



REGIONAL E-911 STRATEGIC PLAN SCOPING

SCOPING COMMITTEE**LEADERSHIP GROUP**

Councilmember Jennifer Robertson
CITY OF BELLEVUE

Mayor Liz Reynolds
CITY OF ENUMCLAW

Councilmember Tola Marts
CITY OF ISSAQUAH

Executive Dow Constantine
KING COUNTY

Councilmember Reagan Dunn
KING COUNTY

Councilmember Kathy Lambert
KING COUNTY

Councilmember Dave Uptegrove
KING COUNTY

Sheriff John Urquhart
KING COUNTY

Jody Miller
KING COUNTY OFFICE OF EMERGENCY MANAGEMENT

Executive Director Tom Orr
NORCOM

Commander Erik Scairpon
REDMOND POLICE DEPARTMENT

Mayor Denis Law
CITY OF RENTON

Councilmember Lorena Gonzalez
CITY OF SEATTLE

Council President Bruce Harrell
CITY OF SEATTLE

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Hon. Tim Osgood
WOODINVILLE FIRE AND RESCUE

PROJECT COORDINATION TEAM

Executive Director Lara Ueland, Chair
VALLEY COMMUNICATIONS CENTER

Deb Flewelling, Vice-Chair
KING COUNTY E-911 OFFICE

Commander Chris Wilson
ISSAQUAH POLICE DEPARTMENT

Chief Patti Cole-Tindall
KING COUNTY SHERIFF'S OFFICE

Lise Kaye
KING COUNTY COUNCIL STAFF

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

May 31, 2016

To: King County Council

From: King County E-911 Strategic Plan Scoping Committee
Leadership Group & Project Coordination Team

Re: Strategic Planning Process Report

As set out by Ordinance 18139, the King County E-911 Scoping Committee is pleased to submit the attached Regional E-911 Strategic Planning Process Report to the King County Council.

All of us - as well as many staff members and consultants - have been working diligently for many months to recommend this collaborative process to develop a King County E-911 strategic plan to address priorities for the regional portions of the King County E-911 system and guide the ongoing process for decision making, funding and implementing those priorities.

The attached report begins with a brief summary of relevant history and processes; and outlines the following recommendations:

1. An organizational structure for the strategic planning process;
2. A timeline and milestones for completion of the plan;
3. A regular reporting process to project stakeholders;
4. A Leadership Group, Staff Planning Group; Task Forces on Governance, Technology, and Finance; as well as
5. A Shared Vision, Guiding Principles, Measurable Goals, Initial Key Questions to be explored, and Roles for a regional King County E-911 system that is reflective of national best practices.

The report also addresses issues and questions needed to integrate with the state's E-911 system and the responsibilities of local jurisdictions in their delivery of E-911 dispatch services; develop a 10-year technology investment strategy; develop a 10-year sustainable financial plan; and define an ongoing decision-making and governance structure for the regional E-911 system.

We ask the Council to accept this report. We also ask that the Council please expeditiously accept and confirm the King County Executive's appointments to the strategic planning Leadership Group and Staff Planning Group so that work can begin at once on the strategic plan.

Executive Summary

This report recommends a “*collaborative process to develop a King County E-911 strategic plan to address priorities for the regional portions of the King County E-911 system and guide the ongoing process for decision making, funding and implementing those priorities.*”¹

The *Background* section provides an overview of the existing Regional E-911 System, its funding, current challenges, and key entities. The *Scoping Charge* section cites the requirements of the King County ordinance mandating this process and report. The *Roles, Vision, Goals and Guiding Principles* section defines the roles, shared vision and measurable goals of the regional King County E-911 system that is reflective of national best practices. The *Strategic Plan Scope* section outlines the organizational structure; timeline and milestones; stakeholder reporting; work groups and teams; as well as key questions and issues for strategic planning.

Background – The Regional E-911 System is operated by the E-911 Program Office in the County’s Department of Executive Services in cooperation with twelve Public Safety Answering Points (PSAPs), with the E-911 Program Office routing requests and the PSAPs interrogating callers and dispatching services. The Regional E-911 System is funded by excise taxes levied on landline, wireless and voice-over-internet phones. Challenges include funding limitations in the face of needed system upgrades and an absence of consensus among the system’s various entities about next steps and priorities.

Charge – King County Ordinance 18139 created a regional E-911 Strategic Plan Scoping Committee to recommend a strategic planning process. This report has been developed and submitted to meet that requirement.

Roles, Vision, and Guiding Principles – This report defines a shared vision for “King County’s Regional E-911 System that would assure the system is among the best in the country in terms of rapid and effective routing of requests for services; effective deployment of evolving technology; and efficient use of public resources.” The Committee also recommends that the system adhere to specific guiding principles and measurable goals for outcomes, process, finances, and standards. This report further outlines existing roles and defines parameters for the strategic planning process.

Strategic Planning Scope – The recommended Scope for an E911 Strategic Plan sets out an organizational structure, timeline and milestones as follows:

- **Timeline** - Planning will begin upon the King County Council’s confirmation of committee membership and conclude by December 31, 2017.
- **Leadership Group** (same structure as the existing Leadership Group constituency) to recommend a Strategic Plan to the King County Executive and King County Council.
- **Staff Planning Group** (with one representative of each Leadership Group constituency) to prepare recommendations and/or decision options for each of the questions and issues for strategic planning, including supervising the work of content Task Forces.

¹ *King County Ordinance 18139, Section 1C.*

- Content Task Forces on Governance, Technology, and Finance to deliberate and recommend action on key questions and issues.
- Stakeholders are identified, as well as needed staff and consultant support.
- A Reporting Process to Stakeholders is identified, with specific reports and due dates.
- Strategic Questions and Issues are identified in Governance, Technology, and Finance.

Table of Contents:

Executive Summary 1

Acknowledgements 4

Glossary of Terms and Acronyms 5

1 – Background 7

 A. Existing System 7

 B. Public Safety Answering Points (PSAPs) in King County 8

 C. Funding 8

 D. Current Challenges 10

 E. Strategic Plan Scoping Process 10

2 – Scoping Charge 11

3 – Roles, Vision, Goals & Guiding Principles 12

 A. Shared Vision – *for the Regional E-911 System* 12

 B. Guiding Principles – *for the Regional E-911 System* 12

 C. Goals – *for the Regional E-911 System* 12

 D. Roles 13

4 – Strategic Plan Scope 14

 A. Organizational Structure 14

 B. Timeline & Milestones 15

 C. Stakeholder Reporting 16

 D. Work Groups & Teams for Strategic Plan 17

 Leadership Group 17

 Staff Planning Group 18

 Governance Task Force 19

 Technology Task Force 20

 Finance Task Force 21

 Stakeholders for Strategic Planning process 22

 Support for Strategic Planning process 22

 Consultants (as needed) 22

 E. Questions and Issues to be addressed during Strategic Planning 23

 Integrate with state system & local responsibilities 23

 Decision-making or Governance Structure 23

 10-year Technology Investment Strategy 24

 10-year Sustainable Financial Plan: 25

Appendix of Initial Questions and Issues (to be used as a starting point) 26

 Decision-making or Governance Structure 26

 10-year Technology Investment Strategy 26

 10-year Sustainable Financial Plan: 27

Acknowledgements

This report is a product of the King County E-911 Strategic Plan Scoping Committee that is made up of a Leadership Group and Project Coordination Team, as appointed by the County Council. Many staff members at King County and local jurisdictions, as well as a team of facilitation consultants, supported the Scoping Committee's work.

