



## AGENDA

### NORTH CAROLINA 911 BOARD WORK SESSION

December 1, 2016

Wilkes County Agricultural Center

416 Executive Drive

Wilkesboro, NC

9:30 AM – 4:30 PM

<u>Tab</u>	<u>Topic</u>	<u>Presenter</u>
1.	Chairman's Opening Remarks Recognition of New Board Members	Chris Estes
2.	Presentation of National 911 Assessment	Richard Taylor
3.	Discussion On Committee Structure <ul style="list-style-type: none"><li>a. Board Member / SME Membership</li><li>b. Creation of New Committee(s)<ul style="list-style-type: none"><li>i. Legislative</li><li>ii. Technology</li></ul></li></ul>	Richard Taylor
4.	Discussion on Grant Cycles	Richard Taylor
5.	Discussion on School Safety Program	Richard Bradford
<b><u>Lunch</u></b>		
6.	Update On the NG911 Project	Jeff Shipp Dave Corn
7.	PSAP Managers Roundtable Discussion Summary	911 Board Staff
8.	Legislative Agenda for 2017	Richard Taylor
9.	Discussion On Committee Meeting Dates for 2017	Richard Taylor
10.	Open Discussion	Chris Estes
11.	Establish Goals for 2017	Chris Estes
12.	Wilkes County 911 PSAP Tour	

Dinner

- \*Josh Brown, 200,000 + Local Carrier, CenturyLink;  
Replacing Laura Sykora
- \*Chuck Greene, Local Exchange Carrier, AT&T;  
Replacing Rob Smith
- \*Chief Jeff Ledford, Chief of Police, Shelby;  
Replacing Chief Bottoms
- \*Niraj Patel, CMRS Provider, Verizon Wireless;  
Replacing Rick Isherwood
- \*Donna Wright, NENA;  
Replacing Jason Barbour

**STATE  
OF  
NORTH CAROLINA  
  
NATIONAL  
911  
GUIDELINES  
ASSESSMENT  
REPORT**

March / 2016

## **Executive Summary**

### **The State of North Carolina**

North Carolina, also known as the *Tar Heel State* and the *Old North State*, is the 28th largest and the 9th most populous of the 50 United States.

#### ***Geography***

The state borders South Carolina and Georgia to the south, Tennessee to the west, Virginia to the north, and the Atlantic Ocean to the east. North Carolina's area is 53,819 square miles; it consists of three main geographic sections: the Atlantic Coastal Plain, which occupies the eastern 45 percent of the state; the Piedmont region, which contains the middle 35 percent; and the Appalachian Mountains and foothills. The extreme eastern section of the state contains the Outer Banks, a string of sandy, narrow barrier islands between the Atlantic Ocean and two inland waterways or "sounds": Albemarle Sound in the north and Pamlico Sound in the south. They are the two largest landlocked sounds in the United States.

#### ***Population***

North Carolina is composed of 100 counties, 85 of which are considered to be rural\*. Its two largest metropolitan areas are among the top ten fastest growing in the country: its capital, Raleigh, and its largest city, Charlotte. The population of North Carolina was 9,943,964 on July 1, 2014, according to the United States Census Bureau. This represents an increase of 1,340,334, or 16.7 percent, since the last census in 2000 – and exceeded the rate of growth for the United States as a whole. Population diversity data from the 2010 census show whites comprise 64 percent of the total population, African Americans 22 percent, Latino 9 percent, and Asian Americans 3 percent. Since the last census, the Asian population increased by 82 percent and the Latino population increased by 111 percent.

#### ***Economy***

In the past five decades, North Carolina's economy has undergone a transition from reliance upon tobacco, textiles, and furniture making to a more diversified economy with engineering, energy, biotechnology, and finance sectors. Employment in North Carolina has gained many different industry sectors: science, technology, energy, and math, or STEM, industries in the area surrounding North Carolina's capital have grown 17.9 percent since 2001, placing Raleigh-Cary at No. 5 among the 51 largest metro areas in the country where technology is booming. The working population is employed across the major employment sectors. The economy of North Carolina covers 15 metropolitan areas. In 2010, North Carolina was chosen as the third-best state for business by Forbes Magazine, and the second-best state by Chief Executive Officer Magazine.

#### ***Government***

The government of North Carolina is divided into three branches: executive, legislative, and judicial. These consist of the Council of State (led by the Governor), the bicameral legislature (called the General Assembly), and the state court system (headed by the North Carolina Supreme Court). The state constitution delineates the structure and function of the state government.

North Carolina's bicameral General Assembly consists of the 120-member North Carolina House of Representatives and the 50-member North Carolina Senate. The lieutenant governor is the ex officio president of the state Senate. The Senate also elects its own president pro tempore and the House elects its speaker.

---

\* As defined by the U.S. Department of Commerce.

Its session laws are published in the official North Carolina Session Laws and codified as the North Carolina General Statutes.

## **Status of the North Carolina 911 System**

### ***History, Legislature, and Funding***

In 1989, the North Carolina General Assembly passed the Public Safety Telephone Act recognizing 911 as a toll free number through which an individual in the State can gain rapid, direct access to public safety aid. The Act became law as North Carolina General Statute Chapter 62A. Local governments set a rate and collected a 911 service fee to pay eligible costs associated with providing that direct access to Public Safety Answering Points (PSAPs).

When wireless phones became popular, these devices did not fit the wireline model for providing location information, so the legislature adopted NC Senate Bill 1242 in 1998, providing for a 911 Wireless Fund and creation of the Wireless 911 Board. This bill defined the composition of the fund and the requirements for participation. It became law as Article 2 of §62A.

During the 2007 legislative session, House Bill 1755 was introduced "to modernize and improve the administration of the State's 911 system through a statewide 911 Board by ensuring that all voice services contribute to the 911 system and by providing parity in the quality of service and the level of 911 charges across voice communications service providers." The bill was passed as Session Law 2007-383, and took effect January 1, 2008. It requires all voice communications service providers to collect a single rate 911 service fee and remit collections to the State 911 Board rather than to the local governments. The State 911 Board distributes funds to the PSAPs based upon criteria set forth in the new law.

### ***The NC 911 Board***

The State 911 Board was created to consolidate the State's Enhanced 911 system under a single board with a uniform 911 service charge to integrate the State's 911 system, enhance efficiency and accountability, and create a level competitive playing field among voice communication technologies.

The 911 Board manages all revenues remitted to the 911 Fund, establishes procedures for disbursement of funds, and advises all voice communications service providers and eligible counties of such procedures. The Board must monitor the revenues generated by the service charge, and if it determines that the rate produces revenue in excess of the amount needed, must reduce the rate. A change in the amount of the rate becomes effective on July 1 of any year. The 911 Board must notify providers of a change in the rate at least 90 days before the change becomes effective. The rate must ensure full cost recovery for voice communications service providers and for primary PSAPs over a reasonable period of time. The 911 Board must report to the Joint Legislative Commission on Governmental Operation, the Revenue Laws Study Commission, and the Joint Legislative Utility Review Commission in February of each odd-numbered year.

The NC 911 Board is made up of 17 members, including 8 local officials, 8 vendors, and the State's Chief Information Officer (CIO) who acts as the Chair of the Board. The NC 911 Board's vision is to provide the same high quality 911 service to every one of its citizens - "from Murphy to Manteo".

### ***PSAPs in North Carolina***

There are 119 primary PSAPs in North Carolina, distributed as follows: 34 PSAPs under city/county management, 25 managed by Police Departments, 26 operated by Sheriffs' Offices, and 35 under Emergency Management. In addition, there are six secondary PSAPs that receive state funding, bringing the total number of PSAPs receiving funding from the 911 Board to 125.

All PSAPs in the state have implemented Wireless Phase II E911 technology<sup>†</sup>. To date, 67 PSAPs have implemented text to 911. Most of North Carolina's 911 system is comprised of small PSAPs, with 55 PSAPs having 1-4 seats, 49 PSAPs with 5-9 seats, and 15 PSAPs with 10 seats or more. PSAP size ranges from PSAPs with 2 seats (in multiple jurisdictions) to the Charlotte-Mecklenberg PSAP, which has 67 seats.

### **911 Calls**

During the year of 2014, there were approximately 7 million 911 calls processed in North Carolina, 70 percent of which were made from wireless phones. The October 2015 data shows that calls from wireless phones increased to 75 percent of the total while wireline calls were down to 17 percent. With regard to 911 call answering times, the state has a goal of answering 90 percent of the calls within 10 seconds. The October 2015 data shows that an average of 100 PSAPs out of the 119 reach that goal.

### **Progress towards Next Generation 911**

With regard to the status of Next Generation 911 (NG911) planning, North Carolina is implementing a multi-phased plan to deploy NG911. The first two deliverables - a Concept of Operations and Cost Analysis are due to be reviewed by the NC 911 Board at its December meeting. NG911 Requests for Proposals (RFPs) are expected to be issued in 2016, with the first NG911 PSAP estimated to be deployed by December 2017.

## **Background on Statewide 911 System Assessment Process**

To continue enhancing their statewide 911 system, the State of North Carolina volunteered to participate in a project to assess the statewide 911 system. The assessment uses consensus guidelines that were developed by a National 911 Assessment Guidelines Work Group (NAGWG) facilitated by the 911 Resource Center, a service of the National 911 Program. The consensus guidelines serve as an objective benchmark for the assessment of the status of a statewide 911 system. States are not required to adopt the guidelines; any established assessment process is conducted on a voluntary basis.

NAGWG developed eight guideline categories that constitute the basis for the consensus guidelines:

1. Statutory and Regulatory
2. Governance
3. Functional and Operational Planning
4. Standards
5. Security and Continuity of Operations
6. Human Resources and Training
7. Evaluation
8. Public Education

The guidelines in each category illustrate what an effective 911 system encompasses, but do not dictate how to achieve an end result. The guidelines are operational in nature and are not meant to be technical, nor are they intended to be standards or requirements. The guidelines are intended to unify the goals of the industry

---

<sup>†</sup> Wireless Phase II is defined by NENA as: "required by FCC Report and Order 96-264 pursuant to Notice of Proposed Rulemaking (NPRM) 94-102. The delivery of a wireless 9-1-1 call with Phase I requirements plus location of the caller within 125 meters 67% of the time and Selective Routing based upon those coordinates. Subsequent FCC rulings have redefined the accuracy requirements"

## National 911 Guidelines Assessment Report

### Executive Summary

and facilitate a coordinated effort to advance 911 across the country. The guidelines are designed to be as constructive as possible and do not establish a pass/fail designation or a graded structure.

NAGWG determined three core elements for each guideline: the guideline itself, the criteria, and the rationale. The rationale describes why the guideline is important; the guidance is designed to provide assistance for assessors, but may also provide information for states. Most guidelines are based on three criterion levels: minimum, advanced and superior. Each graduated rating assumes compliance with the prior rating. Some guidelines are binary in nature, and are indicated by 'Binary' in the minimum criteria and grayed-out in the advanced and superior criteria boxes. With a binary guideline, the assessment result will be either a yes or no answer; either the state does it or it does not. There are no graduated ratings possible with such a guideline. A state, for the purpose of this document, includes the political subdivisions, and the people of a state. When a guideline says that the "state" should do something, it does not imply that it should be done by state government, but rather that it should be done in the state, and apply to the entire state. Statewide defines functions that apply to the entire state in order to provide uniform 911 service for all public and private entities within the state.

A peer assessment team performed a statewide analysis of the current status of 911 and made recommendations based on the established guidelines. The complete guidelines, current environment, and assessor recommendations follow this introduction.

The members of the assessment team are peers and experienced 911 professionals. Their collective expertise comes from almost 140 years of experience as 911 subject matter experts. The team members are Becky Berger, James Goerke, Wink Infinger, Dorothy Speakers-Dean, and Terry Traynor.

- Becky Berger was the 911 Program Manager in the State of Montana for 10 years. Prior to that, she spent 27 years in the telecommunications industry. She retired 2013. As the 911 Program Manager, she was responsible for the development, implementation, and operation of 911 emergency telephone and public safety communications systems throughout the state. Ms. Berger served as a member of the Pilot Peer Assessment Team in Delaware.
- James Goerke, ENP, is the Executive Director of the Texas 911 Alliance, which is comprised of the 24 Emergency Communications Districts in Texas. He is one of the co-chairs of NENA's 9-1-1 Transition Subcommittee. Mr. Goerke was previously the Director of the Texas Commission on State Emergency Communications (CSEC).
- Wink Infinger, ENP, is the Florida State 911 Coordinator. He brings to the Assessment Team years of experience in the overall management of a statewide 911 program. He represents Florida as a member of the National Association of State 911 Administrators (NASNA).
- Dorothy Spears-Dean, PhD, is the Virginia Public Safety Coordinator within the Virginia Information Technologies Agency. Her expertise is in governance and technology. She is also a key member of NASNA, and has been involved in a number of initiatives by the National 911 Program and serves on the Public Safety Advisory Committee of FCC.
- Terry Traynor is the Assistant Director of Policy and Programs for the North Dakota Association of Counties, which is responsible for managing the 911 program for North Dakota. North Dakota's 911 planning, standard development, joint procurement, and network deployment has been managed since 2001 under Terry's direction within this statewide association. Mr. Traynor was a member of the Pilot Peer Assessment Team in Delaware.

Using the recommendations provided by the Assessment will assist the NC 911 Board, and the State of North Carolina, in improving 911 for the benefit of all citizens of and visitors to the state, as well as public safety. This report is the property of the North Carolina 911 Board and permission for its use must be requested before its contents can be shared.

## **Report Structure**

The assessment report is divided into eight sections, which reflect the eight categories developed by National 911 Assessment Guidelines Work Group (NAGWG) that constitute the basis for the consensus guidelines. The eight sections and a brief summary of each section is provided below.

### ***Statutory and Regulatory***

North Carolina has done a commendable job in consolidating most state information technology services into the Office of Information Technology Services. By nature, this provides immediate access to IT resources, and other important complementary services like IT procurement, FirstNet and the Center for Geographic Information and Analysis. 911 service is statewide, and the 911 Board appears to have an excellent working arrangement with the state's PSAPs and other stakeholders in the state essential to the state's 911 program. While roles may continue to evolve with migration to NG911, the Board is sensitive to that, and continues to work their way through the process. The Board itself provides an effective vehicle for essential stakeholder involvement in the state program.

The 911 funding mechanism in North Carolina is technology neutral in today's world, at least to how it applies to all voice communications service providers. However, with the advent of new technologies, current approaches that simply assess fees on end-user device or access lines, administered largely by traditional carriers, may no longer be sufficient. The 911 Board is sensitive to those issues, and is helping explore other options to be technology neutral in tomorrow's world.

NG911 is being designed to support an interconnected system of local, regional, and state emergency services networks. Effective interconnection requires effective planning and coordination, and will be based upon a variety of factors, including, but not limited to local, regional and state emergency event response considerations, historical institutional, statutory, and geo-political cultural arrangements, existing and desired joint service environments, and resource sharing opportunities, factors and constraints. The 911 Board can help facilitate this process by helping offer the tools and support necessary to make it happen, and should continue to explore the best ways of doing that. Work on essential system operational standards is an ongoing and continuing process. The Board needs to complete its current work to establish an initial set of standards through agency rulemaking, and periodically review the need to revise and/or establish new standards that may be needed for migration to NG911.

### ***Governance***

As the 911 system has evolved over time, its success has been linked to governance mechanisms that ensure alignment between the business strategy and direction established by the NC 911 Board, and the path to needed outcomes identified by the stakeholders that support the entire statewide 911 ecosystem. These mechanisms help the Board to do the following: sustain its potential to deliver its promised value; provide oversight and control over the various programs it manages; assess the current state of the statewide 911 system and make adjustments to programmatic areas and direction, as necessary; and, allow the Board to refine the definition of success to maintain alignment with its evolving business strategy.



The NC 911 Board has a number of strengths related to its current governance mechanisms. Two of the most noteworthy are the level of stakeholder participation in 911 planning, implementation, and changes and overall level of input and oversight the Board has for statewide 911 system coordination. An area that is ripe for growth is the development of a statewide governance model for resource sharing and agreements between jurisdictions.

### ***Functional and Operational Planning***

The functional and operational planning environment outlines the areas of service delivery that should be addressed in a 911 system. This environment includes areas such as record retention, call handling protocols, continuity of operations plans, and exercises.

The Functional and Operational criteria of the assessment focuses on record retention, call handling protocols, continuity of operational planning exercises. Policy and planning issues are often the lowest on the priority list. It is not that the plans are not a priority, in fact, often are in place but not well documented. The 911 Board has the resources to formalize policies and procedures to be applied statewide through the rulemaking process. One option might be to expand the state plan to include information and strategies that would encourage the adoption of standard operating procedures and best practices.

### ***Standards***

Statewide technology and performance standards are the building blocks for a successful 911 state implementation to provide consistent enhanced 911 service throughout the state. The NC 911 Board created a Standards Committee in 2010 with standards and protocols developed for rule promulgation in January 2013. The rules were developed using national industry standards and best practices with modifications based on legislative authority and North Carolina's specific public safety requirements. The main concern for the proposed standards is the adoption time required for the rule development and the deletion of some of the proposed standards. The final rules have not been finalized and adopted.

The state encourages and fosters the adoption of technical and operational consensus standards and requirements. The NC 911 Board's approach to funding the requirements in the systems will assure compliance. With the completion of the rule adoption, implementation of a PSAP compliance measurement process and onsite inspections the state will complete the assessment guidelines on standards. The NC 911 Board is identifying new technologies and developing an advanced 911 system with their NG911 project. That activity will require new standards to be developed. The North Carolina School Risk and Response Management Initiative is a prime example of the need to have 911 related interface standards, protocols, and operational procedures incorporated into the 911 system. The time required for rule development for the performance and security standards could delay implementations based on future rule development for modifications required for advancements in technology, including next generation 911 implementations. North Carolina should identify strategies to accelerate the timely completion of the rulemaking process.

### ***Security and Continuity of Operations***

The safety and security of the public safety personnel, equipment, systems, and its continuity of operations cannot be overstated for the safety of North Carolina's residents and visitors. The security standards for the existing 911 PSAP systems are included in proposed rule development. The state requires plans and actions

## National 911 Guidelines Assessment Report

### Executive Summary

to facilitate disaster recovery or coordinate restoration of the enhanced 911 system with an emergency management desire to exercise all PSAP continuity and backup plans.

The NC 911 Board, NG911 project will involve critical statewide infrastructure. While currently in the development process, the development of the performance and security standards could delay implementations based on future rule development. The physical security and cybersecurity plan and procedures will be critical in successful implementation of NG911 and protection of the 911 data.

### ***Human Resources and Training***

The Human Resource criteria of the assessment focuses on the state's framework for telecommunicator qualifications, training, certification and evaluation, as well as the availability of uniform job descriptions and stress management resources.

North Carolina has clearly demonstrated, through the materials and presentations provided, that multiple avenues for training and certification, as well as best practices linked to national standards, have been established. Additionally, requirements exist for specific subsets of PSAPs. However, the state lacks uniform requirements that ensure equal access and service delivery regardless of agency involved. It is notable that significant aspects and elements supporting the criteria in this area can be funded through dedicated 911 fee revenue provided by the Board. In the current environment, it appears that further administrative rulemaking will be necessary to transition from encouraging compliance to requiring and enforcing compliance in this area.

### ***Evaluation***

The evaluation of a 911 system is a purposeful, systematic, and careful collection and analysis of information and data used for the purpose of documenting the effectiveness and impact of the 911 system, establishing accountability, and identifying areas needing change and improvement. The evaluation environment established by the NC 911 Board includes the following: the purpose and scope of the evaluation; measurement of specific criteria, evaluation methodology, evaluation instruments, information and data collection, analysis, documentation of findings, dissemination of findings, and feedback to 911 stakeholders.

The NC 911 Board's primary strength related to its 911 evaluation process is that the overall evaluation process is extremely well documented. This is built on a foundation of recognizing the importance of operating standards and rules as they relate to performance evaluations, quality assurance, and a holistic approach to statewide information and data collection. A growth area for the NC 911 Board is in developing telecommunicator staffing requirements based on 911 call volumes.

### ***Public Education***

The Public Education criteria of the assessment focus on availability and uniformity of materials determined effective for communicating the capacities, capabilities, and limitations of 911 to the general public, as well as specific users and stakeholders.

Although not included in the 2010 State 911 Plan, public education is clearly a component of the 911 Board's planning process. The establishment and staffing of an Education Committee demonstrates the state's commitment to this criteria. Quality communication products have been used effectively for the general public; however, certain special populations and stakeholders have not yet been targeted. Additional development and documentation of a broader public education plan, along with further coordination with local public education efforts, are necessary to achieve enhanced results. The inclusion of representatives of additional

special populations and stakeholders on the Education Committee may be advisable, while coordination with various statewide organizations could facilitate broader distribution of targeted materials.

## Strengths

The assessment report is the result of a comprehensive and detailed analysis of all 74 guidelines. The reader is encouraged to review the guidelines for specific information. The following strengths were highlighted by the assessment team as particularly noteworthy:

- Consolidating most state information technology services including the NC 911 Board into the Office of Information Technology Services provides immediate access to IT resources, and other important complementary services like IT procurement, FirstNet and the Center for Geographic Information and Analysis.
- 911 service is statewide, and the NC 911 Board appears to have an excellent working arrangement with the state's PSAPs and other stakeholders essential to the state's 911 program.
- The 911 funding mechanism is technology neutral in today's world, at least to how it applies to all voice communications service providers.
- The NC 911 Board provides an excellent level of stakeholder participation in 911 planning, implementation, and statewide 911 system coordination.
- The creation of the NC 911 Board's Standards Committee uses national industry standards, best practices, and modifications based on legislative authority to provide the state with the foundational standards for public safety requirements.
- State and local agencies partner effectively to facilitate disaster recovery and coordinate the restoration of the enhanced 911 system.
- Multiple avenues for receiving training and achieving public safety related certification have been established, within the context of nationally accepted standards and best practices.
- The overall 911 system evaluation process with financial and operational focus areas is extremely well documented and analyzed.
- Public education is clearly a component of the NC 911 Board's planning process. The establishment and staffing of an Education Committee demonstrates the state's commitment to this criteria.

