

Five-Year Strategic Plan 2011–2015

Regional Public Safety Communications Program



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Message from the Co-chairs, Public Safety Communications Board



Betty Knight, Presiding Commissioner, Platte County, Missouri

So many changes have occurred since the implementation of the regional 9-1-1 system in 1983. The public safety committees, along with MARC staff, work to ensure our region is recognized locally, nationally and internationally as an example of excellence in public safety communications. As we look forward to the next five years, we must plan for the future to ensure that the regional 9-1-1 and interoperability systems continue to meet the needs of the region.

Who could have imagined the growth in the capabilities of wireless and IP technology in such a short span of time? While this technology improves the lives of our citizens, it also poses challenges for the funding and structure of our regional systems.

When groups of public safety professionals and regional leadership came together to begin preparing the 2011–2015 strategic plan, every topic, issue and discussion seemed to revolve around one thing — funding. It is a top priority of the Public Safety Communications Board to continue to seek secure funding sources that will allow our regional public safety communications systems to adapt to changes in technology and how the public uses it.



Annabeth Surbaugh, Chairman of the Board, Johnson County Commission, Kansas

The Public Safety Communications Board will look to the 2011–2015 Regional Public Safety Communications Strategic Plan to build upon the solid foundation this region has built. Thanks to collaboration and regional thinking, everyone in our nine-county region, no matter where a person lives or works, no matter if he or she is just visiting or passing through, everyone receives a consistent level of 9-1-1 service from the more than 40 public safety answering points that operate using the same 9-1-1 answering equipment and mapping software.

Over the next five years, we will continue to research opportunities to achieve interoperability among all the communications tools and systems necessary for effective and efficient emergency response. The Regional Area Multi-band Integrated System (RAMBIS) and Metropolitan Area Regional Radio System (MARRS) are already improving radio interoperability among public safety agencies. During the course of the next five years, we will explore options to interface the various CAD systems used throughout the region.

Led by this strategic plan, the Public Safety Communications Board, regional public safety agencies, local governments and citizens will continue to manage and benefit from the regional public safety communications systems.

Executive Summary

Keith Faddis, Public Safety Program Director

The 2011–2015 Regional Public Safety Communications Strategic Plan defines the mission and vision of the regional public safety communications program and outlines the goals and objectives, financial management activities and strategic direction to be accomplished with the resources allocated by the Public Safety Communications Board. This plan serves as the framework for the public safety program’s special projects and activities in addition to day-to-day coordination and administration of the regional public safety communications systems.

The following goals guide the public safety program in fulfilling its mission:

- Goal A: Enhance the quality of the regional 9-1-1 system to ensure people in the region have access to public safety communication services that are reliable, current, redundant, secure and diverse.
 - Goal B: Enhance collaboration and communications capabilities among all regional public safety and emergency services agencies.
 - Goal C: Enhance communications, networking and information exchange among public safety agencies and strengthen relationships with public service agencies and professional organizations.
 - Goal D: Ensure the financial stability of the regional 9-1-1 and public safety communications systems to sustain their long-term viability as models of excellence.
 - Goal E: Provide high-quality training and education programs for public safety professionals.
 - Goal F: Educate the public and elected officials about regional public safety communications services and the resources needed to provide them.
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The strategic plan forms the basis for the tasks and strategies managed by the program director and staff. The Public Safety Communications Board will ensure resources are appropriately allocated and will assign various committees to oversee portions of the regional public safety communications systems. Strong local, county and regional support will be necessary to guide and assist MARC staff as we accomplish the goals of the 2011–2015 Regional Public Safety Communications Strategic Plan.

Strategic Planning Process

The strategic planning process began with two surveys conducted in fourth quarter 2009. The first was a survey of public safety communications programs in other regions throughout the nation to collect call volume, staffing and funding data. The second was a survey of public safety agencies and elected officials in the MARC region to identify the regional public safety communications systems' strengths and areas that need attention.

The data collected from both surveys was reviewed by members of the Public Safety Strategic Planning Executive Committee, who designed and hosted two identical workshops — involving elected officials, county and city administrators and public safety professionals from the region — in March 2010. During the workshops, which were facilitated by a third-party consultant, groups discussed topics such as Next Generation 9-1-1, training, funding, interoperability systems, public outreach and the challenges and opportunities facing the region.

The Public Safety Strategic Planning Executive Committee met in May 2010 to review feedback from the workshops, formulate a vision statement and draft the goals and objectives for the regional public safety communications systems' next five years. MARC public safety staff developed detailed projects for accomplishing the goals and objectives. The final plan, as adopted by the Public Safety Communications Board, defines the objectives and strategies for the next five years of the regional 9-1-1 and interoperable communications systems.

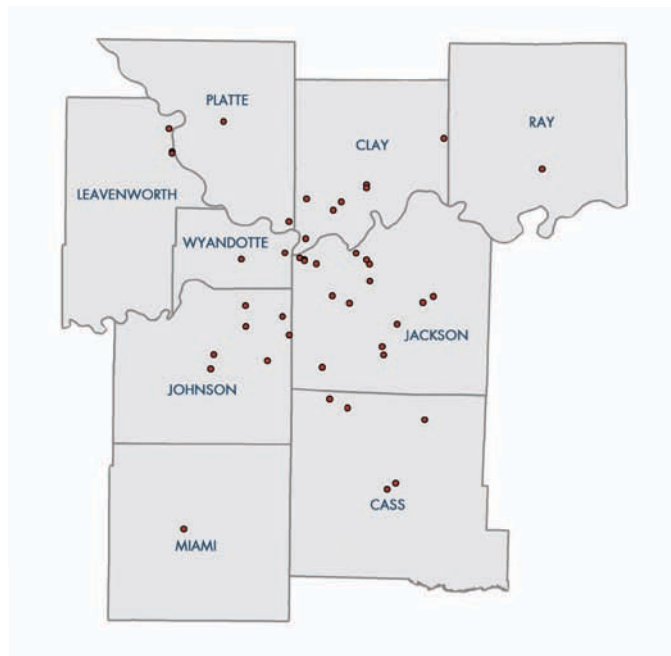
Program Introduction

The 9-1-1 and interoperability communications systems are governed by the Public Safety Communications Board, which consists of agency administrators and elected officials from local governments throughout the region. This board was established by the 9-1-1 Interlocal Cooperation Agreement, and has broad powers in activities such as monitoring and revising policies to ensure the effective operation of the regional 9-1-1 system, regional public safety radio systems and interoperability planning.

The 9-1-1 system covers 4,400 square miles serving nine counties and 120 cities in the bistate metropolitan Kansas City region. The 9-1-1 system includes 45 public safety answering points (PSAPs) operated by local governments. Nearly 600 full-time communications personnel are responsible for processing more than 1.5 million emergency calls and 2.5 million administrative calls annually.

Administration and management of the 9-1-1 and interoperable communications systems are provided by the Mid-America Regional Council (MARC), a nonprofit association of city and county governments and the metropolitan planning organization for the bistate Kansas City region. MARC strives to build a stronger regional community through cooperation, leadership and planning on issues that extend beyond the jurisdiction of a single city, county or state.

MARC's public safety program is focused on enhancing public safety communications at all levels. By collaborating with various agency personnel, MARC staff is committed to serving the region by providing the highest quality services.



Day-to-Day Support of the Regional Public Safety Communications Systems

MARC's public safety program has coordinated the regional 9-1-1 system since 1983. For the past several years, the program has also begun providing administrative and technical support for the region's interoperability communications systems. The program is divided into specific activity areas, each providing ongoing day-to-day coordination support for the regional public safety communications systems.

Administration

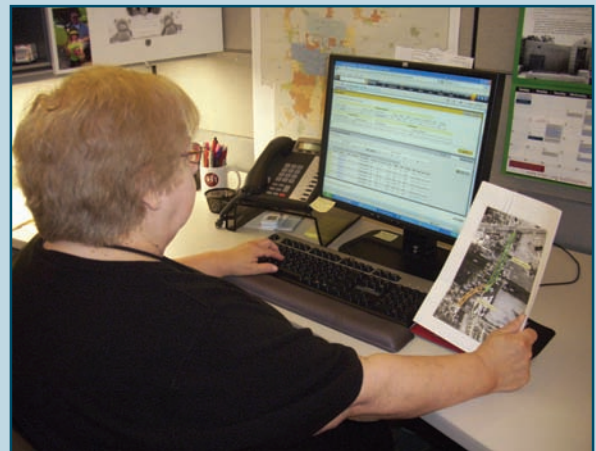
The ongoing duties and responsibilities of the program's coordination and administrative staff consist of, but are not limited to, providing staff support and facilitation of the Public Safety Communications Board, the MARRS Management Council and their respective subcommittees; auditing network billings and county 9-1-1 accounts monthly; and preparing and maintaining the regional 9-1-1 system's budget, as approved by the Public Safety Communications Board. The program coordinates all cost-share requests as outlined in the 9-1-1 operating policy and prepares cost justifications for formal consideration.

