

# Workplan & Engagement Strategy

911 Statewide Strategic Plan | December 2024 | WORKING DOCUMENT

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## Project Overview

Washington's 911 service ensures that residents and visitors anywhere in the state can obtain an immediate response to emergency requests for help. This critical service functions as a network of stakeholders, with responsibilities distributed across public and private partners, including a central coordinating hub within the Washington State Military Department and the active participation of more than 70 independently managed Public Safety Answering Points (PSAPs) across the state. To develop a statewide Strategic Plan, the process will require the involvement of many stakeholders.

This Workplan & Engagement Strategy outlines the key project milestones and engagement process to ensure robust participation from stakeholders across the state. As a dynamic document, it will evolve to address changing information needs throughout the project.

## Project Deliverables

- **Process Map.** The process map will outline all members of the 911 community and illustrate how a call from a community member moves through the system. It will serve as a communication tool for both system participants and supporters, including elected officials.
- **Situation Assessment.** This assessment will provide essential background information and act as a foundation for the Strategic Plan. It will offer a shared understanding of the current state of Washington's 911 system, including a high-level summary of financial resources available to the 911 State Coordination Office and PSAPs. The report will also summarize feedback from stakeholders.
- **Strategic Plan.** The Strategic Plan will include specific, actionable strategies to guide the future of the 911 system. The Strategic Plan may serve as a "model" for PSAPs to use as a guide for their own strategic plans.
- **Implementation Planning and Tracking Tools.** These tools will support the Strategic Plan by helping track progress and ensuring effective implementation.

# 911 Decision Makers and Strategic Plan Users

## State 911 Coordination Office

The State 911 Coordination Office provides and supports the 911 emergency communications systems and works with the 911 Advisory Committee to coordinate these efforts. The State 911 Coordination Office staff will use the Strategic Plan to inform strategic decisions, advocate for funding, and guide statewide initiatives to enhance 911 service delivery.

## 911 Advisory Committee, including Directors/Coordinators of PSAPs

The 911 Advisory Committee represents Directors of PSAPs, as well as a variety of perspectives from law enforcement, telecommunicators, state agencies, and vendors. See Appendix A. WA 911 Advisory Committee Representation for the full list of organizations represented on the 911 Advisory Committee. The Strategic Plan will provide a cohesive set of statewide strategies to support local PSAPs, including support for continuous improvement in service and technology.

## WA APCO-NENA Chapter

As the chapter of a national organization focused on improving 911 through research, training, education, and advocacy, it is important that Washington aligns with the national direction of 911 and adopts proven best practices.

# Project Plan and Deliverables

## Project Timeline

The following timeline outlines key activities and deliverables for the project. These meetings and activities are described in Engaging Stakeholders.



# Engaging Stakeholders

## Strategic Plan Core Group Meetings

The Strategic Plan Core Group will be consulted and updated at key points throughout the project. See Appendix B. Strategic Plan Core Group Members for the list of members. Additional meetings may be scheduled or the group may be consulted for guidance or feedback via email, but initial meetings will include:

Phase	Month	Location	Purpose
Information Gathering	September	Virtual	<b>Project kick-off:</b> The Strategic Plan Core Group will play a key role in providing context about the 911 system and who to engage in the 911 community. BERK will lead a SWOT analysis with this group.
	December	Virtual	<b>Inform information gathering:</b> The Core Group will receive updates on project progress and continue to support information-gathering efforts, such as coordinating telecommunicator focus groups and ensuring engagement across all relevant sectors.
	February	Virtual	<b>Debrief Situation Assessment:</b> BERK will present the Situation Assessment, sharing key findings and insights from initial interviews.
Strategic Plan Development	May/June/July	Virtual	<b>Strategy development:</b> The group will provide input and feedback on preliminary strategies drafted by the consulting team.
	June/July	Virtual	<b>Implementation:</b> BERK will close out the Strategic Plan development phase of the process, developing agreement around first year implementation steps.

## 911 Advisory Committee Meetings

The Advisory Team will be consulted and updated at key moments throughout the project, including:

Phase	Date	Location	Purpose
Information Gathering	October 15	Spokane	Provide initial input.
	January 16	Puget Sound	Provide additional input.
	March 20	Ellensburg or Wenatchee (Central WA)	React to Situation Assessment and identify potential strategic directions.
Strategic Plan Development	April 3	Olympia	Review draft strategies.
	May 15	Spokane or Tri-Cities	Review full draft Strategic Plan.
	June 12	Vancouver	Review and act on Recommended Draft Plan.

# Engaging Stakeholders

The primary focus of the Information Gathering phase will be to engage a wide range of stakeholders to consider the future of the Washington 911 system and articulate a shared vision. Exhibit 1 shows these stakeholders organized into three categories: Providers, Contributors, and Customers. It also shows the information needed for each of them to inform the Strategic Plan.

