

**REVISED**

**Department of Executive Services**

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**Regional Public Safety Answering Point Committee Work Plan**

*A regional committee charged with recommending a Regional Vision, Strategic Direction and Future Governance Recommendations for Enhanced 911 and Next Generation 911 in King County*

**September 3, 2015**

***Prepared for:***  
**King County Council**

***Prepared by:***  
**Department of Executive Services**

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## Introduction

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Ordinance 17941, which adopted the 2015/2016 King County Biennial Budget, included proviso (P1) that states:

*Of this appropriation, \$500,000 shall not be expended or encumbered until the executive transmits an ordinance establishing the King County regional public safety answering point oversight committee and the ordinance is adopted by the council. The ordinance shall reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion [sic].*

*The ordinance shall include, but not be limited to:*

*A. A description of the purpose, processes and role of the committee relative to recommending a strategic plan for the implementation, governance and operation of the Next Generation 911 system in King County, to include proposed governance structures, operating rules and infrastructure for countywide Enhanced 911 operations; and*

*B. Committee membership including the chair of the council, the vice chair of regional coordination of the council or the vice chair's successor, the chair of the law, justice, health and human services committee, or the committee's successor, the executive or his designee, a city of Seattle elected official appointed by the mayor, three elected officials from other jurisdictions to be appointed by the council, a representative of the Sound Cities Association, a representative of a public safety agency, which is police, fire or emergency medical services, to be appointed by the council and a nonvoting technical and facilitation consultant selected by the executive.*

*The department of executive services and the office of performance, strategy and budget shall provide any necessary support to develop the ordinance required by this proviso.*

*The executive must file the ordinance required by this proviso by July 1, 2015, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, the policy staff director and the lead staff for the committee of the whole, or its successor.*

This work plan addresses the requirements of Proviso 1 from Section 24 of Ordinance 17941.

## **Public Safety Answering Point (PSAP) Committee: Purpose, Processes and Role**

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**Background:** King County Enhanced 911 (E911) program funding and operations have been heavily affected by changing technology (e.g., the now-pervasive use of cellular phones and SMS messaging), and the different ways the public interacts with 911. To address these changes, the E911 Program Office and Public Safety Answering Points (PSAPs) have worked together to implement Next Generation 911 (NG911) technology over the last decade. It is anticipated that the additional data and data distribution resulting from NG911 upgrades will increase system costs and staffing needs at PSAPs. For example, text and data have different staffing requirements than voice calls, and this situation creates challenges for all PSAPs to handle these new demands. As a result, NG911 will be more expensive than E911 due to increased costs of new technology, additional services to the public and ongoing system operations.

The realities of NG911 costs, combined with the less-reliable and decreasing 911 funding from wireless and VoIP technology, necessitates a collective recommendation by stakeholders for a service-driven, sustainable, 10-year vision, preferred governance model and strategic plan for the NG911 system in King County.

King County E911 is in agreement with the King County Auditor's recommendation to temporarily suspend implementation of new NG911 technology until a detailed E911 and NG911 strategic plan is completed. King County E911 also agrees with the Auditor's recommendation to continue to implement those efforts that are nearly complete (interim text-to-911 compliance with state mandatory security requirements and SMART 911) and will work closely with PSAPs to implement these components.

**Phased Approach to Reach Recommendations for Implementation, Governance & Operations for E911 & NG911 for King County.** In order to move rapidly to a strong strategic plan framework and to ensure that the system has a strong foundation with a regional vision, strategic plan, and governance model from which to operate, the PSAP Oversight Committee (hereinafter "PSAP Committee") will be convened. The PSAP Committee, with support of a strong facilitator, will identify a proposed path forward for the E911 system and implementation of NG911 in King County – recommendations for a regional vision, strategic direction, and governance model, including roles and duties of the permanent governance model. This work will be accomplished in Phase I and the proposed model transmitted by the King County Executive and approved by the King County Council. After the Phase I work is complete, the PSAP Committee will dissolve and the new governance structure will be established in a Phase II. In Phase II, the strategic plan will be developed and implemented by the governance structure within the future governance model. The workplan for Phase I (October 2015-April 2016), including the roles and responsibilities of the PSAP Committee, is included below.