Maintenance

MARC coordinates the system operations center, the 24-hour maintenance service hotline, and provides tier-one support for routine and urgent service calls for the 9-1-1 answering equipment and network. The maintenance and interoperability staff replace failed equipment; research and implement 9-1-1 equipment and mapping software upgrades; coordinate microwave, T1 and telephone line maintenance; and ensure the continued performance of the public safety communications systems by conducting routine and preventative maintenance, managing the regional equipment inventory and implementing statistical and mapping software support.

Database & Mapping

For many years staff has worked with the 9-1-1 database provider, other phone companies and local communities to ensure the master 9-1-1 database is as accurate as possible. Accurate map data is important to citizens and telecommunicators because it ensures the call is delivered to the appropriate PSAP displaying the correct automatic number identification (ANI) and automatic location identification (ALI). MARC staff is responsible for the constant cleanup and review of regional map data.





Training

In order to ensure public safety communications personnel are well trained and prepared, MARC offers a comprehensive training program. Free equipment, mapping software and TTY courses are offered on a regular basis and are conducted in MARC's state-of-the-art 9-1-1 training lab equipped with complete 9-1-1 answering workstations identical to those installed in every PSAP throughout the region. The 9-1-1 training consortium provides agencies with an affordable option to provide beginner, intermediate and advanced training for their calltakers, dispatchers, supervisors and managers. MARC's training program also develops and provides specialized training — like RAMBIS train-the-trainer courses — to support regional communications efforts, and to keep PSAP managers and supervisors informed of industry-related issues and incidents with special training opportunities like the Professional Development Series.

Outreach & Education

MARC staff also coordinates and supports public education and outreach events for public safety communications personnel and for citizens. The annual Telecommunicators Appreciation Celebration and 9-1-1 Day events thank the region's telecommunicators for their hard work and dedication. The Outstanding Performance Awards recognize individuals and teams of extraordinary communications personnel and the 9-1-1 Heroes Awards recognize and reward youth who demonstrate knowledge of the proper use of 9-1-1 by performing heroically during the course of an emergency or 9-1-1 call. The Red E. Fox program promotes education and awareness about 9-1-1 by bringing actual dispatchers and calltakers to area schools to simulate 9-1-1 calls with children and to help prepare them should they ever have to dial 9-1-1. MARC provides outreach materials such as pencils, bookmarks, stickers and more to agencies throughout the region to help support them in their education and outreach efforts.

The program is a central contact for issues involving 9-1-1 and interoperable communications. The entire staff works together to provide news and alerts, reference and how-to information and distribute notifications. Opportunities for free-flowing communication among the region's PSAP personnel are available through the public safety website, intranet and PSAP managers forum.

Regional Public Safety Communications Program

Mission

The mission of the regional public safety communications program is to maintain, enhance and coordinate the 9-1-1 system as the primary means of access for those in the region who need emergency public safety services and to enhance the ability of public safety personnel and emergency responders to effectively communicate through all phases of emergency incidents and planned events.

Vision

- Provide citizens and public safety professionals with a high-quality, financially secure and well-maintained system of 9-1-1, interoperable radio and data communication services.
- Serve as a model of excellence, ensuring any person needing access to emergency services is able to immediately reach assistance to facilitate a quick response.
- Provide all public safety professionals with a baseline for seamless voice and data communications to ensure an effective public safety response.
- Educate the public, elected officials and public safety professionals about the services provided and the needs to support it.

Achieving the Goals and Objectives

Goal A: Enhance the quality of the regional 9-1-1 system to ensure people in the region have access to public safety communication services that are reliable, current, redundant, secure and diverse.

Goal A — Objective 1:

Continue to improve the accuracy of location data received from non-wireline service providers.

Project: Call Routing Validation

MARC staff will continue to annually review call routing for at least 30 percent of all wireless sectors with a goal of validating routing on each tower facing at least once every three years. This project is ongoing.

Project: Database Audit

MARC staff will implement an annual call-routing review and validation process in the stand-alone ALI database. MARC staff will compare and resolve discrepancies between data from non-wireline service providers (or their appointed database providers) and the region-owned database. This project is ongoing.

Project: Wireless Accuracy Testing

MARC public safety communications technicians will continue to perform test 9-1-1 calls with a goal of annually testing 30 percent of the region's wireless cell sectors. The wireless accuracy testing results will be reviewed with the wireless service providers. Wireless accuracy testing is an ongoing program that is performed throughout the year. Testing results are presented to the Public Safety Communications Board annually.

Project: Communication with Non-wireline Service Providers

MARC staff will continue to proactively identify and complete interconnection agreements with non-wireline service providers. These interconnection agreements ensure service providers are correctly connected to the region's selective routers, maintain accurate database records and comply with remittance requirements. In an effort to stay informed of new technologies or changes in existing technologies, MARC staff will annually contact each service provider to review existing agreements, provide updates on changes to 9-1-1 in the MARC region and gather information on new technologies.

Project: Telematics Services

MARC staff will continue to coordinate with telematics vendors to verify an interconnection agreement has been executed, ensure vendors are properly connected to the region's selective routers and verify that calls accurately plot on the regional map. This is an ongoing project.

Goal A — Objective 2:

 Improve the redundancy and geographic diversity of the wireline 9-1-1 system.

Project: Last-Mile Study

In 2011, MARC staff will analyze the wireline network last-mile study information requested from the local exchange carriers for each PSAP in the region. MARC staff will make recommendations for improving last-mile network redundancy and geographic diversity to the Public Safety Communications Board.

Project: Review Service Provider Central Office Isolation Plans

MARC staff will annually review and update wireline service providers' central office isolation plans. These plans will be distributed to each PSAP annually or when a change is made.

Goal A — Objective 3:

 Ensure ongoing quality maintenance and operation of the regional 9-1-1 system.

Project: Customer Satisfaction Survey

MARC staff will develop and conduct a customer satisfaction survey to identify successes and areas of improvement for maintenance services activities. The survey will be distributed each July, beginning in 2011. MARC staff will review and consider the results when preparing the following year's action plans.

Project: Equipment and Maintenance Reference Information

MARC public safety communications technicians analyze call history to identify common maintenance and service requests handled by the system operations center. The communications technicians develop technical tips and how-to information — posted on the public safety intranet — as a quick reference guide to address and resolve simple but common service calls. This is an ongoing project.

Project: Maintenance Activity Professional Development

MARC maintenance staff will participate in local and national conferences and activities, as appropriate, in an effort to gain knowledge about new and innovative technologies that may benefit the region.

Goal A — Objective 4:

Ensure the effectiveness of back-up plans and disaster-recovery procedures.

Project: MARC Public Safety Program Continuity of Operations Plan (COOP)

MARC staff will review and conduct an exercise of the program COOP annually and whenever significant programmatic changes occur.

Project: PSAP Re-route Plans

MARC staff will work with PSAPs and service providers to implement a schedule to test, at least every two years, the effectiveness of each PSAP's re-route plans. MARC staff will prepare an after-action report after every re-route.

Goal A — Objective 5:

Ensure accuracy of the regional 9-1-1 database.

Project: MSAG and GIS Improvements

MARC staff will continue to work with local governments to improve the quality of the regional MSAG and map data layers through its annual review process. Communities are reviewed on a three-year cycle, and those that have never participated are contacted every year. Matching the MSAG and map datasets is imperative to the region's transition to Next Generation 9-1-1.

MARC staff will continue to conduct annual meetings, one-on-one sessions and an annual review and outreach process with MSAG coordinators, addressing and mapping personnel and PSAP constituents to explain the importance of accurate map data for locating a 9-1-1 caller. MARC staff regularly distributes articles and stories to keep addressing professionals informed of topics and issues relevant to 9-1-1 addressing and mapping.

Project: Database Provider

MARC staff will continue to work closely with the 9-1-1 database provider by conducting monthly conference calls to address current projects and outstanding issues. MARC staff will also continue to request and analyze VLQ reports from the 9-1-1 database provider for comparison with the community, county, carrier and telephone exchange totals previously provided.

Cleanup work will continue based on trends and discrepancies found in the data that may not be identified using other methods. MARC staff will provide progress reports to the Public Safety Communications Board twice each year.

MARC staff and MSAG coordinators will provide feedback and suggestions for improvement to the web-based system to the database host provider.

Project: Database Software

MARC staff will research technology and software solutions to automate the identification of database discrepancies or errors. MARC staff will provide a recommendation, based on research results, to the Public Safety Communications Board in 2011.

Project: Emergency Notification Systems

MARC staff will continue to work with local governments — by completing agreements and obtaining, analyzing and providing data — to establish or improve their emergency notification systems.

