

**FIVE-YEAR
STRATEGIC PLAN
2006-2010**

**Regional Public Safety Communications Program
Mid-America Regional Council**

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Mid-America Regional Council**

Approved by the
Public Safety Communications Board
January 31, 2006



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Message from the Regional Public Safety Communications Board Co-Chairs

Betty Knight, *Platte County Presiding Commissioner*



Since the implementation of the Regional 9-1-1 System in 1983, the Public Safety Communications Board, various committees and MARC staff have worked to accomplish the primary objectives of this nationally-recognized program. As we begin a new strategic planning period and in response to the changing operational and technological environment in the public safety arena, we look to the future to ensure that the regional systems continue to meet the needs of our region.

Clearly, our work will never be complete as we strive to keep the systems dynamic. Wireless technology is now a standard communication method and studies show the number of individuals using wireless communications will continue to increase. Improving wireless location accuracy and determining an enhanced funding source for the entire 9-1-1 system is a top priority for local governments.

Looking ahead, the board is committed to maintaining a regional 9-1-1 system that allows citizens to easily request emergency assistance, and interoperability systems that allow public safety personnel to communicate and respond as needed anywhere within the region.

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



During this strategic planning process the Public Safety Communications Board focused on a visionary approach to determine how the systems must continue to evolve in order to serve the citizens of our region through 2010 and beyond. Local governments will continue inter-agency cooperation on major issues such as emerging technology, legislation, public education and training.

Current issues and recurring themes serve as the foundation of our strategic planning efforts. Technological issues continue to be a driving force in public safety and the focal point for improving the quality of our systems. Major projects such as Voice over Internet Protocol (VoIP) E9-1-1 integration, implementation of the Regional Area Multi-Band Integrated System (RAMBIS), transition to narrow-banding technology, and 800 MHz rebanding are just a few of the issues challenging systems today. These projects have a huge impact on the regional public safety program and proper planning is crucial to maintaining its high quality.

Through implementation and management of our strategic plan, the board, public safety agencies, local governments and citizens will advance the current public safety communications program well into the future.

Greg Ballentine, Public Safety Program Director

This executive summary of the 2006-2010 Regional Public Safety Communications Strategic Plan is presented on behalf of the Public Safety Communications Board. This plan outlines the regional public safety communications program, goals and objectives, financial management activities and strategic direction to be accomplished with the resources entrusted by the board.



The mission of the regional public safety communications program is to establish and maintain the 9-1-1 system as the emergency access method for citizens and visitors in the region who need public safety services and to enhance the ability of public safety responders to effectively communicate while enroute and at the scene of law enforcement, fire and emergency medical incidents. This mission will guide and focus our efforts over the next five years as well as assist us in developing additional tactics and strategies for the program.

By all standards, the MARC public safety program is an outstanding component of the quality of life for citizens in the region. The program is focused on enhancing public safety communications at all levels, utilizing dedicated staff and agency personnel who are committed to serving citizens with the highest quality services.

To guide this effort, the Public Safety Communications Board has developed this strategic plan providing the framework for assigning resources and determining the direction for program activities. The plan is a culmination of an extensive process involving numerous members of local governments, elected officials, public safety agencies, and staff.

The following strategic goals have been adopted to guide the public safety program in fulfilling its mission:

Goal A: Enhance the Quality of the Regional 9-1-1 System to Ensure That All Citizens and Visitors Have Access to Public Safety Services That Are Reliable, Redundant, Secure and Diverse.

Goal B: Enhance Communications Capabilities Between all Public Safety and Emergency Services Agencies in the Region.

Goal C: Enhance the Communications, Networking and Information Exchange Between Public Safety Agencies and Strengthen Relationships with Public Service Agencies.

Goal D: Ensure the Financial Stability of the Regional 9-1-1 and Public Safety Communications Systems to Sustain Their Long-Term Viability as State-of-the-Art Communications Networks.

Goal E: Expand High Quality Training and Education Programs for Public Safety Personnel.

A total of 21 objectives have been established to guide the public safety program's approach to accomplish the five goals. Each objective relates to a specific goal, which will be addressed in this strategic plan implementation process.

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 committees are assigned activities in support of the goals. Strong local government support will be necessary to respond to the rapid workload and activity growth required for MARC to effectively respond to the needs identified during the planning process.

There will be many more accomplishments to celebrate in the future. Our action plan will result in a regional system that allows citizens to easily and effectively request emergency assistance, and permits public safety personnel to communicate as needed region wide. The region will build on its past successes to continue the strongest possible public safety communications systems for local governments and their citizens.

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Regional Public Safety Communications Program

Mission

The mission of the regional public safety communications program is to establish and maintain the 9-1-1 system as the primary emergency access for citizens and visitors in the region who need public safety services and to enhance the ability of public safety and emergency service responders to effectively communicate while enroute and at the scene of emergency incidents.

Vision

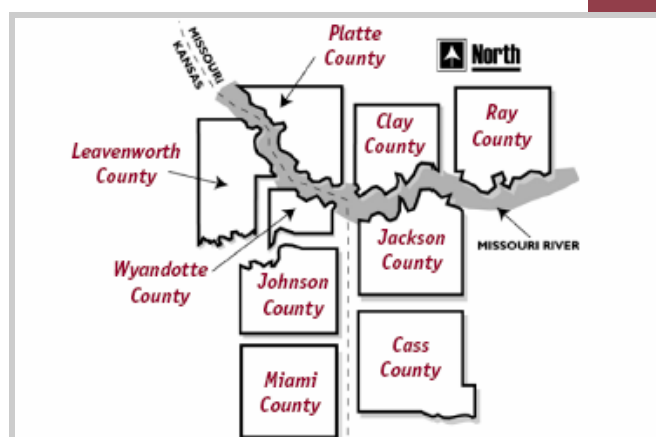
Provide citizens and public safety professionals the highest quality, financially secure and well-maintained 9-1-1 system. This system shall serve as a national model of excellence by ensuring any person needing access to emergency services is able to reach assistance immediately with accurate routing, call-back and location information necessary to effect a quick response. Further, to provide all public safety personnel a means for seamless voice and data communications with anyone needed to ensure an effective public safety response regardless of political boundaries.

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 the day-to-day operation of the system processing more than two million emergency calls annually.

Throughout the region are a variety of public safety communications systems owned and operated by the local governments. These systems operate in the UHF, VHF and 800 MHz areas of public safety spectrum. Many of these systems are incompatible and do not allow public safety responders from different jurisdictions to communicate. The capability for all public safety responders to communicate across jurisdictional boundaries is a need that has been recognized as the most compelling challenge in any multi-jurisdictional emergency response. The Public Safety Communications Board is working with area law enforcement, fire, emergency medical service, and state and federal agencies to enhance interoperable public safety communications through implementation of the multi-phase Regional Interoperability Plan.



