

McLennan County 9-1-1 Emergency Assistance District



2023-2027 Strategic Plan

**McLennan County 9-1-1 Emergency Assistance District
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FY 2023 - 2027 Strategic Plan
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FY 2023-2027 Strategic Plan Executive Summary



This executive summary of the FY 2023 to FY 2027 Strategic Plan is presented by the McLennan County 9-1-1 Emergency Assistance District (MCEAD). This plan outlines the goals and objectives, activities, and strategic direction to be accomplished over the next five years.


The mission of the McLennan County 9-1-1 Emergency Assistance District is to provide reliable access to emergency services through an efficient, effective 9-1-1 emergency telecommunications system. To carry out that mission, MCEAD has adopted six strategic goals.

- Goal 1: Operate the 9-1-1 District in an effective and fiscally responsible manner.
- Goal 2: Provide and maintain the 9-1-1 infrastructure including the equipment, network, and databases required to operate a reliable 9-1-1 system.
- Goal 3: Increase public awareness of 9-1-1 and promote the proper use of the 9-1-1 system.
- Goal 4: Provide training programs which enable Public Safety Answering Point (PSAP) personnel to effectively process 9-1-1 calls.
- Goal 5: Ensure accurate routing of 9-1-1 calls and reliable location data is displayed at the PSAPs.
- Goal 6: Coordinate with member PSAPs for the efficient delivery of emergency services.

This plan also includes several objectives to guide MCEAD's approach to accomplish the six goals. Each objective relates to a specific goal and will be addressed in more detail in this strategic plan. As the transition from a legacy 9-1-1 system to a NextGen compatible system continues, MCEAD will look to implement several objectives over the next several years to facilitate this transition.

Also included in this plan are major accomplishments from the FY 2017-FY 2021 Strategic Plan. During this five-year period MCEAD accomplished many of the objectives related to new technologies and enhancement of service. A more detailed review of the accomplishments is included at the end of the document.

As the 9-1-1 authority in the county, MCEAD is tasked with the responsibility to implement a system that allows citizens to easily and effectively request emergency assistance. This not only includes current technologies but future and emerging technologies as they are developed. With the leadership of the Board of Managers and the continued support of our partners and stakeholders, this strategic plan will help chart our future path.


Jesse A. Harrison, ENP
Executive Director

2023-2027 Strategic Plan District Overview

Legislation

During its 1985 session, the 69th Texas Legislature passed Article 1432e (Section 772, Texas Health and Safety Code), Emergency Telephone Number Act, which provided for the creation, administration, expansion, funding and dissolution of emergency communication districts in certain counties in Texas. The Emergency Telephone Number Act is the legislation under which the McLennan County 9-1-1 Emergency Assistance District operates.

Purpose

Section 772.302, Texas Health and Safety Code, states the purpose of the Act to be the following:

“To establish the number 9-1-1 as the primary emergency telephone number for use by certain local governments in this state and to encourage units of local governments and combinations of those units of local government to develop and improve emergency communication procedures and facilities in a manner that will make possible the quick response to any person calling the telephone number 9-1-1 seeking police, fire, medical, rescue and other emergency services.”

Creation of the 9-1-1 District

The McLennan County 9-1-1 Emergency Assistance District is also known as McLennan County 9-1-1, MCEAD, or the District. While the District is not a part of the county government, MCEAD serves the citizens of McLennan County as a political subdivision of the State of Texas.

The District was formed through a referendum vote of the citizens of McLennan County in 1987. MCEAD is tasked with the responsibility of routing emergency calls to the appropriate public safety answering point (PSAP) through the use of a simple three-digit telephone number (9-1-1). Before the creation of the 9-1-1 District, McLennan County citizens had to call the local telephone number for the agency needed during an emergency. With the implementation of Enhanced 9-1-1, residents within the county can reach a PSAP through numerous phone types including: landline, wireless, and VoIP.

