



King County

REGIONAL

E-911

STRATEGIC OBJECTIVES

2023



# King County Regional E-911 Strategic Plan

## 2023 Strategic Objectives

### December 31, 2022

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The King County Regional E-911 Strategic Plan is a living document, requiring biennial updates to review existing projects, tasks, and expectations and set new expectations and objectives for the 911 Program. These updates are to be completed at the conclusion of the even years and are to consider a 10-year cycle of change. To reflect that 10-year cycle, this document shall be a snapshot in time, incorporating changes from each review cycle with an included Change Log for reference to additions/deletions from the previous period. Teams must be prepared for emerging technologies, changing operational needs, providing accessibility and equitable service to the communities, and to recognize fiscal impacts and funding changes. Technology and Operations are becoming increasingly interdependent and changes to either may necessitate changes in the other. A collaborative and cooperative relationship must exist between the 911 Program Office and the PSAPs, and any necessary changes to the 911 and PSAP governance model are to be addressed.

During this review period, the impacts of the [988](#) initiative, [Travis Alert Bill](#), [The Ray Baum Act](#), and [Kari's Law](#) were clarified and have been incorporated. Developments will continue to be monitored and acted upon as necessary.

The focus of this review is on the following:

- Technology - strategically positioning and preparation for
  - Changes to support remote or flexible work environments
  - Changes to bring behavioral health disciplines to the PSAP
  - Supporting [Crisis Intervention Training](#) as a result of the [Trueblood Case](#)
- Operations – supporting and advocating for
  - Hiring, training, and retention
  - PSAP & staff wellness
  - Public Safety Telecommunicator longevity
  - Operational changes related to increased demand for flexible work environments
- Funding –
  - Development of a funding plan
  - Aligning financial strategies with the State 911 Coordination Office's submission of the Efficiency Cost Study to the 2021 Legislature
- Governance - changes are not needed to the current model

OBJECTIVES ARE NOT LISTED IN PRIORITY ORDER

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2022 Chair, Regional Advisory Governing Board

**Regional Advisory Governing Board Agreement**    Date: *February 8, 2023*

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## MEASURING SUCCESS:

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*Overall success of The King County E-911 Regional Strategic Plan – 2021 Objectives will be measured based on goals established in the Plan and then reported annually to the King County Council:*

*No Request Lost – Never lose track of a request for assistance*

*Prompt Response – Promptly route and respond to every request for assistance to promote rapid dispatch*

*Seamless System-wide Technology – A county-wide system that is fully integrated and interoperable, minimizing transfers and ensuring reliability*

*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*

*Equity – Equitable access to the E-911 system by all communities and individuals, recognizing and addressing the obstacle faced by specific groups*

*Secure, Resilient & Survivable – A county-wide system that is secure, resilient and survivable*

To do this effectively, in conjunction with the Regional Advisory Governing Board, the following approach will be followed:

- Annually identify current projects and tasks
- Identify alignment of 2023 objectives with current projects and tasks
- Establish tasks and timelines for 2023 objectives, aligning with the intended results/outcomes
- Annually measure success, to ensure teams are on track to achieve the overall goals and, therefore, intended outcomes
- Evaluate and adjust current objectives to ensure alignment and completion of those objectives

## Objective #1 – Resilient and Flexible Backup Capabilities

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*Develop resilient and flexible opportunities, systems, and facilities to provide county and/or regional backup functions and capabilities.*

*In-Progress: The current 911 Platform Modernization project will enable some of the below outcomes upon completion.*

*Strategic Plan Key Issue: Technology & Operations – Architecture Complexity and Strategy; Call & Operational Complexity*

### Intended Results / Outcomes

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- Able to answer any 911 call from any PSAP or location with access to modern 911 systems
- Able to use similar systems between multiple PSAP locations
- Reduce dedicated telephony circuits

#### Performance Measures

- Reduction of processing times when moving to back up
- Flexibility of staff movement
- Ease of returning to normal operations and accessing data
- PSAPs have multiple location options
- Telephony circuit cost savings

#### Initiatives / Priority Projects

- Complete the Platform Modernization
- Develop staff impacts
- Create alternate county and/or regional scenarios
- Identify system commonalities and what can be easily shared to accommodate another agency

## **Objective #2 – Transient Technology**

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*Have PSAP technology that can be used away from a PSAP including 911, CAD, radios, and recording equipment in a normal work environment (not backup) or in a non-PSAP work environment.*

