

SOUTH EAST REGIONAL EMERGENCY SERVICES AUTHORITY



Five Year Strategic Plan 2013– 2018 Final Report



*South East Regional
Emergency Services
Authority*

Mission Statement

TO PROFESSIONALLY
SERVE OUR COMMUNI-
TIES AS THE VITAL
LINK BETWEEN EMER-
GENCY SERVICES AND
THE PUBLIC WITH RELI-
ABILITY, EFFICIENCY,
AND INTEGRITY WHILE
WORKING AS A TEAM.

*MISSION STATEMENT REVISED
2ND QUARTER 2017*



9-1-1
**The *first* First
responders**

Original Executive Summary

The South East Regional Emergency Services Authority (SERESA) is a municipal consolidation of three cities: Eastpointe, Roseville, and St. Clair Shores. SERESA became operational in late December 2010.

The SERESA Board is pleased to present this strategic plan as a roadmap to the future for security and growth as an organization. SERESA recognizes that technology is rapidly changing the way services are delivered. It is through collaborative efforts that stress strong fiscal responsibility with our partners that SERESA will continue to provide quality dispatching.

Over the next five years, SERESA will focus on advancing technologies, continued development of staff to maintain a high level of professionalism, superior customer service, and forecasting the future needs in order to properly manage our resources.

This plan reflects our mission and the level of professionalism that our PSAP strives to attain. This plan is a living document which will be reviewed by the Board and PSAP Executive Director and Supervisors annually at a planned work-session meeting. During these meetings an assessment of our strengths, weaknesses, opportunities, and threats will be reviewed to include any surveys and customer feedback received. We will document our progress in our annual report toward the attainment of our imperatives.

Our program will continue to build on our successes and incorporate the successes throughout the nation to be the strongest possible public safety communications system possible.

Respectfully Submitted,
*The SERESA Executive Board
and Executive Director Bartram*

Imperative #1: Enhance the Quality of the SERESA's E9-1-1 System to Ensure That All Citizens and Visitors Have Access to Public Safety Services That Are Reliable, Redundant and Secure.

Objective 1: Develop Continuity of Operations Plan (COOP) for SERESA's E9-1-1 systems to ensure 9-1-1 access and reliability. Plan should include all necessary back-up systems needed to sustain E 9-1-1 call answering operations and ensure E9-1-1 survivability at a County level. COOP planning should include support for natural and manmade disasters, catastrophic equipment failures and pandemic/epidemic events.

Objective 2: Working with the appropriate information services department and outside agencies. Implement telecommunications priority restoration paths for 9-1-1 networks.

Objective 3: Ensure ongoing quality maintenance and operations of Authority-owned Public Safety Answering Point (PSAP) equipment by seeking to implement remote monitoring, proactive system support, and service-level based maintenance agreements.

Objective 4: Establish a hardware and software replacement plan for all mission critical systems including: E9-1-1 telephony applications, servers, workstations, GIS, network, infrastructure, and operating systems.



2018 Final Report

The SERESA Team worked closely over the last five years to meet the Imperatives outlined in the Strategic Plan. To that end, we are pleased to announce that the objectives were met and exceeded even our expectation for some objectives. Working closely with our partner cities, other local organizations, and at a State and National, SERESA was able to stay current with the requirements and knowledge of this ever changing industry.

The SERESA PSAP would like to take this opportunity to thank the SERESA Board and the Cities of Eastpointe, Roseville, and St. Clair Shores for their support over the past seven years since the inception of SERESA in 2010.

2015 Imperative #1 Objective Final Update:

Objective 1: *This objective remains partially met with new policy creation and the reallocation of resources from the former back-up location to Oakland County Sheriff's Dispatch. SERESA has signed an agreement to move all 911 lines to the fiber network which will provide a redundant pathway for outages to support survivability during natural and manmade disasters. The hardware to support this upgrade has been purchased and installed.*

Objective 2: *Objective two was met in 2015.*

Objective 3: *SERESA's equipment, phones, radios, and recorder is monitored remotely beginning with the 2016 phone upgrade and completed with the 2017 radio and recorder upgrade. Objective three is met.*

Objective 4: *This objective will continue to evolve as all equipment has been placed on a replacement cycle for capital replacement.*

and professionalism of SERESA. Not all objectives are complete, some have not even been initiated, however all remain within the radar of the SERESA management staff.

The SERESA staff recognizes that some aspects and goals of the organization are outside of our ability to control. Rising costs in health care and rapidly changing technology creates transformation in areas that are not always flattering to organizational budgets and futures. However, SERESA staff continues to work with stakeholders to address required policy, professional development, and foreseeable mandates that will provide the best solution possible for citizens and public safety customers.

This update reflects the status of each Imperative and the associated objectives. This plan continues to be a living document, reviewed by the Board and PSAP Executive Director and Supervisors annually at planned work-session meetings. During these meetings, an assessment of our strengths, weaknesses, opportunities, and threats will be reviewed to include any surveys and customer feedback received.

Our program will continue to build on our successes and incorporate the successes throughout the nation to be the strongest possible public safety communications system possible.