## Growth Areas

The assessment team identified the bolded growth areas as having the highest priority. The growth areas are as follows:

- **With the advent of new technologies, current approaches that simply assess fees on end-user device or access lines, administered largely by traditional carriers, may no longer be sufficient.**
- **Work on essential system operational standards is an ongoing and continuing process. The NC 911 Board needs to complete its current work to establish an initial set of standards through agency rulemaking, and periodically review the need to revise and/or establish new standards that may be needed for migration to NG911.**
- **The time required for rule development for the performance, training, and security standards could delay implementations based on future rule development for modifications required for advancements in technology, including NG911 implementations. Strategies should be identified**

**to accelerate the timely completion of the rulemaking process. Further rulemaking will be necessary to transition from encouraging to ensuring a consistent level of service.**

- **The 911 Board can foster new governance arrangements by helping to offer the tools and support necessary to make it happen. An area that is ripe for growth is the development of a governance model for resource sharing and agreements between jurisdictions.**
- The state 911 plan should be expanded to include strategies encouraging the adoption of standard operating procedures and best practices.
- The creation of a physical security and cybersecurity plan with standard operational procedures will be critical in successful implementation of NG911 and protection of the 911 data.
- The development of uniform training requirements linked to national standards will ensure equal access and service delivery regardless of the agency involved.
- Telecommunicator staffing requirements based on 911 call volumes should be established.
- Strengthen the public education plan by taking advantage of local efforts to enhance the effective use of 911.

## **Important Note to Readers**

This assessment process should not be confused with a performance evaluation. The assessment was developed to assist states in determining how "well positioned states may be, to facilitate specific advancements in technology and operations." It should not – and really cannot – be used to judge how effective a state has been, or will be, in delivering 911 services. Rather, it aims to acknowledge accomplishments to date, and help states to identify areas where changes could (based on national benchmarks) improve their ability to respond to the multitude of changes facing the 911 sector of public safety. The benchmarks involved are necessarily generic and may not always fully align with how a state chooses to approach their 911 service environment, based upon specific state and local priorities and factors. A state's specific circumstances may limit how benchmarks apply in some instances.

Another important note is that these are strictly guidelines, and meeting a minimum criterion may be all that certain states should strive for. The states undergoing this assessment have asked to be evaluated against an ideal, not against what their specific statutes and authorities allow them to do. We want to emphasize that these guidelines are primarily meant to point states towards an ideal direction to move toward, not to evaluate their performance. The fact that any state has not achieved a specific criterion for any particular guidelines should in no way be interpreted as a failure of any kind.

## **Statutory and Regulatory Environment**

The statutory and regulatory environment outlines the items that a state should have codified to enhance 911 system performance. This does not have to be within the 911 statutes, but can be from another area of statute. For example, privacy issues may be in a right-to-know statute. Examining these against a state's current statutory and regulatory environment will enhance the service provided to the citizens and visitors to the state.

This category has 27 guidelines.

*The remainder of this page intentionally left blank.*

<b>Guideline SR1: The statutory environment provides for comprehensive statewide 911 coordination.</b>		
<b>Guidance:</b> Statewide coordination should include all 911 stakeholders, all 911 accessible services (e.g., wireline, wireless, Voice over Internet Protocol [VoIP] and emerging technologies) and governmental and non-governmental entities. Comprehensive coordination includes statewide planning, funding support, stakeholder involvement, uniform statewide adherence to established technical and operational standards, influencing policy creation to the benefit of the stakeholders, public education, training, enforcement, rulemaking, procurement authority, grant writing assistance, grant management, dispute resolution, and program evaluation.		
<b>Guideline Cross-reference(s):</b> GV1, GV2, GV3, GV4, GV5, GV6, GV7		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Statute(s) provides for the roles and responsibilities of statewide 911 coordination.	Statute(s) provides authority for statewide planning, with a mechanism for input from stakeholders statewide.	Statute(s) provides authority and sustainable funding.
<b>Rationale:</b> Statewide 911 coordination helps improve uniform quality service across the state. Lack of comprehensive coordination can increase costs and decrease desirable outcomes.		

#### **Current Environment:**

North Carolina's statutory environment does provide for comprehensive statewide 911 coordination. North Carolina General Statute (NCGS) 62A establishes the North Carolina 911 Board (NC911 Board), the stakeholder representation for members serving on that Board (public and private), the powers and duties of the Board, establishes a 911 fund and 911 fee to be remitted to and administered by the Board, and stipulates the acceptable use of the money distributed from that fund by CMRS providers and Public Safety Answering Points (PSAPs) receiving distributions from the 911 fund. The statute also establishes a PSAP Grant and Statewide 911 Projects Account which provides grant funding to PSAPs over and above their monthly 911 fund distributions and allows the 911 Board to pursue statewide projects deemed useful to stakeholders in the statewide 911 system. Such statewide projects are directly funded by the 911 Board rather than by communications provider or PSAP 911 fund distributions.

§ 62A-42(a)(1) directs the 911 Board to create and maintain a 911 State Plan, the first of which was drafted by a stakeholder study group representing both the public and private sector and adopted by the 911 Board in 2010. Of the 13 recommendations proposed in the plan, 11 have been completed and 2 are still in process.

§ 62A-42(a)(4) directs the 911 Board to set operating standards for PSAPs and backup PSAPs, while § 62A-42(a)(9) provides for the Board to adopt rules to implement the article (Article 3 of NCGS 62A). In 2010 a committee was formed to develop a set of such operating standards, and the subsequent standards were sent to the Rules Committee of the North Carolina Administrative Office of the Courts (NCAOC) for codification as rules. That process is not yet complete, but is expected to be completed before the close of 2015. §62A-42(a)(9) also stipulates that the 911 Board does NOT have authority to establish technical standards for telecommunications service providers, although that has not historically proven problematic; the telecommunications service providers in North Carolina typically stay ahead of the technology curve and are proactive in adopting the most recent telecommunications technology.

As the needs of the statewide 911 community have historically changed over time, the 911 Board has successfully worked with the North Carolina General Assembly (NCGA) to effect policy change which

## National 911 Guidelines Assessment Report

### Statutory and Regulatory Environment

allows the Board to better serve that community. Additionally, policy change has frequently been driven by the stakeholder community, with both public and private members of that community lobbying their legislative representatives to effect changes which they feel would be beneficial to them.

In 2010 §62A-42(a)(8a) provided for the 911 Board to design, create, or acquire printed or Web-based public education materials regarding the proper use of 911. The 911 Board established an Education Committee to accomplish those ends, and the committee has actively pursued education opportunities with state legislators, county or municipal government representatives, and the public through direct meetings and training sessions. The committee is pursuing use of radio spots to further get the word out to the public with three initial points of focus: 1) call if you can, text if you must, 2) know your location, and 3) don't hang up. A training class focusing on employee retention has already been offered to PSAP management personnel at no cost, and other classes are currently being developed.

In-state training of 911 personnel regarding the maintenance and operation of the 911 system has been an allowable use of 911 funds since the 911 Board was created. Out-of-state training may be approved on a case by case basis when it is unavailable in-state or the costs are less if received out of state.

§ 62A-46(e)(2) requires a PSAP receiving 911 fund distributions from the 911 Board to annually submit a copy of its budget detailing the revenues and expenditures associated with the operation of the PSAP, and the 911 Board determines whether the expenditures fit within the eligible use of funds parameters stipulated in § 62A-46(c). If 911 Board staff determines funds have been used for ineligible expenditures, those expenditure amounts must be reimbursed to the local 911 fund.

Procurement authority at the local PSAP level rests with the local government entity which operates the PSAP rather than the 911 Board, although the 911 Board does exercise authority over making procurements for statewide projects. Although no formal PSAP equipment refresh cycle is codified, since the 911 Board was created its policy has been to continually encourage PSAPs to utilize their 911 fund distributions to update their technology every three to five years.

The 911 Board does not provide grant writing assistance per se to PSAPs (e.g. third party grant applications), but when PSAPs are applying for grants offered by the Board, Board staff has always been willing to work with the applicants to help them understand what is expected of them in both the application process and their specific applications. The 911 Board has also provided many presentations to the PSAP community outlining its grant application process in an effort to promote and encourage PSAPs to apply for its grants. Once 911 Board grants are awarded, grant management is the responsibility of the grant recipient, although the Board requires periodic reports from the recipient to ensure grant projects are proceeding as they should be.

The 911 Board does not have an official dispute resolution authority for disputes among third parties, i.e. beyond disputes with the Board directly. Parties which have sought to appeal 911 Board decisions (i.e. have disputes with the 911 Board) have always been encouraged to bring their case before the Board at a Board meeting. Going forward, in the proposed Title 9 Operating Standards 911 Board Rules currently moving through the rule making process, § 9 NCAC 6C.0109 provides for any aggrieved PSAP or Service Provider to request a hearing before the Board. § 9 NCAC 6C.0110 and 0111 further provide, upon request of an aggrieved person, for the Board to issue a declaratory ruling as to the validity of a rule or as to the applicability to a given state of facts, a statute administered by the Board or of a rule or order of the Board, except when the Board for good cause finds issuance of a ruling undesirable.

Program evaluation is an ongoing and never ending task of the 911 Board and Board staff, although no codified program evaluation structure presently exists. Statewide programs funded by the 911 Board are

## National 911 Guidelines Assessment Report

### Statutory and Regulatory Environment

constantly evaluated to see how they can be improved, the 911 Board grant program receives the same level of scrutiny, and NCGS 62A is regularly updated as new technologies and stakeholder needs dictate.

**Reference Material:** NCGS 62A, State 911 Plan, Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina meets this criteria at the superior level.

**Assessor Recommendations:** As a state function, continued coordination with other state agency services overlapping with the nature of 911 (e.g., public safety, NCOEMS, etc.) will be important.

**Assessor Notes/Comments:** By statute, the 911 Board is established in the Office of Information Technology Services. North Carolina has done a commendable job in consolidating most state information technology services into this office. Across the country, state 911 functions are administratively organized in a variety of ways, ranging from complete independency, to being hosted in one state agency or another. 911 is a technology based public safety service. In some states, the 911 function is located in a state department of public safety, while in others like North Carolina, in an IT department. There is no right or wrong about this. It is ultimately a state decision. Depending upon its location, coordination with other overlapping state functions will be necessary and important. North Carolina appears to be doing this well.



National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR2: The state has a designated State 911 coordinator.</b>		
<b>Guidance:</b> The comprehensive authority of the State coordinator includes review and enforcement of 911 regulations and laws. Having a designated coordinator for the 911 system is imperative with the migration to next generation on the horizon. If this function is not the responsibility of a State agency, the State should designate a responsible party, which could ultimately be the State 911 coordinator. Whether a person or an entity, the 911 coordinator needs to be a recognized authority. Effectively and efficiently performing the requirements of this role requires authority and staff. The 911 coordinator operates and acts as a facilitator for the 911 system across the state. "System," in this case, refers to the 911 function as a whole and/or the technology, depending on how the responsibilities are defined. A State coordinator is viewed differently than statewide coordination. The responsibilities may or may not overlap.		
<b>Guideline Cross-reference(s):</b> GV2, GV4		
Minimum Criteria	Advanced Criteria	Superior Criteria
The state has an appointed 911 coordinator.	The appointed 911 coordinator's role and responsibilities are defined and mandated by law.	The appointed 911 coordinator has comprehensive authority and adequate staffing to support all aspects of the state's role and functions.
<b>Rationale:</b> Having a designated State 911 coordinator allows for focused direction of the state 911 system as well as communication planning and execution of 911 goals.		

<p><b>Current Environment:</b></p> <p>The North Carolina 911 Board is the entity serving as the state's 911 Coordinator, with responsibility for day-to-day operations delegated to the Executive Director and Committees.</p> <p>NCGS § 62A-42 establishes the powers and duties of the NC911 Board. § 62A-42(a)(1) directs the Board to, among other things, "...formulate strategies for the efficient and effective delivery of enhanced 911 service" throughout the state.</p> <p>The Bylaws of the North Carolina 911 Board approved and adopted in July 2010, Article I, Section 3, states: "...The 911 Board serves as the central 911 policy planning body of the State and shall communicate and coordinate with federal, state, regional, and local agencies and private entities in order to implement coordinated policies of the 911 Board."</p> <p>Article II, Section 1 of the same document states: "The 911 Board is responsible for administration of laws and policies regarding 911 services, 911 service fees, and delegates responsibility for day-to-day operations to the Executive Director and Committees."</p> <p><b>Reference Material:</b> NCGS 62A, Bylaws of the North Carolina 911 Board</p>
---

<b>Rating:</b> At this time, North Carolina meets this criteria at the minimum level.
<b>Assessor Recommendations:</b> In order to meet that advanced and superior criteria in this guideline, the statute would have to be modified to require the appointment. For an independent agency, that might be appropriate. For one hosted by another agency, less so. No recommendation to change.
<b>Assessor Notes/Comments:</b> Chapter 62-A speaks only to the establishment and duties of the state 911 Board. The Board, as a matter of policy, has elected to appoint a supporting executive director position, and has delegated certain responsibilities to the position. Presumably, the Board could

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

change that decision, and thus the nature of the appointment. While that generates a degree of uncertainty, the system appears to be working well.

**North Carolina 911 Board Response:** In the guideline it reads, "If this function is not the responsibility of a State agency, the State should designate a responsible party". The North Carolina General Assembly has designated a state agency, the North Carolina 911 Board in this capacity. As stated in our original response, "NCGS § 62A-42 establishes the powers and duties of the NC911 Board". Based upon the language describing an Advanced rating, the North Carolina 911 Board meets this criteria. While the Superior rating also includes "adequate staffing to support all aspects of the state's role and functions", where is adequate staffing defined? Then, in the Assessor Recommendations it ends with "No recommendation to change". Also stated is "Presumably the Board could change that decision". If the Board did do that, the statute still has a state agency designated as the responsible party. So taking the entire rating and comments, there is no value to what is stated.

**Assessor Response:** The purpose of this guideline is to have a designated State 911 coordinator, which allows for focused direction of the State 911 system as well as communication planning and execution of 911 goals. In general, the stronger the established role of the State 911 coordinator, the better positioned a state will be to coordinate all efforts associated with advancing the technology and operation of its statewide 911 system. The assessment team generally agrees with and acknowledges North Carolina's response. The actual criteria could be clarified to be consistent with the guideline's "guidance." The assessment was based on a perceived distinction between an appointed director (at the discretion of a cognizant policy board), and one established by statute. Regardless, despite not technically meeting the specific criteria for an advanced or superior rating, we agree that the North Carolina environment addresses the inherent need being reflected here, which explains the "no recommendation." If North Carolina wishes to further strengthen the role of the State 911 coordinator, they could choose to update their statute to require an appointed director.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR3: The statutory environment defines jurisdictional roles and responsibilities.</b>		
<b>Guidance:</b> Jurisdictional roles and responsibilities should be set forth in a statewide 911 plan and in any governance agreements that are established between jurisdictions. There should also be a mechanism in place to ensure roles and responsibilities are fulfilled. “Mechanisms” can include auditing, funding, or penalties.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Statute(s) defines jurisdictional roles and responsibilities.	Statute(s) mandates jurisdictional roles and responsibilities.	The state has a mechanism to ensure roles and responsibilities are fulfilled.
<b>Rationale:</b> Defining jurisdictional roles and responsibilities enables State and local stakeholders to understand what is expected of them in terms of their mutual obligations to one another in the delivery of 911 service to the public.		

**Current Environment:** The jurisdictional roles and responsibilities of the 911 Board, the voice communications service providers operating in the state, and the local PSAPs are set out in NCGS 62A. § 62A-42 outlines the powers and duties of the Board and § 62A-46 outlines the proper use by PSAPs or voice communication service providers of 911 funds collected and distributed by the 911 Board.

The preamble to the State 911 Plan (section I, “Purpose and Scope of the Plan”) reiterates the 911 Board’s roles and responsibilities.

911 funds are distributed to the PSAPs every month, and every year an audit is performed to ensure the funds have only been expended to pay for eligible 911 equipment and services. When funds are used to pay for ineligible equipment or services, § 62A-48 provides for recovery of unauthorized use of 911 funds. Typically 911 Board staff notifies the PSAP or voice communications service provider of the error and instructs it to refund the monies improperly spent. Historically, in most instances, penalties have not proven to be necessary in securing cooperation, but in the event no effort is made to rectify the problem, the 911 Board must suspend further 911 fund distributions to the offending agency until corrective action is taken. Once that occurs, any withheld funds are released.

The 911 Board may require governance agreements among local jurisdictions under specific circumstances, but it does not dictate specific language or participate in the drafting of the agreement. Such agreements become necessary when the local jurisdictions involved are sharing 911 fund revenue from the Board (e.g. funding secondary PSAPs, funding regional initiatives among PSAPs, funding PSAP consolidations, etc.) and need to clearly understand and codify each other’s roles and responsibilities.

Although the 911 Board distributes 911 funds to PSAPs to be used for eligible expenses, it does not dictate how the PSAP operates; that determination is made by the local government which the PSAP serves. Once the rule making process is complete, however, the Title 9 Operating Standards 911 Board Rules will set standards which PSAPs must meet to continue receiving 911 fund distributions from the Board.

**Reference Material:** NCGS 62A, State 911 Plan, Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, meets this criteria at the superior level.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

**Assessor Recommendations:** NG911 is being designed to support an interconnected system of local, regional and state emergency services networks. Effective interconnection requires effective planning and coordination, and will be based upon a variety of factors, including, but not limited to local, regional and state emergency event response considerations, historical institutional, statutory, and geo-political cultural arrangements, existing and desired joint service environments, and resource sharing opportunities, factors and constraints. The 911 Board can help facilitate this process by helping offer the tools and support necessary to make it happen, and should continue to explore the best ways of doing that.

**Assessor Notes/Comments:** 911 as a public safety service is in the midst of great change, as both the 911 community and the telecommunications industry at large migrates to a new technology based on IP. NG911 by nature fosters improved services by providing tools to share functions and services. That potentially may change roles and responsibilities among stakeholders involved in the process. In some instances, functions that have historically been local, may now be “hosted” at a higher level, and the state will need to work through that process with the state’s PSAPs and other stakeholders that are essential to the process. NC has established a good process to do this, keeping in mind that flexibility is paramount. Once the state’s ESInet is deployed, NG911 core functions are provisioned, and PSAPs are interconnected, “governance” of the functions involved may require new and evolving mechanisms to oversee the critical services they support. Service arrangements at the local level are part of this, and the state’s PSAPs continue to explore further consolidation, both physical and virtual. That should be encouraged.

An excellent example of this kind of thing is the Urban Area Security Initiative (UASI) radio network that currently involves the following NC counties: Mecklenburg County, Union County, Cabarrus County, Stanly County, and the City of Gastonia (the City of Mooresville is planned). The initiative is governed by a System Administrator, who is a City of Charlotte employee. The City of Charlotte Radio Shop manages the system. The UASI region has an oversight committee called the Radio Communications Council (RCC) that consists of representation from all agencies that use the system.

<b>Guideline SR4: The statutory environment provides for dedicated and sustainable 911 funding.</b>		
<b>Guidance:</b> The funding mechanism should be technology-neutral, allow for capital and operational expenditures, and address capital replacement needs. Surcharge money dedicated to 911 should only be used for 911 purposes. Review may look at the dedicated revenue in relation to the uses established by the State. The statute protects and has mechanism for adjustment of revenue stream as conditions change. There should be an annual audit conducted by the State with all service providers to ensure they are receiving all the revenues to which they are entitled; service providers need to be made to "certify" their subscribers.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
Binary		
<b>Rationale:</b> Funding is needed to sustain service.		

**Current Environment:** NCGS § 62A-43 provides for dedicated and sustainable 911 funding. § 62A-42(a)(8) ensures the funding mechanism is technology-neutral as to all voice communications service providers, while § 62A-46(c) does not dictate that any specific technology must be used by PSAPs in making purchases for 911. § 62A-46(c) further allows for both capital and operational expenditures for PSAPs, does address capital replacement needs, does ensure that surcharge money dedicated to 911 may only be used for 911 purposes, and use of that money is audited annually by the 911 Board to ensure compliance. § 62A-45 addresses fund distribution to CMRS providers, including acceptable use of those funds, while § 62A-48 identifies the process the Board must use for recovery of unauthorized use of funds. §62A-43(d) directs the 911 Board to monitor service charge revenue and to adjust the service charge rate either up or down as necessary.

**Reference Material:** NCGS 62A

<b>Rating:</b> At this time, North Carolina meets this criterion at the "tentative" yes level.
<b>Assessor Recommendations:</b> The 911 Board should continue to explore funding models, and the impact that changing technology will have on that. Also, the state want to explore ways to audit service providers collecting and remitting service fees (e.g., either directly, through a third party auditor, the state's revenue department, etc.). While this does not currently appear to be an issue, it may become more so and remitting service providers change and evolve.
<p><b>Assessor Notes/Comments:</b> The current funding mechanism is technology neutral in today's world, at least to how it applies to all voice communications service providers. States are beginning to face challenges in fitting emerging services into existing funding mechanisms. Pre-paid wireless subscriptions, pre-paid wireless cards, Voice over the Internet Protocol (VoIP) technologies (nomadic, and fixed), and Over The Top (OTT) data services have all raised such challenges. With the advent of new technologies, current approaches that simply assess fees on end-user device or access lines, administered largely by traditional carriers, may no longer be sufficient. The 911 Board is sensitive to those issues, and is helping explore other options to be technology neutral in tomorrow's world. That may well require a change to existing statutes, and potentially involve stakeholders not currently in the funding stream.</p> <p>The state does not currently audit service providers, and so does not technically comply with this criterion. However, experiences do not indicate an issue, and few states effectively address this issue. This may become a bigger issue, as funding mechanisms evolve or change.</p>

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR5: The statutory environment prohibits the use of 911 funds for purposes other than those defined in the state's 911 statute.</b>		
<b>Guidance:</b> The funding mechanism should be protected from diversion. 911 funding is often used for purposes not related to 911, such as to cover a budget short-fall or large capital purchases. The guideline is measured in accordance with the NET 911 Improvement Act. One purpose is to ensure that funds collected on telecommunications bills for enhancing 911 are used only for the purposes for which the funds are being collected.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
The State has specifically defined eligible use of funds. There is no diversion of 911 funds.	State statute mandates the eligible use of funds.	The State audits and enforces the eligible use of funds.
<b>Rationale:</b> 911 funds should only be used for the provisioning of 911 services and for eligible 911 expenditures.		

