significant and included a patient count of five (5) with information that two patients were possibly deceased.



**Ariel Higuera**

# CERTIFICATIONS



Continuous improvement is one of Valley Com's guiding principles. We support and encourage the professional development of our employees and seek out certifications that reflect the expertise and professionalism of the agency. In 2018, the following accomplishments were achieved:

## **Certified Payroll Professional**

### **Payroll & Accounting Specialist: Laura Hall**

The American Payroll Association certification is a valuable, objective credential that verifies an individual's specified level of knowledge, skills and abilities in the payroll profession.



## **Public Records Officer Certification**

### **Records Specialist: Cassie Gilman**

The WA Association of Public Records Officers (WAPRO) provides certification for public records officers who meet high-quality professional standards. Requirements are designed to promote and support a sound background in public records laws, procedures, work processes and dedication to administering the WA State Public Records Act (RCW 42.56).



## **Certified Accreditation Manager (CALEA)**

### **Administrative Services Manager: Mary Sue Robey**

Certified Accreditation Managers have proven they are experienced in evaluation standard compliance, seek on-going training and are considered experts in the process of accreditation.



## **Association of Public-Safety Communications Officers (APCO)**

### **Training Program Re-Certification**

#### **Valley Communications Center**

Valley Com was the first communications center in the Country to earn this certification. VCC was recertified as meeting the American National Standards (ANS) requirements for the curriculum, training materials and support documentation of the training program.

## **Certified Public Accountant Renewal**

### **Finance Manager: Tatyana Bogush-Stakhov**

The CPA designation distinguishes licensed accounting professionals committed to protecting the public interest. CPAs must have extensive education, pass a rigorous four-part exam, meet experience requirements and recertify every three years.



## **APCO International Certified Public-Safety Executive Program**

### **Executive Director: Lora Ueland**

APCO's CPE program is designed to elevate professionalism, enhance individual performance and recognize excellence in the public safety communications industry. The program involves two 12-week online courses and one nine-day capstone course at APCO headquarters in Daytona Beach, FL. Executive Director Lora Ueland participated in CPE Class 05 and earned the designation of Certified Public-Safety Executive, which at the time of her graduation, less than 100 people had earned.

# PROMOTIONS



Valley Com is fortunate to have exceptionally qualified staff from which to select for promotional opportunities. In 2018, the following promotions occurred:

## Training Manager

### Evan Nelson

Responsible for the facilitation, tracking and management of the Center's comprehensive training programs that are established to maintain and enhance employee performance. The Training Assistant and Communications Training Officer report to the Training Manager.



## Supervisor I

### Veronica Arrants; Matt Conneway; Jeremy Vanek

Responsible for day-to-day functions of the Communications Room and employees. A team of Communications Officer I (Call Receivers) and II (Dispatchers) report to Supervisor I.



## Dispatch Communications Training Officer

### Andrea Powell; Elizabeth Clapp

Responsible for creating, delivering and documenting training in various forms and venues to communications room personnel.



## Dispatcher

### Ashley Ballard; Meagan Boyett; Sarah Campbell; Amara Fitzsimmons; Joe Martinez; Monica Sauer

Responsible to dispatch calls for service to police, fire and EMS personnel via radio and monitor status via computer aided dispatch (CAD) system.



# RECOGNITION OF SERVICE



Valley Com enjoys a dedicated, skilled and tenured employee base and in 2018 we recognized the following individuals for their many years of service:

## 30 Years



Dispatcher **Scott Castonguay**  
Dispatcher **Jennifer Gildehaus**  
Supervisor II **Sheryl Kowalczyk**



## 20 Years



Training Assistant **Justina Hanquet**  
Dispatcher **Kristi Smith**



## 15 Years



Call Receiver **Janice Sandoval**  
Dispatcher **Beth Patoc**  
Dispatcher **Austin Haynes**  
Dispatcher CTO **Vicki Lewis**  
Training Manager **Evan Nelson**  
Dispatcher **Janice White**  
Call Receiver CTO **Corina Plummer**

