2014 Annual Workplan and Budget

Appendix K
Regional Public Safety Communications Program Strategic Plan
Goal A: Enhance the quality of the regional 9-1-1 system to ensure access to public safety communication services that are reliable, current, redundant, secure and diverse.

Goal A — Objective 1: 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.

2013 Progress
All routing errors received via 9-1-1 error reports are researched. If deemed valid, the appropriate carrier is notified for investigation and resolution on their end. If invalid, the public safety answering point (PSAP) is contacted and an explanation is given so that proper information can be relayed back to the dispatcher and training provided. During the fourth quarter of 2013, cell tower data was received from Cricket and T-Mobile. An audit is currently being conducted. There are still more than 1,400 sectors in the database with “Nextel” in the company name. Those records were sent to Sprint to validate and update if needed.

As of Oct. 8, 2013 484 cell sectors were added and 705 cell sectors were updated. Also, during 2013, AT&T Mobility added 40 new indoor cell sites at Arrowhead Stadium. This involved coordination of nearly 400 test calls to the PSAP.

2014 Action Plan
An audit of wireless cell sectors that have not been reviewed within the past three years will be conducted. This consists of working with wireless carriers and our map provider to compare and update cell tower data.

Project: Database Audit
MARC staff will implement an annual call routing review and validation process in the stand-alone automatic location identification (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.

2013 Progress

MARC public safety staff sorted more than 6,800 pseudo automatic number identification (pANI) records by carrier and is preparing the data to send to the individual carriers for validation and correction. With the national shutdown of the Nextel network, the pANIs being used are no longer valid. MARC staff has provided those records to Sprint so they may be removed from the database.

2014 Action Plan

MARC staff will continue to work with carriers and their third-party providers to make database records more consistent and follow national standards. This is an ongoing project in which records are added, modified and deleted throughout the year.

Project: Wireless Accuracy Testing (WAT)

Since the implementation of the WAT program in 2006, the goal has been to improve caller location information. Due to the changing needs of the region and department, the WAT goal has been modified. The goal now reflects continued efforts to improve location information with MARC maintenance staff, database team and PSAP personnel working together to conduct testing as it relates to error reports and other accuracy-related issues.

2013 Progress

MARC maintenance staff worked with the database team to research error reports and accuracy-related issues as needed. Recent reports indicated a decrease in phase two calls in other areas of the country; MARC staff analyzed regional call statistics and obtained mixed results, which can be seen in the chart below:
2014 Action Plan
The accuracy of caller location information is an ongoing goal. The maintenance and database teams will continue to work with PSAP personnel and investigate issues that arise. Random testing will also be completed as needed.

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 contact each service provider annually to review existing agreements, provide updates on changes to 9-1-1 in the MARC region and gather information on new technologies.

2013 Progress
In 2013, no new companies were identified. MARC staff worked with a company that changed its name from iNetwork to Bandwidth after it was purchased. Also, staff researched MagicJack’s changes to its 9-1-1 service and remittance policies and updated PSAPs with this information.

2014 Action Plan
In 2014, MARC staff will reach out to non-wireline service providers to review existing agreements and ensure all information is up to date and relevant. Staff will also continue to identify carriers with which MARC does not have agreements and work with them to develop agreements.

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.

2013 Progress
In 2013, MARC Public Safety staff continued to work with Sprint/Ericsson by coordinating test calls with PSAPs and by providing screen shots and recordings of test calls for development of the new Chrysler product, Uconnect. While Uconnect is not technically a telematics service, it is considered nontraditional in-vehicle service. No new telematics providers were identified in 2013.

2014 Action Plan
MARC staff will continue to identify new telematics providers and reach out in an effort to complete interconnection agreements with them. Staff will also continue to assist existing carriers.
Goal A — Objective 2:
Improve the redundancy and geographic diversity of the wireline 9-1-1 system.

Project: Last-Mile Study
MARC staff will analyze the wireline network last-mile study information requested from the local exchange carriers (LECs) for each PSAP in the region. MARC staff will make recommendations to the Public Safety Communications Board for improving last-mile network redundancy and geographic diversity.

The last-mile study will provide the necessary network data to develop redundant and diverse options available to each of the MARC region PSAPs. In 2011, MARC staff requested last-mile network configuration data from AT&T for each of the PSAPs in their service area. This is an ongoing project.

2013 Progress
MARC staff worked with AT&T, CenturyLink and the regional maintenance service provider to identify wireline trunks that suffered from chronic issues. Through the joint efforts of MARC staff, LECs and service providers, all identified chronic trunks were repaired. Staff continues to update LEC network configurations in an effort to find cost-effective ways to improve last-mile network redundancy and geographic diversity for PSAPs.

2014 Action Plan
MARC staff will continue to work with LECs and service providers to identify and develop action plans to repair wireline trunks with chronic issues. Staff will also continue to update LEC network configurations to determine a cost-effective way to improve the last-mile network redundancy and geographic diversity for PSAPs.

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.

