



## **911 Governance**

### **Transform911 Convening, March 4, 2022**

**During this convening session, workgroup chairs presented details of the following recommendations:**

1. Establish a high-level federal position and cabinet-level working group to create and implement national standards for 911
2. Invest 911 professionals and community members with power in governance decisions
3. Establish national and state level standards for how ECCs operate
4. Increase coordination among ECCs and consolidate where possible

**This document contains anonymous feedback from session attendees on the given questions following this presentation, conducted through the Mentimeter website. We suggest citing this document as “Public feedback during Transform911’s Alternative First Responders workgroup convening session on March 2, 2022.”**

**For additional information or inquiries, visit [transform911.org](https://transform911.org), email us at [transform911@uchicago.edu](mailto:transform911@uchicago.edu), or follow us on Twitter @T911HealthLab.**

# What are other ways, not contemplated here, that communities can meaningfully define what success for the 911 system looks like?

Involve the community in defining success

Popular media-both print/digital ('letters to the editor'), and in-person (town hall meetings)

There is a focus on data related analysis. I think we miss the mark on the human interaction component. Perhaps incident review could be incorporated.

People with a need get the right resources to effectively address that need after a call to 911

Assure that services requested and accessed through 911 are consistent no matter where you're calling from

Expansion of consideration to include community voice. Establishing a governance structure which looks like the community which incorporates the voice of lived expertise is crucial. Using data to inform strategy - data needs to be transparent.

Establish national baseline standards, but respect local decisionmaking to define what success looks like at a local/regional level. Too many state legislatures are restricting local control on important decisions like this.

elevating the 911 professional as a profession - reclassifying them as first responders vs. clerical / administrative

Public safety executives and elected officials not being fearful to bring local leaders to the table and have a voice.

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# What are other ways, not contemplated here, that communities can meaningfully define what success for the 911 system looks like?

Related to mental health, and perhaps this is more 988, but calls transferred that do not require a law enforcement response.

Establish metrics and benchmarks that can be used to objectively gauge progress.

Communities already have (or are in the process of developing or changing) established institutional arrangements for responding to crisis. 911's operations should interface with those state/local capacities and commit to alignment over time.

Tik Tok

Communities/neighborhoods that have very low 911 call rates start calling because TRUST has been increased

Re-engineer performance metrics to emphasize qualitative (time on call or response times) versus quantitative (is the right response being captured) for successful resolution.

Think about consolidation...so many ECCS are very small and as a result struggle ensure high level of service and occupational wellness for 911 telecommunicators

Data informed - authentic community engagement depends on community-based, informed decision making power.

Personally de-identified public reporting of the data from both 911 and 988. Defaulting to "open" and not requiring FOIA for public to monitor what's going on.



# What are other ways, not contemplated here, that communities can meaningfully define what success for the 911 system looks like?

Meetings with neighborhood leaders, community centers, churches, and other neighborhood stakeholders - could be facilitated by trusted intermediaries

Mechanisms that provide ongoing continuous input and feedback from the community on the qualitative and quantitative performance of 911 interactions

Very important to define our mission first. Then determine if we are meeting that mission through work review.

Governance structures need to need ongoing support and commitment of leadership. Both administrative and fiscal support.

911 should be able to integrate with other response services – from 2-1-1 to 3-1-1 to 9-8-8 among others – so that information about available resources can be shared among them, and calls can be appropriately routed.

Success in communities will be defined differently. Baseline themes/standards should be established and fulfilled by 911 systems and any service after the themes or standards are enhancements.

Followup after emergency contact and outreach to affected people, like a critical incident management approach, will reveal important info. Even a sample of emergencies.

Develop realistic public expectations regarding service level of 911.

Make sure 911 professionals come from the communities that calls come from

# What are other ways, not contemplated here, that communities can meaningfully define what success for the 911 system looks like?

We need more timely access to current data. It's awfully hard to advocate change after having to do public records requests, then getting multi-year-old data. The coding is often cryptic, not geocoded, and pretty much not easily usable.

Success of 911 shouldn't be defined by speed

Involve community members in recruiting and hiring efforts.

We have to know, 100% guaranteed, that the person we might call on will not get killed by police. Since we can't get that guarantee many of us will not pick up the phone period. That's not ideal obviously.