Organizational Structure

The board of managers is the governing body for the McLennan County 9-1-1 Emergency Assistance District. The county, municipalities, and the McLennan County Fire Protection Association appoint board members to staggered two-year terms. Per Health and Safety Code section 772.307, the board shall control and manage the district and adopt rules for the operation of the district. The following members currently sit on the board of managers:

District Overview

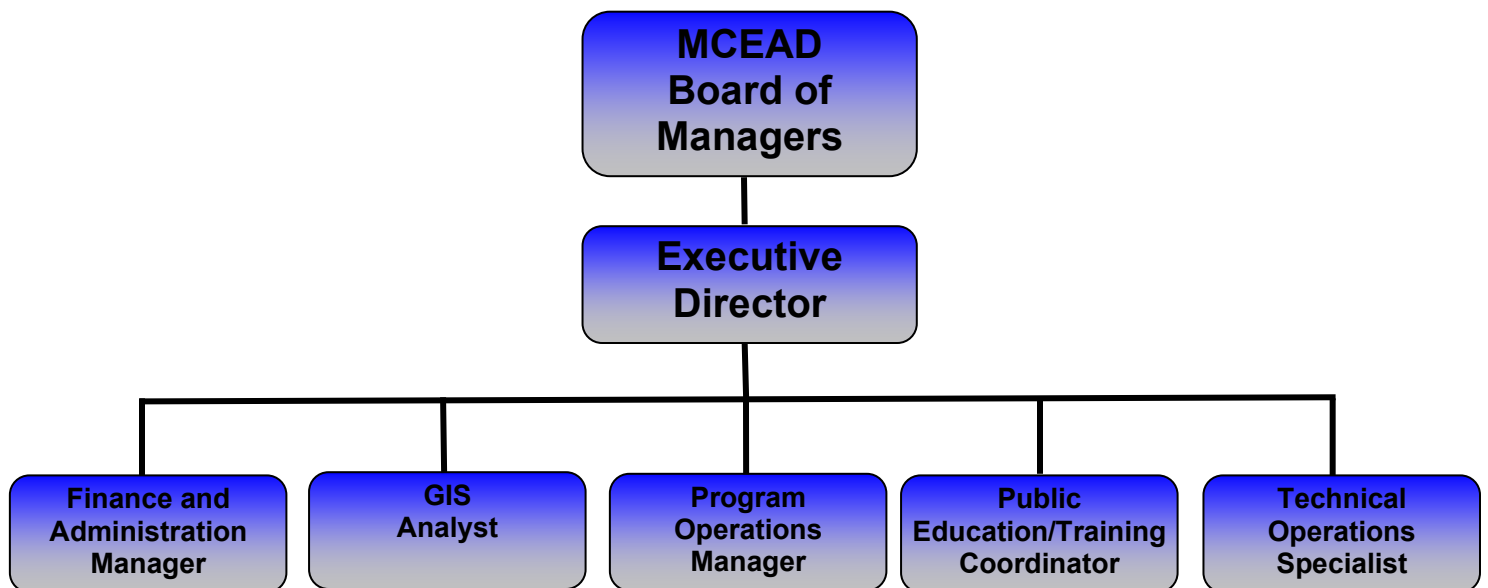
Board Member

Mr. Dennis Stapleton, President
Mr. Ben Perry, Vice-President
Mr. Bret Crook, Secretary
Mr. Frank B. Patterson, III
Mr. James Devlin
Vacant

Represents

McLennan County Fire Protection Association
McLennan County Commissioners Court
Participating Municipalities
McLennan County Commissioners Court
Participating Municipalities
AT&T (Non-Voting)

The staff of MCEAD is responsible for the planning, operations, and maintenance functions of MCEAD within the framework provided by the board of managers. Included in the organizational chart below are the titles of staff members in each functional area.



2023-2027 Strategic Plan Mission, Vision, and Goals

MISSION

The mission of the McLennan County 9-1-1 Emergency Assistance District (MCEAD) is to provide reliable access to emergency services through an efficient, effective 9-1-1 emergency telecommunications system.

VISION

To establish a communication system that allows any citizen or visitor to McLennan County to contact the appropriate emergency services by dialing 9-1-1 from any communication device.

GOALS

- Goal 1: Operate the 9-1-1 District in an effective and fiscally responsible manner.
- Goal 2: Provide and maintain the 9-1-1 infrastructure including the equipment, network, and databases required to operate a reliable 9-1-1 system.
- Goal 3: Increase public awareness of 9-1-1 and promote the proper use of the 9-1-1 system.
- Goal 4: Provide training programs which enable Public Safety Answering Point (PSAP) personnel to effectively process 9-1-1 calls.
- Goal 5: Ensure accurate routing of 9-1-1 calls and reliable location data is displayed at the PSAPs.
- Goal 6: Coordinate with member PSAPs for the efficient delivery of emergency services.

FY 2023-2027 Strategic Plan
Objectives
Goal 1

GOAL 1: Operate the 9-1-1 District in an effective and fiscally responsible manner.