MARC staff will review service provider central office isolation plans to ensure all MARC 9-1-1 circuits have diverse and redundant routes available in case an LEC experiences a central office isolation event. In 2011, MARC staff requested central office boundary information from CenturyLink and AT&T.

2013 Progress
MARC staff worked with CenturyLink and other providers to develop central office isolation plans for the PSAPs that they serve. In the event of a central office isolation that affects one of the MARC PSAPs, 9-1-1 calls can be rerouted to a backup PSAP or public safety agency designated to answer 9-1-1 calls.
2014 Action Plan
MARC staff will continue to work with CenturyLink and other providers to confirm that the correct 10-digit number is added to the remote central office isolation plan. Additionally, staff will ensure that providers have adequate isolation plans for their host central offices and remote central offices. These plans guarantee the best transport facilities are being utilized and provide central offices with redundancy and diversity. MARC staff will notify PSAPs of service provider outages as soon as they become known. This is an ongoing project.

Goal A — Objective 3:
Ensure ongoing quality maintenance and operation of the regional 9-1-1 system.

Project: Assist PSAPs in Determining Optimum Staffing Levels
MARC staff will assist PSAPs with operational requests that will allow them to work in an effective and efficient manner.

2013 Progress
In 2013, the Platte County Sheriff’s Office requested assistance in determining recommended staffing numbers based on national standards. MARC staff obtained access to Association of Public-Safety Communications Officials’ (APCO) Project RETAINS software application for the PSAP’s use. Based on findings from the online system, it was determined that the PSAP was understaffed. This information was useful in justifying budgeting for additional staff. The Overland Park Police Department and Kansas City, Mo., Fire Communications have each used the software as well to verify their staffing needs.

2014 Action Plan
MARC staff will continue to assist PSAPs requesting to use Project RETAINS.

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 has been conducted each year since 2011. MARC staff reviews and considers the results when preparing the following year’s action plans.

2013 Progress
In 2013, staff distributed the customer satisfaction survey to PSAP personnel online, via email and by traditional mail. Feedback will be analyzed and any corrective action needed will be implemented in 2014.

2014 Action Plan
Customer satisfaction is an ongoing goal of the maintenance team. Staff will continue to distribute the survey to PSAP managers and supervisors to measure performance and the needs of the region.
**Project: Equipment and Maintenance Reference Information**

MARC public safety communications technicians analyze call history to identify common maintenance and service requests handled by the Systems Operation Center. The communications technicians develop tech 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.

**2013 Progress**

In 2013, the maintenance staff continued to receive daily emails from the after-hours vendor regarding call activity. Receiving daily notifications has helped staff improve awareness of service calls received after-hours. As of Oct. 24, 2013, communications technicians had entered 299 work orders for the year. MARC public safety staff also transitioned to SharePoint for tracking trouble tickets, eliminating the need to pay a third-party vendor for maintenance and support on the old system.

![9-1-1 maintenance calls by type in 2013](chart_image)

**2014 Action Plan**

The maintenance staff will continue to improve on the goal of creating a work order for each service call.

**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.

**2013 Progress**

In 2013, staff attended the annual APCO and National Emergency Number Association (NENA) conferences, WebEOC user training and Cassidian Sentinel
4.2 update training. One staff member attended the full Sentinel training in November 2013.

2014 Action Plan

In 2014, the maintenance staff will continue to be heavily engaged in the phased regional upgrade project. This project will provide training and development in the support of Next Generation 9-1-1 (NG9-1-1) capable equipment. Additionally, staff will attend regional and national conferences in order to remain informed of the latest trends and developments.

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)

In 2013, MARC Public Safety staff thoroughly reviewed and updated the departmental Continuity of Operations Plan. Additionally, MARC Information Technology staff exercised the Citywatch notification system when an Internet outage occurred at the MARC offices. Staff will review and conduct an exercise of the COOP annually, or whenever significant programmatic changes occur.

Project: PSAP Reroute Plans

MARC staff will work with PSAPs and service providers to periodically test the effectiveness of each PSAP’s reroute plans, and will review the success of reroute procedures with agency staff after every reroute.

2013 Progress:

In 2013, MARC staff worked with AT&T’s Resolution Center and the regional maintenance service provider to update on-file contingency plans. Additionally, a backup subcommittee was formed to analyze the contingency plans for 9-1-1 calls in both short-term and long-term outage scenarios. MARC staff rerouted both planned and unplanned outages for 14 PSAPs.

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 master street address guide (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 NG9-1-1.

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 distributes articles and stories to keep professionals informed of topics and issues relevant to 9-1-1 addressing and mapping.

2013 Progress

MARC staff distributed the annual database true-up request to 47 landline, VoIP and third party database providers in the region in October 2013. These companies were asked to conduct a true-up by comparing customer database information in-house with information the 9-1-1 database service provider had on record.