This administration and management of the 9-1-1 and interoperable communications system is provided by the Mid-America Regional Council, commonly referred to as MARC. MARC serves as the association of city and county governments and the metropolitan planning organization for the bistate Kansas City region.

MARC's purpose is to build a stronger regional community through cooperation, leadership and planning. Through MARC's leadership, area jurisdictions and diverse community interests collaborate to address the region's challenges and identify opportunities for cooperative solutions. MARC strives to foster cooperation on issues that extend beyond the jurisdiction of a single city, county, or state.

Goals and Objectives

In order to fulfill its mission, the Public Safety Communications Board has established five major goals for the years 2006 through 2010. These goals with their accompanying objectives are realistic and measurable. Achievement of the goals will enable the program to build upon prior achievements by strengthening the regional public safety communications program.

Reaching these goals relies heavily on the committed, knowledgeable and skillful work of the Public Safety Communications Board members, public safety agency personnel, and the MARC Public Safety staff. The board realizes this is not a small undertaking but is one that can be accomplished with an aggressive and strategic approach.

Goal A: Enhance the Quality of the Regional 9-1-1 System to Ensure That All Citizens and Visitors Have Access to Public Safety Services That Are Reliable, Redundant, Secure and Diverse.

Objective 1 - Improve the accuracy of location data received from wireless service providers.

Objective 2 - Improve the redundancy and geographic diversity of the wireline 9-1-1 system.

Objective 3 - Ensure ongoing quality maintenance and operations of the regional 9-1-1 system.

Objective 4 - Ensure the effectiveness of back-up plans and disaster recovery procedures.

Objective 5 - Ensure accuracy of the regional 9-1-1 database.

Goal B: Enhance Communications Capabilities Between All Public Safety and Emergency Services Agencies in the Region.

Objective 1 - Implement a region-wide mobile data system for public safety.

Objective 2 - Implement a region-wide single band radio system for public safety.

Objective 3 - Implement the RAMBIS system to support communications between public safety personnel.

Objective 4 - Develop and deliver training to public safety personnel on topics contained in the Tactical Interoperability Communications Plan.

Objective 5 - Ensure that the Tactical Interoperability Communications Plan is exercised, evaluated and modified, as needed.

Goal C: Enhance the Communications, Networking and Information Exchange Between Public Safety Agencies and Strengthen Relationships with Public Service Agencies.

Objective 1 - Coordinate regional collaboration on important multi-jurisdictional issues.

Objective 2 - Enhance the MARC Public Safety Web site to improve communications between agencies.

Objective 3 - Clarify and simplify stakeholder participation in various committees.

Objective 4 - Evaluate the impact of emerging N11 numbers on public safety operations.

Goal D: Ensure the Financial Stability of the Regional 9-1-1 and Public Safety Communications Systems to Sustain their Long-Term Viability as State-of-the-Art Communications Networks.

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

Objective 2 - Ensure that the cost of 9-1-1 and public safety interoperability systems are shared equitably among participating jurisdictions.

Objective 3 - Seek additional funding sources to support the regional public safety communications systems.

Objective 4 - Seek innovative cost-saving initiatives without reducing the quality of the regional systems.

Goal E: Expand High Quality Training and Education Programs for Public Safety Personnel.

Objective 1 - Improve training program administrative functions.

Objective 2 - Explore opportunities for new training delivery models.

Objective 3 - Implement methods to ensure the regional 9-1-1 training program is current with contemporary training topics that appeal to various constituencies while providing participants the opportunity to meet all mandatory training requirements.

Appendix A

History of the Program

In the United States, the first catalyst for a nationwide emergency number gained momentum in 1957 when the National Association of Fire Chiefs recommended use of a single number for reporting fires nationwide.

Development of 9-1-1 came in the late 1960s when the President's Commission on Law Enforcement recommended that a national emergency phone number be established. Congress backed the proposal and passed legislation requiring the use of 9-1-1 when creating a single emergency telephone service.

On February 16, 1968, Senator Rankin Fite completed the first 9-1-1 call in Halleyville, Alabama. The Office of Telecommunications Policy issued a national policy statement in 1973 recognizing the benefits of 9-1-1 and encouraging nationwide adoption of the number. It was, however, still up to local governments to adopt, plan, and implement 9-1-1 systems.



In 1976, Blue Springs became the first city in Missouri to offer basic 9-1-1 service. Blue Springs served as a pilot project for Southwestern Bell Telephone Company.

On February 14, 1983 local 9-1-1 service began in Wyandotte, Johnson, Cass, Clay, Leavenworth, Platte and Jackson counties. The 9-1-1 system initially included only automatic number identification (ANI), which allowed a 9-1-1 call taker to see the telephone number from which a 9-1-1 call was placed. MARC also began to coordinate Regional 9-1-1 service in 1983.



In 1985, emergency numbers were provided for users of cellular telephones: 3-1-1 for Missouri and 5-1-1 for Kansas. These numbers were created in an attempt to provide pseudo call routing. Callers in Missouri were routed to the Kansas City Police Department and callers in Kansas were routed to the Overland Park Police Department.

In 1987, the system equipment was upgraded to include automatic location identification (ALI), which allowed a 9-1-1 call taker to see the address from which a 9-1-1 call was placed. Jackson County also modernized its equipment to include an automatic call distributor (ACD) allowing call takers to answer calls in the order they were received.

In 1990 access to the AT&T Language Line was provided for all public safety answering points to permit 9-1-1 call takers to communicate with callers speaking a foreign language via a third party interpreter. In 1991, telecommunications devices for the deaf/text telephone TTY equipment were provided to all area answering points. This new equipment allowed 9-1-1 call takers to better handle calls from hearing- and speech-impaired callers.

Also in 1991, 9-1-1 replaced 3-1-1 and 5-1-1 for cellular phone users. Selective routing to the appropriate PSAP was handled based upon the tower address.

In 1995 and 1996 a major modernization of 9-1-1 equipment took place. This new equipment lasted more than five years until the current agency-owned system was installed in 2001-2002. The 2001-2002 upgrade provided state-of-the-art CML intelligent workstation equipment at each agency.

Ray County joined the regional 9-1-1 system in 1998 as the eighth county. Excelsior Springs joined the region in November 2003.

Miami County joined the regional 9-1-1 system in 2004, after the 9-1-1 Coordinating Committee approved an agreement in which MARC would provide 9-1-1 administrative services to the Miami County Sheriff's Office.