Scoping Committee

Leadership Group

Councilmember Jennifer Robertson
CITY OF BELLEVUE

Mayor Liz Reynolds
CITY OF ENUMCLAW

Councilmember Tola Marts
CITY OF ISSAQUAH

Executive Dow Constantine
KING COUNTY

Councilmember Reagan Dunn
KING COUNTY

Councilmember Kathy Lambert
KING COUNTY

Councilmember Dave Upthegrove
KING COUNTY

Sheriff John Urquhart
KING COUNTY

Jody Miller
KING COUNTY OFFICE of EMERGENCY MANAGEMENT

Executive Director Tom Orr
NORCOM

Commander Erik Scairpon
REDMOND POLICE DEPARTMENT

Mayor Denis Law
CITY OF RENTON

Councilmember Lorena González
CITY OF SEATTLE

Council President Bruce Harrell
CITY OF SEATTLE

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Hon. Tim Osgood
WOODINVILLE FIRE AND RESCUE

Project Coordination Team

Executive Director Lora Ueland, Chair
VALLEY COMMUNICATIONS CENTER

Deb Flewelling, Vice-Chair
KING COUNTY E-911 OFFICE

Commander Chris Wilson
ISSAQUAH POLICE DEPARTMENT

Chief Patti Cole-Tindall
KING COUNTY SHERIFF'S OFFICE

Lise Kaye
KING COUNTY COUNCIL STAFF

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Staff Support

King County

Diane Carlson, King County Executive's Office
Marlys Davis, E-911 Program Office
Meg Goldman, Department of Executive Services
Tom Koney, Department of Executive Services
Jody Miller, Office of Emergency Services
Laura Pitarys, E-911 Program Office

PSAPs

Captain Ron Rasmussen, Seattle Police
Deputy Chief Mike Teffre, Seattle Fire
Manager Kathy Baskin, Port of Seattle
Manager Sue Carr, University of Washington
Manager Jo Baumgartner, Washington State Patrol
Commander Chris Wilson, Issaquah Police

Captain Bob Huebler, Enumclaw
Executive Director Tom Orr, NORCOM
Captain Patrick Butschli, King County Sheriff
Commander Erik Scairpon, Redmond Police
Director Micki Singer, Bothell Police
Executive Director Lora Ueland, Valley
Communications Center

Consultants

BDS Planning & Urban Design

Brian Douglas Scott
Beth Dufek
Jennifer Rose
Jacqueline Gruber

CBE Strategic

Tim Ceis
Andrés Mantilla
Kate Nolan

Glossary of Terms and Acronyms

9-1-1 Call Routing Network – Together the Washington State 911 office and the King County E-911 Program Office maintain the 9-1-1 call routing network which consists of a system of circuits, networks and/or equipment designed to move 9-1-1 calls from the state system to the Public Safety Answering Points (PSAPs), including the information technology system known as Emergency Services Internet-protocol Network (ESInet).

COTS – Commercial Off The Shelf Software

CPE - Customer Premise Equipment – Equipment used by the PSAP to process 9-1-1 calls.

E-911 Program Office – In King County, the Regional E-911 System for routing 9-1-1 calls is administered by the E-911 Program Office, which is a section of the Office of Emergency Management within the Department of Executive Services in the county government.

EMS – Emergency Medical Services.

ESInet – Emergency Services Internet-Protocol Network - A statewide system for routing emergency calls. ESInet is part of the 9-1-1 Call Routing Network.

FD – Fire Department.

IAG – Interim Advisory Group – The Interim Advisory Group's purpose is to advise and consult with the King County E-911 program office regarding technology, financial and system operational issues until completion of the E-911 strategic plan and implementation of an ongoing decision-making and governance system. The advisory group is guided by King County Council by Ordinance 18139 to provide comment and recommendations on the county's E-911 program office 2017-2018 budget proposal.

NENA – National Emergency Number Association.

NG911 – Next Generation 9-1-1 - A national plan² aimed at updating the 9-1-1 service infrastructure to improve public emergency communications services in an increasingly wireless mobile society. In addition to calling 9-1-1 from a phone, it seeks to enable the public to transmit text, images, video and data to the PSAPs.

PD – Police Department.

PSAP – Public Safety Answering Point – Call answering locations for 9-1-1 calls originating in a given area. In King County, the twelve PSAPs are governed and largely funded by the independent jurisdictions and agencies they serve. PSAPs are responsible for answering a 911 call sent to their center.

² http://c.ymcdn.com/sites/www.nena.org/resource/collection/22dbdb9d-fbd7-445e-a760-1c39a222ed34/National_NG911_Migration_Plan.pdf?hhSearchTerms=%22NG911%22

Regional E-911 System – In King County, the phrase “Regional E-911 System” – as used in this document only – includes the governance, technology, operations and finances related to the area of responsibility of the E-911 Program Office, as defined by the RCW and WAC (Revised Code of Washington and Washington Administrative Code).³

Telecommunications Providers – Private companies (such as AT&T, Verizon, Century Link, etc.) that provide telecommunications services, route calls, and collect excise taxes.

VoIP calls – Voice Over Internet Protocol calls - Calls through telephone equipment using the Internet.

Washington State 911 Office – The Washington State 911 office and the King County E-911 office share responsibility for maintaining a network and equipment that links private telecommunications providers to the 911 call network.

Wireless calls – Calls through cellphones.

Wireline calls – Calls through traditional landline telephones.

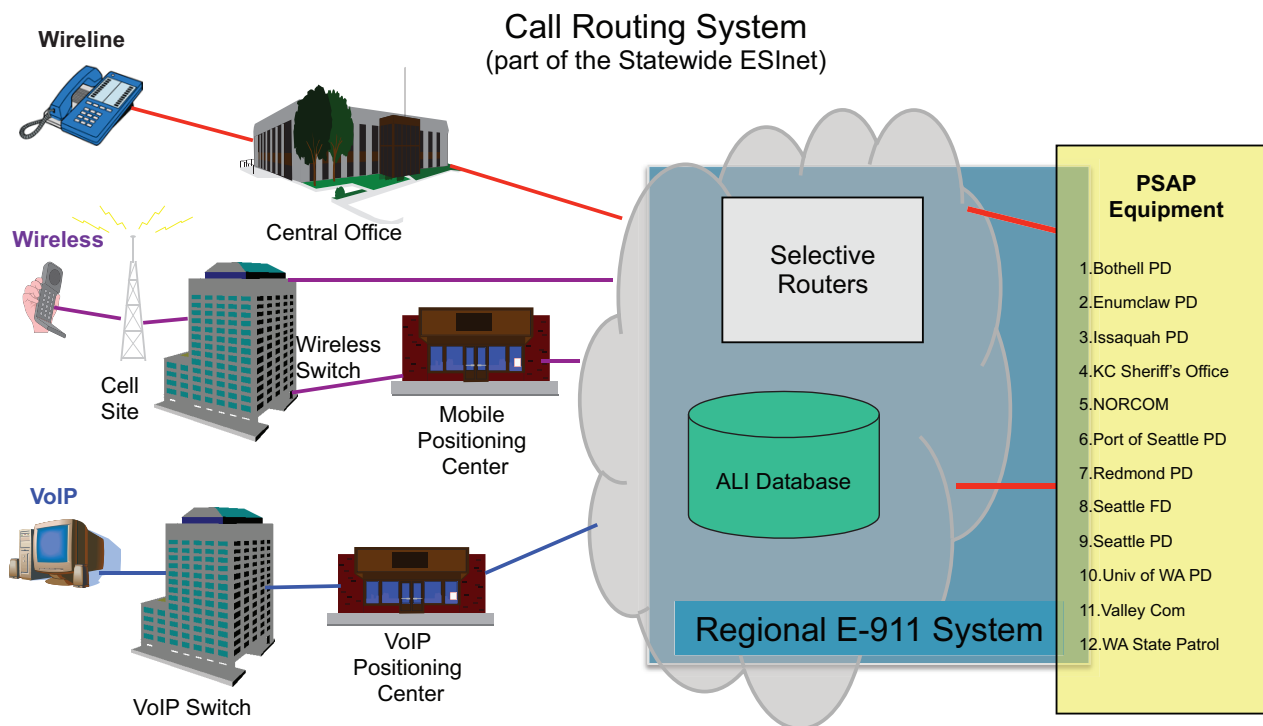
³ See RCW 82.14B.020 (2), (3); WAC 118-66-030 (2), (62); see generally RCW 38.52.51; 82-14B-010 *et. seq.*; WAC 118-66-010 *et. seq.*