Goal A — Objective 6:

Ensure accuracy of the regional GIS data.

Project: GIS Constituents

Accurate map data is critical to locate a 9-1-1 caller. GIS coordinators, addressing personnel and PSAP constituents will continue to work together to provide and maintain accurate map data.

MARC public safety staff will continue to identify strengths and opportunities for improvement of the mapping software such as streamlining map updates on 9-1-1 workstations, working with MARC GIS staff to simplify internal use of the data, reducing operating costs and improving workflow efficiency.

Project: Regional Aerial Imagery

In 2011, MARC staff will research the opportunity to include aerial imagery in the regional 9-1-1 map as part of the next 9-1-1 equipment upgrade.

Project: Map Data Layers

MARC staff will incorporate existing map data to enhance the 9-1-1 map and provide better call-location detail. MARC staff will also work with users to determine additional map data needs and identify the resources necessary to meet them.

Project: Trails Mapping for Public Safety

MARC staff will continue to work with local constituents to identify and develop trail data to be incorporated into the regional 9-1-1 map. MARC will continue to provide information to communities interested in installing emergency location signage.

Goal A — Objective 7:

Plan for and begin implementation of Next Generation 9-1-1 technologies.

Project: Next Generation 9-1-1

Under the direction of the Public Safety Communications Board and its subcommittees, MARC staff will implement a regional Next Generation 9-1-1 system that will include the migration of the existing T1 wireless network onto the RAMBIS microwave system and a complete upgrade to Next Generation 9-1-1 compatible answering equipment from the legacy ECS-1000 structure.

Debt service for the current ECS-1000 controllers, selective routers and 9-1-1 answering equipment will be complete December 2010. In 2011 MARC public safety will continue to collect the funds from the counties, formerly allocated for debt service, to create an equipment replacement fund. MARC staff will begin connecting PSAPs to the RAMBIS microwave network in 2011.

In 2012, following the installation of the microwave network, the region will begin the transition to Next Generation 9-1-1 by installing new servers and user equipment on an annual basis. Several PSAPs will be connected to a server located at one PSAP to create a node or pod of the 9-1-1 network. One or two nodes will be upgraded each year. MARC staff will ensure the PSAPs' essential function of processing 9-1-1 calls is never negatively affected throughout the Next Generation 9-1-1 implementation process. This approach will minimize the financial impact of the equipment upgrade on the counties.

It is estimated that the finished network will consist of six nodes. Upgrades or replacements will become an ongoing process. An outside consultant will review pricing, network configuration and maintenance for the transition of the regional 9-1-1 network to Next Generation 9-1-1.

MARC staff will monitor developments in Next Generation 9-1-1 technologies, and will work with the Public Safety Communications Board and its subcommittees to develop regional Next Generation 9-1-1 standards that align with national standards. MARC staff will continue to participate in local, state and national organizations and activities to learn about Next Generation 9-1-1 technologies and services.

Goal B: Enhance collaboration and communications capabilities among all regional public safety and emergency services agencies.

Goal B — Objective 1: ---

Implement a region-wide public safety data exchange.

Project: CAD-to-CAD Interface

In 2011, MARC staff will work with agencies to develop an overall capability matrix of various CAD system infrastructures used throughout the region. MARC staff will seek funding to support the enhancement of a regional CAD interface with coverage and compatibility throughout the region.

Working through the Regional Interoperability Committee, MARC will develop and recommend operational procedures for the data system. Once the operational procedures are approved by the Public Safety Communications Board, they will be incorporated into the TICP.

Goal B — Objective 2: ---

Support the implementation and coordination of MARRS.

Project: Metropolitan Area Regional Radio System

The Public Safety Communications Board, Regional Homeland Security Coordinating Committee and MARC Board of Directors have approved a Memorandum of Understanding for the formation of the Metropolitan Area Regional Radio System Management Council. This council provides policy guidance and oversight for MARRS — the region-wide P-25 radio system — to ensure a high-quality, equitably financed and reliable system is available to the metropolitan area.

This project includes operational and technical planning and will establish a financial reporting system. The three host-agencies — the city of Independence, Mo.; Johnson County, Kan.; and the city of Kansas City, Mo. — will finalize the upgrades to their respective radio systems. MARC will work with the MARRS Management Council and its supporting committees to assist with the build-out of this system and the interconnection of local agencies. This is an ongoing project.

Project: MARRS Maintenance Upgrades

The MARRS Technical Committee will implement a maintenance upgrade plan. MARC staff will assist host and user agencies and vendors with system upgrades. This is an ongoing project.

Project: Connection of MARRS to State Systems

MARC staff, with guidance from the MARRS Management Council, will continue its communication with the Kansas and Missouri interoperability offices to coordinate interconnection plans for MARRS and the respective state radio systems. MARC staff will continue to represent the region at the Kansas and Missouri State Interoperability Executive Committee meetings.

Goal B — Objective 3:

Maintain RAMBIS to support communications among public safety professionals.

Project: RAMBIS Maintenance

In 2011, MARC staff will develop and implement RAMBIS maintenance procedures using monitoring tools currently in place. MARC staff will also coordinate with the local service provider for 24/7 regular and emergency maintenance services.

Project: RAMBIS Access

At the direction of the Regional Interoperability Committee, MARC staff will assist with training and provide technical advice to area agencies that wish to access RAMBIS.

Project: RAMBIS Standard Operating Procedure

MARC staff will continue to work with public safety committees to review and update RAMBIS standard operating procedures as needed. All operating procedures will be incorporated into the TICP upon approval by the Public Safety Communications Board.

Goal B — Objective 4:

Ensure that the TICP continues to be exercised, evaluated and modified as needed.

Project: TICP Review

MARC staff, along with the Regional Interoperability Committee, will review the TICP annually. MARC staff and the Regional Interoperability Committee will coordinate with the Regional Homeland Security Coordinating Committee's Training and Exercise Subcommittee to develop and execute training exercises to test and evaluate TICP procedures. MARC staff will present recommendations to the Public Safety Communications Board.

Goal C: Enhance communications, networking and information exchange among public safety agencies and strengthen relationships with public service agencies and professional organizations.

Goal C — Objective 1:

Enhance communications with and among agencies.

Project: Information Sharing

MARC will use various existing resources, such as the public safety intranet, the PSAP managers forum and the MARC website, to provide up-to-date public safety communications information. MARC will ensure information is distributed using the most appropriate method based on the sensitivity and target audience of the correspondence.

In 2011, MARC will transition the Metro Communicator newsletter from print to an electronic format that will be published on a quarterly basis. The electronic newsletter will be e-mailed to MARC public safety committees, training participants, other public safety contacts and regional appointed and elected officials. The newsletter will be posted to the public safety intranet and the MARC public safety program website.

Goal C — Objective 2:

Continue to involve and expand stakeholder participation in various committees.

Project: Regional Networking Facilitation

MARC will coordinate regional collaboration on important multi-jurisdictional issues by ensuring that the public safety committee structure is conducive to effective participation by appropriate agency representatives. MARC and its committees will identify key initiatives that support interagency cooperation such as proposing legislation for 9-1-1 funding in Missouri and Kansas, enhancing 9-1-1 training requirements, upgrading 9-1-1 equipment to Next Generation 9-1-1 standards, and coordinating the implementation of the MARRS system with the transition to narrowband technology. This is an ongoing project.

Project: PSAP Manager Orientation

MARC staff will continue to provide orientation and a PSAP manager's handbook for new public safety communications personnel at the management level. MARC public safety staff will schedule the orientation within 60 days of the position's start date. The orientation will provide an overview of MARC's services and role in regional public safety communications. This is an ongoing project.

Goal C — Objective 3:

Participate in establishing standards related to public safety communications.

Project: National Association Participation

MARC staff will take an active role on public safety communications committees, including training, database, technical, public outreach and education, and other industry-related committees.

Project: Regional Training Standards

Using the MARC committee structure, MARC staff will review and reference state and national standards to develop regional training standards for telecommunicators within the regional 9-1-1 system. Regional training standards will be completed and adopted by 2013 and will be reviewed annually.

Goal D: Ensure the financial stability of the regional 9-1-1 and public safety communications systems to sustain their long-term viability as models of excellence.

Goal D — Objective 1:

Ensure that the costs of 9-1-1 and public safety interoperability systems are shared equitably among participating jurisdictions.

Project: Financial Planning

The existing cost-share structure, per the 9-1-1 Interlocal Agreement, is based on population. The current county population allocations will be adjusted to reflect the 2010 U.S. Census results. Future budgets and monthly 9-1-1 system allocation billing for the counties will reflect this adjustment beginning in 2012.

MARC staff will implement the financial planning policies enacted by the Public Safety Communications Board as part of the 9-1-1 system budget process. This project will be completed annually.

