



EL PASO-TELLER COUNTY

9-1-1 AUTHORITY

POLICE · FIRE



EMS · DISPATCH

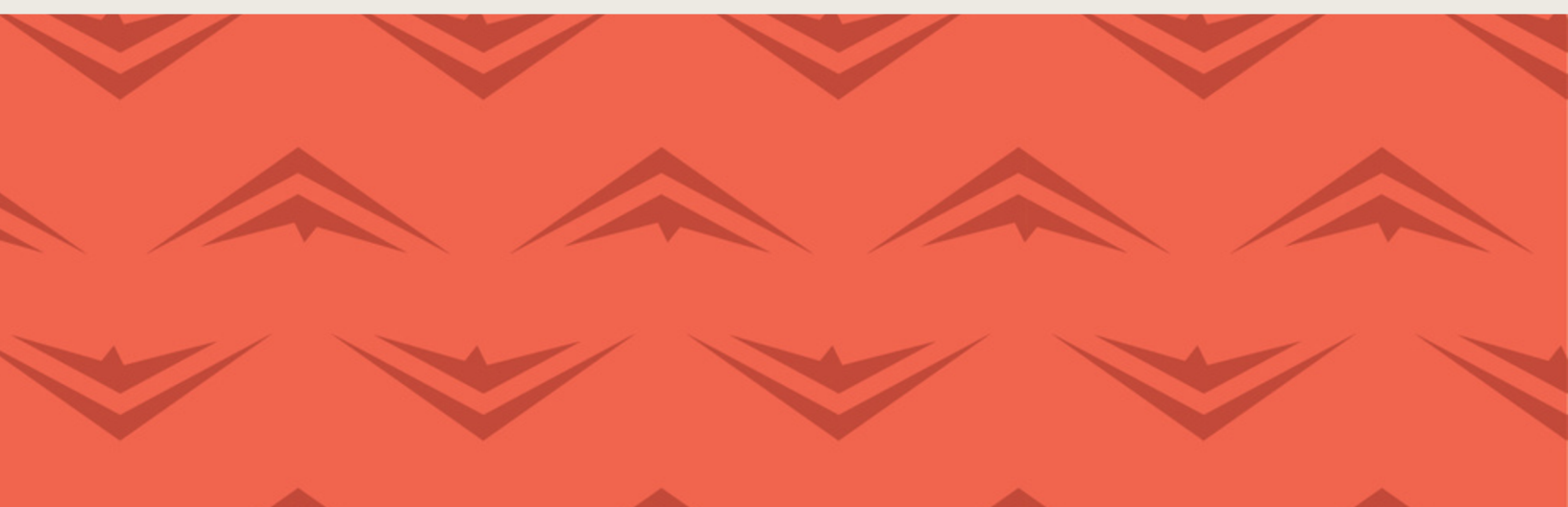


Strategic Plan

2026-2030

Executive Summary

The El Paso–Teller County 911 Authority (the Authority) exists to ensure the public has reliable, secure, and equitable access to emergency services. Over the next five years, the Authority will focus on strengthening operational resilience, delivering exceptional service, maintaining fiscal responsibility, and fostering an empowered, innovative organizational culture. This Strategic Plan establishes a clear roadmap for achieving these priorities through measurable objectives, defined strategies, and performance indicators.



Our Vision

To be an industry leader and establish the highest standard in 911 governance through innovative technology, training, and customer service that enable PSAPs to deliver rapid, accurate, and effective emergency responses.



Our Mission

The El Paso–Teller County 911 Authority provides reliable access to public safety agencies by managing high-quality, redundant, secure, and cost-effective 911 services while delivering exceptional customer service to Authority stakeholders.

Core Values

- **Reliability & Redundancy** – Ensuring continuous access to emergency services
- **Customer Service Excellence** – Serving PSAPs, partners, and the public with professionalism and responsiveness
- **Fiscal Responsibility** – Stewardship of public resources with accountability
- **Innovation** – Embracing technology and new approaches that improve outcomes
- **Transparency** – Open communication and trust with stakeholders



GOAL 1: Strengthen Operational Resilience and Technology

Objective 1.1: Infrastructure Resilience

Upgrade, maintain, and modernize critical 911 infrastructure to ensure redundancy, high availability, and adaptability to evolving operational demands.

