



Washoe County Regional 911

Five-Year Strategic Plan

2026–2031

October 2026

Washoe County, Nevada

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Executive Summary

Washoe County's regional 911 system enters the next five years from a position of significant progress. Since the 2021 Master Plan, regional partners have advanced shared technology; undertaken a major regional CAD/RMS implementation; strengthened coordination between Reno and Washoe County dispatch operations; developed and tested alternate operating capabilities; initiated facility planning; and continued investments in call handling, logging, emergency communications technology, and regionalization.

These efforts provide a strong foundation, but they do not by themselves constitute a fully integrated regional 911 operating model. The next phase requires the region to connect these initiatives through common governance, interoperability requirements, resiliency standards, lifecycle planning, workforce development, funding priorities, and measurable outcomes.

The strategic direction for the next five years can be framed as follows:

One Regional System, Multiple Operational Centers

Under this model, Reno, Sparks, and Washoe County do not need to fully consolidate their dispatch centers to achieve meaningful regionalization. Instead, the region should progressively operate as a coordinated emergency communications ecosystem in which critical technology, infrastructure, information, standards, backup capabilities, and investments are shared or interoperable where doing so improves service, resiliency, efficiency, or sustainability.

This approach also preserves flexibility. Additional shared services, shared space, co-location, or organizational integration can be considered during the five-year period when supported by operational, financial, workforce, and resiliency evidence. Organizational consolidation is neither assumed nor required as the starting point.

The Strategic Plan establishes seven interconnected priorities:

1. Strengthen Regional Governance and Accountability
2. Complete the Transition to Standards-Based NG911
3. Advance Regional Interoperability and Operational Integration
4. Build Regional Resiliency, Redundancy, and Continuity
5. Coordinate Facilities and Physical Infrastructure
6. Strengthen Workforce Sustainability and Professional Development
7. Establish Sustainable Funding, Lifecycle Management, and Performance Accountability

These priorities are intended to be managed as **one modernization program rather than seven independent projects**. Modernization efforts will be coordinated against common objectives, dependencies, implementation controls, and measures rather than advanced as isolated initiatives.

What Success Looks Like by 2031

By the end of the planning period, Washoe County should be positioned to demonstrate the following:

- A clearly governed regional 911 operating environment
- Standards-based NG911 capabilities with a defined and substantially implemented path to full i3 interoperability
- Reliable movement of calls and associated information across PSAP and jurisdictional boundaries

- Documented and exercised reciprocal backup capability
- Facility investments coordinated around regional capacity and resiliency
- A workforce strategy that addresses staffing, training, quality, leadership, and professional development
- A sustainable lifecycle and investment framework
- Common performance measures that allow the 911 Emergency Response Advisory Committee and participating agencies to understand regional system performance and progress

Plan at a Glance

Vision: One Regional System, Multiple Operational Centers

Strategic Test: Each major decision should increase regional value, interoperability, resiliency, future compatibility, lifecycle sustainability, ownership clarity, or measurable benefit.

Priority	Direction	2031 Outcome
1	Governance and Accountability	Clear authority, ownership, decision rights, and change control
2	Standards-Based NG911	A validated i3 target architecture and staged migration
3	Interoperability and Operational Integration	Calls, incidents, and information move reliably across boundaries
4	Resiliency, Redundancy, and Continuity	Reciprocal, exercised continuity capability
5	Facilities and Physical Infrastructure	Capital decisions aligned with the regional operating model
6	Workforce Sustainability and Development	Staffing, skills, leadership, training, and quality capacity
7	Funding, Lifecycle, and Performance	A transparent five-year portfolio tied to outcomes

1 Purpose and Planning Framework

1.1 Purpose

This Five-Year Strategic Plan establishes the regional 911 planning framework for Washoe County, Reno, and Sparks for July 1, 2026, through June 30, 2031. The plan is intended to meet the five-year master planning requirements of NRS 244A.7643(2) while also serving as a practical 911 Emergency Response Advisory Committee (Committee) governance, funding, prioritization, and implementation tool.

The plan does not replace the independent operational authority of Washoe County, Reno, or Sparks. Instead, it provides a common framework for Committee-level decisions involving shared systems, regional investments, lifecycle obligations, interoperability, resiliency, NG911 readiness, and measurable progress.

1.2 Planning Elements

This plan should be used as a regional decision framework rather than a static current-state report. The Committee, County staff, PSAP leadership, and regional partners should use the plan to connect funding decisions, technology initiatives, facility planning, workforce readiness, resiliency, and NG911 migration to a common set of regional priorities.

The strategic priorities should be read together with supporting implementation tools, including the five-year roadmap, decision-gate framework, and strategic priority register. Detailed project schedules, technical designs, operating procedures, financial models, and implementation workplans may be maintained outside the narrative plan and updated as work progresses.

The plan should be reviewed at least annually. Each review should identify completed work, active initiatives, changed assumptions, unresolved dependencies, funding impacts, and new fifth-year items needed to keep the plan current.

1.3 One Regional System, Multiple Operational Centers

Regional Vision

Washoe County's regional 911 system will operate as a coordinated, interoperable, and resilient emergency communications ecosystem in which participating PSAPs share critical technology, infrastructure, information, standards, and backup capabilities while retaining appropriate local operational authority. Future investments will progressively increase regional integration and create opportunities for additional shared facilities, services, and operations where they provide measurable operational, resiliency, or financial benefit.

A caller or responder should experience as little operational impact as practicable when information, calls, or incidents cross jurisdictional boundaries. Likewise, the loss of a PSAP, facility, network path, or major technology component should not unnecessarily interrupt regional 911 service.

Under this vision, the region can share or coordinate technology, infrastructure, information, standards, backup capabilities, and investments, where doing so improves service, resiliency, efficiency, or sustainability. This does not require Washoe County, Reno, or Sparks to merge operations or relinquish local operational authority unless a future formal agreement creates that responsibility.

2 2021 Master Plan Progress and Current State

Since the 2021 Master Plan, Washoe County, Reno, and Sparks have advanced several important initiatives that now form the foundation for the next stage of regional 911 development.

These efforts include major shared technology investments, continued regional dispatch development, alternate operating capabilities, facility planning, NG911 readiness work, and ongoing modernization of call-handling,

logging, and emergency communications systems. Together, these initiatives demonstrate meaningful progress while also creating a new planning avenue: the region now has the opportunity to connect individual projects into a more deliberate, advanced regional operating framework.

2.1 From Project Progress to Regional Capability

The 2021 Master Plan helped establish a foundation for regionalization. Several recommendations have been completed, partially addressed, or advanced through related initiatives. In many cases, the region has moved beyond the question of whether shared or reciprocal capability is possible. The next question is whether those capabilities are governed, documented, staffed, funded, exercised, and measured in a way that supports long-term regional service delivery.

This distinction is important. A project can be technically successful without yet becoming a mature regional capability. A system can be implemented before all governance, lifecycle, support, training, and performance expectations are fully defined. A backup location can demonstrate technical connectivity before the region has confirmed activation authority, staffing assumptions, sustainable duration, operating procedures, and corrective-action reporting.

The 2026–2031 Strategic Plan therefore shifts the focus from individual project completion to regional capability maturity. The Committee and regional partners should increasingly evaluate progress by asking whether each initiative strengthens governance, interoperability, resiliency, operational readiness, financial sustainability, and measurable service outcomes.

2.2 Foundational Progress Since 2021

A major regional CAD/RMS modernization is underway. The Hexagon/Octave OnCall Dispatch implementation is currently targeted for April 2027. This initiative is more than a technology replacement. It creates a foundation for shared incident information, standardized interfaces, interoperability, common analytics, mutual aid, regional continuity, and future data exchange.

Because of its importance, the CAD/RMS program should be treated as a dependency for several other roadmap initiatives. The strategic focus should now be on implementation readiness, stabilization, user proficiency, interface performance, governance, and measurable benefits rather than simply achieving go-live.

The region has also advanced operational integration. Reno and Washoe County have taken steps toward closer organizational and operational alignment, while Sparks continues to participate in broader regional development. This provides an important foundation for the future model, but it should not be interpreted as requiring every participating PSAP to adopt the same organizational structure. The plan's guiding concept remains as one regional system with multiple operational centers.

Alternate operations and backup capabilities have also improved. Washoe operations have been tested at Sparks with access to CAD, call-handling, and radio capabilities. This is meaningful progress because it demonstrates that some alternate technical capability exists. However, the region should continue moving from “we can connect there” to “we have a documented, staffed, sustainable, and exercised regional backup capability.”

Other active initiatives also contribute to the regional baseline, including VIPER 7 modernization, logging and recording work, RapidSOS-related capabilities, GovWorx CommsCoach, regional dispatch development, facility planning, and other modernization projects. These initiatives should be organized under the strategic outcomes they support rather than treated as separate, disconnected strategies.

2.3 Strategic Implication for 2026–2031

Today, multiple initiatives already contribute to regionalization. However, the project record does not yet establish a fully documented regional governance structure, validated end-state NG911 architecture, complete GIS routing readiness, quantified reciprocal backup capacity, regional workforce baseline, integrated lifecycle portfolio, or common regional performance dashboard.

The 2021 Master Plan progress crosswalk that follows documents how prior recommendations have advanced and where additional work remains. The seven strategic priorities in Section 3 then translate those remaining needs into a five-year action framework.

The following crosswalk summarizes the status of selected 2021 Master Plan recommendations and identifies how remaining work is carried forward into the 2026–2031 Strategic Priorities.

2021 Master Plan Progress Crosswalk				
2021 Recommendation	Current Status	Progress and Evidence	Remaining Need	2027–2031 Disposition
Regional Backup Plan	Partially addressed	Alternate-site technical capabilities have been developed and tested, including access to CAD, call handling, and radio functions at Sparks.	Establish the minimum regional backup standard, reciprocal operating capacity, activation procedures, staffing requirements, exercises, and corrective-action process. Validate the September 25 operational experience.	Priority 4, Regional Resiliency, Redundancy, and Continuity
Remote and Alternate Operations	Substantially completed	Alternate operating positions and technical access have been established. Public Safety Center and other distributed PSAP workstations provide additional capability.	Document capacity, operating duration, limitations, support requirements, and conditions for activation.	Priority 4 and the Regional Resiliency and Backup Framework
Exercises and Security	Partially addressed	Technical testing and security-related activities have occurred, but the record does not establish a complete recurring regional exercise program.	Establish recurring continuity, failover, relocation, and cyber exercises with documented corrective actions. Validate current cybersecurity	Priorities 2 and 4

2021 Master Plan Progress Crosswalk				
2021 Recommendation	Current Status	Progress and Evidence	Remaining Need	2027–2031 Disposition
			responsibilities and recovery requirements.	
CAD Modernization	Underway	Regional Hexagon/Octave OnCall Dispatch implementation is underway, with production currently targeted for April 2027.	Complete testing, interfaces, training, acceptance, stabilization, support planning, and benefit measurement.	Priority 3, Interoperability and Operational Integration
CAD Governance	Completed foundation	Regional governance boards and shared implementation structures are in place.	Confirm long-term ownership, decision authority, change control, interface governance, vendor management, and lifecycle responsibility after implementation.	Priorities 1 and 3
NG911 Readiness	Partially addressed	Intrado provides a transitional IP-based environment. The MAPS assessment establishes a 5.71 planning baseline. The region has an RFAI capability, but a fully i3-compliant target architecture has not been selected or committed.	Validate the current configuration, define the target architecture, evaluate ESInet/NGCS delivery models and partners, prepare GIS, establish policy routing, and plan legacy retirement.	Priority 2, Standards-Based NG911
Funding Controls and Planning	Limited progress	Existing general-fund and surcharge processes support current operations and projects, but the record does not establish a consolidated regional five-year investment and lifecycle framework.	Establish the regional investment portfolio, lifecycle register, five-year forecast, funding responsibilities, and performance reporting.	Priority 7, Funding, Lifecycle Management, and Performance Accountability
Fee Diversion and Statutory Alignment	Unresolved	Nevada law continues to permit uses that create federal fee-diversion	Determine the County's legislative direction and incorporate any	Priority 7 and the separate

2021 Master Plan Progress Crosswalk				
2021 Recommendation	Current Status	Progress and Evidence	Remaining Need	2027–2031 Disposition
		concerns while limiting flexibility for certain PSAP personnel costs. A separate legislative recommendation has been prepared.	approved statutory or financial changes into future plan updates.	legislative recommendation

The central opportunity for the next five years is to connect the region's investments.

Today, multiple initiatives already contribute to regionalization. However, the project record does not yet establish a fully documented regional governance structure, validated end-state NG911 architecture, complete GIS routing readiness, quantified reciprocal backup capacity, regional workforce baseline, integrated lifecycle portfolio, or common regional performance dashboard.

This Strategic Plan therefore shifts the focus from:

What systems should we buy?

to:

What regional capabilities should we build, and how should technology, people, facilities, governance, and funding work together to provide them?

3 2026–2031 Strategic Priorities

3.1 Strategic Priority 1 – Strengthen Regional Governance and Accountability

3.1.1 Five-Year Objective

Over the next five years, Washoe County, Reno, and Sparks should strengthen the regional governance structure needed to manage an increasingly interconnected 911 environment. The goal is not to create unnecessary bureaucracy or shift day-to-day operational control away from the participating agencies. Rather, the goal is to make sure that shared systems, investments, risks, and dependencies are governed clearly enough to support timely decisions, sustainable funding, effective implementation, and long-term accountability.

A durable regional governance framework should define who has authority to recommend, approve, implement, operate, support, fund, and change major regional 911 capabilities. This includes shared or interdependent systems such as CAD/RMS, call-handling equipment, NG911, ESInet, NGCS, GIS, cybersecurity, logging, regional backup operations, facilities, vendor management, and lifecycle replacement.

3.1.2 Current Position

Washoe County's regional 911 partners already have governance mechanisms in place. This is an important foundation. The region is not starting from a position of dysfunction or absence of structure.

However, the next five years will require a more explicit governance model than the region has historically needed. CAD/RMS implementation, NG911 migration, GIS-based routing, policy routing, reciprocal backup operations, facility planning, cybersecurity, lifecycle funding, and surcharge-related decisions will increasingly affect more than one agency at a time. As these dependencies increase, informal coordination will become less sufficient.

The Advisory Committee, Technology Services, PSAP leadership, operational users, technical support personnel, finance, legal counsel, and participating agencies each have legitimate roles. The plan should help clarify those roles without overcomplicating them. The Committee should remain focused on policy, funding, regional priorities, eligibility, accountability, and major decision points. Participating agencies should continue to manage their local operations unless a formal agreement assigns a shared operational responsibility. Technical and project governance should support both the Committee and the agencies to ensure that regional systems are implemented, changed, secured, supported, and replaced in a coordinated way.

3.1.3 Recommended Direction

MCP recommends that the region establish a Regional 911 Governance Charter during the first year of the plan. The charter should not be lengthy or overly procedural. Its purpose should be to document the governance structure in a way that can be used by decision makers, project teams, and agency leadership. At a minimum, it should clarify the role of the Advisory Committee, operational leadership, technical governance, project governance, financial review, legal review, escalation, documentation, and decision-making.

The charter should also distinguish between different kinds of decisions. Some matters are policy or funding decisions that belong with the Committee. Some are operational decisions that should remain with the affected PSAP or agency. Others are technical, project, vendor-management, cybersecurity, or change-control decisions that require a defined regional process because they affect shared systems or regional service continuity.

To support the charter, the region should develop a decision and accountability matrix for major shared capabilities. The matrix should identify the responsible owner, participating partners, approval authority, funding source, support responsibility, escalation path, and lifecycle obligation for each major capability. This should include CAD/RMS, CHE, ESInet, NGCS, GIS, cybersecurity, logging, regional backup, facilities, shared data, vendor management, and lifecycle replacement. The matrix should be practical enough to use during project planning and Committee agenda preparation.