1 – Background

A. Existing System

The Regional E-911 System in King County is a partnership between the King County E-911 Program Office and 12 Public Safety Answering Points (PSAP) which provide 911 call answering and dispatch services for local jurisdictions (*see list of PSAPs below*). The Program Office, reporting to the King County Office of Emergency Management within the Department of Executive Services, is responsible to ensure correct routing of a 911 call to the appropriate PSAP. Each PSAP, reporting to their local stakeholders, is responsible for the 911 call answering, interrogation, and dispatch of appropriate public safety agencies.

As illustrated below, calls are received by the system via wireline, wireless, and Voice Over Internet Protocol (VoIP) telephones. The private telephone service providers route these calls to the statewide Emergency Services IP Network (ESInet), which routes them to the King County Regional E-911 System. The County system then routes the call to the appropriate PSAP for caller interrogation and dispatch. It is the Regional E-911 System – as depicted in the grey box below – that is the subject of this report and the upcoming strategic plan. The Regional E-911 System does not have jurisdiction over either the private telecommunications providers or the interrogation and dispatch services of the PSAPs.



B. Public Safety Answering Points (PSAPs) in King County

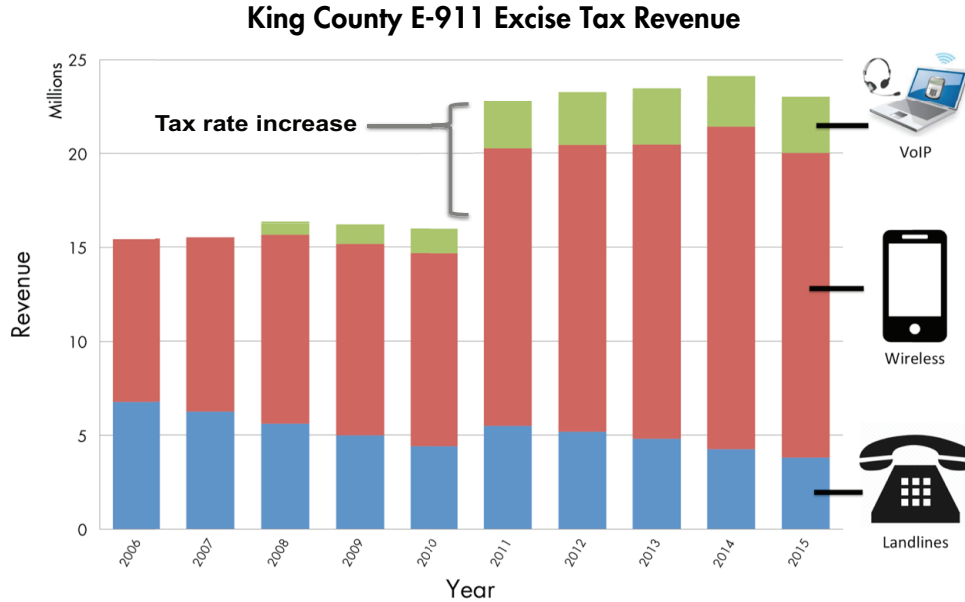
| PSAP | 2015 911 Calls | Services* Provided: Agencies Served |
|-------------------------------|---------------------------|---|
| Bothell Police Dept. | 17,205 | Police: Bothell Police Department, Lake Forest Park Police Department |
| Enumclaw Police Dept. | 4,830 | Police, Fire, EMS: Enumclaw Police Department, Enumclaw Fire Department |
| Issaquah Police Dept. | 13,018 | Police: Issaquah Police Department, North Bend Police Department, Snoqualmie Police Department |
| King County Sheriff | 341,900 | Police: King County Sheriff's Office – Includes cities of Burien, Covington, Kenmore, Maple Valley, Newcastle, Sammamish, SeaTac, Shoreline, Woodinville, and King County Airport |
| NORCOM | 176,100 | Police, Fire, EMS: Bellevue PD, Clyde Hill PD, Kirkland PD, Medina PD, Mercer Island PD, Bellevue FD, Bothell FD, Duvall FD, Eastside Fire & Rescue, Kirkland FD, Mercer Island FD, Redmond FD, Snoqualmie FD, King County Fire Districts #04, #16, #27, #36, #50, #51 |
| Port of Seattle Police Dept. | 11,743 | Police, Fire, EMS: Normandy Park Police Dept., Port of Seattle Police Dept., Port of Seattle Fire Department |
| Redmond Police Dept. | 20,794 | Police: Carnation Police Department, Duvall Police Department, Redmond Police Department |
| Seattle Fire Dept. | 102,235 | Fire, Emergency Medical Services: Seattle Fire Department |
| Seattle Police Dept. | 598,642 | Police: Seattle Police Department |
| University of WA Police Dept. | 3,057 | Police: University of Washington Police Department |
| Valley Communications Center | 440,581 | Police, Fire, EMS: Algona PD, Auburn PD, Black Diamond PD, Des Moines PD, Federal Way PD, Kent PD, Pacific PD, Renton PD, Tukwila PD, Valley Regional Fire Authority (Auburn, Algona, Pacific), Kent Fire Regional Fire Authority (Kent, SeaTac, #37), Renton FD (Renton, #25, #40), South King Fire (Federal Way, #39, #26), Tukwila FD, King County Fire Districts #02, #11, #13, #17, #20, #43, #44, #46, #47 |
| Washington State Patrol | 276,426 | Police: Washington State Patrol |