## 10 Years

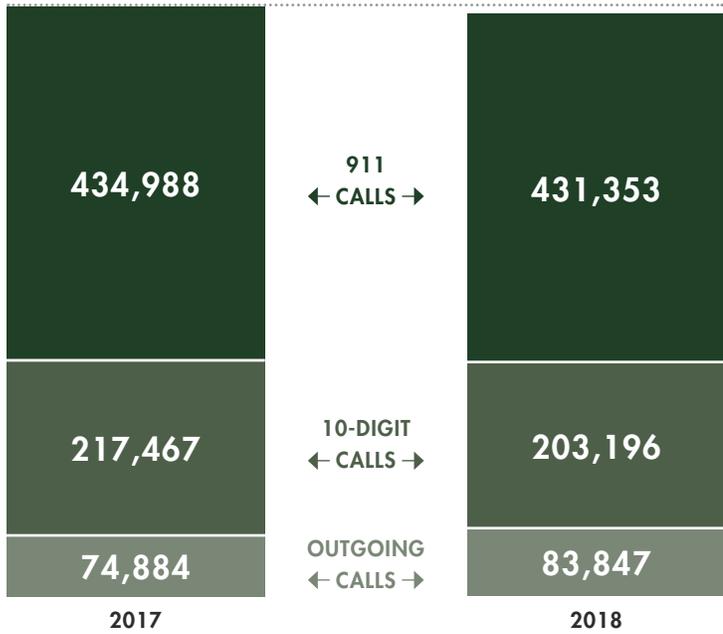


Dispatcher **Beth Greeno**  
Dispatcher **CeCe McGuire**  
Call Receiver CTO **Patti McIntosh**  
Dispatcher CTO **Andrea Powell**  
Call Receiver CTO **Christina Fisher**  
Dispatcher **Megan Hoang**  
Dispatcher **Erin O'Connor**



# OPERATIONAL PERFORMANCE YEAR-END CALL STATISTICS

## Calls for Service

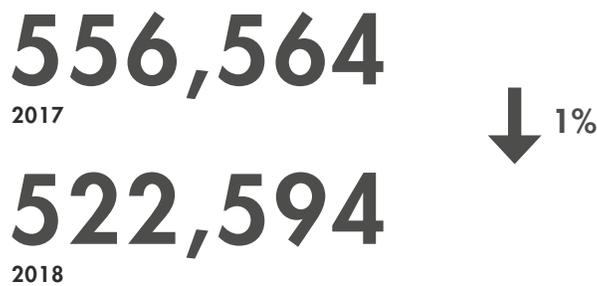


IN 2018 VCC RECEIVED...