Today, 100 percent of the region is covered by enhanced 9-1-1 and automatic location identification (ALI) level of service for both wireline and wireless telephone users. With the implementation of enhanced wireless service, the 9-1-1 Coordinating Committee approved the nation's first local government purchase and operation of a selective router and direct connection to wireless providers. Wireless 9-1-1 call locations are displayed on an interactive map display utilizing a comprehensive centerline file.

During the same time frame as the equipment upgrade, a regional mapping project was initiated to plot wireless 9-1-1 call locations. MARC continues to work closely with local governments to obtain addressing and street information needed to maintain a seamless and accurate digital centerline street file for the nine-county area.

The 9-1-1 training program was established in the mid-1990s and was enhanced with the consortium program in 2001. Over the last five years, the consortium membership had grown from 13 PSAPs in 2001 to 35 PSAPs in 2005. The 9-1-1 training program provides high-quality, cost-effective training. From 2001 through 2005, 4,174 students have participated in classes.



The Regional Interoperability Committee was formed in 2002 with the goal of developing a plan for public safety responders from various agencies to communicate at the scene of incidents requiring a multi-jurisdictional response. One of the early projects for this committee was coordination of a regional interoperability plan that identified the short-term and long-term communications goals. This project resulted in a three-phase plan that was adopted by the 9-1-1 Coordinating Committee, the Regional Homeland Security Coordinating Committee, and the MARC Board of Directors. The plan includes the implementation of the Regional Area Multi Band Information System (RAMBIS), a regional public safety data system and a regional single-band shared system.

In 2004, the state of Kansas approved legislation which allows for a 50 cent per month surcharge for each wireless customer. In the same year, a second selective router was installed and the wireless network was upgraded to T1 capacity throughout the region. This new network approach provides redundancy to the wireless system while also lowering the cost of the previously used circuits that were priced under the private line tariff.



In 2005, a formal governance structure was established for the regional interoperability program. The Public Safety Communications Board was created and combined with the 9-1-1 Coordinating Committee to provide policy guidance and oversight, and create a management structure for all 9-1-1 and regional interoperability matters. The board consists of elected officials and agency directors from throughout the region as defined in the 9-1-1 Interlocal Cooperation Agreement.

In addition to the board, a User's Committee was defined to ensure that all stakeholders are represented in communications issues. The Regional Interoperability Committee (RIC) was created as a subcommittee to the regional Public Safety Communications Users Committee.



Throughout the history of the program, the public safety outreach activity area has expanded its services by communicating with citizens regarding 9-1-1 and promoting successes of the system. These activities include the popular Telecommunicator Appreciation Celebration and 9-1-1 Day events in addition to publishing newsletters and brochures, providing school presentations and participation in community events.

In 2005, the public safety outreach program implemented the 9-1-1 Heroes Award. The award program recognizes youth who demonstrate knowledge of the proper use of 9-1-1 by performing heroic action during the course of the emergency/call. This program also helps to promote public education and awareness of 9-1-1.

Appendix B

The Strategic Planning Process

The Public Safety Communications Board is responsible for creating and authorizing the strategic plan for the regional public safety program. To assist in this process, a strategic planning committee was appointed in early 2005.

The cornerstone of the process was an invitation to all stakeholders to participate in one of two full-day planning workshops. The workshops were well attended by a cross-section of public safety personnel, elected officials, program staff and other interested parties. During these workshops attendees were asked to discuss important current and emerging issues and their impact on the regional public safety program over the next three to five years.

Following these workshops the strategic planning committee examined the workshop discussions to prepare a mission and vision statement for the public safety communications program. The mission statement and workshop discussions were used to develop the goals and objectives of the strategic plan. The final plan, as adopted by the Public Safety Communications Board, defines objectives and strategies within the regional 9-1-1 system and regional interoperability activities.

Achieving the Goals and Objectives

Goal A: Enhance the Quality of the Regional 9-1-1 System to Ensure That All Citizens and Visitors Have Access to Public Safety Services That Are Reliable, Redundant, Secure and Diverse.

Goal A - Objective 1:

Improve the accuracy of location data received from wireless service providers by reviewing and validating call routing on at least 30 percent of all wireless towers annually. Implement a formal testing program by September 2006 to determine the accuracy of location data received from wireless carriers in comparison to FCC accuracy standards. Establish effective practices in working with wireless carriers to improve system accuracy.

Action Plan

Project: Wireless Accuracy Testing Program

An ongoing wireless accuracy testing program will be conducted by MARC public safety maintenance technicians. In the third quarter 2006, a formula of ordered statistics will be used to randomly identify the number and location of test points across the entire service area that will provide the ability to test the location accuracy received from wireless service providers within a three percent margin of error. The GIS database along with special testing software will be used to randomly select test points. Once the results from the regional testing are complete and all inaccuracies are identified and resolved testing will continue at the county and then PSAP level. All MARC testing will be in compliance with the FCC OET 71 Bulletin requirements.

Wireless accuracy testing software is needed to conduct this ongoing project. Wireless phones from each of the six carriers serving the MARC region are needed to conduct the testing. Personnel resources and the necessary testing vehicles are already projected through the MARC Public Safety Maintenance Program. Following accuracy testing, meetings will be held with each carrier to review the results and establish effective practices toward improving accuracy levels.

The personnel and vehicle purchase costs are already included in the MARC Public Safety Maintenance Program budget. Purchase of the wireless accuracy testing software is recommended in 2007. Additional gasoline and administrative support will be included in the 2007 operating budget to support this project along with the purchase and recurring cost of test phones.

Call routing validation will be conducted by the 9-1-1 database staff and administrative costs are included in the MARC Public Safety operating budget.

Action Plan

Project: Call Routing Validation

Implement an internal process to review and validate call routing for at least 30 percent of all wireless towers annually with the goal of validating routing on each tower facing at least once every three years. At the beginning of each month, the MARC 9-1-1 GIS file will be used to select 2.8 percent of each carriers tower locations throughout the region. The carriers will be requested to provide coverage maps and routing information from their database for the selected towers. MARC staff will validate proper call routing based on the coverage area of each facing.

Goal A - Objective 2:

Improve the redundancy and geographic diversity of the wireline 9-1-1 system by implementing MARC routing of wireline 9-1-1 calls through the agency-owned selective routers by 2008. This project includes the transition of all central office routing of 9-1-1 calls through the MARC selective routers and hosting of the subscriber database for all wireline providers.

Action Plan

Project: Wireline Routing/Database

The transition to wireline routing and database hosting must be simultaneous. This will be a major project that includes financial and operational planning, legal consultation, political activity and technical engineering. MARC staff will prepare a detailed transition plan including all of these components by the end of 2006. The transition plan will identify the necessary legal and regulatory issues, resources and timelines.

