



King County
REGIONAL
E-911
STRATEGIC PLAN

Leadership Group

November 9, 2017

Today's Agenda



- **Welcome & Introductions**

- Strategic Plan Process Update

- Activity since September
- Decision Overview
- Steps to finalize document

- Technology Update → **APPROVAL OF UPDATES**

- Milestones & Off-ramps

- Governance Recommendations

- Overview / Review / Principles
- Updates (appeals; roles & responsibilities; implementation)

- Governance & Decision Structure → **DECISION**

- Finance Update

- Overview
- Key Findings & Actions
- Recommendations

- 10-Year Sustainable Financial Plan → **DECISION**

- Overall Plan Approval → **DECISION**

- Follow-up Items / Next Steps



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September 29, 2017 Meeting Notes Approval

King County Ordinance #18139

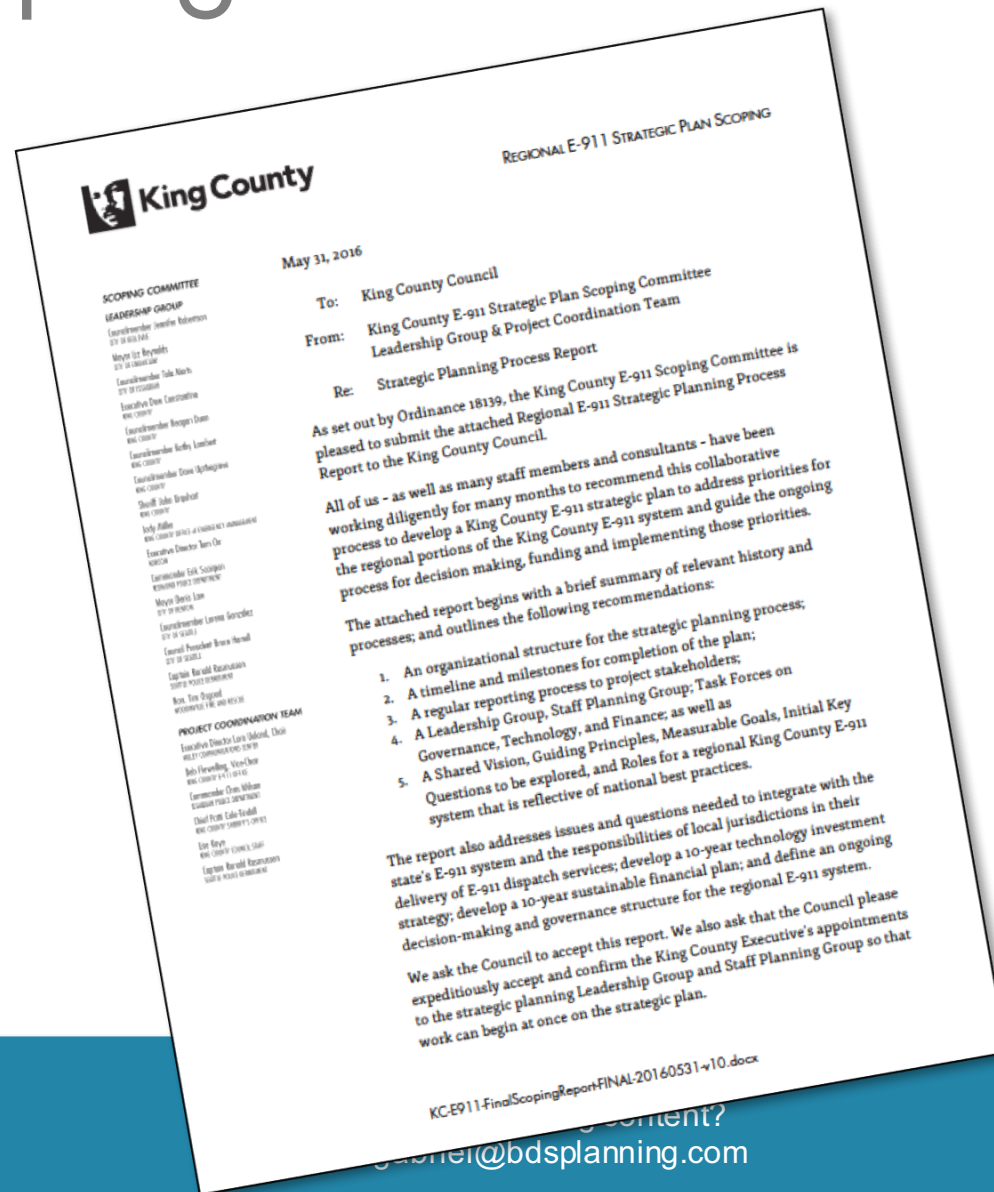
King County Regional E-911
Strategic Plan
Committee

“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.”



Scoping Recommendations



Procedures

Guiding Principles

- Equitable resources & opportunity
- Respect
- Transparency
- Accountability
- Champions for this effort
- Priorities
- Action & Change

Ground Rules

- Everyone's voice counts
 - Take turns
 - Each perspective is valid
 - Listen respectfully
 - Questions are okay
- Forward movement
- Positive recommendations

Responsibilities

- Participate (no alternates)
- Positive
- Perspective
- Acknowledge conflicts of interest
- Leverage resources
- Advocate
- Knowledge
- Share Information

Working Consensus

- Everyone gets their say
- Recommendations you can "live with"
- If we must vote: 80% = consensus (in attendance)



Vision • Mission • Core Services

Vision: (Approved: 1/19/17)

"King County's Regional E911 System will be among the best in the country in terms of:

- Rapid and effective routing of requests for service;
- Efficient use of public resources;
- Effective deployment of evolving technology
- Adherence to the values"

Mission: (Approved: 6/20/17)

The Regional E911 System provides an emergency communications link between the people of King County and appropriate public safety responders.



LEADERSHIP DIRECTION: Values & Goals

Values: (Approved: 9/20/16)

- **Process**
 - Transparency
 - Project Management Principles
 - Collaboration
 - Predictability
 - Advocacy
 - Inclusion
- **Finances**
 - Fiscal Responsibility
 - Financial Sustainability
 - Cost Effective

- **Standards**
 - National Best Practices
 - Performance Metrics
 - Continuous Improvement
- **Goals:** (Approved: 9/20/16)
 - No Request Lost
 - Prompt Response
 - Seamless System-wide Technology
 - Meet or Exceed Industry Standards
 - Equity
 - Secure, Resilient & Survivable



E911 PROGRAM OFFICE

Core Services

(APPROVED: 6/20/17*)

*Councilmember Robertson reserved the right to revisit Core Services later in the process

- **Network, System, & Equipment**

Call Delivery from State 911 network to PSAPs; E911 phone maps; location data; GIS data; local network, security, and trunking.