*In-Progress: The current 911 Platform Modernization project will enable some of the below outcomes upon launch.*

*Strategic Plan Key Issue: Technology & Operations – Architecture Complexity and Strategy; Security; Call & Operational Complexity*

#### Intended Results / Outcomes

- Creates flexible systems for a variety of applications
- Have flexible, nimble and adaptable technology to support staff with geographic challenges

#### Performance Measures

- Staff able to perform essential functions outside their home PSAP (primary location where they work)
- Maintain access to critical call data that is available in the home PSAP

#### Initiatives / Priority Projects

- Support current local and regional solutions (CAD Lite, RADAAR, etc.)
- Create and/or implement new technologies or systems

- Identify equipment needs and use procedures
- Identify additional funding sources
- Ensure all solutions meet compliance and security standards
- Set utilization and testing schedules

### **Objective #3 – Transient Resources**

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*Develop cross trained transient staff and resources to support other PSAP’s short term needs.*

*Strategic Plan Key Issue: Technology & Operations – Call & Operational Complexity*

#### **Intended Results / Outcomes**

- Similar technology can be utilized and easily translated from one PSAP to another
- Local TERT program supporting PSAPs with staffing needs

#### **Performance Measures**

- Available staff support for non-home PSAPs
- A trained and ready Public Safety Telecommunicator response team
- Reduction in last-minute schedule changes

#### **Initiatives / Priority Projects**

- Develop reciprocal agreements
- Develop strong and efficient resource materials
- Develop county wide procedures applicable to every PSAP
- Develop labor participation agreements
- Develop procedures for virtual work

### **Objective #4 – Manage the Surge**

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*Develop technology, process structure and staff to quickly respond to surge activity and seamlessly stand down when surge is complete.*

*Strategic Plan Key Issue: Technology & Operations – Architecture Complexity and Strategy; Call & Operational Complexity*

#### **Intended Results / Outcomes**

- Enable staff to quickly sign on and manage surge activity
- Reduction of overflow calls to other PSAPs
- Reduction of delays in answering and processing 911 calls

#### **Performance Measures**

- Reduction of call answering delays

- Reduction of call overflow
- Reduction of call load in system

#### Initiatives / Priority Projects

- Complete Platform Modernization
- Develop Public Safety Telecommunicator agreements for staffing
- Develop policies and procedures

### **Objective #5 – Public Safety Telecommunicator Support**

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*Have Public Safety Telecommunicators prepared for change impacts including equity and social justice issues, data and information such as visual or artificial intelligence. Create environments and resources to support health and wellness of the Public Safety Telecommunicator and supporting teams.*

*Achievements: [Listing of some key trainings that contributed to this objective since January 2021]*

*Strategic Plan Key Issue: Technology & Operations – Call & Operational Complexity (Optimized Operations)*

#### Intended Results / Outcomes

- Dispatcher receives timely, accurate and prioritized information to disseminate to first responders
- Call Takers provide accurate call information

#### Performance Measures

- Increase longevity
- Less staff moving to different PSAPs
- Public Safety Telecommunicators able to handle changing data
- Training available to Public Safety Telecommunicators for changes in data

#### Initiatives / Priority Projects

- Identify and facilitate training on time relevant issues
- Identify and facilitate training on wellness and self-care
- Develop strong peer support
- Create different systems that allow for staff to work in environments they can tolerate

### **Objective #6 – Public Safety Telecommunicator Certification**

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*Recognize Public Safety Telecommunicators as Public Safety First Responders and provide support of certification efforts requiring consistent and unified training statewide consistent with requirements identified as a result of the passing of SSB5555.*

*Achievement: Telecommunicator Certification became state law in March 2022 with the passing of SSB5555. The work of the certification program development is ongoing.*  
*Strategic Plan Key Issue: Security (Security & Resiliency)*

#### **Intended Results / Outcomes**

- Comprehensive and consistent training throughout the state

#### **Performance Measures**

- Washington state has a statewide certification program
- All King County PSAPs meet the state certification standards

#### **Initiatives / Priority Projects**

- Support legislative efforts related to certification
- Support efforts to establish training requirements and coordinate applicable training

### **Objective #7 – Healthy PSAP & Public Safety Telecommunicator**

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*Support and coordinate resources and training focusing on health and wellness of the Public Safety Telecommunicator and their supporting teams.*

