

Kansas NG911 Operational Governance Policy

Original July 31, 2015
Last Revised July 31, 2015

Prepared by Operations Committee
Prepared for Michele Abbott, Operations Committee Chair

Document Record

This Next Generation 911 (NG911) Operational Governance Policy is subject to updates and changes. After the first version is approved by Council, the use of this Record of Change helps manage modifications throughout the life of this document.

Date	Author	Purpose

Contents

1	Introduction	4
2	Scope.....	4
3	Purpose	4
4	Reference Documents.....	4
5	Communications Plan	5
6	Roles and Responsibilities.....	5
7	Training	8
8	PSAP Operations Manager	9
9	Operational Policies and Procedures	9
10	Change Management.....	10
11	Operational Governance Schedule	10
12	Terms, Definitions, Acronyms.....	12
13	Appendix A – PSPA Operations Policies and Procedures.....	13
13.1	PSAP Requirements Having Existing Policy	13
13.2	PSAP Requirements.....	16
13.3	Recommended Best Practices.....	19
14	Appendix B - Operational Conformance Certification	22
15	Appendix C – NG911 Change Order Request Sample	25

1 Introduction

Whereas current 911 services are typically regulated locally, Next Generation 911 (NG911) is regulated by the Kansas 911 Coordinating Council (Council), while allowing Public Safety Answering Points (PSAPs) the greatest latitude and freedom without compromising the integrity of the Kansas NG911 system or citizen safety.

2 Scope

These operational standards apply to all participating PSAPs in the state of Kansas.

3 Purpose

The purpose of this NG911 Operational Governance Policy (Policy) document is to provide details regarding the operational policies and procedures as they relate to and support the statewide governance of NG911. In order to create practical operational policies, the Operations Committee, Training Subcommittee and stakeholders must work together to develop and implement essential policies and establish accountability to ensure seamless 911 operations throughout Kansas.

Participating PSAPs in the state of Kansas shall comply with NG911 policies and procedures adopted by the Council, and promote best practices aimed at providing the highest quality of 911 services by trained personnel using reliable and secure technology.

PSAPs will develop, disseminate, and maintain formal documented procedures to facilitate the implementation of this Policy. The Council invites all PSAPs to recommend improvements to this Policy. Stakeholders can recommend changes using the Change Order Request (COR) and NG911 Change Management process. Appendix C contains a sample of a completed COR. Authorized personnel can access blank COR forms via the portal and submit completed forms electronically to the Change Manager.

4 Reference Documents

- NG911 Change Management Plan
- NG911 Communications Plan
- NG911 Governance Plan
- NG911 Memorandum of Agreement
- NG911 Security Policy
- NG911 Strategic Plan
- NENA Call Answering Standard/Model Recommendation

5 Communications Plan

PSAP success is created by providing a region-level voice and communications vehicle for understanding between a PSAP and the Council. It is important that PSAPs maintain the ability to communicate their needs. At the same time, the 911 Liaison will keep PSAP personnel apprised of pending system changes, technology, legislation, and other issues that may affect the PSAP.

To simplify communications, the Homeland Security regions in which the counties currently participate are the basis for the general regional boundaries.

The NG911 Governance Plan and supporting policies are part of the PSAP Memorandum of Agreement (MOA) and are posted on the Council website. Program directives communicate updates and changes to the Governance Plan and its policies.

6 Roles and Responsibilities

From an operations perspective, the ability to achieve the true potential of NG911 will require significant change to current methods. Historically, 911 in Kansas has been governed by local authorities; however, NG911 will require regional and interregional coordination as well.

The NG911 Administrator is responsible for supporting the implementation of an Operational Conformance Certification process, Appendix B.

The 911 Liaison is the single point of contact for 911 operational issues.

The 911 Liaison, NG911 Administrator, and Operations Committee Chairperson will work together to resolve 911 operational issues. Through the 911 Liaison and NG911 Administrator, PSAPs have a voice and access to the Council.

The Operations Committee collaborates with the other Council Committees to coordinate work activities and recommendations that affect other working groups under the jurisdiction of the Council. The Operations Committee is responsible for developing operational governance policies and PSAPs are responsible for implementing and complying with those policies.

Figure 1 is a graphical representation of the governance relationships.

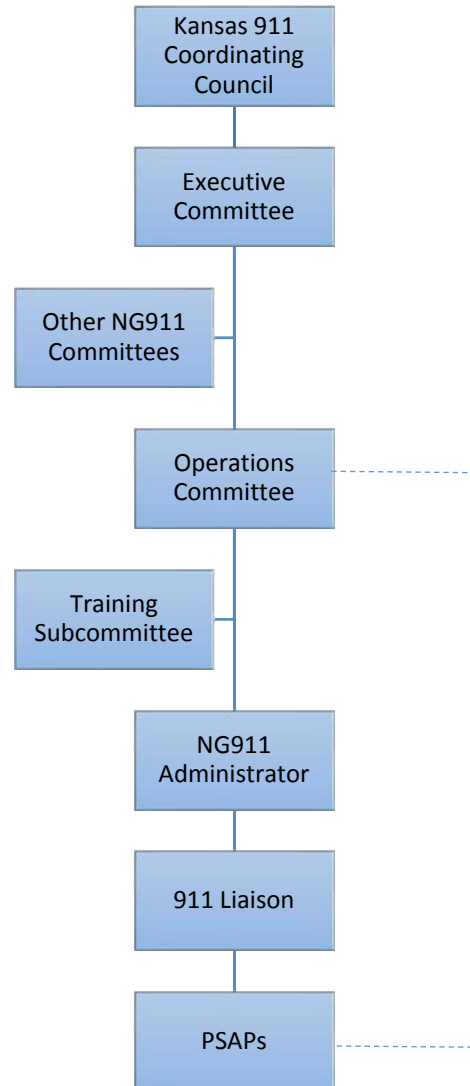


Figure 1 Operations Governance Relationships

In relation to NG911, the intended role of the Operations Committee in the governance of the Emergency Services Internet Protocol network (ESInet) is to provide for 911 entity collaboration on the management of the ESInet, collective decision-making, and assurance that the needs of 911 entities are met.