The region should also review existing bylaws, interlocal agreements, memoranda of understanding, service-level agreements, data-sharing agreements, and cost-sharing agreements to determine where current authority is clear and where additional documentation is needed. Not every shared activity requires a new agreement. However, where ownership, cost responsibility, data access, operational authority, support expectations, or lifecycle obligations are unclear, those gaps should be addressed before they affect implementation.

A regional change-control process should also be established for shared or interdependent systems. Changes that affect regional systems should document the request, operational impact, technical dependencies, cost, risk, recommendation, approval path, implementation plan, and communication requirements. This does not need to slow routine work. It should instead prevent major systems, interface, routing, cybersecurity, facility, or operational changes from moving forward without the appropriate regional awareness and approval.

The Governance Charter should establish an annual strategic review cycle through which the Committee and regional partners assess progress, prioritize initiatives, address changing conditions, and add a new fifth year to maintain the Strategic Plan as a rolling five-year framework. The review should include funding, performance, technology, facilities, workforce, NG911 readiness, resiliency, lifecycle obligations, and external changes that could affect the plan. This annual review is one of the primary mechanisms that will keep the plan from becoming another static report.

3.1.4 Committee Considerations

The Committee's role is not to manage day-to-day PSAP operations or replace the operational authority of Washoe County, Reno, or Sparks. The Committee's role is to establish the policy, funding, accountability, and regional decision framework needed to support shared 911 capabilities. As systems and investments become more interconnected, the Committee will increasingly be asked to make decisions that affect more than one agency, one funding cycle, or one technology platform.

To address this priority, the Committee should consider which authorities should be retained, delegated, or clarified through bylaws, interlocal agreements, memoranda of understanding, service-level agreements, cost-sharing agreements, or data-sharing agreements. Clear governance will be especially important for shared or interdependent capabilities such as CAD/RMS, CHE, NG911, GIS, cybersecurity, logging, regional backup, facilities, shared data, vendor management, and lifecycle replacement.

The Committee should also consider whether future funding requests and major project decisions should be required to identify regional impact before approval. This does not mean that every agency-specific request must become a regional project. It does mean that requests involving 911 surcharge funds, shared systems, interoperability, resiliency, or lifecycle obligations should identify who benefits, who owns the capability, who supports it, what it will cost over time, and whether the decision creates or reduces regional risk.

A central Committee decision during the first implementation cycle should be whether to adopt a formal Regional 911 Governance Charter and decision/accountability matrix. These tools would help the Committee, County staff, PSAP leadership, and technical support personnel understand how recommendations move from concept to approval, implementation, support, and annual review.

3.1.5 Implementation Considerations

The governance framework should be scaled to the region's needs. The intent is not to create a separate authority or unnecessary administrative structure unless the Committee and regional partners later determine that such a structure is warranted. The immediate need is more basic and more practical: clarify who decides, recommends, implements, pays, supports, monitors, or is held accountable when shared 911 capabilities are affected.

The governance model also should recognize that regional value does not always require identical participation by every agency. Some initiatives may benefit all three PSAPs equally. Others may begin with one or two agencies but still affect regional interoperability, resiliency, funding, or future compatibility. The governance process should allow those distinctions to be evaluated openly and consistently.

3.1.6 Measures of Progress

Progress on this priority should be measured by whether the region has adopted and begun using the governance tools needed to manage shared 911 capabilities. By the end of the first implementation cycle, the Committee and regional partners should have a Regional 911 Governance Charter, a decision and

accountability matrix, identified owners for major shared systems, a regional change-control process, and an annual strategic review process.

The more important measure is whether these tools are actually used. Funding requests, system changes, facility decisions, NG911 implementation steps, backup planning, lifecycle decisions, and major vendor actions should increasingly move through a documented governance process that makes the regional impact, owner, cost, risk, and decision path clear.

3.2 Strategic Priority 2 – Complete the Transition to Standards-Based NG911

3.2.1 Five-Year Objective

Over the next five years, Washoe County, Reno, and Sparks should establish a deliberate path from the current transitional 911 environment toward a standards-based NG911 environment that improves call routing, information sharing, accessibility, resiliency, and interoperability within Washoe County and with regional partners.

The objective is not simply to move more 911 traffic over Internet Protocol (IP) connections or to rely on vendor descriptions of “NG911-ready” functionality. The region should define the requirements necessary to support the desired NG911 functionality, validate what is currently contracted and operational, identify the remaining dependencies, and use that information to make staged decisions about ESInet and NGCS deployment in support of GIS-based routing, policy routing, call handling, location acquisition and handling, logging and recording, cybersecurity, multimedia, accessibility, and legacy transition.

By the end of the planning period, the region should be able to describe its target NG911 architecture, identify which standards-based capabilities have been implemented, explain what legacy dependencies remain, and demonstrate that future routing, transfer, backup, and interoperability decisions are governed by a shared regional strategy.

3.2.2 Current Position

Washoe County has already made meaningful progress toward NG911 readiness. The region has a stable technical foundation, active vendor services, shared GIS maturity, and regional governance experience that can support the next phase of implementation. The MAPS assessment (Appendix B) indicates relative strength in governance, security, and GIS while also identifying lower readiness levels in ESInet/NGCS, i3 routing and functional elements, call handling, and operational readiness. The results suggest that the region has a credible foundation for continued modernization, but it should not treat the current environment as the NG911 end state.

The current technical baseline appears to be best understood as a transitional NG911 environment. The draft materials identify Intrado Internet Protocol Selective Routers (IPSRs) and Emergency Call Routers (ECRs) supporting call routing that still relies on legacy telephone-number-to-ESN/ESSID relationships maintained in the Selective Routing Database (SRDB). That is an important step beyond a purely legacy environment, but it is different from a fully defined i3 target architecture using authoritative GIS data, standardized NGCS functional elements, location-based and policy routing, modern transfer of call and incident data, and tested interoperability with regional partners.

The existing Intrado relationship is a practical starting point for the next phase. Onsite discussions indicated that i3 functionality may be referenced in the current vendor relationship, but the materials do not yet appear to establish the exact optional services, pricing, activated functions, service levels, or implementation steps needed to move Washoe County toward the desired end state.

GIS appears to be one of the region's stronger readiness areas, but production geospatial routing requires more than accurate local mapping. The region still needs confirmed authoritative datasets, stewardship responsibilities, data synchronization, ECRF/LVF readiness, error thresholds, remediation responsibilities, and ongoing operational support.

The regional direction also remains open. Washoe County may move forward as a three-center regional initiative, choose to involve additional Northern Nevada or cross-border partners, connect to available statewide infrastructure if it becomes viable, or pursue a phased hybrid model. The hybrid model discussed during stakeholder engagement would allow Washoe County to continue advancing with its current technical path while also engaging neighboring jurisdictions, carriers, the State, and the incumbent vendor so that future interconnection and regional redundancy are not foreclosed.

3.2.3 Recommended Direction

MCP recommends that Washoe County treat NG911 migration as a structured regional program rather than a single vendor upgrade or one-time technology project. The first step should be to validate the current environment. The region should document which services are contracted, which services are deployed, which functions are actually active in production, how calls are routed today, what legacy selective-router and ALI dependencies remain, how text-to-911 is handled, how call transfers occur, how CHE and logging are connected, and what cybersecurity, monitoring, failover, and support responsibilities exist.

Once that baseline is confirmed, the region should define its target NG911 architecture. The target architecture should identify the required ESInet, NGCS, routing, GIS, call-handling, logging, cybersecurity, accessibility, interconnection, and transition capabilities, with detailed functional requirements maintained in the NG911 Readiness and Migration Framework found in Appendix B.

The region should then develop a County-defined NG911/i3 requirements package for Intrado or any future provider response. This should function more like a requirements document than an open-ended vendor conversation. It should describe the capabilities Washoe County expects, ask the vendor to identify what can be provided under the existing contract, identify what requires amendment or additional cost, describe implementation steps, confirm service levels, identify dependencies outside the vendor's control, and provide enough cost and schedule information for Committee-level planning. This approach gives the County a stronger position than allowing the vendor alone to define the migration path.

In parallel, Washoe County should evaluate the appropriate ESInet and NGCS delivery model. The alternatives should include a Washoe County regional model serving Reno, Sparks, and Washoe County; a broader Northern Nevada regional model; partnerships with neighboring or cross-border jurisdictions; available state-connected infrastructure; hosted or managed service models; and a phased hybrid approach. Each alternative should be evaluated for resiliency, governance, interoperability, cost, cybersecurity, partner readiness, procurement requirements, and long-term sustainability.

The region should also prepare GIS and routing governance before attempting production geospatial routing. This includes confirming authoritative datasets, data ownership, stewardship, synchronization, quality control, boundary management, ECRF/LVF readiness, remediation procedures, and ongoing support. GIS readiness should be treated as both a technical dependency and a governance dependency.

Regional policy routing should be developed as an operational and technical capability. The region should define how calls may be routed during normal operations, overflows, PSAP overloads, facility evacuations, planned maintenance, network outages, cyber incidents, major emergencies, media-type-specific conditions, or extended continuity operations. These decisions should not be left solely to technical configuration. Policy routing affects service delivery, staffing, backup operations, mutual aid, and agency responsibility.

Call handling, logging, cybersecurity, accessibility, and multimedia requirements should be coordinated as part of the same NG911 program. CHE should not be treated as a separate replacement cycle disconnected from ESInet, NGCS, GIS, logging, security, and CAD/RMS integration. Future capabilities should support native i3/SIP call handling, location information, additional data, modern transfer, EIDO or equivalent incident data exchange, integrated text, real-time text, callbacks, logging, testing, and future multimedia.

Finally, the region should develop a phased migration plan that maintains service while retiring legacy dependencies deliberately. Legacy elements should not be retired simply because a target date has arrived. Retirement should occur only after affected PSAPs, carriers, transfer arrangements, ALI dependencies, GIS data, neighboring systems, fallback procedures, and operational acceptance testing have been documented and validated.

3.2.4 Committee Consideration

The Committee will need to make several policy and funding decisions before Washoe County, Reno, and Sparks can advance from the current transitional 911 environment toward a standards-based NG911 target architecture. The most important Committee-level question is not simply whether the region should move to NG911. The region is already moving in that direction, which is in line with recommended best practices. The more important question is what future model the region should pursue, at what pace, through which provider or partnership structure, and with what level of financial, operational, and governance commitment.

The Committee should be presented with a clear comparison of viable ESInet and NGCS delivery alternatives before a final direction is selected. Those alternatives should include a Washoe County regional model, broader Northern Nevada or adjacent-county partnerships, available statewide infrastructure if viable, hosted or managed service options, and a phased hybrid model that allows local progress while preserving future regional or statewide interoperability. Each alternative should identify expected capabilities, costs, recurring obligations, governance responsibilities, cybersecurity requirements, service-level commitments, implementation risks, partner dependencies, and long-term sustainability.

The Committee should also consider the risk of allowing vendor terminology to define the region's strategy. Terms such as "i3-capable," "NG911-ready," or "standards-based" can mean different things depending on what has been contracted, activated, tested, and supported in production. The Committee should therefore require a County-defined NG911/i3 requirements package before major procurement, contract amendment, or implementation decisions are made. That package should define the capabilities Washoe County expects, identify what the current vendor can provide, document costs and dependencies, and clarify what remains outside local control.

A major Committee consideration will be sequencing. NG911 migration should not be treated as a standalone technology upgrade. It depends on GIS readiness, call-handling capability, logging, cybersecurity, carrier transition, policy routing, regional governance, backup operations, training, and CAD/RMS stabilization. Before approving major NG911 expenditures, the Committee should understand which dependencies have been satisfied, which remain open, and which must be funded or accepted as risks.

3.2.5 Implementation Considerations

NG911 migration should be sequenced around readiness, not just calendar dates. CAD/RMS implementation and stabilization, GIS remediation, CHE capability, logging compatibility, cybersecurity requirements, carrier transition, vendor availability, regional governance, and staff training all determine when the region can safely advance from one stage to the next. The GIS readiness and stewardship framework in Appendix C should be used to validate authoritative datasets, stewardship responsibilities, synchronization, QA/QC, ECRF/LVF readiness, and remediation steps before the region advances to production geospatial routing.

The plan should avoid presenting “i3 compliance” as a single yes-or-no condition. Some i3-related capabilities may be achieved earlier than others, and some dependencies may sit outside the direct control of Washoe County, Reno, Sparks, or the incumbent vendor. The more useful approach is to define the target architecture, validate each required capability, identify remaining dependencies, and report progress through decision gates.

The region also should recognize that NG911 is a regionalization driver. As call routing, policy routing, data transfer, and backup capabilities mature, Washoe County will have more practical options to share workload, support neighboring jurisdictions, improve continuity, and interconnect with nearby PSAPs. Those opportunities should be pursued where they improve service and resiliency, but they should be supported by governance, funding, operating procedures, technical testing, and partner readiness.

Implementation should also include a clear communication strategy. NG911 terminology can easily create misunderstandings among Committee members, agency leadership, technical staff, and operational personnel. The plan should distinguish between legacy E911, IP-enabled routing, transitional NG911 services, i3-capable components, and the region’s selected target architecture. This will help prevent the region from assuming that a vendor label or partial capability means the overall transition is complete.

3.2.6 Measures of Progress

Progress on this priority should be measured by whether the region has moved from assumption to validated implementation. During the first implementation cycle, the region should have a documented current-state technical baseline, an approved target architecture, and a selected ESInet/NGCS delivery strategy or staged decision path.

The region should also track whether GIS readiness criteria have been achieved, policy-routing requirements have been documented and tested, CHE and logging requirements have been aligned with the target architecture, cybersecurity and service-level requirements have been established, and regional interconnection opportunities have been evaluated.

Longer-term measures should include implementation of approved NG911 capabilities, successful testing of policy routing and failover, demonstrated transfer of call and associated incident information, establishment of regional or neighboring interconnection where approved, implementation of accessibility capabilities such as real-time text where applicable, and retirement of legacy dependencies only after validation.

At a minimum, the region should track the following:

- Current NG911 environment is validated
- Target architecture is approved
- Intrado or provider requirements package is completed
- Vendor response, pricing, and implementation path are reviewed
- ESInet/NGCS delivery model is selected
- GIS readiness criteria are achieved
- ECRF/LVF readiness is validated
- CHE, logging, cybersecurity, and accessibility requirements are aligned with the target architecture
- Policy-routing requirements are documented and tested
- Regional or neighboring interconnection opportunities are evaluated
- Approved NG911 capabilities are implemented
- Failover and continuity capabilities are tested
- Approved legacy dependencies are retired after validation

3.3 Strategic Priority 3 – Advance Regional Interoperability and Operational Integration

3.3.1 Five-Year Objective

Over the next five years, Washoe County, Reno, and Sparks should strengthen the ability of calls, incident information, location information, responder information, and operational data to move across participating agencies with as little unnecessary manual intervention, repetition, or information loss as practicable.

The objective is not simply to connect more systems. The region should move toward an operating environment in which shared and interdependent technologies support the way emergency communications actually occur across jurisdictional, agency, and discipline boundaries. This includes call transfers, mutual-aid incidents, EMS handoffs, fire and law enforcement responses, backup operations, major events, system disruptions, and future NG911 data exchange.

By the end of the planning period, the region should have a more complete understanding of its major interfaces, the information that must move across those interfaces, the owners responsible for maintaining them, the operating procedures that support them, and the performance expectations needed to determine whether interoperability is improving.

3.3.2 Current Position

Washoe County, Reno, and Sparks have already made meaningful progress toward regional interoperability. The regional CAD/RMS implementation is one of the most important foundational initiatives in the current planning period. Once implemented, accepted, stabilized, and supported, that platform should provide a stronger basis for shared incident information, regional analytics, interface standardization, mutual aid, mobile access, and future data exchange.