Objective 1.1

Monitor service fee revenues to ensure telecommunication service providers are remitting the accurate amount of fees. (Target Completion Date: Ongoing)

On an annual basis, MCEAD will review the 9-1-1 service fee remittances for the landline and VoIP service providers and compare to the number of records in the 9-1-1 database to ensure these providers are remitting the correct amount of service fees.

Objective 1.2

Attend monthly 9-1-1 Alliance meetings to keep informed of state and federal activities that could impact MCEAD. (Target Completion Date: Ongoing)

The Texas 9-1-1 Alliance is a consortium of 28 emergency communication districts that provide the participating Districts the flexibility to collaborate on mutually beneficial projects, provide a forum for the discussion on issues germane to the 9-1-1 industry and common to Districts, and to provide legal, regulatory, legislative, and technical support to the Districts.

Objective 1.3

Provide reimbursement to area PSAPs for the purchase of voice recorders. (Target Completion Date: Ongoing)

MCEAD provides up to \$15,000 reimbursement to area PSAPs for the purchase of voice recorders if they have met the requirements of the PSAP Funding policy.

2023-2027 Recorder Replacement Schedule

PSAP	Year
Waco PD	FY 2024
Woodway Public Safety	FY 2024
Lacy Lakeview PD	FY 2026
Robinson PD	FY 2026
McGregor PD	FY 2027
Hewitt PD	FY 2027
Bellmead PD	FY 2027

FY 2023-2027 Strategic Plan
Objectives
Goal 1

Objective 1.4

Review current job descriptions and salaries to determine if staffing requirements are comparable to other 9-1-1 Districts of similar size. (Target Completion Date: FY 2024)

MCEAD conducted a salary study in February 2012 to evaluate staff job descriptions and salaries to compare to other 9-1-1 Districts of similar size. As a result of that study, the Board of Managers made adjustments to the job descriptions and salaries of several staff positions to get them closer to the median salaries of similar positions in other 9-1-1 Districts. To ensure that salaries are competitive and within the median compared to other Districts, MCEAD will conduct another salary study in FY 2024.

Objective 1.5

Partner with other 9-1-1 entities in Texas to request an increase in wireless service fee rate from the legislature. (Target Completion Date: FY 2023, FY 2025)

The cost to transition and maintain a NG9-1-1 system is considerably higher than the cost of the current legacy 9-1-1 system. The current service fee rate of \$0.50 set by the legislature in the late 1990s is insufficient to maintain a NG9-1-1 system without significant negative impact to the District's fund balance which has historically been used to replace the 9-1-1 call handling equipment at the PSAPs. The District will support a collective effort by 9-1-1 entities in Texas to request an increase (\$0.15 to \$0.25) to the wireless service fee rate.

Objective 1.6

Research and implement additional methods of payment and amend purchasing policy to reflect any possible changes. (Target Completion Date: FY 2024)

As the methods of payment have become increasingly numerous, the District could explore and research additional secure methods of payment to supplement the current method of physical, hard copy checks. This could include EFT, electronic drafts, and e-checks for payments, and expanding the current deposit system to include Direct Deposit and credit card payments from the telephone providers and other customers, while ensuring the safety of the District's deposits and assets.

FY 2023-2027 Strategic Plan
Objectives
Goal 1

Objective 1.7

Modernize and update the District's budget preparation and tracking system. (Target Completion Date: FY 2024)

While Excel is a long-proven budget software, it lends itself to be cumbersome and prone to errors when it has multiple “sheets” as part of a larger overall document. To minimize this issue, staff will investigate other software available to implement for purposes of budgeting.

Objective 1.8

Prepare for the retirement of key District Staff. (Target Completion: FY2024, FY 2026)

The Program Operations Manager and Finance/Administration Manager, combined with more than fifty (50) years at MCEAD, are both scheduled to retire within the next five years. These are important positions within the respective functions/responsibilities of the District. MCEAD will develop a plan to ensure a seamless transition from the current staff to the new hires.

Objective 1.9

Request and receive funding through the American Rescue Plan Act (ARPA) for the transition to NG9-1-1. (Target Completion Date: FY 2023)

Senate Bill 8, passed during the 3rd special session of the 87th Texas Legislature, allocated \$150 million to the Commission on State Emergency Communications (CSEC) for NG9-1-1 services. The funds can be used for equipment and services necessary to transition to NG9-1-1 service. The District has submitted a request of \$827,152 for NG9-1-1 which includes two years of recurring costs for core routing services, GIS preparation services, and acquisition of updated aerial photography.

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FY 2023-2027 Strategic Plan
Objectives
Goal 2

GOAL 2: Provide and maintain the 9-1-1 infrastructure including the equipment, network, and databases required to operate a reliable 9-1-1 system.