The matrix in Table 1 depicts the relationships between governing authorities, operations, and the expected policy documents, activities, and outcomes from each level. The first column identifies the governance authorities – stakeholders – and articulates the primary task associated with the respective role. The second column identifies the level of stakeholders with direct responsibility to produce the content in the third column – tangible deliverables in the form of documents and activities.

Table 1 Governance Responsibility Matrix

Governance Authority →	Relationship to Operations →	Policy Documents and Activities
<p>911 Coordinating Council</p> <p><i>Final authority accepting 911 operational policies</i></p>	<p>Executive Committee</p> <p><i>Operations advisor to Council</i></p>	<p>Operational Oversight:</p> <p><i>Provides vision and direction for 911 operations</i></p>
Executive Committee Oversees:		
<p>NG911 Administrator</p> <p><i>Responsible for oversight of all Council projects and activities, including the Operational Conformance Certification process</i></p>	<p>911 Liaison</p> <p><i>PSAP operations primary contact, follow-up, and feedback</i></p>	<p>NG911 Operations Audit:</p> <p><i>Periodic PSAP assessments and evaluations</i></p>
<p>Operations Committee</p> <p><i>Operational advice to the 911 Coordinating Council from an operational perspective</i></p>	<p>Operations Committee</p> <p><i>Provides for 911 entity collaboration on management of ESInet, coordinates with other Council committees</i></p> <p>Training Subcommittee</p> <p><i>Integrates initial and continuing operational training</i></p>	<p>Operational Directives:</p> <p><i>Operational policies and procedures</i></p> <p><i>Operational training announcements as required for certification</i></p>
<p>Technical Committee</p> <p><i>Responsible for technology and equipment standards; oversight of NG911 planning and implementation</i></p> <p><i>Security direction and evaluation for the ESInet and NG911 core services</i></p>	<p>Technical Committee</p> <p><i>Provides technical direction and coordinates with other Council committees</i></p> <p>Security Subcommittee</p> <p><i>Establishes and administers security program</i></p>	<p>Technical Directives:</p> <p><i>Technical and equipment standards, policies, and procedures</i></p> <p>Security Policy and Standards:</p> <p><i>Stipulate compliance requirements</i></p>
<p>Administrative Committee</p> <p><i>Governance, policy enforcement, and independent operational audit</i></p>	<p>Administrative Committee</p> <p><i>Provides administrative direction and coordinates with other Council committees</i></p> <p>911 Administrator</p> <p><i>Evaluates 911 operations financial impacts</i></p>	<p>Administrative Directives:</p> <p><i>Administrative policies and procedures</i></p> <p>NG911 Strategic Plan:</p> <p><i>Establishes NG911 roadmap for the future</i></p>

Governance Authority →	Relationship to Operations →	Policy Documents and Activities
GIS Committee <i>Operational advice from GIS perspective</i>	GIS Subcommittee <i>Determines potential GIS data operational requirements</i>	NG911 Data Model, Data Remediation Checklist, and GIS Governance Policy: <i>Defines GIS data operations compliance</i>
NG911 Administrator Oversees:		
911 Liaison <i>PSAP point of contact</i> <i>Addresses Operations and Maintenance (O&M) perspective</i>	PSAP Operations Manager/ Supervisor <i>Ensures that local PSAPs comply with operational requirements of MOA</i>	MOA: <i>PSAP agreement to comply with NG911 operations policy</i>
Change Advisory Board <i>Addresses high-impact operations related CORs</i>	Change Control Board(s) <i>Addresses low- and medium- impact operations related CORs</i>	NG911 Change Management Plan: <i>Formal control mechanism for operational changes</i>
Infrastructure Providers <i>Furnishes end-to-end solution that includes Software as a Service (SaaS) that meets PSAP functional requirements</i>	Service Provider Operations Team <i>Comply with service level requirement agreements</i>	Provider Operations Statement: <i>NG911 infrastructure operational compliance with federal, state, and industry best practice requirements and expectations</i>

7 Training

Training for all PSAP administrators and telecommunicators is required. PSAPs must understand the obligation to meet the training requirements provided in the baseline training standard guidelines. Besides initial training, it is expected that PSAP personnel will participate in ongoing continuing education training.

The Training Policy is developed and managed by the Training Subcommittee and is intended to facilitate the delivery of consistent statewide training to PSAP personnel and to develop well-trained telecommunicators who provide high-quality 911 services to the public and responder agencies.

The baseline training standards include all subjects contained within this Policy. In addition to baseline training standards required in the State of Kansas Training Standards document, participating PSAPs are required to conduct ongoing training in the following areas:

- Call Handling
- Mapping/Geographic Information System (GIS)
- Management Information System (MIS)
- Security.