**Current Environment:** NCGS 62A does prohibit the use of 911 funds for purposes other than those defined in the statute, and the annual audit of 911 expenditures by the 911 Board ensures those funds are not misused. When the audit reveals 911 funds have been misused, § 62A-48 provides for recovery of those funds.

**Reference Material:** NCGS 62A

**Rating:** At this time, North Carolina meets this criteria at the superior criteria.

**Assessor Recommendations:** The 911 Board should continue to explore ways to insure all 911 fees collected are allocated to the state 911 program, and used for appropriate purposes.

**Assessor Notes/Comments:** The 911 Board has good structure in place to monitor and enforce the proper use of state 911 funds within the scope of statute and policies set by the Board, recognizing that the devil is often in the detail, and the need to adjust to new cost paradigms and complexities.

Regarding the 911 funding stream, it is possible for the state's General Assembly to divert funds for another purpose, though the 911 Board feels that is highly unlikely in light of the dedicated nature of the revenues involved. Short of moving the revenue stream outside of the state treasury, the current mechanism is probably as protected as it can be.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR6: The statutory environment authorizes the operation of a 911 system.</b>		
<b>Guidance:</b> A 911 system must have the authority to operate within the state. There need to be responsible organizations within the state responsible for the planning, implementation, operation, and maintenance of 911 services. It is important to note that authorization could exist in non-911 sections of statute. State-level coordination should exist.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> There is no assurance that 911 will occur statewide, as such, a statutory requirement is necessary.		

**Current Environment:** There are presently 119 “911 systems” in North Carolina, i.e. 119 primary PSAPs functioning under local government control, originally authorized with the passage of Senate Bill 509 (Session Law 1989-587) in 1989 which added NCGS Chapter 62A (short title: Public Safety Telephone Act) to North Carolina’s general statutes. Although several years elapsed between passage of that act, which established 911 charges payable to local governments to be deposited in (and distributed from) local 911 fund accounts, and ubiquitous deployment of 911 as the state’s only emergency telephone number, all 100 counties (sometimes in conjunction with larger municipalities) and the Eastern Band of Cherokee Indians eventually implemented 911. With the passage of Session Law 2007-383 responsibility for and collection of 911 fees moved from local governments to the North Carolina 911 Board for deposit into a statewide 911 fund, but the operation of the primary PSAPs which receive distributions from that statewide 911 fund remained the provenance of local governments. The current version (Article 3) of NCGS § 62A-42 (the entire section) clearly indicates that the North Carolina 911 Board is now the organization “within the state responsible for the planning, implementation, operation, and maintenance of 911 services,” despite the fact that local governments, not state government, still operate local PSAPs.

No statutory requirement dictates that 911 will occur statewide, but 911 has, indeed, completely penetrated the state, in all probability due to the legislature’s provisioning of 911 funding so many years ago.

**Reference Material:** SL 1989-587, NCGS 62A

**Rating:** At this time, North Carolina meets this criteria.

**Assessor Recommendations:** Note comments below.

**Assessor Notes/Comments:** Service is statewide, and the 911 Board appears to have an excellent working arrangement with the state’s PSAPs and other stakeholders in the state essential to the state’s 911 program. While roles may continue to evolve with migration to NG911, the Board is sensitive to that, and continues to work their way through the process.

Having said that, NG911 may foster new intergovernmental arrangements. When that occurs, multiple 911 entities may be involved, and new intergovernmental arrangements must be developed to oversee the service environment desired – arrangements that provide a fair and equal role for all the 911 stakeholders involved. NC does have legislation in place to support intergovernmental cooperation, and PSAPs should be encouraged to explore such arrangements.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR7: The statutory environment provides for interlocal cooperation.</b>		
<b>Guidance:</b> Interlocal cooperation can be less formal or more formal using a legally binding agreement such as a Memorandum of Understanding (MOU). The substance of the agreements is not being evaluated, just the ability to enter into them.		
<b>Guideline Cross-reference(s):</b> GV6, GV7		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Interlocal agreements are allowed by statute.	Interlocal agreements exist.	The capability to share costs and resources exists.
<b>Rationale:</b> Interlocal cooperation has many advantages, including cost and resource sharing. Interlocal agreements are one avenue to accomplish this and provide a degree of protection for the involved parties.		

**Current Environment:** NCGS 160A Article 20 § 160A-461 authorizes interlocal cooperation among units of local governments both within the state and with other states (to the extent permitted by the laws of the other state).

**Reference Material:** NCGS 160A Article 20 § 16A-461

**Rating:** At this time, North Carolina meets this criteria at the superior level.

**Assessor Recommendations:** This will be particularly important to realize the full value of NG911, and the state and its local governments should new and innovative ways to utilize it. Intergovernmental arrangements are not limited to physical consolidation. Virtual arrangements supporting shared service arrangements may well be more valuable in a NG911 environment. All NC 911 stakeholders should continue to explore the opportunity for such tools to improve or enhance their services.

**Assessor Notes/Comments:** Many if not most states have statutes in place to support interlocal cooperation among local governments. Generally, such statutory authority allows local governments to enter into arrangements together to perform any governmental function or service that each entity is authorized to perform individually. That is true of NC also. Their “joint powers” statute (Article 20) provides that: “[a]ny unit of local government in this State and any one or more other units of local government in this State or any other state (to the extent permitted by the laws of the other state) may enter into contracts or agreements with each other in order to execute any undertaking. The contracts and agreements shall be of reasonable duration, as determined by the participating units, and shall be ratified by resolution of the governing board of each unit spread upon its minutes.”



National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR8: The statutory environment enables and allows public and private cooperation in providing 911 services required by statute.</b>		
<b>Guidance:</b> Collaborative activities can include inter- and intrastate to consortiums supporting Emergency Service Internet Protocol networks (ESInets), joint service arrangements, and public and private partnerships. Examples may include consortia of regional operations, state planning, public groups organized by an entity, and the ability of those governments to collaborate. Funding may also be available.		
<b>Guideline Cross-reference(s):</b> GV3, GV5, GV6		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Statute(s) enables joint service arrangements and/or other collaborative activities.	Statute(s) provides full support for joint service arrangements and/or collaborative activities.	The state has implemented joint service arrangements and/or collaborative activities.
<b>Rationale:</b> Quality of service and efficiency improve through access to resources and cooperation/collaboration with other states, federal agencies, tribal, international and private entities. As NG911 moves into the forefront, the ability for public and private entities to work together to achieve a common goal will be increasingly important. Working cooperatively is cost effective and efficient for the deployment of 911 service. States are able to leverage industry expertise.		

**Current Environment:** No specific language in the statutory environment “enable(s) and allow(s)” public/private collaboration in providing 911 services required by statute, but neither does the environment in any way discourage or prohibit such activities.

Cases in point: several ESInets have been established at the county/PSAP level in collaboration with Intrado and AT&T on the public/private partnership side, including one multi-county regional solution. Other collaborative activities include several PSAP consolidations across the state, both primary PSAP with primary PSAP and primary PSAP with secondary PSAP, which have necessitated joint service arrangements. Funding for such endeavors above and beyond use of monthly 911 fund distributions has been made available through annual 911 Board grants, with consolidation and regional initiative type grant applications receiving additional weight in grant award determinations.

**Reference Material:** NCGS 160A Article 20 § 160A-461, North Carolina 911 Board Policy & Procedures for Grant Programs

**Rating:** At this time, North Carolina meets this criteria at the superior level.

**Assessor Recommendations:** The 911 Board should continue to explore to what extent current statutes and agency rules and policies inhibit such collaboration. 911 will always involve private sector service providers and public safety entities working together to provide a critical public safety service. For example, state procurement and contracting structure may need to evolve to take full advantage of the opportunity for public/private partnerships.

**Assessor Notes/Comments:** 911 by nature involves public/private cooperation, and it is suggested that NC’s statute very specifically addresses that in Chapter 62A (at least to the extent of primary 911 service delivery). So does the structure of the state 911 Board that includes both public sector and private sector members.

Beyond that, as stated in previous guidelines, such arrangements will become even more important as we move into NG911.

<b>Guideline SR9: The statutory environment provides contractual authority to procure and/or operate statewide 911 components.</b>		
<p><b>Guidance:</b> For the majority of states, 911 is operated on a local level. NG911 is an entirely different concept than what currently exists. There is a difference between operating a statewide system and 911 components. NENA's Next Generation Partner Program (NGPP) Transition Policy Implementation Handbook can be used as a reference.</p> <p>Due to the required interconnectivity among local, regional and interstate systems, the State's role is expected to increase in an NG911 environment. The need for accuracy and system functionality will drive this increased role, as well as the need to minimize duplication of efforts and use of public funds. Planning is a key element whether operating a statewide 911 system or addressing system components including but not limited to GIS.</p> <p>This guideline refers to accuracy and the ability to effectively use public funds, such as eliminating duplication of functions for carriers in statewide operations. It is important to note that authorization could exist in non-911 sections of statute, which could also authorize non-traditional 911 service providers to operate. State-level coordination should exist. Components of the 911 system are also included in this guideline.</p>		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The statutory environment provides the necessary authority to procure state-level functional components of a 911 system.		The statutory environment provides the necessary authority to operate state-level functional components of a 911 system.
<b>Rationale:</b> With NG911, there will be a more pronounced role for the State in procuring and operating components of a statewide system.		

<p><b>Current Environment:</b> NCGS § 62A-47(d) provides authority to the 911 Board to use funds from the PSAP Grants and Statewide 911 Projects Account to undertake statewide projects provided: 1) The project is consistent with the 911 Plan; 2) The project is cost-effective and efficient when compared to the aggregated costs incurred by primary PSAPs for implementing individual projects; 3) The project is an eligible expense under G.S. 62A-46(c); and 4) The project will have statewide benefit for 911 service. (2007-383, s. 1(a); 2010-158, s. 8.).</p> <p>One example of the 911 Board's commitment to funding statewide projects is that it currently contracts with the North Carolina Center for Geographic Information and Analysis (NC CGIA) to provide new orthographic imagery for all counties in the state every four years on a rotating basis, one quarter of the state being flown and updated every year. Another example is that the 911 Board has purchased and implemented ECaTS, an emergency call tracking system, in all the primary PSAPs in the state, establishing a common platform for collecting 911 call statistics across the state. Yet another example is that the 911 Board issued an RFI about establishing a statewide ESInet accessible to all primary PSAPs in the state. That RFI resulted in the drafting of a Technical Support RFP, from which a vendor has been selected to assist the 911 Board in creating a Concept of Operations, a Cost Analysis, a Conceptual Design, an RFP(s) and evaluation of the RFP(s) for establishing said network.</p> <p>No steps have been taken statutorily to date which provide for relinquishment of local control of PSAPs, so the 911 Board's role in the statewide 911 system is presently limited to providing statewide initiatives which benefit the local PSAPs while maintaining the legacy distribution of 911 funds to the local governments which operate them. Once the Title 9 Operating Standards 911 Board Rules (still in</p>
--

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

rulemaking) are approved and adopted, however, local governments will be required to meet those standards to continue receiving 911 fund distributions from the Board; they will not be able to “opt out” of standards they may disagree with, effectively establishing a common statewide platform of minimum standards all PSAPs must meet.

**Reference Material:** NCGS 62A, Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina meets this criteria at the superior level.

**Assessor Recommendations:** The Board is commended for pursuing statewide projects that provide a more cost and service effective approach to delivering the services involved. This will be particularly important as the state migrates to NG911. The 911 Board should continue to assess whether state procurement, contracting and liability statutes and rules inhibit their ability to oversee ongoing operations of a statewide NG911 system in a live production environment.

**Assessor Notes/Comments:** Within the scope of NCGS § 62A-47(d), the 911 Board has the authority to undertake projects benefiting the entire state. The Board’s NG911 planning is proceeding, and their concept of operations and vision calls for a statewide ESInet interconnecting all 125 PSAPs. Ultimately that will be used to support a statewide NG911 system, including core system functions. That certainly will involve state level contracting and oversight responsibilities. By statute, the Board may purchase such functions as a service, but not actually own such facilities. Overseeing the vendors will be a state responsibility, and that should satisfy the “superior” criterion above. Other statewide projects include those noted in the current environment above.

Traditionally, such services are likely to be procured in one of three ways:

- Managed services from a vendor may be procured to fully provide and maintain the infrastructure involved, in which case the 911 Board would be responsible for procuring and contracting for the services involved, and effectively overseeing the management of that engagement in an ongoing, operational environment;
- Or, functions and services could be procured incrementally, in which case the state would be responsible for procuring and overseeing multiple contractors, and insuring that their services interoperate effectively together in a cohesive and productive matter;
- Or, the Board may elect to retain the services of a third party “multisourcing service integrator” to manage and oversee the incremental approach, in which case the state would be responsible for managing that engagement.

Based on the state’s NG911 ConOps and their planning, there are likely to be multiple vendors ultimately involved in their system environment, and program’s host agency should be well suited to assist in that.

As noted elsewhere in this report, ongoing oversight of NG911 functions at the state level may require new and different management structures that effectively involve served stakeholders.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR10: The state fosters an open and competitive procurement of 911 services.</b>		
<b>Guidance:</b> Some aspects of 911 service are regulated. This applies when services are not required. Examples include bundling versus unbundling and contract versus tariff, and certification requirements. There should be clear evidence that the state uses a competitive procurement process to procure system elements.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> Restrictive practices and other rules limit the procurement process, leading to extra costs and limited choices. Competitive services allow states to strive to attain the best value.		

**Current Environment:** Procurement of 911 services for local PSAPs is still a local government process. The "Department of State Treasurer Policy Manual for Local Government Section 35: Purchasing and Contracting" provides guidance in that arena.

No state contract is currently in place for purchase of 911 products/services (with the exception of telephone lines-see below). More expensive products/services are usually acquired through a competitive bid process, although sole source purchasing may be used when only a single vendor offers a unique product/service. "E-Procurement" is available through the NC E-Procurement website (eprocurement.nc.gov) in an effort to streamline purchasing.

The only 911 service available through state contract is phone line service. Recommendation number 6 in the State 911 Plan states: "The 911 Board (will) work with local governments to implement methods for optimal cost-effective purchasing and management practices such as providing the ability for PSAPs to purchase 911 goods and services through a state contract." Although that recommendation has not yet been implemented, it is one that the Board continues to work on.

Telcos were deregulated in 2011 with the passage of Session Law 2011-52, the North Carolina Communications Regulatory Reform Act, so with few exceptions tariffs do not apply.

Since the 911 Board is established in the Office of Information Technology Services (§ 62A-41(a)), procurement of 911 products/services by the Board (including statewide projects funded by the Board) follows the procurement policy of the Office of Information Technology Services. Processes for purchasing by state agencies (e.g. ITS) are provided in the North Carolina Procurement Manual.

**Reference Material:** State Treasurer Policy Manual for Local Government Section 35: Purchasing and Contracting, State 911 Plan, SL 2011-52 (NC Communications Regulatory Reform Act), North Carolina Procurement Manual

**Rating:** At this time, North Carolina meets this criteria.

**Assessor Recommendations:** The 911 Board should continue to explore ways to consolidate procurement of necessary 911 products and services, when statewide procurement would maximize cost savings, along with consistency with developing state standards.

**Assessor Notes/Comments:** Clearly the 911 Board follows appropriate competitive procurement rules and laws. As noted above, the Board's location in NC's Office of Information Technology Services helps facilitates this process. While state contract procurement benefiting local PSAPs is

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

currently limited, it is noted that planning for NG911 calls for state procurement of hosted CPE solutions that should directly benefit PSAPs, and support ultimate NG911 efforts. As noted above, purchasing 911 services from a regulated utility is not an issue in this state.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR11: The statutory environment provides liability protection.</b>		
<p><b>Guidance:</b> Statutory provisions should be technology-neutral and extend to emergency responders. It is important to be aware that liability protection is not only found in statutes, but is frequently included in telephone company tariffs.</p> <p>NENA's Next Generation Partners Program (NGPP) transition policy handbook has a section on liability that could be of assistance to states. The handbook speaks to the impact of federal liability protection and how it affects states. The policy handbook details what states should explicitly cover, while providing generalized federal information.</p>		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
Statute includes full liability protection for 911 personnel and originating service and system component providers from the point of call to dispatch.	Statute includes current technologies, and situational protection.	Statute includes emerging technologies.
<p><b>Rationale:</b> Individuals, PSAPs and companies need liability protection to perform their services. Liability protection is essential for those performing and providing 911 services and should be as inclusive as possible.</p>		

<p><b>Current Environment:</b> NCGS § 62A-53 limits liability for “a voice communications service provider and its employees, directors, officers, and agents”.</p> <p>Session Law 2015-71 passed this year adds “Article 7. Liability for Public Safety Telecommunicators and Dispatchers” to the North Carolina General Statutes as § 99E-56, limiting liability for telecommunicators and dispatchers when performing the duties of their jobs.</p> <p>Any emergency management “worker, firm, partnership, association, or corporation” receives liability protection under NCGS § 166A-19.60.(a).</p> <p><b>Reference Material:</b> NCGS § 62A-53, NCGS § 99E-56, NCGS § 166A-19.60.(a)</p>
<p><b>Rating:</b> At this time, North Carolina meets this criteria at the advanced level.</p>
<p><b>Assessor Recommendations:</b> It is difficult to evaluate how current liability statutes would apply to emerging technologies, and hence this rating. The 911 Board should continue to work with their attorney and local government to analyze how the current statutory environment reconciles with such technology (e.g., that includes “over-the-top” voice service providers, along with a whole host of smart device applications that may route a “911 call” to a PSAP).</p>
<p><b>Assessor Notes/Comments:</b> The current service environment appears to be appropriately addressed by current statutes limiting liability for both service providers and public safety personnel involved in 911 services. Having said that, NG911, along with an emerging IP and unregulated telecommunications industry potentially present new service arrangements that may or may not be addressed by current statutes.</p>

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR12: The statutory environment fosters the adoption of technical and operational consensus standards for the statewide system.</b>		
<b>Guidance:</b> There is no standardized network in the current 911 environment, although some system components are regarded as standard. Standardization will become increasingly more important to enable the seamless interconnectivity between local, regional and state 911 systems that will be required for NG911. The same level of service should be provided in rural areas as in metropolitan areas. The state should have criteria on how 911 should be delivered. It is not necessary for the statute to establish the standards or mandate the adoption of specific standards as technology and operations are ever-evolving; however, states should have the ability to adopt and promote the use of such standards. This guideline references interoperability and consistency of service throughout the state.		
<b>Guideline Cross-reference(s):</b> ST1, ST2, ST3, ST4, ST5, ST6		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The rule making authority exists to establish standards.	The state has adopted and maintains current comprehensive standards.	The state oversees and enforces current standards and has a mechanism for periodic review.
<b>Rationale:</b> The public expects to receive a uniform service level that meets minimum requirements necessary to process a 911 call. Consensus standards also foster interoperability.		

<p><b>Current Environment:</b> No language in the present statutory environment specifically “fosters the adoption of technical and operational consensus standards for the statewide system,” but the “Powers and duties of the 911 Board” section of NCGS 62A (§ 62A-42(a)(1)) does instruct the Board “To develop the 911 State Plan. In developing and updating the plan, the 911 Board must monitor trends in voice communications service technology and in enhanced 911 service technology, investigate and incorporate GIS mapping and other resources into the plan, ensure individual PSAP plans incorporate a back-up PSAP, and formulate strategies for the efficient and effective delivery of enhanced 911 service.”</p> <p>As referenced in SR9, the 911 Board issued an RFI about establishing a statewide ESInet accessible to all primary PSAPs in the state. That RFI resulted in the drafting of a Technical Support RFP, from which a vendor has been selected to assist the 911 Board in creating a Concept of Operations, a Cost Analysis, a Conceptual Design, an RFP(s) and evaluation of the RFP(s) for establishing said statewide network. However that network evolves, its design will certainly rely upon and adhere to any then current NENA best practices and technical specifications for both intra-state and inter-state connectivity.</p> <p>Since its inception, the 911 Board has recognized the importance of providing a uniform service level for 911 as the driving force behind virtually all its activities, and that concept has been a prime motivator for virtually all of the statewide projects the Board has embarked upon to date. NG 911 has also been at the forefront of Board activity, with the NG911 Committee staying abreast of developments on the national NG911 front. So as a statewide NG911 system evolves, applying and meeting consensus standards will most certainly provide the foundation for that evolution.</p> <p><b>Reference Material:</b> NCGS § 62A-42(a)(1), State 911 Plan</p>
<p><b>Rating:</b> At this time, North Carolina meets this criteria at the minimum level.</p>
<p><b>Assessor Recommendations:</b> The 911 Board should continue their work to finish and implement the current draft set of operating rules designed to support the consistent and standard delivery of 911 service in North Carolina. The Board should also identify strategies to accelerate the timely completion of the rulemaking process. In addition, the Board should continue to examine as an ongoing process</p>

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

other standards that may benefit its mission, now, and, as it moves towards NG911. The latter environment, by nature, is structured around a set of technical standards that will be important to maintain.