<table>
<thead>
<tr>
<th>2013 Database Totals</th>
<th></th>
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<tbody>
<tr>
<td>(As of Nov. 1, 2012)</td>
<td></td>
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<tr>
<td>MSAGs Changed</td>
<td>1,356</td>
</tr>
<tr>
<td>MSAGs Reviewed</td>
<td>12,446</td>
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<td>Telephone numbers effected</td>
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<td>by MSAG changes</td>
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<tr>
<td>Telephone numbers corrected</td>
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</tr>
<tr>
<td>Error Reports</td>
<td>2,036</td>
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MARC staff has continued to work with local governments to receive new addressing and map updates as well as review existing data. With synchronized data, a larger percentage of wireline 9-1-1 calls will plot correctly on the regional map used by PSAPs. This project is also directly related to NG9-1-1, in which the MSAG will be absorbed into the map data. Staff provided reports to communities in all counties within the region. This information came from a geocode project that is conducted quarterly, which includes the match rate of map data to customer records in the landline 9-1-1 database, along with a listing of the addresses that did not match. By the beginning of fourth quarter 2013, more than 75 communities had worked with MARC staff to correct address data from the geocode project.

MARC Public Safety and Geographic Information Systems (GIS) staff have met on several occasions to establish priorities for a quality control program. A project to assist in standardizing and automating work has begun. A proper quality assurance/quality control program will assure that the data being edited by GIS staff meets certain criteria before it is released as complete. It is also in place to catch errors that might be created as a result of other changes to the data set. An automated process will reduce the workload for both GIS and 9-1-1 staff. A list of 18 measures was developed and divided into three levels of priority. Of the four measures listed in the highest priority, one is complete, and three are in process. There is also one measure in the mid-level group that is in process. The goal is to have these measures in place by the end of 2013.

During the month of June, the annual error report contest was conducted in which PSAPs were encouraged to submit every valid 9-1-1 and map error they discovered. Staff saw
an increase in the number of reports received and were able to correct many records. The winning PSAPs were awarded a trophy and a perpetual plaque was hung in the 9-1-1 training center. MARC staff visited every participating PSAP and provided donuts to express appreciation.

Staff continues to assist in the coordination of the automatic external defibrillation (AED) database which contains records of AED devices that have been registered and contacts for each community. In 2013, more than 150 were updated or removed from the database.

2014 Action Plan
MARC public safety staff will continue working with MARC GIS staff to receive and enhance regional map data. Additionally, staff will continue to work with local governments to receive new addressing and map updates and review existing data. Staff will also continue to review geocode reports and provide data to local governments in an attempt to ensure that accuracy continues to improve.

In 2013, MARC updated its website. MARC’s Regional Public Safety program staff reviewed website content in an effort to make content more accessible and user friendly. Staff decided to include a link to the AED database on the Emergency Services and 9-1-1 section page.

Project: Database Provider
MARC staff will continue to work closely with the 9-1-1 database provider, conducting monthly conference calls to address current projects and outstanding issues. MARC staff will also continue to request and analyze Very Large Query (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.

2013 Progress
In 2013, MARC staff received quarterly VLQ database downloads from the landline database provider. From this data, reports were run to study totals and trends and help identify areas in need of special attention.

In September 2013, the regional database totals had increased very slightly from the previous year, but less than the national average. A five-year review indicated that a decrease of 18 percent had occurred, though the majority of this decrease was due to Time Warner Cable and Comcast moving to true VoIP, which eliminated their database records. The average decrease of other years was less than 2 percent.

The Private Switch (PS9-1-1) project continued in 2013. Before the new school year started, MARC staff contacted every school district in the region that subscribes to PS9-1-1, requesting they review and update any database records as appropriate. The webinar that MARC helped coordinate in 2012 was removed from the AT&T website. MARC staff brought this to AT&T’s attention and expressed concern about lack of training. AT&T has now made the pre-recorded training available on a secure log-in site.
A full review was conducted on the Emergency Service Number (ESN) spreadsheet. Each community was contacted to verify 9-1-1 call delivery, dispatch and responder information.

MARC staff assisted CenturyLink in identifying more than 960 records in the ALI database that had incorrect information in the location field which needed to be addressed. Also, while assisting a local business with a private branch exchange (PBX) phone issue, MARC staff found more than 600 records in the database that appeared to be invalid. AT&T is currently reviewing each record.

MARC staff conducts quarterly database conference calls with AT&T to discuss concerns and projects.

2014 Action Plan
MARC staff will continue to monitor services provided by the regional landline database provider and other carrier activity by participating in monthly conference calls. The VLQ requests will continue on a quarterly basis, with a detailed analysis conducted and a summary provided. Staff will attempt to identify areas that need further attention and work with carriers to correct errors.

Project: Database Software
MARC staff will research technology and software solutions to improve automation of identifying database discrepancies or errors.

2013 Progress
In February 2013, MARC database staff transitioned to a paperless tracking system using SharePoint software. This change allowed all database staff to search and identify entries much more efficiently. Staff members were not able to identify sources of technology or software that could easily automate identifying database discrepancies or errors at the PSAP. However, with the geocode project, discrepancies between map data and addresses are being identified and corrected on a continual basis.

2014 Action Plan
MARC staff will continue to seek out technology or software that is capable of automating error reports.