No additional staff resources are necessary for plan development. Legal and consulting fees will be included in cost projections and will be more fully identified for the overall project in the final plan.

Action Plan

Project: Voice over Internet Protocol (VoIP) Integration

The Federal Communications Commission has ordered that VoIP providers integrate 9-1-1 service into existing systems. VoIP providers are encouraged to direct connect to the MARC selective routers, which provide a more redundant and diverse connectivity in addition to an improved state-of-the-art technology. MARC staff will coordinate all interconnection activity on behalf of the region.

Goal A - Objective 3:

Ensure ongoing quality maintenance and operations of the regional 9-1-1 system by implementing a comprehensive public safety maintenance program managed by MARC by December 2006.

Action Plan

Project: Implement Regional Public Safety Maintenance Program

The Public Safety Communications Board currently funds maintenance activities protecting the regional 9-1-1 system at a level of more than \$500,000 annually. In 2005, the board authorized action to implement an internal maintenance program designed to enhance the quality and control over preventive maintenance and repair while stabilizing costs. This is a major project that includes financial and operational planning, legal consultation, political activity and technical capacity evaluation.

System infrastructure will be put in place during 2006 with full system operations transitioning in early 2007. The expanded capacity will permit preventative maintenance and support for the regional 9-1-1 system. Excess capacity will support the wireless accuracy testing program, RAMBIS system maintenance and potentially fee for service activities for other regional programs. The year 2006 will be the activity and quality benchmark for analyzing service calls related to the regional 9-1-1 system equipment and network.

Action Plan

Project: Establish Hardware Replacement Plan

The region invested millions of dollars in 9-1-1 equipment upgrades in 2001 in order to accommodate emerging technology. A comprehensive plan for maintaining and upgrading this equipment will be developed by the end of 2006. During 2006, the public safety maintenance technicians will perform a thorough inventory of equipment to ensure that 9-1-1 asset records are accurate and all equipment is tracked. Initial preventive maintenance of equipment will be conducted as the inventory is validated. Preventive maintenance will be completed on a quarterly basis thereafter (beginning in first quarter 2007.) In the 2007 operating budget, a fixed percentage of the total 9-1-1 equipment cost will be budgeted monthly and collected from the participating counties to establish a fund for hardware replacement costs. Expenditures from the fund will be based on the equipment replacement plan with all disbursements approved by the Public Safety Communications Board.

Goal A - Objective 4:

Ensure the effectiveness of back-up plans and disaster recovery procedures for the regional 9-1-1 and interoperability systems by December 2007.

Action Plan

Project: Review, Plan and Exercise Disaster Recovery Plans

During 2006, MARC's public safety technical staff will obtain a copy of each 9-1-1 center's internal disaster recovery plan. This information will provide the basis for a regional plan that supports each PSAP. The regional disaster recovery plan will be completed in 2007 with a full-scale disaster exercise planned for mid-2008. MARC will seek financial support for the administrative tasks associated with the planning and exercise functions.

Action Plan

Project: Improve Support Infrastructure Survivability

Recently, several technical systems have failed highlighting the need for MARC support operations to acquire a higher level of stability and quicker return to normal operations. As part of the agency disaster recovery planning process, MARC's internal systems will be evaluated to determine appropriate actions that will enhance survivability of public safety support systems such as servers, Internet operations and voicemail systems.

MARC will seek financial support to improve the survivability of critical public safety support systems.

Action Plan

Project: Implement Telecommunications Priority Restoration for 9-1-1 Network

The MARC Public Safety program is committed to maintaining the integrity of the infrastructure required to deliver and accept 9-1-1 calls from citizens to public safety professionals in the region. By utilizing Telecommunications Service Priority (TSP) the 9-1-1 circuits, trunks, and T1 call pathways can be protected. TSP provides these pathways with priority restoration in the event there is damage to the infrastructure used for the 9-1-1 network.

By having this priority available to the Public Safety Answering Points (PSAP) for both wireline and wireless 9-1-1 circuits in the MARC region, the Local Exchange Carrier asserts a higher level of importance for restorative service. This priority restoration service will specify the 9-1-1 circuits, trunks and T1 pathways to ensure all capability and functionality exist within the PSAP(s) throughout the entire 9-1-1 region.

It is possible in the event of a large scale situation where the telecommunications infrastructure is damaged, restoration of emergency circuits could be delayed without this service. The public safety staff will pursue funding for this project through the Urban Area Security Initiative budgeting process. The funds would be used to secure this service from the Local Exchange Carriers in the MARC region.

Goal A - Objective 5:

Ensure accuracy of the regional 9-1-1 database by transitioning database operations to an internal MARC function by 2008. Continually improve and expand interaction with public safety communications personnel and database contributors by formalizing processes and increasing accountability for database accuracy. Continue to work with local governments to improve the quality and structure of the Master Street Address Guide. Improve overall accuracy of the regional centerline file supporting 9-1-1 operations.

Action Plan

Project: Transition Plan for Database Hosting and Management

The Public Safety Communications Board has authorized transition of 9-1-1 database hosting and management operations to MARC with the intent of improving the quality and control over the database with the possibility of reducing costs. This is a major project that includes planning, legal consultation, political activity and technical capacity. Much of the required system infrastructure is already in place although additional hardware will be required. It is anticipated that the full transition will occur in 2008.

Tracking of database activity and quality benchmarks has been in place for several years. Long term staffing and resource needs have been projected and will be validated as transition plans are finalized in 2006.

Three database technicians and support expenses are included in the current budget although only two positions have been filled. It is anticipated the third position will be filled once the transition of operations is complete. Legal expenses are projected to be significant in the 2006 and 2007 fiscal years. Consulting expenses may be required to finalize system design and operational implementation.

Action Plan

Project: Formalize Database Management Processes

Improve use of the GIS product by public safety communications personnel to ensure that the investment of centerline maintenance is returning commensurate value. This will be accomplished through expanded newsletter articles and emphasis during telecommunicator training sessions. MARC will produce a GeoLynx workbook for telecommunicators to include interactive exercises using the GIS program software. The workbook will be developed by mid-2006 and will include a testing and certification component.

MARC will strongly encourage the use of the automated GIS/database reporting feature within the CML equipment to ensure that errors are reported and corrected in a timely manner. By the end of 2006, 100 percent of all error reports will be received via Info Manager.

MARC will continue to formalize all internal database operations through documented operating procedures that establish quality benchmarks and accountability. MARC will enhance the production of database reporting in order to provide regular quality and activity updates to the Public Safety Communications Board. These quality updates will include information relative to achievement of MARC performance standards by telephone companies and MARC.