*Achievement: Regional Staffing Task Force conducted a radio campaign to recruit telecommunicators; the overall work of this task force work is ongoing.*

*Strategic Plan Key Issue: Technology & Operations – Call & Operational Complexity (Optimized Operations, Accessible & Equitable Service)*

#### **Intended Results / Outcomes**

- Reduction in staff turnover
- Larger pools of potential candidates
- Staff contentment with a sustainable work and personal life balance
- Balanced and engaged workforce as they support internal and external activities of 911

#### **Performance Measures**

- Fully staffed PSAPs
- Longevity in retention
- Shared and consistent hiring processes
- Employee engagement
- Increased participation in Program Office public education and other 911 related activities

#### **Initiatives / Priority Projects**

- Support development of effective hiring practices and tools



- Coordinate and provide topical training that supports a healthy PSAP such as emotional intelligence, conflict resolution, problem solving, physical and financial wellness and self-care, etc.
- Support efforts to assist in development of opportunities for ~~senior/tenured~~ employees as they approach retirement
- Participate in peer support and wellness-related efforts to support PSAP personnel

## **Objective #8 – Public Safety Telecommunicator Reclassification**

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*Support efforts to reclassify Public Safety Telecommunicators into the Standard Occupational Classification major group “Protective Service Occupations.”*

*Achievement: Washington SSB-5555 recognized Public Safety Telecommunicators as emergency responders. Work remains at the national level to facilitate most of the benefits of reclassification.*

*Strategic Plan Key Issue: Technology & Operations – Call & Operational Complexity (Optimized Operations, Accessible & Equitable Service)*

### **Intended Results / Outcomes**

- Appropriately recognizes Public Safety Telecommunicators for the work they do every day to protect and save the lives of the public and first responders
- Acknowledges that the stress and technical aspects of the job may impact personnel’s longevity or ability to work in the work environment

### **Performance Measures**

- Public Safety Telecommunicators are classified as Protective Service Occupations

### **Initiatives / Priority Projects**

- Support APCO/NENA in national efforts to reclassify Public Safety Telecommunicators
- Support PSAPs work to update job descriptions to include current language related to job duties

## **Objective #9 – Legislative Actions**

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*Support PSAPs and State E911 Coordination Office with changes in technology and operations as a result of, or in support of, legislative actions or mandates.*

*Strategic Plan Key Issue: Technology & Operations – Pace of Change; Architecture Complexity & Strategy; Call & Operational Complexity*

### Intended Results / Outcomes

- Coordinated and timely response to changes
- Utilize current technologies to support changes
- KCIT, KC Executive's office, and PSAPs are well informed on legislative and potential legislative actions affecting 911

### Performance Measures

- Meet or beat established timelines
- Reduced costs and long-term financial impacts
- Engagement in local, state, and federal committees

### Initiatives / Priority Projects

- Dependent on legislative mandates

## **Objective #10 – Funding Plan**

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*Develop a long range and sustainable funding plan to support full 911 Program Office and PSAP costs.*

*Strategic Plan Key Issue: Finance – Fiscal Sustainability; Clarity of Financial Responsibility; Distribution of Funding*

### Intended Results / Outcomes

- Sustainable funding source/s for all PSAP and Program Office responsibilities
- Predictable, flexible, and automatic renewal funding
- Increase to the 911 Excise Tax

### Performance Measures

- Funding for identified strategic objectives
- Funding availability for the 911 system
- Funding for continuing legislative initiatives
- Funding availability for the PSAP technical and operational needs
- Reserve accounts fully funded (as defined by funding policy)
- Increase to the 911 Excise Tax

### Initiatives / Priority Projects

- Create a funding plan, engaging 911 Program Office, PSAP and State 911 staff to identify funding options
- Align funding plan with State 911 funding plan
- Work with partners to determine the “right” target for the 911 Excise Tax
- Engage with local, state, and federal legislators to build support of funding changes
- Prepare for grant management

## Objective #11 – Public Education, Training and Outreach

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*Support the objectives, initiatives and campaigns as outlined in the [Public Education and Training Strategic Objectives 2019-2025](#).*

*Strategic Plan Key Issue: Technology & Operations – Call and Operational Complexity – Accessible and Equitable Service*

Approved by RAGB, February 8, 2023.