- **Operations & Maintenance**

Hardware for network, security, and telephony equipment; asset tracking; software licensing, updates, upgrades, fixes; vendor and PSAP coordination; transferring funds to PSAP for technical staff, PSAP operations, and equipment.

- **Project & Vendor Management**

Project planning, budget and management; vendor delivery oversight and compliance.

- **System Access & Education**

Social marketing strategies; education campaigns, events, training and materials; language interpretation services.

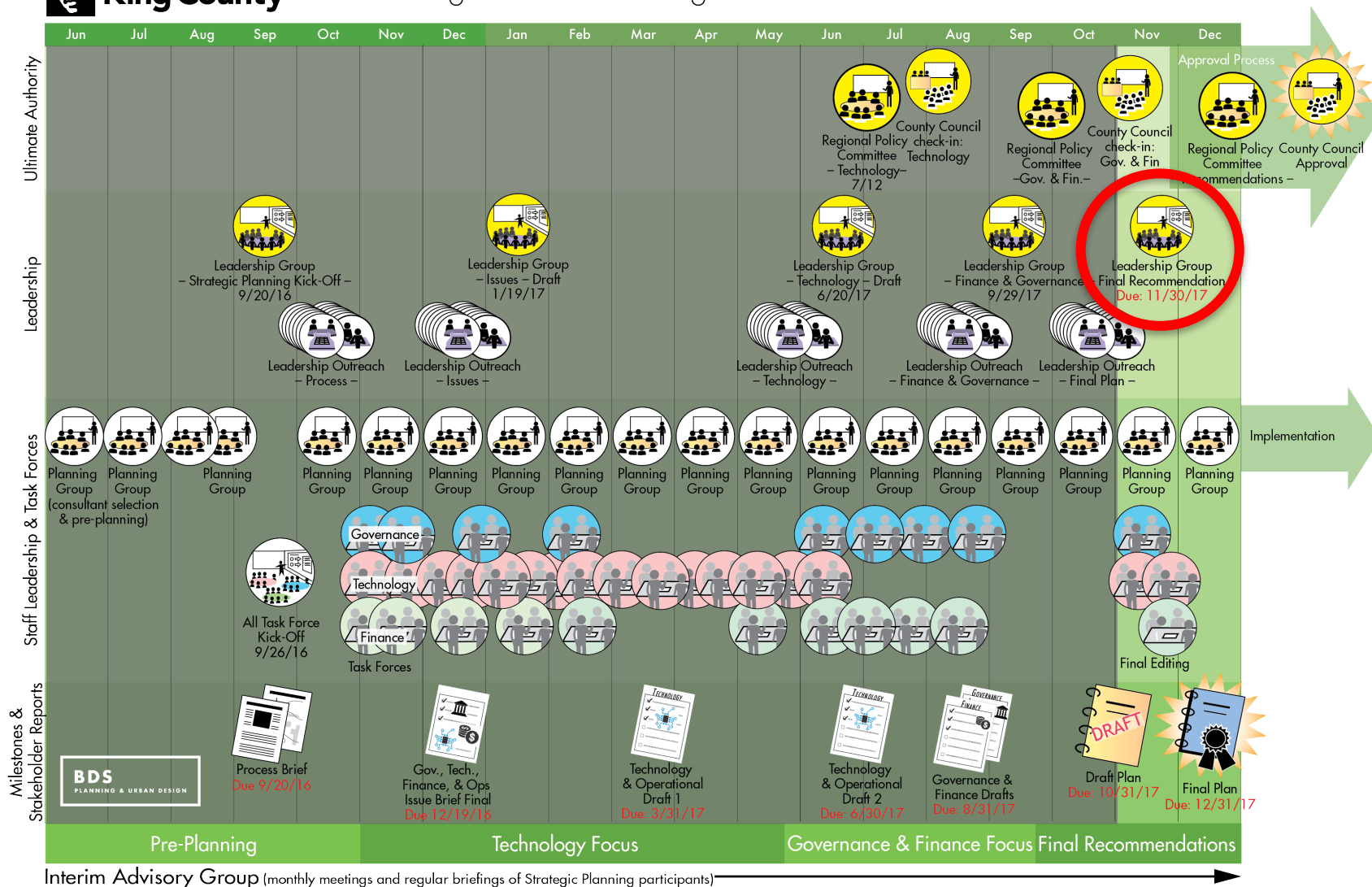
- **Regional Leadership**

Local, state, and national associations and committees; legislative efforts; new technology and trends.

- **Administration & Finance**

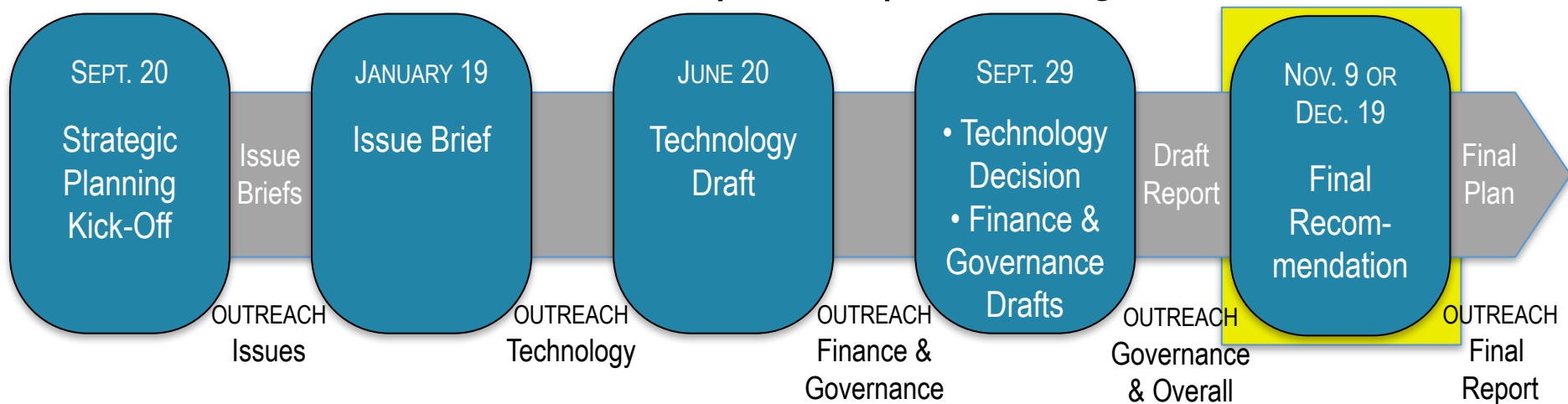
Program, vendor, and asset management; policies; staffing; data analysis; communications; budget; finance; strategic planning.



