



CAECD Board of Managers | Agenda

10:30 a.m., or upon adjournment of the Executive Committee
Wednesday, May 13, 2026
6800 Burlleson Rd, Bldg 310, Suite 165
Lantana Conference Room
Austin, Texas 78744

Mayor Doug Weiss, *City of Pflugerville*, **Chair**
Mayor Pro Tem Steve Hougen, *City of Granite Shoals*,
1st Vice Chair
Commissioner Joe Don Dockery, *Burnet County*,
2nd Vice Chair and Parliamentarian
Commissioner Clara Beckett, *Bastrop County*
Secretary
Judge Brett Bray, *Blanco County*,
Immediate Past Chair
Mayor Kirk Watson, *City of Austin*
Council Member Kerry Fossler, *City of Bastrop*
Council Member Kevin Hight, *City of Bee Cave*
Judge Bryan Wilson, *Burnet County*
Judge Hoppy Haden, *Caldwell County*
Commissioner Clint Sternadel, *Fayette County*
Council Member Ben Butler, *City of Georgetown*

Commissioner Walt Smith, *Hays County*
Council Member Stephen Chang, *City of Leander*
Commissioner Steven Knobloch, *Lee County*
Judge Rob Hardy, *Llano County*
Mayor Lew White, *City of Lockhart*,
Mayor Crystal Mancilla, *City of Liberty Hill*
Council Member Frank Ortega, *City of Round Rock*
Mayor Jane Hughson, *City of San Marcos*
Council Member Cathy Meek, *City of Smithville*
Judge Andy Brown, *Travis County*
Commissioner Ann Howard, *Travis County*
Judge Steven Snell, *Williamson County*
Commissioner Cynthia Long, *Williamson County*
Senator Pete Flores
Representative Caroline Harris-Davila

- 1. Call to Order and Opening Remarks by the Chair**
- 2. Consider Approving Minutes for the April 8, 2026 Meeting.**
- 3. Consider Authorizing Priority Dispatch Corporation Services and Support**
Richard Morales, Director of Emergency Communications
- 4. Consider Approving the CAECD Strategic Plan Revised Framework and Methodology**
Jenna Barrington, Assistant Director of 9-1-1 Policy and Administration
- 5. Consider Adopting a Resolution Setting the 9-1-1 Service Fee for FY 2027**
Richard Morales, Director of Emergency Communications
- 6. Adjourn**



CAECD Board of Managers | Minutes

10:30 a.m., or upon adjournment of the Executive Committee
Wednesday, April 8, 2026
6800 Burleson Rd, Bldg 310, Suite 165
Lantana Conference Room
Austin, Texas 78744

Present (15)

Mayor Pro Tem Steve Hougen, *City of Granite Shoals*,

1st Vice Chair

Commissioner Joe Don Dockery, *Burnet County*,

2nd Vice Chair and Parliamentarian

Commissioner Clara Beckett, *Bastrop County*,

Secretary

Judge Brett Bray, *Blanco County*, **Immediate Past Chair**

Council Member Kerry Fossler, *City of Bastrop*

Council Member Kevin Hight, *City of Bee Cave*

Commissioner Clint Sternadel, *Fayette County*

Council Member Ben Butler, *City of Georgetown*

Council Member Stephen Chang, *City of Leander*

Commissioner Steven Knobloch, *Lee County*

Judge Rob Hardy, *Llano County*

Council Member Frank Ortega, *City of Round Rock*

Mayor Jane Hughson, *City of San Marcos*

Council Member Cathy Meek, *City of Smithville*

Commissioner Ann Howard, *Travis County*

Absent (12)

Mayor Kirk Watson, *City of Austin*

Judge Bryan Wilson, *Burnet County*

Judge Hoppy Haden, *Caldwell County*

Commissioner Walt Smith, *Hays County*

Mayor Crystal Mancilla, *City of Liberty Hill*

Mayor Lew White, *City of Lockhart*

Mayor Doug Weiss, *City of Pflugerville*, **Chair**

Judge Andy Brown, *Travis County*

Commissioner Cynthia Long, *Williamson County*

Judge Steven Snell, *Williamson County*

Senator Pete Flores

Representative Caroline Harris-Davila

1. Call to Order and Opening Remarks by the Chair

Meeting was called to order at 12:45 p.m.

2. Consider Approving Minutes for the March 11, 2026 Meeting.

Commissioner Long made a motion to approve the March 11, 2026, meeting minutes. Mayor Hughson seconded the motion. The motion was approved unanimously.

3. Consider Authorizing Extension of Regional Backup Center to March 31, 2028

Andrew Hoekzema, Director of Administrative Services

Commissioner Long made a motion to authorize the extension of the Regional Backup Center to March 31, 2028. Council Member Meek seconded the motion. The motion was approved unanimously.

4. Consider Accepting the Financial Report for the Period October 1, 2025 to February 28, 2026

Silvia Alvarado, Director of Finance

Mayor Hughson made a motion to accept the Financial Report for the period October 1, 2025, to February 28, 2026. Council Member Ortega seconded the motion. The motion was approved unanimously.

5. Adjourn

Meeting was adjourned at 12:51 p.m.

CAPITAL AREA EMERGENCY COMMUNICATIONS DISTRICT

BOARD OF MANAGERS MEETING

MEETING DATE: May 13, 2026

AGENDA ITEM: 3. Consider Authorizing Priority Dispatch Corporation Services and Support

GENERAL DESCRIPTION OF ITEM:

Emergency Communications Centers (ECCs) throughout the region utilize software-based pre-arrival dispatch instructions to provide emergency fire (EFD), medical (EMD), and police (EPD) assistance to callers prior to the arrival of first responders. These programs are designed to ensure Telecommunicators deliver consistent, protocol-driven guidance while gathering critical information, with ongoing quality assurance processes requiring management to review performance and provide coaching based on established standards, and agency policies.

The current term for services through Priority Dispatch Corporation (PDC), under the International Academies of Emergency Dispatch (IAED), is approaching expiration at the end of FY2026 and requires Board consideration for renewal. The Priority Dispatch System provides structures protocols, ongoing certification, and quality improvement processes that contribute to improving outcomes and operational efficiency across the region.

Renewal of this system ensures continuity of service for participating ECCs, supports Telecommunicator training and accreditation, and reinforces the District's commitment to high-quality, standardized emergency call handling. At the recommendation of the Strategic Advisory Committee, this item is presented for Board consideration to approve funding and authorize acceptance of the PDC quote for continued services from FY 2027 through FY 2031.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to previously discussed item
- Special item requested by board member.
- Other

PRIMARY CONTACT/STAFF MEMBER: **Richard Morales, Jr., Director, Emergency Communications**

BUDGETARY IMPACT OF AGENDA ITEM:

Total estimated cost: \$5,679,766.00 total, \$1,135,953.20 annually

Source of funds: 9-1-1 Fees

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? N/A

PROCUREMENT: This purchase qualifies as a sole source procurement. The Priority Dispatch System is a proprietary program owned and administered exclusively by the PDC through IAED. No other vendors offer the same standardized protocols, training, certification, and quality assurance framework; therefore competitive procurement is not feasible.

ACTIONS REQUESTED: Authorize acceptance of the Priority Dispatch Corporation 5-year quote for continuation of proposed services.

BACK-UP DOCUMENTS ATTACHED:

1. Staff Memo Regarding Priority Dispatch Corporation Quote

2. Priority Dispatch Corporation 5-Year Quote
3. Priority Dispatch System Informational Documents
4. Memorandum of Sole Source from Priority Dispatch Corporation

BACK-UP DOCUMENTS NOT ATTACHED (*to be sent prior to meeting or will be a handout at the meeting*): None



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Austin, Texas 78744-2306

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www.capcog.org

BASTROP BLANCO BURNET CALDWELL FAYETTE HAYS LEE LLANO TRAVIS WILLIAMSON

MEMORANDUM

May 1, 2026

TO: Chris Miller, CAPCOG Executive Director

FROM: Richard Morales Jr., Director of Emergency Communications

RE: Priority Dispatch Corporation Quote for Continued Services

Emergency Communications Centers (ECCs) throughout the region utilize software-based pre-arrival dispatch instruction systems to provide emergency fire (EFD), medical (EMD), and police (EPD) assistance to callers prior to the arrival of first responders. These programs are designed to ensure Telecommunicators deliver consistent, protocol-driven guidance while gathering critical information, with ongoing quality assurance processes requiring PSAP management to review performance and provide coaching based on established standards.

The Priority Dispatch Corporation (PDC), under the International Academies of Emergency Dispatch (IAED) has provided a quote outlining the continued delivery of these services over a five-year period. The quoted services include protocol licensing for EFD, EMD, and EPD; software and protocol training; certification and recertification; accreditation support; and ongoing quality performance review services. These components support consistent call handling, training standardization, and continuous improvement across participating ECCs.

