

The 2021 CA 9-1-1 Branch Strategic Plan was completed in collaboration with the Long Range Planning Committee, 9-1-1 Regional Coordinators, and CA 9-1-1 Branch staff. The purpose of the Strategic Plan is to improve the services provided by the CA 9-1-1 Emergency Communication Branch by identifying goals that can be implemented, measured, and refined.

Goal 1: Improve 9-1-1 system reliability and call routing for California PSAPs

Goal 2: Support the 9-1-1 operational needs of California PSAPs

Goal 3: Collaborate with state and federal partners to ensure that policies, procedures, and statutes reflect the needs of California

CA 9-1-1 Emergency Communications Branch Overview

- The primary CA 9-1-1 Branch customers are the 440 statewide Public Safety Answering Points (PSAPs)
- The 9-1-1 system must follow policy, statute, and regulation while designing, implementing, and maintaining a reliable 9-1-1 system
- Advanced and emerging technologies will be validated in the NG 9-1-1 lab, then deployed in the most secure, interoperable, cost-effective manner possible
- The primary Emergency Communications Branch customers are the public safety first responders and professionals that use broadband, land mobile radio, and interoperable communications
- The disaster and emergency communication needs of California demand the use of leading-edge technology that is reliable and can be rapidly deployed
- The State Emergency Telephone Number Account (SETNA) is the primary funding source for the 9-1-1 Branch and the Emergency Communications Branch. It is an FCC mandate that SETNA be administered in alignment with state and federal statutes.

Vision

9-1-1 Vision: Provide the most reliable and effective 9-1-1 network and services that support the accurate delivery of 9-1-1 communications from any device to ensure public safety answering points (PSAPs) can provide life-saving resources using the most advanced technology.

Emergency Communications Vision: Provide support, technology, and resources that improve the reliability, throughput and security of broadband, land mobile radio, and interoperable communications to support statewide emergency communications.

Mission and Purpose

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Mission of 9-1-1 Division: Enable public safety answering points (PSAPs) to provide the fastest, most reliable, and cost-effective access to 9-1-1 services for California.

Mission of Emergency Communications Division: Facilitate the availability of broadband and land mobile radio communications to maximize statewide integration

Values and Guiding Principles: Cal OES Vision, Mission, and Values.



The plan begins with (Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis and includes feedback from numerous 9-1-1 stakeholders throughout California. The SWOT analysis below applies to CA 9-1-1 Branch and is not representative of the PSAPs supported by the CA 9-1-1 Branch.

Strengths:

- Qualified, dependable, capable, hard-working team members
- Expertise in the areas of 9-1-1 and emergency communications
- Great relationships and collaboration with clients that are supported
- We have built the foundation that can be used to integrate new technologies

Weaknesses:

- Today, vendors are unable to deploy call processing equipment that can interface with NG 9-1-1
- Difficulty recruiting qualified candidates within the CA 9-1-1 Branch as positions open, due to legacy telecom experience requirements
- Significant deployment time for new technologies

Opportunities:

- New technologies emerge each day. The challenge is to identify realistic and beneficial emerging technologies that will enhance the 9-1-1 operations at the public safety answering point (PSAP)
- The SETNA funding model is stable and provides the resources needed for success
- PSAPs are willing to be a partner with the 911 Branch to find suitable emerging technologies, cloud native solutions, and other technologies provided they are

reliable, improve delivery of service, do not disrupt the workflow, and that they receive training on the technology

Threats:

- Cyber Security risks
- New technologies can introduce risk to the reliability, security, and operation of the 9-1-1 system, if they are not properly tested
- Current operational tempo impacts the availability of Cal OES personnel to implement the Goals, Objectives and Strategies in the Strategic Plan
- Need to be careful that the actions of the 9-1-1 Branch are perceived as improving the capabilities at the PSAP and not simply asserting the authority of the CA 9-1-1 Branch

Business Model

The 9-1-1 Emergency Communications Branch serves the people of California by providing reliable 9-1-1 and Emergency Communications. The primary customers are the PSAPs and public safety professionals and first responders that use emergency communications.

Goals, Objectives, and Strategies

Goal 1: Improve 9-1-1 system reliability and call routing for California PSAPs

Objective 1.1: Deploy Next Generation 9-1-1 (NG 9-1-1) by December of 2022 to improve location accuracy, 9-1-1 call routing, and the reliability of the 9-1-1 network for California.

Strategy 1.1.1: Build a NG 9-1-1 testing facility to validate and maintain the NG 9-1-1 system reliability, failover conditions, and location accuracy of the NG 9-1-1 system.

Strategy 1.1.2 Award contracts to selected vendors that can provide the NG 9-1-1 services.