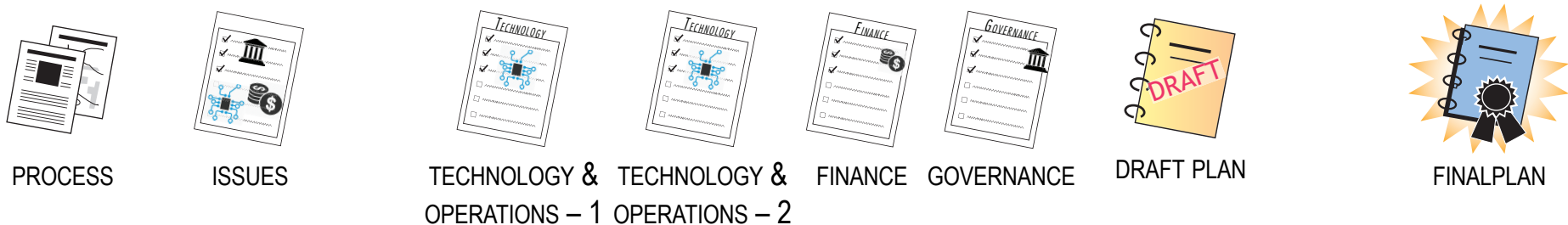


Strategic Planning Process

5 Leadership Group Meetings



8 Deliverables to Final Plan



Leadership & Planning Groups

Leadership Group	Planning Group
Tom Orr	Lora Ueland
Tola Marts, Denis Law	Marilynne Beard
Jennifer Robertson	Chad Barnes
John Urquhart	Patti Cole-Tindall
Bruce Harrell, Lorena Gonzalez	Stacey Jehlik
Claudia Balducci, Reagan Dunn, Kathy Lambert	Lise Kaye
Tim Osgood	Tim Osgood
Dow Constantine	Diane Carlson
Tom Koney	Kathy Lombardo
Brian Maxey	Brian Smith
Erik Scairpon	Chris Wilson



Task Forces

PG Member	Finance	Governance	T&O
Lora Ueland	Tatyana Bogush-Stakhov	Self	Jess Nelson
Marilynne Beard	Self	Jane Christenson	Ron Tiedeman
Chad Barnes	Krystal Hackmeister	Self	Chelo Picardal
Patti Cole-Tindall	Jason King	Self	Jessica Sullivan
Stacey Jehlik	Jennifer DeVore	Self	Greg Hough
Lise Kaye	Tom Goff	April Sanders	Krista Camenzind
Tim Osgood	Self	N/A	Self
Diane Carlson	Tom Koney	Self	Aaron Barak
Kathy Lombardo	Kate Davis	Self	Deb Flewelling
Brian Smith	Tom Walsh	Self	Russ St. Meyers
Chris Wilson	Tara Murker	Kathy Baskin	Micki Singer

Scope of Work



Process Brief (**✓ done**)



Issue Brief: (**✓ done**)

- Governance
- Finance
- Technology & Operations



1st Draft Recommendations:
Technology & Operations
(**✓ done**)



Final Recommendations:
Technology & Operations
(**✓ done**)



Draft Recommendations:
Finance (**✓ done**)



Draft Recommendations:
Governance (**✓ done**)



Draft Strategic Plan
(**✓ done**)



Final Strategic Plan (Dec.)



Upcoming Leadership Decisions

BLUE = **Planning Group**: Role – **Recommend** to Leadership Group

RED = **Leadership Group**: Role – **Decide** on recommendation to King County Council

KC Regional E-911 Critical Decision Points	June 6/12 6/20	Jul 7/17	Aug 8/21	Sept 9/18 9/29	Oct 10/16	Nov 11/9	Dec 12/19
Regional System							
Vision	DONE						
Mission	DONE						
Core Services	DONE (tentative)						
Technology & Operations							
Architectural Options (w/ costs)	Discuss	Discuss	Recommend	Discuss Decide			
NG911 Features & Functions (2017-18)	Program Office / IAG (Decisions in progress – not a part of strategic planning)						
Finance							
Finance Principles	DONE						
Financial Plan (10-year)			Discuss	Discuss	Recommend	Decide	
Escrow Distribution Formula (2017-2018)	Program Office / IAG (Decisions in progress – not a part of strategic planning)						
Governance							
Overall Governing Body (principles, composition, authority, voting, etc.)	Discuss Discuss	Discuss	Preliminary Recommend	Discuss	Recommend	Decide	
Boards/Subcommittees Structure (Technology & Operations, Finance)	Discuss			Discuss	Recommend	Decide	
Implementation							
Decision Structure (funding priorities; NG 911 capabilities; etc.)		Discuss	Discuss	Discuss	Recommend	Decide	
Strategic Plan							
Final Plan					Recommend	Decide	



Technology & Operations Principles

(APPROVED: 1/19/17)

- **PUBLIC SAFETY:** We should ensure service exists that protects the public's safety above all else
- **CAPACITY:** The capacity of the system should meet demand at all times without service interruption
- **FAIR AND EQUITABLE:** We should seek to provide fair and equitable access so that all communities can receive and perceive value
- **SECURITY:** All systems and solutions will need to meet the minimum level of security defined
- **AVAILABILITY:** Solutions should be available at all times without service interruption
- **COST EFFECTIVE:** Financial decisions should be based on the most cost-effective solutions consistent with documented needs
- **CONVERGENCE:** We should converge toward common solutions, approaches and standards
- **INTEROPERABILITY:** Software and hardware should conform to defined standards that promote interoperability for data, applications and technology



Finance Principles

(APPROVED: 6/20/17)

- **FISCAL RESPONSIBILITY:** The E911 system must rely on clearly articulated financial management policies that reflect responsible stewardship of E911 resources, and ensure that they are used for their intended purposes. The system must be open and transparent about all the E911 finances, making financial information available to all stakeholders, and build trust and collaboration among partners.
- **FISCAL SUSTAINABILITY:** The E911 system should make effective and efficient use of resources, achieve E911 objectives, fulfill commitments to stakeholders, and prepare for long-term fiscal sustainability. Financial sustainability of E911 revenues is important to the services delivered by both the King County Program Office and PSAPs.
- **COST EFFECTIVE:** The E911 system should invest and spend available resources in building and operating a more efficient E911 system. Investments in the E911 system need to be effective and reinforce broader program goals.