The quote reflects a total cost of \$5,679,766.00 over a five-year service period, with fixed annual payments of \$1,135,953.20. Pricing is established for the full term, October 1, 2026, through September 30, 2031, and includes system updates, new implementation support and licensure, quality performance review services, and comprehensive training provided on an as needed basis for all CAPCOG ECCs. Services are delivered under Priority Dispatch Corporation's End User License Agreement, and procurement will be completed through acceptance of the sole source vendor quote, as the Priority Dispatch System (PDS) and its associated industry-recognized accreditation programs are proprietary and exclusively supported by the IAED, making competitive procurement not feasible.

By continuing to fund this program at the District level, ECCs benefit from a regionalized cost structure that reduces the financial burden on individual agencies while ensuring consistent access to standardized protocols, training, and QA resources.

Staff recommends approval of funding and authorization to accept the PDC quote for continued services.

Quote

Priority Dispatch Corp.

110 Regent Street, Suite 500

Salt Lake City, UT 84111
USA
www.prioritydispatch.net

Prepared By: Jon Noel
Phone: (800) 363-9127
Direct: 385-355-0435
Email: jon.noel@prioritydispatch.net

Bill To:
Capital Area Emergency Communications District - CAPCOG
6800 Burlleson Rd Ste 165 Bldg 310
Austin, Texas 78744-2325
United States

Agency: Capital Area Emergency Communications District - CAPCOG

Agency ID #: 4570
Quote #: Q-79112
Date: 3/11/2026
Offer Valid Through: 7/19/2025
Payment Terms: Net 30

Currency: U.S. Dollar

Ship To:
Capital Area Emergency Communications District - CAPCOG
6800 Burlleson Rd Ste 165 Bldg 310
Austin, Texas 78744-2325
United States

Product	Discipline	Qty	Amount
ONE Plan Maintenance Package System License Renewal, Services & Support ProQA Implementation Support and Licensure Quality Performance Review Services IAED Accreditation Application Fees Academy Analytics Dashboard Protocol 41: Caller in Crisis training A.I. SkillLab Comprehensive Training Voucher All Inclusive Navigator Attendance	Medical;Fire;Police	1.00	USD 1,135,953.20
2026-2027 TOTAL:			USD 1,135,953.20

Product	Discipline	Qty	Amount
ONE Plan Maintenance Package System License Renewal, Services & Support ProQA Implementation Support and Licensure Quality Performance Review Services IAED Accreditation Application Fees Academy Analytics Dashboard Protocol 41: Caller in Crisis training A.I. SkillLab Comprehensive Training Voucher All Inclusive Navigator Attendance	Medical;Fire;Police	1.00	USD 1,135,953.20
2027-2028 TOTAL:			USD 1,135,953.20

"To lead the creation of meaningful change in public safety and health."

Product	Discipline	Qty	Amount
ONE Plan Maintenance Package System License Renewal, Services & Support ProQA Implementation Support and Licensure Quality Performance Review Services IAED Accreditation Application Fees Academy Analytics Dashboard Protocol 41: Caller in Crisis training A.I. SkillLab Comprehensive Training Voucher All Inclusive Navigator Attendance	Medical;Fire;Police	1.00	USD 1,135,953.20
2028-2029 TOTAL:			USD 1,135,953.20

Product	Discipline	Qty	Amount
ONE Plan Maintenance Package System License Renewal, Services & Support ProQA Implementation Support and Licensure Quality Performance Review Services IAED Accreditation Application Fees Academy Analytics Dashboard Protocol 41: Caller in Crisis training A.I. SkillLab Comprehensive Training Voucher All Inclusive Navigator Attendance	Medical;Fire;Police	1.00	USD 1,135,953.20
2029-2030 TOTAL:			USD 1,135,953.20

Product	Discipline	Qty	Amount
ONE Plan Maintenance Package System License Renewal, Services & Support ProQA Implementation Support and Licensure Quality Performance Review Services IAED Accreditation Application Fees Academy Analytics Dashboard Protocol 41: Caller in Crisis training A.I. SkillLab Comprehensive Training Voucher All Inclusive Navigator Attendance	Medical;Fire;Police	1.00	USD 1,135,953.20
2030-2031 TOTAL:			USD 1,135,953.20

Subtotal	USD 5,679,766.00
Total	USD 5,679,766.00

"To lead the creation of meaningful change in public safety and health."

Quote

Priority Dispatch Corp.

Customer Signature:		Date:	
Customer Name:		Purchase Order ID:	
Expiration Date:			

Terms and Conditions

This quote is valid for 120 days from date of issue. All prices quoted are exclusive of any applicable taxes, duties, or government assessments relating to this transaction, which are the sole obligation of Buyer. You can find it here: <https://prioritydispatch.net/licensing/>

"To lead the creation of meaningful change in public safety and health."



MEDICAL PRIORITY DISPATCH SYSTEM

MEDICAL PRIORITY DISPATCH SYSTEM (MPDS) BENEFITS

Establishment of a Unified Standard helps ensure that each caller receives comparable levels of service regardless of the Chief Complaint or the calltaker's experience. A unified standard also facilitates quality improvement procedures because each dispatcher's performance is objectively evaluated.

Safe prioritization of Responses enables agencies to triage responses according to the activity level of the incident and local needs. This process maximizes resource utility while minimizing the potential for emergency medical vehicle collisions and resource depletion.

Certification of Emergency Medical Dispatchers (EMDs) ensures that competent calltakers are taking the community's emergency calls, building trust in those they serve. Appropriate training always provides the highest level of return when using the MPDS.

Quality Improvement (QI) Procedures measure individual performance against a defined standard. QI ensures a high standard of service for every call regardless of any variable in the calltaker's experience.

Reduction of Liability results when agencies work from a recognized standard of best practices, prioritize responses, certify calltakers, and maintain a robust QI program. All of this is available through the use of MPDS, which provides the most complete package in liability protection for medical dispatch.

Accredited Center of Excellence recognition is achieved by maintaining the highest level of excellence at the dispatch and communication center operations levels. This accreditation by the International Academies of Emergency Dispatch is only given to the very best communication centers and ensures their communities that they are receiving the best possible emergency dispatch services.





MEDICAL PRIORITY DISPATCH SYSTEM (MPDS) FEATURES

“Help me! My baby has stopped breathing, tell me what to do!” This caller’s 9-1-1 communication center could tell her exactly what to do because they were using MPDS. The certified calltaker was able to quickly gather the crucial information needed to dispatch responders and then, working together with the mother using over-the-phone Pre-Arrival instructions, they helped her baby begin breathing again on his own, even before the paramedics arrived. The baby made a complete and healthy recovery. Cases like this one and millions of others are why the MPDS is the most widely used and respected calltaking protocol worldwide.

Use of a Case Entry system. The MPDS Protocol provides a standardized method for answering each call. Event location and callback numbers are verified and the appropriate Chief Complaint is selected.

Identification and ordering of Key Questions. The protocol identifies and prompts the dispatcher to ask the right questions for each Chief Complaint. The questions and information are logically ordered with scene safety first, followed by other essential information.

Logic-based selection of Response Determinants.

Recommendations for response codes are driven by onscene event information provided by the caller. The specific response codes ensure that calls are triaged according to designated local agency-defined response policy.

Provides Pre-Arrival Instructions for life-threatening situations.

Based on the information provided by the caller, the protocol helps calltakers recognize specific, life-threatening situations such as choking, childbirth, airway arrest, and others that can benefit from a Zero-Minute Response. In these incidents, the protocol prompts the calltaker to give easy-to-follow, step-by-step Pre-Arrival Instructions to the caller to support life until field responders arrive.

Provides Post-Dispatch Instructions for callers and calltakers.

These important instructions help the calltaker direct the caller to improve scene safety and the effectiveness of the overall response, as well as providing direction to the calltaker in sending notification to additional agencies.



FIRE PRIORITY DISPATCH SYSTEM

FIRE PRIORITY DISPATCH SYSTEM (FPDS) BENEFITS

Establishment of a Unified Standard helps ensure that each caller receives comparable levels of service regardless of the Chief Complaint or the calltaker's experience. A unified standard also facilitates quality improvement procedures because each dispatcher's performance is objectively evaluated.

Safe prioritization of Responses enables agencies to triage responses according to the seriousness of the situation and local needs. This process maximizes resource utility while minimizing the potential for emergency vehicle collisions and resource depletion.

Certification of Emergency Fire Dispatchers (EFDs) ensures that competent calltakers are taking the community's emergency fire calls, building trust in those they serve. Appropriate training always provides the highest level of return when using the FPDS.

Quality Improvement (QI) Procedures measure individual performance against a defined standard. QI ensures a high standard of service for every call regardless of any variable in the calltaker's experience.

Reduction of Liability results when agencies work from a recognized standard of best practices, prioritize responses, certify calltakers, and maintain a robust QI program. All of this is available through the use of the FPDS, which provides the most complete package in liability protection for fire dispatch.

Accredited Center of Excellence recognition is achieved by maintaining the highest level of excellence at the dispatch and communication center operations levels. This accreditation by the International Academies of Emergency Dispatch is only given to the very best communication centers and ensures their communities that they are receiving the best possible emergency dispatch services.