Strategies

- Implement Next Generation (NG911) enhancements
- Maintain lifecycle replacement planning
- Conduct annual reviews of system resilience benchmarks
- Design infrastructure for future scalability to keep up with changing demands of software and networking requirements

Objective 1.2: Cybersecurity

Strengthen cybersecurity posture to protect systems, data, and public trust.

Strategies

- Partner with qualified cybersecurity consultants to conduct annual independent audits
- Maintain CJIS compliance and align security practices with CIS and NIST standards
- Implement continuous cybersecurity awareness training for Authority staff and PSAP users
- Expand use of AI-enabled tools for log correlation, threat detection, and anomaly analysis
- Stay current with industry trends on emerging threat landscapes



GOAL 2: Deliver Exceptional Service to Stakeholders and the Public

Objective 2.1: Stakeholder Engagement

Enhance communication, transparency, and accessibility for PSAPs and stakeholders.

Strategies

- Conduct quarterly PSAP feedback forums
- Manage the new website vendor to ensure accessibility requirements
- Evaluate and implement accessible emergency alerting solutions, including ASL-based platforms

Objective 2.2: Public Trust & Education

Improve public trust and understanding of 911 services through outreach and education.

Strategies

- Develop and launch an educational FAQ and video series on appropriate 911 use
- Expand outreach beyond schools and meetings through digital platforms, community partnerships, and targeted campaigns

Objective 2.3: Legislative Advocacy

Actively engage in legislative efforts that strengthen 911 services at the state and federal level.

Strategies

- Participate in Colorado 911 legislative working groups
- Ensure annual representation at 911 Goes to Washington
- Engage professional lobbying resources to advocate for policies that strengthen 911

Objective 2.4: Facilities Planning

Develop a facilities plan based on the 20-year needs assessment that supports long-term growth and operational excellence.

Strategies

- Present options and recommendations to the Board for future facilities planning
- Develop a phased financial and funding strategy aligned with operational needs

GOAL 3: Ensure Fiscal Responsibility and Accountability

Objective 3.1: Financial Sustainability

Promote cost-effective and sustainable service delivery.

Strategies

- Continue utilizing a rolling 5-year financial planning model.
- Implement standardized cost-benefit analyses for technology, systems, and training investments
- Periodically evaluate the adequacy of the 911 surcharge and identify funding risks

Objective 3.2: Transparency & Accountability

Ensure transparency in financial planning, reporting, and expenditures.

Strategies

- Publish clear, accessible annual financial reports for stakeholders and the public
- Provide executive summaries highlighting trends and key expenditures
- Ensure fiscal policies are well established and applied
- Maintain annual independent financial audits



GOAL 4: Foster Organizational Excellence and Innovation

Objective 4.1: Workforce & Wellness

Build a resilient, engaged, and empowered workforce.

Strategies

- Support a healthy professional development program
- Conduct annual employee engagement, satisfaction, and growth surveys
- Evaluate workload and capacity of Authority workgroups to determine future staffing needs and adjust roles to support critical initiatives
- Establish a wellness framework to promote the physical, mental, and emotional health of employees

Objective 4.2: Performance Management

Align performance, accountability, and compensation with strategic goals.

Strategies

- Align merit-based compensation with measurable performance outcomes
- Establish KPIs tied directly to strategic goals
- Promote a culture of accountability and learning

Objective 4.3: Innovation & AI

Leverage artificial intelligence to responsibly drive innovation and enhance efficiency of service delivery for 911 operations.

Strategies

- Identify areas where AI can improve efficiency, analytics, and decision-making in HR, IT, and operations
- Support PSAPs in evaluating and implementing AI-enabled tools
- Maintain transparency with stakeholders regarding AI use and impact
- Train staff in AI literacy, data interpretation, and ethical use
- Implement governance and cybersecurity controls for AI systems

This Strategic Plan serves as a living document, reviewed annually to ensure alignment with evolving public safety needs, technology, and community expectations. These goals will be monitored through performance measures reviewed regularly by leadership.