Action Plan

Project: MSAG and GIS Improvements

MARC will continue to work with local government to improve the quality of the regional Master Street Addressing Guide (MSAG) and centerline file. Currently, there are approximately 38,500 records in the regional MSAG. Ongoing efforts to validate the MSAG have resulted in approximately 18,400 records being completed. At the current rate, the MSAG will be fully validated by the end of the 2008.

Goal B - Enhance Communications Capabilities Between All Public Safety and Emergency Services Agencies in the Region.

Goal B - Objective 1:

Implement a region-wide mobile data system for public safety by building on the regional communications infrastructure implemented as part of the RAMBIS project by 2010.

Action Plan

Project: Identification of Existing Data Systems

Public safety staff will identify and document the public safety data systems operating in the region by mid-2007 and develop a technical plan to link existing systems by 2008. MARC will identify the various public safety data systems in operation throughout the region and will work with agencies and manufacturers to determine a compatibility matrix. MARC will also work with agencies to develop an overall coverage map of the various system infrastructures.

Using this data, MARC will seek additional funding to support development of a public safety data system that has coverage and compatibility throughout the region. A vital component of this process is to establish an equitable cost-sharing mechanism that ensures ongoing operation of the system.

MARC will facilitate, through the Regional Interoperability Committee, development of recommended operational procedures for the data system. Operational procedures approved by the Public Safety Communications Board will be incorporated into the Tactical Interoperability Communications Plan.

Goal B - Objective 2:

Begin implementation of a region-wide single-band radio system for public safety by 2010.

Action Plan

Project: Develop a Technical Implementation Plan

The Public Safety Communications Board, Regional Homeland Security Coordinating Committee and MARC Board have adopted the Regional Interoperability Plan. Phase III of the plan includes the implementation of a region-wide single band radio system for public safety agencies. This major project includes operational planning, legal consultation, political activity, funding analysis and technical capacity planning. Much of the existing radio system infrastructure in place throughout the region will require replacement for this system to be completely transitioned and therefore, the project will take decades to accomplish. It is anticipated that any movement in this direction will be completed in phases. MARC will work with the committee and board members to identify a funding and transition plan for approval by 2010.

Goal B - Objective 3:

Implement the RAMBIS system to support communications between public safety personnel by 2007.

Action Plan

Project: Manage Installation of Regional System

MARC will coordinate installation of the regional microwave network and RAMBIS radio system. The initial contracts for RAMBIS and the region-wide microwave system were signed in November 2005. MARC staff will coordinate the installation project with a targeted June 2007 completion date for Phase I.

Simultaneous with the installation of the system, MARC will work with area public safety agencies to ensure mobile, portable and fixed radios are programmed to operate on the new system. MARC will work with the various committees and boards to ensure that RAMBIS operational procedures are approved and implemented. All operating procedures will be incorporated into the Tactical Interoperability Communications Plan. MARC will work with the Homeland Security Training and Exercise Committee and the Regional Interoperability Committee to develop and implement a RAMBIS training program for public safety personnel.

Action Plan

Project: Implement public safety maintenance program

MARC will implement a new maintenance structure for 9-1-1 and RAMBIS that will create an internal technical maintenance and repair capacity. The intent of this new approach is to improve the control over regional systems, improve preventive maintenance processes, and ensure current quality of maintenance and repair without increasing costs.

In 2006, MARC will hire two maintenance technicians and put the processes in place that will allow a smooth transition to internal maintenance functions in early 2007.

Action Plan

Project: Seek additional funding to improve communications in underserved areas.

The RAMBIS radio system must be expanded in order to provide the coverage and capacity needed to serve the entire region. MARC staff will continue to seek interoperability funding to enhance this and other systems. The priority for the next phase of RAMBIS is the addition of a new tower and full simulcast site in the Harrisonville area. Following the Harrisonville enhancement, the entire system should be upgraded to include two additional 800 MHz channels.

Goal B - Objective 4:

Develop and deliver training to public safety personnel on topics outlined in the Tactical Interoperability Communications Plan by 2007.

Action Plan

Project: Develop a Train-the-Trainer Program

MARC will develop a train-the-trainer program for regional interoperability. Each public safety agency will be asked to designate one individual as their primary instructor/coordinator for interoperability training issues. These individuals will be certified through MARC to train first responders within their respective agencies on all aspects of the Tactical Interoperability Communications Plan.

Action Plan

Project: Implement a Communications Unit Leader Training Program

The Communications Unit Leader has the responsibility to allocate frequencies and equipment during a disaster/emergency event, based on the circumstances, agencies involved and available resources. MARC will develop training during 2006 for these leaders to ensure an effective response during the disaster/emergency.

Action Plan

Project: Implement a Regional Interoperability Coordinator Training Program

The TIC Plan outlines responsibilities of the regional interoperability coordinators. The coordinators are individuals affiliated with public safety agencies who have completed training required by the Public Safety Communications Board and have made a commitment to serve in this role. The coordinators are given the authority to manage and assign interoperability assets. MARC will develop an orientation and training program during 2006 to ensure these coordinators understand the responsibilities of this role.

Goal B - Objective 5:

Ensure that the Tactical Interoperability Communications Plan is exercised, evaluated and modified, as needed.

Action Plan

Project: Determine Plan Effectiveness

MARC will work with the Regional Interoperability Committee throughout 2006 to develop specific operational drills that will test various aspects of the Tactical Interoperability Communications Plan. Amendments to the plan, operational procedures or training will be made as a result of the drills.

MARC will work with the Regional Interoperability Committee and the Homeland Security Training and Exercise Committee to design and carry-out a full scale exercise in 2007. This exercise will incorporate all aspects of the Tactical Interoperability Communications Plan and will meet the major exercise requirement of the Department of Homeland Security.

Goal C - Enhance the Communications, Networking and Information Exchange Between Public Safety Agencies and Strengthen Relationships with Public Service Agencies.

Goal C - Objective 1:

Coordinate ongoing regional collaboration on important multi-jurisdictional issues.

Action Plan

Project: Facilitate Regional Networking

MARC will coordinate regional collaboration on important multi-jurisdictional issues by ensuring the public safety committee structure is conducive to effective participation by the appropriate agency representatives. MARC and its committees will identify key initiatives that support interagency cooperation such as proposing legislation for wireless surcharges in Missouri, enhancement of 9-1-1 training requirements, coordination of 800 MHz rebanding and transition to narrowband technology.

Goal C - Objective 2:

Enhance the MARC Public Safety Web site by December 2006 to improve communications between agencies.

Action Plan

Project: Enhance Web site Design

MARC will enhance the use of its Web site as a communications tool to support public safety agencies. This will be accomplished by ensuring information is updated regularly and outdated information is purged. A new, secure section of the Web site will provide 9-1-1 center personnel with useful information not previously available such as contact numbers, regional procedures and an interactive bulletin board.