**Assessor Notes/Comments:** It is noted that the 911 Board has been working for over five years on a set of operating standards designed to insure a consistent level of 911 service throughout the state. While the effort is commendable, said rules have not yet been adopted and put into effect. State agency rulemaking in NC involves the state's Rule Review Commission which is part of the Office of Administrative Hearings. In comparison to many states, the review process appears to be a bit laborious, and has taken a great deal of time to finish. Having said that, while the agency's statute does not specifically cite rules, it is clear the Board has the authority to establish such rules under their general mandate to insure consistent 911 service throughout the state.

**North Carolina 911 Board Response:** There is a very distinct difference between "rules" and "standards". Under North Carolina law, the word "standard" and "rule" are often synonymous but this is not universal. Use of "standard" in the guidelines clearly demonstrates a meaning other than rule. Rules have the force of law. This guideline confuses the two. Therefore, all references to standards or rules in the document should be reviewed and edited in a manner consistent with the law of the jurisdiction under assessment. The Advanced Criteria reads, "The state has adopted and maintains current comprehensive standards". The state has adopted and maintains a set of comprehensive standards, that is the basis for the majority of the rules going through the rulemaking process.

**Assessor Response:** The purpose of this guideline is to promote the adoption of standards by some formal process such as statute or rule making. Standards may be formally put into place either by statute, or by rules, where rulemaking authority exists. The guideline's reference to "rulemaking" is only intended to speak to the ability to adopt and enforce such standards. Short of that, standards and best practices can be "encouraged." This content in the guidance, "it is not necessary for the statute to establish the standards or mandate the adoption of specific standards as technology and operations are ever-evolving; however, states should have the ability to adopt and promote the use of such standards," could be clarified. This is noted and will be taken under advisement for future updates to the guidelines.

Consensus standards provide the public with a uniform service level that meets minimum requirements necessary to process a 911 call. Consensus standards also foster interoperability among jurisdictions – both intrastate and interstate. North Carolina meets the minimum criteria and has been working for a number of years on a set of operating standards designed to ensure a consistent level of 911 service throughout the state. The rulemaking process appears to be quite lengthy, complicated, and laborious, and has clearly delayed the progress North Carolina's 911 system. It seems wise for all appropriate state parties to work collaboratively to make whatever changes are necessary to allow the rulemaking process to proceed in a more timely fashion. It is highly recommended that other components of the state rulemaking process work proactively with the 911 Board to enhance and streamline this rulemaking process. The 911 Board should continue their work to finalize and implement the current draft of operating rules. Once these rules are adopted, it is safe to assume that this rating would improve.



National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR13: A mechanism is in place for periodic reviews of statutes and regulations.</b>		
<b>Guidance:</b> At a minimum, there needs to be a process for reviewing existing legislation and determining what, if any, barriers are in place for emerging technologies or other aspects of the 911 system. Regardless of the process or group, individuals involved need to be knowledgeable in relevant technological fields and/or 911 as a whole. The processes need to be open to stakeholder input and review. NENA's Next Generation Partner Program (NGPP) has developed a handbook designed to help stakeholders review their state statutes and rules to identify potential barriers to NG911.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The ability and documented process exist for reviewing and recommending legislation.	A formally appointed group or documented process exists to review and recommend legislation.	The formally appointed group or process receives input from stakeholders, meets and drafts legislation, when appropriate.
<b>Rationale:</b> Statutory rules may impede technological advances. A process to determine and develop options should be in place.		

**Current Environment:** § 62A-42(a)(1) directs the 911 Board "To develop the 911 State Plan. In developing and updating the plan, the 911 Board must monitor trends in voice communications service technology and in enhanced 911 service technology." § 62A-44(c) requires the 911 Board to report to the Joint Legislative Commission on Governmental Operations and the Revenue Laws Study Committee in February of every odd numbered year, and that report is to include "the status of the 911 system in North Carolina at the time of the report". Such reporting ostensibly keeps the legislature abreast of developments in 911 which could potentially indicate statutory revision would be beneficial.

Article 1, Section 3 of the Bylaws of the North Carolina 911 Board further states, "The 911 Board serves as the central 911 policy planning body of the state and shall communicate and coordinate with federal, state, regional, and local agencies and private entities in order to implement coordinated policies of the 911 Board." In communicating and coordinating with the state legislature, the Board has the opportunity to advise legislators of impending changes to 911 which existing legislation might hamper and recommend appropriate statutory modifications.

Beyond these advisory opportunities, no formal mechanism is in place for periodic reviews of statutes and regulations regarding 911.

**Reference Material:** § 62A-44(c), Bylaws of the North Carolina 911 Board

**Rating:** At this time, North Carolina meets this criteria at the minimum level.

**Assessor Recommendations:** It is recommended that the Board consider whether a more formal process for such review would be beneficial (in terms of periodic time frame, conduct of the review, and follow-up).

**Assessor Notes/Comments:** It was not clear whether such review takes place by an "appointed" group, through a "documented" process, so hence this rating. However, it appears that pragmatically the above required report to the Joint Legislative Commission effectively provides an opportunity to do that. And, as the need arises, the Board will identify necessary amendments to statutes and rules, and work to address them through either the General Assembly, and/or by Board action.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

**North Carolina 911 Board Response:** The Superior level reads, “The formally appointed group or process receives input from stakeholders, meets and drafts legislation, when appropriate”. The assessor comments state, “it appears that pragmatically the above required report to the Joint Legislative Commission effectively provides an opportunity to do that. And, as the need arises, the Board will identify necessary amendments to statutes and rules, and work to address them through either the General Assembly, and/or by Board action”. So the formally appointed group, the NC 911 Board, receives input from stakeholders, the individual 911 Board members. The recommendation states, “a more formal process for such review would be benefit (in terms of periodic time frame, conduct of the review, and follow-up)”. The periodic time frame is 2 years, the preparation of the report is conducting the review and the follow up is the report itself. The assessors agree that the Superior process is in place, but again the ranking does not match the comments.

**Assessor Response:** The purpose of this guideline is to support and promote establishing a formally recognized body and process for the review of current statutes with an established repeated timeframe for the completion of this task. As the technology of the nationwide 911 system continues to evolve, it behooves those who are responsible for the operation of the statewide 911 system to ensure that current statutes are not obsolete. As noted by the notes and comments for SR13, it was not clear whether review of existing legislation takes place by an “appointed” group (as directed by the 911 Board), through a “documented” process, hence this rating. The comment was not so much speaking to the formal process that is already in place between the 911 Board and the State legislature, as to an additional process that could support the existing process. The purpose of this guideline is to encourage and ensure that 911 authorities are reviewing existing legislation and determining what, if any, barriers are in place for emerging technologies or other aspects of the 911 system. This guideline aims to ensure that statutory rules do not impede technological advances. North Carolina meets this guideline at a minimum level. Although North Carolina does not technically meet the advanced or superior criteria, the needs that the guideline present are being met by North Carolina in spirit insofar as the Board is continually assessing the current 911 environment in an effort to ensure the statute remains up to date and relevant. In order to strengthen this process, as noted in the comments above, the Board could formally appoint a group and create a documented and formal process to review existing legislation.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR14: The statutory environment provides for stakeholder involvement.</b>		
<b>Guidance:</b> Stakeholders should be identified, to include State, local and tribal representing varying jurisdictions; the public safety community and the service provider community. There should be interaction among state agencies. "Balanced" means that stakeholders are equally represented.		
<b>Guideline Cross-reference(s):</b> GV3, GV4, GV5		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The statutory environment allows for balanced stakeholder involvement.	The statutory environment requires balanced stakeholder involvement.	The state has fully implemented balanced stakeholder involvement.
<b>Rationale:</b> Stakeholder involvement helps to ensure the coordination of the 911 system statewide. Stakeholder involvement also leads to buy-in and increased cooperation. Stakeholder input removes barriers and brings expertise to the process.		

**Current Environment:** § 62A-41(a) specifically describes the composition of the 911 Board. Board members representing both public and private entities are appointed by the Governor and the General Assembly (upon recommendation by the Speaker of the House of Representatives and the President Pro Tempore of the Senate), with eight Board members representing specific public stakeholders (including PSAPs and local governments) and eight Board members representing specific private stakeholder entities in the service provider community (including wireline, wireless, and VoIP providers). In the event of a tie vote among these sixteen Board members, the Board Chair (State CIO) casts a tie breaking vote.

This Board composition has proven to be very balanced, yielding cooperative decision making which has consistently sought to improve 911 service for all stakeholders (most importantly the people who have to dial those three numbers during their time of need), not preferred parties.

On several occasions in the last decade the 911 Board has turned to both public and private sector stakeholders outside of the 911 Board to serve on various study groups and committees. The recommendations of one such study group ultimately evolved into the State 911 Plan. The Board also solicited input from both the public and private sectors in adopting minimum PSAP standards which are still going through the Rule Making Process as of this writing. And within the last 18 months the Board has hosted meetings with all of the primary PSAP directors across the state, both sharing its plans with them and listening to their concerns.

So once again, although the statutory environment may not specifically provide for stakeholder involvement, it is woven into the fabric of virtually everything the 911 Board does.

**Reference Material:** NCGS § 62A-41(a), State 911 Plan, Title 9 Operating Standards 911 Board Rules (still in rulemaking)

<b>Rating:</b> At this time, North Carolina meets this criteria at the superior level.
<b>Assessor Recommendations:</b> No recommendation beyond what the Board is currently doing, recognizing that the service environment may change as the state migrates to NG911. And, as stated earlier, that migration may ultimately involve new stakeholders interacting in new ways. The agency will need to be sensitive to that.
<b>Assessor Notes/Comments:</b> The statutory nature of the 911 Board, its composition, and other efforts of the agency to insure stakeholder involvement are excellent.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR15: Service providers that deliver and/or enable telecommunications services to the public are involved in the 911 system.</b>		
<p><b>Guidance:</b> The intent is for the state to develop parameters for providers, including network/access providers and customer providers for wireline, wireless, and Voice over Internet Protocol (VoIP). Broadband providers are included as the NG911 environment will be IP-based.</p> <p>The statutory/regulatory environment should require all service providers in a respective state that provide service to general users of telecommunications services to coordinate and cooperate with the State in the provision of 911 service. There should be a registration process. This includes originating service providers and access providers.</p> <p>The state needs to understand various service providers and the capabilities of those providers to help integrate these services into the 911 system, and to educate the public on the capabilities of these services.</p>		
<b>Guideline Cross-reference(s):</b> GV3, GV4		
Minimum Criteria	Advanced Criteria	Superior Criteria
The state maintains contact information for all user service providers.	The state maintains regular and routine communications with user service providers.	The state statutory or regulatory environment requires service providers to be actively involved in the 911 system through registration or participation at the state level.
<p><b>Rationale:</b> The 911 system is designed to take information from general users and get that information to the correct entity. This is best accomplished in an environment that involves cooperation and communication between all parties.</p>		

**Current Environment:** Service providers that deliver and/or enable telecommunications services to the public are most definitely involved in the 911 system; as stated in the SR14 current environment response above, their representatives comprise half the membership of the 911 Board. Small, medium, and large service providers are represented, including wireline, wireless, and VoIP. Board members who represent service providers currently chair both the Board's Standards Committee and NG911 Committee and routinely provide guidance to the Board regarding technological advancements and improvements which impact both their companies' and the state's ability to provide consistent 911 service statewide.

**Reference Material:** NCGS § 62A-41(a)

**Rating:** At this time, North Carolina meets this criteria at the superior level.

**Assessor Recommendations:** The Board should continue to monitor the evolving service environment, with particular attention to new stakeholders in that community, and whether modification to the Board structure at some point would be logical. Traditional 911 service providers are going away, along with a growing distinction between "originating service providers" and vendors offering NG911 products and service (i.e., NG911 solution providers). All will be critical to the process.

**Assessor Notes/Comments:** The state's statutory environment insures such involvement, and it appears to work well. In NC, the 911 Board is truly a working Board, with active involvement of all members, including service providers.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR16: The statutory environment provides for a comprehensive quality assurance (QA) program for the 911 system.</b>		
<p><b>Guidance:</b> QA is not meant to be punitive, but provides a constructive critique of work processes. This guideline is intended to measure the effectiveness of the 911 system. This QA program applies to originating service providers and 911 system service providers. The 911 system service provider includes both hosted and non-hosted solutions. The QA program for a 911 system should include all components of the call from call origination through dispatch support systems, regardless of provisioning. QA should look at the level of customer service, network functions and services, records management, and service level agreements (SLAs). The environment should provide for comprehensive quality assurance requirements for the originating service providers and 911 system service providers.</p> <p>SR17 references QA for call handling.</p>		
<b>Guideline Cross-reference(s):</b> EV1		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The statutory environment requires a QA program for the 911 system.	The state audits the 911 system QA program.	The state audits the QA program against minimum standards. Staffing and funding for the QA program are provided.
<p><b>Rationale:</b> Having a QA program ensures that all entities that touch the system meet their obligations and provide consistent service. The QA program can identify if the system is working as intended and can identify issues before they become more serious.</p>		

<p><b>Current Environment:</b> The statutory environment does not require a QA program for the 911 system, although § 09 NCAC 06C.0207(d)(1) of the proposed Title 9 Operating Standards 911 Board Rules currently going through the rule making process directs all primary PSAPs to "...establish a quality assurance/improvement program to ensure the consistency and effectiveness of emergency 911 call processing."</p> <p>The 911 Board's statewide implementation of the ECaTS emergency call tracking system allows the Board to monitor all components of a 911 telephone call from call receipt to call completion (including number of rings/length of time before a call is answered as well as call duration) for every primary PSAP receiving 911 fund distributions from the Board, and 911 Board staff compiles monthly reports of this information to present at every 911 Board meeting. Levels of PSAP performance are noted, and when performance improvements are warranted, 911 Board staff works with the PSAPs to assist them in achieving better performance metrics.</p> <p><b>Reference Material:</b> Title 9 Operating Standards 911 Board Rules (still in rulemaking)</p>
--

<p><b>Rating:</b> At this time, North Carolina does not meet the criteria.</p>
<p><b>Assessor Recommendations:</b> Not sure a recommendation to modify the 911 Board's statute to specifically address QA would be all that beneficial. The Board may want to consider that, if having express authority to enforce service QA would benefit their efforts.</p>
<p><b>Assessor Notes/Comments:</b> Such a requirement does not exist in the agency's statute. However, it can be argued that such responsibility falls under the general responsibility of the agency. In any case, the agency is clearly concerned about QA, and is making efforts through both ECaTS and their rulemaking around a common set of operational standards.</p>

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

**North Carolina 911 Board Response:** It appears that the assessors and /or the guidelines do not distinguish between a single 911 system and multiple (119 in the case of North Carolina) 911 systems. Once next generation 911 is fully deployed then it will very possibly be a single 911 system. What is more puzzling are the comments made by the assessors, "Not sure a recommendation to modify the 911 Board's statute to specifically address QA would be all that beneficial." If that statement is correctly understood, then this guideline should not be applicable.

**Assessor Response:** The purpose of this guideline is to promote and encourage establishing a QA process and system, as a way to ensure the consistent improvement of the statewide 911 system. As with other guidelines, the language is agnostic as to whose responsibility it is to perform this task, so long as it is accomplished. The more formal the requirement for QA, the more likely it is to be conducted as a fully staffed and funded task. As acknowledged, "the statutory environment does not require a QA program for the 911 system," hence the rating. The comments attempted to acknowledge the QA efforts currently underway and what is in place. While North Carolina is encouraged to pursue as formally recognized method of QA as possible, the exact nature of this task and exact delineation of responsibility are left to the state (small s) to establish, as a successful endeavor for all 119 subsystems that comprise the state's 911 system.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR17: The statutory environment provides comprehensive quality assurance (QA) for call handling.</b>		
<b>Guidance:</b> Regardless of the aspects of the process subjected to QA, the QA program should meet or exceed nationally recognized and accepted consensus standards. For example, call handling could include a call answering standard of 90 percent of all 911 calls within 10 seconds during the busy hour of the day; call overload, call overflow, and abandoned calls. This guideline is not limited to call answering, but encompasses the entire call handling process, which can include customer feedback.		
<b>Guideline Cross-reference(s):</b> EV2		
Minimum Criteria	Advanced Criteria	Superior Criteria
The statutory environment requires a QA program for call handling.	The QA program for call handling is audited.	The QA program is audited against minimum standards. Staffing and funding for the QA program are provided.
<b>Rationale:</b> QA can provide for improvements to the 911 process. Providing QA can aid in the provision of consistent customer service statewide and can limit liability. The QA process can identify issues before they become more serious.		

**Current Environment:** The statutory environment does not provide comprehensive quality assurance for call handling. That is presently left up to the individual primary PSAPs' management team to determine. That said, virtually all of the primary PSAPs in the state which utilize dispatch protocols (81 of the 100 counties in the state have access to at least one protocol, if not more: EMD, EFD, EPD) provide comprehensive QA relating to the use of those protocols, and those QA programs are based upon nationally recognized and accepted consensus standards.

**Reference Material:**

**Rating:** At this time, North Carolina does not meet the criteria.

**Assessor Recommendations:** As noted in Guideline SR16, not sure a recommendation to modify the 911 Board's statute to specifically address QA would be all that beneficial-in this case at the call handling level. The Board may want to consider that, if having express authority to enforce or foster call-handling service QA would benefit their efforts.

**Assessor Notes/Comments:** Such a requirement does not exist in the agency's statute. However, it can be argued that such responsibility falls under the general responsibility of the agency. In any case, the agency is clearly concerned about QA, and is making efforts through their rulemaking around a common set of operational standards.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR18: The statutory environment provides for training.</b>		
<b>Guidance:</b> Some state statutes already address training standards, although only a few statutes detail specifics. Training standards should be set at the state level and should be consistent with existing industry standards, such as APCO and others. The state should regularly evaluate the effectiveness and completeness of the program. Continuing education should also be evaluated. Furthermore, the state should provide adequate and sustainable funding for training; it is important that it not be an unfunded mandate.		
<b>Guideline Cross-reference(s):</b> HR1, HR7		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The statutory environment requires minimum training standards.	The statutory environment provides a funding source(s) for mandated training.	The statutory environment audits the funded mandated training and provides certification.
<b>Rationale:</b> Training promotes a consistent service level to be delivered to the public and a consistent level of competency of 911 staff. Training can also decrease liability.		

**Current Environment:** The statutory environment does not currently require minimum training standards, but NCGS § 62A-42(a)(4) empowers the 911 Board to “establish policies and procedures to fund advisory services and training for PSAPs, to set operating standards for PSAPs and back-up PSAPs, and to provide funds in accordance with these policies, procedures, and standards.” To that end, in 2010 the 911 Board adopted best practice policies for Telecommunicator Qualification Standards and Telecommunicator Training Standards applicable to all North Carolina 911 telecommunicators. Those policies do establish best practices at the state level that are consistent with “existing industry standards, such as APCO and others”, and in addition to promoting successful completion of an initial Basic Telecommunicator Class of at least forty (40) hours within the first year of hire as a best practice, recommend “...at least sixteen (16) hours of continuing in-service education annually” thereafter.

§ 62A-46(c)(2) provides for use of 911 funds to pay for eligible training.

**Reference Material:** NCGS § 62A-42(a)(4), North Carolina 911 Board Telecommunicator Training Standards, § 62A-46(c)(2)

<b>Rating:</b> At this time, North Carolina does not meet the criteria.
<b>Assessor Recommendations:</b> The 911 Board should continue its work in this area as described below, and above in the current environment description. As appropriate, the Board should consider (or pursue) telecommunicator certification, or even licensing. That may require statutory change to enforce.
<b>Assessor Notes/Comments:</b> The 911 Board is clearly interested in telecommunicator training, and has taken steps to encourage that by providing resources for such training, and by identifying best practices that are consistent with identified industry norms.
<b>North Carolina 911 Board Response:</b> The title of the guideline does not match the criteria. As stated in our original response “NCGS § 62A- 42(a)(4) empowers the 911 Board to “establish policies and procedures to fund advisory services and training for PSAPs” and “§ 62A-46(c)(2) provides for use of 911 funds to pay for eligible training”. However, the guidance and the rankings all speak to “standards”.



National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

**Assessor Response:** While there does appear to be inconsistency between the guideline title (and criteria), the purpose of this guideline is to promote and support the establishment of minimum training requirements for the telecommunicators within North Carolina's statewide 911 system. While this can be done by simple adoption of minimum training, several other methods – including adopting a minimum training standard or requiring minimum training by statute or regulation – can be useful in ensuring the ongoing, consistent resources to support a training system. Clarification of these specific distinctions is noted and will be taken under advisement for future updates to the guidelines. The rating is based on the criteria. North Carolina's 911 Board is clearly actively interested in telecommunicator training, and could choose to ensure a minimum level of training among all of the state's telecommunicators by considering the additional steps described in the advanced and superior criteria.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR19: The statutory environment provides for professional certification and accreditation.</b>		
<b>Guidance:</b> This type of certification or accreditation may be issued by a State agency or a national organization. Personnel may include call takers, dispatchers, and technical staff. The statute should include continuing education and recertification.		
<b>Guideline Cross-reference(s):</b> HR6		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Statute(s) requires a certification or accreditation process for personnel/PSAPs that are part of the 911 system.	Statute(s) requires and enforces an evaluation of personnel/PSAPs that are part of the 911 system.	Statute(s) requires an assessment/certification process for personnel/PSAPs that are part of the 911 system. This process is fully implemented and demonstrated.
<b>Rationale:</b> Certifications and accreditation illustrate a measure of competence and can decrease liability. Having certifications and/or accreditation standards fosters a consistent service level across the state.		