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

2013 Progress
MARC staff assisted Riverside in receiving data for all of Platte County, and assisted the Cass County Emergency Services Board with agreements, data requests
and analyses to ensure proper information was provided for their emergency notification systems. The Cass County project required significant coordination with a local cable provider.

2014 Action Plan
MARC staff will continue to work with local governments to provide assistance with agreements, data requests and data analysis.

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 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.

2013 Progress
2013 marked the fourth year that staff worked with the MARC GIS department to maintain the regional GIS data. MARC GIS provides an annual report and meets regularly with MARC staff.

As of October 2013, several jurisdictions completed a large number of map data reviews. MARC staff received more than 370 tracking packets of map data from nearly 50 different sources in 2013. Some jurisdictions, such as Johnson and Wyandotte counties, provide digital map data for multiple communities. As of Oct. 7, 2013, there have been 16,253 street segments and 57 boundaries added or changed. The following jurisdictions completed very large reviews: Cass County, Jackson County, Lee’s Summit and Kansas City, Mo.; Johnson County and Fort Leavenworth, Kan.

An address point survey was conducted for the region in May, and 35 responses were received. Staff members have followed up with those communities that did not respond in an effort to receive as much information for the region as possible.

Also in 2013, MARC GIS and public safety staff worked with local GIS professionals to identify attributes in the map data that were not maintained or needed for public safety use. The data was saved for backup and purged from the master data. This reduced the size of the map data to half of the previous size.

2014 Action Plan
MARC staff will continue working with MARC GIS staff to receive and enhance regional map data. Staff will also continue to work with local governments to receive new addressing and map updates as well as review existing data. With
synchronized data, a larger percentage of wireline 9-1-1 calls will plot correctly on the regional map used by PSAPs. This project is also directly related to NG9-1-1.

**Project: Regional Aerial Imagery**

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 which started in late 2012.

**2013 Progress**

Staff is currently working with MARC GIS and the regional mapping software vendor to add 2012 aerial photography as a background layer for dispatchers to use. Updated imagery will be added every two years.

**2014 Action Plan**

MARC staff will work with the mapping software vendor to resolve software issues and receive necessary updates to display aerial imagery. This installation may be done in conjunction with other PSAP or software upgrades.

**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.

**2013 Progress**

In 2013, mile markers on interstates, mile markers on the Missouri and Kansas rivers and pipeline data were added as layers in the regional map. Railroad data with contact information was also updated. This information is loaded in the GeoLynx software.

**2014 Action Plan**

In 2014, MARC staff will attempt to identify additional data layers that could be beneficial to 9-1-1. Also, staff will begin to collect and review address point files from those counties that maintain them for use in NG9-1-1.

**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.

**2013 Progress**

MARC staff continued to work with local governments to implement trails mapping and signage in their jurisdictions. In 2013, 166 trail lines and 25 trail sign address points were added to the regional file and incorporated into the GeoLynx mapping software. Staff also coordinated a tour of a local trail with several jurisdictions.
2014 Action Plan

MARC staff will continue to assist local governments with the trails mapping project.

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 NG9-1-1 system that will include the migration of the existing T-1 wireless network onto the RAMBIS microwave system and a complete upgrade from the legacy ECS-1000 platform to NG9-1-1 compatible answering equipment. MARC staff will research NG9-1-1 equipment and the capabilities available in the public safety industry. Due to the complexity of IP technology and the microwave network design, these projects will be completed in phases over the next three years. MARC staff will ensure the PSAPs’ essential function of processing 9-1-1 calls is never negatively affected throughout the NG9-1-1 implementation process. This approach will also minimize the financial impact of the equipment upgrade on the counties.

MARC staff will monitor developments in NG9-1-1 technologies, and will work with the Public Safety Communications Board and its subcommittees to develop regional NG9-1-1 standards that align with national standards. MARC staff will continue to participate in local, state and national organizations and activities to learn about NG9-1-1 technologies and services.

2013 Progress

In 2013, MARC staff and the regional maintenance service provider installed microwave links and Cassidian Sentinel (formerly Patriot) workstations at several locations in the MARC region. The original network concept incorporated all PSAPs into a six-host configuration, with each host using two server sites for geodiversity. Since that time, Cassidian Communications has recommended changing the network configuration from six hosts to three host sites for the entire region. The host sites are located at the Johnson County Communications Center, the Kansas City, Mo. Police Department and the Kansas City, Mo. backup facility (known as South Patrol).

Below is the current status of upgrades as of Oct. 24, 2013:

**Upgraded to Sentinel**
- **Host: Johnson County**
- Johnson County Sheriff
- Johnson County ECC
- Shawnee Police Department
- Raymore Police Department
- MARC Training Center
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- Prairie Village Police Department
- Miami County Sheriff
- **Host: Kansas City, Mo. Police Department (South Patrol)**

**Equipment Ordered**
- Lenexa Police Department
- Overland Park Police Department
- Riverside Police Department
- Cass County Sheriff
- Raytown Police Department
- Grandview Police Department
- Belton Police Department
- Pleasant Hill Police Department
- Leawood Police Department
- Lee’s Summit Police Department
- **Host: Kansas City, Mo. Police Department**
- Harrisonville Police Department

The cost saving for disconnecting the leased T-1s will increase as microwave connections are installed at PSAPs. To date, there have been eight leased T-1s disconnected.