Objective 2.1

Maintain and monitor all critical 9-1-1 equipment to ensure continuous operation and reliability. (Target Completion Date: Ongoing)

MCEAD staff will perform regular site visits and routine preventative maintenance on the 9-1-1 equipment located at the PSAPs in the region. In addition, MCEAD staff will coordinate with the equipment maintenance provider to schedule and install necessary software and firmware upgrades.

Objective 2.2

Monitor the 9-1-1 database and No Record Found requests from PSAPs to ensure 9-1-1 errors are resolved in a timely manner. (Target Completion Date: Ongoing)

MCEAD staff will monitor the 9-1-1 ALI database on a daily basis and research, resolve, or refer errors to the appropriate agencies in a timely manner and in accordance with Texas Public Utility Commission (PUC) requirements and National Emergency Number Association (NENA) guidelines. In addition, all No Record Found (NRF) requests from PSAPs will be resolved under these same guidelines.

Objective 2.3

Replace the 9-1-1 equipment at all PSAPs after six years in operation per MCEAD policy. (Target Completion Date: FY 2025)

The current 9-1-1 equipment located at the PSAPs was installed in 2019. Per MCEAD policy of replacing equipment every six years, this equipment is scheduled to be replaced in summer of 2025. Staff plans to invite the major manufacturers to bid on the 9-1-1 equipment needs of the District. The anticipated cost of the new equipment is projected to be \$1,500,000 to \$1,800,000.

FY 2023-2027 Strategic Plan
Objectives
Goal 2

Objective 2.4

Transition from a legacy 9-1-1 network to a NextGen compatible Emergency Services IP Network “ESInet”. (Target Completion: FY2023)

The District is expected to receive a federal grant through ARPA to transition to NG9-1-1 core routing services. The grant is available through December 2024 and would only fund up to 18 months of recurring service. It is important to note that overall costs for routing and delivery of 9-1-1 calls in a NextGen environment will still be higher than the current legacy systems. A couple of benefits of transitioning to NG9-1-1 is the additional network redundancies and the ability of location-based routing instead of tabular based routing used in the current legacy environment.

Objective 2.5

Implement a complete NG9-1-1 compatible system that allows for non-traditional forms of communication to the PSAPs. (Target Completion: FY2025/FY2026)

A complete NENA i3 compatible NG9-1-1 system will allow PSAPs to receive requests for emergency services from non-traditional forms of communication including video, pictures, live video chat, email, and other forms that PSAPs are not historically accustomed to receiving. There are several components required to have a true NG9-1-1 system and these components will be implemented by MCEAD as the industry makes them available and affordable to the 9-1-1 community. Once the ESInet is established in FY 2023, MCEAD can make progress to implement the various components required of a NG9-1-1 system.

Objective 2.6

Partner with neighboring 9-1-1 entities to establish a regional ESInet. (Target Completion: FY2024/FY2025)

Once MCEAD establishes an ESInet as proposed in Objective 2.7, it would be prudent to partner with neighboring 9-1-1 entities to establish connectivity between local ESInets. This connectivity would allow for a seamless transfer of calls, texts, and other data between multi-jurisdictional PSAPs and would in essence create a regional ESInet. This regional ESInet would also provide for redundancy to MCEAD and partner entities if some of the components of the local ESInet were not functioning.

FY 2023-2027 Strategic Plan
Objectives
Goal 2

Objective 2.7

Perform monthly testing of critical elements of the 9-1-1 system including the 9-1-1 call taking equipment at the back-up PSAP and the primary/secondary networks. (Target Completion: Ongoing)

The eight (8) 9-1-1 call-taking positions at the back-up PSAP will be tested monthly to ensure they are fully functional and ready for use by any District PSAP. In addition, the primary host-remote network and the secondary wireless network will be tested monthly to discover, identify, and mitigate any potential network issues

Objective 2.8

Research feasibility of geographic information systems (GIS) based 9-1-1 call answering equipment and software. (Target Completion: FY 2024/FY2025)

With the transition to a NG9-1-1 network, GIS and location-based call routing/display will be featured more prominently than in the current system. District staff will solicit input and interest from the member PSAPs and will research the feasibility of moving to a 9-1-1 call-taking user interface that focuses on GIS/Mapping.

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FY 2023-2027 Strategic Plan
Objectives
Goal 3

GOAL 3: Increase public awareness of 9-1-1 and promote the proper use of the 9-1-1 system.