8 PSAP Operations Manager

No one understands local citizens’ 911 needs more than local PSAPs. Many areas of responsibility of how changes will continue to be developed, implemented, controlled, and guided is by local PSAP decisions.

This Policy document is created to establish minimum guidelines for operational consistency between and among PSAP entities to ensure coordinated and uniform service for the citizens of Kansas.

9 Operational Policies and Procedures

Through the MOAs, PSAPs are expected to follow Operational Governance policy and procedures as outlined in Appendix A.

As a starting point for establishing NG911 operational policy and compliance among Kansas PSAPs and jurisdictions, each PSAP is expected to have a set of policies and procedures that govern the PSAP operational elements listed in Table 2, consistent with the direction of Council policy.

Table 2 Expected Policies and Procedures

Baseline Operational Policies, Procedures, and Best Practices		
	Requirements	Recommendations
GIS	American’s with Disabilities Act (ADA) Compliance	Emergency Medical Dispatch (EMD)
Funding	Call Answering	Language Interpretation Service
NG911 Change Management	Facility Design	PSAP NG911 Plan
Security	National Incident Management System (NIMS)	Staffing
Technical	NG911 Functionality	Statistical Reporting and Analysis
Training	Operational Oversight	
↑ This column includes reference to existing policy	Operational Technology – PSAP Equipment	
	Quality Assurance (QA)	

Changes in policies and procedures will be developed, implemented, and maintained through the NG911 Change Management process.

10 Change Management

To promote reliable and effective public access to 911 services, safeguard the resiliency, and achieve optimal functionality of the NG911 network, PSAPs must follow the established change management process related to policies and procedures outlined in the NG911 Change Management Plan.

By adhering to NG911 Change Management processes, PSAPs reduce the risk of creating unintentional consequences from ad hoc operational policy changes that could negatively impact the entire 911 system. A practical change management process that safeguards the technical aspects of the 911 network from negative impact and that depends on local jurisdictional support stimulates the overall health of the 911 system for all entities on the Kansas NG911 network. Compliance promotes integrity of the system, which results in an enhanced experience for both telecommunicators and callers statewide.

The full NG911 Change Management Plan may be accessed on-line at <http://kansas911.org/106/NG911/Governance>

11 Operational Governance Schedule

The operational governance schedule provides direction on the timeline of activities that key stakeholders are expected to accomplish to develop, promote, and monitor policies for accuracy, consistency, and compliance.

Each year, in collaboration with all stakeholders, the Operations Committee will establish, coordinate, communicate, and accomplish a calendar of activities as shown in Table 3. Meetings are open to the public and the Operations Committee welcomes the involvement and interaction with counties and PSAPs. However, some preparatory meetings are not open to the public or subject to disclosure. For example, sessions dealing with procurement issues, if open to the public, would compromise the integrity of the procurement process. Likewise, discussion of proprietary or confidential data or trade secrets of a corporation is not open to public. In addition, some executive meetings may be closed in order to discuss preliminary or sensitive topics that are not yet fully vetted for public disclosure.

Table 3 Governance Activities Schedule

Operations Activity	Purpose	Schedule	Outcome
Operational Governance Policy and Procedure Training	Overview of the governance policies and procedures, including latest national and state NG911 program developments	Region 1 – May Region 2 – July Region 3 – Sep Region 4 – Nov Region 5 – Jan Region 6 – Mar	Stakeholder education and setting of expectations
PSAP Audits	Provide insight to type of audits, timing of audits, and expectations of audits	Annually	Results included in annual regional report including confirmation that PSAP administrators and

Operations Activity	Purpose	Schedule	Outcome
	Conduct an NG911 Operational Governance Policy audit		<p>telecommunicators are trained so that they can effectively and efficiently manage 9-1-1 calls</p> <p>Effective use of change management</p> <p>Ensure conformance to operational policy and procedures</p>
Committee Periodic Review	In partnership, the NG911 Administrator, 911 Liaison and PSAP operations managers/ supervisors review this document and make recommendations for additions, deletions and/or revisions of the policies and procedures to the Operations Committee	Annually	Updates to policies consistent with lessons learned, new features, and operational methods
Policy Review and Alignment	Operations Committee review of periodic review and recommendations to Council	Annually	Policy aligned with operations and current standards, guidelines, and expectations of Council
Strategic and Operational Planning	Update Strategic Plan for existing conditions	Annually in October	<p>Strategic Plan</p> <p>Operations Work Plan</p>

12 Terms, Definitions, Acronyms

Operations Manager/Supervisor. This role has primary responsibility for operational oversight of the PSAP. The person filling this role possesses intimate knowledge of day-to day PSAP operations.

PSAP. An abbreviation for a Public Safety Answering Point operated by a city or county that operates on a 24-hour basis and whose primary function is to receive incoming 911 requests for emergency assistance and relay those requests to the appropriate public safety responder or agency.

Telecommunicator. A person who answers incoming 911 requests for public safety assistance.

Temporary PSAP. A PSAP that has been established to provide 911 services for a defined geographic area for a limited time/duration.