Analyze and report on the representativeness and interests of state and federal boards, commissions, committees related to 911 system.

TRANSPARENCY - not a focus on METRICS. Metrics are too vulnerable to gaming! Time based metrics are not working in health care.

Quality by human-centered-design-UX!!!!

Call taking standards currently are based on time. Time is important to ensuring good outcomes... but so is quality. In the absence of a true imminent threat to life we have a bit of time to ensure a better response.

911 data does not = crime data. Not having the calls connected e.g. 911/call for service/crime-NIBRS data must be codified so that we can track incidents longitudinally... especially after courts... tie the data to the final disposition in courts.

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# What are other ways, not contemplated here, that communities can meaningfully define what success for the 911 system looks like?

Trust and Confidence in the operators and owners of the system

Jerry, you're talking about 'Analysis Time'

Technologies: Take steps to ensure that people who use text-based communications\* and TRS\*\* can contact local or regional non-emergency N-1-1 and 9-8-8 services consistent with access to 911 services.

Metrics are useful if they are clearly defined, inputs are identified and transparent, data consistently collected - including documenting why data isn't included. There should be zero excuse for incomplete, unclear, or inconsistent metrics.

Time standards need to be modulated by the type of call - not all calls and responses are the same, nor should they be defined by the same metrics of success

Technologies: Encourage local or regional non-emergency N-1-1 and 9-8-8 services to incorporate technologies like SMS, RTT, and TRS. Access to N-1-1 services is still problematic, which may be similar to 9-8-8 Service, which needed to be avoided.

Private sector standards/metrics shouldn't define success

Grassroots pressure.

\*SMS (Short Message Service) and RTT (Real-Time Text)\*\*TRS (Telecommunication Relay Services)

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# What would it take to make the creation and adoption of national standards a priority for federal leadership?

Political will

Public pressure

Executive and/or Congressional action

money

Exposure the the concerns and explanation of how they can support change.

Organize. Show elected leaders that communities are organizing -- and voting -- based on this issue.

Grassroots pressure. It won't come from the top down.

A focusing event, coinciding with a political cycle.

a cohesive vision of success

# What would it take to make the creation and adoption of national standards a priority for federal leadership?

Each state can push collectively.

Bi-partisan legislative champions. STORIES as to how lack of standards impacts folks

The resourcing or establishment of an organization with the capacity to develop and implement the standards

We need to develop a set of reasons why this data is so critical. That is, sell stakeholders the value of such a policy, then use them to pull legislators towards a standards-based system. We cannot compare apples to apples with disparate data.

Workgroups such as this doing the deep dive.

Public education of what 911 actually is - most people don't understand it's a patchwork system that is underfunded, underresourced, misunderstood, and not prioritized - until you have an emergency and try to call or work within the system

Pleas from leaders of 911 centers

Public information campaign

National Standards are only as good as the agency that adopts them. If its elective, then they can be ignored



# What would it take to make the creation and adoption of national standards a priority for federal leadership?

Public education

Pressure from philanthropic and business leaders to push political will where it should be

Model state legislation with a consistent national vision

The "right" populations must speak out to make this a priority.

Standards are not much help without education about them and assistance to meet them. The ultimate metric should be the standards from the viewpoint of recipients of emergency services.

Agreement from stakeholders about what is needed and what they want the federal government to do.

Articulating the particular standards that are needed and why! Let's get specific here.

It must become important to the public in order for it to become a priority of government representatives. The public needs to be educated.

Unfortunately it usually takes a failure of the system for local officials to take notice and want to change.

# What would it take to make the creation and adoption of national standards a priority for federal leadership?

911 is the gateway to care and we need to treat it that

We might be frank with people and identify how the total mish-mash of data, standards, metrics, outcomes etc. are all over the map w/o standards. This is by design. This is a system sustaining a biased and racist system. Organization leads to parity

Education and briefing (lobbying) to congressional offices, committees, and staffers

Identify the criticality of the issues 911 is facing. The reliance of all our communities on 911 communicating emergent activity. Who do you call when the world falls apart... 911

The hurdles in getting 911 pro's out of the tow truck dispatcher classification at the Federal Level and at the State level recognition as first responders can be used as examples of hurdles of implementing national standards at the federal level.