**Current Environment:** The statutory environment does not provide for professional certification and accreditation except in the case of telecommunicators who are employed in a PSAP operated by a Sheriff's Office. Pursuant to NCGS 17E, 911 Telecommunicators working in such PSAPs must be certified by the North Carolina Sheriffs' Education and Training Standards Commission upon successfully completing the commission's 47 hour Telecommunicator Certification Course as described in 12 NCAC 10B .1302. The accreditation is valid for one year, with reaccreditation contingent upon successful completion of the 16 credit hour In-Service Training Program for Telecommunicators offered by the commission annually.

**Reference Material:** NCGS 17E, 12 NCAC 10B .1302

<b>Rating:</b> At this time, North Carolina does not meet the criteria.
<b>Assessor Recommendations:</b> The statute should reflect consistent and specific certification standards and best practices statewide. Public Safety Associations should participate in drafting the requirements. To meet advanced criteria, the Board should establish enforcement criteria in statute. Re-certification process and tracking should be implemented to meet Superior Criteria.
<b>Assessor Notes/Comments:</b> The current statute for certification is not consistently applied statewide. This creates an inconsistent level of training across all PSAPs. The Board has identified Communications Training Assistance as their #5b goal for 2015. Expenditures for in-State training of 911 personnel regarding the maintenance and operation of the 911 system are included in the allowable expenses.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR20: Statute exists for the provision of emergency medical dispatch (EMD).</b>		
<p><b>Guidance:</b> EMD is the term for providing medical information and instructions over the phone, prior to the arrival of emergency medical assistance in the form of first responders or paramedics. Twenty-five states and territories have legislation regarding emergency dispatch, ranging from certification and training to use of protocols to a full emergency medical dispatch program. Providing medical instructions before the arrival of first responders and/or paramedics requires a comprehensive program with medical protocols, appropriate and ongoing training, quality assurance, and medical oversight.</p> <p>EMD protocols, should meet the American Society for Testing Materials (ASTM) Standard Practice for Emergency Medical Dispatch (F1258-95). This guideline applies to state, regional and local 911 systems. This guideline is not meant to mandate any specific protocols.</p>		
<b>Guideline Cross-reference(s):</b> OP2		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Statute(s) requires use of EMD.	Statute(s) addresses the enforcement of EMD usage.	The state enforces, audits, and fully funds EMD.
<p><b>Rationale:</b> Providing early medical instruction, or pre-arrival instructions, often times can save a life or prevent further injury.</p>		

<p><b>Current Environment:</b> There is currently no General Statute in North Carolina that mandates the Emergency Medical Dispatch standard of care. The Statewide governance and regulation of EMD programs is housed under the NC Office of Emergency Medical Services (NC OEMS), a division of the NC Department of Health and Human Services, and defined by their Administrative Code.</p> <p><u>Administrative Code 10A NCAC 13P.0403</u> places operational control of EMD programs under the local medical director. The Code states in part, "The Medical Director of an EMS System is responsible for EMD programs, the establishment, approval, and annual updating of the EMDPRS."</p> <p>Priority Reference Systems (protocols), Credentialing, certifications and re-certifications, are standardized under additional NC OEMS Administrative Codes.</p> <p><u>Administrative Code 10A NCAC 13P.0407</u> states all EMD programs must use Priority Reference Systems approved by the NC OEMS State Medical Director, and meet or exceed the statewide standard for EMDPRS as defined by the NC College of Emergency Physicians: Standards for Medical Oversight and Data Collection.</p> <p><u>Administrative Code 10A NCAC 13P.0502</u> gives NC OEMS statewide authority over initial credentialing requirements for all EMS disciplines, including EMD.</p> <p><b>Reference Material:</b> Administrative Code 10A NCAC Subchapter13P</p>
--

<p><b>Rating:</b> At this time, North Carolina does not meet the criteria.</p>
<p><b>Assessor Recommendations:</b> North Carolina Office of Emergency Medical Services (OEMS) statutes should be updated to mandate Emergency Medical Dispatch (EMD) standards. Oversight by Medical Director was identified as an obstacle to statewide deployment. A possible solution would be to transfer EMD calls to designated PSAPs qualified for EMD. This solution would provide every citizen access to emergency medical dispatch.</p>

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

**Assessor Notes/Comments:** The Office of Emergency Management is tasked with the governance and regulation of EMD. Funding for EMD Expenditures is included in allowable expenses.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR21: Statutory environment provides for medical oversight of the policies and procedures governing the use emergency medical protocols.</b>		
<b>Guidance:</b> This guideline applies to state, regional and local 911 systems. Most state statutes that mandate emergency medical dispatch (EMD) also provide for medical authority/direction. The organization publishing the protocols is responsible for keeping them up-to-date. Medical oversight is provided by a licensed physician with the appropriate qualifications in emergency medicine. Changes in protocol are allowed based on medical direction. Medical oversight should meet National Highway Traffic Safety Administration (NHTSA) requirements and standards.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
Binary		
<b>Rationale:</b> Oversight is necessary to ensure adopted protocols are being followed.		

**Current Environment:** As noted in the previous guideline, the rules regarding EMD programs are found in the North Carolina Office of Emergency Medical Services Administrative Code. These Rules state all EMD programs must use protocols approved by the State Medical Director and meet or exceed the statewide standards as defined by the NC College of Emergency Physicians.

(Administrative Code 10A NCAC 13P.407)

The approved protocols must then be implemented and supervised by the local EMD system's Medical Director. (Administrative Code 10A NCAC 13P.0403)

The OEMS State Medical Director currently recognizes and approves EMD protocol systems from Priority Dispatch, APCO, and PowerPhone, as available for use by PSAPs in NC. All these commercial protocols are nationally recognized and meet all national standards.

**Reference Material:** Administrative Code 10A NCAC Subchapter13P

**Rating:** At this time, North Carolina meets the guideline.

**Assessor Recommendations:**

**Assessor Notes/Comments:** Oversight is provided under the North Carolina Office of Emergency Medical Services.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR22: The statutory environment provides for public education.</b>		
<b>Guidance:</b> Educating the public, including elected officials, special needs communities, and schools/campus environments, on the abilities and limitations of 911 is imperative, especially moving forward into NG911.		
<b>Guideline Cross-reference(s):</b> PE1, PE2, PE3, PE4, PE5		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> Funding public education provides for greater tools to educate the public on 911 as a whole.		

**Current Environment:** NCGS § 62A-42(a)(8a) states that one of the duties of the 911 Board is, “To design, create, or acquire printed or Web-based public education materials regarding the proper use of 911.” See guidelines PE1-5 for detail on how the 911 Board is approaching this duty.

**Reference Material:** NCGS § 62A-42(a)(8a)

<b>Rating:</b> At this time, North Carolina meets the guideline.
<b>Assessor Recommendations:</b> The Board has created a newsletter, established regular PSAP Manager meetings regionally and developed regional radio spots. The Board has identified Outreach to Stakeholder Management Officials as their #3 goal for 2015 in Education Committee. No information was provided on how the Committee plans to accomplish this goal.
<b>Assessor Notes/Comments:</b> The Board has the authority to provide public education materials.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR23: The statutory environment provides for the collection of 911 system data.</b>		
<b>Guidance:</b> This guideline addresses a state's authority to aggregate, collect and publish local data (consistent with established confidentiality rules and regulations) in order to meet these federal requirements. 911 data collection may include financial, system, service descriptions, technology, and progress measurement information. National reporting requirements exist: 1) The National 911 Program has provided a mechanism and a database for states to upload data that could be used to measure the progress of 911 service at state and national levels; 2) The Federal Communications Commission (FCC) requires states to report annually on the status of their respective 911 surcharges, including local surcharge usage. Data sharing can be enabled on a national level.		
<b>Guideline Cross-reference(s):</b> EV3, EV4		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Statute(s) allows for the collection of 911 system data and facilitates data sharing.	Statute(s) requires the uniform collection of 911 system data statewide, and data sharing.	The state ties performance metrics to funding and utilizes collected data to assess system performance.
<b>Rationale:</b> System data can improve planning and decision-making. Development and consistent reporting of system and performance data is both a tool for establishing transparency and also a mechanism for demonstrating effective operations, including reports to legislative and interested party groups.		

**Current Environment:** The statutory environment does not provide for the collection of 911 system data, nor does it in any way prohibit such data aggregation. The 911 Board does maintain accurate financial records regarding funding provided to PSAPs from the state 911 fund, including ensuring those funds are used in accordance with statutory mandates. Additionally, as mentioned in the responses to guidelines SR9 and SR16, the 911 Board has purchased and implemented ECATS, an emergency call tracking system, in all the primary PSAPs in the state, establishing a common platform for collecting 911 call statistics across the state. That system allows the Board to monitor all components of a 911 telephone call from call receipt to call completion (including number of rings/length of time before a call is answered as well as call duration) for every primary PSAP receiving 911 fund distributions from the Board, providing uniform data collection metrics for that type of data. That system has been used to identify opportunities for PSAPs to improve their call taking performance, and has resulted in many such improvements.

To date the state has not contributed to the National 911 Program's 911 Profile Database, but the 911 Board has consistently complied with the FCC's annual mandate to report annually on the status of the state's 911 surcharges, including local surcharge usage.

**Reference Material:**

**Rating:** At this time, North Carolina meets the advanced criteria.

**Assessor Recommendations:** To achieve the Superior rating the Board could create a performance metrics that would be tied to the data collection.

**Assessor Notes/Comments:** The Board collects 911 system data in a central location for all PSAPs. The ECATS system provides a standard format for data collection. The Board has seen improvement in call handling processes as a result of the data.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR24: The statutory environment has rules for retention of 911 call records and 911 related data.</b>		
<p><b>Guidance:</b> In the current 911 environment, a record is limited to call logs. In NG911, a record will include other information transmitted, acquired and recorded in the context of a call, such as video, text, medical data, or accident information. Some data will be stored in locations off-site from the PSAP that handled the call. Emerging technologies will need to be considered under this guideline as communication technology changes over time.</p> <p>The state should set specific 911 record retention requirements as a matter of law and regulation. Who retains and how data is retained is not the issue. Any entity with a responsibility for 911 records and related data would be subject to the legal provisions.</p>		
<b>Guideline Cross-reference(s):</b> OP4		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> Retention of 911 records and related data is imperative for legal and investigative purposes and reporting statistics.		

<p><b>Current Environment:</b> In North Carolina's current 911 environment retention rules for PSAPs are set by the local government operating the PSAP, and each local government creates its own records retention schedule based upon State guidelines provided in NCGS 121 (Archives and History Act) and NCGS 132 (Public Records Act). Such local retention schedules must adhere to state guidelines and be approved by the state.</p> <p>NCGS § 132-1.4.(i) states, "Law enforcement agencies shall not be required to maintain any tape recordings of "911" or other communications for more than 30 days from the time of the call, unless a court of competent jurisdiction orders a portion sealed," but no specific provision for retaining "data acquired in the context of a call, such as video, text, medical data, or accident information" is currently extant.</p> <p><b>Reference Material:</b> NCGS 121, NCGS 132-1.4.(j)</p>
<b>Rating:</b> At this time, North Carolina meets the guideline.
<b>Assessor Recommendations:</b> The Board needs to monitor record retention as emerging technologies are deployed. New systems will enable information to be collected at central locations statewide. This will require policies and standards on retention.
<b>Assessor Notes/Comments:</b> Retention of records is included in the local government statutes.



<b>Guideline SR25: The statutory environment defines confidentiality and disclosure of 911 records.</b>		
<p><b>Guidance:</b> While some portions of 911 data should be confidential in all states to avoid re-victimization, states should have leeway to establish their own rules. At a minimum, personally identifiable information should be protected, although more comprehensive protection of 911 records is desirable.</p> <p>The statutory environment should provide for the confidentiality and disclosure of automatic number identification/automatic location identification (ANI/ALI) data, 911 voice calls, and multimedia. Regulatory provisions, tariffs, confidentiality agreements, vendor non-disclosure agreements (NDAs), access to public records laws, and Health Insurance Portability and Accountability Act (HIPAA) may also be considered in this guideline. Different types of data and their use should be reviewed, such as information provided to the first responders that could be misused. In an NG911 environment, more personal data, such as medical or accident information, may be relayed to a PSAP. Therefore, issues relating to confidentiality and disclosure will become more important.</p> <p>Aggregated anonymous data can be provided in real-time to governmental, non-governmental and private entities for legitimate purposes. NENA's Next Generation Partner Program (NGPP) transition policy handbook addresses confidentiality and disclosure in terms of the concept of pieces of 911 call data sent to off-site locations, such as a central database. Data can be sent and archived anywhere in a NG911 environment.</p>		
<b>Guideline Cross-reference(s):</b> SC4		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<p><b>Rationale:</b> Confidentiality and disclosure rules directly affect how effective 911 services are within a state. Rules allow for the protection of callers, encourage people to report crimes, and protect callers/victims from retribution. It also serves to protect infrastructure and staff.</p>		

<p><b>Current Environment:</b> NCGS 132-1.4.(c) states “Notwithstanding the provisions of this section, and unless otherwise prohibited by law, the following information shall be public records within the meaning of G.S. 132-1.” § 132.4.(c)(1) indicates this specifically applies to “The contents of 911 and other emergency telephone calls received by or on behalf of public law enforcement agencies, except for such contents that reveal the natural voice, name, address, telephone number, or other information that may identify the caller, victim, or witness. In order to protect the identity of the complaining witness, the contents of “911” and other emergency telephone calls may be released pursuant to this section in the form of a written transcript or altered voice reproduction; provided that the original shall be provided under process to be used as evidence in any relevant civil or criminal proceeding.”</p> <p>NCGS § 132-1.5.(i) (911 database) states “Law enforcement agencies shall not be required to maintain any tape recordings of “911” or other communications for more than 30 days from the time of the call, unless a court of competent jurisdiction orders a portion sealed.”</p> <p>NCGS § 132-1.5. (911 database) also states “Automatic number identification and automatic location identification information that consists of the name, address, and telephone numbers of telephone subscribers, or the e-mail addresses of subscribers to an electronic emergency notification or reverse 911 system, that is contained in a county or municipal 911 database, or in a county or municipal telephonic or electronic emergency notification or reverse 911 system, is confidential and is not a public record as defined by Chapter 132 of the General Statutes if that information is required to be confidential by the agreement with the telephone company by which the information was obtained. Dissemination of the information contained in the 911, electronic emergency notification or reverse 911 system, or</p>
--

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

automatic number and automatic location database is prohibited except on a call-by-call basis only for the purpose of handling emergency calls or for training, and any permanent record of the information shall be secured by the public safety answering points and disposed of in a manner which will retain that security except as otherwise required by applicable law. (1997-287, s. 1; 2007-107, s. 3.2(a).).

**Reference Material:** NCGS § 132.1.4, 132.1.5

**Rating:** At this time, North Carolina meets the guideline.

**Assessor Recommendations:**

**Assessor Notes/Comments:** Current statutes adequately cover the confidentiality and disclosure of 911 records.

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR26: A statute/regulation exists that addresses multi-line telephone systems (MLTS) statewide for 911.</b>		
<p><b>Guidance:</b> States may have different requirements in their statutes. Some state statutes only address MLTS in residential and school environments. All MLTS should interface to 911 with call back and location information, regardless of the number of stations or square footage involved. The statute should be examined for improvements based on the stated criteria.</p> <p>Reference NENA E911 for Multiline Telephone System requirements, 06-750 v3.</p>		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
Statute contains provisions for nonbusiness MLTS systems in the state for 911.		Statute requires all MLTS systems to interface to 911 and provide specific call back and location information.
<p><b>Rationale:</b> MLTS is an important issue in 911. The ability must exist to accurately locate calls coming from an MLTS.</p>		

<p><b>Current Environment:</b> No statute/regulation exists that addresses multi-line telephone systems (MLTS) statewide for 911.</p> <p>Recommendation 7 in the State 911 Plan states, "North Carolina should require all multi-line telephone systems to deliver extension based ANI/ALI to the 911 network. NCGS 62A needs to be modified to include the model MLTS legislation as provided by NENA to include but not be limited to the following language: Operators of Shared Residential MLTS serving residential customers are required to assure that the telecommunications system is connected to the public switched network such that calls to 911 result in one distinctive Automatic Number Identification (ANI) and Automatic Location Identification (ALI) for each living unit. For a MLTS serving business locations, the MLTS Operator shall deliver the 911 call with an Emergency Location Identification Number (ELIN) which will result in one of the following: (a) an ERL which provides a minimum of the building and floor location of the caller, or (b) an ability to direct response through an alternative and adequate means of signaling by the establishment of a private answering point. The MLTS Manager must make reasonable efforts to assure that 911 callers are aware of the proper procedures for calling for emergency assistance."</p> <p>That recommendation has not yet been met.</p> <p><b>Reference Material:</b> State 911 Plan</p>
--

<p><b>Rating:</b> At this time, North Carolina does not meet the criteria.</p>
<p><b>Assessor Recommendations:</b> Current statute should be modified to reflect the NENA E911 Multiline Telephone Systems model legislation.</p>
<p><b>Assessor Notes/Comments:</b> The State Plan recommends multi-line telephone systems be added to the statute and will be modeled after the NENA model legislation. The recommendation in the State Plan has not yet been met.</p>

National 911 Guidelines Assessment Report  
Statutory and Regulatory Environment

<b>Guideline SR27: The statutory environment identifies 911 as an essential government service for states that are able to make the distinction.</b>		
<b>Guidance:</b> In general, government services that are defined as “essential government services” are those that are required to be provided, and which are included in continuity of operations policies, procedures and plans.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The statutory environment defines 911 as an essential service.		The statutory environment provides for the protection of funds specifically dedicated to 911 and protects resources.
<b>Rationale:</b> When 911 is defined as an essential service, funds dedicated to the provision of 911 should not be diverted elsewhere.		

**Current Environment:** The statutory environment does not identify 911 as an essential government service.

**Reference Material:**

**Rating:** At this time, North Carolina does not meet the minimum criteria.

**Assessor Recommendations:** The Board should ensure the funds are not used for purposes other than what the statute authorized.

**Assessor Notes/Comments:** The funds are collected from telecommunications subscribers by service providers for the purpose of providing 911. This guideline is intended to protect 911 funds from being raided. The Governor has the authority to redirect any and all state funding. The funds are appropriated to and budgeted for 911. The general feeling is that there is very little risk to funds being raided.

**North Carolina 911 Board Response:** This is probably an omission error on our part from the initial reply. There is no service provided by any state agency designated at the state level as an “essential government service” by statute. However, the Rationale states, “When 911 is defined as an essential service, funds dedicated to the provision of 911 should not be diverted elsewhere”. § 62A-44(d) (911 Fund) reads “Nature of Revenue. - The General Assembly finds that distributions of revenue from the 911 Fund are not State expenditures for the purpose of Section 5(3) of Article III of the North Carolina Constitution.

Therefore, the Governor may not reduce or withhold revenue in the 911 Fund. (2007-383, s. 1(a); 2008-134, s. 1(a); 2010-158, s. 5; 2011-122, s. 4; 2011-291, s. 2.17.)”. So if the purpose here is to protect 911 fund raids, North Carolina has that provision. Furthermore, the Recommendation states, “The Board should ensure the funds are not used for purposes other than what the statute authorized”. The 911 Board has a pretty extensive annual revenue and expenditure review of all PSAPs receiving 911 funds that does just that. Kevin Leonard, the Executive Director of the NC Association of County Commissioners even mentioned that process in his presentation.

**Assessor Response:** Assessor agrees that North Carolina has policies in place to protect the 911 funds. However, there is no statute to protect the funding. Representative Saine stated, “when money gets tight, the 911 money is the ‘don’t touch that money.’ Mainly because of issues it would cause locally, but not without realm of possibilities.” This guideline offers North Carolina an additional protective action, by formally recognizing 911 as an essential government service, much like law enforcement and fire services. The State may feel adequate protection is in place. Without statutory protection, the assessment team concludes that the appropriate rating is ‘does not meet criteria.’

## **Governance**

The governance environment outlines areas of stakeholder involvement with the 911 system. History has shown that cooperation enhances a 911 system, and with the diversity of stakeholders and user needs, the governance of the 911 system is critical.

This category has seven guidelines.

*The remainder of this page intentionally left blank.*

<b>Guideline GV1: The State has a comprehensive statewide 911 plan.</b>		
<p><b>Guidance:</b> A comprehensive statewide 911 plan is fundamental to the success of any 911 program and should be an integral part of a larger state plan. A comprehensive plan ensures all 911 stakeholders are working towards the same end goal. Having the plan in statute formalizes it and allows it to have a standing in the state. The plan cannot stand alone, but must integrate with other plans within the state, which requires coordination with other entities.</p> <p>The plan acknowledges and is consistent with other plans in place in the state (emergency preparedness, interoperability, emergency evacuation, emergency operations, security, and training and exercises). The process for developing and reviewing the plan must include stakeholder participation.</p>		
<b>Guideline Cross-reference(s):</b> SR1, OP5, OP8, SC1, SC2, SC5, SC6		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The 911 plan is documented and updated consistently according to an established timeline. The plan is implemented and followed.	The 911 plan is consistent with and reviewed against other related plans within the state.	The 911 plan has authority through statute or regulation to be consistent and integrated with other related plans within the state and plans for sustainable funding. The 911 plan is integrated with such plans.
<p><b>Rationale:</b> A comprehensive statewide 911 plan is fundamental to the success of any 911 program. A plan will foster consistent goals and advancement throughout the state.</p>		

<p><b>Current Environment:</b> NCGS § 62A-40(3) defines “911 State Plan” as “A document prepared, maintained, and updated by the 911 Board that provides a comprehensive plan for communicating 911 call information across networks and among PSAPs, addresses all aspects of the State’s 911 system, and describes the allowable uses of revenue in the 911 Fund.”</p> <p>NCGS § 62A-42(a)(1) states that it is the duty of the 911 Board “To develop the 911 State Plan. In developing and updating the plan, the 911 Board must monitor trends in voice communications service technology and in enhanced 911 service technology, investigate and incorporate GIS mapping and other resources into the plan, ensure individual PSAP plans incorporate a back-up PSAP, and formulate strategies for the efficient and effective delivery of enhanced 911 service.”</p> <p>The current North Carolina 911 State Plan was approved on May 14, 2010. While many of the objectives in the Timeline for Plan Implementation have been met, some are still outstanding. The plan does stand alone, and does not deliberately integrate with other plans in the state.</p> <p><b>Reference Material:</b> NCGS 62A, State 911 Plan</p>
---

<p><b>Rating:</b> At this time, North Carolina meets the minimum criteria.</p>
<p><b>Assessor Recommendations:</b> To move to “advanced” criteria, the NC 911 Board should take deliberate steps to ensure that the 911 plan aligns with other state plans to avoid being a standalone document. In addition, the Board should establish a specific timeline for updating the plan. Since the current plan was adopted in 2010, an updated plan is due. Expand the state plan to include and</p>

address the features and functions incorporated in the “Model State 911 Plan”. This plan can be found here: <http://www.nhtsa.gov/staticfiles/nti/pdf/811369.pdf>.