However, the region should treat CAD/RMS as a foundation rather than a completed interoperability solution. A shared or regional platform does not automatically resolve all operational, interface, data, governance, training, support, and procedure issues. The value of the platform will depend on successful implementation, trained and supported users, reliable interfaces, understood data standards, and whether the participating agencies use the system in ways that support regional operations.

The current environment also includes multiple related systems and information sources that affect interoperability. These include CAD, RMS, mobile data, CHE, GIS, radio, logging and recording, RapidSOS, EMS-related workflows, fire alerting and fire RMS systems, law enforcement systems, analytics and reporting tools, and future NG911 data. Each of these elements may have different owners, contracts, support models, security requirements, lifecycle schedules, and operational dependencies.

The materials reviewed support the need for an interface inventory and regional information-exchange standards, but they do not yet appear to include a complete, validated inventory of all current interfaces, owners, data elements, availability requirements, failure points, or support responsibilities.

3.3.3 Recommended Direction

Priority 2 establishes the future NG911 architecture; this priority focuses on whether shared technology and information exchange produce reliable operational interoperability across agencies.

MCP recommends that the region treat interoperability as both a technology issue and an operational issue. Technology must support the movement of information, but procedures, training, governance, and support expectations must define how that information is used.

A near-term focus should be completing and stabilizing the regional CAD/RMS environment before expanding major capabilities that depend on it. Stabilization should include acceptance testing, interface validation, user training, support procedures, data quality review, reporting validation, and a clear process for identifying and resolving operational issues after go-live. The region should be cautious about building additional dependencies on the platform until the core system and high-priority interfaces are functioning reliably.

The region should then develop and maintain a regional interface inventory. The inventory should document the systems that exchange information, the agencies or departments that own them, the vendors that support them, the data exchanged, the direction of the exchange, the operational purpose, the security requirements, the support model, and the lifecycle status of each interface. This should include CAD, RMS, mobile data, CHE, GIS, radio, logging, RapidSOS, EMS, fire alerting/RMS, law enforcement systems, analytics and reporting, and future NG911 data.

The inventory should be treated as a living management tool rather than a one-time technical appendix. It should be reviewed when systems are replaced, contracts are renewed, interfaces fail, new capabilities are requested, or regional funding is used. Over time, the inventory should help the Committee and regional partners understand where separate technology decisions create regional impacts.

The region should also establish regional information-exchange standards. Participating agencies should define what information must move with calls and incidents across jurisdictional boundaries. At a minimum, this should include caller information, location information, incident data, call-transfer information, text communications, responder information, unit or resource information where appropriate, and future multimedia or NG911-related data. The standards should also address naming conventions, data ownership, access rights, cybersecurity, retention, interface change control, and responsibility for correcting incomplete or failed exchanges.

Common operating procedures should support these technical standards. Interoperability gaps often appear during transfers, mutual aid, cross-jurisdictional responses, EMS handoffs, backup operations, major events, and system disruptions. Regional procedures should clarify what must be handled consistently across agencies and what may remain center-specific. This is especially important where local practice does not interfere with shared operations, but inconsistent practice could create confusion during a transfer, outage, backup activation, or major incident.

The region should also review future technology purchases and contract renewals for regional impact. When multiple agencies use the same vendor, depend on the same interface, or require information to move through shared systems, separate procurement or configuration decisions can create avoidable complexity. This does not mean every purchase must be regional. It does mean that the regional impact of separate contracts, servers, interfaces, configurations, or support models should be understood before those decisions are made.

3.3.4 Committee Considerations

The Committee's role in interoperability is not to manage technical interfaces or dictate center-level operating procedures. However, the Committee does have a role in determining whether regional funds should support systems, contracts, or projects that create avoidable barriers to interoperability. As Washoe County, Reno, and Sparks become more dependent on shared and interconnected systems, separate technology decisions can have regional consequences.

For this priority, the Committee should consider requiring future funding requests to identify how a proposed project affects regional interoperability. Requests should explain whether the project supports or complicates shared CAD/RMS, NG911 data exchange, call transfers, backup operations, reporting, fire/EMS/law enforcement workflows, or cross-jurisdictional coordination. Where agencies pursue separate contracts,

separate servers, separate configurations, or separate support models for systems that must exchange information regionally, the regional impact should be documented before approval.

The Committee should also consider whether regional funding should be conditioned on basic information-exchange and lifecycle expectations. This could include identifying system owners, interface owners, support responsibility, data exchanges, cybersecurity requirements, availability expectations, and long-term replacement obligations. These requirements do not need to be burdensome, but they would help prevent fragmented technology decisions from creating avoidable operational issues later.

The regional CAD/RMS implementation should be treated as a major interoperability foundation, not as the end of the region's interoperability work. The Committee should expect to see evidence that the system has been accepted, stabilized, supported, and measured before dependent capabilities are expanded. Future Committee decisions should be informed by whether the platform is reducing duplicate data entry, improving information movement, supporting regional analytics, and improving the ability of agencies to coordinate across boundaries.

3.3.5 Implementation Considerations

Interoperability should be sequenced around readiness. Regional CAD/RMS implementation is a major dependency, and several other initiatives should be timed around successful implementation, stabilization, and benefit measurement. The region should define what stabilization means before dependent projects are accelerated. This may include system acceptance, interface reliability, user proficiency, reporting accuracy, support procedures, and resolution of high-priority operational issues.

The region should also distinguish between technical connectivity and operational interoperability. A system may be connected but still fail to provide the right information to the right person at the right time. A call may transfer, but the receiving PSAP may still need to recollect location or incident information. An interface may exist, but the data may be incomplete, delayed, inconsistently formatted, or unsupported during an outage. The plan should therefore measure interoperability by operational effect, not merely by whether an interface exists.

Information-exchange standards should be developed with both technical and operational participants. Dispatch leadership, supervisors, call takers, dispatchers, GIS, CAD/RMS administrators, radio staff, IT, cybersecurity, records, fire, law enforcement, EMS, and vendor-support personnel may each understand different failure points. The region should use after-action reviews, interface issue logs, training feedback, CAD/RMS stabilization findings, and backup exercises to identify where information movement does not yet meet operational needs.

Regional procedures should be practical and limited to areas where consistency matters. The goal is not to standardize every local operating practice. Instead, the region should identify the practices that must be common because they affect shared systems, transferred calls, mutual aid, cross-jurisdictional responses, backup operations, major events, or system disruptions. Where local variation does not create a regional problem, it may remain appropriate.

The region should also connect interoperability planning to NG911. As the NG911 environment matures, future capabilities may support richer transfer of voice, text, location, incident data, additional data, and multimedia. The regional interface inventory and information-exchange standards should therefore be designed to support both current CAD/RMS stabilization and future NG911 data movement.

3.3.6 Measures of Progress

Progress on this priority should be measured by whether the region can demonstrate improved movement of operationally important information across agencies and systems. During the first implementation cycle, the region should complete and stabilize the regional CAD/RMS environment, develop the initial interface inventory,

identify high-priority information exchanges, and adopt regional standards for the most important cross-boundary workflows.

The region should also track whether critical interfaces meet established availability and performance expectations, manual or duplicate data entry is reduced, required information transfers successfully during call transfers and mutual-aid events, and corrective actions from interoperability issues are completed within established timeframes.

Longer-term measures should focus on whether interoperability improvements are visible to users and decision makers. The region should be able to show that major interfaces are known and managed, information-exchange failures are tracked and corrected, common procedures exist where regional consistency is required, and future technology decisions are reviewed for regional impact.

At a minimum, the region should track the following:

- Regional CAD/RMS acceptance and stabilization criteria are achieved
- Interface inventory is completed and maintained
- Owners are identified for critical interfaces and shared data exchanges
- Critical interfaces are meeting established availability or performance standards
- Manual or duplicate data entry is reduced
- Required call and incident information is successfully transferred
- Percentage of transfers retaining required location and incident information is tracked
- Common regional operating procedures are adopted for high-priority workflows
- Regional interoperability exercises are completed
- Interoperability issues are tracked through a corrective-action process
- Corrective actions are closed within established timeframes
- Future technology purchases or renewals are reviewed for regional interoperability impact

3.4 Strategic Priority 4 – Build Regional Resiliency, Redundancy, and Continuity

3.4.1 Five-Year Objective

Over the next five years, Washoe County, Reno, and Sparks should strengthen the region's ability to maintain 911 service when a public safety answering point, facility, network path, system, vendor service, staffing resource, or other critical dependency is unavailable or degraded.

The objective is not to require every PSAP or backup location to duplicate every function of every other center. That approach may be impractical, costly, and unnecessary. Instead, the region should define the minimum level of service that must continue during disruption, identify how that service will be maintained, and validate that the necessary people, systems, facilities, procedures, and support resources can be activated within an acceptable timeframe.

By the end of the planning period, the region should have a documented and exercised regional continuity model that identifies what each center can support, what each center needs from the others, how calls and operational responsibilities will be transferred or supported, how long backup operations can be sustained, and what corrective actions remain necessary to improve regional resiliency.

3.4.2 Current Position

Washoe County, Reno, and Sparks have made meaningful progress since the prior planning cycle. The region has developed alternate operating capabilities, improved technical access to critical systems, and demonstrated that certain call-handling, CAD, radio, and related functions can be made available outside of a primary operating environment.

This progress is important, but it does not yet establish a fully mature regional continuity capability. Technical access or successful testing demonstrates that systems can function under defined conditions; sustained continuity also requires activation authority, documented procedures, trained personnel, supervision, system access, technical and vendor support, cybersecurity controls, and a defined path for returning to normal operations.

The next step is therefore to define, document, and exercise the level of critical operations the region expects to maintain during disruption.

3.4.3 Recommended Direction

MCP recommends that the region establish a minimum regional backup capability standard during the first implementation cycle of the plan. The standard should define the critical 911 services that must continue when a PSAP, facility, network connection, or major system becomes unavailable. It should also identify the workload that must be supported, the maximum acceptable activation time, the required duration of sustained operations, and the conditions under which backup or alternate operations are activated. The Regional Resiliency and Backup Framework in Appendix D provides a template for documenting primary and backup capabilities, validating key dependencies, identifying gaps or limitations, and tracking corrective actions over time.

The minimum standard should be practical and scalable. It does not need to assume that every backup location can immediately absorb the full workload of another center for an indefinite period. However, it should clearly identify the level of service the region expects to preserve under defined disruption scenarios. For each PSAP, the standard should address backup workstations, call-handling access, CAD/RMS access, radio access, logging and recording, network connectivity, call routing, overflow, minimum staffing, supervisor coverage, facility support, power, HVAC, physical security, technology support, transportation, access, staff relief, and procedures for returning operations to the primary facility.

The region should also establish reciprocal operating capability. Regional resiliency requires more than the technical ability to redirect calls. The receiving or supporting center must be able to perform the critical operational functions associated with those calls. This includes call processing, dispatch coordination, radio access, incident documentation, recording, supervision, responder communications, and operational support.

The planning objective should progress from:

“PSAP B can technically receive PSAP A’s calls”

to:

“PSAP B can sustain the defined critical operations of PSAP A for the required period.”

That distinction should guide the region’s planning, testing, funding, and governance decisions. Reciprocal capability should identify the workload each center can accept, the functions that will transfer, the conditions that activate support, the limitations that remain, and the support resources required to sustain operations. It should

also address staff credentials, cross-training, system access, local procedures, command authority, communications with responders, technical support, and transition back to normal operations.

The region should evaluate potential points of failure across the full operating environment. These should include network and carrier dependencies, call routing, NGCS, call-handling equipment, CAD/RMS, interfaces, GIS and location services, radio communications, logging and recording, cybersecurity, facilities, utilities, workforce, and vendor support. Inclusion of a potential dependency in the plan should not be treated as a confirmed deficiency. It should be treated as a validation item that must be tested, documented, mitigated, or accepted through regional governance.

The region should also establish an exercise and corrective-action program. At minimum, this should include an annual regional continuity tabletop, technical failover testing, periodic operational relocation exercises, call-routing and overflow tests, and a cyber continuity exercise. Each exercise should produce documented findings, assigned corrective actions, responsible owners, target dates, and follow-up reporting to regional governance.

3.4.4 Committee Considerations

The Committee should determine the minimum level of regional continuity capability expected for Washoe County, Reno, and Sparks and the level of residual risk the region is willing to accept. This includes considering adoption of the minimum regional backup capability standard described above and determining whether identified gaps should be funded, mitigated, formally accepted, or assigned for additional analysis.

Some resiliency improvements may require technology investment, facility investment, network diversity, additional backup seats, cybersecurity controls, revised procedures, vendor agreements, staff training, or exercises. Other gaps may be acceptable if they are understood and documented. The key Committee function is to ensure that these risks are visible and intentionally managed rather than discovered during an outage or emergency.

Regional continuity decisions should also inform facility and funding decisions. Facility investments should be evaluated not only as local building projects, but as potential regional resiliency assets. Before approving major facility or infrastructure investments, the Committee should understand how the project affects backup capacity, continuity operations, network diversity, staff access, technology support, physical security, and long-term operating cost.

Finally, the Committee should expect regular reporting on exercises and corrective actions. A living continuity program should demonstrate progress through tabletop exercises, technical failover tests, operational relocation exercises, cyber continuity exercises, and documented corrective-action closure. The Committee does not need to manage those exercises, but it should receive enough information to understand whether the region's ability to maintain 911 service during disruption is improving as a result of its approved expenditures.

3.4.5 Implementation Considerations

Implementation should be scenario-based because different disruptions require different continuity responses. At a minimum, planning should address short-duration technical disruptions, partial system outages, loss of a PSAP operating floor, loss of a shared facility, regional network disruptions, cyber incidents, major-incident surges, and staffing-related disruptions. For each scenario, the region should identify the intended operating response, decision authority, support partners, activation requirements, staffing, technology dependencies, communications process, sustainable duration, and recovery path.

Facilities should be evaluated as part of the regional continuity model, not simply as local agency space. Backup and continuity planning should consider workstation availability, call-handling access, CAD/RMS access, radio

access, logging, network diversity, physical security, power, HVAC, generator support, staff access, transportation routes, site hazards, and the ability to sustain operations for the required duration.

Workforce planning should also be integrated into continuity planning. A backup plan that relies on another center, external personnel, or cross-agency support should define how staff will be requested, credentialed, assigned, supervised, and supported. It should also identify any training or procedure differences that may limit what functions outside personnel can perform.

Cybersecurity should be treated as a continuity dependency. Alternate operations can create additional access points, remote connections, shared credentials, vendor dependencies, and recovery challenges. The region should confirm how identity and access management, network segmentation, offline procedures, incident isolation, backup restoration, vendor access, and logging/monitoring will operate during disruption.

The resiliency program should be governed regionally because continuity failures rarely remain isolated to one agency. Decisions about routing, backup capacity, facility investment, technical support, system ownership, and exercise priorities should be visible to the Committee and regional partners. At the same time, agency-specific operational control should be preserved unless a formal agreement assigns shared operational responsibility.

3.4.6 Measures of Progress

Progress on this priority should be measured by whether the region can demonstrate, not merely describe, its ability to maintain 911 service during disruption. During the first implementation cycle, the region should adopt a minimum regional backup capability standard, document backup capacity for each PSAP, identify critical system availability at primary and backup locations, and define activation and sustained-operation requirements.

The region should also track whether technical failover testing, operational relocation exercises, continuity tabletops, call-routing tests, and cyber continuity exercises are completed on an established schedule. Each test or exercise should result in documented findings, assigned corrective actions, and follow-up reporting.