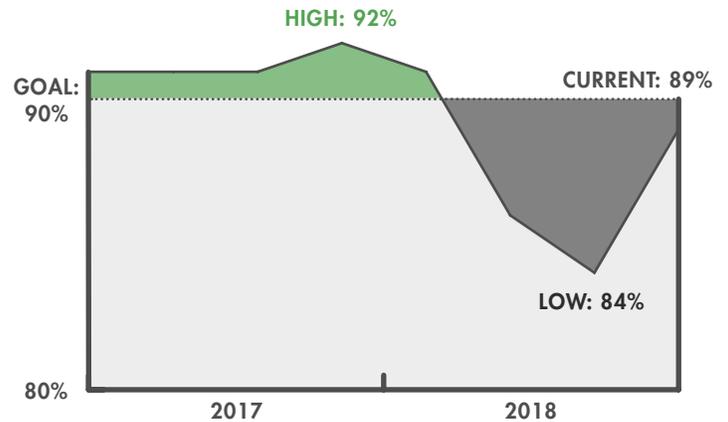
**1 CALL EVERY 44 SECONDS**

OR **1,973 CALLS EVERYDAY**

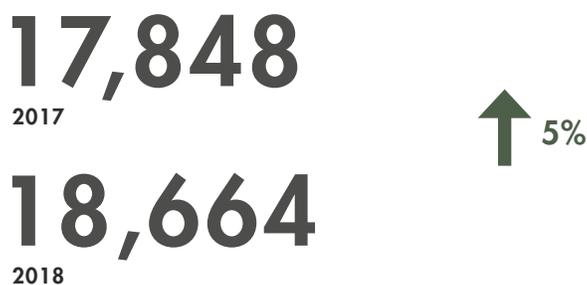
## Dispatchable Call for Service



## 911 Calling Standard



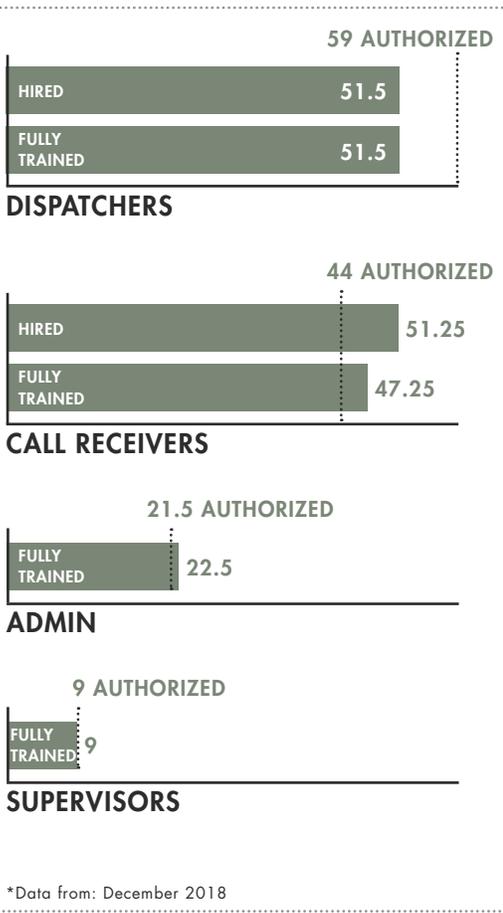
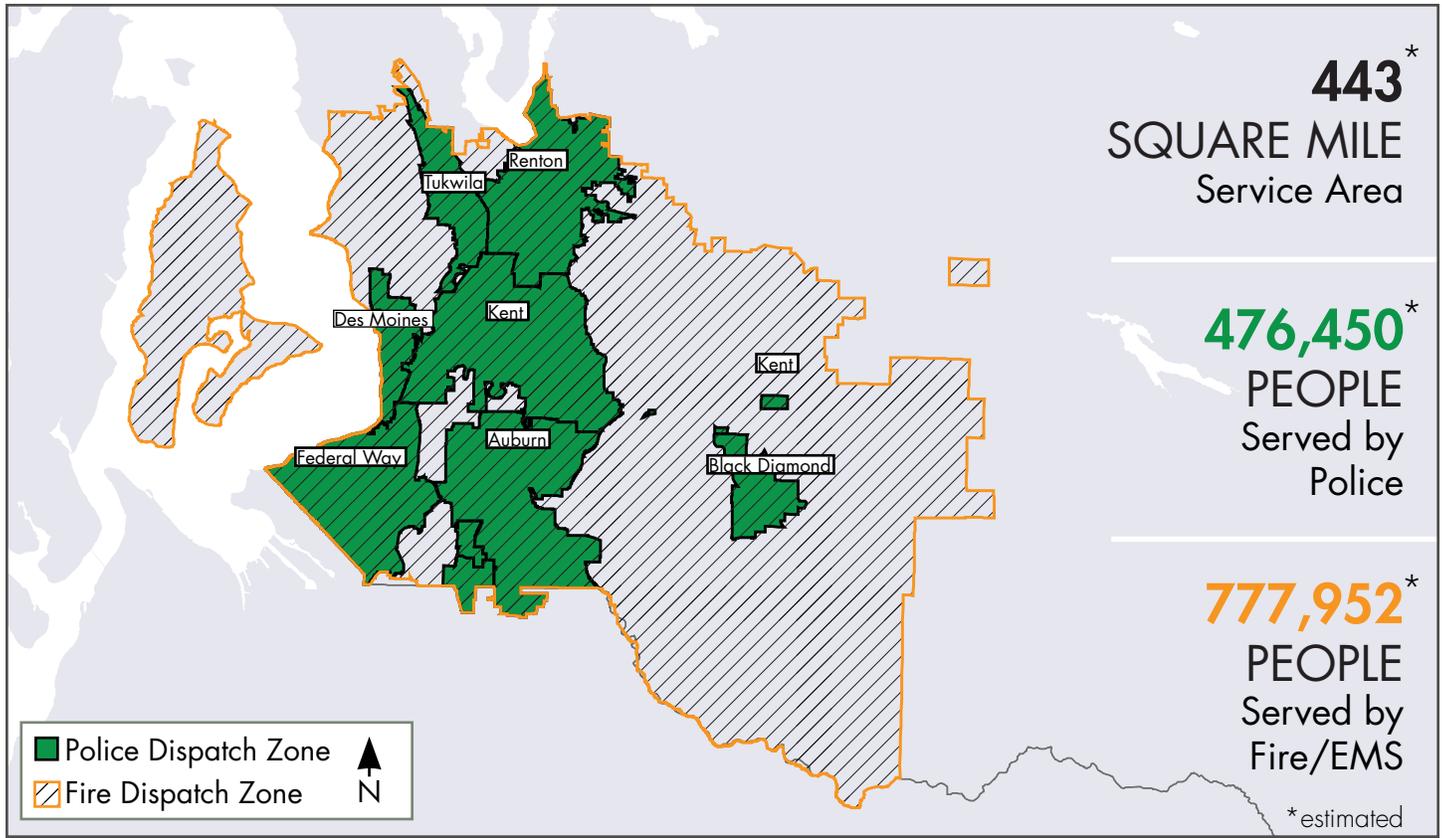
## Overtime (OT) Hours