FIRE PRIORITY DISPATCH SYSTEM (FPDS) FEATURES

"Help me! My friend and I were working on a car and now his clothes are on fire!" This caller's 9-1-1 communication center could tell him exactly what to do because they were using the FPDS. The center quickly gathered information to dispatch responders. Then using pre-arrival instructions giving the caller step-by-step lifesaving information to extinguish the fire and keep the person safe until responders arrived on scene.

Use of a Case Entry system. The FPDS Protocol provides a standardized method for answering each call. Event location and callback numbers are verified and the appropriate Chief Complaint is selected.

Identification and ordering of Key Questions. The protocol identifies and prompts the dispatcher to ask the right questions for each Chief Complaint. The questions and information are logically ordered with scene safety first, followed by other essential information.

Logic-based selection of Response Determinants. Recommendations for response codes are driven by on-scene event information provided by the caller. The specific response codes ensure that calls are triaged according to designated local agency-defined response policy.

Provides Pre-Arrival Instructions to improve both caller and responder safety while providing a Zero-Minute Response in time-critical situations. In these incidents, the protocol prompts the calltaker to give easy-to-follow, step-by-step Pre-Arrival Instructions to the caller to support life until field responders arrive.

Provides Post-Dispatch Instructions for callers and calltakers. These important instructions help the calltaker direct the caller to improve scene safety and the effectiveness of the overall response, as well as providing direction to the calltaker in sending notification to additional agencies.



POLICE PRIORITY DISPATCH SYSTEM

POLICE PRIORITY DISPATCH SYSTEM (PPDS) BENEFITS

Establishment of a Unified Standard helps ensure that each caller receives comparable levels of service regardless of the Chief Complaint or the calltaker's experience. A unified standard also facilitates quality improvement procedures because each dispatcher's performance is objectively evaluated.

Safe prioritization of Responses enables agencies to triage responses according to the seriousness of the situation and local needs. This process maximizes resource utility while minimizing resource depletion.

Certification of Emergency Police Dispatchers (EPDs) ensures that competent calltakers are taking the community's emergency police calls, building trust in those they serve. Appropriate training always provides the highest level of return when using the PPDS.

Quality Improvement (QI) Procedures measure individual performance against a defined standard. QI ensures a high standard of service for every call regardless of any variable in the calltaker's experience.

Reduction of Liability results when agencies work from a recognized standard of best practices, prioritize responses, certify calltakers, and maintain a robust QI program. All of this is available through the use of the PPDS, which provides the most complete package in liability protection for Police dispatch.

Accredited Center of Excellence recognition is achieved by maintaining the highest level of excellence at the dispatch and communication center operations levels. This accreditation by the International Academies of Emergency Dispatch is only given to the very best communication centers and ensures their communities that they are receiving the best possible emergency dispatch services.





POLICE PRIORITY DISPATCH SYSTEM (PPDS) FEATURES

“Help me! I was drinking with this guy who lives in my apartment building when he started an argument with me out by the pool. He hit me several times before running towards his apartment. He said he was going to get a gun and finish me!” This caller’s 9-1-1 communication center provided the caller with instructions to separate from the suspect and go to a safe location to wait for the police to arrive. The suspect’s description and location of travel were critical pieces of information allowing officers to respond with appropriate event details providing improved officer safety and an accurate account of the persons involved.

Use of a Case Entry system. The PPDS Protocol provides a standardized method for answering each call. Event location and callback numbers are verified and the appropriate Chief Complaint is selected.

Identification and ordering of Key Questions. The protocol identifies and prompts the dispatcher to ask the right questions for each Chief Complaint. The questions and information are logically ordered with scene safety first, followed by other essential information.

Logic-based selection of Response Determinants.

Recommendations for response codes are driven by on-scene event information provided by the caller. The specific response codes ensure that calls are triaged according to designated local agency-defined response policy.

Provides Pre-Arrival Instructions to improve both caller and officer safety while preserving the crime scene for further investigation.

Provides Post-Dispatch Instructions for callers and calltakers. These important instructions help the calltaker direct the caller to improve scene safety and the effectiveness of the overall response, as well as providing direction to the calltaker in sending notification to additional agencies.



AQUA

AQUA quality assurance/quality improvement software from Priority Dispatch Corp. (PDC) automates the entire emergency dispatch case review process. It assists agencies in everything from data entry, to compliance scoring, to record keeping, to reporting, and more. With the power of AQUA, you can measure and document the quality of service that your calltakers/dispatchers are providing to callers while also evaluating your agency's level of compliance to International Academies of Emergency Dispatch (IAED) standards.

AQUA works seamlessly with ProQA, the world's premier protocol-based calltaking software. Certification training is available for communication center staff, software specialists, and emergency dispatch quality assurance staff (ED-Qs).

Complete Control: AQUA's powerful statistical formulas crunch your communication center's raw operational data and present the information to you in easy-to-understand tables, charts, and reports. Monitoring trends in calltaker performance is simple, so you can reward superior performance and course correct when necessary. AQUA stores information in an electronic database so accessing and saving strategically important records is effortless. With AQUA, you're always on top of your center's performance management.

Improved Efficiency: Measuring performance accurately and consistently is an essential part of any successful quality assurance/quality improvement

program. The ability to obtain this information quickly is a must in today's fast-paced world. AQUA helps you maintain accurate records of calltaker performance based on criteria that is applied consistently from calltaker to calltaker, from shift to shift, and from center to center. AQUA also helps you review cases faster. In some cases, centers have reported that AQUA's ProQA data import feature has cut case review time in half.

Quality Assurance: In today's world, public safety agencies simply must have a quality assurance/quality improvement program that measures, analyzes, and helps them improve, protects them from liability lawsuits, and ensures that their citizens are receiving the safest and best possible dispatch service. AQUA's Incident Performance Report details each case and the calltaker's compliance to protocol during the call.

Individual/Shift/Agency Performance Reports give you a clear understanding of your agency's compliance to protocol and help you precisely tailor your center's continuing dispatch education (CDE) training.

NOTE: An agency must be a current medical Accredited Center of Excellence (ACE) to use the Emergency Communication Nurse System (ECNS) and LowCode.

MINIMUM SYSTEM REQUIREMENTS

Processor: Intel or AMD

RAM: 2 GB (recommended 4 GB or more)

OS: Windows 7 or newer

Disk space: 20 MB



PROTOCOL 41: CALLER IN CRISIS (1ST PARTY ONLY)

An answer for first-party callers in crisis and the EMDs who serve them.

With suicide ideation and risk on the rise, Emergency Dispatchers are handling more and more severe mental health calls. Protocol 41: Caller in Crisis (1st Party Only) provides them with the necessary tools and training to help callers undergoing a mental health crisis. These calls can take a heavy toll on the Emergency Dispatchers who help them. Burnout and stress caused by these calls are hard to navigate and manage. Protocol 41: Caller in Crisis addresses both the needs of callers in your communities and the EMDs who serve them.

MAKE A DIFFERENCE IN YOUR COMMUNITY AND CENTER

IMPLEMENTATION IS SIMPLE

Is your agency or communication center already using MPDS? Turning on Protocol 41: Caller in Crisis (1st Party Only) is as easy as reaching out to your Regional Account Manager and getting your EMDs set up with a short, self-paced training on using Protocol 41 to its full potential.

POWERFUL TRAINING FOR EMD

Protocol 41: Caller in Crisis (1st Party Only) is powered by a short training designed by the IAED to get Emergency Dispatchers ready to use Protocol 41 to its fullest potential. Four, one-hour modules show Emergency Dispatchers the fundamentals of Protocol 41, how to use its Mental States Menu, how to implement the protocol at a higher level, and how to build emotional resilience so these heavy calls don't burn them out.

FOCUS ON WHAT THE CALLER NEEDS

Protocol 41: Caller in Crisis (1st Party Only) helps Emergency Dispatchers focus on the specific needs of the caller. The EMD has expanded options to dispatch the right help for the caller's situation, including Determinant Codes to send mental health professionals when appropriate.

INCREASED SAFETY, LOWER RISK

Using the Protocol 41: Caller in Crisis (1st Party Only) interrogation process, EMDs with proper training can assist the patient and de-escalate the potential for violence so the agency can better respond with appropriate mental health professionals.

"I think that is one of the huge benefits of this protocol, the ability for us to turn these questions [JAQs] on and off to find out what works best in our area. I think that is huge, and it is empowering not only to the dispatchers, but also to the agency to find out what works best."

- Meghan Monaco, Quality Assurance Manager, Hendricks County Communications Center



POWERFUL MENTAL HEALTH TRAINING

Protocol 41: Caller in Crisis (1st Party Only) includes a training designed by the International Academies of Emergency Dispatch to help Emergency Medical Dispatchers use Protocol 41, build the necessary resilience to take these calls without burning out, and de-escalate first-party callers in crisis while help is on the way. It consists of four modules, which are:

CALLER IN CRISIS ESSENTIALS

Provides foundational skills for understanding and speaking to callers struggling with suicide, self-injurious behavior, and other mental health crises.

USING THE MENTAL STATES MENU

Teaches the ins and outs of a tool designed to help de-escalate callers whose mental state prevents them from cooperating with the dispatcher.