Longer-term measures should focus on whether the region can activate backup operations within the required timeframe, sustain defined critical operations for the required duration, maintain access to required systems, preserve call and incident records, support responder communications, and return to normal operations in a controlled manner.

At a minimum, the region should track the following:

- Minimum regional backup standard is adopted
- Backup capacity is documented for each PSAP
- Activation authority and notification procedures are established
- Sustained-operation requirements are defined
- Required backup workstations are identified and available
- Percentage of critical systems available at backup locations are tracked
- Call-handling, CAD/RMS, radio, logging, and network access are validated
- Call-routing and overflow procedures are tested
- Technical failover tests are completed
- Operational relocation exercises are completed
- Cyber continuity exercises are completed
- Backup activation time is measured
- Duration of sustained backup operations are demonstrated
- Corrective actions are completed within established timeframes
- Potential single points of failure are resolved or addressed through documented mitigation plans

3.5 Strategic Priority 5 – Coordinate Facilities and Physical Infrastructure

3.5.1 Five-Year Objective

Over the next five years, Washoe County, Reno, and Sparks should plan current and future PSAP facilities as components of the regional emergency communications system rather than as isolated agency buildings. Facility decisions should support operational capacity, continuity, resiliency, technology requirements, workforce needs, and future regional integration.

Facility planning should support the current regional operating model while preserving options for greater coordination, reciprocal operations, shared technology, backup capacity, or future co-location where those approaches provide measurable benefit. Facility investment should not, by itself, determine the region's future organizational structure.

By the end of the planning period, the region should have a common framework for evaluating PSAP facility needs, comparing facility alternatives, understanding infrastructure and lifecycle costs, and determining how each major facility investment contributes to regional 911 operations and resiliency.

3.5.2 Current Position

The regional continuity requirements established under Priority 4 provide an important basis for evaluating these facility needs, particularly where facilities may serve as primary, alternate, or reciprocal operating locations.

The current materials indicate that Spectrum Boulevard feasibility work is underway or expected, but that its findings will not be completed before adoption of this plan. That timing is important. The Strategic Plan should not assume a specific facility outcome before the feasibility work is complete. Instead, it should establish the decision framework the region will use when those findings become available.

The materials also suggest that facility decisions may affect more than primary operations. A facility investment could improve backup capacity, provide shared training space, support technology infrastructure, create network diversity, improve continuity, or preserve opportunities for future co-location. Conversely, a facility decision

made without regional criteria could unintentionally limit future integration, duplicate costs, or fail to address continuity needs.

At this stage, the plan appears to have enough information to establish the facility planning framework, but not enough information to select a preferred facility pathway.

3.5.3 Recommended Direction

MCP recommends that the region establish common facility planning requirements that translate the operating and continuity requirements established under Priorities 3 and 4 into physical infrastructure needs. These requirements should allow the Advisory Committee, County staff, PSAP leadership, and participating agencies to evaluate facility options consistently and in relation to the regional operating model.

The framework should address operational capacity, workstation requirements, future staffing, technology infrastructure, power and environmental systems, physical security, network and carrier diversity, radio infrastructure, call-handling and CAD/RMS access, logging and recording, training space, accessibility, site risk, growth capacity, and lifecycle cost. For facilities expected to support backup or reciprocal operations, the analysis should also determine whether they can meet the regional backup capability standard established under Priority 4.

The framework should also distinguish between several types of facility value. A facility may support primary operations, backup operations, shared training, technology infrastructure, regional continuity, future co-location, or some combination of these. The plan should help the region understand which type of value each facility option provides.

The Spectrum Boulevard feasibility findings should be incorporated into the first formal plan update after the study is complete. That update should evaluate the findings against the regional facility planning requirements and identify implications for facility capacity, continuity operations, backup capability, technology infrastructure, project sequencing, and the five-year financial portfolio. Until that review occurs, the plan should avoid recommending a specific Spectrum Boulevard outcome.

Future facility investments should be coordinated regionally. Reno, Sparks, and Washoe County may continue to have agency-specific facility needs, but significant investments should be evaluated as part of the regional 911 portfolio. A facility project that primarily serves one agency may still create regional value if it improves backup capacity, provides shared space, supports regional technology, strengthens continuity, or preserves future integration options.

Facility investments should also preserve practical options for future shared space, co-location, or greater operational integration where later supported by regional need and evidence.

3.5.4 Committee Considerations

The Committee's role is to make sure major facility investments are evaluated based on their regional impact, lifecycle cost, continuity value, and relationship to the long-term 911 operating model. For this priority, the Committee should consider whether facility projects funded or supported through regional 911 resources should be required to demonstrate regional value before approval. That value may include improved backup capacity, shared technology infrastructure, network diversity, training space, continuity capability, operational resilience, or preserved options for future co-location. A project may still be agency-specific, but its regional impact should be understood.

The Committee should evaluate major facility investments against the regional operating model and the continuity requirements established under Priority 4. Before committing regional 911 resources, the Committee

should understand whether an investment improves primary or backup capacity, addresses identified resiliency gaps, supports required technology and infrastructure, and preserves reasonable options for future regional integration.

A major Committee consideration will be how the Spectrum Boulevard findings are incorporated into the plan. Once the feasibility work is complete, the Committee should be presented with a comparison of facility pathways, including operational benefit, continuity value, technology impact, capital cost, recurring cost, implementation timing, site risk, and effect on future regional integration.

The Committee should also consider how facility decisions connect to the five-year financial portfolio. Facility investments can create significant capital and recurring obligations, including construction, renovation, technology relocation, network connectivity, utilities, security, furniture, equipment, maintenance, and lifecycle replacement. Those obligations should be visible before the region commits to a facility path.

3.5.5 Implementation Considerations

Facility planning should be sequenced around evidence. The first step is to adopt regional facility planning criteria. The second step is to apply those criteria to known facility options, including Spectrum Boulevard findings once available, existing PSAP facilities, backup-site opportunities, shared-space options, and any additional facility alternatives identified by the regional partners. Facility alternatives may be evaluated against the backup and continuity assumptions documented through Appendix D.

Facility planning should directly support the minimum regional backup capability and reciprocal operating requirements established under Priority 4. Backup operations, reciprocal support, call routing, network diversity, physical access, power, HVAC, cybersecurity, radio access, and staff transportation should all be part of the facility analysis. A facility that appears adequate for routine operations may not be sufficient for sustained backup operations or regional continuity.

The region should also consider staff access and geographic risk. Facility resiliency is not only about the strength or condition of the building. It also includes whether staff can reach the location during flooding, wildfire, severe weather, transportation disruption, road closure, evacuation, or major incident conditions.

Technology requirements should be evaluated early in facility planning. PSAP facilities depend on network connectivity, carrier paths, radio infrastructure, call-handling equipment, CAD/RMS, logging, GIS access, cybersecurity controls, vendor support, power, HVAC, and physical security. These requirements should be identified before a facility path is selected so that the region does not understate cost, complexity, or implementation time.

The region should also avoid treating facility planning and funding planning as separate decisions. Any preferred facility pathway should be incorporated into the five-year financial and lifecycle portfolio. That portfolio should identify capital costs, recurring operating costs, technology costs, replacement obligations, eligible funding sources, local cost responsibility, and timing.

3.5.6 Measures of Progress

Progress on this priority should be measured by whether the region has a consistent, Committee-usable way to evaluate facility decisions and whether major facility investments are being tied to regional 911 outcomes.

During the first implementation cycle, the region should adopt facility planning requirements, incorporate the Spectrum Boulevard findings once available, document current facility and backup capacity, and identify the facility-related dependencies that affect continuity, technology, staffing, and future integration.

Longer-term measures should focus on whether facility decisions improve regional capability, reduce avoidable risk, support backup operations, preserve future options, and align with the five-year financial portfolio.

At a minimum, the region should track the following:

- Regional facility planning requirements are adopted
- Spectrum Boulevard findings are incorporated into the first formal plan update after completion
- Current facility capacity is documented for each PSAP
- Backup-seat and continuity capacity are documented for each PSAP
- Facility infrastructure conditions and major constraints are identified
- Technology, power, HVAC, network, radio, and security requirements are documented
- Site risk and staff access considerations are evaluated
- Major facility alternatives are compared using common criteria
- Preferred facility pathway is identified when sufficient evidence is available
- Facility projects are incorporated into the five-year financial and lifecycle portfolio
- Major facility investments are evaluated for regional value before approval

3.6 Strategic Priority 6 – Strengthen Workforce Sustainability and Professional Development

3.6.1 Five-Year Objective

Over the next five years, Washoe County, Reno, and Sparks should build and sustain the workforce capacity, skills, leadership, and technical competencies needed to implement and support an increasingly integrated and technologically advanced regional 911 system. Workforce readiness should be treated as an implementation dependency across the Strategic Plan, affecting NG911, interoperability, continuity operations, facilities, lifecycle management, and performance.

Available information does not indicate workforce shortages at the scale reported by many 911 centers nationally. This gives the region an opportunity to act proactively by establishing a common workforce baseline, monitoring emerging risks, strengthening development pathways, and preparing personnel for new technology and operating models. Workforce capacity should be considered before the region commits to major initiatives.

By the end of the planning period, the region should have a common workforce baseline, stronger regional training opportunities, clearer professional development pathways, a more connected QA/QI and training cycle, and role-specific technical competency development for personnel supporting NG911, CAD/RMS, GIS, call handling, logging, cybersecurity, data integration, and vendor coordination.

3.6.2 Current Position

Washoe County, Reno, and Sparks each maintain their own workforce structures, training practices, supervision models, and personnel responsibilities. That local authority should continue. However, the regional 911 environment is becoming more interconnected. CAD/RMS implementation, NG911 migration, policy routing, reciprocal backup operations, regional interoperability, cybersecurity, GIS, logging, and shared-data expectations will increasingly require personnel to understand not only their own center's procedures but also how their work affects the broader regional system.

The current materials support the need for workforce sustainability and professional development, but they do not appear to include a complete common workforce baseline across the participating PSAPs. Without a common baseline, it will be difficult for the Committee and regional partners to understand whether staffing, training, overtime, attrition, supervisor coverage, QA/QI workload, or technical support capacity could affect implementation of the plan.

The region also appears to have an opportunity to strengthen training and development before major gaps emerge. The shift toward shared systems and NG911 will increase the need for training that crosses center, discipline, and technical boundaries. This includes CAD/RMS training, NG911 awareness, backup operations, cybersecurity awareness, call-transfer procedures, regional information exchange, quality improvement, supervisory development, and technical support roles.

The workforce issue should therefore be framed broadly. It is not only about recruitment and retention. It is also about readiness for the future operating model.

3.6.3 Recommended Direction

MCP recommends that the region establish a common workforce baseline during the first implementation cycle of the plan. Reno, Sparks, and Washoe County should agree on common definitions and collect comparable workforce information across the participating PSAPs. At minimum, the baseline should address authorized staffing, actual staffing, vacancies, workload, overtime, turnover, training attrition, time to independent status, supervisor coverage, leave impacts, QA/QI workload, and employee job satisfaction or engagement.

The purpose of this baseline is not to compare centers for ranking or criticism. Its purpose is to help regional partners identify trends, distinguish short-term fluctuations from emerging risks, and understand the relationship between staffing, workload, training, service levels, technology implementation, and future regional commitments. Workforce information should help decision makers understand whether the region has the capacity to implement and sustain what the plan recommends.

The region should also strengthen recruitment and retention where a regional approach adds value. Local agencies may continue to manage hiring and employment independently, but regional collaboration may support shared public education about the profession, candidate outreach, recruitment materials, candidate pipelines, employee feedback, and comparison of compensation or working conditions where appropriate. The region should be especially attentive to early warning signs, including increased overtime, longer training times, training attrition, supervisor gaps, declining engagement, or rising turnover.

Regional training should be expanded where common training improves consistency, resiliency, or implementation readiness. Training priorities should include CAD/RMS, NG911, call handling, interoperability, backup operations, cybersecurity awareness, quality improvement, supervisor development, and cross-agency procedures. Regional training does not require every center to train identically in every area. It should focus on areas where common understanding is necessary because personnel depend on shared systems or may need to support one another during transfers, backup operations, major events, or system disruptions.

The region should also establish professional development pathways. These pathways should recognize that professional growth can occur through greater proficiency and specialization within a current role, as well as through preparation for advancement. Development should be available for telecommunicators, communications training officers, quality specialists, supervisors, managers, technical support personnel, system administrators, GIS support roles, and other specialty positions.

QA/QI should be connected to training and operations as part of a continuous improvement cycle. Review findings should be used to identify training needs, clarify procedures, support coaching, recognize strong performance, and inform operational changes. The intended cycle should be:

Measure → Review → Coach → Train → Improve → Measure

Regional partners may use common quality principles where practical while preserving each agency's responsibility for personnel evaluation, discipline, and corrective action.

Finally, the region should build NG911 and technical competency among support personnel. NG911 implementation will increase dependence on personnel who understand networks, GIS, CAD/RMS, call handling, logging, cybersecurity, data integration, system administration, testing, change control, vendor coordination, continuity, and incident response. Technical and support staff development should begin before major NG911 implementation activities and continue as systems, standards, and regional responsibilities evolve.

3.6.4 Committee Considerations

The Committee's role is not to manage agency hiring, supervision, employee evaluation, or internal personnel decisions. Those responsibilities should remain with the participating agencies unless changed through formal agreement. The Committee's role is to understand whether the regional 911 system has the workforce capacity and competency needed to support the investments, technology changes, backup expectations, and service outcomes included in the plan.

To address this priority, the Committee should consider whether major regional initiatives should include a workforce-readiness review before approval. NG911 migration, CAD/RMS stabilization, backup operations, facility changes, cybersecurity improvements, and regional interoperability projects all depend on people, not just technology. Before approving major initiatives, the Committee should understand whether training, staffing, technical support, supervision, QA/QI, and change-management capacity are sufficient to implement and sustain the work.

The Committee should also consider whether regional 911 funding should support shared training, professional development, technical competency building, and backup-operation readiness where those activities support regional system performance. This does not require regionalizing employment. It does recognize that shared systems and regional resiliency depend on a workforce that is prepared to operate them.

A key Committee consideration will be how workforce information is presented. Workforce data should help the Committee identify risk and make informed decisions, not create unnecessary comparisons among PSAPs. A common workforce baseline should therefore focus on trends, capacity, readiness, and implementation impact. The Committee should use the information to understand whether future commitments are realistic, training or staffing risks need attention, or regional initiatives are creating new workloads without adequate support.

3.6.5 Implementation Considerations

Workforce planning should be sequenced with the region's major technology and operational initiatives. CAD/RMS stabilization, NG911 migration, GIS-based routing, policy routing, call-handling modernization, backup operations, and cybersecurity improvements will all create training and support demands. These demands should be identified early, incorporated into project plans, and reflected in the five-year implementation roadmap.

The common workforce baseline should be designed carefully. Participating PSAPs may use different terminologies, reporting methods, job classifications, schedules, training models, or performance practices. The first step should be agreeing on definitions that allow meaningful comparisons without oversimplifying local differences.

Regional training should be practical and targeted. The region should not attempt to standardize every local training topic. Instead, joint training should focus on areas where regional consistency or shared understanding materially improves service, resiliency, or implementation readiness. These areas likely include CAD/RMS workflows, call transfers, NG911 concepts, backup activation, major-event coordination, outage procedures, cybersecurity awareness, quality improvement, and supervisor response during regional incidents.

Professional development should include both current-role development and advancement preparation. Many employees may want to grow within their existing roles by becoming stronger call takers, dispatchers, CTOs, QA specialists, technical users, or informal leaders. Others may be preparing for supervisor, manager, training, QA, system administration, or technical-support roles. The plan should recognize both pathways.