Project: System Inventory

MARC staff will conduct regional 9-1-1 equipment and RAMBIS system inventories as appropriate. In addition, MARC communications technicians will continue to make adjustments to the regional inventory when equipment is added or removed. All equipment in the regional inventory is covered under MARC's insurance plan.

Goal D — Objective 2:

Seek additional funding sources to support regional public safety communications systems.

Project: Grants

The MARC public safety program will continue to aggressively pursue homeland security and other grants to support enhancements to communications interoperability systems. The system enhancements will continue to guide homeland security investments, expand and improve interagency coordination and communications and achieve optimum levels of interoperability as defined in the SAFECOM Interoperability Continuum. MARC will research and seek grant funding on an annual basis and as new grant opportunities arise.

The MARC public safety program will continue to seek funding to strengthen survivability and disaster recovery for the regional 9-1-1 system and to support the national priorities established by the U.S. Department of Homeland Security. MARC staff will research and seek grant funding on an annual basis and as new grant opportunities arise.

Project: Missouri and Kansas 9-1-1 Legislation

MARC staff will continue to work with public safety associations and industry representatives to secure wireless funding legislation. Wireline revenue is decreasing as more and more regional households are replacing wireline phones with non-wireline technologies. Thus, it is even more critical for the state of Missouri to enact wireless funding legislation. MARC staff will continue to support wireless legislation to provide a stable funding mechanism for 9-1-1 in the state of Kansas.

Goal D — Objective 3:

Seek innovative cost-saving initiatives while maintaining the same or better quality regional systems.

Project: 9-1-1 Migration to RAMBIS Network

Under the direction of the Public Safety Communications Board and Users Committee, MARC staff will begin the process of migrating wireless and VoIP 9-1-1 traffic off the current commercial T1 network and over to the microwave network used by the RAMBIS system. This migration will occur in phases over a period of two years beginning in 2011.

Project: Public Safety Vendor Review

MARC staff will continue to review contracts, services and financial reports provided by existing vendors. MARC staff will continue to ensure the region is receiving the most competitive pricing for vendor services.

Goal E: Provide high-quality training and education programs for public safety professionals.

Goal E — Objective 1:

Explore and implement alternative training delivery methods.

Project: Training Delivery Methods

In 2011, MARC staff will research new and innovative ways to deliver training to the region's public safety communications professionals. MARC staff will attend appropriate local, state and national conferences and gather information about training methods used in similar industries and disciplines.

MARC staff will complete a cost-benefit analysis to determine what alternative training methods might be viable options for the region. The public safety training coordinator will verify that alternative methods comply with state training regulations, when applicable. Pilot classes will help measure the effectiveness of alternative training delivery methods.

Goal E — Objective 2:

Ensure that the regional public safety training program is kept current, with contemporary training topics that appeal to various constituencies, and provides participants the opportunity to meet all applicable training requirements.

Project: Training Program Development

MARC staff will attend appropriate local, state and national conferences to learn about new and emerging topics in public safety and will monitor industry publications for material and information that can be used to update program trainings and special presentations.

MARC staff will update material — including case studies, audio examples and videos when applicable — for four courses per quarter. The public safety training program will strengthen its instructor pool by seeking knowledgeable and effective teaching professionals. Beginning in 2012, the public safety training coordinator will conduct an annual instructor workshop to provide new teaching techniques and continue to develop instructors' teaching abilities.

Project: Training Needs Assessment

In 2011, MARC staff will conduct a training needs assessment to identify any gaps within the public safety training program. The public safety training coordinator will develop recommendations, based on the results of the assessment, to be presented to Public Safety Communications Board. Approved recommendations will be implemented by 2012.

MARC public safety communications technicians will meet with the training coordinator at least every six months to address possible training opportunities identified by their analysis of common service and maintenance call histories. This project is ongoing.

Project: Regional Interoperable Training

MARC staff will work with the Regional Homeland Security Coordinating Committee's Training and Exercise Subcommittee to continue to fund and provide interoperable communications training to public safety personnel.

A minimum of two Communications Unit Leader courses will be offered annually. MARC's public safety training program will host applicable interoperable communications courses as they become available. In addition, public safety communications personnel will have the opportunity to practice using regional interoperable communications assets during various trainings and exercises.

Goal F: Educate the public and elected officials about regional public safety communications services and the resources needed to provide them.

Goal F — Objective 1:

 Educate and reach out to the public about the proper use of 9-1-1.

Project: Volunteer Base

Twice a year, MARC will conduct volunteer orientations for current and prospective public outreach and education volunteers. The orientation will ensure a consistent message is delivered throughout the region and will provide volunteers with the tools, information and confidence to make presentations in schools and at outreach events.

Project: Education and Outreach Materials

MARC staff will continue to update the “Important Tips about Calling 9-1-1” brochure; the 9-1-1 funding legislation, interoperability and trail mapping fact sheets; and other education and outreach resources as needed.

In 2011, MARC staff will develop and maintain a Next Generation 9-1-1 fact sheet.

Goal F — Objective 2:

Educate elected officials about policy and financial issues related to public safety communications.

Project: Informed Regional Leadership

MARC staff will continue to work with the MARC Board of Directors, elected officials and public safety professionals to support legislative priorities for 9-1-1 funding in Missouri and Kansas.

MARC staff will meet with officials in each county, on an annual basis, to discuss emerging regional public safety communications issues.

Appendix A

Glossary

ALI (*Automatic Location Identification*): A record automatically displayed at an answering position indicating the location corresponding to the caller's telephone number. The ALI record may also indicate the ESN, the X,Y coordinates and other pertinent information associated with the caller's location.

ANI (*Automatic Number Identification*): The telephone number of the 9-1-1 caller.

CAD (*Computer-Aided Dispatch*): A computer-based system that aids PSAP personnel by automating selected dispatching and record-keeping activities. CAD systems are connected to the 9-1-1 equipment that allows ANI and ALI to "spill" into the CAD.

COOP (*Continuity of Operations Plan*): MARC public safety program's plan for continuing to provide essential functions for the regional 9-1-1 and interoperability systems should the MARC facilities be destroyed or rendered unusable in an emergency or disaster.

ESN (*Emergency Service Number*): A three- or four-digit number that tells the switch how to route 9-1-1 calls. For wireline calls, unique ESNs are assigned to each community's police, fire and EMS responders. Wireless and VoIP ESNs are assigned by PSAP.

GIS (*Geographic Information Systems*): A computer technology that combines geographic data and other types of information to generate visual maps and reports.

MARC (*Mid-America Regional Council*): The association of local governments and metropolitan planning organization that serves as facilitator of the regional 9-1-1 system.

MARRS (*Metropolitan Area Regional Radio System*): A consortium of 700 MHz and 800 MHz trunked radio systems in the MARC region that comply with APCO Project 25 standards and with Inter Sub-system Switch Interoperability (ISSI) standards that allow authorized radio users to achieve interoperability and have voice and data communications through each of the consortium radio systems.

MSAG (*Master Street Address Guide*): Tabular listing of all street names with the low and high address ranges that fall within a specified community and a unique ESN. Used for 9-1-1 database verification.

PSAP (*Public Safety Answering Point*): A facility equipped and staffed to receive 9-1-1 calls. A primary PSAP receives an initial 9-1-1 call. Secondary PSAPs do not receive initial 9-1-1 calls, but will have 9-1-1 calls transferred to them.

RAMBIS (*Regional Area Multi-Band Integrated System*): A multi-band system consisting of VHF/UHF/800MHz cross-banded repeaters. RAMBIS is a simulcast microwave system that uses 11 tower sites in the MARC region. The RAMBIS system is based on existing 800 MHz mutual aid/NPSPAC channels.

T1 (*Trunk Level 1*): Commercial phone circuits used to transport non-wireline 9-1-1 calls throughout the region.

TICP (*Tactical Interoperable Communications Plan*): A plan that documents regional interoperable communications resources, identifies who controls each resource and outlines the rules of use or operational procedures that exist for the activation or deactivation of each resource. Every agency has access to the TICP.

VLQ (*Very Large Query*): A report provided by AT&T that contains the 9-1-1 database records for the entire region.

VoIP (*Voice over Internet Protocol*): Technology that allows voice calls using an Internet connection instead of traditional phone lines.

Appendix B

Financial Priorities for the Regional Public Safety Communications Systems

Regional and county expenditures of 9-1-1 funds are generally limited to those activities associated with the delivery and processing of 9-1-1 calls. Historically the Public Safety Communications Board has interpreted this provision to apply to the following cost categories:

Network: Dedicated network costs (over which 9-1-1 calls are delivered) and selective routing of 9-1-1 calls (including the RAMBIS microwave network).

Database: Costs associated with provision of the ALI database, either by a telephone company, by MARC or by a third-party database provider.