## Top 3 Languages Accessed via Language Line

-  SPANISH
-  RUSSIAN
-  SOMALI

# OPERATIONAL PERFORMANCE FAST FACTS



IN 2018 VCC PROCESSED...

5,879

**PUBLIC DISCLOSURE REQUESTS**

OR 16

**REQUESTS EVERYDAY**

**PARTNERS**

<b>12</b> FIRE DEPARTMENTS	<b>9</b> POLICE AGENCIES
<b>1</b> PARAMEDIC	<b>1</b> CORRECTIONAL FACILITY

4.8

**CITIZEN SATISFACTION**

Based on annual average (1-5 scale) of citizen survey

0

**FOUNDED INTERNAL INVESTIGATIONS**

Based on 2 internal investigations

3

**FOUNDED CITIZEN COMPLAINTS**

Based on 29 citizen complaints

# FINANCIAL PERFORMANCE BY THE NUMBERS

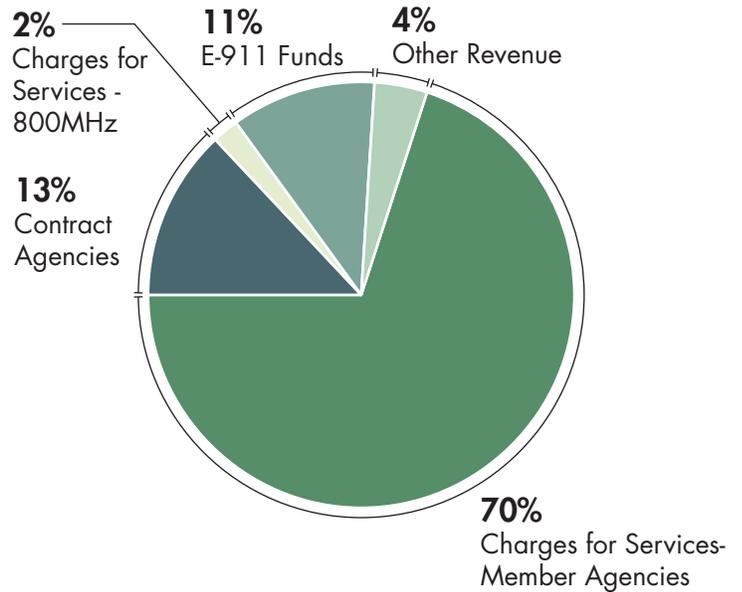
Valley Communications Center is an Enterprise Fund, funded by user fees based on the calls for service. A funding formula determines contract agency fees on a per call basis and contributions from owner agencies. The Center's biennial budget is available at [www.valleycom.org](http://www.valleycom.org).