**Assessor Notes/Comments:** Leaving it up to the executive director to update the plan introduces too much discretion in the creation of a strategic planning document. The discretion afforded to the executive director was interpreted as an “established timeline”. The current plan is a strategic plan and not an action document. One option might be to expand the state plan to include information and strategies that would encourage the adoption of standard operating procedures and best practices.

**North Carolina 911 Board Response:** The Recommendations state, “To move to “advanced” criteria, the NC 911 Board should take deliberate steps to ensure that the 911 plan aligns with other state plans to avoid being a standalone document.” The Guideline and the assessor’s recommendation assume that other state agencies are required to have a “state plan”, but in North Carolina I do not believe such a requirement exists.

**Assessor Response:** The purpose of this guideline is to promote and support the idea of establishing a plan for the statewide 911 system that is consistently updated, and enables intrastate collaboration. The deployment of NG911 requires integration of many state systems (e.g., GIS, procurement) and the state’s 911 plan should be cognizant of these requirements and enable actions to carry them out. While other state agencies may not be required to establish a formal state plan, the point that the peer assessment team was trying to make is that there needs to be some mechanisms to align the NC 911 Board’s plan with other state agencies where interdependencies among missions may exist. This would enhance planning and resource sharing.

When reading this rating (and many others), it is important to keep in mind that these are strictly guidelines, and meeting a minimum criterion may be all that certain states should strive for. We want to emphasize that these guidelines are primarily meant to point states towards an ideal direction to move in, not evaluate their performance. The guidelines are also agnostic, as to the specific actions taken to ensure cooperation and collaboration among state agencies, so long as they exist.

<b>Guideline GV2: An entity has authority and responsibility for statewide 911 coordination.</b>		
<b>Guidance:</b> Coordination is the end point. If two or three organizations are doing the same thing, there needs to be coordination. The focus should be on the function – one entity whose primary responsibility is to support and promote optimal 911 services. The entity could be a coordinator, an agency, or a board/council with a primary responsibility to support and promote optimal and cost effective 911 service. The entity provides governmental services to ensure the existence of 911 currently and into the future. There is a need for an entity that can coordinate the efforts of all appropriate agencies/entities that support the vision and mission for delivery of statewide 911 services. See the relationship between this guideline and SR1 and SR2, which state that the coordination function and the coordinator should be funded.		
<b>Guideline Cross-reference(s):</b> SR1, SR2		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> 911 is a complex system that necessitates leadership among the diverse and potentially competing stakeholder community.		

**Current Environment:** NCGS § 62A assigns authority and responsibility for statewide 911 coordination to the North Carolina 911 Board. See responses to SR1 and SR2 for details.

**Reference Material:** NCGS 62A

<b>Rating:</b> At this time, North Carolina meets the guideline.
<b>Assessor Recommendations:</b>
<b>Assessor Notes/Comments:</b> Since the outcome is binary, no additional recommendations are provided.



<b>Guideline GV3: Stakeholder groups participate in 911 planning, implementation, and changes.</b>		
<b>Guidance:</b> 911 stakeholders should be adequately represented at every stage of 911, including planning, implementation, updates, and modification. It is recognized that there may not be much involvement in the planning and implementation, however. While statute may vest final decision-making on key investments and timeframes with specific State and/or local governmental entities, structures should be in place to ensure that relevant State agencies, responsible local governing boards, traditional and non-traditional responder groups, and communications providers have meaningful input into this decision-making.		
<b>Guideline Cross-reference(s):</b> SR8, SR15, OP8		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Stakeholders participate informally in development and implementation of a statewide 911 program for consensus building.	Documented organized change control processes involve stakeholder participation.	Documented organized change control processes are set in statute. There is an evaluation of the processes to manage change.
<b>Rationale:</b> Strong 911 programs incorporate stakeholder contributions. Decision-making, absent broad-based stakeholder input, can increase costs, decrease desirable outcomes, and delay necessary changes.		

**Current Environment:** NCGS § 62A-41 ensures that the 911 Board's membership includes members of the stakeholder community, including representatives from telecommunications service providers of various types (local exchange carrier and CMRS) and sizes, VoIP, municipal government, county government, APCO, NENA, sheriffs, police chiefs, fire chiefs, and rescue or emergency medical services chiefs. These representatives work closely with one another in determining the direction the Board takes in planning, implementation, and change.

911 Board committees are deliberately crafted to include stakeholder representatives from outside the board, as well as study groups whose work has helped guide the Board in specific arenas, such as the one which developed a proposed 911 State Plan.

**Reference Material:** NCGS § 62A-41, State 911 Plan

<b>Rating:</b> At this time, North Carolina meets the advanced criteria.
<b>Assessor Recommendations:</b> To move to "superior" criteria, the NC911 Board should attempt to codify change control processes, including evaluation. Input from members should focus on their areas of expertise based on their representation. An area where the Board has made significant progress is with standards and rule development.
<b>Assessor Notes/Comments:</b> In addition, committees, such as NG911, may be a good source for the evaluation piece to manage change, as it contains representatives from the major stakeholder groups. This can be used a model for other processes as the Board migrates from a consensus focus to a managed control focus.

<b>Guideline GV4: A statewide board or advisory council provides input and oversight for statewide 911 system coordination.</b>		
<p><b>Guidance:</b> Coordination at the state level is essential. While a designated 911 coordinator and statewide coordination are paramount to the effective and efficient operation of 911, it is important to have input and involvement from the 911 community as a whole. This facilitates the process to broaden the authority of the 911 coordinator, as in a next generation environment, the authority to regulate is more important.</p> <p>Oversight can be provided through a board or advisory council and can include representatives from public safety affiliations, as well as other stakeholder groups, such as service providers. The board or advisory council should work with the statewide coordinator where applicable. There needs to be a separation of duties from the coordinator that should be defined and delegated. States need to have some flexibility; coordination may be staff augmentation for example.</p>		
<b>Guideline Cross-reference(s):</b> SR1, SR2, SR14, SR15		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state has a board, agency, or council with defined responsibilities.	The board/agency/council holds regularly scheduled meetings. Recommendations are public and actively distributed. There is a mechanism for receiving input from 911 users/agencies/stakeholders.	This board/agency/council is established and funded by legislation.
<b>Rationale:</b> Statewide coordination provides a structured process for stakeholder involvement and input.		

**Current Environment:** The North Carolina 911 Board, established and funded by legislation, provides input and oversight for statewide 911 system coordination. The Board holds monthly public meetings, including opportunity for public input at each of them. The Executive Director of the Board serves as the statewide coordinator with support from a staff of five.

**Reference Material:** see SR1, SR2, SR14, SR15

<b>Rating:</b> At this time, North Carolina meets the superior criteria.
<b>Assessor Recommendations:</b> In order to maintain this criteria level, the NC 911 Board will need to make sure that the configuration of staff detailed to the Board is adequate in terms of the types of positions, the number of FTEs, and the available skill sets to support the future of 911 envisioned by the NC 911 Board.
<b>Assessor Notes/Comments:</b> This may be an area in which the next statewide 911 plan should focus. The Executive Director is supported by a relatively small but effective and dedicated staff.

<b>Guideline GV5: The state facilitates working relationships between 911 and groups within the state that interact with 911.</b>		
<b>Guidance:</b> Communications are necessary between 911 and emergency management and other agencies or entities related to 911, such as law enforcement, fire, emergency medical services (EMS), information technology (IT), and statewide Department of Homeland Security (DHS) organizations. Working relationships include communication, cooperation, stakeholder management and collaboration. This not only relates to what happens at the state level, but also what happens at the regional and local levels.		
<b>Guideline Cross-reference(s):</b> SR8, SR14, SR15		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state provides for working relationships between 911 and other entities within the state.	The state provides for a structured and comprehensive working relationship between 911 and specified entities within the state. Working relationships are demonstrated at the state level.	State, regional and local representation exists in the working relationships demonstrated at the state level.
<b>Rationale:</b> 911 needs to work with other agencies for coordination, cooperation, responsiveness and effectiveness in the provision of emergency services.		

**Current Environment:** No structured relationship exists between 911 and other agencies or entities related to 911, although the 911 Board has an open and active informal relationship with those other agencies or entities.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the minimum criteria.
<b>Assessor Recommendations:</b> To move to “advanced” criteria, a structured and comprehensive working relationship should be legislatively established between the NC 911 Board and specific groups that interact with 911.
<b>Assessor Notes/Comments:</b> The Executive Director for the NC 911 Board reports to the state CIO. This establishes a formal relationship between IT and 911. In addition, successful informal working relationships exist between the Board and the state’s Emergency Management agency, as well as the state’s FirstNet entity. An initial step to establishing more structured and comprehensive working relationships between the Board and these additional groups may be to add them to the NC 911 Board in an advisory role.

<b>Guideline GV6: The ability exists within the state to facilitate essential partnerships statewide, across state lines, and for specific strategic purposes.</b>		
<p><b>Guidance:</b> Agencies at a state level that relate to 911 need to be able to enter into agreements. There are two concerns: 1) if something is not prohibited in writing, then it is allowed, and 2) if something is not in writing, it is not allowed. It is not the intent to impose statutory requirements. One can only do what legislation allows. As such, agreements and partnerships do not necessarily have to be addressed in statutes.</p> <p>Conformance with this guideline could be demonstrated by statutory permission to enter into such agreements and through the successful implementation of agreements for past developments. State-level agencies (State police, emergency management, environmental conservation) and local agencies, such as 911 authorities and first responders, are examples of potential partnerships. Working relationships could include executed interlocal agreements, Memoranda of Understanding (MOUs), EMAC services and contracts, which could be tracked in a central repository.</p>		
<b>Guideline Cross-reference(s):</b> SR7, SR8		
Minimum Criteria	Advanced Criteria	Superior Criteria
The state permits regional or sub-state and statewide agreements, and allows State agencies and local governments to enter into agreements across state lines.	The statutory ability and structure is in place for agreements to be successfully implemented. A statewide plan is in place to complete all working relationship agreements.	All agreements are successfully implemented and reviewed when necessary.
<b>Rationale:</b> To work effectively, all entities involved in the delivery of emergency services must have pre-defined working relationships, supported where necessary by agreements.		

<p><b>Current Environment:</b> Although not encoded in statute, the ability exists within the state to facilitate essential partnerships and agreements statewide, across state lines, and for specific strategic purposes. No prohibitions exist regarding the formation of such partnerships or agreements.</p> <p>One example of a working partnership is the one between the North Carolina 911 Board and the North Carolina Center for Geographic Information and Analysis (CGIA) to provide updated orthoimagery to all primary PSAPs and local governments on a rotating four year cycle. One quarter of the state's geographic footprint is updated each year, so no governing entity's orthoimagery is ever more than four years old. Although the Board pays for the updates primarily to ensure primary PSAPs have accurate geographical data to use, the Board makes the data available to any and all local government divisions which utilize GIS.</p> <p>Another example is the agreement between the 911 Board and the primary PSAPs which receive funding from it that in the interest of establishing a common baseline for evaluating 911 call distributions and behaviors across the state the Board has paid for ECaTS (Emergency Call Tracking System) equipment and service to be installed and implemented at every primary PSAP at no cost to the PSAP; the 911 Board foots the bill for the statewide project.</p> <p><b>Reference Material:</b></p>
--

<b>Rating:</b> At this time, North Carolina meets the minimum criteria.
---

**Assessor Recommendations:** To move to “advanced” criteria, statutory ability and structure will need to be in place for agreements to be successfully implemented. This can be accomplished by establishing in legislation the authority of the NC 911 Board to facilitate essential partnerships and agreements. The assessors recommend that the state continue to foster relationships with key policy leaders and legislators, as well as the military, Coast Guard, and Native American population.

**Assessor Notes/Comments:** The ability to facilitate essential partnerships and agreements statewide, across state lines, and for specific strategic purposes exists because there is no specific prohibition against doing so in legislation. The NC 911 Board has been successful in identifying opportunities and using this omission to its benefit. With the state’s open consensus-oriented processes, productive relationships with key policy leaders and legislators are crucial to timely evolution of laws, rules, policies and best practices. Members of the NC 911 Board, the Executive Director, and his staff should be commended for the clearly strong relationships already in-place and are encouraged to maintain and continually strengthen these relationships.

<b>Guideline GV7: The State provides a statewide governance model for resource sharing and agreements between jurisdictions.</b>		
<b>Guidance:</b> The “depth” of agreements will likely vary greatly – with the better agreements addressing governance, cost allocation, modification and/or termination of same, addition of partners, disaster recovery responsibilities, and liability. Agreements could exist for joint dispatch or equipment sharing, for example.		
<b>Guideline Cross-reference(s):</b> SR7		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
A statewide governance model is in place.	Successful multi-jurisdictional agreements, based on the statewide model, can be referenced as examples.	Multi-jurisdictional agreements, based on the statewide model, are in practice. Resources are available to assist jurisdictions in developing agreements.
<b>Rationale:</b> Technology has made it more cost-effective to share resources (e.g., staff, equipment, contracts) among 911 jurisdictions. The ability to easily form, amend, and discontinue these multi-jurisdictional agreements as needs dictate is critical to the effective use of limited resources. Resource sharing increases efficiency, effectiveness, and cost control among jurisdictions.		

**Current Environment:** A statewide governance model is not in place, although several multi-jurisdictional agreements have allowed for PSAP consolidation and cost sharing in moving toward NG911 implementation capabilities for PSAPs and to serve as one another's back-up when the need arises.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.
<b>Assessor Recommendations:</b> To move to “minimum” criteria, the NC 911 Board needs to identify a strategy to develop a statewide governance model.
<b>Assessor Notes/Comments:</b> The current environment references existing multijurisdictional agreements as an example of resource sharing. A potential source to use to grow a statewide governance model may be through the NC 911 Board's grant program. Financial reward may incentivize PSAPs to move in this direction. Once this occurs, specific guidelines could be developed to demonstrate how local needs can be addressed, from which a statewide model can be extrapolated. These kinds of governance models are increasingly important with the migration to NG911.
<b>North Carolina 911 Board Response:</b> The guideline implies a centralized 911 governance structure. That is not consistent with the authority granted to the Board by the NC General Assembly, nor is it consistent with the general governance and police powers arising from the State's constitution or other statutory authority. The assessor's comments include the statement “A potential source to use to grow a statewide governance model may be through the NC 911 Board's grant program. Financial reward may incentivize PSAPs to move in this direction.” This has clearly been done since the grant program began in 2011 as indicated by the number of consolidation grants and the orthography project. This guidance should be under “operational” not governance.
<b>Assessor Response:</b> The purpose of this guideline is to encourage the adoption of a model within the state that fosters the establishment of multijurisdictional agreements. The guideline is purposefully agnostic, as to who provides the necessary coordination and collaborative opportunities. It is clear that adoption of NG911 technology will make it possible for jurisdictions to share services and

## National 911 Guidelines Assessment Report

### Governance

infrastructure and is likely to make it more cost-effective to share resources among 911 jurisdictions. The ability to easily form, amend, and discontinue these multi-jurisdictional agreements as needs dictate is critical to the effective use of limited resources. Resource sharing increases efficiency, effectiveness, and cost control among jurisdictions. The guideline is not intended to necessarily imply a state run, statewide governance structure, but rather a model for such coverage – however the North Carolina chooses to establish it. The superior criteria specifically says, “multi-jurisdictional agreements, based on the statewide model are in practice.” Statewide implies that all geographic areas are covered by 911 Authorities, either singly or interconnected. Governance ensures statewide coverage. That coverage can be provided by a number of 911 Authorities, including a state run single 911 Authority, as in some states. The assessors recommend that North Carolina consider a more centralized 911 governance structure in order to reap the benefits that can come from other forms of centralized state governance. If North Carolina cannot achieve this centralized governance structure from a policy standpoint, then another means of simple coordination and collaboration could be used, as has been done by many other states. The team’s suggestion was to use a financial means, the grant program. Regardless, the team still sees this as governance and not operational.

## **Functional and Operational Planning**

The functional and operational planning environment outlines the areas of service delivery that should be addressed in a 911 system. This environment includes areas such as record retention, call handling protocols, continuity of operations plans, and exercises.

This category has nine guidelines.

*The remainder of this page intentionally left blank.*



National 911 Guidelines Assessment Report  
Functional and Operational Planning

<b>Guideline OP1: All traditional wireline and wireless calls within the state route to a PSAP enabled to receive Enhanced 911 (E911) data and route to an appropriate dispatcher.</b>		
<p><b>Guidance:</b> Currently, varying levels of service may exist across a state. While it is not feasible for every jurisdiction to have its own 911 system or PSAP; every citizen should have access to 911.</p> <p>E911 provides automatic location identification (ALI) data, selective routing, selective transfer, fixed transfer, and a call back number. Phase II provides delivery of a wireless 911 call with call back number, the location of the caller within current FCC requirements, and selective routing based on those coordinates. These data parameters provide a greater certainty that callers can be located in emergency situations. If a PSAP is able to receive E911 data and wireless Phase II data, Voice over Internet Protocol (VoIP) calls are also able to be processed.</p> <p>The assessment is designed for the state and PSAP, not the service providers and carriers. This guideline refers to system capabilities and customer premise equipment (CPE) capabilities; processing the calls is a capability issue. Technical failures are an exception.</p>		
<b>Guideline Cross-reference(s):</b> ST1		
Minimum Criteria	Advanced Criteria	Superior Criteria
Binary		
<b>Rationale:</b> Having caller location improves the chances of saving lives.		

**Current Environment:**

Yes. All wireline, wireless, and VoIP calls to 911 in NC are routed to one of 119 primary PSAPs, which are capable of receiving Enhanced 911 data. Because of the vast differences in the size of PSAPs, some calls will be answered by dedicated call takers who will process the information, then route the call to a radio dispatcher. The calls placed to most PSAPs will be answered by a person who receives, processes, and dispatches the call.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the guideline.
<b>Assessor Recommendations:</b> No recommendations
<b>Assessor Notes/Comments:</b> North Carolina has deployed Enhanced 911 at all the PSAPs.

<b>Guideline OP2: The state is pursuing full implementation of emergency medical dispatch (EMD).</b>		
<p><b>Guidance:</b> While the statutory environment provides for EMD and requires the use of EMD if it is in statute, there should be something in place for states where it is not in statute, but is being pursued or actively done. This recognizes efforts of the state and is not inconsistent with the statutory environment.</p> <p>EMD protocols, if used, should meet the American Society for Testing Materials (ASTM) Standard Practice for Emergency Medical Dispatch (F1258-95) and ASTM Standard Practice for Emergency Medical Dispatch Management (F1560-94). This guideline applies to regional and local 911 systems. This guideline is not meant to mandate any specific protocols. Medical oversight is a licensed physician with the appropriate qualifications in emergency medicine. Funding should not include operational costs of staff in the PSAP. Maintenance includes software updates, licenses, and staff training.</p>		
<b>Guideline Cross-reference(s):</b> SR20		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The State provides models for EMD implementation.	Measurable steps have been taken to implement EMD statewide. The state has a plan for completion and an identified funding source.	EMD is implemented statewide. Maintenance and support of the EMD program is fully funded by an identified source.
<p><b>Rationale:</b> Protocols should exist for EMD. These protocols should be used and there should be oversight to ensure the protocols are being followed. Changes in protocol are allowed based on medical direction.</p>		

**Current Environment:** While the statewide supervision of EMD programs are managed by the NC Office of Emergency Medical Services, the NC 911 Board is working with NC OEMS to promote the statewide implementation of EMD. Currently 86 of the State's primary PSAPs provide the EMD level of care, while 33 do not. This equates to citizens in 81 of 100 counties have access to the EMD level of care.

In addition, the 911 Board allows surcharge monies to be used for the initial training, certification, and re-certification of PSAP personnel in EMD protocols, as well as the purchase of the protocol system, both electronic and backup card versions.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the minimum criteria.
<b>Assessor Recommendations:</b> Since funding is already available EMD could be expedited by transferring calls to an EMD enabled PSAP.
<b>Assessor Notes/Comments:</b> The State Office of Emergency Medical Services has standards in place. There is no formal plan to mandate the same level of service statewide. Presentations indicated that the lack of medical oversight was an obstacle to statewide deployment.
<b>North Carolina 911 Board Response:</b> The Recommendation states, "Since funding is already available EMD could be expedited by transferring calls to an EMD enabled PSAP". While I understand the thought process I do not understand the practicality and the reality of the recommendation.

National 911 Guidelines Assessment Report  
Functional and Operational Planning

**Assessor Response:** The purpose of this guideline is to promote and support the adoption of EMD. The guideline is purposefully agnostic as to who carries out this responsibility, so long as someone within the state is recognized as responsible for ensuring its completion. The state meets the advanced criteria on this guideline. The assessor was simply making a suggestion on how to achieve a superior criteria. Tom Mitchell replied to a question stating that EMD calls are currently being transferred at Camp Lejeune. The assessors understand that there are multiple practical considerations of transferring EMD calls. Making a suggestion does not ignore these considerations.