### **Phase I: Regional Vision, Strategic Direction, and Governance Recommendations for E911 & NG911**

**Milestone: Complete by April 30, 2016**

**Purpose/Role of PSAP Committee.** The PSAP Committee called for by the Ordinance is a high-level policy body convened to recommend a strategic plan for the implementation, governance and operation

of NG911 in King County. To accomplish this work, the PSAP Committee will develop and recommend a regional vision, strategic direction, and governance model for E911 and NG911, and produce and submit to the King County Executive and Council a report that includes these recommendations and a draft strategic plan framework for the implementation, governance and operation of the E911 and NG911 system in King County.

**PSAP Committee work:** The PSAP Committee will make recommendations on the following:

**Regional Vision and Strategic Direction**

- **Vision and Mission Statement** for King County E911, including NG911;
- **Guiding Principles** for the King County E911 system, including NG911;
- **Goals** of the King County E911 system, including NG911 implementation ;

**Governance Structure**

- **Governance** for the regional organizational model for the E911 system;
- **Proposed Infrastructure and Operating Rules/Bylaws** for the E911 system, including possible supporting bodies such as a technical advisory committee and a financial subcommittee
- **Roles and Duties** of the recommended governance model;

and,

**Strategic Plan Framework/Timeline**

- **Strategic Plan development framework/components/implementation** steps, timeline or other recommendations.

**PSAP Committee Processes:** The PSAP Committee will work with a consultant/facilitator, who will be charged with supporting the group to reach the recommendations listed above. The PSAP Committee will also benefit from the technical expertise of a Technical Advisory Committee comprised of all PSAP Directors or their designees and any other stakeholders that wish to participate. A Project Coordination Team will work to assure that the project is on schedule and on budget, and assist the facilitator and the PSAP Committee to assure development of key agenda items and background information, including governance models. The PSAP Committee will adopt a Charter (and Bylaws as needed) to govern its decision-making for Phase I.

To accomplish this work, the **PSAP Committee** will be oriented to the following:

- The 2015/2016 budget proviso;
  - The role of PSAPs in public safety;
  - The national vision for NG911;
  - State implementation of NG911;
  - The current state of NG911 in the County;
    - The major technical and operational components of NG911;
    - Changes and issues arising from the implementation of NG911;
  - Current organizational structures of King County and statewide E911 provision;
  - Governance structure options for King County E911, including NG911;
- and,

- The most recent work by the King County Auditor's Office, which included a financial review and a technical audit of E911.

**Phase II: (Future Governance Model) Develop and Implement 10-Year Strategic Plan for a Sustainable E911 System and NG911 Implementation in King County**

**Milestone: Complete by December 31, 2016**

The new preferred **governance model** as recommended by the **PSAP Committee**, transmitted by the King County Executive and adopted by the King County Council, would then produce and submit to the Executive and Council a recommended strategic plan for a sustainable E911 system and implementation of NG911. It is anticipated that the strategic plan could include, but is not limited to:

- System operating rules
- NG 911 infrastructure needs and investments;
- Staffing and training needs and investments;
- Transitional issues;
- Recommended sustainable financial plan, built from a baseline budget; and
- Scope, schedule and budget for implementation steps.

The **PSAP Committee** in Phase I may address components of these issues to be included in a proposed strategic plan framework.

## **Description of Roles and Responsibilities: PSAP Committee, Technical Advisory Committee, Facilitator, Project Coordination Team and Project Manager**

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**PSAP Oversight Committee** (Established by ordinance with membership approved by the King County Council): The PSAP Committee (hereinafter “PSAP Committee”) is responsible for recommending a preferred governance model and the policy direction /framework for the components of a strategic plan for the governance and operation of a sustainable E911 system, and implementation of NG911 in King County. The PSAP Committee will also propose operating rules and infrastructure for countywide Enhanced 911 (E911) operations. The PSAP Committee may also convene other sub-committees as needed to provide additional technical advice, and receive input from the Technical Advisory Committee (see below), which is open to all PSAP stakeholders.

**Technical Advisory Committee (TAC)** (Open to all PSAP Directors or their designees and other interested stakeholders): The TAC will be a resource to the PSAP Committee and will be facilitated by the project Facilitator. The TAC will have the opportunity to meet at least one week before PSAP Committee meetings, review and comment on PSAP Committee agendas, minutes, and provide technical expertise upon request of the PSAP Committee. If the TAC wishes to provide a technical report to the PSAP Committee, the TAC report shall be provided to PSAP Committee members in advance and time at each Committee meeting will be reserved at the PSAP Committee meeting for Facilitator presentation of the TAC report.