Governance Principles

(APPROVAL TODAY)

- **Every PSAP** has a seat at the table
- A form of **proportionality** shall be used for voting purposes
- A form of **consensus** decision making shall be used
- The structure must continue to function if the **system changes**
- The Governing Board will make **informed and timely decisions** for the good of the regional system
- The Governing Board will **inform and advise** on the regional 911 system
- The Governing Board will be **fully transparent** in decision making
- Governing Board members should advocate at all levels to implement **best practices and appropriate resources** in the public and private sectors
- The Governing Board shall maintain a **collaborative approach** among all jurisdictions and project partners, including open and regular communication
- The Governing Board shall review and consider the results of outreach to **diverse communities** that are served by the Regional King County E-911 system
- The Governing Board shall continue to seek **opportunities for improvement**



Technology & Operations Preview

(update today)

- Single platform architecture → approved 9/29 ✓
- Update Today → Implementation Plan with Milestones & Off-ramps



Governance Preview

(APPROVAL TODAY)

- Unanimous recommendation from Planning Group: (same as presented on 9/29)
 - Governing board should be advisory to the 911 program office
 - One voting position for each PSAP
 - Operate by consensus as much as possible.
 - Two-step voting process:
40% of those present and 60% of current call volume
 - Specific process for decisions and appeals (diagram updated & labeled)
 - Roles and responsibilities
- Implementation timeline: (new)
 - Strategic Plan & Governing Board thru Council by 3/31/18
 - Interlocal agreements by end of 2018



Finance Preview

(APPROVAL TODAY | clarified since 9/29)

- Findings:
 - Current spending is not sustainable with projected revenues; negative in 2023
 - If revenues to not increase, then expenses must come down
- Recommendations:
 - E-911 Program Office & PSAPs must operate in a more cost-effective manner
 - Capture potential savings from ESINetII
 - Operationally efficient staffing levels for excise-tax funding FTEs
 - Define E-911 service responsibilities and funding of PSAPs
 - Continue to improve financial policies, procedures, & transparency
 - Revenue Reforms are needed
 - Find options for funding one-time technology upgrades
 - Reform the existing excise tax to be more resilient and reliant



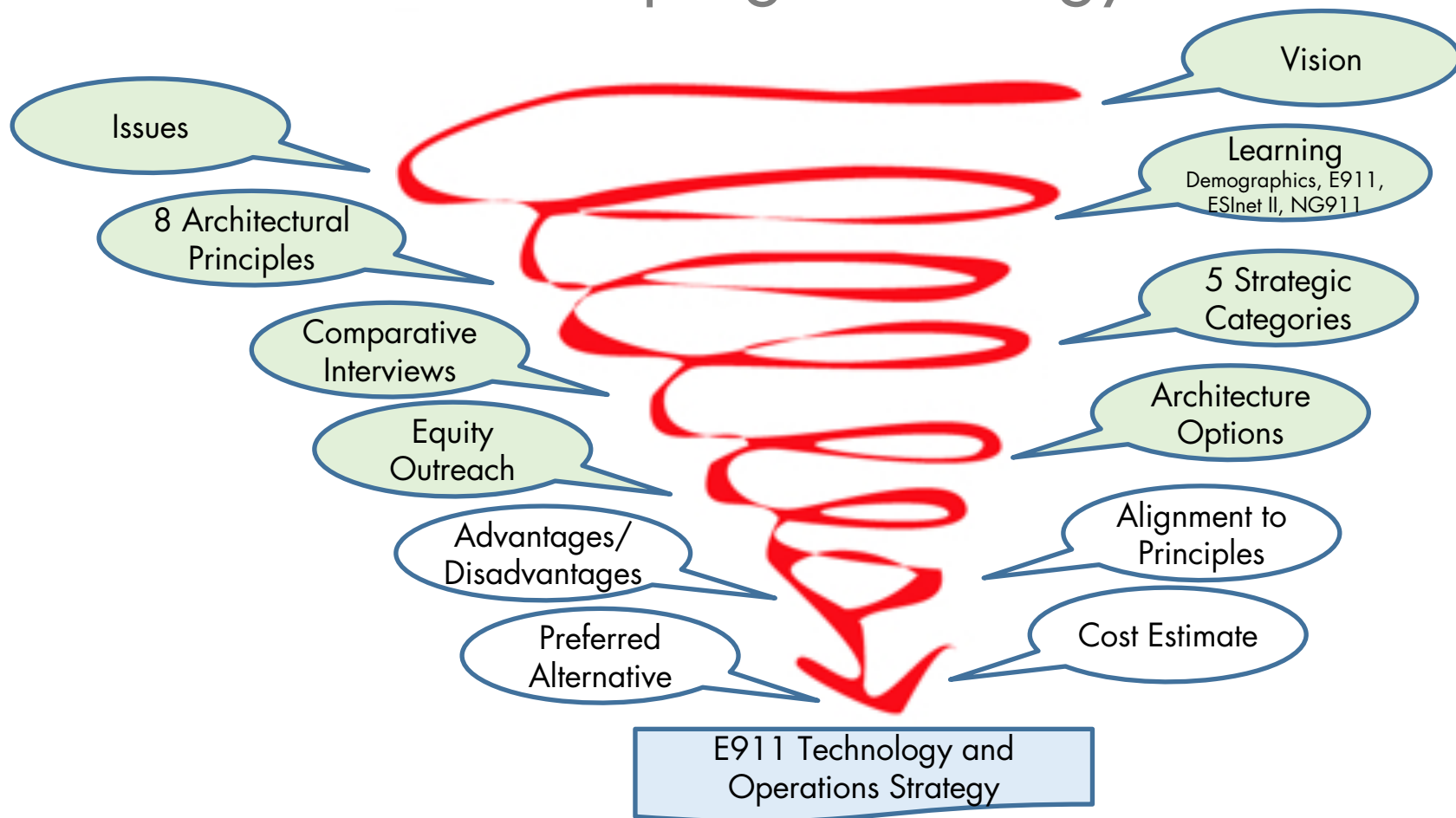
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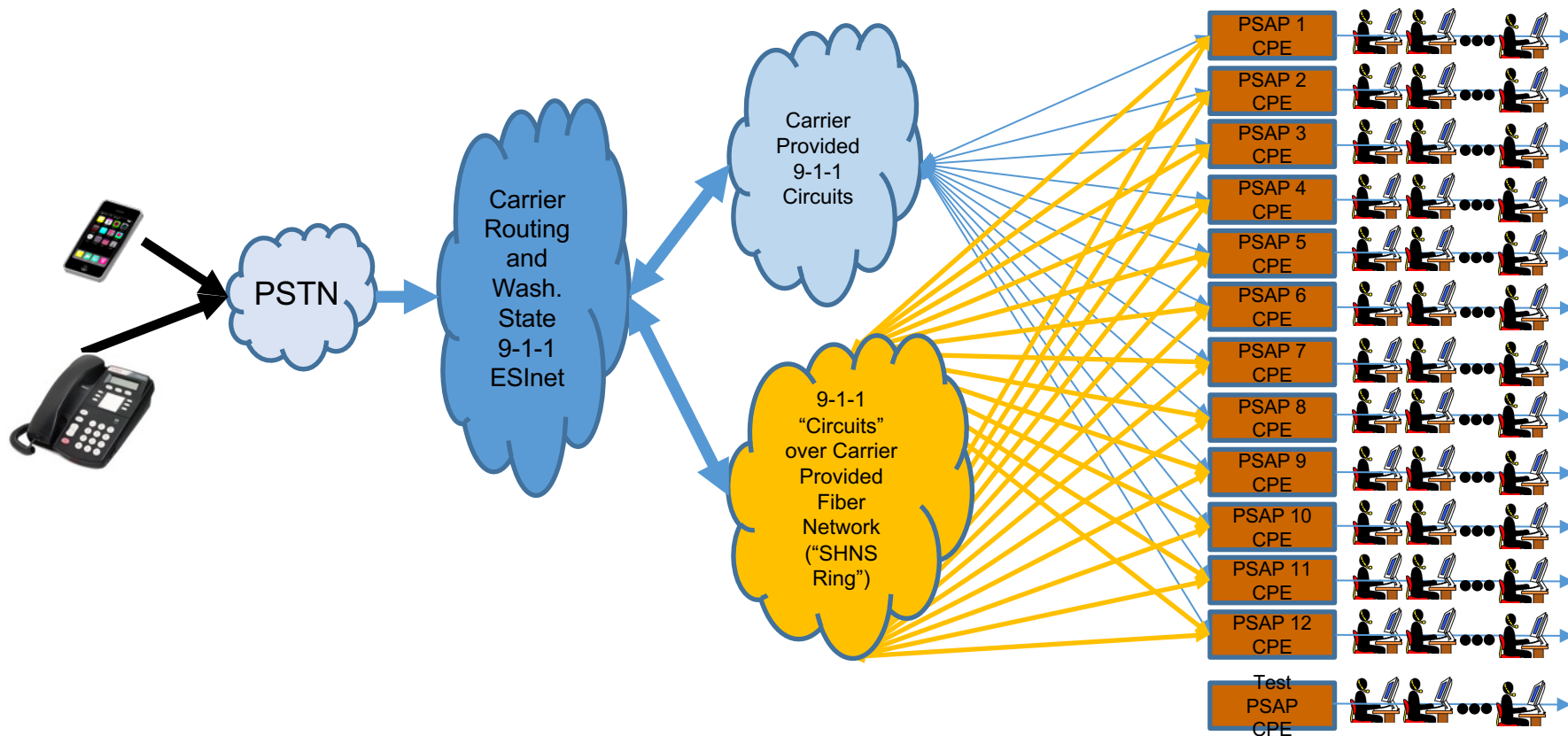