Strategy 1.1.3: Ensure Project Managers are trained and equipped to manage the NG 9-1-1 deployment project.

Strategy 1.1.4: Ensure County Coordinators and appropriate PSAP personnel are trained on the use of the NG 9-1-1 system.

Objective 1.2: Connect the California Public Safety Network (CAPSNET) to PSAPs throughout California by December 2026 to provide increased reliability for the delivery of 9-1-1 calls and data.

Strategy 1.2.1: Complete the upgrade of CAPSNET backbone from analog to

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Multiprotocol Label Switching (MPLS).

Strategy 1.2.2: Identify the priority PSAPs that should be connected to CAPSNET.

Strategy 1.2.3: Connect a minimum of 10 PSAPs to CAPSNET by December 2022.

Objective 1.3: Increase the Geographic Information System (GIS) staffing of the CA 9-1-1 Branch to include the leadership and technical expertise needed to develop, implement, and maintain the Geographic Information System (GIS) data needed to support NG 9-1-1 by July 2022.

Strategy 1.3.1: Submit Budget Change Proposal (BCP) to request the additional personnel needed to support GIS.

Strategy 1.3.2: Provide the tools, software and training needed to support the GIS effort.

Strategy 1.3.3: Ensure the GIS unit works in collaboration with 9-1-1 County Coordinators, NG 9-1-1 service providers, telecommunication carriers, PSAPs, state GIS representatives, and local GIS representatives.

Objective 1.4: Complete the transition from legacy call processing equipment (CPE) to cloud based CPE by December 2026 in order to support improved location accuracy and reliability.

Strategy 1.4.1: Work with the cloud based CPE providers to ensure the solution supports the operational needs of the PSAP.

Strategy 1.4.2: Complete the CA 9-1-1 Branch cloud based CPE testing for a minimum of three vendors by Jan 31, 2022.

Strategy 1.4.3: Complete the deployment of cloud based CPE for a minimum of 30 PSAPs by December 2022.

Goal 2: Support the 9-1-1 operational needs of California PSAPs

Objective 2.1: By July 2022, work with DOF, Governor's Office and the Legislature to secure funding and resources needed to support the deployment of master services agreement for cloud native Computer Aided Dispatch (CAD) that utilizes Emergency Incident Data Object (EIDO), EIDO conveyance, and can be integrated with NG 9-1-1.

Strategy 2.1.1: Form working groups comprised of representative PSAPs to identify the information that must be shared to facilitate the implementation of master

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services agreement for CAD.

Strategy 2.1.2: Work with vendors to determine their ability to support the implementation of master services agreement for CAD.

Strategy 2.1.3 Award master service agreement contracts to selected vendors that can implement the master services agreement for CAD.

Strategy 2.1.4: Ensure Project Managers are trained and equipped to manage the master services agreement for CAD.

Strategy 2.1.5: Develop the testing procedures for the CAD to NG 9-1-1 interface.

Objective 2.2: By July 2022 and pending legislative approval, begin the implementation of the 9-8-8 suicide hotline and ensure that calls and information can be transferred between 9-8-8 and 9-1-1.

Strategy 2.2.1: Work with Department of Finance (DOF) and the Legislature to obtain the authority for funding and positions to support the integration of 9-1-1 and 9-8-8 in support of the FCC mandate to implement 9-8-8 by July of 2022.

Strategy 2.2.2: Collaborate with public health professionals, health and human service professionals, 9-8-8 Advisory Board, the 9-1-1 Advisory Board, Long Range Planning Committee, and PSAP professionals to ensure the proper integration of 9-8-8 and 9-1-1.

Strategy 2.3.3: Continue to work with the state legislature on AB 988 and other legislative initiatives related to 9-8-8 and 9-1-1.

Objective 2.3: By December 2022, implement an enhanced PSAP training and recruiting effort to support the operational needs of the PSAP.

Strategy 2.3.1: Work with Peace Officers Standards and Training (POST) and other applicable PSAP training organizations to ensure PSAP training is available.

Strategy 2.3.2: Hire additional staffing to support the training needs of PSAPs

Strategy 2.3.3: Identify and implement strategies that can improve PSAP training, retention, and recruiting.

Objective 2.4: Create the capability to integrate telematics, emerging technologies, and additional 9-1-1 data sources into every PSAP in California by December 2021.

Strategy 2.4.1: Work with California Department of Justice to certify applications that use the NG 9-1-1 network for the delivery of CLETS and CJIS data

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Strategy 2.4.2: Work with telematics providers and NG 9-1-1 service providers to ensure telematics data and audio can be integrated into the PSAP workflow.