USING PROTOCOL 41: CALLER IN CRISIS

A practice-based approach to becoming familiar with the questions and instructions contained in Protocol 41 as well as material explaining why they were designed the way they were.

BOOSTING YOUR RESILIENCE

This helps EMDs develop strategies to maintain their own mental health while dealing with these challenging calls.

“By having this protocol, you have given your telecommunicators the tool to alleviate somebody else’s trauma, to alleviate somebody else’s PTSD, to immediately intervene. And, when they’re in their darkest place, literally give them hope, give them an outcome, give them a way forward.”

- Jonathan Flynn, Allina Health Emergency Medical Services

FAQS

WHAT IS PROTOCOL 41: CALLER IN CRISIS (1ST PARTY ONLY), AND HOW DOES IT WORK?

Protocol 41: Caller in Crisis (1st Party Only) is the industry’s only targeted emergency dispatch protocol for first-party callers experiencing suicide ideation and risk. It equips Emergency Dispatchers with the necessary tools and training to ensure the best possible outcome for the caller.

IS THE TRAINING MANDATORY FOR EMERGENCY MEDICAL DISPATCHERS?

Yes, a self-paced training session of roughly four, one-hour modules is mandatory for Emergency Dispatchers before Protocol 41: Caller in Crisis (1st Party Only) is activated. This training ensures they are fully prepared to handle mental health emergencies.

DOES THE TRAINING COUNT TOWARD CDE?

Yes! Protocol 41: Caller in Crisis (1st Party Only) training counts toward your Continuing Dispatch Education.

HOW DOES PROTOCOL 41: CALLER IN CRISIS REDUCE RISK TO PATIENTS AND RESPONDERS?

Protocol 41 provides specific instructions to manage safety risks upon arrival, including the separation and securing of weapons, increasing the safety for all involved.



ACADEMY ANALYTICS

Monitor your center's performance data in near-real time!

Would you like to be able to monitor your center's performance in near-real time, from anywhere? The Academy Analytics dashboard delivers your team's current ProQA* performance data directly to your phone, computer, center monitors, or any web-connected device. You define key areas to track and filter, and Academy Analytics delivers the data at a glance.

WHAT IS ACADEMY ANALYTICS?

Academy Analytics collects data from your center and turns it into meaningful information you can use to quickly assess and improve performance. The result of a collaboration between FirstWatch, Priority Dispatch, and the International Academies of Emergency Dispatch* (IAED), Academy Analytics provides near-real time web-based dashboards and analytics for ProQA users, while also enabling ground-breaking research by the IAED. Agencies using ProQA can easily add Academy Analytics to securely capture, translate, and transmit vital information about ProQA performance data. For more information, visit prioritydispatch.net/academyanalytics.

EXAMPLES OF TRACKABLE DATA:

- Number of cases handled by calltaker
- Average and 90th percentile time to dispatch
- Frequency of aborted and reconfigured calls
- Performance by protocol/chief complaint
- Average and 90th percentile time to hands-on-chest and other DLS links
- Final dispatch level by hour
- Top 10 chief complaint codes
- Top 10 final dispatch codes

With Academy Analytics we've been able to improve performance in our center by knowing where to focus in group training as well as individual coaching.



ABOUT FIRSTWATCH

For more than two decades FirstWatch has partnered with 9-1-1 and public safety agencies, using data analytics for operational awareness and quality improvement. Serving more than 400 communities in North America, FirstWatch has deep experience and expertise in public safety, as providers, telecommunicators and in the software business. For more information, visit www.firstwatch.net/aa.

ABOUT PRIORITY DISPATCH

Priority Dispatch supports emergency dispatch centers around the world with the technology, tools, and training required to meet the needs of all types of dispatch environments. As the exclusive licensee and distributor of the IAED's unified protocol systems, Priority Dispatch integrates these protocols with the technology of ProQA software. ProQA enables dispatch operators to respond confidently and accurately with science-based protocols, time-tested across hundreds of millions of calls around the world.

ABOUT THE IAED

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9 January 2025

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- 10) Only provider of Comprehensive Implementation of MPDS, FPDS, and PPDS Consulting Services (IAED Accreditation Eligibility services)
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- 12) Only contracted ED-Q Training organization through International Academies of Emergency Dispatch
- 13) Only contracted ETC Training organization and Curriculum materials provider through the International Academies of Emergency Dispatch
- 14) Only contracted Quality Performance Review (QPR) comprehensive quality assurance program
- 15) Only contracted Priority Dispatch International Emergency Dispatch Leadership Certification Seminar Training organization through International Academies of Emergency Dispatch
- 16) Only MPDS, FPDS, and PPDS web-based continuing dispatch education (CDE) subscription provider to the College of Emergency Dispatch through International Academies of Emergency Dispatch
- 17) Only contracted provider of IAED-approved Priority Dispatch standards and versions update materials
- 18) Only provider of automated EMD Dispatch Diagnostics (Breathing Verification Dx, Pulse Check Dx, CPR Compressions Monitor and Metronome, Childbirth Contractions Timer Dx, Stroke Diagnostic Tool Dx, Aspirin Diagnostic and Instruction Tool, Emerging Infectious Diseases Diagnostic Tool, Stuck Accelerator Tool)

- 19) Only provider of Academy Analytics™ powered by FirstWatch®
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If any further information is required, please contact me directly.

Sincerely,



Jeff J. Clawson, M.D.

CEO & Medical Director

Director, Division of Research & Standards

Cc: Office of the President

Vice President, Legal & HR

Vice President, Sales & Marketing

Vice President, Protocol, Translation, Curriculum & Instructional Design

Director of Comprehensive Client Implementations

CAPITAL AREA EMERGENCY COMMUNICATIONS DISTRICT BOARD OF MANAGERS MEETING

MEETING DATE: May 13, 2026

AGENDA ITEM: 4. Consider Approving the CAECD Strategic Plan Revised Framework and Methodology

GENERAL DESCRIPTION OF ITEM:

The CAECD Strategic Plan was last formally published in 2017 and was developed with the assistance of Mission Critical Partners as a contracted consultant. The methodology emphasized *project* prioritization rather than establishing broader strategic regional priorities supported by defined objectives. As a result, the framework outlined in the 2017 plan was not fully implemented as intended. In the years since its adoption, the emergency communications landscape has continued to evolve, creating a need to review and revise the District’s strategic planning and prioritization approach.

To support this effort, staff in collaboration with a designated Strategic Advisory Committee Working Group developed a strategic planning model with three phases – topic identification, prioritization, and implementation – each supported by companion appendices that may be updated independently without requiring revision of the core framework.

At the recommendation of the Strategic Advisory Committee, this item is presented for Board consideration and approval of the Strategic Plan framework as a guiding structure for continued strategic planning and development.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to previously discussed item
- Special item requested by board member.
- Other

PRIMARY CONTACT/STAFF MEMBER: Jenna Barrington, 9-1-1 Assistant Director of Policy and Administration

BUDGETARY IMPACT OF AGENDA ITEM:

Total estimated cost: N/A

Source of funds: N/A

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? N/A

PROCUREMENT: N/A

ACTIONS REQUESTED: Consider and approve the CAECD Strategic Plan revised framework as presented.

BACK-UP DOCUMENTS ATTACHED:

1. Staff Memo Regarding Revised Strategic Plan Framework
2. Current CAECD Strategic Plan published April 12, 2017
3. Proposed Revision of CAECD Strategic Plan Framework
4. Proposed CAECD Strategic Plan Appendices (Outlines)

BACK-UP DOCUMENTS NOT ATTACHED (to be sent prior to meeting or will be a handout at the meeting): None



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BASTROP BLANCO BURNET CALDWELL FAYETTE HAYS LEE LLANO TRAVIS WILLIAMSON

MEMORANDUM

May 1, 2026

TO: Chris Miller, CAPCOG Executive Director

CC: Richard Morales Jr., Director of Emergency Communications

FROM: Jenna Barrington, 9-1-1 Assistant Director of Policy and Administration

RE: CAECD Strategic Plan Revised Framework and Methodology

The proposed revision of the CAECD Strategic Plan establishes a structured framework to guide how the District identifies, prioritizes, and advances regional 9-1-1 initiatives. The framework is designed to support long-term planning while maintaining flexibility to adapt to evolving operational, technological, and regional needs.

Rather than prescribing specific projects or expenditures, the revised framework defines a governance-driven approach to decision-making. It separates strategic planning into three distinct but connected phases—topic identification, prioritization, and implementation—each supported by companion appendices that may be updated independently without requiring revision of the core plan.

The framework is anchored by three key components:

- **Phase 1/Appendix A:** Topic Identification/Functional Topics Companion Document – a comprehensive inventory of topics relevant to the functional pillars supporting the District’s mission
- **Phase 2/Appendix B:** Prioritization/Functional Priority Matrix – a standardized method for evaluating and prioritizing topics identified in Appendix A
- **Phase 3/Appendix C:** Execution/Strategic Priorities and Action Plan – an implementation-focused document that translates priorities from Appendix B into actionable strategies, initiatives, and outcomes

This structure ensures transparency, consistency, and accountability while aligning strategic efforts with available funding and Board-approved priorities. The SAC plays a central role in recommending topics, priorities, and action plans, while the Board of Managers retains final authority over funding, policy, and implementation.