ADA	Americans with Disabilities Act
APCO	Association of Public-Safety Communications Officials, International
COOP	Continuity of Operations Plan
COR	Change Order Request
DASC	Data Access and Support Center
DOJ	Department of Justice
DOT	Department of Transportation
EMD	Emergency Medical Dispatch
EOP	Emergency Operation Plan
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
KAR	Kansas Administrative Regulation
LEP	Limited English Proficient
MIS	Management Information System
MOA	Memorandum of Agreement
NENA	National Emergency Number Association
NG911	Next Generation 911
NIMS	National Incident Management System
PSAP	Public Safety Answering Point
QA	Quality Assurance
SOP	Standard Operating Procedure
TTY/TDD	Teletypewriter/Telecommunications Device for the Deaf
UPS	Uninterruptible Power Supply

13 Appendix A – PSPA Operations Policies and Procedures

Policies and procedures, and rules and regulations, provide structure and aid in 911 system management. The Council developed the policy and governance hierarchy to assist in establishing procedures and regulations and promote consistent service throughout the state. All 911 policies and regulations need to be developed in a consistent manner throughout the state utilizing the hierarchical structure to ensure input, acceptance, and compliance.

The processes outlined in the NG911 Change Management Plan, maintained separately from this document, referenced in Section 7 will govern the development and maintenance of policies and procedures.

The Operations Committee will prepare, review, and implement well-defined operational policies to ensure compliance with technical and administrative policies and regulations. These operational policies should allow for the consistent performance of fundamental processes that ensure efficient and effective operation of the statewide NG911 system. The policies will, in turn, guide the process for effective and comprehensive training of PSAP and support personnel. Operational governance policies and procedures will likely evolve, over time, as new NG911 features capabilities become part of the Kansas system. Stakeholders will identify and adopt processes combined with the necessary record keeping. These processes capture both the functional capability and develop an effective internal control system compliant with regulations and standards.

The 911 Liaison will work closely with PSAP operations managers, supervisors, public safety providers, and telecommunicators to develop appropriate standard operating procedures (SOPs) relating to PSAP operations. Each PSAP shall review these operational procedures at least annually with the 911 Liaison, make them part of the training program, and make them accessible to all PSAP personnel. These documents should also include any inter-local agreement(s) that exist between the PSAP and other agencies or entities.

The 911 Liaison will evaluate primary PSAPs' operational governing policies and procedures to ensure they comply with State of Kansas Coordinating Council governance.

13.1 PSAP Requirements Having Existing Policy

Geographic Information System

The GIS and associated statewide data layers are the cornerstone of an NG911 system. All location information required to support NG911 call routing will be derived from the statewide geo-spatial database; therefore it is vital that this information is accurate, authoritative, standardized, current, and highly available. Policies governing all aspects of GIS (people, processes, data, and systems) are contained in the NG911 Geographic Information System Governance Policy.

Accurate GIS data is required to support effective NG911. Without it, NG911 will be ineffective and non-functional. Therefore, NG911 Change Management procedures must be strictly followed to ensure operationally sound system management. Participating PSAPs shall comply with GIS policies adopted by the Council.

Access the full NG911 Geographic Information System Governance Policy on-line at <http://www.kansas911.org/DocumentCenter/View/506>

At a minimum, participating PSAP-specific policy should include:

- Utilizing map data derived from Kansas Data Access and Support Center (DASC).
- At a minimum, GIS data includes address points, road centerlines, and emergency service boundaries, and/or responding entity polygons, and PSAP boundary polygons. (This data will be developed and locally maintained and aggregated into a statewide geodatabase.)
- GIS discrepancy reporting processes.

Funding

Participating PSAPs shall comply with Kansas funding policy (K.S.A 12-5375).

Access the full state Kansas 911 Act on-line at <http://kansas911.org/DocumentCenter/View/146>.

At a minimum, participating PSAP specific policy should include:

- Funding philosophy.
- Expenditure reporting processes and authority levels.
- Audit procedures.

NG911 Change Management

Refer to Section 7 (NG911 Change Management) and Appendix C (Change Order Request Sample Form) in this document

Security

Network and physical security policies and procedures are required to ensure and maintain the health of the network infrastructure and subsequent interconnections. These will be developed in the same manner as other policies and procedures within the governance framework of the Council. Participating PSAPs shall comply with the NG911 Network and Security policies adopted by the Council.

Access the full Security Policy on-line at <http://kansas911.org/106/NG911/Governance>

At a minimum, participating PSAP-specific policy should include:

- Sufficient building security to minimize the possibility of intentional disruption of operations.
- Answering equipment accessible only to PSAP personnel.
- 911 personnel and equipment housed in a secure location with appropriate measures taken to allow access to authorized personnel only.
- A process for reporting internal PSAP security issues or breaches, including any personnel or management notifications that are appropriate

Technical

The Technical Committee Chairperson or their designee will evaluate the equipment at primary PSAPs to determine whether all items required in the Technical Standards Policy are in place and operational.

Access the full Technical Standards Policy on-line at <http://kansas911.org/106/NG911/Governance>

At a minimum, participating PSAP-specific policy should include:

- Internal documentation processes that safeguard connectivity to the NG911 network and effective oversight to promote resiliency of PSAP systems.
- Clarity of internal reporting processes to identify and report technical issues.
- An issue resolution and escalation process.

Training

Training programs, properly designed, will assist PSAP operations managers and supervisors to prepare PSAP personnel to effectively manage and operate an NG911 system, while maintaining the level of service expected by the public. Updated initial training, as well as continuing education and refresher training for experienced staff, is critical to successfully maximizing the capabilities of an NG911 system.