* FD = Fire Department
 PD = Police Department
 EMS = Emergency Medical Services

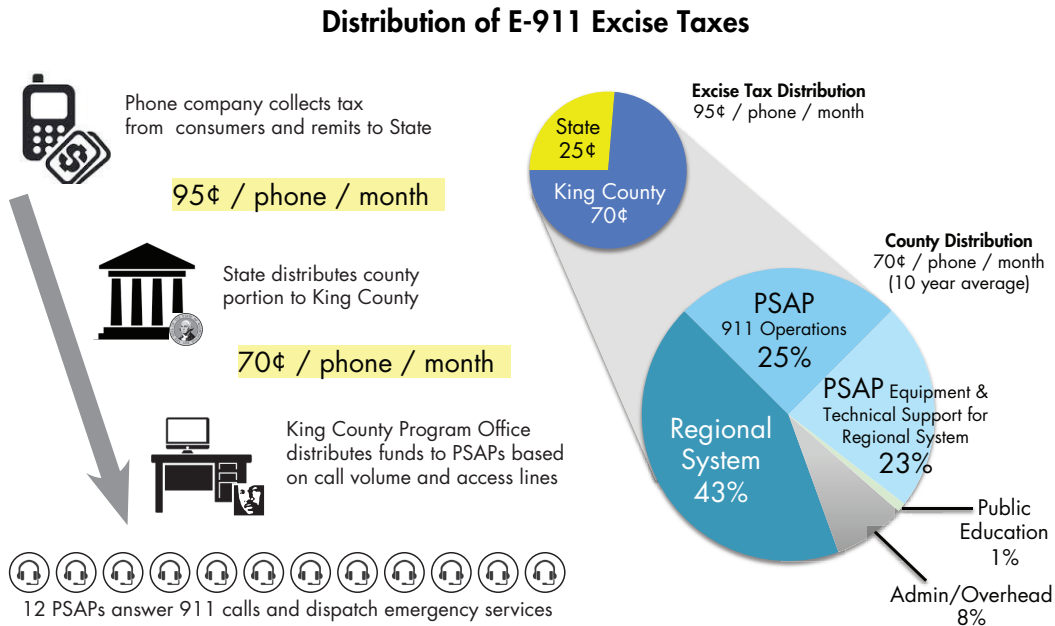
C. Funding

The E-911 Program Office is supported by excise taxes for land line, wireless and Voice-over-Internet phones. The E-911 Program Office distributes a portion of the excise taxes to the PSAPs in accordance with state statute to defray the costs of 911 call handling. The majority of PSAP costs are borne by the PSAP and their stakeholders.

As illustrated below, excise tax revenue to the King County Regional E-911 system has remained relatively flat for the last ten years, with the exception of a rate increase in 2011. Funding from wireless and VoIP taxes is increasing while landline revenue is decreasing, but overall funding is steady.



The following illustration shows the distribution of telephone excise taxes, with the state currently collecting 95¢ per phone per month. The state retains 25¢ of these excise taxes to pay for the statewide ESInet, and distributes 70¢ per phone per month to King County. The E-911 Program Office, in turn, distributes a portion of these funds to the PSAPs through an established formula. The PSAP portion goes toward PSAP equipment and technical support to connect with the regional system, as well as 911 operations. The bulk of PSAP costs (largely call taker salaries) are borne by the local PSAP jurisdictions.



The above are estimates of current figures. Developing a baseline agreement among Regional E-911 System partners on the current situation regarding funding distribution and how this distribution should be illustrated should be an early step in discussions during strategic planning.

D. Current Challenges

King County, with its partner agencies, recognized (along with NENA and other national organizations) that the speed of transition to high-cost, technology-intensive NG911 technology is limited by current financial resources and staffing. The transition also presents significant increased complexity in program and project management as well as major security vulnerabilities that require advanced planning and expertise. All agreed that planning and prioritization were essential to successfully transition to NG911. (Next Generation 911 is a federal initiative to modernize existing, land line-based 911 technologies and upgrade systems to better work with wireless and Voice-over-Internet technologies.) In June 2015, the King County Auditor's Office published findings from its independent review of E-911 operations and recommended creation of a governance mechanism, establishment of a financial baseline of required spending and estimated revenues, and suspension of NG911 projects pending creation of an NG911 implementation plan and vetting of the plan with stakeholders.

E. Strategic Plan Scoping Process

Responding to proposed legislation from the Regional Policy Committee, the King County Council passed Ordinance 18139 in October 2015, creating a Strategic Plan Scoping Committee comprised of a Leadership Group and a supporting Project Coordination Team (*see membership lists on Acknowledgements page, earlier in this report*). The Committee includes representatives from King County, municipalities, PSAPs, and Fire Commissioners so that the priorities of the regional King County E-911 system can be identified in collaboration. The Scoping Committee was tasked with developing and recommending this Strategic Planning Process Report for transmittal to the Regional Policy Committee and County Council by May 31, 2016. The next phase of this 3-part process will be strategic planning, followed by a third phase that will be implementation of the strategic plan. Section 2 (below) delineates the content of the Strategic Planning Process Report as required by King County Ordinance 18139.

2 – Scoping Charge

From King County Ordinance 18139:

SECTION 1.

- C. The report shall **recommend a collaborative process to develop a King County E-911 strategic plan** to address priorities for the regional portions of the King County E-911 system and guide the ongoing process for decision making, funding and implementing those priorities, including:
1. The **organizational structure** for the strategic planning process;
 2. A **timeline and milestones** for completion of the plan;
 3. A regular **reporting process** to project stakeholders;
 4. A recommended **work group or groups and team or teams**, or any combination thereof; and
 5. **Other issues** as identified by the committee.
- D. The report shall define the **roles, shared vision and measurable goals** of the regional King County E-911 system that is reflective of national best practices. In addition, the report shall also, at a minimum, address the **planning processes and questions needed to:**
1. Integrate with the state's E911 system and the responsibilities of local jurisdictions in their delivery of E-911 dispatch services;
 2. Develop a **ten-year technology investment strategy** for the regional King County E-911 system with tactics and a process for adapting to evolving technology and service conditions;
 3. Develop a **ten-year sustainable financial plan** for the regional King County E-911 system with tactics and a process for adapting to evolving financial conditions; and
 4. Define an **ongoing decision-making or governance structure** for implementing and achieving the vision and goals of the regional King County E-911 system, including a conflict resolution process.

3 – Roles, Vision, Goals & Guiding Principles

A. Shared Vision – for the Regional E-911 System

Consistent with national best practices, King County’s Regional E-911 System will be among the best in the country in terms of:

- Rapid and effective routing of requests for services
- Efficient use of public resources
- Effective deployment of evolving technology
- Adherence to the guiding principles (below)

B. Guiding Principles – for the Regional E-911 System

1. Process

- a. **Transparency** – Transparency in operations, procurement, decision-making, and financial management
- b. **Project Management Principles** – Keep current with industry standards in terms of project management and operating principles (PMP)
- c. **Collaboration** – Maintain a collaborative approach among all jurisdictions and project partners, including open and regular communication
- d. **Predictability** – Predictability in operations and decision-making
- e. **Advocacy** – Advocate at all levels to influence best practices and appropriate resources in the public and private sectors
- f. **Inclusion** – includes a broad array of voices

2. Finances

- a. **Fiscal Responsibility** – Equitable, transparent, and responsible fiscal management
- b. **Financial Sustainability** – Manage toward long-term financial sustainability
- c. **Cost Effective** – Leverage resources to provide the best possible services

3. Standards

- a. **National Best Practices** – Stay in step with national best practices in operations
- b. **Performance Metrics** – Track progress with specific and transparent metrics
- c. **Continuous Improvement** – Respond to recommendations, and continue to seek opportunities for improvement (including the King County Auditor’s 2015 report)

C. Goals – for the Regional E-911 System

As part of the strategic planning process, develop a dashboard of outcome metrics to monitor progress toward these goals, to be in alignment with the guiding principles above.

1. **No Request Lost** – Never lose track of a request for assistance
2. **Prompt Response** – Promptly route and respond to every request for assistance to promote rapid dispatch
3. **Seamless System-wide Technology** – A county-wide system that is fully integrated and interoperable, minimizing transfers and ensuring reliability
4. **Meet or Exceed Industry Standards** – A county-wide system that meets or exceeds current industry standards and is continuously improved to adapt to evolving technology and needs
5. **Equity** – Equitable access to the E-911 system by all communities and individuals, recognizing and addressing the obstacles faced by specific groups.
6. **Secure, Resilient & Survivable** – A county-wide system that is secure, resilient, and survivable

D. Roles

Reflective of National Best Practices⁴, the existing roles of the E-911 Program Office and Public Safety Answering Points (PSAPs) are outlined below.