Action Plan

Project: Develop Intranet

MARC will enhance the current CML closed network to include a comprehensive and useful intranet for regional PSAPs utilizing the wide area closed data network. The CML closed network allows for any position operating on the equipment to access a secure intranet site specifically designed for regional public safety personnel.

Goal C - Objective 3:

Clarify and simplify stakeholder participation in various committees by December 2006.

Action Plan

Project: Evaluate Committee Structure

MARC will conduct a review of its public safety committee structure to ensure it provides the most effective processes for agency involvement by the end of 2006.

Action Plan

Project: Develop Orientation Plan for Agency Personnel

In 2006, an orientation will be developed for new public safety management personnel involved in regional public safety operations. A handbook will be provided and a meeting with MARC Public Safety staff will be scheduled within 60 days of the position start date to review services that MARC provides.

Goal C - Objective 4:

Evaluate the impact of emerging N11 numbers on public safety operations as systems emerge in the region.

Action Plan

Project: Monitor N11 System Implementation

MARC will continue to monitor the implementation of N11 numbers in the metro area and work to ensure that there is an effective integration with 9-1-1 services. MARC will work with coordinating agencies responsible for N11 number implementation to ensure that any public education campaigns include 9-1-1 information.

Action Plan

Project: Educate Constituencies

MARC will create a brochure that explains the various emerging N11 numbers in the region. This information will also be communicated in the Metro Communicator, REMARC, and the MARC Web site.

Goal D - Ensure the Financial Stability of the Regional 9-1-1 and Public Safety Communications Systems to Sustain Their Long-Term Viability as State-of-the-Art Communications Networks.**Goal D - Objective 1:**

Enhance education and outreach programs to strengthen the community's awareness of and support for public safety communications initiatives.

Action Plan

Project: Educate Constituencies

MARC will work to ensure there is enhanced involvement of local elected officials in the governing board of the 9-1-1 and interoperable communications systems. In addition, MARC will work to improve overall communications about regional public safety projects through the various MARC newsletters, Web sites, and in-person meetings during 2006.

By the end of 2006, MARC will design and produce a brochure for citizens and elected officials outlining the interoperability needs and initiatives currently in place throughout the region.

Goal D - Objective 2:

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

Action Plan

Project: System Inventory

A full system inventory will be conducted in 2006 to ensure the integrity of resource management.

Action Plan

Project: Financial Planning

During the 2007 budget process, a methodology will be recommended to make certain systems are in place to upgrade public safety communications equipment and software as technologies advance. Each participating county will be requested to allocate funds to an equipment replacement schedule administered by the Public Safety Communications Board.

Action Plan

Project: VoIP Integration

In early 2006, MARC will develop a VoIP interconnection policy to manage the cost impact of this emerging technology on the regional 9-1-1 system. MARC will also validate the VoIP providers operating in the region and maintain a contact list for these providers.

Goal D - Objective 3:

MARC staff will continually seek additional funding sources to support the regional public safety communications systems.

Action Plan

Project: Missouri Wireless Surcharge

MARC will aggressively propose and advocate for legislative approval to enact a wireless surcharge in Missouri to support the cost of implementation and operation of the wireless 9-1-1 system.

Action Plan

Project: Grants

MARC will aggressively pursue homeland security and other grants to support necessary enhancements to the regional 9-1-1 and interoperability systems.

Action Plan

Project: Service Fees for Maintenance and Coordination

MARC will continue to evaluate opportunities to provide services to other MARC programs and out of region agencies in exchange for service fees. MARC will analyze the feasibility of providing maintenance services to other MARC programs (i.e., Operation Green Light) to utilize expertise and resources effectively in an attempt to offset recurring costs to the extent possible.

Goal D - Objective 4:

Implement innovative cost-saving initiatives without reducing the quality of the regional systems.

Action Plan

Project: Explore Cost Reduction Opportunities

Through transition of 9-1-1 database operations and 9-1-1 maintenance operations to internal MARC functions, the region will receive improved quality and reduced system costs. MARC will analyze the feasibility of transporting 9-1-1 calls via a government-owned fiber and microwave networks during 2007 in an effort to further minimize recurring costs.

Goal E - Expand High Quality Training and Education Programs for Public Safety Personnel.**Goal E - Objective 1:**

Improve training program administrative functions by the end of December 2006.

Action Plan

Project: Enhance Registration Process

Implement a more efficient and user-friendly Web-based training registration software package that provides an immediate confirmation to participants and automatically adds registrants to the training tracking software.

Action Plan

Project: Enhance Record Keeping

Implement a system that enhances the automated tracking of public safety personnel attending training courses and automatically updates their certification status. Implement a more consistent method of providing course transcripts and training records to public safety agency management personnel. Explore the feasibility of online inquiry for agency training records.

Action Plan

Project: Develop Operational Procedures

Develop formal operational procedures for administrative functions of the public safety training program that are compliant with the standards for 9-1-1 academies through the Commission on Law Enforcement Agency Accreditation (CALEA), which is recognized in the public safety industry as having superior public safety training academy standards.

Goal E - Objective 2:

Explore opportunities for new training delivery models

Action Plan

Project: Evaluate Delivery Options

Review and evaluate Web-based training delivery methods. Explore methods such as DVD training delivery, Web-based seminars and correspondence course delivery.

Goal E - Objective 3:

Implement methods to ensure the regional 9-1-1 training program is current with contemporary training topics that appeal to various constituencies and provide participants the opportunity to meet all mandatory training requirements.

Action Plan

Project: Program Review and Needs Analysis

Develop feedback mechanisms during 2006 that ensure MARC training staff is aware of programs that are dynamic to emerging issues prior to the annual training calendar development. Develop processes and establish resources to allow new training programs to be added to the training offerings on an annual basis.

Ensure that the professional development series consists of executive leadership and contemporary management topics of widespread interest. Grow participation in the program annually.

Study the feasibility of incorporating EMD training into the program by late 2006.

Appendix D

Funding 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;
- **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 (CPE):** PSAP equipment that a 9-1-1 call-taker uses to process the call (including selected ancillary equipment such as headsets and integration of other lines that support the functioning of a 9-1-1 center); and
- **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 funding 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 cost 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, wireless (Phase I), 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. Includes 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. Includes 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 and;

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. Included are allowable expenditures under state regulations, but not detailed above.

Appendix E Financial Projections

The following pages of the budget include expenses and revenue for the 9-1-1 system, RAMBIS. Maintenance, and 800 MHz rebanding project.