Customer premise equipment: PSAP equipment that a 9-1-1 calltaker uses to process the call — including selected ancillary equipment like headsets — and the integration of other lines that support the functioning of a 9-1-1 center.

Addressing and mapping: Costs associated with geographic addressing and mapping to support the regional 9-1-1 system, including initial project and ongoing maintenance costs.

Coordination services: Costs associated with overall system administration, training, outreach, planning and policy development.

Counties have agreed not to expend funds for personnel costs (other than training), nor any costs associated with the dispatch and response of an emergency service, except to the extent that can be accomplished over and above meeting long-term obligations to the regional 9-1-1 system. Generally, the Public Safety Communications Board categorizes eligible program costs by priority as follows:

Priority Level I:

The equipment, network and database equipment and/or services that provide the essential elements of 9-1-1 service. Essential elements of 9-1-1 service include the maintenance and replacement of equipment, telephone network, phase I wireless, database, coordination of multiple telephone service providers and similar items associated with the essential delivery of 9-1-1 services.

Priority Level II:

The activities, equipment and/or services that directly support the enhanced delivery of 9-1-1 service to the region — including costs such as addressing maintenance, mapping and wireless (Phase II).

Priority Level III:

The activities, equipment and/or services that provide expanded enhancements to the delivery of 9-1-1 calls and the level of service provided to the region — including costs such as training, public education and similar support activities.

Priority Level IV:

The responsibility of counties to establish reserve funds, as recommended by the Public Safety Communications Board, to accumulate year-to-year for the purpose of funding future enhancements and technology upgrades to the regional 9-1-1 system.

Priority Level V:

The activities, equipment and/or services at the individual county level that are enhancements or expansions to the above, but are not cost shared by the region — including allowable expenditures under state regulations that are not detailed above.

Appendix C

Financial Projections

Public Safety Revenue Budget Projections

Services	2011	2012	2013	2014	2015
9-1-1 Service Agreements	\$ 14,400	\$ 14,400	\$ 14,400	\$ 14,400	\$ 14,400
Training Program Fees	10,000	10,000	10,000	10,000	10,000
Consortium Memberships	63,620	63,620	63,620	63,620	63,620
Sponsorships/Donations	12,000	12,000	12,000	12,000	12,000
Special Events	11,110	11,110	11,110	11,110	11,110
Carryover Funds ¹	185,000	-	-	-	-
UASI Interop Grant Funds ²	187,758	191,983	72,000	-	-
Wireline Tax/Surcharge	2011	2012	2013	2014	2015
Cass County, Mo.	\$ 945,896	\$ 926,978	\$ 908,439	\$ 890,270	\$ 872,464
Clay County, Mo.	380,240	372,635	365,182	357,879	350,721
Jackson County, Mo.	2,058,000	2,016,840	1,976,503	1,936,973	1,898,234
Johnson County, Kan.	980,000	960,400	941,192	922,368	903,921
Leavenworth County, Kan.	218,233	213,869	209,591	205,399	201,291
Platte County, Mo.	210,700	206,486	202,356	198,309	194,343
Ray County, Mo.	156,800	153,664	150,591	147,579	144,627
Wyandotte County, Kan.	490,000	480,200	470,596	461,184	451,960
Excelsior Springs, Mo.	107,800	105,644	103,531	101,460	99,431
Wireless Tax/Surcharge	2011	2012	2013	2014	2015
Cass County, Mo.	-	-	-	-	-
Clay County, Mo.	-	-	-	-	-
Jackson County, Mo.	-	-	-	-	-
Johnson County, Kan.	\$ 1,400,000	\$ 1,414,000	\$ 1,428,140	\$ 1,442,421	\$ 1,456,846
Leavenworth County, Kan.	154,082	155,622	157,179	158,750	160,338
Platte County, Mo.	-	-	-	-	-
Ray County, Mo.	-	-	-	-	-
Wyandotte County, Kan.	266,640	269,306	271,999	274,719	277,467
Total Revenue	2011	2012	2013	2014	2015
Total Services	\$ 483,888	\$ 303,113	\$ 183,130	\$ 111,130	\$ 111,130
Wireline Tax/Surcharge	5,547,669	5,436,716	5,327,982	5,221,422	5,116,993
Wireless Tax/Surcharge	1,820,722	1,838,929	1,857,318	1,875,891	1,894,650
Total Revenue	\$ 7,852,279	\$ 7,578,758	\$ 7,368,430	\$ 7,208,443	\$ 7,122,774

¹ 2010 coordination funds carried over to 2011 coordination budget

² UASI funds allocated towards personnel costs through April 2013, future funding request pending

Public Safety Expense Budget Projections

Personnel	2011	2012	2013	2014	2015
Salaries	\$ 602,552	\$ 616,110	\$ 636,134	\$ 659,990	\$ 688,039
Employee Benefits	279,584	285,875	295,166	306,236	319,250
Indirect (MARC)	319,333	326,519	337,130	349,774	364,639
Coordination	2011	2012	2013	2014	2015
Contractual	\$ 31,280	\$ 13,076	\$ 21,280	\$ 21,580	\$ 25,580
Legal and Auditing	5,000	5,000	5,000	5,000	5,000
In-region Travel	1,790	1,350	1,350	1,200	1,450
Out-of-region Travel	15,010	14,510	14,540	14,540	14,699
Rent or Mortgage	67,890	70,033	72,265	74,839	77,785
Telephone (WAT)	9,031	9,031	9,031	9,031	9,031
Insurance	12,000	12,360	12,730	13,112	13,505
Postage	1,305	1,200	1,300	1,300	1,200
Supplies and General	12,978	14,378	14,478	10,978	11,978
Equipment Rental	2,000	2,000	2,000	2,000	2,000
Courier/Overnight	-	-	-	-	-
Equipment	8,550	6,050	4,150	6,750	5,850
Meeting	31,005	31,005	31,005	31,005	31,005
Registration Fees	4,724	4,704	4,704	4,704	5,000
Periodicals/Subscriptions	-	-	-	-	-
Professional Memberships	1,171	1,171	1,171	1,171	1,171
Training	4,340	2,850	2,640	2,640	2,640
Printing	7,970	8,935	8,520	8,285	8,820
Automobile Exp. — Gas	3,840	3,840	3,840	3,840	3,840
Automobile Exp.— Maintenance	2,280	2,280	1,480	2,280	2,100
Other Expenses	-	-	-	-	-
Operating	2011	2012	2013	2014	2015
9-1-1 Network	\$ 1,883,828	\$ 1,863,308	\$ 1,842,788	\$ 1,822,268	\$ 1,801,748
Debt Service (Equipment)	-	-	-	-	-
Equipment Replacement Fund**	1,026,845	1,026,845	1,026,845	1,026,845	1,026,845
Language Line Services	49,000	49,000	50,500	50,500	50,500
SS7 Services	42,960	42,960	42,960	42,960	42,960
GIS Maintenance	179,710	181,560	188,513	195,671	203,045
Cost Share/Misc. Expense	-	-	-	-	-
9-1-1 Equipment Maintenance	654,500	654,500	654,500	654,500	654,500
RAMBIS Maintenance/Insurance*	48,900	140,800	185,200	199,100	199,600
Expenses	2011	2012	2013	2014	2015
Total Personnel	\$ 1,201,469	\$ 1,228,504	\$ 1,268,430	\$ 1,316,000	\$ 1,371,928
Total Coordination	222,164	203,773	211,484	214,255	222,654
Total Operating	3,885,743	3,958,973	3,991,306	3,991,844	3,979,198
Total Exp./Services Received	2011	2012	2013	2014	2015
	\$ 4,825,488	\$ 5,088,137	\$ 5,288,090	\$ 5,410,969	\$ 5,462,650

* RAMBIS Maintenance/Utilities/Insurance were reflected in the coordination budget prior to 2011