Acceptance of this framework will formalize CAECD’s strategic planning methodology and provide a sustainable, repeatable model for guiding future decision-making. The SAC has recommended seeking Board of Managers approval of the revised Strategic Plan framework and methodology as presented.



Capital Area Emergency Communications District Strategic Plan

FINAL

**SUBMITTED MARCH 29, 2017 TO:
CAPITAL AREA EMERGENCY COMMUNICATIONS DISTRICT**



MissionCriticalPartners

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EXECUTIVE SUMMARY

On September 1, 2013, the Capital Area Emergency Communications District (CAECD or District) was created by the adoption of resolutions; the adoption brought together jurisdictions in the ten-county region to work collaboratively in order to ensure that the residents have access to emergency communications. The 28-member Capital Area Council of Governments (CAPCOG) Executive Committee, which additionally serves as the CAECD Board of Managers, saw the need for a strategic plan and tasked the Strategic Advisory Committee to develop such a plan. The CAECD's strategic plan is intended to guide the District for the next three to five years and provide a framework for program development, future planning and funding.

As the strategic plan is developed and followed, the CAECD continues working to provide the best services possible to the residents, while taking into account new legislation that directly affects 9-1-1 and other emergency communication services.

As the basis of the strategic plan, the CAECD Strategic Advisory Committee has identified the following as its guiding principles:

- CAECD is committed to regional partnerships and collaboration to plan for and implement emergency communication solutions for the greater good for all in the region.
- CAECD is dedicated to innovative leadership, training, and understanding that ensures seamless quality service of safe and reliable emergency communications.
- CAECD values the safety of the public and our emergency responder community and is committed to the delivery of quality training for telecommunicators and responders.

Additionally, the CAECD has developed five core functions that provide the capabilities needed to accomplish the mission. Those functions include:

- 9-1-1 infrastructure
- 9-1-1 operations
- Training and outreach
- Voice and data interoperability
- Support systems

Within each functional area, the CAECD has developed a four-level matrix to help keep projects in alignment with the District's mission, vision, and guiding principles. The matrix gives examples of projects for each of the four levels, with details regarding their level of importance.

As the District navigates the next few years, it has identified projects that are currently in development, as well as those that are planned for the next two to five years. The development of a strategic map will help the CAECD further develop its plan for the future, as it works to implement and successfully complete the projects.



1. INTRODUCTION

The strategic plan is designed to establish a framework to advance 9-1-1 technologies and related emergency communication services in the Capital Area Emergency Communications District (CAECD or District). The framework established includes processes to:

- Identify and prioritize emergency communications projects that promote and support regional cooperation and response
- Promote education, training, and public outreach
- Foster collaboration and stakeholder feedback
- Establish achievable milestones
- Establish metrics to track success of programs and their alignment with the District's mission, vision and guiding principles.

1.1. BACKGROUND

On September 1, 2013, CAECD was created pursuant to Texas Health and Safety Code, Chapter 772, Subchapter G by the adoption of resolutions by Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, Travis, and Williamson counties and the City of Austin. The CAECD is a regional emergency communications district serving local governments in State Planning Region 12, and has boundaries coterminous with the Capital Area Council of Governments (CAPCOG) as created under Texas Local Government Code, Chapter 391.

1.2. ORGANIZATIONAL OVERSIGHT

The Capital Area Council of Governments (CAPCOG) Executive Committee is comprised of 28 members; in addition to this role, members also comprise the CAECD Board of Managers. They are responsible for determining funding, adopting a budget, setting policy, appointing an advisory committee, and staffing the district.

The CAECD Strategic Advisory Committee (SAC), is a standing committee of the CAECD Board of Managers that consists of 16 members from the jurisdictions in the CAECD; there are 15 full members and one liaison. Membership is based on population of the participating counties in the district. The SAC is charged with facilitating long-range technology planning to carry out regional emergency communication activities. These activities include:

- Systems and network architecture
- PSAP operations
- Training and outreach
- Integration of emergency communication systems including radio systems, geographic information systems (GIS), and other related programs determined to align with the CAECD mission



Further, the SAC is charged with developing this strategic plan, recommending service fee levels to fulfill strategic goals, standing up ad-hoc technical workgroups and recommending uses of CAECD funds.

1.3. ACCOMPLISHMENTS OF THE DISTRICT

The CAECD recognizes the need to provide equal access to the highest level of 9-1-1 service available. Prior to establishing this strategic plan, the District has successfully or substantially completed several projects that support its mission and vision:

- Reinstated and expanded training classes that had been eliminated due to reductions in state funding prior to becoming a district. Since becoming a district, classes have grown from 13 unique courses serving 1,470 students in FY 2013 to more than 22 courses serving 1,882 students in FY 2016.
- Completed district-wide implementation of a Next Generation 9-1-1 (NG9-1-1)-compatible, Internet Protocol (IP)-based system.
- Added a third host system to the 9-1-1 network and reconfigured the distribution of supported public safety answering points (PSAPs) to improve system resiliency and reliability.
- Deployed a testing-and-training system to enable full testing of new software releases, features and configurations prior to implementing those services at a live PSAP.
- Activated services of a second translation service provider to supply redundancy and improve service for callers whose primary language is not English.
- Provided a national quality assurance (QA) service to assist PSAP management in the evaluation of employee performance for those PSAPs that utilize pre-arrival dispatch protocols.
- Supported the cities of Austin and San Antonio to enable their 9-1-1 centers to back each other up in the event of network failure or other outages.
- Planned and began implementation of text-to-9-1-1 service throughout the district.
- Funded and started construction of a district-wide, fiber-based broadband backup network for routing 9-1-1 calls.

1.4. STRATEGIC PLAN METHODOLOGY

The CAECD's strategic plan is intended to guide the District for the next three to five years and provide a framework for program development, future planning and funding. The strategic plan will be updated annually and the framework will be utilized for yearly project planning and budgeting.



2. CAPITAL AREA EMERGENCY COMMUNICATIONS DISTRICT

2.1. DISTRICT VISION

To provide exceptional, seamless emergency communications that will get the right resource to the right place at the right time, while assisting with/promoting the safety of the public and emergency responders.

2.2. DISTRICT MISSION

To provide regional emergency communications for the public and responders by addressing infrastructure, operations, training, outreach, and support systems.

2.3. GUIDING PRINCIPLES

The CAECD strives to achieve its vision and mission by using guiding principles in its day-to-day decisions. To best achieve the CAECD's goals, the Strategic Planning Committee has identified the following as the District's guiding principles:

- CAECD is committed to regional partnerships and collaboration to plan for and implement emergency communication solutions for the greater good for all in the region.
- CAECD is dedicated to innovative leadership, training, and understanding that ensures seamless quality service of safe and reliable emergency communications.
- CAECD values the safety of the public and our emergency responder community and is committed to the delivery of quality training for telecommunicators and responders.

2.4. CORE FUNCTIONS MATRIX

The CAECD has identified a methodology to guide future planning and budgeting.

The Core Functions Matrix tool, in combination with the District's guiding principles and mission statement, will provide a means for the SAC, in cooperation with CAECD staff, to determine funding for future proposed work and make recommendations to the Board of Managers

The Core Functions Matrix identifies the CAECD's core functions, along the top axis row, and the four priority levels along the left axis column. Future proposed procurements or projects that align with the guiding principles and mission statement will be added within the cell under the appropriate core function and identified priority. All proposed procurements and projects must provide regional service in order to be considered valid and in alignment. Using the matrix, CAECD will be able to base funding decisions on the higher-priority projects.