**2014 Action Plans**

In 2014, MARC staff and the regional service provider will continue to upgrade PSAPs across the region to Sentinel 4.2. After individual upgrades are completed, leased T-1s will be disconnected to reduce network costs. Furthermore, a network monitoring system will be purchased to allow MARC staff and the regional service provider to monitor alarms across the entire network.

**Project: Texting to 9-1-1**

MARC staff will continue to coordinate with vendors and monitor developments in technology that will allow texting to 9-1-1. Wireless carriers have targeted May, 2014 as the date that they will be able to deliver a text message directly to a 9-1-1 PSAP. Each carrier will decide how these messages will be delivered.

**2013 Progress**

At the close of the calendar year, the upgrade to version 4.2 of the Sentinel software will have been completed or scheduled for 18 PSAPs. This software version is NENA i3 compliant and will allow PSAPs to receive text messages to 9-1-1 directly at the workstation. The map on the next page displays the progress of regional upgrades as of Oct. 4, 2013:
2014 Action Plan

Not all PSAPs in the region will have the capability to receive texts in 2014, so it will be necessary to develop a transition plan. A subcommittee focused on texting to 9-1-1 will be created to assist in development of this plan.
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

MARC staff will work with agencies to develop an overall capability matrix of various computer-aided dispatch (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 Tactical Interoperable Communications Plan (TICP).

2013 Progress
In 2013, a regional backup subcommittee held its first meeting. Although the specific needs of regional CAD systems have yet to be the primary focus of discussions, it is a topic that has been recognized by the group for analysis.

2014 Action Plan
In 2014, the backup subcommittee will review regional CAD systems and discuss possible solutions to aid the region in this area of interoperability.

Goal B — Objective 2:  
Support the implementation and coordination of MARRS.

Project: Metropolitan Area Regional Radio System (MARRS)

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

This project includes operational, technical and procedural planning. The host agencies — 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.

2013 Progress
MARC staff continued to work with area agencies that are part of the MARRS system by
providing support for the Standard Operating Procedures (SOP) and Technical committees. Cass County and Jackson County are implementing systems in their jurisdictions. Raytown and the Unified Government of Wyandotte County have signed agreements with Motorola for new P-25 systems.

2014 Action Plan
MARC staff will continue to support the MARRS Management Council, Users Committee, SOP Committee and Technical Committee. 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 will continue to be represented by the Regional Interoperability Communications (RIC) Committee co-chairs at the Kansas and Missouri State Interoperability Executive Committee meetings.

2013 Progress
The MARRS Technical Committee has met with the director and deputy director of the Missouri Statewide Interoperability Network (MoSWIN) to discuss connecting the state system to MARRS via the Kansas City, Mo. system.

2014 Action Plan
MARC staff will continue to work with the state of Missouri to connect MoSWIN to MARRS.

Project: Support Web Emergency Operation Center (WebEOC) Activities
WebEOC is a web-based information management system that provides a single access point for the collection and dissemination of emergency or event-related information. It was designed to aid decision making by providing authorized users real-time information in a user-friendly format. WebEOC can be used during the planning, mitigation, response and recovery phases of any emergency.

2013 Progress
In 2013, staff provided administrative support for the monthly WebEOC subcommittee meetings. In addition, staff served as a liaison between end users and vendors to address software functionality as it relates to the needs of the region.
In 2014, staff will continue to provide support to the WebEOC subcommittee co-chairs and members during monthly meetings and as needed throughout the year.

Goal B — Objective 3:
Maintain RAMBIS to support communications among public safety professionals.

Project: RAMBIS Maintenance
In 2011, MARC staff began to develop and implement regional area multi-band integrated system (RAMBIS) maintenance procedures using monitoring tools currently in place. MARC staff also began coordinating with the local service provider for 24/7 regular and emergency maintenance services.

2013 Progress
MARC staff worked with the regional maintenance service provider to configure software to monitor all of the RAMBIS tower sites. The alarm monitoring system includes site environmental status and on-site equipment health. The RAMBIS network is monitored by the regional service provider 24 hours a day, seven days a week. During the course of the year, Alcatel-Lucent personnel and Motorola visited each site to perform physical checks and gather performance data to ensure equipment was operating as designed. In 2013, the very high frequency (VHF) licenses used by RAMBIS and owned by Motorola were not renewed because both the lease and purchase prices were cost prohibitive. The RIC committee and MARC staff are looking into utilizing RAMBIS VHF equipment for the Metropolitan Emergency Radios System (MERS) or in other capacities that will benefit the region.

2014 Action Plan
MARC staff will continue to develop and implement RAMBIS maintenance procedures for all microwave network components and interconnection facilities. Additionally, staff will develop and implement methods and procedures for monitoring, repairing and upgrading network elements of the radio equipment, microwave equipment, DC power equipment and antennas. MARC staff and the regional maintenance service provider will need to purchase a network monitoring software system that is capable of monitoring all levels from microwave to T-1 and Ethernet because of the interconnection of the regional microwave networks. This is an ongoing project.