QA/QI should be treated as an operational feedback loop rather than a standalone compliance activity. Regional partners should identify situations where common quality principles, shared training themes, or after-action review findings can improve service while allowing each agency to retain appropriate personnel authority. QA/QI should be connected to coaching, training, procedure clarification, technology issues, and operational improvement.

Technical competency development should be included in implementation planning. NG911 and regional technology modernization will require support personnel who understand dependencies among GIS, call handling, CAD/RMS, logging, cybersecurity, networks, vendor services, and continuity operations. The region should identify which technical competencies are needed, which roles require them, and how those competencies will be developed or acquired.

3.6.6 Measures of Progress

Progress on this priority should be measured by whether the region has better visibility into workforce capacity, training and development are aligned with regional needs, or workforce readiness is considered before major initiatives advance.

During the first implementation cycle, the region should establish common workforce definitions, collect the initial baseline, identify shared training priorities, and define professional development pathways. The region should also identify which technical and support roles need additional competency development before NG911 and related modernization work accelerates.

Longer-term measures should focus on trends and readiness. The Committee and regional partners should be able to understand whether vacancies, turnover, overtime, supervisor coverage, training completion, QA/QI workload, employee engagement, and technical support capacity are improving, stable, or creating risks for implementation of the plan.

At a minimum, the region should track the following:

- Common workforce definitions are adopted
- Baseline workforce dataset is completed for each participating PSAP
- Combined vacancy and turnover trends are monitored
- Overtime and supervisor-coverage trends are monitored
- Academy completion and training attrition are tracked
- Time to independent status is tracked
- Employee job-satisfaction or engagement results are reviewed
- Completion of required annual training

- Participation in regional training
- Participation in backup-operation exercises
- Quality-review completion and improvement trends
- Personnel completing development within current roles
- Personnel completing advancement-preparation training
- NG911 and technical competency completion among support personnel
- Workforce-readiness reviews are completed for major regional initiatives

3.7 Strategic Priority 7 – Establish Sustainable Funding, Lifecycle Management, and Performance Accountability

3.7.1 Five-Year Objective

Over the next five years, Washoe County, Reno, and Sparks should establish a financial, lifecycle, and performance framework that supports implementation and long-term sustainability of the Strategic Plan. Priorities 1 through 6 define the regional capabilities and investments to be advanced; this priority provides the framework for funding, sustaining, prioritizing, and measuring them over time.

The framework should give the Committee and regional partners a consolidated view of existing commitments, recurring obligations, lifecycle replacement needs, planned and proposed investments, available funding, implementation dependencies, and measurable outcomes. This will allow individual funding decisions to be evaluated within the context of the regional system and the full five-year investment portfolio.

Regional 911 services currently rely on a combination of agency general funds and 911 surcharge revenues applied to eligible uses under Nevada law. Potential changes to surcharge eligibility and use are addressed through separate legislative recommendations and should be incorporated into this framework as legislative direction is established.

By the end of the planning period, the region should maintain a five-year investment portfolio, lifecycle register, financial forecast, and performance dashboard that are reviewed regularly and updated as conditions change. These tools should help the Committee understand not only what the region intends to implement but also what it will cost to operate, support, secure, maintain, replace, and measure these investments over time.

3.7.2 Current Position

The region has significant existing and planned investments across each of the preceding strategic priorities. These investments create both regional capability and ongoing obligations for operations, support, cybersecurity, licensing, maintenance, training, contract renewal, and eventual replacement.

A consolidated five-year financial framework is needed to bring these commitments and future priorities together so the Committee can understand their combined financial and lifecycle effect. The framework should provide visibility into revenue, existing commitments, recurring operating costs, lifecycle obligations, reserve or fund-balance assumptions, and capacity for future investment.

A five-year regional investment portfolio should complement this financial view by identifying major investments by status, funding source, dependency, strategic purpose, accountable owner, cost, lifecycle obligation, readiness, and measure of success. Together with the regional performance dashboard, these tools will allow the Committee to connect funding decisions to implementation progress and regional outcomes.

The materials reviewed do not yet establish a complete five-year financial projection or consolidated investment portfolio. Establishing that baseline will be important before significant new commitments are added to the regional portfolio.

Nevada 911 funding policy is being addressed through a separate legislative recommendation. The Strategic Plan should not duplicate that analysis. Any approved legislative direction should instead be incorporated into the five-year financial framework and future funding decisions.

The region also needs a consistent process for evaluating and managing regional 911 investments. Funding requests should move through a defined process for eligibility review, prioritization, approval, implementation, reimbursement or payment, closeout, and reporting, with clear responsibilities for the Advisory Committee, County staff, and participating agencies.

3.7.3 Recommended Direction

MCP recommends that the region establish and maintain a five-year regional investment portfolio as one of the primary tools for implementing this Strategic Plan. The portfolio should categorize significant investments as committed, underway, planned, recommended, or contingent.

Committed investments are those already approved or contractually obligated. Underway investments are in active implementation. Planned investments are anticipated but not yet fully committed. Recommended investments are proposed through this Strategic Plan. Contingent investments depend on legislation, funding, architecture, facility decisions, governance, procurement, partner readiness, or other Committee action.

Each significant investment should identify its strategic purpose, regional benefit, accountable owner, implementation dependencies, initial cost, recurring cost, lifecycle obligation, funding source, readiness, risk, and measure of success. This structure will help the Committee and regional partners understand whether a proposed investment is ready to advance, what decision is required, what resources are needed, and what other actions must occur first.

The region should also establish a common lifecycle register for shared and interdependent systems, infrastructure, contracts, and major assets. The register should identify ownership, vendor and contract information, support status, renewal dates, recurring costs, replacement horizon, dependencies, funding sources, and risks associated with delayed replacement. Lifecycle planning should include CAD/RMS, call handling, logging, NG911 infrastructure, GIS, networks, cybersecurity, radio interfaces, backup capabilities, facilities, and other systems required for regional operations.

The five-year financial framework should reflect both modernization and sustainment. New projects should not be evaluated only by initial capital cost. Each investment should also identify recurring operating costs, vendor support, licensing, staffing or technical support impacts, cybersecurity requirements, training, maintenance, replacement, and any local match or agency-specific obligation. Funding decisions should preserve the region's ability to operate, maintain, secure, and replace critical systems throughout their useful lives.

The region should also establish a clearer surcharge-use and funding decision guide. The guide should explain how 911-related investments are evaluated, what rules and policy considerations guide surcharge use, how requests are submitted, what information is required, how regional value is assessed, how lifecycle costs are reviewed, how decisions are documented, and how approved projects are tracked through completion. This does not need to be lengthy, but it should be practical enough for Committee members, County staff, and participating agencies to use consistently.

Washoe County should conduct an initial audit of 911 surcharge collections and remittances during FY2027 to establish confidence in the completeness and accuracy of revenues received. As the County has not previously

conducted this type of audit, the review would provide an important baseline for identifying potential under-collections, reporting inconsistencies, or other discrepancies that may affect long-term funding projections.

The audit should examine applicable surcharge rates, reported subscriber and access-line counts, telecommunications provider remittances, exemptions, and historical revenue trends. Where appropriate, the County should engage an independent qualified party to conduct the review, with County finance and legal personnel assisting in determining the scope, available records, and authority to obtain provider information.

Following the initial audit, the County should evaluate the findings, pursue the correction or recovery of identified discrepancies where legally appropriate, and establish a reasonable schedule for future revenue verification. The results should also inform the five-year financial forecast and any future consideration of changes to the 911 surcharge rate.

Finally, the region should implement a concise regional performance dashboard. The dashboard should connect investments and implementation activities to operational results without ranking individual PSAPs or replacing agency-level management reports. It should use common definitions, identified data sources, accountable owners, and an established reporting schedule. Baselines should be confirmed before numerical targets are adopted.

3.7.4 Committee Considerations

The Committee's role in this priority is central. Funding, lifecycle management, and performance accountability are the mechanisms that turn the Strategic Plan from a set of recommendations into an active management tool. The Committee should be able to understand what has already been committed, what is underway, what is being recommended, what remains contingent, and what the region can reasonably afford to implement and sustain.

For this priority, the Committee should consider whether future funding requests should be required to show strategic alignment, regional benefit, eligibility, lifecycle cost, accountable owner, implementation readiness, recurring obligation, and measurable outcome before approval. This does not mean that every request must be overly complex. It does mean that the Committee should receive enough information to understand the long-term effect of each decision.

The Committee should also consider how to balance existing commitments with future priorities. Regional 911 funding should not be managed only by available fund balance or annual project requests. The Committee needs to understand committed costs, recurring costs, replacement obligations, and contingent future costs before approving new initiatives. A project that appears affordable in one year may create long-term obligations that reduce flexibility later.

A key Committee consideration will be how potential legislative or funding changes are incorporated into the plan. If Nevada law or County policy changes the flexibility of 911 surcharge use, those changes should be incorporated deliberately into the five-year investment portfolio. New flexibility should be used to improve long-term sustainability, close priority gaps, and support regional outcomes rather than create commitments that cannot be maintained.

The Committee should also consider how performance information will be used. The regional dashboard should help the Committee understand whether investments are improving service, interoperability, resiliency, workforce readiness, quality, implementation progress, lifecycle management, and financial sustainability. It should not be used to rank PSAPs or replace local management accountability. Its purpose is to support regional decision-making and annual plan refresh.

3.7.5 Implementation Considerations

The financial and lifecycle framework should be developed in stages. The first stage should identify existing commitments, active projects, recurring costs, major contracts, replacement obligations, and available revenue assumptions. This will create the baseline needed to understand what financial capacity remains for recommended or contingent initiatives.

The second stage should categorize all significant investments in the five-year portfolio. Each initiative should be identified as committed, underway, planned, recommended, or contingent. Contingent initiatives should identify the decision or condition that must occur before the initiative can advance. This may include legislative action, Committee approval, procurement, vendor response, facility decision, NG911 architecture decision, partner participation, or funding availability.

The third stage should connect the financial portfolio to the lifecycle register. Shared and interdependent systems should not be allowed to become unfunded future problems. The region should identify critical assets approaching end of support, contract renewal, replacement horizon, or capacity limitation. The Committee should review those obligations before approving significant new investments.

The fourth stage should establish a funding request and decision process. At a minimum, future requests should identify the requested amount, purpose, eligible use, regional benefit, affected agencies, relationship to the Strategic Plan, initial and recurring cost, lifecycle impact, procurement status, owner, schedule, risk, dependencies, and measure of success. Where appropriate, requests should also identify whether regional alternatives, shared procurement, or shared support models were considered.

The fifth stage should implement the regional dashboard. The dashboard should focus on a limited number of Committee-level measures across service, interoperability, resiliency, workforce, quality, implementation, lifecycle, and financial sustainability. The dashboard should be updated at an established interval and used during the annual strategic review.

This priority should also be closely coordinated with governance. Funding requests, lifecycle decisions, project status, performance measures, and annual updates should move through a defined process. The Committee, County staff, PSAP leadership, finance, legal counsel, and technical support personnel should each understand their role in reviewing and maintaining the financial and performance framework.

3.7.6 Measures of Progress

Progress on this priority should be measured by whether the region has a clear and current view of its financial commitments, lifecycle obligations, implementation status, and performance outcomes.

During the first implementation cycle, the region should establish the five-year investment portfolio, identify significant investments by status and funding source, develop the lifecycle register, confirm available financial assumptions, and define the initial regional dashboard measures.

Longer-term measures should focus on whether the framework is actively used. The Committee should be able to review the portfolio annually, understand unfunded lifecycle obligations, see which initiatives are on schedule and within budget, and determine whether investments are producing measurable regional value.

At a minimum, the region should track the following:

- Five-year regional investment portfolio is adopted and reviewed annually
- Significant investments are categorized by status, funding source, owner, and dependency
- Five-year revenue, operating-cost, committed-cost, fund-balance, and lifecycle forecasts maintained

- Percentage of critical assets included in the lifecycle register
- Percentage of critical assets with an identified replacement strategy and funding pathway
- Funding requests are reviewed using a common intake and decision framework
- Strategic initiatives meeting approved schedule and budget expectations
- Regional dashboard is implemented using common definitions
- Committee performance review is completed at the established reporting frequency
- Approved legislative funding direction is incorporated into the financial framework
- Unfunded lifecycle obligations are identified and reported to the Committee
- Annual plan update is completed with financial, lifecycle, and performance adjustments

4 Decision Gates

Decision gates are intended to help the Committee and regional partners connect evidence, risk, and readiness to major implementation decisions. They are not intended to convert the Strategic Plan into a fixed project schedule or to suggest that dates alone authorize progression.

As the plan is implemented, major initiatives will move through different stages, including planning, validation, procurement, design, implementation, production use, stabilization, expansion, and retirement of legacy dependencies. A decision gate establishes a formal point at which the Committee, County staff, PSAP leadership, technical stakeholders, and other affected partners determine whether an initiative is ready to move from one stage to the next.

The table below identifies an initial set of suggested decision gates based on the priorities, dependencies, and known implementation issues identified during development of this plan. These gates should be treated as a starting framework. They may be revised, combined, expanded, or replaced as project scopes become clearer, conditions change, new risks emerge, or additional decisions are identified.

Each gate may be developed into a more detailed decision package before it is used. A decision package should identify the decision being requested, the evidence available, unresolved risks, affected stakeholders, cost and funding impact, implementation readiness, operational impact, and the consequences of proceeding, proceeding with conditions, deferring, or requiring remediation.

The Committee and regional 911 stakeholders should also create additional gates as needed for specific projects. For example, a facility project, NG911 procurement, backup-site implementation, shared-service expansion, or major funding commitment may require project-specific gates that are more detailed than the initial framework shown below.

Initial Suggested Gate	What the Gate Is Intended to Test	Examples of Evidence to Review	Possible Decision Outcomes
CAD/RMS Production Readiness	Whether the regional CAD/RMS environment is ready to move into production use.	Interface testing, data conversion, training, support model, fallback procedures, cybersecurity review, and unresolved defects.	Go live, proceed with conditions, delay go-live, or require remediation.

Initial Suggested Gate	What the Gate Is Intended to Test	Examples of Evidence to Review	Possible Decision Outcomes
CAD/RMS Stabilization	Whether the system is stable enough to support expanded integrations, reporting, or dependent capabilities.	Defect trends, availability, workflow impacts, user proficiency, support capacity, interface performance, and benefit measurement.	Expand dependent work, expand with conditions, or continue stabilization.
Current NG911 Configuration and Vendor Approach	Whether the region has enough information to continue with, modify, or reconsider the current vendor path.	Deployed Intrado services, contracted functions, activated i3-related capabilities, CHE configuration, routing model, GIS dependencies, service levels, costs, and contract terms.	Retain current approach, modify current approach, seek competitive alternatives, or conduct further analysis.
Future ESInet/NGCS Delivery Model	Whether the region is ready to select a future NG911 delivery model.	Washoe requirements, cost model, governance approach, regional partner readiness, State direction, cybersecurity, interoperability, resiliency, and procurement path.	Select Washoe model, regional model, state-connected model, hosted/managed model, hybrid model, or defer.
GIS and Geospatial Routing Readiness	Whether GIS data, stewardship, and validation are sufficient to support pilot or production geospatial routing.	Authoritative data, topology, schema, error rates, synchronization, PSAP boundaries, emergency service boundaries, ECRF/LVF validation, stewardship, and QA/QC.	Remediate, pilot, approve production use, or defer.
Regional Backup and Continuity Readiness	Whether the region can rely on defined backup and continuity capabilities during disruption.	Backup seats, call handling, CAD/RMS, radio, logging, network access, staffing, activation procedures, facility support, cybersecurity, vendor support, and exercise results.	Accept capability, accept with limitations, fund improvements, or require remediation.
Facility Investment Pathway	Whether enough evidence exists to advance a facility path or major facility investment.	Operating model, capacity, backup value, technology requirements, network diversity, site risk, staff access, lifecycle cost, Spectrum Boulevard findings, and alternatives comparison.	Renovate, expand, develop shared capacity, pursue co-location option, defer, or conduct further analysis.