- Oversight
 - The King County Council has ultimate authority over the Regional E-911 System.⁵
 - The Regional Policy Committee considers regional issues referred from the County Council and makes recommendations back to the Council.
 - The King County Executive oversees County operations, including the E-911 Program Office that is within the Department of Executive Services. The Executive also refers legislation to Council and provides final signature (or veto) to legislation.
- Functions
 - E-911 Program Office provides E-911 routing network
 - PSAPs interrogate callers and dispatch assistance
- Governance
 - E-911 Program Office is within the County's Department of Executive Services, and reports to both the King County Executive and Council
 - PSAPs are within and governed by local stakeholders
- Funding
 - E-911 Program Office is supported by dedicated excise taxes
 - E-911 Program Office distributes a portion of excise taxes to PSAPs
 - Most PSAP costs are borne by the PSAP stakeholders

As noted in Section 4E, questions and issues for the strategic plan include regional E-911 governance, with organization chart, decision structure oversight, accountability, and responsibility. The evolving number and configuration of PSAPs is not part of the strategic planning process. Being locally governed and largely locally funded, the number and configuration of PSAPs is an ongoing process of local decisions by individual PSAPs and/or groups of PSAPs. The strategic plan will not include a top-down PSAP consolidation.

⁴ According to Federal Communications Commission Task Force on Optimal PSAP Architecture, January 29, 2016, "NG9-1-1- architecture can be customized to support almost any configuration of PSAP operations" (p. 24). "NG9-1-1-[sic] systems require that shared services networked across multiple PSAPs meet a series of well-defined conventional criteria. However, such criteria should be established by a state or regional governing body and include decision analysis, cost effectiveness, budgetary constraints and priorities, accountability, and a well -defined governance structure, subject to external audits and contractual obligations. Indeed, it is crucial that PSAP and first responder operational decisions remain at the local level" p. 27. – The King County E-911 Scoping Committee expects the Strategic Planning process to explore this topic further.

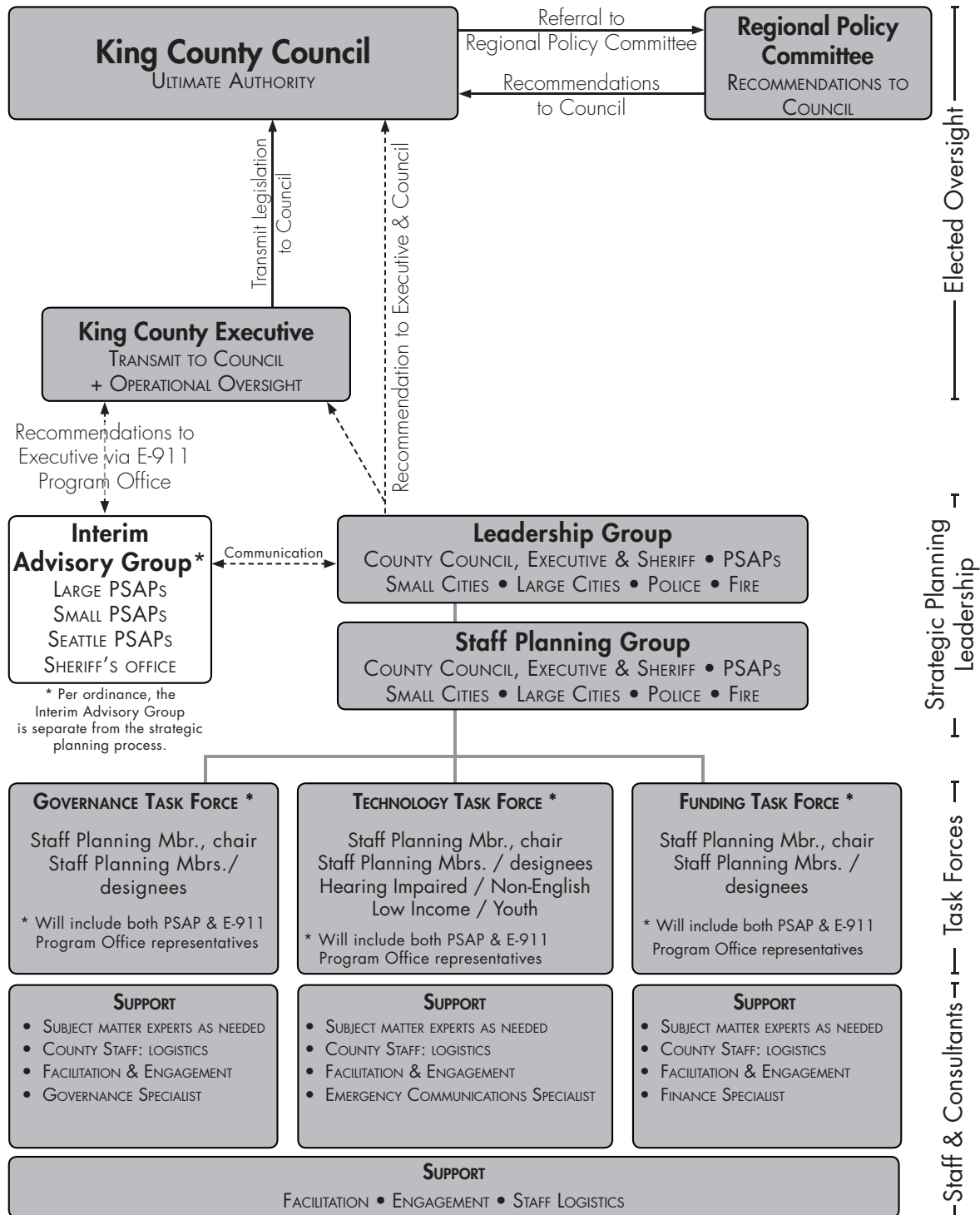
⁵ See e.g., RCW 38.52.510 and RCW 82.14B.020.