Project: RAMBIS Access
At the direction of the RIC Committee, MARC staff will assist with training and provide technical advice to area agencies that wish to access RAMBIS. This is an ongoing project.
2013 Progress

RAMBIS training is now part of the interoperable communications training curriculum. This curriculum is used to train first responders in the MARC region on interoperable assets and solutions.

Project: RAMBIS Standard Operating Procedures (SOPs)

MARC staff will continue to work with public safety committees to review and update RAMBIS SOPs as needed. All operating procedures will be incorporated into the Tactical Interoperable Communications Plan (TICP) upon approval by the Public Safety Communications Board. This is an ongoing project.

2013 Progress

The continued use of the leased VHF frequencies became cost prohibitive. As a result, the VHF repeaters became available for other interoperable uses. The Metropolitan Emergency Managers Committee (MEMC) and Regional Interoperability Communications (RIC) Committee approved the investigation of additional regional uses by MARC staff.

2014 Action Plan

In 2014, under the direction of both the MEMC and RIC Committee, the VHF repeaters will be reprogrammed to the Metropolitan Emergency Radio System (MERS) frequency and other approved uses.

Goal B — Objective 4:
Ensure that the Tactical Interoperable Communications Plan (TICP) continues to be exercised, evaluated and modified as needed.

MARC staff, along with the RIC Committee, will review the TICP annually. MARC staff and the RIC Committee will coordinate with the Regional Homeland Security Coordinating Committee’s (RHSCC) 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.

2013 Progress

The TICP was reviewed and updated in 2013 to reflect changes to regional radio systems, users and other interoperable assets. The TICP was used during the Communications Unit Leader class held in 2013. The Tactical Interoperable Communications Field Operations Guide (TICFOG) is complete and awaiting funding for printing and distribution.

In 2013, MARC staff served as liaisons to the Missouri Hospital Association, Mid-America Regional Council Emergency Rescue Committee (MARCER) and its users in an effort to transfer the Federal Communications Commission (FCC) licenses for the Hospital Emergency Ambulance Radio (HEAR) frequency to MARCER management. This project involved 30 call signs and has been successfully completed.
2014 Action Plan

MARC staff will continue to review and update the TICP as warranted. MARC will offer TICP orientation training classes twice in 2014 as part of the recurring training calendar supporting homeland security efforts in the region. During the 2014 Communication Unit Leader Exercise (COMLEX), participants will use the TICP.

Additionally, MARC staff will provide assistance with FCC license application management as needed.

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(s), based on the sensitivity and target audience of the correspondence.

In 2011, MARC transitioned its Metro Communicator newsletter from print to an electronic format that is published on a quarterly basis. The electronic newsletter is emailed to MARC public safety committees, training participants, other public safety contacts and appointed and elected officials across the region. It is also posted to the public safety intranet and the MARC public safety program website.

2013 Progress

Three issues of the Metro Communicator newsletter were sent electronically to all public safety communications contacts and committees in 2013. Links to current and past issues are available on the MARC public safety website and the public safety intranet. Furthermore, the MARC website upgrade was completed in 2013, providing constituents and public safety personnel easier access to information.

2014 Action Plan

MARC staff will encourage local agencies to share stories with the rest of the region through the Metro Communicator. Staff will also complete an upgrade of the 9-1-1 Intranet, and will continue to provide valuable information to agencies through this site.
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 NG9-1-1 standards and coordinating the implementation of the MARRS system. This is an ongoing project.

**2013 Progress**

A MARC communications technician is a member of the state of Kansas NG9-1-1 technical subcommittee. This subcommittee worked with a consultant to go through an RFP process to select a vendor for NG9-1-1 consulting and planning services. The technical subcommittee is currently going through a request for information process for interim hosted 9-1-1 solutions for the State of Kansas. Having representation at the state level allows MARC to remain engaged in the progress of the state project and ensure the alignment of regional plans to best serve our agency and citizens.

**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 staff will schedule the orientation within 60 days of the manager’s start date. The orientation provides an overview of MARC’s services and role in regional public safety communications. This is an ongoing project.

**2013 Progress**

No PSAP Manager Orientations were held in 2013.

**2014 Action Plan**

A PSAP Manager Orientation session will be held on Jan. 9, 2014 for several new managers this year, from the Kansas City, Mo. Police Department, Clay County Sheriff’s Office, Independence Police Department, and Overland Park Police Department.

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.
2013 Progress

The public safety database manager participated in a NENA working group for data transition to NG9-1-1. Also, MARC staff continues to play an active role with state associations by participating in committee work and obtaining board memberships. The public safety training coordinator has presented a leadership class at the APCO national conference and a management training class at the combined MoNENA/MoAPCO conference and the MoAPCO training symposium.

Other MARC staff members also attended or presented at various state conferences this year. Staff used these opportunities to share information about our regional training program and the benefits it has to offer. Information was also presented about the MARC public safety program, as well as regional cooperation and collaboration.