**Amount includes previous debt service payments made to Koch Financial and Commenco for 9-1-1 equipment

Public Safety Fund Balance Projections

Revenue	Population	Percentage	2011	2012*	2013*	2014*	2015*
Cass County, Mo.	82,092	4.84%	\$ 945,896	\$ 926,978	\$ 908,439	\$ 890,270	\$ 872,464
Clay County, Mo.	173,336	10.22%	380,240	372,635	365,182	357,879	350,721
Jackson County, Mo.	654,880	38.62%	2,058,000	2,016,840	1,976,503	1,936,973	1,898,234
Johnson County, Kan.	451,086	26.60%	2,380,000	2,374,400	2,369,332	2,364,790	2,360,766
Leavenworth County, Kan.	68,691	4.05%	372,315	369,491	366,770	364,150	361,629
Platte County, Mo.	73,781	4.35%	210,700	206,486	202,356	198,309	194,343
Ray County, Mo.	23,177	1.37%	156,800	153,664	150,591	147,579	144,627
Wyandotte County, Kan.	157,882	9.31%	756,640	749,506	742,595	735,904	729,427
Excelsior Springs, Mo.	10,847	0.64%	107,800	105,644	103,531	101,460	99,431
Total	1,695,772	100%	\$ 7,368,391	\$ 7,275,645	\$ 7,185,300	\$ 7,097,313	\$ 7,011,644
Total Expenses	Population	Percentage	2011	2012*	2013*	2014*	2015*
Cass County, Mo.	82,092	4.84%	\$ 233,601	\$ 265,309	\$ 275,735	\$ 282,142	\$ 284,837
Clay County, Mo.	173,336	10.22%	493,245	573,503	596,040	609,891	615,716
Jackson County, Mo.	654,880	38.62%	1,863,526	1,868,867	1,942,310	1,987,443	2,006,426
Johnson County, Kan.	451,086	26.60%	1,283,610	1,437,285	1,493,767	1,528,478	1,543,076
Leavenworth County, Kan.	68,691	4.05%	195,467	199,217	207,046	211,857	213,881
Platte County, Mo.	73,781	4.35%	209,951	240,161	249,599	255,399	257,839
Ray County, Mo.	23,177	1.37%	65,952	61,312	63,721	65,202	65,824
Wyandotte County, Kan.	157,882	9.31%	449,269	410,699	426,838	436,757	440,928
Excelsior Springs, Mo.	10,847	0.64%	30,866	31,784	33,033	33,801	34,123
Total	1,695,772	100%	\$ 4,825,488	\$ 5,088,137	\$ 5,288,090	\$ 5,410,969	\$ 5,462,650
Annual Balances			2011	2012*	2013*	2014*	2015*
Cass County, Mo.			\$ 712,295	\$ 661,669	\$ 632,704	\$ 608,128	\$ 587,627
Clay County, Mo.			(113,005)	(200,868)	(230,858)	(252,012)	(264,994)
Jackson County, Mo.			194,474	147,973	34,193	(50,470)	(108,192)
Johnson County, Kan.			1,096,390	937,115	875,565	836,312	817,690
Leavenworth County, Kan.			176,848	170,274	159,724	152,292	147,749
Platte County, Mo.			749	(33,675)	(47,243)	(57,090)	(63,496)
Ray County, Mo.			90,848	92,352	86,870	82,377	78,803
Wyandotte County, Kan.			307,371	338,808	315,757	299,147	288,499
Excelsior Springs, Mo.			76,934	73,860	70,498	67,660	65,308

*Populations based on projected 2010 Census data

Public Safety Communications Board Members

Presiding Commissioners — 8	
Cass County	Presiding Commissioner Gary Mallory
Clay County	Presiding Commissioner Ed Quick
Jackson County	County Executive Mike Sanders
Johnson County	Commission Chairman Annabeth Surbaugh
Leavenworth County	Presiding Commissioner John Flower
Platte County	Presiding Commissioner Betty Knight
Ray County	Presiding Commissioner Rodger Fitzwater
Wyandotte County	Mayor/CEO Joe Reardon
MARC Board of Directors — 2	
Kansas City, Mo.	Councilmember Cathy Jolly
Jackson County, Mo.	Legislator Scott Burnett
Police Chiefs — 4	
Kansas City, Mo.	Chief Jim Corwin
Kansas City, Kan.	Chief Rick Armstrong
Overland Park, Kan.	Chief John Douglass
Independence, Mo.	Chief Tom Dailey
County Sheriffs — 2	
Platte County, Mo.	Sheriff Richard Anderson
Johnson County, Kan.	Sheriff Frank Denning
Metro Fire Chiefs — 2	
South Platte FPD	Chief Richard Carrizzo
Metro Fire Chiefs	Chief Kenneth Hobbs
EMS Chief — 2	
Med-Act	Chief Ted McFarlane
Kansas City, Mo. EMS	Chief Smokey Dyer
Public Safety Users — 2	
Johnson County, Kan.	Director Walter Way
Kansas City, Mo.	Major Robert Kuehl
PSAP Supervisor — 4	
Johnson County, Kan., Sheriff's Office	Manager Steve Davidson
Clay County, Mo., Sheriff's Office	Supervisor Debra Napier
Vacant	
Vacant	
At-Large Elected Official — 2	
Missouri	Mayor David Bower, Raytown
Kansas	Councilmember Andy Huckaba

Appendix E

The Role of the Board

The Public Safety Communications Board provides policy guidance and oversight for the regional 9-1-1 and interoperable communications systems and ensures that a high quality, reliable, single-number telephone system is available throughout the entire region. The board also provides policy guidance for the regional public safety voice and data communication systems — providing interoperable communications for public safety personnel. It is the board’s responsibility to ensure the 9-1-1 and regional communications systems are financed equitably and meet the needs of their participants.

The board provides oversight of this strategic plan in addition to the day-to-day operations of the MARC public safety program.

Roles and responsibilities of the board include:

- Monitor provision of 9-1-1 services as outlined in the statement of mutual goals and responsibilities.
- Monitor and revise 9-1-1 and communications system operating policies as outlined in the 9-1-1 Interlocal Cooperative Agreement.
- Monitor and audit charges for 9-1-1 and communications services.
- Monitor 9-1-1 surcharge fund balances and tax rates and work with area counties to resolve issues related to the adequate funding for the regional 9-1-1 system.
- Review and approve an annual budget for 9-1-1 and communications system services provided by MARC.
- Review and approve an annual action plan prepared by the Public Safety Communications Users Committee to maintain and enhance, as appropriate, the regional 9-1-1 system and the regional interoperability communications systems.
- Monitor state and federal legislation, tariffs, and regulations; new technology and practices that may impact the regional 9-1-1 and communications system; and recommend actions or positions by MARC or area counties to respond to issues.
- Oversee and coordinate public education and promotion efforts by area local governments and public safety agencies, including the review and monitoring of telephone directories.
- Address impacts of emerging technology on 9-1-1 and interoperable communications systems.

- Monitor technical operations — including network design, performance, selective routing and database management — of the 9-1-1 and interoperable communications systems.
- Authorize service agreements related to 9-1-1 and public safety communications for agencies outside of the MARC region that desire to participate in regional activities.
- Approve expenditures from the 9-1-1 surcharge collected by area counties for changes or improvements to the operating system.
- Oversee the acquisition, use and maintenance of communications equipment owned by MARC.
- Coordinate communications projects and activities with other committees including the Regional Homeland Security Coordinating Committee and the Metropolitan Area Regional Radio System Management Council.

Appendix F

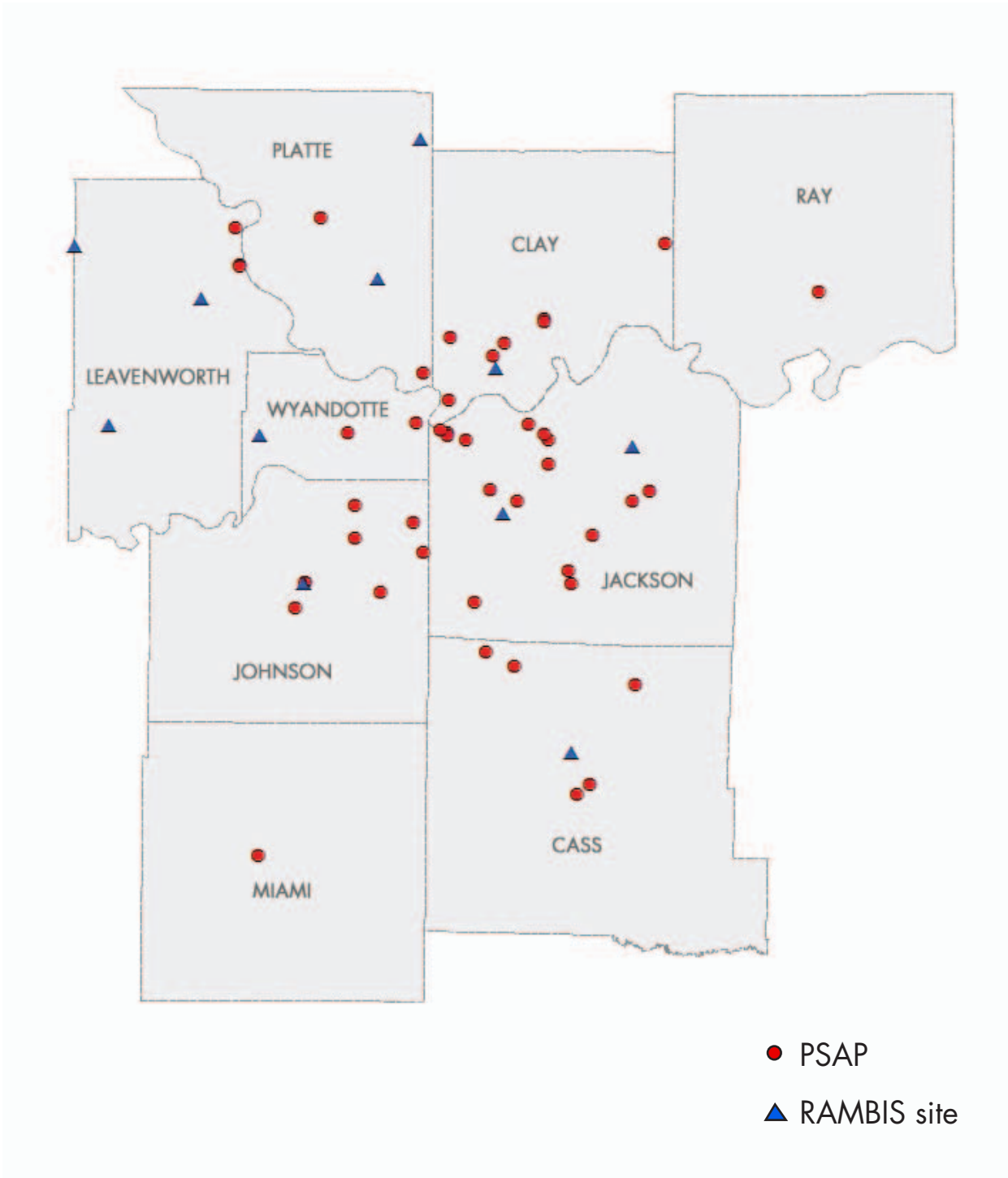
Public Safety Answering Points and RAMBIS Sites