National 911 Guidelines Assessment Report  
Functional and Operational Planning

<b>Guideline OP3: Provisions exist for interpretation capabilities statewide.</b>		
<b>Guidance:</b> Equal service should be available for the deaf and hard-of-hearing community, as well as those for whom English is not a primary language. NENA and other organizations recognize the term non-English speaking, which includes American Sign Language users. This guideline recognizes that some territories may have a non-English primary language.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The State recommends that PSAPs have an interpretation capability or access to similar services.	The State requires that PSAPs have an interpretation capability or access to similar services. There is an identified funding source.	Required interpretation capabilities or access to similar services are fully funded by an identified source.
<b>Rationale:</b> This ensures equal service for non-English/non-native language speaking callers requesting assistance of any kind.		

**Current Environment:**

Currently all 119 primary PSAPs have the capability to communicate with the deaf and hard of hearing community via TTY. In addition, approximately 64 of these 119 PSAPs have completed their request letters and testing, and are capable of receiving text to 911 messages from the wireless carriers in their areas.

Most of the 119 PSAPs have agreements in place with various providers for language interpretation services to assist non-English speaking callers. As of August 1, the 911 Board is in the process of writing an RFP to select one vendor to provide language interpretation for all PSAPs in NC, at a more cost effective price.

**Reference Material:**

**Rating:** At this time, North Carolina meets the minimum criteria.

**Assessor Recommendations:** The Board should follow through with the procurement and deployment to all PSAPs.

**Assessor Notes/Comments:** There is no statutory requirement for interpretation services. The PSAPs currently have various providers. The State is currently drafting procurement of a statewide vendor for interpretation service. No information was provided on the status of the RFP.

National 911 Guidelines Assessment Report  
Functional and Operational Planning

<b>Guideline OP4: The state provides guidelines for the retention of 911 call records and 911 related data.</b>		
<b>Guidance:</b> The role of the State is to perhaps be an advocate for PSAPs and/or set standards. The State should define what is considered a “record.” The creator of the record is the custodian of the record (or whoever is specified in statute if applicable). Local, state, and federal laws may affect the retention of data and not all data will have the same retention period. The retention laws may not be in the 911 statute, but in other provisions of law.		
<b>Guideline Cross-reference(s):</b> SR24		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> The retention of 911 records and data ensures consistency across the state and ensures data is available when needed.		

**Current Environment:**

NC General Statute 132 deals with public records and records retention. More specifically, GS 132-1.4.(c) (4) defines which parts of a 911 call are public record, and what exceptions are noted, by saying:  
“The contents of “911” and other emergency telephone calls received by or on behalf of public law enforcement agencies, except for such contents that reveal the name, address, telephone number, or other information that may identify the caller, victim, or witness.”

GS 132-1.4.(i) addresses the retention of 911 call records and says: “Law enforcement agencies shall not be required to maintain any tape recordings of “911” or other communications for more than 30 days from the time of the call, unless a court of competent jurisdiction orders a portion sealed.”

**Reference Material:** NCGS §132-1.4.(c)(4) and § 132-1.4.(i)

**Rating:** At this time, North Carolina meets the guideline.

**Assessor Recommendations:** Current local government statutes include records retention. Proposed rules include Operational Records and should be implemented to clarify retention of call and related data. The Board should move the rulemaking process forward to ensure adequate retention of data.

**Assessor Notes/Comments:** Retention of records is included in the local government statutes.

National 911 Guidelines Assessment Report  
Functional and Operational Planning

Guideline OP5: The state requires a data backup plan.		
<b>Guidance:</b> All data essential to the operation of a PSAP should have a backup available. Examples of data essential to the operation of the PSAP are Master Street Address Guide (MSAG), automatic location identification (ALI), computer aided dispatch (CAD), and customer premise equipment (CPE) data. Periodic backups are executed and logged. At least one backup should be stored off-site. Any off-site storage should comply with all security requirements.		
<b>Guideline Cross-reference(s):</b> GV1		
Minimum Criteria	Advanced Criteria	Superior Criteria
PSAPs implement a local data backup and recovery procedure and plan. This plan is documented.	PSAPs' backup and recovery procedures and plans are documented and maintained. Data backup is offsite.	Implemented data backup and recovery procedures and plans are documented and maintained, and the backups are audited.
<b>Rationale:</b> This is one method to ensure continuity of data should there be any type of component failure.		

**Current Environment:** The state does not require a data backup plan, although every PSAP is expected to backup the "Master Street Address Guide (MSAG), automatic location identification (ALI), computer aided dispatch (CAD), and customer premise equipment (CPE) data" and store the backups offsite as a matter of best practice. Larger PSAPs with dedicated IT staff are usually better at doing this than smaller PSAPs without an IT department where IT related tasks are commonly delegated to staff members who, although perhaps IT proficient, are not IT professionals.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the criteria.
<b>Assessor Recommendations:</b> The Board should require consistent back up plans for all PSAPs in rule.
<b>Assessor Notes/Comments:</b> The State does not require data backup plans. The level of backup may be different at each PSAP depending on the IT support available.

National 911 Guidelines Assessment Report  
Functional and Operational Planning

<b>Guideline OP6: State-level guidance exists for public safety's use of social media.</b>		
<b>Guidance:</b> Public safety includes PSAPs. Leveraging the capabilities of social media (incoming and outgoing) and the use of social media can enhance the image of public safety agencies. This should be part of an organization's public information plan. Guidance may also cover future uses of this technology.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> Social media is being used by the public to talk about emergencies. Social media can be a tool to give the public accurate information before and during emergencies.		

**Current Environment:**

No, the State does not mandate how social media is used in public safety communications. The 911 Board has a Facebook page and a Twitter account that is used for communicating and sharing news with the PSAPs and their personnel. Local PSAPs are cautioned to put disclaimers on agency Facebook pages, stating those pages should not be used to report an emergency, or any event, if that page is not monitored 24 X 7 by agency personnel.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the guideline.
<b>Assessor Recommendations:</b> The Board should require each PSAP to document policy regarding use of social media for communications.
<b>Assessor Notes/Comments:</b> Social media as a form of communication is becoming more popular and a common communication tool. The Board uses social media as a public safety communications tool for communicating with PSAPs. The State cautions PSAPs regarding the use of social media but there is no formal policy or guidelines for the use of these systems originating at the PSAP.
<b>North Carolina 911 Board Response:</b> The Recommendation states, "The Board should require each PSAP to document policy regarding use of social media for communications". This falls under the existing Public Records statute.
<b>Assessor Response:</b> Social media can be a tool to give the public accurate information prior to and during emergencies. North Carolina's current environment stated local PSAPs "are cautioned to put disclaimers on agency Facebook pages, stating [not to use those pages] to report an emergency." Assessor recommends that this policy be documented. It may also be beneficial to create additional social media guidance regarding the best ways for PSAPs to use this popular and far-reaching communications technology.

National 911 Guidelines Assessment Report  
Functional and Operational Planning

<b>Guideline OP7: Statewide support and coordination exist for managing/operating emergency notification systems (ENS).</b>		
<b>Guidance:</b> This service may be housed in other areas besides 911. Notification examples include ENS alerts, warnings, sirens, and broadcast intercepts. Many warnings are sent out at varying levels (state-level alerts, local alerts, interstate alerts). There should be a determination of who is responsible for specific alerts. Agreements should be in place between agencies within the state that utilize this service. The use of alerts and warnings could also be part of the state plan.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Guidelines and policies at the state level clearly document 911 jurisdictional roles. The statewide plan defines the agency responsible for specific alerts. There is communication between the party who issues the alert and the appropriate PSAP(s).	The state defines the proper use of ENS and other protocols, regardless of who has responsibility for alert generation.	A statewide body assists in unifying and coordinating the consistent use of alerts and warnings throughout the state.
<b>Rationale:</b> Alert/warning resources and technologies are of critical importance to the public, and have a very direct relationship to 911. Managing and operating these resources are, however, somewhat ancillary to the 911 function and careful integration into the overall emergency communications operation is critical.		

**Current Environment:**

The NC Emergency Alert System State Plan was created in August of 2011. The Emergency Alert System (EAS) was developed to provide immediate communication and information to the public at the national, state, or local levels in an emergency. The purpose of the North Carolina Emergency Alert System Plan is to provide procedures and guidelines for state, federal, and private organizations for working together to disseminate emergency information and instructions to the public during threatened or actual emergencies. North Carolina's Emergency Alert System is comprised of radio, television and cable stations, as well as several government agencies including the N.C. Division of Emergency Management, N.C. State Highway Patrol, N.C. Center for Missing Persons, and National Weather Service. National EAS messages from the White House will be sent to WQDR-FM in Raleigh. EAS messages at the State level will go through the Department of Emergency Management. When messages are received at the local level by PSAPs, local protocols take over as to the type message, the target audience, and the delivery method.

Pursuant to the spending guidelines in NCGS 62A, Emergency Notification System (ENS) software (e.g. Reverse 911, Code Red, etc.) may not be purchased using 911 funds.

**Reference Material:**

**Rating:** At this time, North Carolina meets this criteria at the superior level.

**Assessor Recommendations:** ENS is a useful tool for alerting citizens to an emergency, provide evacuation information and all clear information. The benefit of statewide ENS is emergencies do not recognize jurisdictional boundaries. Maps can be used to identify specific area. Policy and guidelines should be documented to ensure communications between multiple jurisdictions.



National 911 Guidelines Assessment Report  
Functional and Operational Planning

**Assessor Notes/Comments:** The North Carolina Office of Emergency Management operates the statewide notification system and is under their authority. After reviewing North Carolina's responses, the assessor concurs that this criteria is met at the superior level.

<b>Guideline OP8: The state has a formalized process and communication plan for change management.</b>		
<p><b>Guidance:</b> Change management is becoming increasingly more important in the technological age. This guideline involves changes that impact others – state down, local up – and any area in between where someone else is impacted or affected. A local level change could be just as catastrophic as a state change. Communications is a significant component; changes must be communicated.</p> <p>The communications plan should address the process and how any state, regional, or local level changes are communicated throughout the state and, where appropriate, to the employees. Change management processes should be included for software and hardware, changes in technology, changes to the staff, and changes in operational/technical functions, changes in regulations, changes by vendor community – such as changes in technologies that should be communicated to 911 authorities. Advance notice of changes should also be a consideration. The change management process may be included in an operational plan. This change management process should include a test plan, where appropriate.</p>		
<b>Guideline Cross-reference(s):</b> GV1		
Minimum Criteria	Advanced Criteria	Superior Criteria
Binary		
<p><b>Rationale:</b> Changes to any component or area of a 911 system can affect many aspects of the system and need to be controlled and communicated properly.</p>		

**Current Environment:** The state does not have a formalized process and communication plan for change management within the 911 system.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the guideline.
<b>Assessor Recommendations:</b> The Board and PSAPs should work together to develop a statewide communications plan including comments periods.
<b>Assessor Notes/Comments:</b> The Board does not have a formalized communications plan. They have recently hosted regional PSAP meetings and a newsletter. This form of communication may generate discussions on change management.

National 911 Guidelines Assessment Report  
Functional and Operational Planning

<b>Guideline OP9: The State monitors and enforces compliance of 911 related provisions of the Americans with Disabilities Act (ADA).</b>		
<b>Guidance:</b> Statewide 911 system compliance should include Americans with Disabilities Act (ADA) and its 911 related provisions.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> Compliance with ADA's 911 related provisions is important to ensure equal access to 911 services.		

**Current Environment:** NCGS Chapter 168A, *North Carolina Persons with Disabilities Act*, governs how both state and local governments implement the protections afforded by the federal *Americans with Disabilities Act* at the state level. Since Primary PSAPs in North Carolina are operated by local government entities, adherence to ADA requirements is dependent upon those entities' implementation and enforcement of both NCGS 168A and the ADA. Language specific to 911 does not appear in NCGS 168A, but the expectation throughout the state is that the protections afforded by the ADA, including its 911 related provisions, are uniformly applied and enforced statewide.

**Reference Material:** NCGS 168A

<b>Rating:</b> At this time, North Carolina meets the guideline.
<b>Assessor Recommendations:</b> It is recommended North Carolina continues with the rulemaking process and implements TDD/TTY standard operating procedures (SOPs).
<b>Assessor Notes/Comments:</b> The required statutes relating to the Americans with Disabilities Act (ADA) are in place and covers state and local governments. North Carolina should be commended for the 67 PSAPs that have deployed text-to-911 and should encourage the remaining PSAPs to follow suite.

## **Standards**

The standards environment outlines the areas for which a state should develop or adopt standards. This includes technology and performance standards.

This category has six guidelines.

*The remainder of this page intentionally left blank.*

<b>Guideline ST1: Standards and best practices have been identified and implemented at the state level.</b>		
<p><b>Guidance:</b> A review of the existing standards and best practices from a technical and operational level should be conducted to ensure that those standards have been identified, evaluated, and implemented (as appropriate). Examples of standards and best practices include technical interface, data, performance, and operations from the American National Standards Institute (ANSI), Internet Engineering Task Force (IETF), National Fire Protection Association (NFPA), APCO, and NENA. Once a set of standards has been adopted, there needs to be a regular review (by a statewide coordinating body, such as a State agency, association of counties, or other state public safety associations) of existing and proposed design and performance standards to determine the changes needed (if any).</p>		
<b>Guideline Cross-reference(s):</b> SR12		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Standards have been identified and implemented at the state level.	A state-level entity regularly reviews adopted and proposed design and performance standards to determine what changes, if any, are needed.	Proposed changes from the state-level entity are implemented. The implementations are adequately funded.
<b>Rationale:</b> Standards and best practices ensure consistency of 911 service across the state.		

<p><b>Current Environment:</b></p> <p>The NC 9911 Board created a Standards Committee in 2010. This Committee was tasked with developing a set of Operating Standards, as defined under GS 62A-42 (a) (4), Powers and Duties of the Board. The Operating Standards/Rules the Standards Committee created were modeled after NFPA 1221, and the current version was finalized and adopted by the Board on 1/25/2013. These Standards/Rules have been involved in the NC Office of Administrative Hearings Rules Review process for over 2 years. Within the past 6 months, the process has picked up speed, and the first official public hearing on these Rules is scheduled for August 28, 2015. The Rules will hopefully be adopted by the end of 2015.</p> <p>Once the Rules are adopted, the Standards Committee will be tasked with review and revision of the Rules as needed. The Committee has created a process for measuring PSAP compliance to the Rules that will include onsite inspections, performed by PSAP peer reviewers. The Committee is in the process of identifying new technologies that will require new rules or changes to existing rules.</p> <p><b>Reference Material:</b> NCGS 62A, Title 9 Operating Standards 911 Board Rules (still in rulemaking)</p>
---

<b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.
<b>Assessor Recommendations:</b> Continue the NCAC 06C .0101 Title 9 rule development process.
<b>Assessor Notes/Comments:</b> Even though the Fire Department has identified and implemented compliance to NFPA Communication standards, the completion of this guideline will not be finalized until the current rules developed by the NC 911 Board Standards Committee are implemented. The rules were developed using national industry standards and best practices with modifications based on legislative authority and North Carolina's specific public safety requirements. With the completion of the measurement process, onsite inspection and identifying new technologies, the NC 911 Board will

## National 9-1-1 Guidelines Assessment Report Standards

complete the advanced criteria. The NC 911 Board's approach to funding the requirements in the systems will assure compliance at the superior level.

Concern is noted on the amount of time required for rule development. The time required for rule development could further delay implementations based on future rule needs for process measurement of PSAP compliance and future modifications for advancements in technology, including next generation 911 implementations.

**Guideline ST2: The State requires specific operational standards for PSAPs to ensure a minimum level of service delivery.**

**Guidance:** A minimum level of 911 service is required regardless of the type of service. It includes E911, wireless Phase I, wireless Phase II, Voice over Internet Protocol (VoIP), and NG911 (emerging technologies).

With Basic 911, a caller is automatically connected to a PSAP based on the central office that originates the call; automatic number identification (ANI) and/or automatic location identification (ALI) may not be supported. This means that the PSAP may not have the location or call back number of the caller.

With wireline E911, the PSAP has capabilities for ALI, ANI, selective routing, and selective transfer. For E911, the PSAP receives the caller's location and call back number, and other identifying information. The call is routed to the correct PSAP based on the caller's location, not the central office.

For wireless E911 Phase I, the PSAP receives the call back number of the caller and the identification of the cell tower from which the call originated. The call is usually routed based on cell tower sector.

For wireless E911 Phase II, the wireless call is delivered with the call back number as well as the location of the caller within 125 meters 67 percent of the time. The wireless call is routed to the PSAP based on the caller's coordinates at the time of the call.

**Guideline Cross-reference(s):** SR12

Minimum Criteria	Advanced Criteria	Superior Criteria
The State has defined a minimum level of service, which is at least Enhanced 911 (E911). The minimum level of service is specific, consistent, and implemented at all PSAPs across the state.	The service level is regularly reviewed and updated based on evolving operational and technical capabilities at a national level.	The State-defined service level is enforced and adequately and sustainably funded.

**Rationale:** A minimum level of service for all PSAPs ensures a consistent delivery of 911 service to all callers regardless of the caller's location or method of accessing 911.

**Current Environment:**

The State has defined and operates at a minimum level of service, which is Enhanced 911 (NCGS § 62A-40(b)). The State is in the process of developing an RFP for a Statewide ESI broadband network. Eleven PSAPs (as of this writing) have individually implemented MPLS capabilities in their progression toward NG911. The State provides all PSAPs with aerial photography, and updates those images every 4 years. The State's operational Standards, when implemented, will ensure a uniform minimum level of service across the State. The Rules will require 90 percent of all emergency calls will be answered in 10 seconds or less. (This is a standard that 100 of 119 PSAPs are already achieving.) . These Rules also require PSAPs to have written SOPs. The 911 Board funds the equipment necessary for PSAPs to achieve and maintain these standards.

**Reference Material:** NCGS § 62A-40(b), Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina meets the minimum criteria.

National 9-1-1 Guidelines Assessment Report  
Standards

**Assessor Recommendations:** Continue the NCAC 06C .0101 Title 9 rule development process for existing E911 system requirements. Continue the development of NG911 and text messaging; codify the requirements in rule or legislative statutes.

**Assessor Notes/Comments:** NCGS § 62A-40(b) defines the minimum level of service for the state's 911 system as Enhanced 911. The state has confirmed completion of this level statewide at all PSAPs. The service level review is in process of being updated based on NC 911 Board NG911 committee work, currently in progress. The establishment of a minimum NG911 level of service is currently planned for future rule development. Enforcement and funding are currently being reviewed as part of the plan development.



National 911 Guidelines Assessment Report  
Standards

<b>Guideline ST3: The state has defined PSAP performance standards.</b>		
<p><b>Guidance:</b> Defined performance standards allow for consistent delivery of service across the state. It also allows for the identification of issues that need to be addressed, such as the need for additional trunks or additional call takers within a specific PSAP.</p> <p>Performance standards include technical and operational standards such as call answering (timeliness, call overflow, and call overload), call protocols or interrogation, reliability, redundancy, congestion control, quality of service, and Teletypewriter (TTY) testing. For example, these standards could include a call answering standard of 90 percent of all 911 calls within 10 seconds during the busy hour of the day.</p>		
<b>Guideline Cross-reference(s):</b> SR12		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state has defined PSAP performance standards.	The defined performance standards are implemented.	The defined performance standards are enforced and funded. Funding is not dependent on call answering standards being met.
<p><b>Rationale:</b> Consistent performance standards enable evaluation and maximize consistent and effective service.</p>		

**Current Environment:**

The State has defined PSAP performance standards that are part of the Office of Administrative Rules that are currently under review. OAH 09 NCAC 06C. 0209(a) states, "PSAPs shall answer 90 percent of all emergency calls in 10 seconds, and 95 percent in 20 seconds. Compliance shall be evaluated monthly, using the data from the previous month."

Also, "when emergency 911 calls need to be transferred to another PSAP, the Telecommunicator will transfer the call without delay."

The standards also say the PSAP shall develop and implement standard operating procedures for responding to and processing TDD /TTY calls.

While the State urges PSAPs to comply with Standards, funding is not dependent on these standards being met. While the 911 Board does have the statutory authority to reduce, suspend, or terminate funds, per Session Law 2014-66, for failure to comply with provisions of NCGS 62A, the 911 Board has always considered this a last resort.

**Reference Material:** NCGS 62A, Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina does not meet the minimum criteria.

**Assessor Recommendations:** Continue the NCAC 06C .0101 Title 9 rule development process.

**Assessor Notes/Comments:** Even though the Fire Department has identified and implemented compliance to NFPA Communication standards, the completion of this guideline will not be completed until the current rules developed by the NC 911 Board Standards Committee are implemented. With the completion of the measurement process, onsite inspection and identifying new technologies the NC 911 Board will complete the advanced criteria. The NC 911 Board's approach to funding the

## National 9-1-1 Guidelines Assessment Report

### Standards

requirements in the systems will assure compliance at the superior level. Funding is not dependent on call answering standards being met.

#### **Guideline ST4: The state requires specific interface standards for the exchange of 911 related data between functional entities.**

**Guidance:** It is often not possible for one PSAP to transfer data to another PSAP, which can result in delayed responses. If data exchange is a capability, the data may be in a different format or layout. Standards development organizations have identified interfaces for the exchange of 911 data, which, if enabled statewide, allows all call takers/dispatchers to have the same understanding and ability to interpret the received data.

Interface standards describe the definition, format, layout, and other characteristics of 911 related data shared across disparate systems, ensuring the seamless exchange of data, and permitting a common understanding to interpret and use 911 related data consistently. Examples of industry-accepted standard organizations include APCO, the Internet Engineering task Force (IETF), and the National Information Exchange Model (NIEM).