**Facilitator** (A non-voting committee member selected through a competitive process – PSAP representatives will be included in the selection process): The Facilitator will have the overall responsibility for working with PSAP Committee members, laying the process foundation, building the framework for consensus and guiding the PSAP Committee towards producing a recommended preferred governance model and the policy direction for the framework/components of a strategic plan as directed by the proviso. The Facilitator will also work with the TAC and any other subcommittees convened by the PSAP Committee to accomplish the scope of work. The Project Manager will be responsible for managing the contract with the Facilitator.

**Project Coordination Team and Project Manager:** The Project Coordination Team is comprised of King County staff from the Executive and Council branches, and up to four members of the PSAP Technical Advisory Committee. The role of the Project Coordination Team and the Project Manager is to provide input to and support of the Facilitator. The Project Manager is primarily responsible for ensuring the Facilitator has support for a successful process and for leading the Project Coordination Team. The Project Manager will report to the Department of Executive Services.

## Phase I: PSAP Committee Workplan (to be complete by April 2016)

### Developing Regional Vision, Strategic Direction, Governance Model, Strategic Plan Framework Recommendations for NG911

The purpose of Phase I is to develop and recommend a regional vision, strategic direction, and governance model for E911 and policy direction for the framework/components of a strategic plan. The Facilitator contract will include optional services for continuation to Phase II. The Workplan below includes roles and responsibilities of the PSAP Committee, as well as the Facilitator, Project Coordination Team and Project Manager, who will help to ensure successful outcomes of the project.

#### PSAP Committee

Task	PSAP Committee	Facilitator	Project Coordination Team & Manager
<b>Lay the Process Foundation</b>			
	<p><b>Participate in initial interviews</b> with Facilitator and:</p> <ul style="list-style-type: none"> <li>Express opinions, perspectives, and interests.</li> <li><b>Identify possible solutions</b> that might be proposed during the meetings.</li> </ul>	<p><b>Conduct initial interviews</b> with PSAP Committee members and:</p> <ul style="list-style-type: none"> <li>Understand their opinions, perspectives, and interests.</li> <li>Learn of possible solutions that they may propose during the meetings.</li> <li>Ensure members are comfortable with and supportive of the process.</li> </ul>	Assist with developing <b>interview script</b> to be used by Facilitator
		Meet with Technical Advisory Committee to receive input	Convene Technical Advisory Committee
		Work with Project Manager to develop a detailed <b>work plan</b> , budget and schedule.	<u>Project Manager</u> - Work with facilitator to develop a detailed <b>work plan</b> , budget and schedule.
		Review draft materials	
		Work with Project Coordination Team to define topics that will be a part of the PSAP Committee process to identify preferred governance models and vision,	

Task	PSAP Committee	Facilitator	Project Coordination Team & Manager
		principles, etc., and those components that should be recommended to be a part of the Strategic Plan framework.	
		Draft and finalize the letter that invites the PSAP Committee members.	
		Provide a memo that <b>summarizes general themes</b> of the interviews	
		Work with Project Coordination Team to brief, review, provide input on, and organize a <b>background notebook</b> of information for committee members.	<b>Provide materials for background notebook</b> that will help guide the discussion in this process; Review this notebook with Facilitator, and recommend additions and changes
		Work with Project Coordination Team to create an overall <b>schedule</b> to achieve the objectives of the committee and establish specific <b>agendas</b> for committee meetings.	Support Facilitator in identifying overall schedule, agenda topics
		Coordinate with Project Coordination Team to determine composition of <b>meeting agendas, materials</b> and presentations.	<u>Project Manager:</u> Prepare agendas for meetings with Project Coordination Team, in consultation with the Facilitator.  Assist facilitator with creating <b>meeting materials</b> and presentations