Objective 3.1

Visit area schools and perform classroom training with Cell Phone Sally. (Target Completion Date: Ongoing)

MCEAD will visit Kindergarten through second grade classrooms and provide education to children on the proper use of 9-1-1. Cell Phone Sally is the 9-1-1 mascot that was developed by the Public Educators of Texas and the Texas Commission on State Emergency Communications. This is one of the most effective and most requested public education programs for MCEAD and impacts thousands of children each year.

Objective 3.2

Provide area schools and other entities with material to educate children on the proper use of 9-1-1. (Target Completion Date: Ongoing)

MCEAD will provide educational materials to pre-schools, day care facilities, and elementary schools who do not request an on-site presentation. MCEAD has three traveling trunks that are available to lend to these entities at no cost.

Objective 3.3

Continue with media campaign to educate the public on 9-1-1 related topics. (Target Completion Date: Ongoing)

Public education is a critical element in proper 9-1-1 usage. MCEAD has researched different advertising methods and has found that cinema, radio, television, and social media are efficient and effective approaches. MCEAD will continue to use these methods to educate the public on these important 9-1-1 topics: 1) *Help Us Help You*; 2) *Use 9-1-1 ONLY in Emergencies*; 3) *Know Your Location*; 4) *Call If You Can, Text If You Can't*; and 5) *Inadvertent Calls to 9-1-1* (Pocket Dials). Other 9-1-1 Districts have developed different media spots which are available for MCEAD use.

FY 2023-2027 Strategic Plan
Objectives
Goal 3

Objective 3.4

Use current and other emerging social media technologies to communicate with the public regarding 9-1-1 related issues. (Target Completion Date: Ongoing)

Currently, MCEAD communicates with the public via the official website and Facebook. The main purpose of this communication is to address issues such as: 9-1-1 legislation, proper use of 9-1-1, tips for wireless phone users, and other pertinent 9-1-1 topics. Staff will also use additional modes of social media technologies such as: Twitter, Instagram, Snapchat, Tumblr, and other emerging technologies to effectively communicate with the public regarding 9-1-1 related issues.

Objective 3.5

Recognize and celebrate the District's 40th Anniversary. (Target Completion Date: FY 2027)

The year 2027 will be the 40th anniversary of the formation of the McLennan County 9-1-1 District. In recognition of 40 years of service, MCEAD will host an event for all area first responders in appreciation of the 40 year public safety partnership. Possible venues to hold the event include: Cameron Park Zoo, Top Golf, local park, or other yet to be determined site.

Objective 3.6

Research and develop a public education application to be made available to the public. (Target Completion Date: FY 2024/FY2025)

Work with a developer to create a Public Education App for download on mobile devices. The App features will include tips for calling 9-1-1, text to 9-1-1 facts, importance of knowing your location, and other important 9-1-1 public education related information. The App would only be used for public education purposes and would not be used to dial 9-1-1.

Objective 3.7

Procure a trailer for 9-1-1 public education that can be set up and displayed at various events. (Target Completion Date: FY 2024)

The 9-1-1 public education trailer will be used for public events such as National Night Out, health and safety fairs, school functions, and other events in the District's coverage area. The trailer will be equipped with 9-1-1 simulators to teach the latest technology that is used when calling/texting 9-1-1. To enhance the experience, televisions will play public education ads or the Cell Phone Sally video. In addition, 9-1-1 various age-appropriate promotional materials will be available to ensure all age groups are targeted.

FY 2023-2027 Strategic Plan
Objectives
Goal 4

GOAL 4: Provide training programs which enable Public Safety Answering Point (PSAP) personnel to effectively process 9-1-1 calls.

Objective 4.1

Provide cost effective and relevant training to 9-1-1 telecommunicators. (Target Completion Date: Ongoing)

Training is essential to maintain and improve the services of 9-1-1 call-taking personnel. Historically, MCEAD has funded various training classes for 9-1-1 call takers within McLennan County and surrounding communities at no cost to them or their respective agencies. In addition, MCEAD has worked closely with Waco Police Department and Heart of Texas Council of Governments to provide training on specific sections of the Basic 9-1-1 Telecommunicators course. MCEAD staff collaborates with the Law Enforcement Academy at MCC to provide training on these sections of the telecommunicator course as well.

Training for 9-1-1 call takers will include the following:

- Topic specific training
- TDD required training
- New hire training
- Webinars
- NENA/APCO courses relevant to 9-1-1 call takers.