Initial Suggested Gate	What the Gate Is Intended to Test	Examples of Evidence to Review	Possible Decision Outcomes
Legacy Dependency Retirement	Whether a defined legacy dependency can be retired without unacceptable service risk.	Affected PSAPs, carrier paths, ALI dependencies, transfer dependencies, GIS readiness, routing tests, neighboring dependencies, fallback procedures, and parallel operations.	Retire identified dependency, continue parallel operation, or remediate.
Additional Regional Integration	Whether the region should expand shared services, shared space, reciprocal operations, co-location, or other integration.	Operational benefit, governance readiness, workforce impact, facility impact, funding effect, service continuity, stakeholder support, and performance evidence.	Maintain current model, expand integration, conduct feasibility analysis, or defer.

5 Five-Year Implementation Roadmap

The roadmap below organizes the major implementation activities needed to advance the Strategic Plan over the next five years. It is intended to guide sequencing, annual work planning, Committee review, and regional coordination. The roadmap should be treated as dependency-driven rather than date-driven. Some initiatives may move faster or slower based on funding, procurement, vendor readiness, technical validation, legislative direction, facility decisions, or regional partner participation.

Each year identifies the activities expected to receive primary attention during that period. This does not mean that every activity must begin and end within the year shown. Several initiatives will continue across multiple years, and the roadmap should be updated annually as work is completed, assumptions change, and a new fifth year is added.

Project management, risk management, change management, stakeholder engagement, performance monitoring, and readiness gates should continue throughout implementation.

5.1 Year 1: FY2027

Initiative	Related Priority	Key Actions	Expected Output
Adopt and activate the Strategic Plan	Governance Funding	Adopt the plan, establish the annual review cycle, and confirm how the dashboard and initiative register will be maintained.	Living plan structure in use
Establish regional governance tools	Governance	Develop the regional governance charter and decision/accountability matrix.	Governance charter and responsibility matrix

Initiative	Related Priority	Key Actions	Expected Output
Complete CAD/RMS implementation and stabilization	Interoperability	Complete implementation, establish stabilization criteria, validate high-priority interfaces, and begin benefit measurement.	Stabilized regional CAD/RMS foundation
Validate current NG911 environment	NG911	Confirm Intrado architecture, contracted services, active capabilities, MAPS baseline, selective-router dependencies, and transition requirements.	Current-state NG911 baseline
Validate GIS readiness	NG911 / GIS	Confirm authoritative datasets, stewardship, schema gaps, synchronization, and ECRF/LVF readiness.	GIS remediation/action plan
Assess regional backup capability	Resiliency	Document backup seats, critical systems, staffing, activation procedures, technology access, and sustained-operation limitations for each PSAP.	Regional backup capability baseline
Establish workforce baseline	Workforce	Collect common workforce data and agree on definitions for staffing, vacancies, turnover, overtime, training, QA/QI, and engagement.	Regional workforce baseline
Establish facility planning requirements	Facilities	Define criteria for capacity, resiliency, technology, access, staff support, lifecycle cost, and future flexibility.	Facility evaluation framework
Create lifecycle and financial registers	Funding / Lifecycle	Identify commitments, recurring costs, lifecycle obligations, replacement horizons, and funding assumptions.	Initial investment portfolio and lifecycle register
911 Surcharge Revenue Audit	Funding	Conduct an initial 911 surcharge revenue audit	Revenue discrepancies and corrective actions identified.
Five-Year Master Plan Annual Update	Strategic Planning	Review progress made throughout current year, identify items to carry forward to next year, reassess priorities, incorporate any new initiatives.	5 Year Strategic Plan remains a living document

5.2 Year 2: FY2028

Initiative	Related Priority	Key Actions	Expected Output
Select NG911 delivery model	NG911	Evaluate Washoe-only, broader regional, statewide, hosted/managed, and phased hybrid models.	Selected NG911 delivery direction
Define NG911 target architecture	NG911	Establish ESInet, NGCS, GIS, CHE, logging, cybersecurity, policy routing, transfer, and interoperability requirements.	Approved target architecture
Establish policy-routing requirements	NG911 / Resiliency	Define routing expectations for normal operations, overflow, outage, evacuation, planned maintenance, cyber incident, and continuity.	Regional policy-routing requirements
Complete GIS remediation needed for geospatial routing	NG911 / GIS	Address validated GIS gaps and prepare authoritative data for future production routing.	GIS readiness for future routing
Establish regional interoperability requirements	Interoperability	Complete interface inventory and define information-exchange standards for high-priority workflows.	Regional interface and data-exchange framework
Establish regional backup standards	Resiliency	Define minimum backup capability, activation expectations, sustained-operation requirements, and exercise cadence.	Regional backup standard
Develop facility pathway	Facilities	Incorporate Spectrum Boulevard findings and evaluate facility alternatives using regional criteria.	Facility alternatives comparison
Establish regional training and QA/QI initiatives	Workforce	Define shared training topics, professional development needs, QA/QI feedback loop, and backup-operation training.	Regional training and QA/QI framework
Five-Year Master Plan Annual Update	Strategic Planning	Review progress made throughout current year, identify items to carry forward to next year, reassess priorities, incorporate any new initiatives.	5 Year Strategic Plan remains a living document

5.3 Year 3: FY2029

Initiative	Related Priority	Key Actions	Expected Output
Deploy approved NG911 capabilities	NG911	Implement approved ESInet, NGCS, CHE, GIS, logging, cybersecurity, and routing capabilities.	Approved NG911 capabilities in implementation
Integrate NG911, GIS, CHE, logging, and CAD/RMS	NG911 / Interoperability	Coordinate system interfaces, operational workflows, testing, and support responsibilities.	Integrated regional technology environment
Implement modern transfer and data capabilities	NG911 / Interoperability	Improve transfer of call, location, incident, text, and future NG911 data.	Improved information movement
Implement regional backup improvements	Resiliency	Add or improve backup seats, procedures, system access, call routing, technical support, and exercises.	Improved continuity capability
Implement facility improvements where approved	Facilities	Advance approved renovation, expansion, shared-space, or backup-site improvements.	Facility improvements underway
Expand workforce development	Workforce	Deliver regional training, supervisor development, technical competency development, and backup-operation exercises.	Improved workforce readiness
Implement regional performance reporting	Funding / Performance	Launch dashboard using common definitions, confirmed baselines, and established reporting frequency.	Regional dashboard in use

5.4 Year 4: FY2030

Initiative	Related Priority	Key Actions	Expected Output
Transition production traffic toward target NG911 architecture	NG911	Move approved traffic, routing, and operational functions toward the target architecture.	Production transition underway

Initiative	Related Priority	Key Actions	Expected Output
Implement geospatial routing where ready	NG911 / GIS	Use validated authoritative GIS data for approved routing functions.	Geospatial routing capability
Expand policy routing	NG911 / Resiliency	Implement approved routing rules for overflow, outage, evacuation, continuity, and other defined conditions.	Policy-routing capability
Validate regional failover	Resiliency	Conduct failover, relocation, call-routing, and continuity exercises.	Demonstrated regional failover
Retire approved legacy dependencies	NG911	Retire legacy elements only after validation, operational acceptance, and approval.	Reduced legacy risk
Evaluate additional regional partners	NG911 / Governance	Assess partner readiness, interconnection opportunities, and broader regional participation.	Regional expansion options

5.5 Year 5: FY2031

Initiative	Related Priority	Key Actions	Expected Output
Measure outcomes against baseline	Performance	Compare progress against adopted baselines, dashboard measures, and implementation milestones.	Outcome assessment
Optimize workflows and regional procedures	Interoperability / Workforce	Refine workflows, transfer procedures, training, QA/QI, and backup operations based on operating experience.	Improved regional operations
Close remaining resiliency gaps	Resiliency	Address remaining backup, failover, facility, staffing, cyber, or system dependencies.	Reduced continuity risk
Mature GIS and NG911 governance	NG911 / Governance	Formalize stewardship, change control, testing, lifecycle planning, and ongoing readiness review.	Sustained NG911 governance
Refresh lifecycle and financial forecast	Funding / Lifecycle	Update commitments, recurring costs, lifecycle obligations, fund-balance assumptions, and future investment capacity.	Updated five-year portfolio

Initiative	Related Priority	Key Actions	Expected Output
Reassess facility and workforce needs	Facilities / Workforce	Review facility capacity, staffing, training, technical support, and regional readiness needs.	Updated planning assumptions
Evaluate further regional integration	Governance	Consider additional shared services, shared space, partner expansion, co-location, or other integration opportunities.	Updated regional direction
Add a new fifth year to the plan	All priorities	Retire completed items, carry forward active items, update assumptions, and add a new fifth year.	Refreshed living plan

5.6 Ongoing Efforts Throughout the Five-Year Cycle

The following activities should continue throughout the full five-year cycle and be reviewed during each annual plan refresh.

Initiative	Related Priority	Key Actions	Expected Output
Maintain governance charter and decision/accountability matrix	Governance	Review roles, decision rights, escalation pathways, and ownership as the plan is implemented.	Current governance framework
Update initiative and validation registers	All priorities	Track completed items, open dependencies, assigned owners, and items requiring client validation.	Active implementation record
Review funding requests against the Strategic Plan	Funding / Governance	Evaluate alignment, eligibility, regional benefit, lifecycle cost, and implementation readiness.	Consistent funding decisions
Update five-year financial and lifecycle portfolio	Funding / Lifecycle	Refresh commitments, recurring costs, replacement horizons, and fund-balance assumptions.	Updated investment portfolio
Track performance dashboard measures	Performance	Maintain common definitions, baselines, reporting cadence, and Committee-level progress indicators.	Committee-ready performance view

Initiative	Related Priority	Key Actions	Expected Output
Conduct annual strategic review	All priorities	Review what was completed, what changed, what should be carried forward, and what new fifth year should be added.	Refreshed living plan
Conduct backup, failover, and continuity exercises	Resiliency	Test technical failover, operational relocation, call routing, cyber continuity, and corrective-action closure.	Improved continuity readiness
Monitor NG911 standards, vendor capabilities, and state/regional developments	NG911	Track standards, vendor offerings, partner readiness, state direction, and architecture implications.	Updated NG911 assumptions
Update workforce, facility, technology, and funding assumptions	Workforce / Facilities / Funding	Refresh planning assumptions as staffing, facility studies, technology conditions, and funding rules change.	Current planning basis

6 Priorities, Metrics and Rhythms

A five-year strategic plan should not be measured solely by whether the document remains accurate. It should be measured by whether the plan is used to guide decisions, focus regional effort, resolve dependencies, and demonstrate progress over time.

For Washoe County, Reno, and Sparks, the Committee should receive a clear recurring answer to a practical question:

Are we becoming more regional, more interoperable, more resilient, and more sustainable?

That answer should be supported by a limited number of meaningful measures, not an overly complex reporting structure. Measures should help the Committee and regional partners understand whether strategic initiatives are moving forward, whether major risks or dependencies remain unresolved, whether investments are producing value, and whether the plan needs to be adjusted.

Metrics should be tied to the seven strategic priorities, the five-year roadmap, and the decision-gate framework. Some measures may be quantitative, such as system availability, training completion, vacancy trends, or exercise completion. Others may be milestone-based, such as adoption of a governance charter, completion of an NG911 requirements package, establishment of a backup standard, or incorporation of facility findings into the plan.

Baseline information should be established before numerical targets are adopted. Where consistent data is not yet available, the first measure of progress may simply be creating the definition, identifying the data source, assigning ownership, and establishing a reporting cadence.

The County may use a tool such as the Strategic Priority Register in Appendix A to support this process. The register is intended as an example of how the region can track priorities, initiatives, status, owners, dependencies, risks, costs, measures, reporting cadence, and Committee actions outside the narrative plan. The exact format may be adjusted over time to meet the needs of the Committee, County staff, PSAP leadership, and regional partners.

Review cadence is as important as the measures themselves. At minimum, the plan should be reviewed annually to determine what has been completed, what remains underway, what should be carried forward, what should be retired or deferred, and what new fifth-year items should be added. More frequent implementation check-ins may be used for active projects, decision gates, funding requests, or initiatives with significant operational, technical, or financial risk.

This cadence is what keeps the Strategic Plan from becoming a static report. The plan should remain stable enough to provide direction but flexible enough to respond to completed work, changing conditions, new risks, updated costs, technology changes, legislative direction, and Committee decisions.

- Metrics are vital to showing progression. They are not always numbers but are measurable. Data must exist to provide regular insights and to show whether metrics are being met.
- Establishing daily, weekly, monthly, quarterly, and annual rhythms is essential for maintaining alignment and driving accountability. As appropriate, these rhythms will be employed to review and update the plan as well as to communicate progress.

Appendix A: Strategic Priority Register Template

A living implementation register may be a helpful tracking measure, as described in Section 6. It should be maintained outside the narrative plan and reported throughout each plan year. Each initiative may include the following fields, although this template may be adjusted as needed.

2026–2031 Master Plan Strategic Priority Register					
2026–2031 Strategic Priority	Intended Outcome	Status	Accountable owner and participating partners	Start, Target and Decision-Gate Dates	Dependencies and Risks
Strengthen Regional Governance and Accountability	Initial, recurring, and lifecycle costs				
	Funding source and approval status				
	Operational readiness and change impacts				
	Measure, baseline, target, and reporting cadence				
	Committee action required and current decision status				
	[Add Items as Needed]				
Complete the Transition to Standards-Based NG911	Initial, recurring, and lifecycle costs				
	Funding source and approval status				

2026–2031 Master Plan Strategic Priority Register					
2026–2031 Strategic Priority	Intended Outcome	Status	Accountable owner and participating partners	Start, Target and Decision-Gate Dates	Dependencies and Risks
	Operational readiness and change impacts				
	Measure, baseline, target, and reporting cadence				
	Committee action required and current decision status				
	[Add Items as Needed]				
Advance Regional Interoperability and Operational Integration	Initial, recurring, and lifecycle costs				
	Funding source and approval status				
	Operational readiness and change impacts				
	Measure, baseline, target, and reporting cadence				
	Committee action required and current decision status				
	[Add Items as Needed]				

2026–2031 Master Plan Strategic Priority Register					
2026–2031 Strategic Priority	Intended Outcome	Status	Accountable owner and participating partners	Start, Target and Decision-Gate Dates	Dependencies and Risks
Build Regional Resiliency, Redundancy, and Continuity	Initial, recurring, and lifecycle costs				
	Funding source and approval status				
	Operational readiness and change impacts				
	Measure, baseline, target, and reporting cadence				
	Committee action required and current decision status				
	[Add Items as Needed]				
Coordinate Facilities and Physical Infrastructure	Initial, recurring, and lifecycle costs				
	Funding source and approval status				
	Operational readiness and change impacts				
	Measure, baseline, target, and reporting cadence				

2026–2031 Master Plan Strategic Priority Register					
2026–2031 Strategic Priority	Intended Outcome	Status	Accountable owner and participating partners	Start, Target and Decision-Gate Dates	Dependencies and Risks
	Committee action required and current decision status				
	[Add Items as Needed]				
Strengthen Workforce Sustainability and Professional Development	Initial, recurring, and lifecycle costs				
	Funding source and approval status				
	Operational readiness and change impacts				
	Measure, baseline, target, and reporting cadence				
	Committee action required and current decision status				
	[Add Items as Needed]				

2026–2031 Master Plan Strategic Priority Register					
2026–2031 Strategic Priority	Intended Outcome	Status	Accountable owner and participating partners	Start, Target and Decision-Gate Dates	Dependencies and Risks
Establish Sustainable Funding, Lifecycle Management, and Performance Accountability	Initial, recurring, and lifecycle costs				
	Funding source and approval status				
	Operational readiness and change impacts				
	Measure, baseline, target, and reporting cadence				
	Committee action required and current decision status				
	[Add Items as Needed]				

Appendix B: NG911 Readiness and Migration Framework

This appendix provides the technical foundation for Strategic Priority 2. It documents the planning baseline, target NG911 functions, architecture choices, transition dependencies, and technical matters requiring validation.