The Training Subcommittee will oversee the development, implementation, and revision of baseline and continuing education training standards for PSAP personnel. Participating PSAPs shall comply with the NG911 Training standards and certification requirements adopted by the Council.

The NG911 Administrator will establish, for the Council's consideration and adoption, a process for certifying that telecommunicators meet the baseline and continuing education training requirements established by the Training Subcommittee.

- Any person who answers 911 requests for service will be trained to the baseline training standards within their first six months of employment and before handling such 911 requests without direct oversight. Any person working in a PSAP and receiving 911 requests for service shall be required to meet the continuing education training standards. The baseline training standards include all subjects contained within the State of Kansas Training Standards and this policy.
- As approved by the Training Subcommittee, the baseline and continuing education training standards should be in accordance with established national standards provided by the National Emergency Number Association (NENA), the Association of Public-Safety Communications Officials International (APCO), the Department of Transportation (DOT), and other official standard development organizations (SDOs).

Access the full State of Kansas Training Standards document on-line at <http://www.kansas911.org/documentcenter/view/476>

13.2 PSAP Requirements

Americans with Disabilities Act Call Handling Compliance

Participating PSAPs shall comply with federal Americans with Disabilities Act (ADA) requirements for handling ADA calls. The ADA requires that all PSAP call takers receive training every six months on Teletypewriter/Telecommunications Device for the Deaf (TTY/TDD) operations and ADA awareness.

At a minimum, participating PSAP-specific policy should include:

- A process for periodic testing and a method for documenting test results of the PSAP TTY/TDD equipment to ensure it is functioning properly.
- A process for documenting a telecommunicator's demonstration of, knowledge of, and ability to properly operate TTY/TDD equipment and handle 911 calls from these devices.

The Department of Justice (DOJ), Civil Rights Division, provides information on the requirements of the ADA on its home page at <http://www.ada.gov/>. They include 911 requirements at <http://www.ada.gov/911ta.pdf>, and a technical manual at <http://www.ada.gov/taman2.html>.

Additional information is provided, including a Tool Kit to help understand the issues, at <http://www.ada.gov/pcatoolkit/abouttoolkit.pdf> and ADA Best Practices Tool Kit for State and Local Governments at <http://www.ada.gov/pcatoolkit/chap4toolkit.htm>

Call Answering

Participating PSAPs shall comply with NG911 call answering standards and requirements adopted by the Council.

At a minimum, participating PSAP-specific policy should include:

- Requirements that 90 percent of 911 calls/requests received will be answered within 10 seconds during the busiest hour of the day; with 95 percent of 911 calls/requests received being answered within 20 seconds (NENA 2006).
- The frequency with which this requirement will be monitored and reported on to appropriate PSAP management personnel.
- The chain of command for making sure the requirement is met.

Facility Design

Participating PSAPs shall comply with facility design requirements adopted by the Council.

The Technical Committee is responsible for and will survey the design of all PSAPs to determine that all requirements of this section are satisfied. As established within the Kansas NG911 PSAP

Security Policy, PSAPs are subject to random audits of these requirements. The facility standards should be in accordance with established national standards provided by official SDOs.

At a minimum, participating PSAP-specific policy should include:

- At minimum, one alternate/emergency power supply capable of supporting (maintaining) 911 call handling/processing equipment and necessary related public safety (communications) services for a minimum of 24 hours.
- An uninterruptible power supply (UPS) and battery system installed and sufficient enough to prevent power surges and provide continuous power to designated essential 911 equipment until the generator or other backup power source can fully activate.
- A documented process for periodic and regular exercising of the UPS and battery backup systems to determine the functionality of the systems.
- A facility housing a PSAP has an Emergency Operation Plan (EOP), Evacuation Plan and a Continuity of Operation Plan (COOP) that includes 911 operations and staff.
- Multiple methods of notification to response agencies.
- A physical facility security system to limit access to authorized personnel.
- A minimum of two 911 “lines” and two 911 answering devices in addition to a minimum of one “line” available for outbound dialing only.

A temporary PSAP is a PSAP that has been established to provide 911 services for a defined geographic area for a limited time/duration. If a temporary PSAP is established for an unplanned event/emergency, mandated standards shall become best practices applicable to the temporary PSAP for the duration of the emergency.

A temporary PSAP may be established in the following situations:

- A planned special event with a defined duration. (e.g., convention, sporting event, state/county/local fair).
- An unplanned situation requiring the temporary relocation of an existing PSAP.
- Any natural or man-made disaster or public safety critical incident or special operation requiring localized incident management/command post operation where establishing a temporary PSAP would benefit citizens and/or public safety responders.

National Incident Management System

The Operations Committee will establish minimum training standards for the National Incident Management System (NIMS) and will ensure these standards are in accordance with established standards set forth by the Federal Emergency Management Agency (FEMA). Participating PSAPs shall comply with NIMS training standards adopted by the Council.

NIMS Compliance and Training information is available at <http://www.fema.gov/emergency/nims/index.shtm>.

NG911 Functionality

Participating PSAPs are required to participate in coordinated implementation of baseline NG911 functions and features as approved by the Council. Anticipated NG911 functions and features include, but are not limited to, multimedia such as text, picture, and video, and telematics to 911.

At a minimum, participating PSAP-specific policy should include:

- Project management methodology.
- Process for documenting and reporting of discrepancies or problems identified with the geo-spatial data, call routing, or a 911 record.