Table 1: Core Functions Matrix, Objectives and Priorities

Mission: To provide regional emergency communications for the public and responders by addressing infrastructure, operations, training, outreach and support systems.					
CORE FUNCTION MATRIX, OBJECTIVES AND PRIORITIES					
Priority	9-1-1 Infrastructure	9-1-1 Operations	Training/Outreach	Voice/Data Interoperability	Support Systems
Level 1 Mandatory and/or required to meet the mission	EXAMPLE – District-wide primary and secondary voice and data communications connectivity for delivery of public calls for 9-1-1 emergency assistance	EXAMPLE – District-wide services and equipment for 9-1-1 call delivery, processing, routing and reporting. This includes GIS support, language translation, and other services	EXAMPLE – District-wide provisioning of mandatory state classes for licensing, and continuing education of telecommunicators	EXAMPLE – District-wide voice radio communications across disparate APCO ¹ Project 25 (P25) radio systems (e.g., ISSI ² between GATRRS ³ and LCRA; ⁴ infrastructure to sustain connectivity between radio systems)	
Level 2 <ul style="list-style-type: none"> Based on industry standards Best practice Not legally mandated 	EXAMPLE – Redundant connectivity to adjacent NG9-1-1 systems	EXAMPLE – Recording of 9-1-1 lines	EXAMPLE – Public education and outreach on 9-1-1 services, including information related to approved other emergency communications systems or services		EXAMPLE – Other emergency-related communications systems or services
Level 3 Enhances regional service		EXAMPLE –Pre-arrival dispatch protocols; recording of administrative phone lines used for emergency call disaster routing			EXAMPLE –Data sharing connectivity to enhance emergency communications between agencies (e.g., CAD-to-CAD network connectivity)
Level 4 Optional but strategic capabilities	EXAMPLE – Additional network redundancy (e.g., a third backup capability)			EXAMPLE – Mobile assets to provide regional response across the district	

¹ Association of Public-Safety Communications Officials

² Inter-RF subsystem interface

³ Greater Austin/Travis Regional Radio System

⁴ Lower Colorado River Authority



2.5. CORE FUNCTION MATRIX METHODOLOGY

The SAC will establish five Subject Matter Expert (SME) workgroups each comprising five members. Each SME workgroup will include members whose training and experience align with the core function assigned to that workgroup. Workgroups will develop project recommendations based on Priority Levels 1-4 and in accordance with the short- and long-term components of the strategic plan. Workgroups will complete a process worksheet for each project. The results of the process worksheet will help to document project details and prioritize projects that fall within the same Core Function and Priority category. The SME workgroup project selection process will be conducted each January with opportunity for staff input in February before being forwarded to the SAC at the March meeting. The SAC will recommend to the Board of Managers based on the two- and five-year goals, as well as projects that should be considered for the upcoming budget year. Workgroup and SAC members will be liaisons with the jurisdictions they represent, seeking input and gathering information on current and future needs related to the core functions. All proposed projects not originating in the workgroups must be documented using the process worksheet and will be reviewed and vetted by the workgroups.

The SAC shall receive from the workgroups a compilation of recommended projects no later than March 15 of each year for review at the regular March meeting and subsequent meetings as necessary. The SAC will make recommendations for projects to be budgeted no later than May 15 of each year.

3. PROGRAM AREA GOALS AND OBJECTIVES

3.1. 9-1-1 INFRASTRUCTURE

3.1.1. Current State

3.1.1.1. Network

- The District uses an AT&T leased AVPN/MLTS⁵ network to connect 31 PSAPs at 27 locations, as the primary network service.
- During FY 2016 the District contracted with AT&T for a dedicated fiber broadband network to provide a separate path to 23 of the 27 PSAP locations. Installation of this network is scheduled to take three years.

3.1.1.2. Equipment

- All PSAPs used the same 9-1-1 call-handling equipment. The district-wide system provides comprehensive call-taking capabilities via four networked, geographically diverse NG9-1-1-ready host systems.
- Integrated mapping support is provided to all PSAPs.

3.1.2. Years 2-3

⁵ AT&T virtual private network/multiline telephone system



3.1.2.1. Network

3.1.2.2. Equipment

3.1.3. Years 4-5

3.1.3.1. Network

3.1.3.2. Equipment

3.2. 9-1-1 OPERATIONS

3.2.1. Current State

The District provides a wide range of support services to the PSAPs including:

- All maintenance services for the call-handling equipment and District-provided mapping services.
- Pre-arrival dispatch protocol tools and QA services.
- Language translation services.
- Annual updating of aerial mapping images.

3.2.2. Years 2-3

3.2.2.1. Quality Assurance

3.2.2.2. Mapping

3.2.3. Years 4-5

3.2.3.1. Quality Assurance

3.2.3.2. Mapping

3.3. TRAINING AND OUTREACH

3.3.1. Current State

The District provides regularly scheduled classes including those required by the Texas Commission on Law Enforcement for Telecommunicator licensing and continuing education. More than 20 topics are included in the training program and classes are conducted at various locations throughout the district,



are scheduled at “off hours” to enable attendance for personnel working shifts. The District also provides agencies with a variety of educational material for use in 9-1-1 outreach efforts.

3.3.2. Years 2-3

3.3.3. Years 4-5

3.4. VOICE AND DATA INTEROPERABILITY

3.4.1. Current State

The District has funded an ISSI to improve radio interoperability between the two P25 radio systems in use by district agencies.

3.4.2. Years 2-3

3.4.3. Years 4-5

3.5. SUPPORT SYSTEM

3.5.1. Current State

The District provides funding for operation of the Regional Notification System and the WebEOC program, both operated by the CAPCOG Homeland Security Division.

3.5.2. Years 2-3

3.5.3. Years 4-5

4. PROGRESS TRACKING

4.1. STRATEGIC MAP

Development of a strategic map will provide the method that the CAECD will use to track and monitor progress of the adopted projects, their alignment with the guiding principles, associated budget information, timeline for completion and the current status of project completion. Using this document (see Appendix A below), the CAECD will update project status on a semi-annual basis.



Appendix A: Strategic Map Sample

The CAECD strategic map is the method used to track and monitor progress of the adopted projects, their alignment with the guiding principles, associated budget information, timeline for completion and the current status of project completion. This status is to be updated semi-annually in order to provide updated information regarding achievement of the organization's goals.

HOW TO USE THE STRATEGIC MAP

Column B, PROJECT NAME/DESCRIPTION—Once the projects have been included in the current matrix, they can be copied to column B for each of the functional areas. There will be as many lines under each core function as there are projects outlined in the strategic plan.

Column C, PRIORITY—This column identifies the level of priority assigned to the projects from the core function matrix.

Column D, GUIDING PRINCIPLE ALIGNMENT—This column identifies the guiding principle that this project addresses and supports. It can be expressed by either referring to the guiding principle number, such as 2.3.1, 2.3.2, or 2.3.3, or by spelling out the guiding principle.

Column E, ASSIGNMENT—This column identifies the project manager.

Column F, BUDGET APPROVED—Budgeted funds associated with this strategy should be recorded here. This amount should correlate with the related line item in the CAECD annual budget.

Column G, % BUDGET EXPENDED—Entries in this column will be updated semi-annually.

Column H, TIMELINE—This column can be completed by using timeline terms from the strategic plan—such as current state, 2-3 years, and 4-5 years—for each project.

Column I, % STRATEGY COMPLETE—Entries in this column will be updated semi-annually.

Column J, PROJECT STATUS—A brief narrative on the status of the project is entered in this column.



Table 1: Strategic Map Sample

STRATEGIC MAP									
	Project Name	Priority	Guiding Principle Alignment	Assignment	Budget Approved	% Budget Expended	Timeline	% Strategy Complete	Project
9-1-1 Infrastructure									
9-1-1 Operations									
Training and Outreach									
ice/Data Interoperabi									
Support Systems									

Capital Area Emergency Communications District Strategic Plan

1. Introduction

The Capital Area Emergency Communications District (CAECD) Strategic Plan establishes a framework to advance 9-1-1 technologies and enhance emergency communication services across the ten-county region. The plan focuses on identifying and prioritizing regional projects, strengthening collaboration, promoting training and public education, and setting goals aligned with the District’s mission, vision, and guiding principles.

This Strategic Plan focuses on defining how the District plans, prioritizes, and governs its work—not on prescribing specific projects or expenditures. Implementation details, priorities, and timelines are intentionally maintained in companion appendices that may be updated independently to reflect changing conditions without requiring revision or re-adoption of the core Strategic Plan.

1.1 Background

The Capital Area Emergency Communications District was created on September 1, 2013, pursuant to Texas Health and Safety Code, Chapter 772, Subchapter G. The District unites Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, Travis, and Williamson counties, along with the City of Austin, to provide coordinated and reliable emergency communications services throughout the region.

CAECD serves local governments within State Planning Region 12 and shares coterminous boundaries with the Capital Area Council of Governments (CAPCOG). As a regional 9-1-1 authority, CAECD plays a critical role in supporting emergency communications infrastructure, operations, training, and regional interoperability.

The vision of CAECD is to deliver seamless, reliable, and innovative emergency communications that ensure the right resources reach the right place at the right time—protecting the safety and well-being of both the public and emergency responders across the region.

The mission of CAECD is to provide coordinated, high-quality regional emergency communication services through the advancement of 9-1-1 infrastructure and operations, comprehensive training and outreach, and robust emergency support systems that strengthen public safety and responder effectiveness.

1.2 Governance

The CAPCOG Executive Committee, composed of 28 members, also serves as the CAECD Board of Managers. In this dual role, the Board is responsible for establishing policy, adopting budgets, determining funding priorities, staffing the District, and providing overall governance and strategic direction.