**Exhibit 1. Stakeholders in the 911 System**

<p style="text-align: center;"><b>Providers</b> Provide 911 service</p> <ul style="list-style-type: none"> <li>• <b>PSAPS</b> <ul style="list-style-type: none"> <li>• Telecommunicators</li> <li>• Directors/ Coordinators</li> <li>• Supervisors/Middle management</li> <li>• 911 IT Staff</li> </ul> </li> <li>• <b>Tribes</b></li> </ul>	<p style="text-align: center;"><b>Contributors</b> Contribute to the function of 911</p> <ul style="list-style-type: none"> <li>• <b>First Responders</b> <ul style="list-style-type: none"> <li>• Law Enforcement</li> <li>• Emergency Medical Services (EMS)</li> <li>• Fire</li> <li>• Emergency Management (WSEMA)</li> </ul> </li> <li>• <b>988, 211, regional crisis lines</b></li> <li>• <b>Telecom providers</b></li> </ul>	<p style="text-align: center;"><b>Customers</b> Are served by 911</p> <ul style="list-style-type: none"> <li>• <b>WA State Residents</b></li> <li>• <b>Elected Officials</b></li> <li>• <b>Municipalities</b></li> </ul>
<p style="text-align: center;"><b>Information Needed</b></p> <ul style="list-style-type: none"> <li>• Identify statewide priorities and challenges that need to be addressed.</li> <li>• Explore strategies related to:           <ul style="list-style-type: none"> <li>• Increased collaboration, alignment, and efficiency.</li> <li>• Mental health and career support of telecommunicators.</li> <li>• Leveraging technology.</li> </ul> </li> </ul>	<p style="text-align: center;"><b>Information Needed</b></p> <ul style="list-style-type: none"> <li>• Understand first responders' priorities and vision for the future of 911 services.</li> <li>• Gain insight into mental health resources and vision for services in the future, including collaboration opportunities with 911.</li> <li>• Understand the current and future landscape of telecommunication services and technology.</li> </ul>	<p style="text-align: center;"><b>Information Needed</b></p> <ul style="list-style-type: none"> <li>• Understand expectations, hopes, and vision for the 911 system.</li> <li>• Understand funding challenges and opportunities.</li> </ul>

## Engagement Tactics

To engage Providers, Contributors, and Customers during the Information Gathering Phase, we will use a variety of engagement tactics. Representatives from groups in the Providers and Contributors categories (see Exhibit 1) will also participate in regular meetings through the 911 Advisory Committee, providing both general input and feedback on emerging ideas and strategies.

### Interviews

BERK will conduct interviews with elected officials, as well as representatives from PSAPs like Directors and Coordinators, first responder organizations and individuals from WSEMA, and telecommunications companies.

### *Focus Groups*

BERK will hold focus groups with telecommunicators and supervisors at PSAPs with representation across the state to understand priorities and challenges, including ideas for strategies to support the mental health and career trajectory of telecommunicators.

### *Information Sharing*

BERK will collaborate with the 911 State Coordination Office to maintain and update information on a central website, ensuring transparency and accessibility throughout the strategic planning process. This website will serve as a hub for stakeholders and the public to stay informed on progress, milestones, and key documents related to the plan.

In coordination with the 911 State Coordination Office there will be regular updates at AC and Director/Coordinator meetings, in addition to periodic email updates.

# Appendix

## Appendix A. WA 911 Advisory Committee Representation

- National Emergency Number Association (NENA)
- Association of Public-Safety Communications Officials, International (APCO)
- Washington State Association of Fire Chiefs
- Washington Association of Sheriffs and Police Chiefs
- Washington State Council of Fire Fighters
- Washington State Council of Police Officers
- Washington Ambulance Association
- State Fire Policy Board
- Washington Fire Commissioners Association
- Washington State Patrol (WSP)
- Association of Washington Cities – East
- Association of Washington Cities – West
- Washington State Association of Counties – East
- Washington State Association of Counties – West
- Washington Utilities and Transportation Commission (WUTC)
- Washington Independent Telephone Companies (WITA)
- Telecommunicators
- Wireless Providers
- Department of Health (DOH)
- Washington wireless industries position 1
- Washington wireless industries position 2
- Washington wireless industries position 3
- Voice over Internet Protocol provider

## Appendix B. Strategic Plan Core Group Members

Name	Affiliation	
Adam Wasserman	Assistant Director for Emergency Communications, WA State 911 Coordination Office	
Katy Gilbert	911 Deputy of Operations, WA State 911 Coordination Office	
Katy Myers	WA State 911 Advisory Committee Chair, Deputy Director of Administrative Services, NORCOM	911 Operations Chair 911 Advisory Committee Chair
Mike Worden	WA State 911 Advisory Committee Vice Chair, Chief Deputy of Special Operations & Communications, Okanogan County Sheriff's Office	Policy Vice Chair 911 Advisory Committee Vice Chair
Jason Fritz	President of the Washington APCO/NENA Chapter, Deputy Director of 911 Operations, CRESA	911 Authorities Chair
DT Donaldson	Vice President of Washington APCO/NENA Chapter, Director, MACC 911	
Kim Lettrick	Communications Manager, SECOMM	
Esther Click	911 Manager, WESCOM	
Alysn Everbeck	Deputy Director of Operations, What-comm 911	
Kim Arredondo	Deputy Director, SREC	911 Authorities Vice Chair 911 Operations Vice Chair
Jami Hoppen	Government Relations & Outreach Manager, King County 911 Program Office	