Primary PSAPs
Belton Police Department
Blue Springs Police Department
Cass County Sheriff's Office
Clay County Sheriff's Office
Claycomo Police Department
Excelsior Springs Police Department
Ft. Leavenworth Provost Marshall
Gladstone Department of Public Safety
Grandview Police Department
Harrisonville Police Department
Independence Police Department
Jackson County Sheriff's Office
Johnson County Sheriff's Office
Kansas City, Mo. Police Department
Leavenworth County Sheriff's Office
Leavenworth Police Department
Leawood Police Department
Lee's Summit Police Department
Lenexa Police Department
Liberty Police Department
Miami County Sheriff's Office
North Kansas City Police Department
Overland Park Police Department
Platte County Sheriff's Office
Pleasant Hill Police Department
Pleasant Valley Police Department
Prairie Village Police Department
Ray County 9-1-1
Raymore Police Department
Raytown Police Department
Riverside Department of Public Safety
Shawnee Police Department
Sugar Creek Police Department
Unified Government of Wyandotte Co./ Kansas City, Kan., Police Department

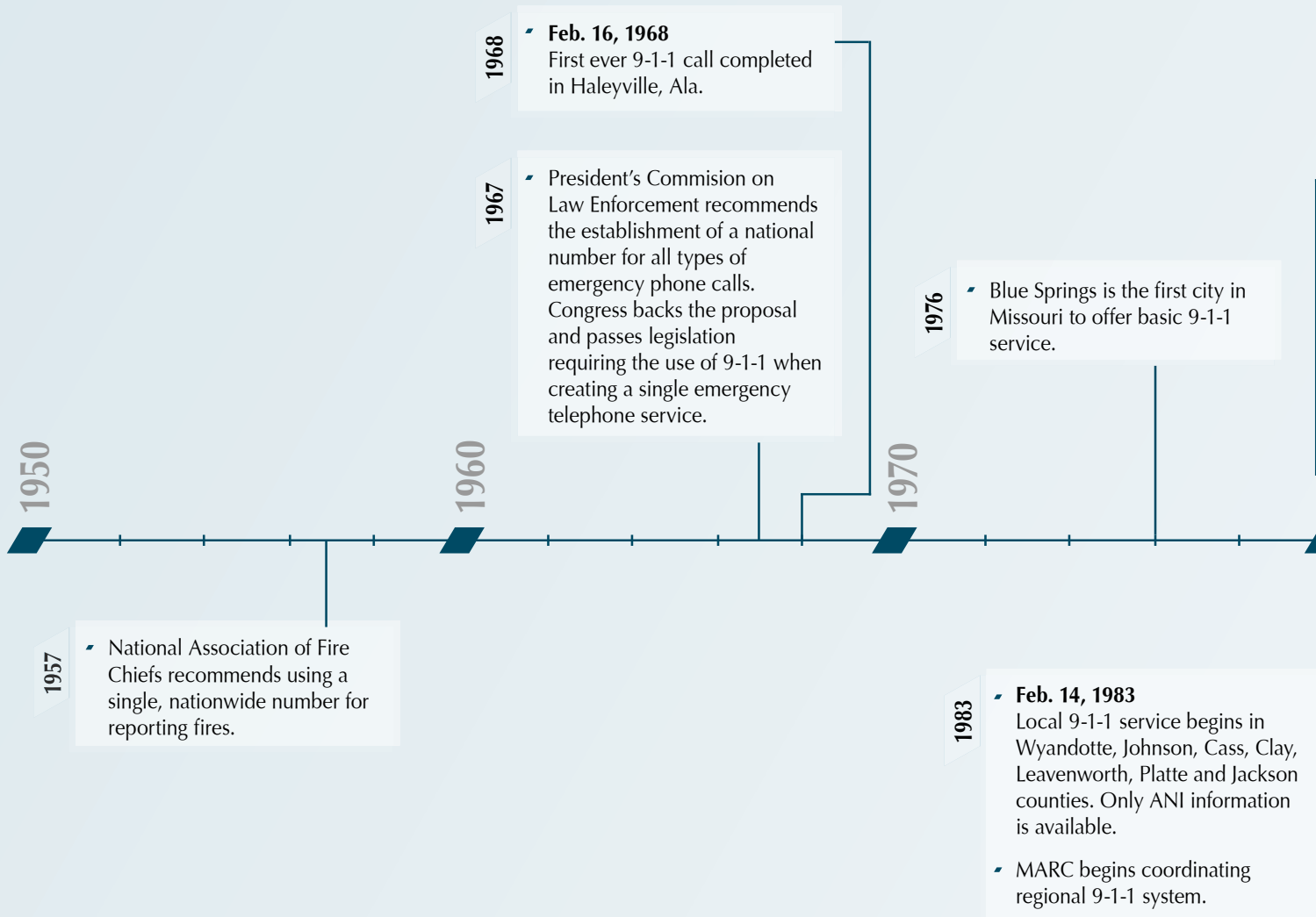
Secondary PSAPs
American Medical Response
Central Jackson County Fire Protection District
Johnson County Emergency Communications Center
Kansas City, Mo. EMS
Kansas City, Mo. Fire Department
Lee's Summit Fire Department
Unified Government of Wyandotte Co./ Kansas City, Kan., Fire Department

Dedicated Back-up PSAPs
Independence Police Department
Johnson County, Kan.
Kansas City Mo. Police Department
Unified Government of Wyandotte Co./ Kansas City, Kan.
Total: 45 PSAPs

RAMBIS Sites
Harrisonville — Cass Co., Mo.
Worlds of Fun — Clay Co., Mo.
Booth — Jackson Co., Mo.
Commander's Hill — Jackson Co., Mo.
Olathe — Johnson Co., Kan.
Kan. Dept. of Transportation — Leavenworth Co., Kan.
Eisenhower Hill — Leavenworth Co., Kan.
Tonganoxie — Leavenworth Co., Kan.
Kansas City International Airport — Platte Co., Mo.
Trimble — Platte Co., Mo.
Kan. Dept. of Transportation — Wyandotte Co., Kan.
Total: 11 RAMBIS Sites