Operational Oversight

The 911 Liaison will have the authority to ensure member PSAP compliance with established technical, operational, and training standards set forth in this document and approved by the Council.

The 911 Liaison will actively participate in establishing and maintaining GIS data and other data/resources necessary for the functioning of 911 systems from the operations perspective.

Operational Technology of PSAP Equipment

Participating PSAPs shall comply with technology requirements adopted by the Council, including the following:

- Each PSAP will provide telecommunicators with call processing systems, including mapping, to assist in initiating calls for service, dispatching, and maintaining the status of responding resources in the field and the archiving of incident information.
- As the features and functions are adopted by the Council, each PSAP will have the capability of logging/recording all 911 requests for service including voice, data, video, and other media used.
- PSAPs will retain recordings in accordance with state law and local records retention requirements.

The statewide NG911 solution will provide telecommunicators the capability to instantly play back recent 911 requests. The statewide solution will also provide each PSAP with the ability to automatically accept, display, and plot caller location data on an electronic map display.

At a minimum, participating PSAP-specific policy should include:

- Processes for reporting and documenting trouble conditions (functionality issues, broken equipment, and interoperability of equipment).
- Escalation procedures for trouble resolution in a timely manner for continued PSAP operations and functionality.

Quality Assurance

Participating PSAPs shall comply with Quality Assurance (QA) standards or requirements adopted by the Council.

At a minimum, participating PSAP-specific policy should include:

- A QA policy.
- Development of an NG911 call taking QA Program to improve telecommunicator performance and call answering processes, based on an agency's SOPs and NENA and APCO call taking standards. Random samples of each telecommunicator's 911 calls reviewed on a monthly basis to assure all calls meet the agency requirements. All special incidents involving life-threatening calls, catastrophic loss or major incidents should be included in the review process.
- The QA review process concentrates on the evaluation of the individual call taking performance; however, the entire emergency communications process should also be evaluated for improvements. All call taking personnel are evaluated and provided with timely feedback according to consistent agency standards. The reviews identify personnel that require remedial or supplemental training and any SOP that requires process modifications.
- Appropriate documentation procedures to record the QA reviews conducted, findings, and any follow up action needed.

13.3 Recommended Best Practices

Emergency Medical Dispatch

It is recommended as a best practice that participating PSAPs adopt the use of Emergency Medical Dispatch (EMD) protocols:

- PSAPs are strongly encouraged to adopt an EMD protocol and have related QA procedures in place for the purpose of providing pre-arrival medical instructions during a 911 request for emergency medical services (EMS).
- EMD protocols should be in accordance with established standards set forth by the National Highway Traffic Safety Administration.

At a minimum, participating PSAP-specific policy should include:

- All telecommunicators that handle EMS requests be certified as an emergency medical dispatcher.
- A PSAP personnel documentation process for tracking certification expiration dates and the required recertification continuing education hours.

Language Interpretation Services

It is recommended as a best practice that participating PSAPs have access to a language interpretation service. Civil Rights Title VI and federal agency regulations inform recipients of federal financial assistance that they have a responsibility to take reasonable steps to provide Limited English Proficient (LEP) individuals with meaningful access to their programs and activities.

At a minimum, participating PSAP-specific policy should include:

- A process for periodic testing and a method for documenting test results of the PSAP's connectivity with their language interpretation provider.
- A process for documenting telecommunicator knowledge of and ability to properly handle 911 calls that require language interpretation services.

The DOJ provides information on the requirements at <http://www.usdoj.gov/crt/cor/Pubs/eolep.php>.

In addition, the DOJ provides Executive Order 13166, *Limited English Proficiency Resource Document: Tips and Tools from the Field*, which includes 911 call centers; this document is available at http://www.usdoj.gov/crt/lep/guidance/tips_and_tools-9-21-04.htm#1.

PSAP NG911 Emergency Operations Plan

It is recommended as a best practice that participating PSAPs have an NG911 Emergency Operations Plan that includes continuity of operations, emergency 911 call routing, and a 911 discrepancy reporting process for errors or trouble.

Staffing

It is recommended as a best practice that PSAPs employ a sufficient number of telecommunicators to allow for prompt receipt and processing of emergency calls in accordance with established call answering standards adopted by the Council.

At a minimum, participating PSAP-specific policy should include:

- A minimum of two telecommunicators be on duty and available to receive and process calls at all times.

- Telecommunicators not be assigned duties that would prohibit or impede the center’s ability to receive and process emergency calls within established standards.
- SOPs ensure telecommunicators prioritize emergency functions over non-emergency functions.
- Sufficient supervision to promote effective monitoring, support, guidance, and direction for telecommunicator personnel.
- PSAP leadership oversees recruiting and retention of PSAP staff.
- Adequate recruitment and retention procedures and process to ensure a fully trained and full personnel complement for the PSAP jurisdiction and call load.

Statistical Reporting and Analysis

It is recommended as a best practice that PSAPs review data monthly to identify network or communication issues, equipment problems, time thresholds discrepancies, or the need for staffing adjustments.

The statewide NG911 solution will provide participating PSAPs with the statistical data collection for analysis of the following statistics:

- Total 911 call volume
- 911 calls by hour of day
- 911 calls by day of week
- 911 call ring/answering times
- 911 call roll over counts
- 911 abandoned call counts
- 911 calls by type (wireline/wireless/voice over Internet Protocol [VoIP]/text/etc.)