Iterative Approach to Developing a Strategy



Current Distributed System Architecture

("Today")

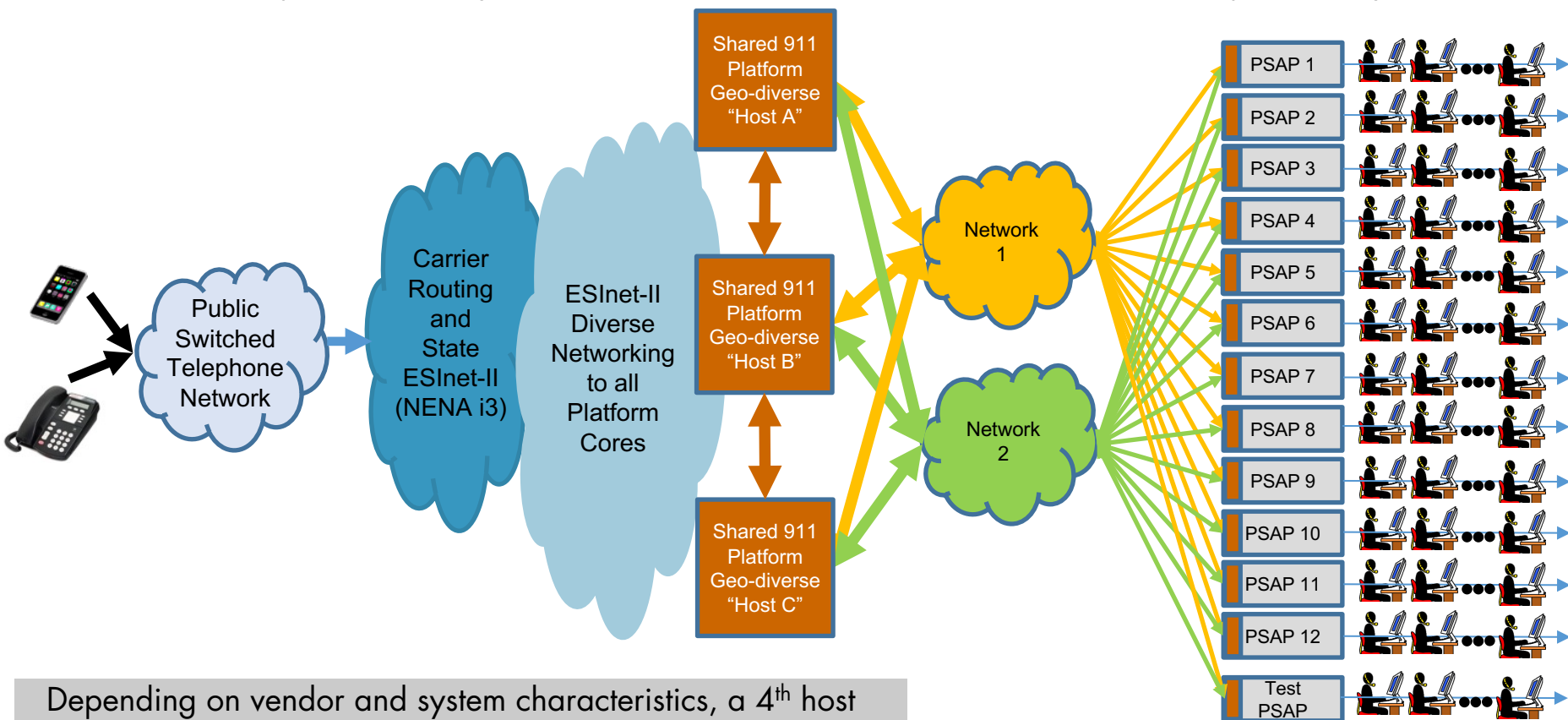


(Approved 9/29/17)

Single Platform Architecture

with Redundant Networking

Single shared 911 telephone systems with at least three platform cores, one located outside Western Washington earthquake vulnerability, and all connected to the PSAPs with redundant networks and path diversity



Depending on vendor and system characteristics, a 4th host may be needed to provide a "Test" environment.



High Level Implementation Timeline

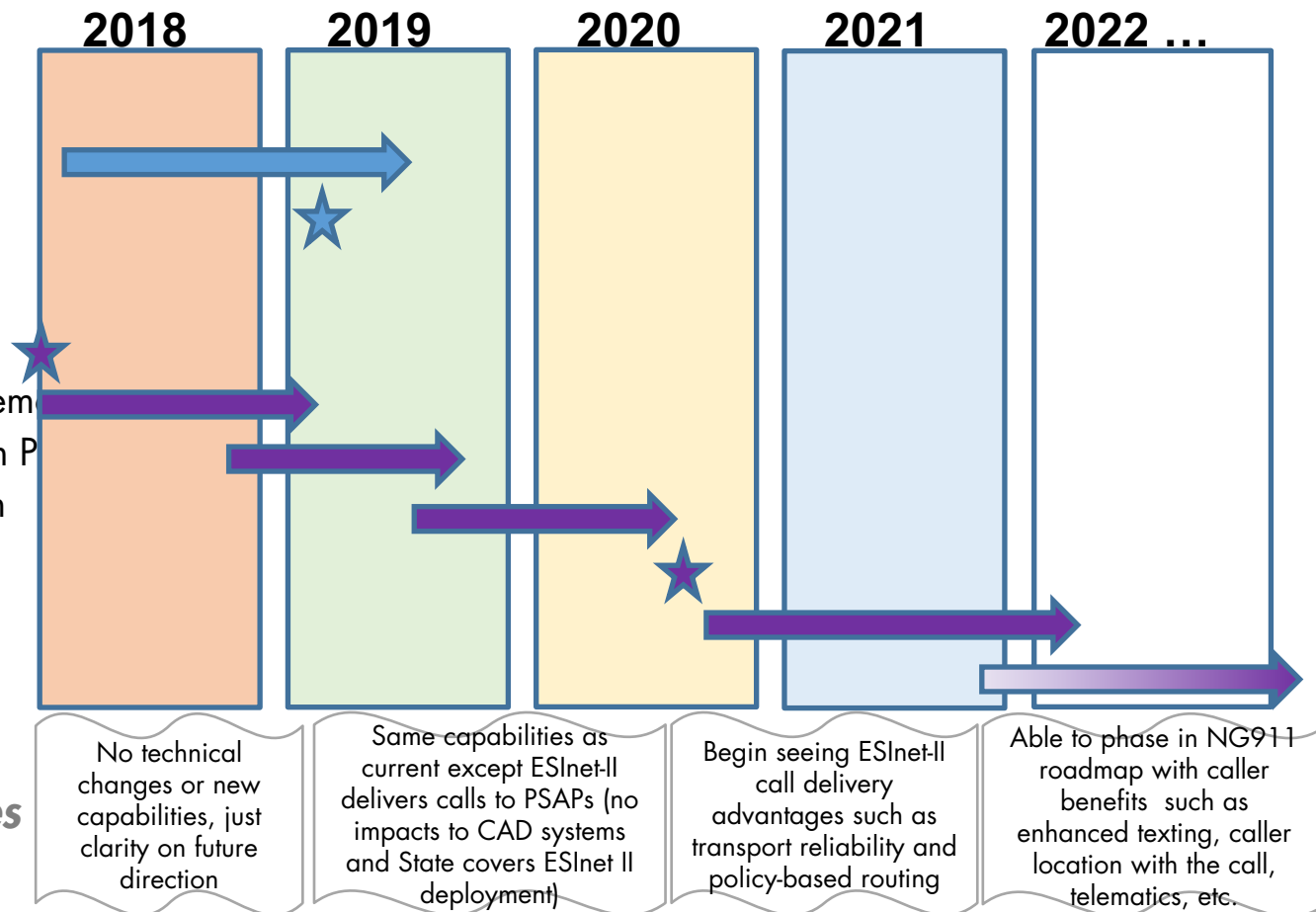
ESInet-II

ESInet-II Deployment
ESInet-II to King County

E911 Architecture

E911 Strategic Plan
Analysis/Planning/Requirement
Budgeting & Appropriation P
RFP/Selection/Negotiation
Contract
Deployment
NG 911 Capabilities

Major Changes



Technology Implementation

(UPDATES PER 9/29 LG DIRECTION; pages 35-36)

- “Implementing the platform architecture will be a multi-phase process with key decision milestones as each phase concludes.
- “This process will be managed by the E-911 Program Office in collaboration with the Governing Body. ...
- “Like all major technology projects, this process will evolve as detailed information and decisions are made. Each phase of this process will give the Program Office and Governing Body an opportunity to consider the broad strategic direction in light of new information. The Governing Body will be fully briefed no less than quarterly, and with presentations of each major phase, such as planning, request for proposals, selection, contract, and implementation plan to ensure collaboration with impacted stakeholders. This might include a reassessment of the system architecture approach.