Task	PSAP Committee	Facilitator	Project Coordination Team & Manager
<b>Build the Framework of Consensus</b>			
	<b>Attend seven – eight Committee meetings.</b> Meetings are anticipated to be three hours each.	<b>Prepare for, convene, facilitate and follow up on committee meetings.</b>	
	Attend additional meetings as needed.		
	<b>Establish PSAP Committee operating Charter and bylaws/ground rules</b>	<b>Propose PSAP Committee Charter, bylaws/ground rules (and additional procedures, as needed) and finalize</b> those with members.	
	<b>Communicate as needed with Facilitator between meetings.</b>	<b>Build positive working relationships</b> with PSAP Committee members <b>Communicate</b> as needed with Committee members between meetings to build relationships, maintain their engagement and move the group toward objectives.	
		<b>Schedule</b> PSAP Committee meetings and subcommittee meetings, if any.	
		Provide all materials and <b>logistic support</b> for meetings. Provide logistic support for all PSAP Committee meetings – i.e., secure and schedule meeting locations, provide name tags and name tents, provide flip charts and easels, provide sign-in sheets, copying and distribution of materials related to the committee work (background notebooks, briefing	Support Facilitator in obtaining and providing relevant materials

Task	PSAP Committee	Facilitator	Project Coordination Team & Manager
		materials and all hard copy materials).	
		Provide refreshments, as appropriate, and any necessary audio/visual aids.	
		<b>Draft meeting notes that include next steps and action items, including deadlines and assignments, from each meeting.</b>	
			If meeting summaries are prepared from the Project Coordination Team meetings, they will be prepared by County staff.
		<b>Project Coordination Team will be responsive to requests for information and analysis from PSAP Committee members and the public. Facilitator will work with the Committee and County staff to insure that volume and type of requests are reasonable.</b>	
		<p><b>Prepare meeting summaries of the key discussions, decisions and agreements, and distribute to members for comment and correction in a timely manner sufficient for members' review.</b></p> <ul style="list-style-type: none"> <li>• Edit meeting summary, if needed, then re-distribute the finalized summary of the meeting with the draft agenda for the next session.</li> </ul>	
		<b>Propose and help committee evaluate potential recommendations.</b>	
		Attend Project Coordination Team meetings with King County staff.	<b>Attend and support Project Coordination Team meetings with Facilitator.</b>

Task	PSAP Committee	Facilitator	Project Coordination Team & Manager
		Coordinate with King County staff as necessary.	

Task	PSAP Committee	Facilitator	Project Coordination Team & Manager
<b>Draft and Finalize the Recommendations for a Regional Vision, Strategic Direction, Governance Model and Policy Direction for a Proposed Strategic Plan (Framework/Components, Implementation Steps and Timeline) for E911 and NG911 Implementation.</b>			
	Develop and strive to reach consensus on a recommendations	Facilitate effective process leading to recommendations	
	Review final report	<p>Prepare a <b>summary report</b> that documents the process, information provided to the PSAP Committee, Committee discussion summaries and the consensus-recommended preferred vision, governance model, and policy direction for a proposed <b>Strategic Plan, implementation steps and timeline.</b></p> <ul style="list-style-type: none"> <li>• <b>Circulate the draft</b> report to all participants and stakeholders, and solicit comments.</li> <li>• <b>Include dissenting comments</b>, if any</li> </ul>	<b>Support preparation</b> of a summary report that documents the process, information provided to the PSAP Committee, Committee discussion summaries and the consensus recommendations.

Task	PSAP Committee	Facilitator	Project Coordination Team & Manager
	<b>Approve final report</b>	<b>In conjunction with Project Coordination Team, produce the final consensus report</b> to be presented to the PSAP Committee for approval	
		<b>Work with Project Coordination Team to prepare presentation materials and messaging pieces</b>	
	Coordinate with the committee and Project Coordinator on how the recommendations should be presented to the King County Executive, King County Council and others as appropriate.		