Objective 4.2

Meet frequently with PSAP personnel to keep them informed of 9-1-1 issues. (Target Completion Date: Ongoing)

MCEAD will meet with PSAP supervisors and other stakeholders at least quarterly to discuss various topics related to 9-1-1 that impact the PSAPs. Topics covered in these meetings include: training needs, notification of new technologies, sharing of operating procedures, and other general information. PSAPs are required to attend at a minimum half the scheduled meetings to be eligible for voice recorder reimbursement.

FY 2023-2027 Strategic Plan
Objectives
Goal 4

Objective 4.3

Provide pertinent training and education for professional development of staff. (Target Completion Date: Ongoing)

MCEAD will continue to send staff to various training and professional development opportunities to increase and enhance their skills and knowledge related to their job duties. In addition, MCEAD will provide tuition reimbursement to staff members meeting certain qualifications to further their education.

Objective 4.4

Obtain certification for MCEAD staff to teach additional 9-1-1 telecommunicator courses. (Target Completion Date: 2023)

Currently the Public Education and Training Coordinator provides training on specific topics of the Basic 9-1-1 tele-communicator certification course. These topics include: 1) history of 9-1-1, TDD/TTY, and operation of 9-1-1 equipment. In addition to these topics, it would be beneficial if MCEAD staff was certified to teach other topics of the certification course plus other 9-1-1 related courses. It would enhance the training MCEAD could directly provide to the 9-1-1 tele-communicators and provide assistance and flexibility to the agencies that MCEAD collaborates with regarding training. Therefore, the Public Education and Training Coordinator will actively pursue the required certification to teach TCOLE recognized courses related to 9-1-1 telecommunications.

FY 2023-2027 Strategic Plan
Objectives
Goal 5

GOAL 5: Ensure accurate routing of 9-1-1 calls and reliable location data is displayed at the PSAPs.

Objective 5.1

Assign addresses to the new structures located in the unincorporated areas of the county as well as those entities that request MCEAD assistance. (Target Completion Date: Ongoing)

Through an interlocal agreement with McLennan County, MCEAD assigns addresses to structures in the unincorporated areas of the county. MCEAD also assigns addresses for the following municipalities: Gholson, Golinda, Hallsburg, and Ross. In addition to these four municipalities, MCEAD provides addressing assistance, if requested, to other municipalities in the county.

Objective 5.2

Perform testing of wireless 9-1-1 calls to verify accuracy of call routing. (Target Completion Date: Ongoing)

Wireless companies continuously make modifications to their cellular networks. To ensure that routing of 9-1-1 calls is accurate and in accordance with local PSAP requirements, MCEAD will perform frequent (bi-monthly) testing of the wireless network. Modifications and adjustments to 9-1-1 wireless routing will be made based on the results of the testing.

Objective 5.3

Improve the accuracy of the District's GIS data in preparation for transitioning to NextGen 9-1-1. (Target Completion Date: FY2023)

One of the major changes in NextGen from the current 9-1-1 system is that GIS will play a prominent role in call handling and location display. Routing of calls will transition from tabular based routing to geo-based routing. Therefore, it is imperative that GIS data meet the NENA standard and match the MSAG data at a 98% rate. MCEAD staff will continue to work internally and with external stakeholders including: PSAPs, municipalities, McLennan County Appraisal District, and McLennan County to improve the accuracy of the GIS data so that it meets NENA standard for NextGen readiness. MCEAD will also look to procure services from GIS companies with expertise in 9-1-1 mapping applications.

FY 2023-2027 Strategic Plan
Objectives
Goal 5

Objective 5.4

Continue to procure aerial photography at regular intervals. (*Target Completion Date: FY2023, FY2025, FY2026*)

High resolution aerial photography is essential for several of the District's areas of responsibility including: addressing, proper routing of calls, and display of call location. In collaboration with McLennan County and the City of Waco, the district most recently purchased high resolution aerial photography in FY 2018 and FY 2020; however, as a result of the rapid growth in the county, the data is now outdated. To ensure an accurate accounting of structures, streets, highways, and other points of interests, the District will continue to partner with McLennan County and City of Waco to procure updated high resolution aerals.

Objective 5.5

Procure a drone for assistance with addressing. (Target Completion Date: FY2024/FY2025)

The District is exceeding the average yearly number of addresses assigned within the unincorporated areas of McLennan due to the accelerated rate of growth. The District will look to additional methods to assist with addressing including drone technology. A drone would allow staff to access remote locations, assist with addressing subdivisions, and provide a current snapshot of high growth areas that may not be reflected in periodic aerial photography.