Public Safety Revenue Budget Projections					
Services	2006	2007	2008	2009	2010
9-1-1 Service Agreements	\$ 14,400	\$ 14,400	\$ 14,400	\$ 14,400	\$ 14,400
Training Program Fees	15,000	15,000	14,000	14,000	14,000
Consortium Memberships	73,000	75,000	77,000	79,000	79,000
Sponsorships/Donations	-	-	-	-	-
Special Events	19,000	16,500	16,500	16,500	16,500
800 MHz Rebanding/Nextel	184,100	168,000	169,900	-	-
Wireline Tax/Surcharge	2006	2007	2008	2009	2010
Cass County, MO	\$ 1,010,000	1,020,000	1,031,000	1,042,000	1,053,000
Clay County, MO	382,000	374,000	365,000	356,000	348,000
Jackson County, MO	1,551,000	1,530,000	1,516,000	1,502,000	1,488,000
Johnson County, KS	1,538,000	1,524,000	1,511,000	1,497,000	1,484,000
Leavenworth County, KS	264,000	266,000	268,000	270,000	272,000
Platte County, MO	185,000	182,000	180,000	178,000	176,000
Ray County, MO	199,000	199,000	199,000	199,000	199,000
Wyandotte County, KS	578,000	554,000	510,000	488,000	468,000
Excelsior Springs, MO	83,000	84,000	85,000	87,000	88,000
Wireless Tax/Surcharge	2006	2007	2008	2009	2010
Cass County, MO	-	-	-	-	-
Clay County, MO	-	-	-	-	-
Jackson County, MO	-	-	-	-	-
Johnson County, KS	960,000	979,000	998,000	1,019,000	1,039,000
Leavenworth County, KS	69,000	71,000	72,000	73,000	75,000
Platte County, MO	-	-	-	-	-
Ray County, MO	-	-	-	-	-
Wyandotte County, KS	174,000	178,000	182,000	185,000	189,000
Total Revenue	2006	2007	2008	2009	2010
Total Services	\$ 305,500	\$ 288,900	\$ 291,800	\$ 123,900	\$ 123,900
Wireline Tax/Surcharge	\$ 5,790,000	\$ 5,733,000	\$ 5,665,000	\$ 5,619,000	\$ 5,576,000
Wireless Tax/Surcharge	\$ 1,203,000	\$ 1,228,000	\$ 1,252,000	\$ 1,277,000	\$ 1,303,000
Total Revenue	\$ 7,298,500	\$ 7,249,900	\$ 7,208,800	\$ 7,019,900	\$ 7,002,900

Public Safety Expense Budget Projections

Personnel	2006	2007	2008	2009	2010
Salaries	\$ 592,598	\$ 609,000	\$ 627,000	\$ 578,000	\$ 595,000
Employee Benefits	312,259	321,000	331,000	305,000	314,000
Indirect (MARC)	243,314	251,000	258,000	237,000	245,000
Coordination	2006	2007	2008	2009	2010
Contractual	\$ 62,950	\$ 73,600	\$ 79,600	\$ 61,800	\$ 63,500
Legal and Auditing	130,000	115,000	115,000	75,000	50,000
In-Region Travel	7,350	7,400	7,400	6,400	6,400
Out-of-Region Travel	27,253	25,000	24,000	24,000	24,000
Rent or Mortgage	62,122	64,500	66,500	64,000	65,000
Insurance	9,912	10,000	11,000	11,500	12,000
Postage	6,900	7,100	7,300	7,300	7,300
Supplies	36,920	36,000	36,000	35,000	35,000
Computer Supplies	3,100	1,000	1,000	1,000	1,000
Courier/Overnight	500	500	500	500	500
Equipment	11,200	10,100	6,000	6,000	6,000
Meeting	26,750	27,000	26,000	25,000	25,000
Registration Fees	3,190	3,000	3,000	3,000	3,000
Periodicals/Subscriptions	300	300	400	400	400
Professional Memberships	3,200	3,200	3,200	3,200	3,200
Shipping and Storage	1,800	3,600	3,600	3,600	3,600
Training	9,390	4,000	4,000	4,000	4,000
Printing	22,550	22,000	22,000	22,000	22,000
Automobile and Equipment	60,000	5,000	5,000	5,000	5,000
Automobile Expense	10,400	10,400	12,500	12,500	12,500
Automobile Insurance	2,000	2,500	3,000	4,000	5,000
Operating	2006	2007	2008	2009	2010
9-1-1 Network	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
Debt Service (Equipment)	567,891	567,891	567,891	567,891	567,891
Language Line Services	70,000	71,000	71,500	72,000	73,000
SS7 Services	19,600	19,600	19,600	19,600	19,600
GIS Maintenance	150,000	100,000	85,000	85,000	85,000
Debt Service (Router)	233,095	233,095	233,095	233,095	233,095
Equipment Maintenance	310,000	190,000	200,000	209,000	220,000
Replacement Fund	-	56,800	114,000	227,000	341,000
Expenses	2006	2007	2008	2009	2010
Total Personnel	1,148,171	1,181,000	1,216,000	1,120,000	1,154,000
Total Coordination	497,787	431,200	437,000	375,200	354,400
Total Operating	3,400,586	3,288,386	3,341,086	3,463,586	3,589,586
Total Exp.- Services Rev.	2006	2007	2008	2009	2010
	\$ 4,741,044	\$ 4,611,686	\$ 4,702,286	\$ 4,834,886	\$ 4,974,086