Respectfully Submitted,
*The SERESA Executive Board &
Executive Director Cherie Bartram*



Eastpointe Engine

Imperative # 2: Implement Network Capabilities for SERESA that Supports the Statewide initiative for Next Generation (NG)9-1-1 on a Local and Regional Level.

Objective 1: Continue working with State and National 911 industries to stay involved with solutions that will address texting to 9-1-1 based on FCC directives. With assistance from Information Services agencies from all SERESA municipalities, design and implement a network for SERESA that is capable of functioning in the NG9-1-1 environment. The network will be compliant with the NENA i3 and proposed future standards to include network based PSAP time synchronization.

Objective 2: Develop a migration path for SERESA's systems to NG standard to include (but not limited to): Automatic Location Information (ALI), Customer Premise Equipment (CPE), and Multiprotocol Label Switching (MPLS) applications. Plan to include a redundancy path, employee training for processing of NG9-1-1 calls, and first responder training of receipt of NG9-1-1 information.



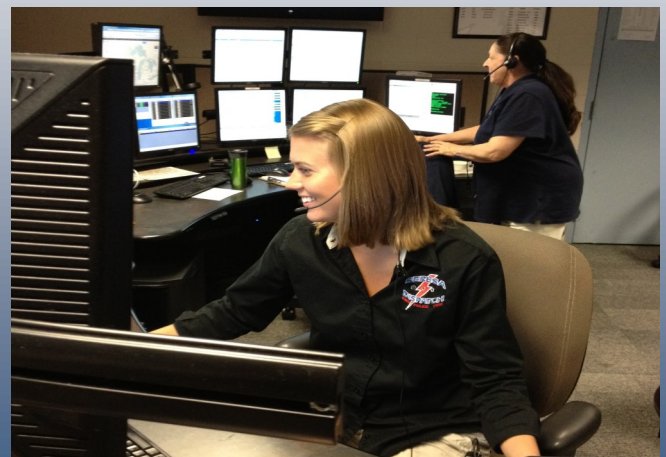
Imperative # 3: Enhance the quality of SERESA's processes to ensure that all citizens, visitors, and first responders receive consistent and reliable service with every call for service.

Objective 1: Coordinate or participate in regional collaboration on important issues such as bio-surveillance, mass communications, NG 9-1-1, PSAP education, data sharing, and public education opportunities.

Objective 2: Provide continuous training to dispatch personnel. Following and enforcing established local, state, and national standards will ensure consistency. SERESA employees will also continue to meet standards set forth as a nationally recognized partner center of the National Center for Missing and Exploited Children.

Objective 3: Evaluate committee structures to ensure stakeholder participation is active. Provide activity reports regularly to board concerning committee activities. Evaluate dispatch personnel through a structured quality assurance program to support skill improvement.

Objective 4: Improve PSAP education training program and conduct onsite and offsite public education at a minimum of once per quarter or four times per year.



2015 Imperative # 2 Final Updates:

Objective 1: *Text-to-911 was implemented at SERESA on a non NENA i3 standard platform. Because the 911 lines are not yet upgraded to fiber, the implemented solution was the best solution for the benefit of the citizens served by SERESA. It provides them with texting to 911 capability. This goal will be on-going, but the basis's of it was met.*

Objective 2: *In 2016 a new phone system was put in place for SERESA. The phone system is redundant to that of SERESA's backup center in Oakland County. Over the course of the past 18 months, SERESA has utilized Oakland County as a backup for call overflow or brief outages without any disruption to the citizens served.*

2015 Imperative # 3 Final Updates:

Objective 1: *Objective 1 cannot be considered fully met at any point. It is a living, changing objective that will become part of the SERESA culture. SERESA staff is eager to take part of opportunities when they become aware of them.*

2015 Imperative # 3 Objective Updates Cont.:

Objective 2: *Training is a mandate by the State of Michigan. SERESA staff receives the required training annually and often exceeds the amount required. In addition to classroom educational opportunities, in 2018 the training supervisor took advantage of on-line dispatch specific training for the staff. These brief training sessions are focused and intense classes approved by the State of Michigan meant to enhance the Telecommunicator's knowledge regarding a wide variety of dispatch specific topics. This type of training has reduced overtime expenses and still allowed staff to receive some quality training.*

Objective 3: *In 2017 SERESA formed committees which drew in additional stakeholder participation for medical call reviews. These committees have provided valuable insight and input into the medical call processes. This is in addition to the quality assurance already completed on our calls.*

Objective 4: *Public educational opportunities have not been conducted onsite over the past two years with the exception of group tours that are allowed to come through on a pre-approved basis.*

Imperative #4: Ensure the Financial Stability of SERESA's E9-1-1 Communication System

Objective 1: Enhance educational and outreach programs to strengthen the community's awareness of, and support for, public safety communications initiatives.

Objective 2: Educate local officials and public safety agencies to the various program activity areas such as legislation, appreciation events and regional discussions.