4 – Strategic Plan Scope

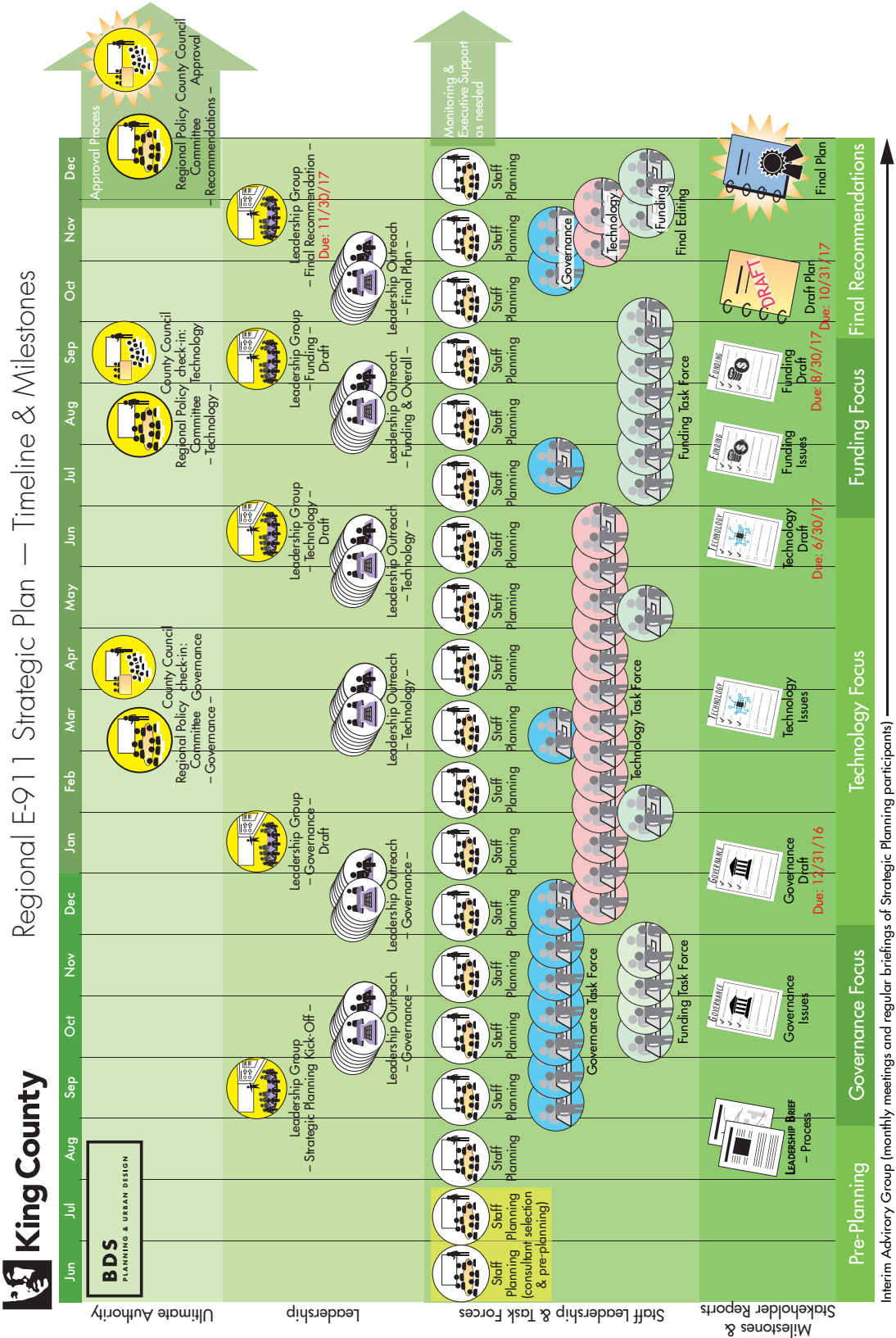
The following pages outline the organizational structure; timeline and milestones; stakeholder reporting; work groups and teams; and key questions and issues for strategic planning.

A. Organizational Structure

King County Regional E-911 Strategic Planning Structure



B. Timeline & Milestones



C. Stakeholder Reporting

The King County Regional E-911 Strategic Planning process will be transparent and inclusive. Most materials will be distributed to interested parties, and available electronically to anyone who is interested. At the same time, due to the sensitive nature of emergency communications, there may be information of secure, confidential, and/or proprietary nature that will be redacted before distribution.

The strategic planning process will include regular one-on-one briefings between the project's Leadership Group and Staff Planning Group. The process will also include regular briefings by the Interim Advisory Group to strategic planning participants. It will also be helpful to project coordination that many individuals will serve on several of the groups illustrated on the organization chart.

At minimum, interim reports to project stakeholders will include:

1. **Strategic Planning Process.** This briefing document for the Leadership Group's September meeting will outline the strategic planning process, with key milestones and dates.
2. **Governance Issues.** This briefing document will outline key governance issues and options to be resolved during the process. It will be used to stimulate discussion and deliberation.
3. **Draft Governance Recommendations.** The Governance Task Force will draft preliminary recommendations for discussion and feedback by the Staff Planning Group and Leadership Group. This preliminary document will provide guidance for technology and finance discussion, and be modified later in response to those discussions. Due: 12/31/16.
4. **Technology Issues.** This briefing document will outline key technology issues and options to be resolved during the process. It will be used to stimulate discussion and deliberation.
5. **Draft Technology Recommendations.** The Technology Task Force will draft preliminary recommendations for discussion and feedback by the Staff Planning Group and Leadership Group. This preliminary document will provide guidance for finance discussion, and be modified later in response to those discussions. Due: 6/30/17.
6. **Finance Issues.** This briefing document will outline key finance issues and options to be resolved during the process. It will be used to stimulate discussion and deliberation.
7. **Draft Finances Recommendations.** The Finance Task Force will draft preliminary recommendations for discussion and feedback by the Staff Planning Group and Leadership Group. This preliminary document will initiate review and alignment of all Task Force recommendations in advance of a full draft strategic plan. Due: 9/30/17.
8. **Draft Strategic Plan.** The Staff Planning Group will recommend a full draft of the Strategic Plan to the Leadership Group for discussion and feedback. Due: 10/31/17.
9. **Final Strategic Plan.** The Leadership Group will forward the final King County Regional E-911 Strategic Plan to the County Executive and Council. Due: 12/31/17.

D. Work Groups & Teams for Strategic Plan

Leadership Group

Charge

The Leadership Group will recommend a Strategic Plan to the King County Executive and King County Council.

Composition

To be appointed by the County Executive; and confirmed by the County Council - no alternates will be allowed.

| | |
|---|----|
| King County Council | 3 |
| Seattle City Council | 2 |
| Sound Cities | 3 |
| Bellevue Council | 1 |
| Fire District | 1 |
| King County Sheriff | 1 |
| King County Executive | 1 |
| Big PSAPs | 1 |
| Small PSAPs | 1 |
| Seattle PSAPs | 1 |
| E-911 Program Office (ex-officio; non-voting) | 0 |
| | 15 |

Timing

This group will hold approximately 5 meetings between September 2016 and December 2017.

Meetings

Open meetings, but not formally noticed and without public testimony.

Decisions

Decisions will be by consensus as much as possible. Absent consensus, decisions can be made by a vote of 80% of those members present at the meeting.

Outreach

Input will be provided by the Staff Planning Group and Task Forces, as well as regular one-on-one check-ins throughout the process.

Support

- King County staff for logistics
- Facilitation / leadership outreach consultant

Staff Planning Group

Charge

The Staff Planning Group will support the Leadership Group by preparing recommendations and/or decision options for each of the Key Questions for Strategic Planning. The group will meet approximately monthly throughout the Strategic Planning process, including supervising the work of content Task Forces.

Composition

To be appointed by the County Executive; and confirmed by the County Council - no alternates will be allowed.

One representative each for each Leadership Group constituency:

| | |
|------------------------------------|----|
| King County Council | 1 |
| Seattle City Council | 1 |
| Sound Cities | 1 |
| Bellevue Council | 1 |
| Fire District | 1 |
| King County Sheriff | 1 |
| King County Executive | 1 |
| Big PSAPs | 1 |
| Small PSAPs | 1 |
| Seattle PSAPs | 1 |
| E-911 Program Office (full member) | 1 |
| | 11 |

Timing

The Staff Planning Group will meet approximately monthly between June 2016 and December 2017, totaling about 18 meetings total.

Meetings

Open meetings, but not formally noticed and without public testimony.

Decisions

Decisions will be by consensus as much as possible. Absent consensus, the Staff Planning Group will refer options to the Leadership Group for deliberation and guidance.

Outreach

Input through content Task Forces, stakeholders, and substance experts as needed, as well as regular one-on-one check-ins with Leadership Group members throughout the process.