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- The Governing Board will **inform and advise** on the regional 911 system
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- Governing Board members should advocate at all levels to implement **best practices and appropriate resources** in the public and private sectors
- The Governing Board shall maintain a **collaborative approach** among all jurisdictions and project partners, including open and regular communication
- The Governing Board shall review and consider the results of outreach to **diverse communities** that are served by the Regional King County E-911 system
- The Governing Board shall continue to seek **opportunities for improvement**



Governance Recommendations

- The Governing Board will be **advisory** to the program office, the County Executive and the County Council
- The Governing Board will have **one voting seat for each PSAP** (currently 12)
- There must be a quorum for a vote to take place. A quorum is half of the voting members plus 1, and a number of voting members that accounts for at least 60% of call volume
- There is a two-test voting structure. For a vote to pass, it must be approved by
 - ✓ **40% of the PSAPs present and voting** and
 - ✓ PSAPs representing **60% of the call volume**.
- The call volume metric will be **revisited annually** to ensure that changes can be made as 911 technologies evolve, and/or to ensure that call volume is defined to include the different ways people can contact 911.
- **Consensus** is defined as no one asking for a vote



Roles & Responsibilities

Governing Board makes a recommendation:

- Proposed E-911 system and Program Office biennial operating and capital budget*
- Projects and expenditures to enhance, modernize, or upgrade the E-911 system
- Federal and state legislative strategies
- System performance standards, measures, and monitoring
- Revenue and finance plan monitoring and revisions
- Strategic project proposals, projects, expenditures, implementation, and schedules associated with NG-911 technologies.
- Strategic planning for the regional E-911 system.
- Modifications to the funding formula or changes to revenue distributions to PSAPs
- Discretionary Program Office or PSAP requests

* The Governing Board will need to deliberate the budget within the County budget process and timeframe.

No board action required:

- Expenditures within the authorized biennial budget to support operation, maintenance and security of the E911 platform and network to the PSAPs
- Representation at local, state and national associations and committees
- Communications, social marketing strategies, education campaigns, events, training materials, language and interpretation services related to the regional system, but not PSAP interpretation and language services
- Administration, project planning, budget and management, vendor delivery oversight and compliance on approved projects. Results of outreach and engagement with community members who represent the diversity of people using the E-911 system



Illustrative Purposes Only

The flowchart illustrates the decision-making process for program proposals, divided into Legislative and Non-Legislative paths.

Legislative Path:

- PROGRAM OFFICE PROPOSAL** (Blue circle) leads to **GOVERNING BOARD REVIEW & RECOMMEND OR PROPOSE** (Light grey circle) via a **DELIBERATIVE PROCESS** (double-headed arrow).
- From **GOVERNING BOARD REVIEW & RECOMMEND OR PROPOSE**, an **ACCEPT** (arrow with diamond) leads to **P.O. IMPLEMENT** (Black diamond).
- From **GOVERNING BOARD REVIEW & RECOMMEND OR PROPOSE**, a **CHANGE OR PROPOSE** (arrow) leads to **PROGRAM OFFICE DECIDE** (Blue rectangle).
- From **PROGRAM OFFICE DECIDE**, a **CHANGE OR REJECT & NOTIFY** (arrow) leads to **GOVERNING BOARD APPEAL** (Light grey circle).
- From **GOVERNING BOARD APPEAL**, an **ACCEPT** (arrow with diamond) leads to **P.O. IMPLEMENT** (Black diamond).
- From **GOVERNING BOARD APPEAL**, a **CHANGE + APPEAL** (arrow) leads to **KING COUNTY EXECUTIVE** (Grey rectangle).
- From **KING COUNTY EXECUTIVE**, an **AFFIRM & NOTIFY ALL** (arrow) leads to **GOVERNING BOARD ACCEPT APPEAL AMEND** (Light grey circle).
- From **KING COUNTY EXECUTIVE**, a **DENY OR MODIFY & NOTIFY ALL** (arrow) leads to **COUNCIL ACTION (PUBLIC PROCESS)** (White rectangle).
- From **GOVERNING BOARD ACCEPT APPEAL AMEND**, an arrow leads to **COUNCIL ACTION (PUBLIC PROCESS)**.

Non-Legislative Path:

- From **GOVERNING BOARD APPEAL**, an **APPEAL** (arrow) leads to **KING COUNTY EXECUTIVE** (Grey rectangle).
- From **KING COUNTY EXECUTIVE**, an **AFFIRM & NOTIFY ALL** (arrow) leads to **P.O. IMPLEMENT** (Black diamond).
- From **KING COUNTY EXECUTIVE**, a **DENY & NOTIFY ALL** (arrow) leads to **P.O. IMPLEMENT** (Black diamond).
- From **KING COUNTY EXECUTIVE**, a **MODIFY & NOTIFY ALL** (arrow) leads to **P.O. IMPLEMENT** (Black diamond).
- From **KING COUNTY EXECUTIVE**, an arrow leads to **GOVERNING BOARD MAY REQUEST RECONSIDERATION** (Light grey circle).

Notes:

- The flowchart is divided into **LEGISLATIVE** and **NON-LEGISLATIVE** sections by a vertical line.
- Three boxes at the bottom indicate that the **APPEAL PROCESS APPLIES** to the Legislative path at three points: after the first review, after the first decision, and after the executive's decision.



Governance Implementation

(page 28)

- Executive transmits by January 15, so Council can adopt by March 31: motion to approve Strategic Plan as recommended by the Leadership Group
- Executive transmits by January 15, so Council can adopt by March 31: motion to establish the advisory Governing Board as recommended
- Governing Board appointed and tasked with assuming the procedures and responsibilities of governance as described in the Strategic Plan
- Executive (E-911 Program Office) and Governing Board draft a new interlocal agreement, with all PSAPs adopting before the end of 2018.



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Governance & Decision Structure

Decision

Does the Leadership Group accept the Planning Group's recommendations for:

- ✓ Governance Principles?
- ✓ Governance Structure?
- ✓ Roles & Responsibilities?
- ✓ Decision / Appeals Process?
- ✓ Implementation Timeline?



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Summary of Findings

(pages 37-38)

- E-911 System largely funded by per line excise taxes collected by the State and distributed by the County.
- Revenue is not keeping pace with inflation or needed expenses.
- Current level of spending is not sustainable with projected revenues, with the fund balance going negative in 2023.
- A 10-year Sustainable Financial Plan means that expenses must align with revenues.
- If revenues do not increase, then expenses must come down.