MCP's Model for Advancing Public Safety® (MAPS®) is a proprietary assessment methodology used to evaluate public safety communications capabilities across multiple operational, technical, governance, and sustainability factors. MAPS is designed to provide a structured planning baseline by combining available quantitative information, stakeholder input, industry standards, best practices, and MCP subject-matter expertise.

For this plan, MAPS was used to support NG911 readiness planning. The assessment should not be read as a formal technical audit, certification review, or vendor acceptance test. Rather, it provides a moderated readiness baseline that helps Washoe County, Reno, Sparks, and regional partners understand relative strengths, risks, and areas requiring additional validation before major NG911 decisions are made.

The MAPS results are presented on a 10-point scale and displayed visually through a color-coded readiness blueprint. Scores in the green range indicate relative strength or lower near-term risk. Scores in the yellow range indicate areas that may be functional but require additional attention, validation, planning, or investment. Scores in the red range indicate areas of higher risk that may require more immediate action before the region can safely rely on the capability for future operations.

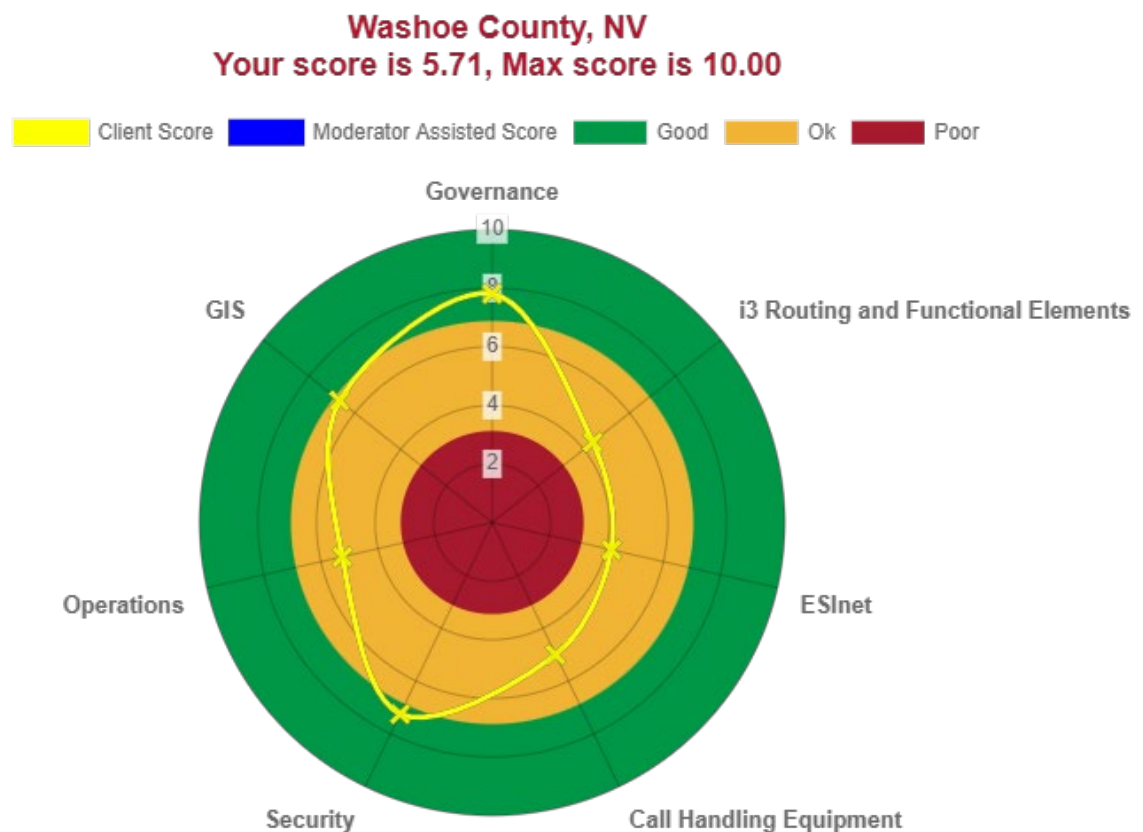


Figure B-1: MAPS Readiness Baseline

The August 2026 MAPS assessment provides a moderated planning baseline rather than an independent technical audit.

Assessment Area	Score
Governance	7.80
Security	7.25
GIS	6.67
Operations	5.25
Call Handling Equipment	5.00
i3 Routing and Functional Elements	4.40
ESInet	4.18
Overall	5.71

The scores indicate that Washoe County has several important foundations in place. Governance and security appear to be relative strengths, and GIS appears to provide a meaningful foundation for future NG911 work. These strengths suggest that the region is not starting from a position of immaturity or lack of direction.

At the same time, the lower scores for ESInet, i3 routing and functional elements, call handling equipment, and operational readiness indicate that the current environment should not be treated as the final NG911 end state. This was an expected outcome, and these scores are strong for an entity that has not yet moved to a full NG911 environment. These areas require additional validation, requirements definition, vendor clarification, partner coordination, implementation planning, and decision-gate review before the region advances to production geospatial routing, broader policy routing, i3 interconnection, or the retirement of legacy dependencies.

The most important use of the MAPS assessment is not the overall score. The more useful value is the pattern shown across the assessment areas. The pattern indicates that Washoe County has enough foundation to move deliberately toward standards-based NG911 but still needs to define the target architecture, validate current vendor capabilities, confirm GIS production readiness, determine the ESInet/NGCS delivery model, align call handling and logging requirements, and establish the operational procedures needed to support future routing, transfer, backup, and continuity capabilities.

Accordingly, the MAPS assessment should be used as a planning and sequencing tool. It should inform the NG911 roadmap, decision gates, validation register, and annual plan refresh. As additional technical validation is completed, MAPS findings should be updated or supplemented with more detailed project evidence, including vendor responses, GIS validation results, service-level commitments, cost estimates, cybersecurity requirements, testing results, and operational acceptance criteria.

Appendix C: GIS Readiness and Stewardship Framework

This appendix provides the GIS readiness framework supporting Strategic Priority 2: Complete the Transition to Standards-Based NG911. GIS is a critical dependency for NG911 because future geospatial routing, location validation, policy routing, boundary management, and service-area assignment depends on authoritative, accurate, maintained, and regularly validated GIS data.

MCP has completed a lightweight GIS data review to assess the general condition of submitted GIS layers and identify issues that should be addressed before the region relies on the data for NG911 implementation or production geospatial routing.

C.1 Purpose of the GIS Review

The purpose of the GIS review was to provide an early planning-level assessment of whether submitted GIS data appears suitable to support continued NG911 readiness work. The review was not a final production certification, a complete NENA i3 validation, or a substitute for vendor-specific testing. Rather, it provides a practical baseline for identifying where the data appears strong, where remediation is needed, and what should be validated before future routing decisions are made.

The review focused on three primary questions:

- Whether the submitted layers align with recommended NENA or Intrado schema expectations
- Whether the core GIS data appears to have significant integrity concerns
- Whether topology or geocoding issues exist that should be corrected before production NG911 use

C.2 Summary of Findings

The review found that none of the submitted layers currently meet the recommended NENA or Intrado schemas. However, the fields required for upload into an Intrado-based NG911 solution appear to be mostly accounted for, except for fields identified in the review as needing additional attention.

The reviewed Intrado-required data categories included centerlines, address points, response boundaries, PSAP boundary, and provisioning polygon data. The response-boundary review included fire and law enforcement boundaries, but no EMS boundary was provided.

The review did not identify significant integrity concerns with the regional address points or regional centerlines. The centerline topology generally appeared acceptable, although 37 topology dangle errors were identified.

The review identified 88 topology errors within boundary polygons, including 9 ESN errors, 8 fire boundary errors, 52 law boundary errors, and 19 PSAP boundary errors.

The review also found 2,378 address points that did not match to the road centerlines. Because the dataset included 272,394 address points, this represents an error rate of less than one percent.

C.3 Meaning of the Findings

The GIS review indicates that Washoe County appears to have a strong GIS foundation for continued NG911 planning. The absence of significant data-integrity concerns in the regional address points and centerlines is a

positive finding. The low unmatched-address-point rate also suggests that the data is generally mature and likely remediable without requiring a wholesale rebuild.

However, the findings should not be interpreted to mean that the GIS data is ready for production geospatial routing. Several important readiness steps remain.

The current layers do not yet meet the recommended NENA or Intrado schemas. This means the region should expect schema mapping, field normalization, attribution review, and vendor-specific validation before the data can be relied upon in a production NG911 environment.

The topology errors should be corrected or dispositioned. Boundary topology is especially important for NG911 because service boundaries, PSAP boundaries, provisioning boundaries, and routing logic must not create gaps, overlaps, or ambiguous service assignments.

The missing EMS boundary should be addressed. Even if EMS routing is handled through another operational process today, the absence of an EMS boundary limits the region's ability to fully validate future service-boundary readiness and should be documented as a remaining dependency.

The unmatched address points should be reviewed and remediated where appropriate. Although the unmatched rate is less than one percent, each unmatched point may represent a potential location-validation or routing issue. The appropriate next step is not simply to cite the low percentage, but to determine whether the unmatched records are clustered, explainable, outside routing relevance, or operationally significant.

C.4 Priority Actions and Ongoing Stewardship

Based on the lightweight GIS review, the region should focus on a limited set of priority actions before treating the GIS data as production-ready for NG911 geospatial routing.

First, Washoe County should confirm the schema work needed to support the selected NG911 path. The review found that the layers do not currently meet recommended NENA or Intrado schemas, even though the fields needed for a successful Intrado-based upload are mostly accounted for. The region should identify which fields must be added, renamed, normalized, or mapped before vendor validation or production use.

Second, the region should remediate or otherwise resolve the identified data issues. The 37 centerline dangle errors should be reviewed to determine whether they are true errors, acceptable dead ends, or data artifacts. The 88 boundary topology errors should be corrected or documented by boundary type, with particular attention to law and PSAP boundaries because of their relationship to service assignment and call routing. The 2,378 unmatched address points should also be reviewed to determine whether they represent true address or centerline issues, edge cases, new development, or records that do not affect routing.

Third, the missing EMS boundary should be addressed. The review indicates that no EMS boundary was provided. The region should determine whether EMS boundary data is required for future routing, transfer, response assignment, or operational reference and, if so, identify the authoritative source and incorporate it into the GIS readiness process.

Finally, the region should establish ongoing GIS stewardship before production geospatial routing is pursued. GIS readiness is not a one-time cleanup effort. The region should identify authoritative data owners, update frequency, quality-control checks, topology validation requirements, boundary-change approval procedures, vendor testing requirements, and escalation paths for correcting errors. Changes that may affect call routing, PSAP boundaries, emergency service boundaries, provisioning polygons, or NG911 functionality should be documented, tested, and approved before production implementation.

These actions should be carried forward as NG911 readiness dependencies and reviewed through the plan's decision-gate and annual refresh processes.

Appendix D: Regional Resiliency and Backup Framework

D.1 Minimum Backup Capability Matrix Template

Appendix D.1 can be used as the initial format for documenting this baseline and updating it during annual plan review. Complete one matrix for each participating PSAP.

Capability	Primary location	Backup location	Minimum requirement	Current capability	Gap or limitation	Responsible owner
Backup workstations						
Call handling						
CAD/RMS						
Radio access						
Logging and recording						
Call routing						
Network connectivity						
Staffing						
Supervisor coverage						
Activation time						
Sustainable duration						
Technical support						

D.2 Potential Points of Failure

Resiliency area	Dependency to validate
Network and carriers	Route diversity, last-mile connectivity, carrier dependency, alternate connectivity, and automatic failover
Call routing and NGCS	Overflow, alternate routing, policy routing, selective-router dependencies, and routing-change authority
Call handling	Server redundancy, workstation capacity, licensing, failover, and alternate-site configuration
CAD/RMS	Data replication, recovery sequencing, interface availability, and mobile access
GIS	Authoritative-data availability, synchronization, and future ECRF/LVF dependencies
Radio	Console availability, radio-core connectivity, channel access, and backup control
Logging	Alternate-site recording, cached capacity, synchronization, retention, retrieval, and recovery
Cybersecurity	Identity, access, segmentation, isolation, offline procedures, backups, and restoration
Facilities	Power, UPS, generators, fuel, HVAC, fire protection, security, and physical access
Workforce	Minimum staffing, supervision, cross-training, transportation, and relief
Vendor support	Escalation, service levels, replacement equipment, remote access, and extended-event support

D.3 Exercise and Corrective-Action Program

The regional exercise program should include items such as the following:

- Annual continuity tabletop
- Technical failover testing
- Periodic operational relocation exercise
- Cyber continuity exercise
- Call-routing and overflow tests
- Corrective-action assignment and tracking
- Committee reporting on unresolved material findings

Appendix E: Regional Facility Planning Criteria

These criteria support consistent evaluation of renovation, expansion, shared-space, co-location, and new facility alternatives.

Planning area	Evaluation considerations
Operational capacity	Current and projected staffing, workstation requirements, supervision, training, and support functions
Backup operations	Reciprocal capacity, activation, operating duration, staff access, and regional continuity
Technology infrastructure	Equipment rooms, cabling, grounding, cooling, system access, maintenance space, and future expansion
Power and environmental systems	Commercial power, UPS, generators, fuel, HVAC, monitoring, and system redundancy
Network and carrier diversity	Diverse entrances, physically separate paths, carrier options, bandwidth, and failover
Radio infrastructure	Console connectivity, radio-core access, antenna or site requirements, and backup capability
Physical security	Perimeter, access control, visitor management, surveillance, and secure operational areas
Site risk	Flood, wildfire, seismic, transportation, utility, environmental, and access risks
Accessibility	Staff and visitor accessibility and accommodation requirements
Regional value	Shared backup, training, technology, operations, and future integration opportunities
Lifecycle cost	Acquisition, design, construction, technology, staffing, operations, maintenance, and replacement
Organizational flexibility	Ability to support the current operating model and potential future integration

Spectrum Boulevard findings should be evaluated against these criteria during the first formal plan update at the end of 2026 or during the first quarter of 2027.

Appendix F: Workforce and Professional Development Framework

F.1 Common Workforce Baseline

Regional partners should use common definitions for the following:

- Authorized and actual staffing
- Vacancies and turnover
- Workload and staffing demand
- Overtime
- Leave impacts
- Academy completion and attrition
- Time to independent status
- Supervisor coverage
- Quality-review workload
- Job satisfaction and employee engagement
- Required training completion
- Development within current roles
- Advancement-preparation participation
- Technical-support competency

F.2 Professional Development Categories

Development Pathway	Examples
Development within current role	Advanced call handling, specialty assignments, peer support, quality improvement, technical proficiency, and cross-center operations
Advancement preparation	Communications training officer, quality specialist, supervisor, manager, project lead, and leadership preparation
Technical and support development	NG911, GIS, CAD administration, networking, cybersecurity, logging, data integration, testing, and vendor management

Appendix G – Five-Year Financial Outlook and Fund Balance Projection

Planning period: FY2027–FY2031 | Supporting Strategic Priority 7

G.1 Financial Planning Basis

The financial outlook presented in this appendix is intended to assist the Committee and regional partners in understanding how existing commitments and proposed investments may affect the Washoe County Enhanced 911 Fund over the planning period. It builds on the County's existing financial forecast and the implementation direction established in this Strategic Plan. Because the timing and cost of several initiatives remain subject to technical validation and future decisions, the estimates should be used to inform planning rather than interpreted as approved expenditures. Stakeholder discussions indicate that 911 services continue to rely on an AT&T-owned legacy selective router before being delivered over an IP network to the three regional PSAPs. The cost of advancing to standards-based i3 services must be considered in that context.