This truly is a watershed moment for emergency crisis services - we can't see the need to improve 911 as at odds in this moment in which violent crime is increasing - these efforts need each other

911 is a a national community and civic engagement tool - we must treat it as such at the national level

Look carefully at other similar efforts (Hospital Compare) where these efforts have been successfully thwarted.

Per your last statement Jerry, part of the stories of lived experiences need mapped into integrated customer and service journeys.

# What would it take to make the creation and adoption of national standards a priority for federal leadership?

A gateway to care is also a gateway to business opportunity. If transparency is not a meaningful and enforceable requirement, that gateway can become monstrous, like private prisons.

Consolidated operations can still have segmented governance, oversight, and feedback mechanisms to reflect the specific needs of each community



# How can we balance the need for meaningful community participation and power-sharing with the benefits of consolidating ECCs across jurisdictions?

911 community members serve on national, state, and local/regional 911 advisory boards

Include caller satisfaction in defining success and the ultimate outcomes for 911

Consolidated operations can still have segmented governance, transparency, and feedback mechanisms that reflect local needs

Make the case for what benefits come from consolidation, and make it publicly. I don't think the average person understands that consolidation would be a potential positive step forward.

First individual communities have to determine the benefits and possibilities of consolidation. Then have broader conversations with adjacent communities to explore details.

Public Education campaign that explains the ROI of consolidation along with the situational awareness for responders

There may be some capacities that can be consolidated, with other capacities that should be localized. Perhaps some technical infrastructure is shareable at scale, while programming and operations can be locally contingent?

Are there lessons from public school systems as a model?

Even in consolidated centers, there can be a division of service delivery that focuses on individual communities within the service area. This can provide avenues for community-based engagement.

# How can we balance the need for meaningful community participation and power-sharing with the benefits of consolidating ECCs across jurisdictions?

Help people remember that even if they're sitting on a governance board in a professional capacity, they are ALSO a community member!

There are many benefits ... however any incentives that can be offered will assist with motivating change.

Look to other models about how to engage stakeholder feedback. CMS has several surveys they administer to get feedback on the satisfaction of people who use Medicaid services.

These systems are in place to serve the funding organization. There are myriad institutions (fire, ems, police, sheriffs, colleges, governmental units) with their own ECC. This is madness. It only serves making information structurally unavailable.

many ECCs are operated by local law enforcement (PD/SO) and have historically been unwilling to give up those operations - this is underscored by the positions of various associations including IACP/NSA etc.

With so many 911 calls coming from cell phones, we should think about text back satisfaction surveys - for certain calls (not DV-related calls)

Reviewing and understanding who owns and operates the ECC's may give insights about trust and confidence in the operations

Meaningful participation requires ongoing communication. Don't rely on chatbots or professional survey companies - you need humans who aren't just reading scripts or relying on algorithms.

Consolidated operation can completely transparent so that the community experience aligns with their expectations. Experienced leadership is key in consolidation and how it is affected.



# How can we balance the need for meaningful community participation and power-sharing with the benefits of consolidating ECCs across jurisdictions?

Public school systems are parallel governments that will likely not have models that we could emulate. They tend to be highly self-focused depending on political powers authority to change. Imagine a wealthy white district vs. a neighbor poor one.

Having been involved in several consolidations there is generally more concern or resistance from customers (citizens and other first responder agencies). Efficiency is gained by shared processes that require collaboration.

Important when considering coordination and collaboration, that there isn't mission creep. For example between 911 and 988. There is a clear mission of providing mental health crisis response.

Fund 911 services adequately

Ensure operability between different 911 ECCs as well as alternative hotlines

Technology standards from smartphones to the internet demonstrate how interoperability can provide a unified and consistent experience across a diverse range of service providers

Need to foster environments and the drivers of innovation at the federal and consolidated local levels.

Educate the public that first responders, particularly police, are not the best responders in many instances

Consolidation is a long-term process, not a single event. This helps thought leaders to work with both stakeholders and community



# How can we balance the need for meaningful community participation and power-sharing with the benefits of consolidating ECCs across jurisdictions?

regular meaningful communication and education

Mission creep is a serious concern. If we are truly responding to crisis and emergent issues we should avoid responsibility for routine or less critical services.