Summary of Recommendations

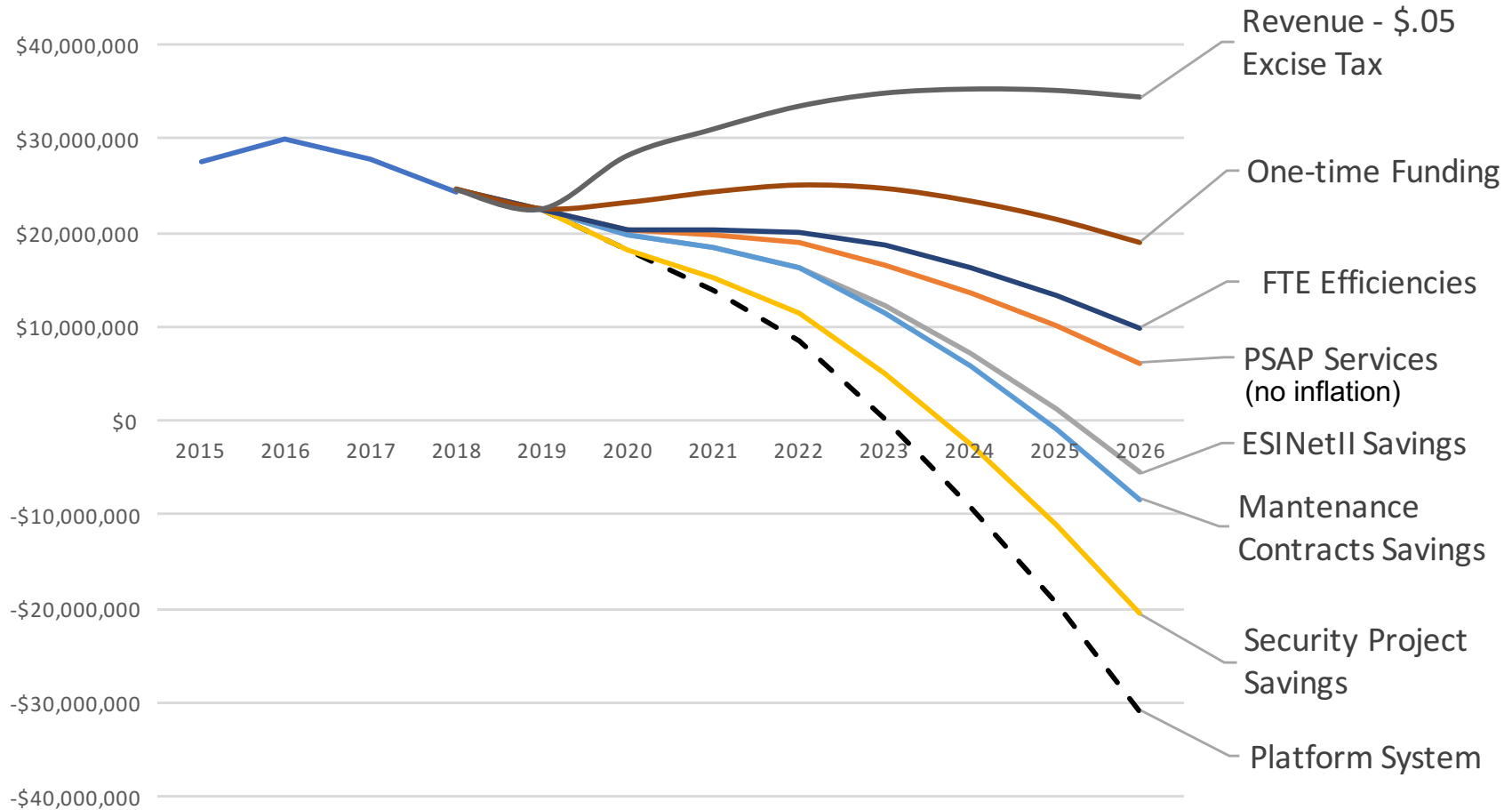
(page 39)

1. The E-911 Program Office and PSAPs must fundamentally operate the E-911 system in a more cost-effective manner.
2. Revenue reforms are needed since the excise tax is not keeping pace with inflation or needed expenses.



Summary of Recommendations

(page 40)



Summary of Recommendations

(page 39)

1. The E-911 Program Office and PSAPs must fundamentally operate the E-911 system in a more cost-effective manner.
 - Capture any potential savings to network, security, and vendor contracts from deployment of ESINetII and new system architecture.
 - Develop the most operationally efficient staffing levels for excise tax funded FTEs at both the E-911 Program Office and PSAPs.
 - Define E-911 service responsibilities and funding of PSAPs to specify 1) which services the PSAPs will deliver; 2) what levels of service are suitable; and 3) what level of revenue support is appropriate.
 - Continue to improve financial policies, processes, and transparency.
2. Revenue reforms are needed since the excise tax is not keeping pace with inflation or needed expenses.



Summary of Recommendations

(page 39)

1. The E-911 Program Office and PSAPs must fundamentally operate the E-911 system in a more cost-effective manner.
2. Revenue reforms are needed since the excise tax is not keeping pace with inflation or needed expenses.
 - Find options for funding one-time technology upgrades to the system.
 - Find reforms to the existing excise tax revenues that are more adequate and resilient for the needs of the E-911 system and has the ability to grow commensurate with normal inflation and system demand.



Finance Implementation

(pages 45-46)

- A revenue solution is recommended, but will require either State Legislative action or a locally-voted tax measure; neither is certain.
- Immediate expenditure reductions are needed along with careful future planning that emphasizes cost-effective technology investments and judicious consideration of new technologies that enhance services.
- Finance Implementation Timeline:
 - **2018-19**: 2019-20 Budget; spending reductions; revenue options; one-time investments
 - **2020**: Savings from ESINetII; state and/or local revenue actions; new escrow distribution formula; renegotiate vendor contracts
 - **2021**: Implement revenue option if approved; identify further spending reductions if not
 - **2022**: Implement further expenditure reductions if needed
 - **2023-2026**: Sustainable technology and operations spending within available revenues



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10-Year Sustainable Financial Plan

Decision

Does the Leadership Group accept the Planning Group's recommendations for:

- ✓ Cost-efficiency Actions?
- ✓ Revenue Reform Actions?
- ✓ Implementation Timeline?



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Overall Plan **Decision**

Does the Leadership Group recommend the King County Regional E-911 Strategic Plan to the King County Council for approval?

Are there decision points, wording, and/or other plan elements that require further Leadership Group review or approval before submittal to Council by the Executive?



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King County
REGIONAL
E-911
STRATEGIC PLAN

Leadership Group

Next Meeting?

December 19, 9:00 – 11:00

Location: Chinook Building, Room 123