### Technical Advisory Committee

Task	Technical Advisory Committee	Facilitator	Project Coordination Team & Manager
<b>Assure Technical Participation from PSAPs</b>			
	<b>Attend facilitator-led TAC meetings</b> (to be scheduled approximately one week before PSAP Committee meetings)	<b>Create TAC meeting agendas</b>  <b>Facilitate TAC meetings</b>	<u>Project Manager</u> <b>Assist Facilitator with creation of TAC meeting agendas</b>
	<b>Review/comment on proposed PSAP Committee agendas/materials</b>	<b>Support PSAP Committee in identifying areas for TAC research/input</b>  <b>Solicit TAC meeting agenda items from TAC</b>	<u>Project Coordination Team</u> <b>Support Facilitator in identifying key themes for report-outs</b>
	<b>Prepare TAC report(s) on specific PSAP Committee agenda items</b> (by request or TAC-initiated)	<b>Provide TAC report at each PSAP Committee meeting,</b> as requested	

## Phase I: Facilitator Deliverables, Milestones

The table below outlines the tasks involved in supporting the PSAP Committee, and tentative deliverables milestones, pending approval of the report by Council by end of September and final scope of work/ contract with the consultant.

Tasks	Deliverables	Responsibility	Milestones
<b>Lay the Process Foundation</b>			
<b>Prepare &amp; reach agreement on scope of work and schedule</b>	Final scope of work, budget and schedule	Facilitator	November 1, 2015
	Final invitation letter to committee members	Project Coordination Team (PCT)	October 15, 2015
<b>Initial communication with PSAP Committee Members</b>	Initial interviews w/committee members	Facilitator	December 3, 2015
	Memo that summarizes members interests	Facilitator	December 3, 2015
	Statement of key findings and mutual interests	Facilitator	December 3, 2015
<b>Set up PSAP Committee meetings and framework</b>	Schedule meetings for Committee, and Project Coordination Team	PCT* *First meeting by approx. Nov 19  Facilitator *Remainder of meetings	November 15, 2015
	Provide all materials, logistic support for meetings	Facilitator	Ongoing
<b>Prepare initial materials for PSAP Committee</b>	Create draft background notebook	Project Manager	November 1, 2015
	Review and shape background notebook	Facilitator	November 15, 2015
<b>Prepare Materials for PSAP Committee Meetings</b>	Work with Project Coordination Team to prepare and establish PSAP Committee meeting agendas	Facilitator	1-2 times per month
	Prepare meeting materials, presentations	Facilitator	1-2 times per month
	Review and comment on meeting agendas, materials and presentations	Facilitator	1-2 times per month

Tasks	Deliverables	Responsibility	Milestones
<b>Build the Framework of Consensus</b>			
<b>Facilitate PSAP Committee meetings</b>	Prepare for, facilitate and follow-up on PSAP Committee meetings	Facilitator	1-2 times per month
	Prepare draft Charter/bylaws, ground rules	Facilitator	November 19, 2015
	Prepare and distribute meeting summaries	Facilitator	1-2 times per month
	Handle meeting logistics, materials preparation	Facilitator	Ongoing
<b>Ongoing communication with PSAP Committee members</b>	Build relationships with PSAP Committee members	Facilitator	Ongoing
	Communicate with members between meetings	Facilitator	1-2 times per month
	Respond to requests for information	Project Coordination Team	Ongoing
<b>Facilitate Sub-Committee meetings (if needed)</b>	Facilitate and support sub-committees as needed	Project Manager	As needed
<b>Communication w/ Staff</b>	Project Coordination Team logistics	Facilitator	1-2 times per month
	Attend Project Coordination Team	Facilitator, Project Manager, Project Coordination Team	2-4 times per month
	Coordinate with county staff as needed	Facilitator	Ongoing
<b>Finalize the Recommendations</b>			
<b>Prepare Final Report</b>	Draft final report	Facilitator	March 1, 2015
	Prepare final report	Facilitator	March 31, 2015
<b>Prepare Framework/Components of 10-Year Strategic Plan for King County E911 &amp; Implementation of NG911</b>	Draft outline of draft recommended strategic plan, to be attached to final report	Facilitator/Project Coordination Team	March 1, 2015
	Prepare final outline of recommended strategic plan	Facilitator	March 31, 2015
<b>Participate in Briefings and updates of Executive, Council and Other Stakeholders</b>	Prepare presentation materials summarizing committee work	Facilitator	March 31, 2016
	Presentations to stakeholders as needed	Facilitator	As needed

## Phase I: Proposed Schedule

This proposed schedule is subject to change based on planning with facilitator once a contract is executed.