Objective 5.6

Implement a streamlined method for municipalities to share and make updates to their GIS data. (Target Completion Date: FY2024/FY2025)

There are twenty-one (21) municipalities in McLennan County and seventeen (17) perform their own addressing within their city limits. Of these seventeen (17) cities, only one has ESRI GIS software that the District uses to maintain the mapping data. The other cities submit their updates to the District via email or file sharing service as PDF files, JPEGs, or other formats. The District should implement a streamlined and reliable method for all municipalities to submit their GIS data to the District.

FY 2023-2027 Strategic Plan
Objectives
Goal 6

GOAL 6: Coordinate with member PSAPs for the efficient delivery of emergency services.

Objective 6.1

Conduct a study to determine the fiscal viability of maintaining the current number of Public Safety Answering Points. (Target Completion Date: FY 2027)

There are currently ten (10) Public Safety Answering Points (PSAPs) within the District's territory. The PSAPs are broken out as follows: seven (7) primary, two (2) secondary, and one (1) back-up/training. Compared to other 9-1-1 Districts of similar size, MCEAD's PSAP count is above the median. MCEAD will explore the financial efficiency of maintaining the current number of PSAPs, considering the District's overall costs will continue to increase as the transition to a complete NG9-1-1 system progresses.

Objective 6.2

Perform scheduled training exercises with PSAPs at back-up facility. (Target Completion Date: Ongoing)

The main purpose of back-up PSAP is for use by member PSAPs if their own facilities must be evacuated due to natural or man-made disasters. Since its completion in 2019, several PSAPs have conducted two-hour and eight-hour training exercises at the back-up PSAP. The District will request that member PSAPs conduct twice-a-year training exercises at the back-up PSAP to maintain operational familiarity with the facility and to ensure their staffs know where the facility is located, how to access it, and how it conducts business.

Objective 6.3

Coordinate with member PSAPs for the installation of an emergency radio system at the back-up PSAP. (Target Completion Date: FY 2024/FY 2025)

MCEAD's main responsibility is 9-1-1 call delivery and display of location information and all costs associated with these two functions are fully funded by MCEAD for all member PSAPs. However, dispatch functions including radio systems are the responsibility of each individual PSAP. In initial meetings with the seven (7) primary PSAPs in the District, the majority indicated that they did not have the necessary funding available to share in the cost of a radio system at the back-up PSAP. The District is pursuing different avenues for possible funding of the radio system including: 1) The District requesting ARPA funding through McLennan County; 2) PSAP chiefs applying for a grant through HOTCOG; and 3) PSAP chiefs applying for grants through Homeland Security.

**FY 2023-2027 Strategic Plan
Major Accomplishments from
FY 2017-2021**

Accomplishments from the 2017-2021 Strategic Plan

Replace the 9-1-1 equipment at all PSAPs after five years in operation per MCEAD practice. (Target Completion Date: FY 2018/FY 2019)

The current 9-1-1 equipment located at the PSAPs was installed in 2013. Per MCEAD practice of replacing equipment every five years, this equipment is scheduled to be replaced in summer of 2018. Staff plans to invite the major manufacturers to bid on the 9-1-1 equipment needs of the District. Because of the increased requirements of NG9-1-1 it is anticipated the cost of the new equipment to be \$800,000 to \$1,200,000.

Outcome:

The equipment was replaced in FY 2019 after the completion of the back-up PSAP facility. The selected vendor was Intrado and the total cost to replace the 9-1-1 equipment at all PSAPs was \$1,242,000.

Relocate the 9-1-1 host equipment from the Sheriff's Office. (Target Completion Date: FY 2018/2019)

The 9-1-1 equipment replacement for all PSAPs is scheduled for FY 2018. The first host equipment located at the Waco Police Department will be replaced. However, the second host equipment located at the Sheriff's Office will not be replaced at that location. Instead, the new second host equipment and training equipment located at the MCEAD office will be combined eliminating the need for one PSAP. The installation of the host equipment will be at the new facility which is scheduled to be constructed in FY 2018/2019.

Outcome:

The 9-1-1 host equipment was relocated to the back-up facility after the construction of the facility and the procurement of new equipment in FY 2019.

Deploy a wireless area network to serve as a back up to the existing fiber network. (Target Completion Date: FY 2017)

Procure a wireless network that will serve as a redundant back-up to the fiber network. In the event of fiber cut, the affected remote PSAP could still receive their 9-1-1 calls directly through the wireless network. There have been three instances in 2015- 2016 where a fiber cut has affected the ability of a PSAP to receive their 9-1-1 calls directly. Installing this network would mitigate the effects of a fiber cut.