Support

- King County staff for logistics
- Facilitation / leadership outreach consultant

Governance Task Force

Charge

Research, deliberate, and recommend a governance structure for the Regional E-911 System, including how the Regional E-911 system will integrate with the state E-911 system and local E-911 dispatch services.

Composition (appointed by Staff Planning Group)

- Chair - from Staff Planning Group
- Staff Planning Group members or designees *

* Will include PSAP and E-911 Program office representatives. Task Force membership will be limited to members of the Staff Planning Group or their designees (up to one designee each). This means up to 11 members.

Support

- Stakeholders and substance experts as needed
- King County staff for logistics
- Facilitation / leadership outreach consultant
- Best practices/research consultant
- Emergency communications specialist, with regional governance expertise as consultant

Participation Requirements

The Governance Task Force members should be authorized representatives of Leadership constituencies, and make a commitment to attendance.

Timing

The group will meet frequently in the fall of 2016, periodically in winter/spring 2017, and frequently for a few weeks in the summer of 2017. Probably 6-8 meetings in all, but potentially more.

Decisions

Task Forces will make decisions by consensus; in the absence of consensus the Task Force will refer options to the Staff Planning Group for a decision.

Meetings

Open meetings, but not formally noticed and without public testimony.

Outreach

Task Forces will be in continuous communication with the Staff Planning Group and provide information for one-on-one check-ins with Leadership Group members throughout the process.

Technology Task Force

Charge

Research, deliberate, and recommend a 10-year Technology Investment Strategy for the Regional E-911 System.

Composition (appointed by Staff Planning Group)

- Chair - from Staff Planning Group
- Staff Planning Group members or designees *
- Hearing Impaired / Non-English / Low-income / Youth representatives *

* Will include PSAP and E-911 Program office representatives. Task Force membership will be limited to members of the Staff Planning Group or their designees (up to one designee each), plus representatives of special needs groups listed above. This means up to 11 members plus special needs representatives.

Support

- Stakeholders and substance experts as needed
- King County staff for logistics
- Facilitation consultant
- Emergency communications technology consultant(s)

Participation Requirements

Technology Task Force members should have knowledge of and stature to speak for constituent needs and make a commitment to attendance.

Timing

The group will meet periodically in late-summer / early-fall 2016; frequently late-fall 2016 through spring 2017, periodically in summer, and frequently for a few weeks in the fall of 2017. Probably 10-12 meetings in all, but potentially more.

Decisions

Task Forces will make decisions by consensus; in the absence of consensus the Task Force will refer options to the Staff Planning Group for a decision.

Meetings

Open meetings, but not formally noticed and without public testimony. This Task Force may need to close some meetings when topics of secure or sensitive nature are to be discussed.

Outreach

Task Forces will be in continuous communication with the Staff Planning Group and provide information for one-on-one check-ins with Leadership Group members throughout the process. Consideration on technology issues will be given to organizations and communities with specific needs and/or interests.

Finance Task Force*Charge*

Research, deliberate, and recommend a 10-year Sustainable Financial Plan for the Regional E-911 System.

Composition (appointed by Staff Planning Group)

- Chair - from Staff Planning Group
- Staff Planning Group members or designees *

* Will include PSAP and E-911 Program office representatives. Task Force membership will be limited to members of the Staff Planning Group or their designees (up to one designee each). This means up to 11 members.

Support

- Stakeholders and substance experts as needed
- King County staff for logistics
- Facilitation / leadership outreach consultant
- Best practices/research consultant
- Finance consultant (as needed)

Participation Requirements

Finance Task Force members should be authorized representatives of Leadership Group constituencies, and make a commitment to attendance.

Timing

The group will meet periodically from fall 2016 through spring 2017, and frequently in summer/fall 2017. Probably 6-8 meetings in all, but potentially more.

Decisions

Task Forces will make decisions by consensus; in the absence of consensus the Task Force will refer options to the Staff Planning Group for a decision.

Meetings

Open meetings, but not formally noticed and without public testimony.

Outreach

Task Forces will be in continuous communication with the Staff Planning Group and provide information for one-on-one check-ins with Leadership Group members throughout the process.

Stakeholders for Strategic Planning process

Group – Role

| | |
|---------------------------|--|
| County Council | Governance: Ultimate Authority |
| Regional Policy Committee | Governance: Recommendations to Council |
| County Executive | All Areas: Management of operations; referral to Council |
| Program Office | All Areas: Regional System operations |
| PSAPs | All Areas: Connection to System; Interrogation; Dispatch |
| Cities | Operations / Finance: Deployment / PSAP funding |
| Special Districts | Operations / Finance: Deployment / PSAP funding |
| State | Operations / Finance: Routing / Excise tax collection |
| Hearing impaired | Information & Input: Special needs |
| Non-English speakers | Information & Input: Special needs |
| Low-income | Information & Input: Special needs |
| Youth | Information & Input: Special needs |
| Public | Information & Input |

Support for Strategic Planning process

Group – Role

| | |
|--------------|-----------|
| County staff | Logistics |
|--------------|-----------|

Consultants (as needed)

Type – Role – Timing

| | | |
|--|--|--|
| Facilitator / Process Manager (local) | Facilitation of Leadership Group; Staff Planning Group; Task Forces | Q3 2016 - Q4 2017 (hire ASAP) |
| Leadership Outreach (local) | One-on-one engagement of leadership | Q3 2016 - Q4 2017 (hire ASAP) |
| Governance (national) | Best practices; recommendations | Q3-Q4 2016 + (maybe) Q3 2017 (hire ASAP) |
| Technology (national) | Best practices; recommendations | Q3 2016 - Q3 2017 (hire by September 2016) |
| Finance (national) | Best practices; recommendations | Q3 2017 - Q4 2017 (hire by Q2 2017) |

E. Questions and Issues to be addressed during Strategic Planning

Integrate with State System & Local Responsibilities

These questions are included under Governance and Technology

Decision-making or Governance Structure

Define an ongoing decision-making or governance structure for the Regional E-911 System, including organization chart; decision structure; accountability; responsibility; and conflict resolution process.

Governance Goals (based on Guiding Principles):

- Equity - especially regional equity
- Transparency
- Project Management Principles
- Collaboration
- Predictability
- Fiscal responsibility
- Financial sustainability
- Cost effective
- Performance metrics
- Continuous improvement (e.g., Lean and Lean/Six Sigma Management)
- Public accountability
- Consensus

Best Practices Questions (inputs to support strategic planning decisions):

- What are others doing for governance of regional E-911 systems with multiple operating groups?

Baseline Questions (inputs to support strategic planning decisions):

- What is the current governance structure (organization chart; decision structure oversight; accountability; responsibility, conflict resolution process)?
- What are the governance lessons from the 2015 King County Auditor's report on E-911 operations?

Strategic Governance Questions (to be answered during strategic planning to guide future action):

- G1. What is the definition of the King County Regional E-911 System?
- G2. What is the management structure for the King County Regional E-911 System, in terms of authority, oversight, operations, accountability, responsibility, and performance monitoring?
- G3. What is the major decision-making structure for the King County Regional E-911 System, including process management, research, input, and authority?
- G4. What is the conflict resolution process for the King County Regional E-911 System?
- G5. What is the stakeholder engagement structure for the King County Regional E-911 System, including input into decisions, reporting, and performance monitoring?

Off the Table:

- The evolving number and configuration of Public Safety Answering Points (that are locally governed and largely locally funded) is an ongoing process of local decisions by individual PSAPS and/or groups of PSAPs. This plan will not include a top-down PSAP consolidation.