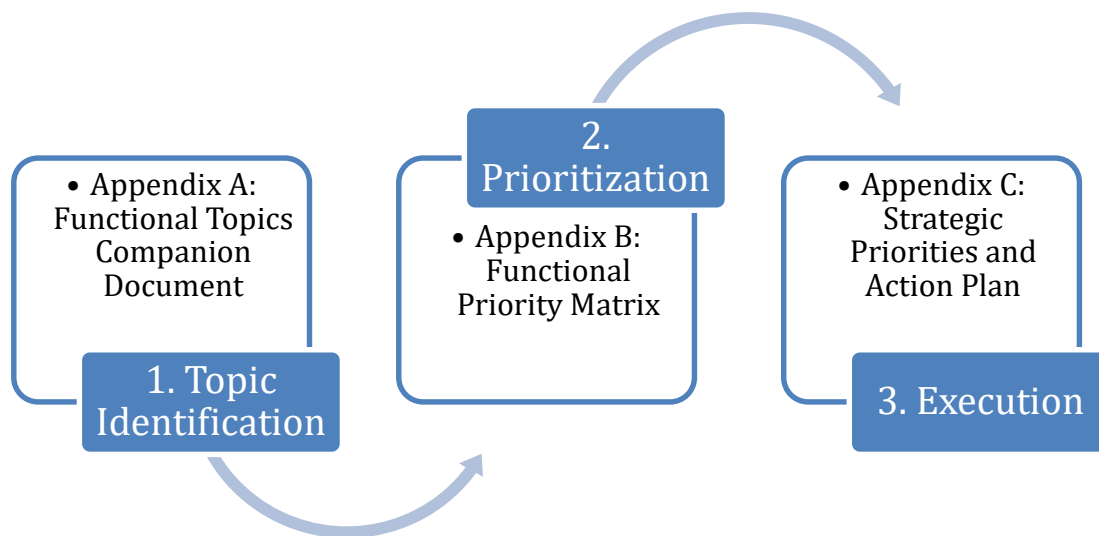
The Strategic Advisory Committee (SAC) is a standing committee appointed by the Board of Managers and consists of 16 members representing jurisdictions within the District. The SAC advises the Board on matters related to infrastructure, equipment, training, operations, funding, and policy. The SAC is also responsible for developing, maintaining, and periodically reviewing the CAECD Strategic Plan; recommending funding priorities; and guiding service fee levels in support of the District's strategic goals.

2. Strategic Planning Framework

CAECD employs a structured, repeatable strategic planning framework designed to promote transparency, consistency, and fiscal responsibility. The framework separates strategy, prioritization, and execution into distinct but connected phases, each supported by a corresponding appendix.

2.1 Three-Phase Planning Model

The CAECD planning framework consists of the following phases:



This structure ensures that CAECD maintains a comprehensive view of its responsibilities while advancing only those initiatives that are timely, feasible, and supported by available resources.

2.2 Appendix A: Functional Topics Companion Document

Appendix A serves as the foundational inventory of topics relevant to CAECD's functional pillars, which define the essential focus areas that guide the Strategic Priorities and Action

Plan. Each pillar supports the District’s mission to deliver seamless, reliable, and innovative emergency communications through collaboration, adaptability, and a strong commitment to public and responder safety.

Infrastructure

Purpose: Develop and maintain a resilient, scalable, and secure emergency communications network that ensures consistent service delivery and supports future technological advancements across the region.

Operations

Purpose: Enhance coordination among Emergency Communications Centers (ECCs) and emergency services providers to improve operational efficiency, promote standardized practices, and strengthen interoperability for faster and more effective emergency response.

Training & Outreach

Purpose: Provide comprehensive training, continuing education, and professional development opportunities for Public Safety Telecommunicators. Promote public education, peer support, and mental health awareness to build resilience, understanding, and trust between emergency communications professionals and the communities they serve.

Continuity of Operations

Purpose: Establish and maintain robust continuity of operations and disaster recovery capabilities to ensure uninterrupted 9-1-1 services during emergencies or major disruptions. Strengthen regional preparedness and redundancy through coordinated planning, shared resources, and distributed response strategies.

Emerging Technology & Innovation

Purpose: Identify, evaluate, and responsibly implement emerging technologies that enhance emergency communications capabilities. Foster innovation and adaptability to meet the evolving needs of the public and responder community in a rapidly changing operational and technological environment.

Emergency Support Systems

Purpose: Advance systems and tools that provide real-time situational awareness, support interagency coordination, and enhance effectiveness during multi-jurisdictional incidents, large-scale events, and disasters.

Policy Alignment

Purpose: Ensure District policies, procedures, and funding priorities align with applicable state and federal regulations, industry best practices, and the District’s mission, vision, and guiding principles. Promote transparency, accountability, consistency, and long-term sustainability in all District operations.

Review of Appendix A occurs before any prioritization activity. Inclusion of a topic in Appendix A does not imply priority, funding, or commitment. Rather, it establishes eligibility for further evaluation.

2.3 Appendix B: Functional Priority Matrix

Appendix B provides the formal mechanism for prioritizing topics identified in Appendix A. Using the Functional Priority Matrix, topics are evaluated across the functional pillars and assigned one of five priority levels:

- Priority Level 1 – Essential / Mission-Critical
- Priority Level 2 – Industry Standard / Best Practice
- Priority Level 3 – Regional Enhancement
- Priority Level 4 – Strategic / Optional Capability
- Open – Conceptual / Under Evaluation

The Functional Priority Matrix supports consistent comparison across functional areas and informs recommendations made by the Strategic Advisory Committee (SAC) to the Board of Managers.

Inclusion in the matrix does not guarantee funding.

2.4 Appendix C: Strategic Priorities and Action Plan

Appendix C contains the current Strategic Priorities and Action Plan for a defined planning period (e.g., FY2027). Strategic Priorities identify *what* the District intends to advance, while the Action Plan defines *how* progress will be achieved through specific initiatives, milestones, and outcomes during the fiscal year and beyond.

Items included in Appendix C:

- Originate from topics identified in Appendix A
- Are prioritized using Appendix B
- Are selected based on feasibility, timing, and available funding

The Action Plan focuses on initiatives that provide clear regional benefit, advance CAECD’s mission as a regional 9-1-1 authority, are achievable within a defined planning period, and align with Board-approved funding and resource availability.

The Action Plan does not attempt to address all identified topics. Rather, it represents a disciplined selection of prioritized initiatives that can be reasonably executed within a planning cycle.

2.5 Budget Alignment and Governance

Advancement of any initiative—regardless of priority level—is contingent upon the availability of District funds following approval of the annual budget by the Board of Managers.

The SAC provides recommendations related to topics, prioritization, and action planning. Final authority for funding rests with the Board of Managers.

2.6 Accountability and Oversight

CAECD is committed to transparency and accountability in strategic planning and execution. Implementation of the Strategic Priorities and Action Plan is overseen by CAECD staff, with quarterly progress updates provided to the SAC.

Appendix A (Functional Topics) and Appendix C (Strategic Priorities and Action Plan) are each reviewed and updated no less than once annually to ensure alignment with evolving regional needs, operational conditions, and available resources. These reviews support a disciplined and adaptive planning process while maintaining consistency with the overall Strategic Planning framework.

At any time, the SAC may recommend adjustments to the Action Plan based on:

- Changes in funding availability
- Operational or regional needs
- Outcomes of SWOT analysis or topic review
- Legislative or regulatory developments

Any material changes to priorities or scope are communicated to the Board of Managers as part of routine staff updates. In addition, the Board of Managers will receive an annual strategic initiatives report summarizing progress, outcomes, and key updates associated with the Strategic Priorities and Action Plan.

2.7 Alignment with Appendices

Appendices A, B, and C are incorporated by reference into this Strategic Plan and are essential to its implementation. Together, these tools ensure that CAECD's strategic decisions are consistent across planning cycles, grounded in regional need, transparent and defensible, and aligned with fiscal realities.

Appendix A: Functional Topics Companion Document

Purpose: Appendix A maintains a comprehensive, non-prioritized inventory of topics relevant to CAECD's responsibilities. It ensures that planning discussions begin with a shared understanding of scope before prioritization occurs.

Infrastructure (Network)	Operations (Equipment)	Training & Outreach	Continuity of Operations	Emerging Technology & Innovation	Emergency Support Systems	Policy Alignment
<ul style="list-style-type: none"> - Circuits & Telephony - Connectivity - NG911 (Migration Phases) - Core Network (Nodes) - Redundancy - Contingency - Cybersecurity - Broadband - Scalability & Bandwidth - Firewalls/Routers/Switches - Geospatial Routing/Database Maintenance - Backup Power (UPS/Generator) 	<ul style="list-style-type: none"> - CHE Upgrades - Analytics - Mapping - GIS Services - Pre-Arrival Protocols - Voice/Text Translation - MMS/Rich Media 	<ul style="list-style-type: none"> - Mental Health Resources & Training - Basic Telecommunication or Licensing - Call Simulators - Job Fairs (recruitment) - Large Scale Ads - Multilingual Campaigns - 9-1-1 Academy - Higher Institution Collaborations - Staffing Crisis (burnout) - Live Video - Peer Support Groups - TERT - Collaboration 	<ul style="list-style-type: none"> - Translation Services - Cybersecurity Attacks & Response - Equipment Replacement - Integrations & Accessibility - Reporting & Analytics - Real Time Crime Centers - Call Surging - Network Outages & Isolations 	<ul style="list-style-type: none"> - Remote Call Taking & Future Workplace - Geofencing Calls - Panic Buttons - AI - 3D Mapping - Rich Media - IoT / Telematics - Biometrics - APIs/Integrations - Citizen Input 	<ul style="list-style-type: none"> - RNS - Radio Interoperability - Recorders - RICP - Data Sharing 	<ul style="list-style-type: none"> - Co-Locations & Consolidations - Cost Sharing/Caps - Reimbursements - Insurance - Disaster Recovery - Sample Policies & Best Practices Library - SLAs and MOAs - Legislative Mandates - Financial Sustainability

Appendix B: Functional Priority Matrix

Purpose: Appendix B establishes the formal prioritization framework used to evaluate topics identified in Appendix A.