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Outcome:

The back-up wireless network was installed in FY 2017 and is working as intended. District staff tests the wireless network every month to ensure it is operational and available for use if the primary network goes down.

Contract with an architectural firm to determine the feasibility of constructing a facility to serve as a back-up/training 9-1-1 communications center. (Target Completion Date: FY 2017)

The Board of Managers approved a study for FY 2017 to determine the feasibility of constructing a facility on the land adjacent to the current administrative offices that could be used as a back-up/training 9-1-1 center, command center, and communications center or any combination of these. The contract and scope of work for the selected architectural firm, ***Brinkley Sargent Wiginton Architects***, is attached to this strategic plan as **Attachment A**. Based on the results of the feasibility study and the associated cost for such a facility, the Board of Managers will make a decision whether to proceed with construction.

Outcome:

The District signed a contract with ***Brinkley Sargent Wiginton Architects*** (BSW) in FY 2017 for the design of a back-up PSAP. BSW designed a 4,800 sq foot structure that can withstand an EF-5 tornado and has room for up to twelve 9-1-1 call taking workstations.

Install a new fiber network as the current network is in the process of being phased out. (Target Completion: FY 2018)

AT&T has indicated that the current fiber network which connects the host sites to the remote sites is in the process of being phased out. A new comparable option to the current fiber network which has more features and functionality is currently available. AT&T will continue to support the current fiber network for a limited time after they announce discontinuation. Therefore, since the equipment is scheduled to be replaced in FY 2018, MCEAD will transition to a new fiber network at that time to avoid having to transition after the new equipment is installed and the current fiber network is no longer supported.

Outcome:

The District installed and transitioned to the new fiber network in FY 2019. Compared to the previous network, the new network is more redundant, is more resilient, and costs less.

Construct a new facility to have multiple purposes related to 9-1-1. (Target Completion: FY 2018/FY2019)

As a result of possible action by the Board of Managers regarding the feasibility study in Objective 2.5, MCEAD could construct a new facility adjacent to the current administrative offices. Based on input from Board Members, the new facility has the potential to be a combination of any of the following: 1) back up 9-1-1 facility, 2) 9-1-1 training facility, 3) 9-1-1 communications/dispatch

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center, 4) command center, or 5) other variations of these functions. If approved by the Board of Managers, the new facility will house the host equipment currently located at the McLennan County Sheriff's Office.

Outcome:

The back-up PSAP was completed in FY2019. There were limited opportunities to conduct training exercises in FY 2020 due to Covid-19; however, in FY 2021 several PSAPs did conduct 2-hour and 8-hour exercises. The goal is to have each PSAP to conduct training exercised at a minimum every six months.

Implement Text to 9-1-1 Service from the four major wireless service providers. (Target Completion Date: FY 2018)

Per FCC rules, wireless carriers have six months from the time of a PSAP's request for service to implement text to 9-1-1. Based on the volume of requests the wireless carriers are receiving throughout the country and the required upgrades to the current 9-1-1 equipment, it is anticipated that it will take the full six months to fully implement text to 9-1-1 in MCEAD's region. Once implemented, this service will allow the deaf, hard of hearing, and speech-impaired communities to have equal access to emergency services without requiring an additional device such as a portable Teletypewriter (TTY). In addition, citizens who would be in danger of making a voice call to 9-1-1 (domestic violence cases and abductions) or have poor cellular coverage will have an alternative method to reach emergency services.

Outcome:

Text to 9-1-1 was implemented in the District's coverage area in FY 2018. The total impact on PSAP call volume has been minimal with the vast majority of texts being legitimate and not pranks as once feared by PSAPs. The District supports the ***Call if You Can, Text if You Can't*** slogan and includes the media campaign cost in the annual budget.

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Other Accomplishments

Apply for and receive federal grant funding

The District applied and received federal grant funding totaling \$612,000 in FY 2020 and FY 2021. The funding was used for the following projects: 1) procurement of 9-1-1 equipment; 2) replacement of host-remote routers; 3) installation of redundant PSAP object servers. The grant required a 40% match rate which totaled \$408,000 for a grand total cost of all three projects of \$1,020,000.

Install PSAP object servers at the back-up PSAP for redundancy

The District procured and installed Agent Roaming service which replicates the individual PSAPs' object servers at the Backup PSAP allowing for redundancy of each PSAP's database and call taking interface. In the event that an object server at a PSAP ceases to function, the duplicate object server at the Backup PSAP would take over and 9-1-1 call takers could continue to log-in to the Backup PSAP using their credentials.



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