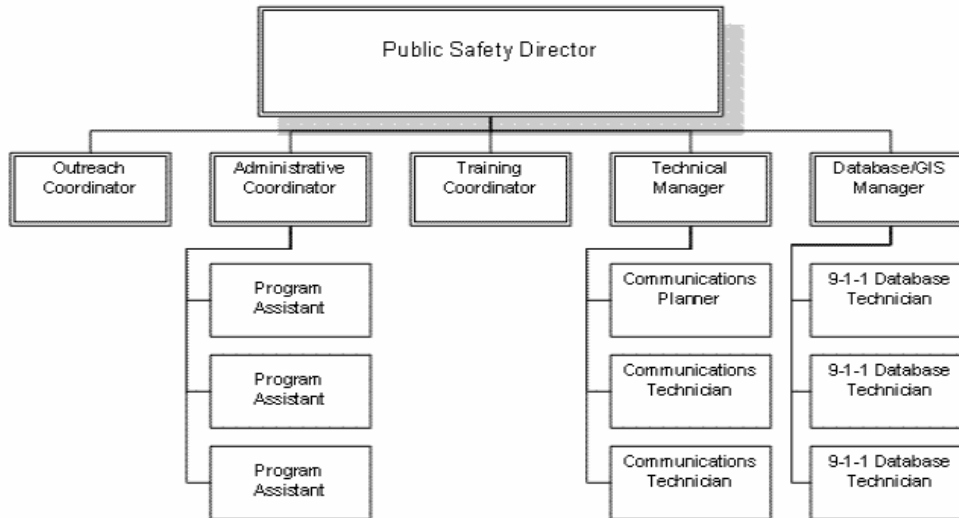
Public Safety Fund Balance Projections

Fund Balances*	2006	2007	2008	2009	2010
Cass County, MO	\$2,667,420	\$3,464,169	\$4,267,532	\$5,075,477	\$5,887,682
Clay County, MO	-58,704	-156,094	-271,746	-409,952	-570,386
Jackson County, MO	-947,713	-1,198,672	-1,498,620	-1,863,775	-2,296,688
Johnson County, KS	4,364,176	5,640,438	6,898,601	8,128,490	9,328,352
Leavenworth County, KS	752,724	902,917	1,052,441	1,199,593	1,345,106
Platte County, MO	101,963	83,314	58,724	26,364	-14,053
Ray County, MO	507,188	643,158	777,890	910,809	1,041,825
Wyandotte County, KS	1,695,253	1,997,890	2,252,092	2,474,948	2,668,844
Excelsior Springs, MO	319,837	374,338	429,260	485,334	541,517

- * Fund balances do not include local expenditures.
- Projected revenue/fund balances are based on current surcharge levels.
- No major equipment purchases are planned through 2010 other than equipment for interoperable communications projects. Grants funds would be secured for those projects.

Appendix F Staffing Summary

The MARC Public Safety Communications Program staff operates from the Rivergate Center building in downtown Kansas City, Missouri. The staff performs functions such as training and professional development for public safety personnel, financial administration of the regional systems and networks, 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 is recommended staff resources for the Public Safety Communications program. This staff is needed in order to achieve the goals and objectives set forth for the next five years. The current staffing level is also identified in this chart.

Position	2006	2007	2008	2009	2010
Director of Public Safety	1	1	1	1	1
Technical Manager	1	1	1	1	1
Database/GIS Manager	1	1	1	1	1
Training Coordinator	1	1	1	1	1
Outreach Coordinator	1	1	1	1	1
Administrative Coordinator	1	1	1	1	1
Database/GIS Technician	3	3	3	3	3
Program Assistant*	3	3	3	2	2
Communications Planner*	1	1	1	0	0
Maintenance Technician	2	2	2	2	2
Total FTE Staff Positions	15	15	15	13	13
Intern	0.25	0.25	0.25	0.25	0.25
Contract Instructor (FTE)	0.10	0.24	0.27	0.29	0.30
Total PT/Contract Positions	0.35	0.49	0.52	0.54	0.55

* includes one position funded as part of rebanding project 2006-2008

Appendix G

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.

In this role, the board ensures that a high-quality, reliable, single number telephone system is available throughout the entire service area.

The board is also responsible for policy guidance of the regional public safety voice and data communication systems serving all citizens and first responders. The overriding purpose of these systems is to ensure that a high quality, reliable method of interoperable communications is available to all public safety personnel. It is the responsibility of the board to ensure that the 9-1-1 and regional communications systems meet the needs of and are financed equitably among participants.

The board provides oversight of this strategic plan in addition to the day-to-day responsibilities below:

Roles and Responsibilities of the Board include:

- Oversee the provision of 9-1-1 services as outlined in the Interlocal Cooperation Agreement.
- Establish and revise 9-1-1 and communication systems operating policies.
- Monitor and audit expenditures for 9-1-1 and public safety communication services.
- Monitor 9-1-1 surcharge fund balances and tax rates and work with participating 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 public safety communications systems.
- Oversee and coordinate public education and promotion efforts by MARC, local governments and public safety agencies.
- Address impacts of emerging technology on 9-1-1 and regional communications system operations.
- Monitor technical operation of the regional communications system and 9-1-1 system to include the network design and performance, selective routing and database management.
- Approve expenditures from the 9-1-1 surcharge collected by participating counties for changes or improvements to the operating system.

Public Safety Communications Board Members

Presiding Commissioners	Member
Cass County, MO	Presiding Commissioner Gary Mallory
Clay County, MO	Presiding Commissioner Carol McCaslin
Jackson County, MO	County Executive Katheryn Shields
Johnson County, KS	Commission Chair Annabeth Surbaugh
Leavenworth County, KS	Presiding Commissioner Clyde Graeber
Platte County, MO	Presiding Commissioner Betty Knight
Ray County, MO	Presiding Commissioner Jeff Adams
Wyandotte County, KS	Mayor/CEO Joe Reardon
MARC Board (2)	Member
Kansas City, MO	Councilman Charles Eddy
Jackson County, MO	Legislator Scott Burnett
Police Chiefs (4)	Member
Kansas City, MO	Chief James Corwin
Kansas City, KS	Chief Ronald Miller
Overland Park, KS	Chief John Douglass
Independence, MO	Chief Fred Mills
County Sheriffs (2)	Member
Platte County, MO	Sheriff Richard Anderson
Johnson County, KS	Sheriff Frank Denning
Metro Fire Chiefs (2)	Member
South Platte FPD, MO	Chief Richard Carrizzo
Lenexa, KS	Chief Kenneth Hobbs
EMS Chief (2)	Member
MAST	Executive Director Douglas Hooten
Med-Act	Chief Ted McFarlane
Public Safety User's (2)	Member
Johnson County, KS	Director Walter Way
Lee's Summit, MO	Major Bruce Trammell
PSAP Supervisor (4)	Member
Lenexa, KS	Manager Steve Davidson
Cass County, MO	Coordinator Doreen Draper
Leavenworth, KS	Manager Steve Stich
Clay County, MO	Supervisor Debra Napier
At-Large Elected Official (2)	Member
Gladstone, MO	Councilman Wayne Beer
Vacant	

Public Safety Answering Points

The 9-1-1 Interlocal Cooperation Agreement covers public safety answering points (PSAPs) in nine counties; Johnson, Leavenworth, Miami and Wyandotte counties in Kansas and Cass, Clay, Jackson, Platte and Ray in Missouri. The following is a list of those PSAPs in the Regional 9-1-1 System.

Primary

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 Marshal
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
Olathe 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 Police Department
Shawnee Police Department
Sugar Creek Police Department
Unified Government of Wyandotte County/Kansas City, Kansas

Secondary

AMR Ambulance Service
Central Jackson County Fire Protection District
Johnson County Emergency Communications Center
Kansas City, Mo. Fire Department
Lee's Summit Fire Department
MAST Ambulance Services

Backup

Independence Police Department
Kansas City Missouri Police and Fire Department
Unified Government of Wyandotte County/Kansas City, Kansas