	Infrastructure	Operations	Training & Outreach	Continuity of Operations	Emergency Technology & Innovation	Emergency Support Systems	Policy Alignment
Priority 1: *Mandatory, regulatory, contractual, mission critical							
Priority 2: *Industry standard, best practice							
Priority 3: *Regional enhancement							
Priority 4: *Strategic, innovative, future-oriented							
Open: *Conceptual, introductory							

Appendix C: Strategic Priorities and Action Plan

Purpose: Appendix C serves as the implementation-focused component of the District's Strategic Planning framework. This document translates the priorities identified in Appendix B into actionable strategies, initiatives, and outcomes.

Example Priority: Strengthen 9-1-1 Infrastructure

Functional Pillar(s) Supported: Infrastructure

Objective E.1. Establish three distributed regional backup centers (north, central, south) to replace reliance on a single, regional backup site.

Objective E.2. Annually review infrastructure redundancy and performance metrics to identify network vulnerabilities.

Priority 1:

Functional Pillar(s) Supported:

Objective 1.1.

Priority 2:

Functional Pillar(s) Supported:

Objective 2.1.

Priority 3:

Functional Pillar(s) Supported:

Objective 3.1.

**CAPITAL AREA EMERGENCY COMMUNICATIONS DISTRICT
BOARD OF MANAGERS MEETING**

MEETING DATE: May 13, 2026

AGENDA ITEM: 5. Consider Adopting a Resolution Setting the 9-1-1 Service Fee for FY 2027

GENERAL DESCRIPTION OF ITEM:

The CAECD receives three different types of 9-1-1 fees from phone lines:

<u>Fee Type</u>	<u>Set and Collected by</u>	<u>Applies to</u>	<u>Rate</u>	<u>Last Time Changed</u>
Landline Service Fee	CAECD Board	Traditional landline and Voice over IP	\$0.50 per line per month	September 1, 1989
Wireless Fee	State, Allocated to District based on Population	Activated cell phones	\$0.50 per line per month	September 1, 1997
Prepaid Wireless Fee	State, Allocated to District based on Population	Purchased prepaid wireless cell phones	2% of purchase price	September 1, 2009

- The 9-1-1 service fee is charged to each residential line, business line and business trunk up to a maximum of 100 lines per customer.
- Under Texas Health and Safety Code Section 772.516 (e), the district board is required to set the 9-1-1 service fee each year as part of the annual budget.
- If the 9-1-1 fees had kept up with inflation, the wireless fee would be at \$1.02 per month, and the landline fee would be \$1.32 per month.
- As part of the 9-1-1 Alliance, CAECD has been supporting an increase in the state’s wireless fee to \$1.00 for many years to reflect the fact that 9-1-1 service costs have increased faster than population growth.
- CAECD has not yet taken the step of using its own authority to increase the landline fee.
- Staff expect 9-1-1 costs to continue to grow faster than population growth and require additional revenue.
- Staff believe that an increase in the landline fee is warranted at this stage to:
 - Cover additional costs in FY 2027 and beyond for office space and network redundancy; and
 - Ensure credibility when asking the legislature for an increase in the wireless fee.
- Under statute, a fee change cannot go into effect for at least 92 days after adoption, so staff would propose the fee change to go into effect on October 1, 2026, coinciding with the start of the fiscal year.

An increase in the landline fee would be expected to generate an additional \$1.8 million in revenue in FY 2027 and \$7.3 million over five years if renewed in FYs 2028 – 2031. Staff will identify specific intended uses for the additional revenue in the strategic plan and budget when presented to the board in the summer.

THIS ITEM REPRESENTS A:

- New issue, project, or purchase
- Routine, regularly scheduled item
- Follow-up to previously discussed item
- Special item requested by board member
- Other

PRIMARY CONTACT/STAFF MEMBER:

Richard Morales Jr., Director of Emergency Communications

BUDGETARY IMPACT OF AGENDA ITEM:

Total estimated cost: \$3,672,011 revenue for FY 2027

Source of funds: 9-1-1 Landline Fees

Is item already included in fiscal year budget? Yes No

Does item represent a new expenditure? Yes No

Does item represent a pass-through purchase? Yes No

If so, for what city/county/etc.? n/a

PROCUREMENT: N/A

ACTION REQUESTED:

Consider approving the resolution to set the 9-1-1 Service Fee at \$1.00 per line for Fiscal Year 2027

BACK-UP DOCUMENTS ATTACHED:

1. Comparison of CAECD Landline Fee to Other Districts
2. Proposed Service Fee Category Chart
3. Resolution setting the 9-1-1 Service Fee

BACK-UP DOCUMENTS NOT ATTACHED (to be sent prior to meeting or will be a handout at the meeting): None

Comparison of 9-1-1 Monthly Landline Fees within Texas

District/Area	Residential	Business Line	Business Trunk (up to 100 lines)
Abilene/Taylor County ECD	\$1.85	\$16.00	\$16.00
Austin County ECD	\$0.50	\$0.50	\$0.50
Bexar Metro ECD			
Brazos County ECD	\$0.50	\$0.50	\$0.50
Calhoun County ECD			
Cameron County ECD	\$0.75	\$2.50	\$2.50
<u>Capital Area ECD</u>	<u>\$0.50</u>	<u>\$0.50</u>	<u>\$0.50</u>
Denco Area ECD			
El Paso County ECD	\$1.38	\$4.46	\$4.46
Ector County ECD			
Greater Harris County ECD	\$0.80	\$1.40	\$1.40
Gulf Coast Regional ECD	\$0.50	\$0.50	\$0.50
Henderson County ECD			
Kerr ECD	\$0.75	\$0.75	\$0.75
Lower Rio Grande Valley ECD			
Lubbock ECD			
McLennan County ECD			
Medina County ECD			
Midland County ECD			
Montgomery County ECD			
North Central Texas ECD	\$0.50	\$0.50	\$0.50
NTECC			
Potter-Randall County ECD			
Smith County ECD			
Tarrant County ECD	\$0.50	\$1.75	\$2.50
Wichita/Wilbarger ECD			
Remainder of State	\$0.50	\$0.50	\$0.50

Top Five Comparison of 9-1-1 Monthly Landline Fees within Texas ECDs

District/Area	Residential	Business Line	Business Trunk (up to 100 lines)
Bexar Metro ECD (4)	\$0.50	\$1.00	\$1.00
Capital Area ECD (3)	<u>\$0.50</u>	<u>\$0.50</u>	<u>\$0.50</u>
El Paso County ECD (5)	\$1.38	\$4.46	\$4.46
Greater Harris County ECD (1)	\$0.80	\$1.40	\$1.40
Tarrant County ECD (2)	\$0.50	\$1.75	\$2.50



RESOLUTION

A RESOLUTION CLASSIFYING RATES FOR THE 9-1-1 EMERGENCY SERVICE FEE ON SERVICE USERS FOR LOCAL EXCHANGE ACCESS LINES AND EQUIVALENT LOCAL EXCHANGE ACCESS LINES

WHEREAS, the Capital Area Emergency Communications District Board of Managers is authorized by Texas Health and Safety Code, Chapter 772 to impose a 9-1-1 emergency service fee on service users for local exchange access lines and equivalent local exchange access lines;

WHEREAS, in accordance with Texas Health and Safety Code, Section 771.063, the Capital Area Emergency Communications District is required to follow the definition of a local exchange access line and an equivalent local exchange access line as adopted by rule by the Commission on State Emergency Communications;

WHEREAS, in accordance with Texas Health and Safety Code Chapter 772.516(d), the rate of the fee may not exceed six percent of the monthly base rate charged a service user by the principal service supplier in the participating jurisdiction;

WHEREAS, in accordance with Texas Health and Safety Code Chapter 772.516(e), the board shall set the amount of the fee each year as part of the annual budget; and

WHEREAS, the schedule of fee rates and classifications recommended by District management for Fiscal Year 2025 complies with the six percent cap in Texas Health and Safety Code, Chapter 772.516(d).

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF MANAGERS OF THE CAPITAL AREA EMERGENCY COMMUNICATIONS DISTRICT THAT: The 9-1-1 emergency service fee rates and classifications for Fiscal Year 2027 are hereby levied at the monthly rate of \$1.00 per line for residential lines, business lines and business trunks. The fees are applied to a maximum of 100 lines per customer bill, per location as specified by statute.

Passed and approved on this first and final reading on this 13th day of May 2026.

Mayor Doug Weiss
Chair

Commissioner Clara Beckett
Secretary