	Monday	Tuesday	Wednesday	Thursday	Friday	Potential Committee Meeting Topics
<b>November</b>	2	3	4	5	6	
	9	10	11	12	13	
	16	17	18	19	20	Overview, introductions, role, scope, schedule, ground rules, charter for Phase I, background (work to date)
	23	24	25	26	27	
	30					
<b>December</b>		1	2	3	4	Additional background (examples of best practices), discuss vision, mission, principles and goals
	7	8	9	10	11	
	14	15	16	17	18	Additional background (incl infrastructure needs & investments), review & discuss possible governance models, roles and duties of governance model, pros/cons
	21	22	23	24	25	
	28	29	30	31		
<b>January</b>					1	
	4	5	6	7	8	Discussion of governance models
	11	12	13	14	15	

	18	19	20	21	22	Optional meeting - continue discussion of governance models
	25	26	27	28	29	
February	1	2	3	4	5	Select recommended preferred alternatives (governance models); discuss potential recommendations for components of strategic plan
	8	9	10	11	12	
	15	16	17	18	19	Strategic plan components - develop recommendations
	22	23	24	25	26	
	29					
March		1	2	3	4	Review / approve strategic plan outline; draft report to Council
	7	8	9	10	11	
	14	15	16	17	18	Optional meeting - Review/approve strategic plan outline; revised draft report to Council
	21	22	23	24	25	
	28	29	30	31		Approve final report
April					1	
	4	5	6	7	8	
	11	12	13	14	15	
	18	19	20	21	22	
	25	26	27	28	29	
Committee meetings						
Project Coordination Team meetings						

## PSAP Project Coordination Team: Members and Responsibilities

Project Coordination Team (PCT): This team is comprised of King County staff and up to 4 representatives of the TAC. The team's role is to assist the facilitator with planning and preparation of materials and agendas for upcoming meetings and debriefs of past meetings. The PCT plans to meet the Friday after each PSAP Committee meeting and one or two weeks prior.

Name	Title	Responsibility	Group/Agency/Councilmember
<b>TBD</b>	Facilitator	(see previous tables)	
<b>Laura Hitchcock</b>	Project Manager	Facilitator & Project Support	Dept. of Executive Services
<b>Lise Kaye</b>	Senior Legislative Analyst	County Legislative Policy Liaison	Central Council Staff
<b>Jody Woodcock</b>	Deputy Director	Emergency Management Policy Expertise	Emergency Management
<b>Tom Koney</b>	Deputy Director	Department-Level Policy Expertise	Dept. of Executive Services
<b>Diane Carlson</b>	Director Regional Initiatives	Executive Office Strategic Direction	Executive's Office
<b>TAC Representative</b>		Technical Advisory Committee	
<b>TAC Representative</b>		Technical Advisory Committee	
<b>TAC Representative</b>		Technical Advisory Committee	
<b>TAC Representative</b>		Technical Advisory Committee	

## PSAP Committee Membership

PSAP Oversight Committee (hereinafter PSAP Committee) membership was specified in the P1 proviso. Two additional members are being recommended by the Executive: One position to allow for a fire representative to serve on the PSAP Committee and a second position allowing for an E911 independent technical expert to service as a non-voting member of the Committee. The E911 independent technical expert is expected to be selected from outside of the King County E911 system, in order to provide an external perspective. In addition, the Facilitation Consultant will serve as a non-voting member, per the Proviso.

Members will be selected to provide a balanced representation of providers and customers of small and large PSAPs including consideration of geographic representation. Representatives will be identified through consultation with stakeholders and will be recruited by the Executive's office.

Position/Representation	Designated by
Council Chair	Proviso
Vice Chair Regional Coordination	Proviso
Chair Law Safety Justice Committee	Proviso
Executive or designee	Executive per Proviso
Seattle Elected Official	Appointed by Seattle Mayor per Proviso
Elected Official other jurisdiction (Large PSAP North)	Appointed by King County Council per Proviso
Elected Official other jurisdiction (Large PSAP South)	Appointed by King County Council per Proviso
Elected Official other jurisdiction (Small PSAP)	Appointed by King County Council per Proviso
Sound Cities Association (SCA) Representative	Appointed by SCA per Proviso
Police Representative	Appointed by King County Council per Proviso
Executive Recommended additional position	
Fire Representative	Appointed by King County Council
Non-voting Members	
Facilitation Consultant	Selected by Executive per Proviso
Independent Technical Representative (outside of King County PSAP system)	Recommended by Executive, Appointed by Council