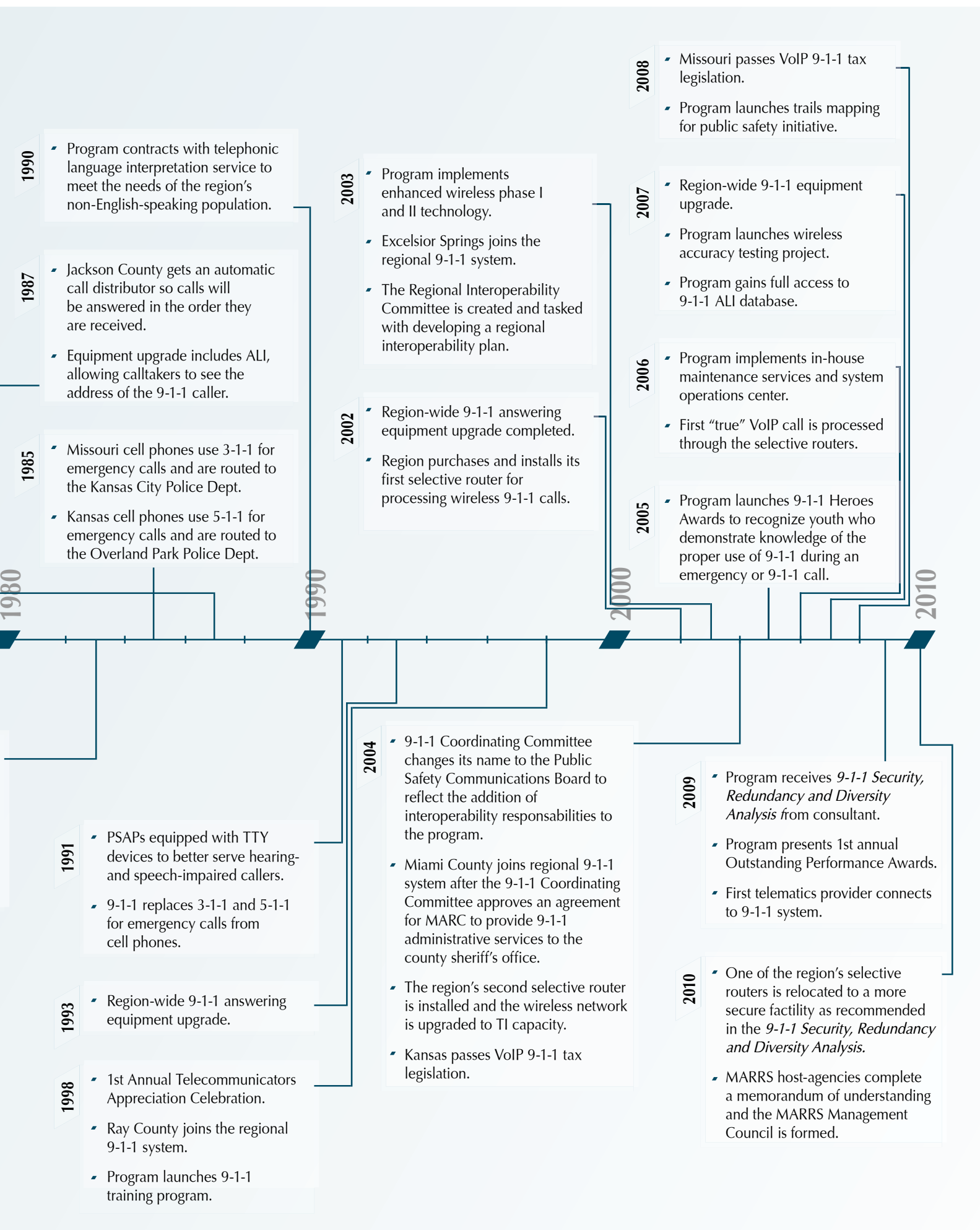


Appendix G



History of 9-1-1 and the Regional Public Safety Communications Program





1990

- Program contracts with telephonic language interpretation service to meet the needs of the region's non-English-speaking population.

1987

- Jackson County gets an automatic call distributor so calls will be answered in the order they are received.
- Equipment upgrade includes ALI, allowing calltakers to see the address of the 9-1-1 caller.

1985

- Missouri cell phones use 3-1-1 for emergency calls and are routed to the Kansas City Police Dept.
- Kansas cell phones use 5-1-1 for emergency calls and are routed to the Overland Park Police Dept.

1980

1990

2003

- Program implements enhanced wireless phase I and II technology.
- Excelsior Springs joins the regional 9-1-1 system.
- The Regional Interoperability Committee is created and tasked with developing a regional interoperability plan.

2002

- Region-wide 9-1-1 answering equipment upgrade completed.
- Region purchases and installs its first selective router for processing wireless 9-1-1 calls.

2008

- Missouri passes VoIP 9-1-1 tax legislation.
- Program launches trails mapping for public safety initiative.

2007

- Region-wide 9-1-1 equipment upgrade.
- Program launches wireless accuracy testing project.
- Program gains full access to 9-1-1 ALI database.

2006

- Program implements in-house maintenance services and system operations center.
- First "true" VoIP call is processed through the selective routers.

2005

- Program launches 9-1-1 Heroes Awards to recognize youth who demonstrate knowledge of the proper use of 9-1-1 during an emergency or 9-1-1 call.

2000

2004

- 9-1-1 Coordinating Committee changes its name to the Public Safety Communications Board to reflect the addition of interoperability responsibilities to the program.
- Miami County joins regional 9-1-1 system after the 9-1-1 Coordinating Committee approves an agreement for MARC to provide 9-1-1 administrative services to the county sheriff's office.
- The region's second selective router is installed and the wireless network is upgraded to TI capacity.
- Kansas passes VoIP 9-1-1 tax legislation.

2009

- Program receives *9-1-1 Security, Redundancy and Diversity Analysis* from consultant.
- Program presents 1st annual Outstanding Performance Awards.
- First telematics provider connects to 9-1-1 system.

2010

- One of the region's selective routers is relocated to a more secure facility as recommended in the *9-1-1 Security, Redundancy and Diversity Analysis*.
- MARRS host-agencies complete a memorandum of understanding and the MARRS Management Council is formed.

2010

1991

- PSAPs equipped with TTY devices to better serve hearing- and speech-impaired callers.
- 9-1-1 replaces 3-1-1 and 5-1-1 for emergency calls from cell phones.

1993

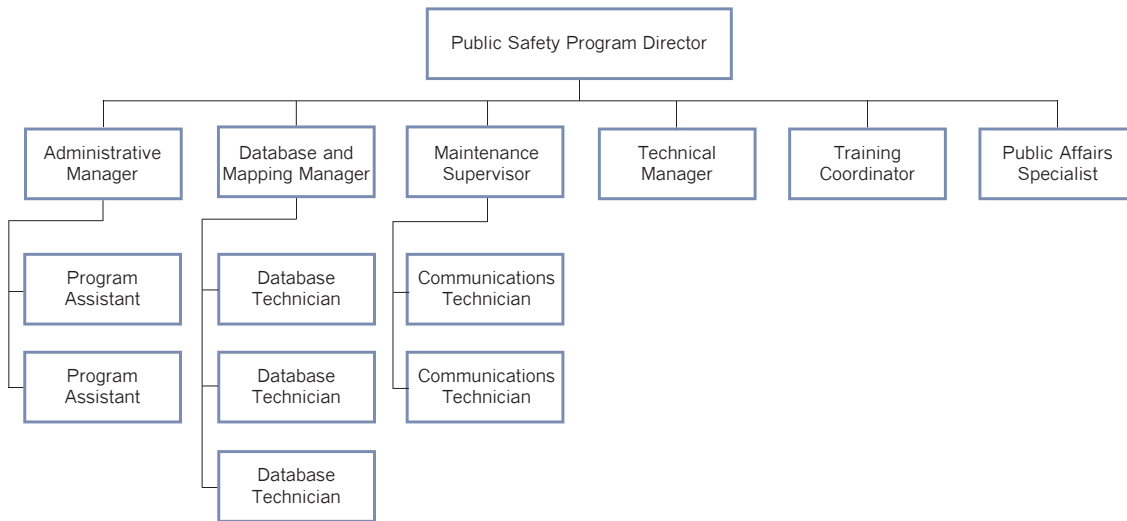
- Region-wide 9-1-1 answering equipment upgrade.

1998

- 1st Annual Telecommunicators Appreciation Celebration.
- Ray County joins the regional 9-1-1 system.
- Program launches 9-1-1 training program.

Appendix H Staff Summary

The MARC Regional Public Safety Communications Program staff operates from the Rivergate Building in downtown Kansas City. The staff performs functions such as training and professional development for public safety personnel, financial administration of the regional systems and networks, maintenance services on the 9-1-1 answering equipment, network monitoring, management of the regional interoperability systems through implementation of the communications interoperability plan, public safety outreach and education for the community and geographic information systems coordination.



The following are recommended staff resources for the Regional Public Safety Communications Program. This staff is needed to achieve the goals and objectives set forth for the next five years. The current staffing level is identified in the chart above.

Position	2011	2012	2013	2014	2015
Public Safety Director	1	1	1	1	1
Database/GIS Manager	1	1	1	1	1
Technical Manager*	1	1	1	1	1
Administrative Manager	1	1	1	1	1
Training Coordinator*	1	1	1	1	1
Maintenance Supervisor*	1	1	1	1	1
Public Affairs Specialist	1	1	1	1	1
Communications Technician	2	2	2	2	2
Database/GIS Technician	3	3	3	3	3
Program Assistant*	2	2	2	2	2
Total Staff Positions	14	14	14	14	14

* Two full-time equivalent positions are supported by grant funds through March 2013.



Mid-America Regional Council
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816-474-4240 | www.marc.org/publicsafety