Strategy 2.4.3: Work with carriers, NG 9-1-1 service providers, and CPE vendors to ensure CPE can support the delivery of Real Time Text

Strategy 2.4.4: Attend conferences, workshops, and other public meetings to gather information related to gather information and interact with vendors who provide telematics, emerging technologies, and additional 9-1-1 data sources

Goal 3: Collaborate with state and federal partners to ensure that policies, procedures, and statutes reflect the needs of California

Objective 3.1: On a recurring basis, collaborate with the National Association of State 9-1-1 Administrators (NASNA), National Emergency Number Association (NENA), Association of Public Safety Communication Officials (APCO), and Industry Council for Emergency Response Technologies (iCERT) on 9-1-1 related technologies and initiatives.

Strategy 3.1.1: Attend conferences and training sessions for NASNA, NENA, APCO, and iCERT.

Strategy 3.1.2: Participate as members and in leadership positions in NASNA, NENA, APCO, and iCERT if possible.

Objective 3.2: On a recurring basis, collaborate with federal, state, and local policy leaders and legislators on 9-1-1 related technologies and initiatives.

Strategy 3.2.1: Participate in conferences and events that provide opportunities to interact with federal, state, and local policy leaders and legislators.

Strategy 3.2.2: Meet with federal, state, and local policy leaders and legislators and discuss 9-1-1 related technologies and initiatives.

Objective 3.3: On a recurring basis, collaborate with police chiefs, fire chiefs, sheriffs, emergency medical response directors, and PSAP leadership as well as the professional associations to which they belong on 9-1-1 related technologies and initiatives.

Strategy 3.3.1: Participate in conferences and events that provide opportunities to interact with police chiefs, fire chiefs, sheriffs, emergency medical response directors, and PSAP leadership as well as the professional associations to which they belong on 9-1-1 related technologies and initiatives.

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Strategy 3.3.2: Meet with police chiefs, fire chiefs, sheriffs, emergency medical response directors, and PSAP leadership as well as the professional associations to which they belong and discuss 9-1-1 related technologies and initiatives.

Metrics

Note: The term “has access” is used several times throughout these metrics. The term refers to the ability for PSAPs to use the technology or solution provided by the CA 9-1-1 Branch but, does not require the PSAP to implement the technology.

Goal 1: Improve 9-1-1 system reliability and call routing for California PSAPs

Metric 1.1: Reduce the average time it takes to route a 9-1-1 call to the correct PSAP from 3-7 second to 1-3 seconds by December 2022.

Metric 1.2: Reduce the number of transfers due to the location accuracy of the location of the 9-1-1 caller from 20% to less than 10% by December of 2022.

Metric 1.3: Reduce the number of 9-1-1 outage minutes from over 10,000 minutes to under 1 minute by December of 2022.

Metric 1.4: Increase the number of connections from CAPSNET to the PSAP so that there is a minimum of 10 connected PSAPs by December 2022.

Metric 1.5: 100% of PSAPs have access to cloud based CPE with a minimum of 30 PSAPs actively using cloud based CPE by December 2022.

Metric 1.6: Increase the staffing of the CA 9-1-1 Branch by 8 to support the critical functions that must be designed, implemented, and maintained to support the 9-1-1 needs of California.

Goal 2: Support the 9-1-1 operational needs of California PSAPs

Metric 2.1: Within 12 months of the implementation of Strategies 2.1.2-2.1.5, provide the ability to share information via EIDO conveyance between multiple PSAPs. This metric is contingent on legislative approval for the funding model.

Metric 2.2: Within 12 months of the implementation of Strategies 2.1.2-2.1.5, , 100% of all PSAPs will have access to the same level, quality, and capability of CAD, with a minimum of 25 PSAPs actively using the statewide CAD contract. This metric is contingent on legislative approval for the funding model.

Metric 2.2: By December 2022, 100% of all PSAPs will have the ability to transfer 9-1-1 calls to 9-8-8 centers and vice versa. This metric is contingent on legislative approval of the additional positions and funding needed to support this effort

Metric 2.4: 100% of all PSAPs will have access to telematics and additional data by December 2022.



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Goal 3: Collaborate with state and federal partners to ensure that policies, procedures, and statutes reflect the needs of California

Metric 3.1: On a yearly basis a minimum of three CA 9-1-1 Branch members will attend the conferences and training sessions for NENA, CALNENA, APCO, NASNA and other 9-1-1 related trainings, which shall include GIS.

Metric 3.2: On a yearly basis a minimum of three CA 9-1-1 Branch members will attend the 9-1-1 Goes to Washington event.

Metric 3.3: On a yearly basis, a diverse group of at least ten CA 9-1-1 Branch members will submit and deliver presentations to 9-1-1 related professional organizations, police chiefs, fire chiefs, sheriffs, emergency medical response directors, and PSAP leadership to discuss 9-1-1 related technologies and initiatives.