10-year Technology Investment Strategy

Determine a King County technology standard that is based on national models and local expectations, as well as a 10-year technology investment strategy to stay current with new models.

Technology Goals (based on Guiding Principles):

- No request lost
- Scalability
- Inter-operability
- Operational impact (tie to technology investment)
- Flexible
 - Open source versus proprietary
 - Leverage existing investments
 - Commercial Off The Shelf Software (COTS) versus custom software
- Seamless system-wide technology (limit transfers)
- Survivability: resilient, redundant, secure, and geographically diverse, including disaster planning drills

Best Practices Questions (inputs to support strategic planning decisions):

- Manage, review and implement in alignment with national standards and best practices (i.e. (e.g. NENA, APCO, CALEA, PMP, FCC, USDOT, NFPA))
- Comprehensive review of case studies.

Baseline Questions (inputs to support strategic planning decisions):

- What relevant technology is in use within the King County Regional E-911 System now?
- What are the technology lessons from the 2015 King County Auditor's report on E-911 operations?

Strategic Technology Questions (to be answered during strategic planning to guide future action):

- T1. What is the technology vision for the King County Regional E-911 System, in terms of the technology's purpose, evolution, and investment approach?
- T2. What are the technology requirements for integrating with the state's E-911 system, and for local jurisdictions to connect to the regional E-911 system?
- T3. What is the ongoing decision process for technology investments, including options, tradeoffs, priorities, budgets, and schedules?
- T4. What are the ongoing performance metrics for technology in the King County Regional E-911 System, including the performance of the system, vendors, and local partners?
- T5. What are the security requirements for the King County Regional E-911 System, including protection of the system, individual privacy, and proprietary information?

Off the Table:

- Nothing

10-year Sustainable Financial Plan:

Establish a 10-year sustainable financial plan that is in line with national best practices, local expectations, and realistic funding projections.

Finance Goals (based on Guiding Principles):

- Equity
- Transparency - full disclosure in reporting how funds are spent
- Advocacy - especially advocacy for additional resources
- Fiscal responsibility - most effective and efficient use of fiscal resources
- Financial sustainability
- Cost effective
- Standards
- Performance metrics
- Risk Management & Reserve Policy (inclusive of potential for a catastrophic event)

Best Practices Questions (inputs to support strategic planning decisions):

- What are cities, counties, PSAPs doing with respect to financial management and reporting (case studies)?
- How is workload and performance measured?
- How are funds collected, budgeted, prioritized and distributed?

Baseline Questions (inputs to support strategic planning decisions):

- How is funding distributed now?
- What are projections for future funding?
- What are the financial lessons from the 2015 King County Auditor's report on E-911 operations?

Strategic Finance Questions (to be answered during strategic planning to guide future action):

- F1. What are the procedures and processes for forecasting, reporting, auditing, and operations related to King County Regional E-911 System revenue and expenditures?
- F2. What are the funding needs and revenue strategies for the King County Regional E-911 System, including NG911 upgrades and keeping the system up to date over time?
- F3. What are the stakeholder reporting requirements related to the King County Regional E-911 System finances, including revenue, expenditures, efficiency, and effectiveness?
- F4. What are the investment management policies for the King County Regional E-911 System related to forecasting, investments, reserves, and contingencies?

Off the Table:

- None so far

Appendix of Initial Questions and Issues (to be used as a starting point)

The King County Regional E-911 Scoping Committee (Leadership Group and Project Coordination Team) brainstormed the following questions during the scoping process. They informed the Strategic Questions in the previous section, and are included here as a reminder and reference during strategic planning.

Decision-making or Governance Structure

Stakeholders

- Who are the stakeholders in the E-911 system?
- What options are there for involving all relevant stakeholders in Governance
- How do we ensure regional equity?

Decisions

- Who makes - and who informs - the decisions about the Regional E-911 routing system, i.e., the system operated by the Program Office to route 911 calls to the correct PSAP?
- Who makes decisions about funding distribution (short-term and ongoing)?
- What is the ongoing decision-making structure for keeping the Regional E-911 system current?
- Who makes the decisions about the minimum threshold required of PSAPs to connect to the Regional E-911 system? How often do these decisions need to be made?

Oversight & Monitoring

- What are regional E-911 governance options based on national surveys of similar oversight authorities and other similar models whether locally or nationally (organization chart; decision structure oversight; accountability; responsibility, conflict resolution process)?
- Who sets budget policy, approves the long-term technology work plans?
- How are disputes or differences of opinion resolved?
- How will use of resources be monitored over time?

Operations

- What are the legalities surrounding governance in regard to the RCWs?
- How do decision-makers stay informed and provide oversight on strategic plan implementation, and ensure accountability for programs projects, finances, technology and other areas of performance?
- How is liability for actions protected?
- How do we ensure ongoing collaboration, plus open and regular communication?

10-year Technology Investment Strategy

Decisions

- How are the options, risks, pros, cons, and costs of proposed projects evaluated?
- How are projects prioritized to determine how projects rank in terms of priority for both funding and implementation?

Operations

- What vendor performance metrics should be used and how should vendors be managed/overseen? (Vendors of products may not Manage Projects - violation of PMP standards)
- How will we assure Technology vendor-neutral approach?
- What is the purpose for which technology is intended?
- How do we ensure efficient routing, minimizing transfers, and directing calls (and funding) to the appropriate PSAP?

- How is ownership of data/intellectual property handled particularly with responses to public disclosure requests?
- What are the guidelines for encouraging development and leveraging of shared technology?
- What core services should technology provide?
- How should we address social media and email requests for services?

Budgeting

- How is the Technology Budget established including needs analysis, funding availability, priority?
- How are Technology projects budgeted in terms of using funds such as Capitol Projects, Equipment Replacement, Emergency/Contingency Funds, etc.?
- Which technology should be paid for by the E-911 excise taxes pay for? (Where do other funding sources come in?) What are the legal limitations regarding the use the E-911 excise tax?

Requirements

- What are the minimum technology requirements of system participants?
- What are the requirements for integrating with the state's E-911 system?
- What are the responsibilities of local jurisdictions in their delivery of E-911 dispatch services?

10-year Sustainable Financial Plan:

Process

- What are the procedures, policies and processes for forecasting, reporting, auditing and operations related to revenue and expenditures overall?
- How do we ensure periodic reports on performance metrics?

Efficiency

- How shared services, resources and shared strategies can be implemented to effectively implement NG-911 and other 911-related technology?
- How is effectiveness and efficiency at all levels encouraged, rewarded and implemented throughout the entire E-911 system?
 - Equitable, efficient, and standards-based funding distribution plan
 - What are the legal or other limitations related to use of E-911 funds?
- Can the E911 Program Office partner on other County and local government projects to cut costs?

Budgeting

- What total funds will be needed to achieve strategic goals and initiatives, maintain operations and assure system is reliable and redundant?
 - What are the potential sources for funds?
 - Sensitivity analysis in funding forecast
 - 10-year timeline including funding cycles (a rolling plan that is evolving and kept up-to-date)
- How do we consider all finances and costs (not just technology)?

Investments

- What are the financial reporting protocols, audit schedule, performance metrics that will assure transparency, accountability and clean audits?
- What are the proactive investment strategies in terms of accomplishing strategic goals, updating and refreshing technology, and assuring capacity to handle all risks and contingencies?
- What are the current policies on reserves and what reserves exist in whatever form?
- How is risk assessed and funding set aside for contingencies (e.g. reserves)?