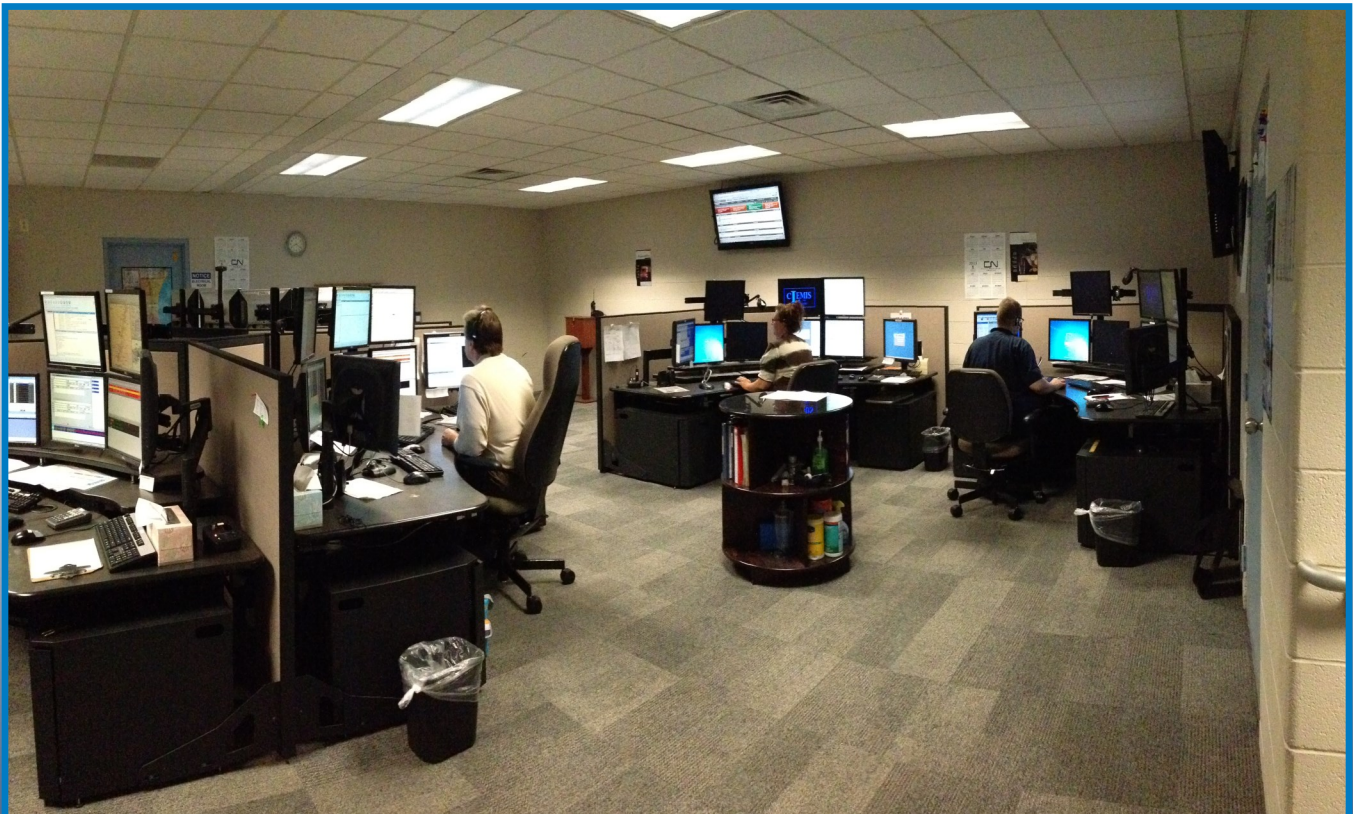
Objective 3: Develop a five and ten-year budget roadmap taking into account all strategic imperatives, long-term NG goals and issues that surround future funding for E9-1-1 initiatives.

Objective 4: Determine the potential value of Authority owned equipment consolidation by exploring various co-location strategies and options. This analysis would include recommendations for future Authority funding to support virtual equipment consolidation and explore the potential long-term savings.

CONTACT US

Information on the organization may be located on the website or by contacting a supervisor or the executive director at:

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2015 Imperative #4 Final Update:

Objective 1: *When opportunities present themselves, the SERESA staff takes advantages of appearing in the public for the purpose of providing public education. Both the management team and Dispatch team.*

Objective 2: *While this objective is a continual goal, the SERESA Director remained very active in the various discussions at a State level as part of the Legislative Action Committee subgroup for the State 911 Committee. This allowed regular updates to Local officials and Public Safety officials to occur on a regular basis regarding activity and regional discussions.*

Objective 3: *Objective completed for five-year budget roadmap. With the rapidly changing technology of NG, a ten-year forecast is not possible with the exception of a equipment replacement schedule.*

Objective 4: *Objective review started, not fully analyzed. Virtual equipment consolidation and strategies requires collaboration with partner communities. SERESA did enter into an agreement with Macomb County in 2017 for the purposes of recording radio talk-groups, which is a step toward this objective.*



Voluntarily Employee Supported Program

ENP

9-1-1



SERESA Public Safety Customers