14 Appendix B - Operational Conformance Certification

STATE OF KANSAS NG911 SYSTEM OPERATIONAL CONFORMANCE AND CERTIFICATION GUIDE		
Date:		
City:	Agency:	Population:
PSAP Rep:	Phone:	Email:
County Rep:	Phone:	Email:
The following standards must be complied with in all NG911 systems.		
PARTICIPATING PSAP REQUIREMENTS		
<i>Geographic Information System (GIS)</i>		
<ul style="list-style-type: none"> The participating PSAP shall comply with the adopted NG911 GIS Governance Policy. All location information required to support NG911 call routing will be derived from the statewide geo-spatial database. 		
<i>Funding</i>		
<ul style="list-style-type: none"> The participating PSAP has a policy that complies with Kansas funding policy (K.S.A 12-5375). 		
<i>NG911 Change Management Process</i>		
<ul style="list-style-type: none"> The NG911 Change Management process adopted by the Council is utilized for requested system changes. 		
<i>Security</i>		
<ul style="list-style-type: none"> The participating PSAP shall comply with network and physical security policies and procedures adopted by the Council to ensure and maintain the health of the network infrastructure and subsequent interconnections. 		
<i>Technical</i>		
<ul style="list-style-type: none"> The participating PSAP shall evaluate the PSAP equipment to determine that the items required in the Technical Standards section are in place and operational. 		
<i>Training</i>		
<ul style="list-style-type: none"> Baseline and continuing education training standards for PSAP personnel developed by the Training Subcommittee will be utilized in the PSAP. Updated initial training, as well as continuing education and refresher training for experienced staff, will be conducted. The participating PSAP shall comply with the established process for certifying that administrators and telecommunicators meet the baseline and continuing education training requirements established by the Training Subcommittee Any person who answers 911 requests for service will be trained to the baseline training standards within their first six months of employment and before handling such requests without direct oversight. Any person working in a PSAP and receiving 911 requests for service shall be required to meet continuing education training standards. 		

<i>ADA Compliance</i>
<ul style="list-style-type: none"> The participating PSAP has a policy on ADA compliance with national guidelines and requires all PSAP call takers to receive training every six months on TTY/TDD operations and ADA awareness.
<i>Call Answering</i>
<ul style="list-style-type: none"> The participating PSAP shall comply with the Council's adopted call answering standard that 90 percent of 911 calls/requests received will be answered within 10 seconds during the busiest hour of the day; with 95 percent of 911 calls/requests received being answered within 20 seconds.
<i>Facility Design</i>
<ul style="list-style-type: none"> The participating PSAP facility standards are in accordance with established national standards provided by official SDOs and those established by the Council.
<i>National Incident Management System (NIMS)</i>
<ul style="list-style-type: none"> The participating PSAP shall follow established minimum training standards for NIMS.
<i>NG911 Functionality</i>
<ul style="list-style-type: none"> The participating PSAP is required to participate in coordinated implementation of baseline NG911 functions and features as approved by the Council.
<i>Operational Oversight</i>
<ul style="list-style-type: none"> The 911 Liaison will have the authority to ensure member PSAP compliance with established technical, operational and training standards set forth in this document and approved by the Coordinating Council. The 911 Liaison will actively participate in establishing and maintaining GIS data and other data/resources necessary for the functioning of 911 systems from the operations perspective.
<i>Operational Technology (PSAP Equipment)</i>
<ul style="list-style-type: none"> The participating PSAP shall provide telecommunicators with call processing systems, including mapping, to assist in initiating calls for service, dispatching, and maintaining the status of responding resources in the field and the archiving of incident information. The participating PSAP shall have the capability of logging/recording all 911 requests for service including voice, data, video and other media used. The participating PSAP will retain recordings in accordance with state law and local records retention requirements.
<i>Quality Assurance</i>
<ul style="list-style-type: none"> PSAP operations managers and supervisors will develop an NG911 call taking QA Program based on the agency's SOPs and NENA and APCO call taking standards. 911 calls are reviewed on a monthly basis to assure all calls meet agency requirements. The QA review process includes evaluation of all call taking personnel, who are provided with timely feedback according to consistent agency standards. The reviews identify personnel that require remedial or supplemental training and any SOP which requires process modifications. Appropriate documentation procedures are in place to record the QA reviews conducted, findings, and any follow up action needed.
PARTICIPATING PSAP RECOMMENDED BEST PRACTICES

EMD	
<ul style="list-style-type: none"> It is recommended as a best practice that the PSAP provides EMD instructions. 	
Language Interpretation Services	
<ul style="list-style-type: none"> It is recommended as a best practice that the PSAP has access to language interpretation service. 	
PSAP NG911 Plan	
<ul style="list-style-type: none"> It is recommended as a best practice that the PSAP has a PSAP NG911 Emergency Operations Plan. 	
Staffing	
<ul style="list-style-type: none"> It is recommended as a best practice that the PSAP employ a sufficient number of telecommunicators to allow for prompt receipt and processing of emergency calls in accordance with established call answering standards. 	
Statistical Reporting and Analysis	
<ul style="list-style-type: none"> It is recommended as a best practice that the PSAP review data monthly to identify network or communication issues, equipment problems, time thresholds discrepancies, or the need for staffing adjustments. 	
<p>I certify that I have read, understand and agree to comply with all organization operational policies, procedures, and guidelines. I further understand that failure to comply with these policies and procedures may result in administrative actions in accordance with the authority of the 911 Coordinating Council, which could include funding restrictions. Legal action also may be taken for violations of applicable regulations and laws.</p> <p>Further, in the event that the current PSAP Operations Manager/Supervisor no longer has responsibility for operations, his/her acting replacement shall be communicated immediately to the 911 Liaison and a new Operational Conformance Certification executed.</p>	
PSAP Operations Manager/Supervisor Signature	Date
Printed Name	
911 Liaison Signature	Date
Printed Name	