2014 Action Plan

MARC staff will continue to take an active role with associations, committees and groups related to public safety communications. Staff will also look for other opportunities to represent the region by participating in regional, state and national meetings and conferences.

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 telecommunications within the regional 9-1-1 system. Regional training standards will be completed and adopted by 2013 and will be reviewed annually.

2013 Progress

In 2013, MARC public safety became a certified training provider for the State of Missouri. By becoming a certified training provider, any course that MARC public safety presents is considered a certified course and can be used for initial and recertification hours as outlined in current Missouri state statutes. The development of regional training standards was not addressed in 2013.

2014 Action Plan

The development of regional training standards will be discussed in 2014. MARC staff will engage stakeholders that will be affected by any proposed training standards to develop a recommendation in 2014 for adoption.
Goal D: Ensure the financial stability of the regional 9-1-1 and public safety communications systems to sustain their long-term viability as a model 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 reflect the 2010 U.S. census results.

MARC staff implemented the financial planning policies enacted by the Public Safety Communications Board as part of the 9-1-1 system budget process. An important component of the 9-1-1 upgrade plan is to avoid unnecessary financing costs and to develop an ongoing equipment replacement plan. MARC staff will closely monitor expenditures to ensure the timing of upgrades meets this objective. This project will be completed annually.

2013 Progress
The 9-1-1 equipment upgrade project continues to be financed through the use of an equipment replacement fund. A portion of each monthly 9-1-1 county allocation bill is directed to the fund to ensure that dollars are available as needed. Upgrade purchases have been scheduled so that this fund maintains a positive balance at all times. Additionally, in 2013, the 9-1-1 Interlocal Agreement was modified so that Miami County began paying a percentage of the overall monthly allocation bill based on their population, rather than through a separate agreement.

2014 Action Plan
The equipment replacement fund will continue to be used to finance the regional 9-1-1 system upgrade.

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.

2013 Progress
In 2013, MARC staff reallocated 107 mobile radios (model number XTL1500) throughout the region. Grant funds were used to address the portable radio needs
of eight Jackson County agencies. Additionally, staff began utilizing Microsoft SharePoint to record trouble tickets and track assets. Previously, staff had used a commercial software product for this effort. The result of this change is a $5,589.00 savings over three years.

2014 Action Plan
Staff will continue to provide assistance as equipment resources become available.

Goal D — Objective 2:
Seek additional funding sources to support regional public safety communications systems.

Project: Grants
MARC staff will continue to aggressively pursue homeland security and other grants to support enhancements to interoperable communications 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.

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 will research and seek out grant funding on an annual basis and as new grant opportunities arise. In 2014, funding will be made available for the planning and rollout of the FirstNet National Public Safety Broadband Network (NPSBN).

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. As wireline revenue decreases because more and more regional households are replacing wireline phones with non-wireline technologies, it is becoming even more critical for the state of Missouri to enact wireless funding legislation. MARC will continue to support wireless legislation to provide a stable funding mechanism for 9-1-1 in both Kansas and Missouri.

2013 Progress
A bill was introduced in the Missouri House of Representatives that would enable counties to place a question on the ballot to tax any device capable of contacting 9-1-1. The bill passed in the House by a wide margin but did not make it to the Senate floor for a vote. The bill also created a grant fund that would assist those areas that did not have enhanced 9-1-1 by taxing prepaid wireless services. The Missouri 9-1-1 coalition met in October and agreed to submit the legislation again.

2014 Action Plan
MARC staff will provide information as needed to members of the Missouri Legislature and work with the Missouri 9-1-1 Coalition to develop legislation that will address the 9-1-1 funding needs of the region.
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 continue the process of migrating wireless and VoIP 9-1-1 traffic off of the current commercial T-1 network and over to the microwave network used by RAMBIS. This migration, which began with planning in 2011, will occur in phases.

2013 Progress
In 2013, MARC staff worked with the regional maintenance service provider and the owners of regional microwave networks to develop interconnection plans. Interconnection between multiple networks provides a more robust and reliable 9-1-1 system. At the present time, the RAMBIS network is interconnected with the Leavenworth County microwave system, the Johnson County microwave system and the Kansas City microwave system. In the near future, the RAMBIS microwave network will interconnect with the city of Overland Park’s microwave network and the city of Lee’s Summit’s microwave network.

2014 Action Plans
In 2014, MARC staff and the regional maintenance service provider will continue to upgrade PSAPs to Sentinel 4.2. MARC staff and local government representatives will work diligently to implement capacity access, facility access and tower agreements. These agreements are necessary for MARC to interconnect to other networks and provide network links to regional PSAPs. After PSAPs have been cut over to microwave connections, the existing wireless T-1s can be disconnected or repurposed which will result in reduced network costs. This is an ongoing project.

Project: Public Safety Vendor Review
MARC staff will continue to review contracts, services and financial reports provided by existing vendors, and will 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
MARC staff will research new and innovative ways to deliver training to the region’s public safety communications professionals by attending appropriate local, state and national conferences and gathering 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.