During 2018, the Center underwent two independent accountability and financial statement audits done by the Washington State Auditor's Office. The Center's audited financial statements with audit reports are available at <https://www.sao.wa.gov/reports-data/audit-reports/>. 2018 marked the 20th consecutive year free of audit findings for the Center!

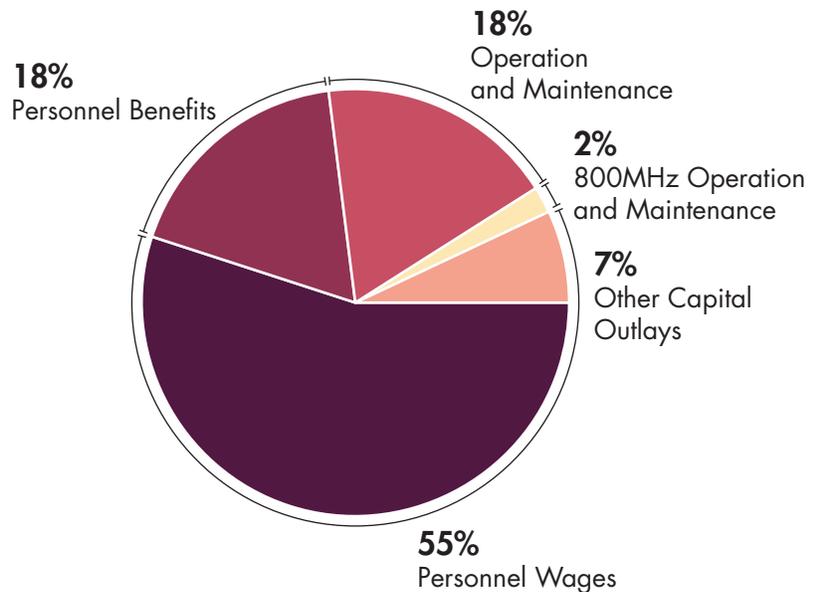
Charts below show actual revenues and expenses for the Center. During 2018, 83% of revenue was received through charges for services and 11% from the E-911 King County excise tax.

During 2018, 73% of the Center's expenditures were for personnel costs, 20% for operation and maintenance, and only 7% for capital outlays.

## 2018 REVENUE



## 2018 EXPENSES



**Valley Communications Center proudly serves:**

Algona Police Department  
Auburn Police Department  
Black Diamond Police Department  
Des Moines Police Department  
Federal Way Police Department  
Kent Police Department  
Pacific Police Department  
Renton Police Department  
Tukwila Police Department

Enumclaw Fire Department  
King County International Airport AARF  
KCFD #2/Burien/Normandy Park Fire  
KCFD #20/Skyway Fire  
KCFD #44/Mountain View Fire & Rescue  
KCFD #47/Kanglely-Palmer Fire  
Puget Sound Regional Fire Authority  
North Highline Fire  
Renton Regional Fire Authority  
South King Fire & Rescue  
Tukwila Fire  
Valley Regional Fire Authority  
Vashon Island Fire & Rescue

King County Medic One

South Correctional Entity/SCORE Jail



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