The County's "911 Fund Revenue Expenses and Detailed Reimbursements" workbook provides the starting point for this analysis. Its Revenue Expenses worksheet contains historical information and projections through FY2029. Those County projections are retained for FY2027–FY2029; the final two years are extended using planning assumptions because a County forecast for those years was not available. This distinction is important when considering the resulting fund balances.

The revenue forecast also warrants some caution. For FY2027–FY2029, the workbook's projected revenue follows its \$1.00-per-line scenario, although alternative surcharge-rate scenarios are shown. The adopted rate and the extent to which planned contractual payments are already included in projected expenditures should be confirmed during the County's next financial update.

G.2 Five-Year Fund Balance Projection

Fiscal year	Beginning balance	Revenue	Expenditures	Ending balance	Basis
FY2027	\$8.84	\$7.50	\$7.49	\$8.86	County forecast
FY2028	\$8.86	\$7.59	\$7.30	\$9.15	County forecast
FY2029	\$9.15	\$7.67	\$6.90	\$9.93	County forecast
FY2030	\$9.93	\$7.76	\$6.90	\$10.79	MCP extrapolation
FY2031	\$10.79	\$7.85	\$6.90	\$11.73	MCP extrapolation

Amounts in millions, rounded. FY2027–FY2029 reproduce the County workbook forecast; FY2030–FY2031 are illustrative extensions. This unadjusted baseline does not deduct the proposed i3 migration allowance or prove that all existing vendor reimbursements are captured. The reported AT&T selective-router arrangement has not been verified against an as-built diagram or carrier interconnection plan.

The baseline indicates that the fund could maintain a positive balance through FY2031 under the assumptions shown. It does not establish that the entire balance is available for new investments. Existing reimbursement

obligations, approved capital work, and future NG911 and facility decisions may affect the amount available for discretionary use. The Committee should therefore consider the forecast together with the contractual commitments and the strategic investment schedule below.

G.3 Potential Financial Effect of NG911 Migration

The region's transition to standards-based NG911 is likely to be one of its more significant technology investments. Until a detailed migration approach and vendor pricing are available, the following scenario illustrates how a midpoint planning allowance could affect the fund. It distributes \$2.50 million in implementation expenditures across FY2027–FY2031 and assumes incremental recurring costs beginning in FY2029. These amounts are not intended to establish a project schedule or authorize spending; they show the potential financial effect if the assumptions are realized.

Fiscal year	Baseline ending balance	Incremental i3 cost assumption	Cumulative added spending	Scenario ending balance
FY2027	\$8.86	\$0.25	\$0.25	\$8.61
FY2028	\$9.15	\$0.50	\$0.75	\$8.40
FY2029	\$9.93	\$1.25	\$2.00	\$7.93
FY2030	\$10.79	\$1.25	\$3.25	\$7.54
FY2031	\$11.73	\$0.50	\$3.75	\$7.98

The scenario should be revisited once the County and Intrado confirm which services are currently provided, what additional i3 functions are required, and how AT&T and neighboring jurisdictions will be accommodated during the transition. In particular, the County should not assume that it must purchase or retire AT&T's shared selective router, nor that neighboring jurisdictions will contribute to Washoe's implementation costs.

G.4 Estimated Strategic Investments and Funding Sources

The investment schedule below brings together known contractual costs and planning-level estimates for initiatives identified in this Strategic Plan. It is intended to help the Committee distinguish existing obligations from future choices, while recognizing that some projects will not advance until technical, operational, and financial questions have been resolved. The NG911 estimate reflects the reported use of an AT&T-owned legacy selective router upstream of the region's existing IP delivery network.

Initiative / priority	Anticipated timing	Available cost basis / planning estimate	Potential funding source
911 surcharge revenue audit (P7)	FY2027	Initial audit recommended; fee or procurement estimate not provided.	911 surcharge fund, subject to eligibility and County approval

GIS remediation and stewardship (P2)	FY2027–FY2029	Lightweight GIS review identifies remediation; no validated scope-priced estimate.	911 surcharge for eligible GIS functions; participating agency resources
NG911 target architecture, ESInet/NGCS and migration (P2)	FY2027–FY2031; cutover assumed	MCP preliminary ROM: \$1.5M–\$4.0M one-time; \$250K–\$750K additional annual recurring. Midpoint: \$2.5M implementation plus \$0.5M/year at full operation. Includes i3 NGCS/ESInet configuration, ECRF/LVF and GIS integration, CHE testing, security, AT&T legacy interconnection and carrier migration; excludes purchase/replacement of AT&T shared router and major CHE replacement.	Eligible 911 surcharge allocations subject to law and approval; agency contributions; grants if awarded. No assumption of neighboring-county contributions.
Regional CAD/RMS implementation and interfaces (P3)	FY2027 onward	Existing project; remaining payment schedule and recurring obligations not separately verified.	Previously approved allocations; participating agency funds
Backup / continuity improvements (P4)	FY2027–FY2031	Backup capability assessment and improvement scope remain to be finalized.	Eligible surcharge funding and agency capital/operating funds
Facilities / Spectrum Boulevard (P5)	Contingent on feasibility	No approved facility alternative or cost estimate in the reviewed sources.	Eligible surcharge uses under Nevada law; other County/agency capital sources
Portable / vehicular recording devices	As approved	Relevant to statutory funding plan; device program costs and approved allocations not separately provided.	911 surcharge only where legally eligible; agency funds
Workforce development and technical training (P6)	Annual	Training and support effort not separately costed; personnel eligibility changes remain contingent.	Agency general funds; surcharge only for eligible costs

The funding sources identified in the schedule are potential pathways rather than commitments or determinations of statutory eligibility. Each proposed expenditure should be evaluated against the applicable law, adopted budget, existing contracts, and any subsequent legislative changes before approval.

As initiatives move toward approval, the County should maintain a supporting investment schedule identifying initial and recurring costs, the agency responsible, timing, proposed funding, dependencies, and whether the expenditure is already reflected in the financial forecast. This detail can be maintained outside the narrative plan and updated as the Committee acts on individual projects.

The existing 911 environment provides a useful starting point for NG911 migration, but the use of IP transport should not be confused with standards-based i3 call routing. Based on stakeholder discussions, AT&T operates the legacy selective router serving Washoe and other jurisdictions. This shared dependency means Washoe's migration should preserve appropriate call transfers and interconnections for jurisdictions that continue to use legacy services. The precise configuration and affected agencies remain to be validated.

The recommended approach is to establish the requirements for i3-capable ESInet and NGCS services before determining the final implementation model. This work should address geospatial and policy-based routing, GIS readiness, call handling, logging, network diversity, cybersecurity, and testing. Coordination with AT&T, originating service providers, Intrado, and affected neighboring PSAPs will be necessary to maintain service during the transition. The County should evaluate which elements of its existing infrastructure and contracts can be retained rather than assuming a complete replacement.

For preliminary financial planning, an incremental implementation range of \$1.5 million to \$4.0 million and additional annual recurring costs of \$250,000 to \$750,000 are reasonable allowances based on public NG911 benchmarks, not Washoe-specific vendor pricing. The midpoint scenario uses \$2.5 million for implementation and \$500,000 in annual recurring costs once fully active. These amounts should be refined following architecture validation, a review of existing Intrado entitlements, and confirmation of carrier interconnection requirements. They should not be added to existing contract costs without first determining what is already included.

G.5 Contractual Commitments and Forecast Reconciliation

The agreements reviewed for this plan provide a more detailed view of the region's financial obligations than the aggregate fund forecast alone. They also demonstrate why the full value of a regional or agency contract cannot automatically be treated as an additional Enhanced 911 Fund expense. Some costs may already be budgeted, some are reimbursable only in part, and others are paid by individual agencies. The following table identifies amounts that should be considered during the County's annual reconciliation.

Contract / document	Documented amount or schedule	Financial treatment
Intrado regional 911 service	Base \$95,339/month (\$1,144,068/year); separate additional-position schedules in original order	Regional 911 services;
Intrado SIP lines (2022)	84 lines at \$60/month; \$5,040/month or \$60,480/year; \$2,000 one-time	Regional 911 expense;
Hexagon CAD/RMS implementation	\$7,291,924.39 original milestone-based implementation price	Only unpaid milestones are future commitments;
Hexagon CAD/RMS support	Maintenance years 2–5: \$891,764.11 each; years 6–10: \$918,517.03; \$946,072.54; \$974,454.72; \$1,003,688.36; \$1,033,799.01	Year 1 included in implementation; map maintenance years to actual cutover dates;
Reno Police Department Axon (2022–2031)	Ten-year agreement: \$11,545,251.39. Scheduled payments: \$605,701.02 each November 2023–2030 and \$605,701.69 in November 2031, following 2022 upfront payments/credit. FY2027–FY2031 planning window contains five scheduled November installments totaling approximately \$3.03 million.	Reno agency contract, not automatically a 911 Fund obligation. E911 reimbursement documentation identifies a \$384,484.54 first-year request and \$193,689.16 annual fleet component.
Sheriff Axon anticipated E911 reimbursement	\$900,430.98 in 2025; \$2,057,416.15 annually in 2026–2034	Major potential Fund 208 obligation;
Sparks PD Axon 2025–2029	Contract \$4,570,392.92; July 2026 \$794,915.95; July 2027 \$826,033; July 2028 \$855,816.28; July 2029 \$892,910.91	Do not classify whole contract as E911-funded without approved eligible reimbursement allocation

Reno Dispatch FY2026 adopted budget	\$9,979,829; 59 FTE	Independent City operating budget, contextual only; not additive to Fund 208
Sheriff Axon Contract	\$730,579.25 historical five-year agreement	Historical precedent;

The Sheriff's 2024 Axon materials anticipate approximately \$2.06 million in annual E911 reimbursements for forward years of 2027–2034. This is a significant planning consideration, although it does not establish that every amount has been paid or that the payments are absent from the County forecast. The County should compare the reimbursement schedule with actual transactions and projected expenses before making any adjustment.

The Hexagon agreement similarly creates implementation and lifecycle obligations that depend on project milestones and the commencement of maintenance. The original statement of work identifies a \$7.29 million implementation value and specified payments at cutover and following reliability milestones. The County should use the current project payment record and acceptance schedule to determine which obligations remain outstanding rather than carrying the entire contract value forward.

The Intrado service order establishes a \$95,339 monthly base recurring charge, while additional positions and connectivity services have separate pricing and activation conditions. The later SIP change order adds \$5,040 monthly. These documented rates provide useful checks against the operating forecast, but the amount actually payable in each year depends on the services deployed and any subsequent changes.

Reno's Axon agreement adds another relevant expenditure stream. The October 2022 agreement and the reimbursement materials available through the County's E911 Committee identify scheduled payments and eligible reimbursement requests. A later Reno agenda item also contemplated additional in-car camera costs. These amounts should be considered in the regional outlook without assuming that the full Reno contract is paid from the County's surcharge fund.

Before adopting an adjusted fund balance projection, the County should reconcile FY2026 actual expenditures and vendor reimbursements with the existing forecast, identify unpaid Hexagon milestones and maintenance anniversaries, confirm active Intrado charges, and distinguish approved agency reimbursements from contingent future requests. Each item can then be classified as already forecast, newly approved, contingent, or funded outside the Enhanced 911 Fund. This relatively straightforward process would materially improve the reliability of the five-year outlook.

G.6 Financial Outlook and Annual Review

The available information suggests that the County has financial capacity to consider continued modernization, but it does not yet establish the uncommitted resources available for each initiative. Under the illustrative midpoint i3 scenario, the FY2031 balance is lower than the unadjusted forecast, demonstrating the importance of incorporating implementation and recurring costs as decisions are made. The Committee should consider the timing of these costs alongside existing recording-device reimbursements, CAD/RMS obligations, facility needs, and other lifecycle commitments.

The County should review the financial outlook as part of its annual Strategic Plan update, using actual surcharge receipts, adopted budgets, confirmed commitments, revised implementation schedules, and updated lifecycle estimates. The initial surcharge revenue audit recommended for FY2027 should also help establish greater confidence in the revenue assumptions. Maintaining this review cycle will allow the Committee to evaluate affordability and funding impacts as projects become sufficiently defined, while preserving the plan's flexibility over the five-year period.

Source and limitations: Washoe County “911 Fund Revenue Expenses and Detailed Reimbursements.xlsx,” Revenue Expenses worksheet and FY26 Payments to Other Agencies worksheet; Washoe Regional 911 Five-Year Strategic Plan, Final for QA (October 2026); signed Professional Services Agreement, Exhibit A. This appendix uses source figures without independently auditing County accounting records. Scenario allowances are illustrative and should not be represented as approved or vendor-supported costs. Additional reviewed sources: Intrado executed 2020 service order; 2022 SIP change order; Hexagon executed 2023 agreement and SOW (pricing summary and Attachment B); Washoe Sheriff Axon 2018 and 2024 staff reports; Sparks PD Axon 2025–2029 contract; Reno FY2026 Dispatch budget; Hexagon PDC/SDC diagrams dated June 2026. NG911 ROM figures are MCP preliminary estimates informed by public NG911 benchmarks and stakeholder-described architecture, not verified vendor prices. AT&T legacy-router ownership and cross-jurisdictional service footprint are reported by stakeholders and require confirmation.

Appendix H: Change Management

There are actions that County leadership can take to build on existing relationships and trust between departments, which will foster continued collaboration. County leadership and stakeholders are applauded for undertaking this strategic planning initiative. The organization’s continued success hinges on its commitment to engage and develop strategic initiatives, engage in the change management process collaboratively, and follow through until each reaches a successful conclusion. In part, the objective here will be leadership’s communications plan and employee engagement in adopting strategic initiatives and how they fit into the equation.

Overall, a well-defined change management policy, workflow procedures, and a decision-making diagrammed workflow will contribute to the County’s overall success as it allows the County to prepare, manage, and reinforce change within its organization. Change in the current state is inevitable and must be met strategically.

The organization’s continued success hinges on its commitment to engage and develop strategic initiatives, engage in the change management process collaboratively, and follow through until each reaches a successful conclusion.

When there is a workflow that produces change, it manages the change before the change manages the organization; this is the most productive way to keep organizations healthy and balanced.

A change management framework is critical for supporting effective decision-making and determining whether to implement any solution. A change management framework provides the opportunity to critically examine the output created by new system implementations and appropriately introduce them into the organization so they will be more readily adopted and assimilated into everyday operations. A change management framework to address transformational change should include analysis of specific considerations each time a solution is presented to an organization. A model of the considerations that impact change management implementation within organizations is provided in Figure G-1 below.



Figure G-1: Change Management Considerations

The outcomes of the change management workflow should generate positive responses that align with the priorities of the organization—usually based on a strategic plan—focused on improving emergency response outcomes. If those proposing an implementation cannot articulate how the solution aligns with the organization’s mission or vision, it may be in the best interest of the organization to say no to the solution at that time.

For those implementations that are completed, it is essential to have predetermined metrics to provide assurance that the solution provides the anticipated functionality and outcomes. Keeping ineffective technologies and/or services in play is wasteful and can have a negative impact on emergency response services.

Change management processes¹ should include the following:

Proper reporting structures that are supported by an efficient change management workflow, and other workflows, will provide integrity and security for County systems and technology.

The following workflow is an example of the basic elements of a change management workflow. This workflow can be reduced or expanded depending on organizational needs.