2013 Progress

MARC staff met with a vendor in early 2013 to determine whether it was cost effective to convert existing courses to computer-based training or to develop new courses using authoring software that was available. Internet connectivity at PSAPs was also examined to see if computer-based training was a viable option. Finally, the effectiveness of computer-based training delivered to a telecommunicator actively performing normal job functions was considered.

After careful analysis, it was determined that computer-based training was not a beneficial way to provide high quality training to our regional telecommunicators. Converting existing programs or creating new classes was found to be cost prohibitive at this time. Some PSAPs have Internet capability at each workstation and others do not. Due to high call volumes across the region, it is not feasible to expect telecommunicators to participate in an online training course while performing regular duties.

2014 Action Plan

MARC Staff will continue to look at alternate training methods in 2014 that effectively deliver high-quality and interactive training to telecommunicators.

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 out knowledgeable and effective teaching professionals. The public safety training coordinator will conduct an annual instructor workshop to provide new teaching techniques and continue to develop instructors’ teaching abilities.
2013 Progress

In 2013, five new training classes were presented and eight existing training classes were updated to reflect changes in technology, operations and liability. Training classes were presented to new and existing instructors in 2013. These included Training Program Development and Management and Advanced Communications Training Officer (A-CTO).

2014 Action Plan

Several new classes have been added to the 2014 training calendar. The new classes will cover leadership, management and other supervisory related topics.

Project: Training Needs Assessment

MARC staff will conduct training needs assessments 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 the Public Safety Communications Board for approval.

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.

2013 Progress

MARC staff developed several ad hoc training bulletins to help communicate time-sensitive and important training information to the region’s telecommunicators. This included changes in workstation functionality and updates to the data available to telecommunicators while using the GeoLynx map.

2014 Action Plan

MARC staff will continue to look for opportunities to bring new classes into the region. Staff will also continue to solicit information from PSAPs and telecommunicators about new training topics and classes.

Project: Regional Interoperable Training

MARC staff will work with the RHSCC’s Training and Exercise Subcommittee to continue to fund and provide interoperable communications training for public safety personnel.

A minimum of two COML 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.

2013 Progress

Only one COML course was presented in 2013 due to decreased homeland security grants for the region. Two Interoperable Communications Training Curriculum train-the-trainer sessions were presented in 2013. The training curriculum has been implemented in more
than 30 different police, fire and EMS agencies in the region and is now part of the standard training curriculum being used in three regional police and fire academies.

MARRS user training was developed to provide training to agencies that are currently using MARRS for day-to-day communications. The training that was developed covers information about the system, regional common channels, standard operating procedures and other related information.

2014 Action Plan

MARC staff will work with the Office of Emergency Communications to schedule interoperable communications training courses in the region. In addition, a COMLEX is being brought to the region to help current COMLs complete task book activities leading to certification.

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: Public Education and Outreach

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.

2013 Progress

Public safety staff attended several outreach events that took place in 2013 thanks to the efforts of regional volunteers.

2014 Action Plan

MARC staff will host public outreach volunteer orientations at the MARC Conference Center and will conduct on-site orientations as needed. Staff will also continue to partner with the AT&T Pioneers to deliver 9-1-1 education to schools around the region.

Project: Education and Outreach Materials

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

2013 Progress

Cell Phone Sally, the regional 9-1-1 mascot, along with numerous 9-1-1 related materials were used at several outreach events in 2013, including 9-1-1 Day at the Ballpark. Additionally, six children were recognized as 9-1-1 Heroes this year for dialing
9-1-1 to get help for family members who needed emergency medical attention, the most ever in a single year.

2014 Action Plan
Cell Phone Sally materials will continue to be available for all regional agencies to reserve and use in their public education and outreach efforts.

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.

2013 Progress
MARC staff participated in 9-1-1 Day at the Capitol, during which several public safety associations met with legislators to discuss issues related to funding 9-1-1 in Missouri. MARC staff also partnered with other 9-1-1 agencies at the Missouri State Fair to staff an educational booth. The MARC public safety director serves on the 9-1-1 Coordinating Council for Kansas.

2014 Action Plan
MARC staff will meet with officials in each county on an annual basis to discuss emerging regional public safety communications issues.

Goal F — Objective 3:
Project: Update Interlocal Agreement
The 9-1-1 Interlocal Cooperation Agreement was originally executed in June, 1995, and has been amended on two occasions. Since the original agreement was executed, there have been several significant changes that must be addressed.

2014 Action Plan
MARC staff, with the aid of legal counsel, developed a new interlocal agreement that accurately reflects the responsibilities and duties of participating counties, the Cass County Emergency Services Board, the MARC Board of Directors and the Public Safety Communications Board. The agreement was signed by all parties in 2013, and the new cost-share structure was implemented in October. All participants now pay for 9-1-1 services based on their population percentage as it relates to the overall regional population.
## Coordination Services Revenue Comparison 2014

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<th>REVENUE</th>
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<th>2014 Budget</th>
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<td><strong>Total Revenue</strong></td>
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## Coordination Services Expenses Comparison 2014

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