15 Appendix C – NG911 Change Order Request Sample

Use this Change order Request (COR) to request or recommend a change to any aspect of the Kansas NG9-1-1 program. For instructions, refer to our NG911 Change Management Plan. As each Step is completed, by the person filling out the form, it is understood that person is responsible on that date. This serves as an electronic signature, and no formal signature is required. However, for the completed COR to be consummated, it must be formally signed by the two (2) parties represented Step #7.

Step #1 Requestor completes this section of form, then sends to the Change Manager, Randall White.

Type Change: Emergency	Date of Request: 12/22/14	Requestor: Bill Kelly	
Requestor's Org / Dept: OITS Networking		Requestor's Phone: 785-296-1861	
Priority: HIGH	Risk: Low	Program Area: Infrastructure	Service-affecting? Y/N
Scope / Description: PSAP connectivity from Shawnee PSAP to Regional ESInet from single T1 to bonded 2xT1 circuit.			
Reason or Purpose of Change: Increase bandwidth to handle additional voice traffic.			
Performance Impact: 1.544 Mbps to 3 Mbps	Schedule Impact: at&t typical install interval is 30-45 days.	Estimated Cost Impact: From \$250.42/mo to \$472.35/mo incurred by PSAP.	

Step #2 Change Manager completes this section of form, then sends to the CCB Chairperson of affected program area.

Received: 12/23/14	Reviewed: 12/24/14	Change Mgr: Randall White	Phone: 913-485-9911
ID: COR_00001			
Recommendation: Requests is reasonable			
Disposition: Forwarding to Technical Committee Chair for consideration.			

Step #3 CCB Chairperson of affected area completes this section of form, then sends to the CAB Chairperson, Scott Ekberg.

Received: 12/26/14	Reviewed: 12/27/14	CCB Chair: Jay Coverdale	Phone: 785-296-3937
Recommendation: Since the PSAP is likely to outgrow a bonded T1 bandwidth within nine (9) months, we recommend changing from the current T1 connectivity (1.544 Mbps) to a Fractional DS3/T3 circuit (44.736 Mbps). The schedule impact is 45-90 days. The cost impact is from \$250.42/mo to \$715.20/mo.			
Disposition: We returned this COR to Change Manager for reconsideration of change. Bill Kelly agreed that DS3 circuit is more cost effective in the near term.			

Step #4 CAB Chairperson completes this section of form, then either (a) returns to Change Manager for final disposition, or (b) sends to Executive Committee for an opinion.

Received: 12/28/14	Reviewed: 12/29/14	CAB Chair: Scott Ekberg	Phone: 785-438-8440
Recommendation: Since the PSAP is likely to outgrow a bonded T1 bandwidth within nine (9) months, we recommend changing from the current T1 connectivity (1.544 Mbps) to a Fractional DS3/T3 circuit (44.736 Mbps). The schedule impact is 45-90 days. The cost impact is from \$250.42/mo to \$715.20/mo and potential CLEC construction costs.			

Disposition:

We returned this COR to Change Manager for reconsideration of change. Bill Kelly agreed that DS3 circuit is more cost effective in the near term. The COR will be changed accordingly.
We are forwarding this COR to the Executive Committee for consideration of potential CLEC construction costs that could exceed \$10,000.00 and affordable by the PSAP.

Step #5 Executive Committee Chairperson completes this section of form, if requested, then returns to CAB Chairperson for final disposition.

Received: 12/30/14	Reviewed: 12/31/14	Exec Chair: Col. Stratmann	Phone: 913-826-1010
Recommendation: We agree that DS3 service is prudent. The Council will cover up to \$8,000.00 construction costs.			
Disposition: We are returning this COR to the CAB for final processing.			

Step #6 CAB Chairperson returns the final COR to the Change Manager for records and final disposition.

Received: 01/02/15	Reviewed: 01/03/15	CAB Chair: Scott Ekberg	Phone: 785-438-8440
Recommendation: Approve change of Shawnee PSAP connectivity from current T1 to DS3 service. The Council will cover up to \$8,000.00 in potential construction costs. Program Manager to request formal quotation from CLEC, and fast-track implementation schedule Not Later Than (NLT) 60 days.			
Disposition: As of 01/04/15 we are returning this approved COR to the Change Manager for final disposition.			

Step #7 Formal Signatures for this COR. Normally, this is the NG911 Administrator for the Council

_____, ___/___/2015 _____, ___/___/2015
 NG911 Program Manager NG911 Administrator

Notes:

1. All changes are subject to terms and conditions of original contract(s).

Any supporting information must be attached to this COR. Some examples might be cost models (Admin), technical trade studies (Tech), work flow diagrams (Ops), Data Model (GIS). All CORs and their supporting data **must** be stored on our Program Portal.