#### **Guideline Cross-reference(s): SR12**

<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state encourages the exchange of 911 related data at the local and regional level using industry-accepted interface standards.	At a state level, industry-accepted interface standards have been adopted for 911 related data exchange and applied to statewide procurement efforts and funding priority.	The state is compliant with national industry-accepted interface standards for 911 related data exchange, which is applied to statewide procurement efforts and funding priority.

**Rationale:** Interface standards that permit data exchange are necessary when data is being shared across functional entities.

**Current Environment:** The state does not currently require specific interface standards for the exchange of 911 data among functional entities, but does allow PSAPs to use 911 funds to pay for such capabilities when proprietarily offered by software vendors.

#### **Reference Material:**

**Rating:** At this time, North Carolina does not meet the minimum criteria.

**Assessor Recommendations:** Continue the efforts for the NG911 procurement and adoption of the standards involved to include the exchange of 911 data.

**Assessor Notes/Comments:** The NC 911 Board has established a NG911 committee and a GIS subcommittee that will deal with issues on the exchange of 911 data between PSAPs. The CAD interface issues are also being reviewed to determine available methods of transferring data between PSAPs. The North Carolina School Risk and Response Management Initiative is a prime example of the need to have 911 related interface standards, protocols, and operational procedures incorporated into the 911 system.

National 911 Guidelines Assessment Report  
Standards

<b>Guideline ST5: The state has minimum standards for emergency call processing protocols.</b>		
<p><b>Guidance:</b> Call processing starts at call receipt and ends at call disconnect. Protocols are a set of rules or conventions that govern how a call is handled internally. The state could choose to recommend or encourage specific commercially available protocols or develop their own.</p> <p>Minimum standards for call processing may include items such as questions, procedures, minimum service level, consistency, and integration procedures. Protocols could include law enforcement, emergency medical, fire, hearing impaired, and missing children. “Emerging” means that the criterion provides for flexibility and adjustment as new standards emerge.</p>		
<b>Guideline Cross-reference(s):</b> SR12		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
A minimum set of call processing protocols exist in the state.	The call processing protocols are adjusted as necessary to remain consistent with emerging national call processing standards.	There is an audit to ensure compliance with the call processing protocols/standards.
<b>Rationale:</b> These standards will support a minimum level of consistency in call processing.		

**Current Environment:** The State encourages primary PSAPs to utilize standardized call processing procedures. This can be accomplished using procedures developed in-house, or through the use of commercially available protocols. The 86 (soon to be 87) PSAPs that receive and process medical calls for service, and provide the EMD level of care, can choose from three protocols systems (Priority Dispatch, APCO, and PowerPhone) which are all approved by the NC Office of Emergency Medical Services. The NC Department of Insurance, Office of State Fire Marshal, conducts inspections of all fire departments that serve populations of less than 100,000. Part of this inspection includes the communications function. Communications centers that utilize a standardized call processing procedures can earn the fire departments they serve extra points on their inspection, which is used to determine the fire department’s rating, and how much home and business owners pay for their fire insurance. Approximately six NC PSAPs have achieved Partnering PSAP status with the National Center for Missing and Exploited Children. One of the requirements to achieve this partnership status is they must have in place an agency designed standardized procedure for receiving and processing calls reporting missing and abducted children. PSAPs are encouraged to develop standards for receiving and processing calls from the deaf and hard of hearing, as defined by the federal Americans with Disabilities Act of 1990. Lastly, the 911 Board Operating Standards/Rules currently in adoption process will further define minimum standards for call processing. 09 NCAC 06C .0209 will address such points as call answer times, transferring 911 calls, documenting field unit response times, and using common terminology and ICS procedures, among others.

**Reference Material:** Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina meets the minimum criteria.

**Assessor Recommendations:** Recommendations include further development of rule or statutory language to establish a statewide minimum requirement for medical call taking, law enforcement, and fire protocols. Continue the NCAC 06C .0101 Title 9 development on standard operating procedures include those for TTY and missing children.

**Assessor Notes/Comments:** The state has chosen to recommend and encourage the use of multiple specific protocols that are available commercially for Emergency Medical Dispatch. While these are

## National 9-1-1 Guidelines Assessment Report Standards

recognized and used for credentialing EMD by the North Carolina Office of Emergency Services, Health and Human Services, they are not mandated. The issue has also been stricken from the rule development. The NC 911 Board includes funding of law enforcement, fire, and medical call taking protocols. With the funding and setting of acceptable standards the guideline could be seen as technically meeting this guideline's minimum criteria.

<b>Guideline ST6: The state program fosters the adoption of technical and/or operational consensus standards and requirements.</b>		
<p><b>Guidance:</b> The public expects to receive a uniform level of 911 service, regardless of their location. With current 911, there is no standardized network, although some components are regarded as standard. The same level of service should be provided in rural areas as in a metropolitan area. This will become increasingly more important with NG911 and the advent of operational and technical standards for seamless interconnections. Interoperability between local, regional, and state 911 systems is essential.</p> <p>This is the operational policy or rule that standards adoption should be encouraged. This guideline includes state systems and any statewide procurement. Aspects of technical and operational standards include security, redundancy, reliability, and interdependencies between the systems. NENA's Next Generation Security (NG-SEC) document can be referenced.</p>		
<b>Guideline Cross-reference(s):</b> SR12		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state program encourages the adoption of technical and operational standards.	Leading industry standards and best practices have been reviewed and adopted at a statewide level and applied to statewide procurement efforts.	A state-level entity identifies, then implements and maintains statewide standards and recommended best practices. Funding priority is given to agencies that adopt these standards.
<p><b>Rationale:</b> The adoption of technical and/or operational consensus standards and requirements improves consistency and effectiveness of the state 911 system.</p>		

**Current Environment:** The NC 911 Board strives to provide a standardized level of 911 service across the State. NCGS 62A-42 Powers and Duties of the Board, section (a)(4) directs the Board to establish policies and procedures, to fund advisory services and training for PSAPs, and to set operating standards for PSAPs. NCGS 62A-42 section (a)(9) states the Board is to adopt Rules to implement this article. However, this subsection goes on to say this authority does not include the regulation of any enhanced 911 service, such as the establishment of technical standards for telecommunications service providers to deliver 911 voice and data.

The 911 Board, along with its consultant Federal Engineering, is developing a RFP which will be used to help select a provider for a Statewide ESINet. Every effort will be made to ensure the final product will address all security, redundancy, interoperability, and reliability standards to create a uniform level of statewide 911 service.

**Reference Material:** NCGS 62A

<b>Rating:</b> At this time, North Carolina meets the minimum criteria.
<p><b>Assessor Recommendations:</b> Continue the NCAC 06C .0101 Title 9 rule development process on standards. Continue the NC 911 Board standards committee development of the standardized NG911 procurement that incorporates the technical and operational standards for a statewide IP network and routing system including security, redundancy, and reliability issues.</p>
<p><b>Assessor Notes/Comments:</b> NENA industry standards and best practices for NG911 have been reviewed by the staff, consultants, and NC 911 Board NG911 committee. They are scheduled to be incorporated in a proposed statewide procurement effort. After adoption by the Board, the state will be able to begin procurement and then implementation. The funding source has already been addressed</p>

National 9-1-1 Guidelines Assessment Report  
Standards

in legislation and the costs are scheduled to be reviewed by the Board, all leading to superior guideline rating.

## **Security and Continuity of Operations**

The Security environment outlines areas that should be addressed to secure the facility and data associated with 911. These guidelines outline plans and actions that a state should facilitate or coordinate to enhance the 911 system.

This category has seven guidelines.

*The remainder of this page intentionally left blank.*

**Guideline SC1: The state has business continuity of operations plans (COOP) for 911 to ensure continuous operations.**

**Guidance:** A backup site is in operations to take over full load of 911 calls at any time. Interagency agreements will provide for other PSAPs to take over call handling during a disaster or as a business continuity plan or backup. There are best practices and standards in place including: NENA Operations Standards for Contingency Planning, 53-001 through 53507, National Fire Protection Association (NFPA) Standard on Disaster/Emergency Management and Business Continuity Programs (NFPA 1600), recovery point objective (RPO) and recovery time objective (RTO).

"Operational impact analyses should be conducted to identify scenarios where facilities, systems, equipment, or operations are interrupted or disrupted, and any opportunities for hazard mitigation. As part of the research, the organization should determine continuity requirements and develop strategies based on the requirements, so that a more general continuity plan can be formulated with training, testing, and exercise. Focus on the impact of interruptions to critical business functions will help define thresholds for minimum/maximum down time." (From Next Generation Procurement Tool Kit)

**Guideline Cross-reference(s):** GV1

Minimum Criteria	Advanced Criteria	Superior Criteria
A plan and procedures exist that describe business continuity.	The state's plan defines and meets business owner expectations, needs, and priorities to respond to and recover from a disaster.	The state's continuity plan is used, maintained, exercised, and audited. The COOP is coordinated with the critical infrastructure plan statewide.

**Rationale:** A business COOP is established to assure that service delivery will continue uninterrupted when faced with a threatening situation that may hinder operations.

**Current Environment:** There is currently no statewide COOP for 911, but pursuant to §62A-46(e)(4a), each local PSAP is statutorily obligated to have a backup plan.

**Reference Material:** NCGS §62A-46(e)(4a)

**Rating:** At this time, North Carolina meets the advanced criteria.

**Assessor Recommendations:** In addition to disaster recovery, the COOP should include plans and procedures for PSAP system component disruptions or interruptions that can affect 911 call handling and processing. Auditing of the plans to assure that the PSAPs personnel have been trained, and that the plans are tested and exercised will provide a superior finding.

**Assessor Notes/Comments:** Each PSAP is required to have a COOP plan providing for PSAP disaster recovery. With the state requiring the individual plans and with the Board funding back-up PSAP equipment, the individual PSAPs provide coverage for the state. With the implementation of consolidation efforts, the PSAP COOP plans cover additional territory and agencies while still providing coverage for the state. The proposed NG911 system will provide state critical infrastructure which will need to be covered in at a state level and be incorporated into the state COOP plan.



<b>Guideline SC2: Plans are in place statewide that define and meet needs and priorities to respond to and recover from a disaster.</b>		
<p><b>Guidance:</b> A disaster can mean loss of data, equipment, facility or people, or all of the above. Disaster recovery plans should encompass the smallest “disaster” to largest.</p> <p>The State should manage expectations for disaster recovery. Components of a disaster recovery plan should include, at a minimum: level of recovery (what you get), time to recovery (when you get it) for equipment, software, facilities, and people. Stakeholders (depending on what level of services the State is providing), including the 911 authorities who will participate in disaster recovery should provide input into the plan.</p>		
<b>Guideline Cross-reference(s):</b> GV1		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Plans and procedures exist for disaster recovery, to include critical infrastructure.	The disaster plan(s) is used, maintained, and exercised.	The disaster plan(s) is audited, and is coordinated with the critical infrastructure plan statewide and is reviewed on a regular basis and amended as appropriate.
<b>Rationale:</b> Disaster recovery plans ensure continuity of service.		

**Current Environment:** In NC, disaster mitigation and recovery is handled by the NC Office of Emergency Management, a division of the NC Department of Public Safety. In addition to the State EM Office in Raleigh, there are 3 regional or Branch offices located in the Western, Central, and Eastern part of the State. Each of the 100 counties has a local Emergency Management Office. EM begins at the local level. Each county is required to have a Continuity of Operations Plan (COOP) that is current. 911 and all other aspects of public safety communications are a part of that plan. If the local EM office cannot handle the disaster, they send a request to the State EOC for additional resources. This can result in a State of a State of Emergency declaration at the State or the federal level, depending on severity.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the advanced criteria.
<b>Assessor Recommendations:</b> Auditing including exercising backup plans on a regular basis will provide a superior finding.
<b>Assessor Notes/Comments:</b> Emergency management and the local 911 PSAPs work together on 911 disaster recovery issues including coordination of critical infrastructure.

National 911 Guidelines Assessment Report  
Security and Continuity of Operations

<b>Guideline SC3: The state has a plan and procedures to safeguard information from unauthorized use, disclosure or modification, damage or loss.</b>		
<p><b>Guidance:</b> System security must be in place to ensure internal and external users cannot access unauthorized areas. System security should mitigate business risks to an acceptable level and has legal, regulatory and policy implications.</p> <p>A data loss prevention solution, network protection, and access control issues can be examples. The plan should be consistent with the NENA security standard and international standards, where appropriate. This plan needs to reflect appropriate interstate coordination and national interconnection as appropriate.</p>		
<b>Guideline Cross-reference(s):</b> SR25		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
A plan and procedures exist that describe the minimum network and data protection measures to be in place for each facility, locally at the PSAP and under State responsibility, and the connectivity between the two.	A plan exists that describes the minimum logical security, features, and specific escalation procedures to be in place for statewide emergency communications systems. This plan is used and maintained.	A data and network plan is coordinated with agencies responsible for critical infrastructure protection within the state. This plan is used, maintained, and audited.
<p><b>Rationale:</b> Network and data protection measures must be in place to prevent unauthorized access and/or damage to security. These measures can minimize negative and unintended consequences.</p>		

**Current Environment:** No such plan presently exists for 911, but is addressed in the proposed 911 Board standards currently going through the rules review process.

**Reference Material:** Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina does not meet the minimum criteria.

**Assessor Recommendations:** Continue work in the NG911 committee to include the security and cybersecurity plan and procedures. Continue the NCAC 06C .0101 Title 9 rule development process on PSAP security issues.

**Assessor Notes/Comments:** The state is aware of the need to develop the security plan and procedures and to have it implemented in conjunction with the NG911 Project.

<b>Guideline SC4: The state has a procedure that ensures confidentiality of information to the extent permitted and/or required by law.</b>		
<b>Guidance:</b> In some cases, 911 incident data and recordings are only given by subpoenas. A formal contract and nondisclosure agreement should be defined and agreed upon prior to rendering services. A non-disclosure agreement may be necessary for State and local employees where it is not addressed in the employment contract. Specific areas which may require specific levels of protection include the Health Insurance Portability and Accountability Act (HIPAA). Data may be required to be released by law in some instances.		
<b>Guideline Cross-reference(s):</b> SR25		
Minimum Criteria	Advanced Criteria	Superior Criteria
A plan and procedures exist that describe confidentiality policies for incident data protection measures.	The confidentiality plan/policies is used and maintained.	The confidentiality plan/policies is used, maintained, and audited.
<b>Rationale:</b> Confidentiality is imperative to safeguard victim and witness information, as well as data. Confidentiality and security of information policies help ensure proper use, handling and exchange and storage of incident data and system records.		

**Current Environment:** NCGS §132-1.5. protects ANI/ALI information, while §132-1.4.(c)(4) prohibits revealing the natural voice, name, address, telephone number, or other information that may identify the caller, victim, or witness. No “confidentiality plan/policies” per se is in place for 911.

**Reference Material:** NCGS § 132-1.5., NCGS §132-1.4.(c)(4)

<b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.
<b>Assessor Recommendations:</b> Review the procedures at the local PSAPs to determine if the confidentiality plan/policies exist and are used, maintained and audited, to determine if state oversight is needed.
<b>Assessor Notes/Comments:</b> Confidentiality is addressed in the state statutes. Any plan and procedures would exist at the PSAP level. No information was provided for a statewide plan, procedure, or any development of state confidentiality policies and incident data protection measures. The state system also incorporates a private ambulance service functioning as a secondary PSAP.
<b>North Carolina 911 Board Response:</b> As stated in the guidance HIPAA and at the state level, the confidentiality statute governs this guideline. Also, the local government is required to comply with HIPAA privacy rules as well as the NC Public Records Act independently of the NC 911 Board.
<b>Assessor Response:</b> The purpose of this guideline is to ensure the integrity of the privacy, of the information collected during a 911 call, whether the call requires law enforcement, fire service, or emergency medical services to respond. The guideline is also cognizant of the need to keep information confidential for evidentiary reasons, and to ensure policies are in place when dealing with the press and other requests for information. HIPAA requirements make specific levels of protection necessary and are just one of the operational items that require procedures for confidentiality. While the state does have statutes, by the North Carolina staff's submitted assessment comments, the state has "no 'confidentiality plan/policies' per se is in place for 911." Concerns regarding the state's current position were noted in the assessment.

<b>Guideline SC5: The state has a plan and procedures that address the logical security of the system and network.</b>		
<b>Guidance:</b> Logical security consists of software safeguards for an organization's systems, including user identification and password access, authentication, access rights and authority levels. Systems (network, data, hardware, and users) preventative monitoring will safeguard the information and equipment from unauthorized use, disclosure, damage, or loss. The idea is to monitor to prevent and detect holes or security breaches in the system. Network and systems configuration data must be protected from hackers and cyber terrorism. This plan must address data rights management and identity and access management. In an NG911 environment, more consistency in security becomes necessary.		
<b>Guideline Cross-reference(s):</b> GV1		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
A plan exists that describes the minimum logical security and features to be in place for each system under the State's control. An alert system exists to notify individuals when problems arise.	The plan describes the specific escalation procedures to be in place for statewide emergency communications systems. This plan is used and maintained.	The plan is coordinated with agencies responsible for critical infrastructure protection within the state. This plan is used, maintained, audited, and integrated with statewide escalation procedures.
<b>Rationale:</b> Network and data must be proactively monitored to protect it from unauthorized users and cyber terrorists. An alert system should notify administrators when an intrusion occurs in order to respond appropriately.		

**Current Environment:** The state does not own a 911 network to apply logical security to, and the 911 Board is statutorily prohibited from owning one [§62A-42(b)], although it may lease/provision one in the future such as the proposed statewide ESInet currently being developed in conjunction with Federal Engineering.

**Reference Material:** NCGS §62A-42(b)

<b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.
<b>Assessor Recommendations:</b> Continue work in the NG911 committee to include the cybersecurity plan and procedures for the NG911 system and networks. Cybersecurity requirements should also be reviewed for any needed future rule development, incorporating sufficient time for approval prior to needed project implementation.
<b>Assessor Notes/Comments:</b> The state is aware of the need to develop the security plan and procedures and to have it implemented in conjunction with the NG911 Project.

National 911 Guidelines Assessment Report  
Security and Continuity of Operations

<b>Guideline SC6: The state has a plan for physical security and access control.</b>		
<p><b>Guidance:</b> This guideline addresses physical security and access control to all aspects of the 911 system, including PSAPs, data centers, and network service providers. Physical security is the perimeter and access control is the means for the physical security. Higher or multiple control measures must be set for the computer room and telephony room. Has there been a critical infrastructure assessment? Has PSAP site selection criteria been considered? Is this compliant with the NENA site survivability criteria? Ideally the premise or building housing the 911 center should only be accessed or visited by personnel from such center. Visitors must be registered and logged entering and exiting the premises. NENA's Next Generation Security (NG-SEC) document can be referenced. National Reliability and Interoperability Council (NRIC) best practices related to physical security and access control can be used where appropriate.</p>		
<b>Guideline Cross-reference(s):</b> GV1		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
A plan exists to describe the minimum physical security and access control features to be in place for each facility under the State's control.	The plan describes the minimum physical security and access control features to be in place for primary and secondary PSAPs, system service providers, and originating service providers across the state. This plan is used and maintained.	The plan for primary and secondary PSAPs, system service providers, and originating service providers is coordinated with agencies responsible for critical infrastructure protection within the state. This plan is used and maintained.
<p><b>Rationale:</b> Physical and access control measures for the 911 system must be in place to guarantee the safety and security of the personnel and the systems.</p>		

**Current Environment:** Once again, the proposed 911 Board standards presently going through the rules review process provide for physical security and access control, but no such plan currently is in effect.

**Reference Material:** Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina does not meet the minimum criteria.

**Assessor Recommendations:** Continue the NCAC 06C .0101 Title 9 rule development process.

**Assessor Notes/Comments:** Final physical security and access control approved rules should be compared to the future updated NENA, Next Generation 9-1-1, Security (NG-SEC) Information Document; U.S. Department of Homeland Security, Office of Emergency Communications risk assessment tools and the FCC Task Force on Optimal PSAP Architecture Working Group 1 Optimal Approach to Cybersecurity for PSAPs for any possible rule revisions.

<b>Guideline SC7: PSAP facilities and system facilities are planned, designed, and constructed according to accepted site selection standards and best practices.</b>		
<p><b>Guidance:</b> Properly designed or retro-fitted facilities support operational and technical requirements of the state-level 911 system. It is recognized that there is a need to avoid imposing/funding hardening of other's facilities. However, if a state takes over a network, the state should assume responsibility.</p> <p>This guideline applies to new PSAP or system facility construction or the renovation of existing PSAP or system facilities. Best practices include NENA best practices for PSAP site selection criteria 56-506 and others. System facilities include offsite data centers, Network Operations Centers (NOCs) under control of the localities or states, and Security Operations Centers (SOCs) under control of the localities or states. This is not intended for vendors.</p>		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
A plan exists that describes standards and best practices for the planning, design and construction/renovation of PSAP and system facilities.	There are examples of recent construction or renovation of PSAP and system facilities that followed the standards and guidelines.	The State, through adequate assistance and funding, enables PSAPs and system facilities to plan, design or construct/renovate according to standards and best practices.
<p><b>Rationale:</b> Properly designed, planned and implemented facilities support the technical and operational requirements for the safe and secure operation of a PSAP and system facility.</p>		

**Current Environment:** In the current legacy 911 environment PSAP facility costs are the responsibility of the local agency governing the PSAP. Likewise network facility costs are the responsibility of the carrier. Currently, G.S. 62A-47 (b)(4) states that PSAPs may apply for a grant from the 911 Board if the grant costs "are authorized PSAP costs under G.S. 62A-46, or the costs are for consolidating one or more PSAPs with a primary PSAP, or the relocation costs of primary PSAPs, including costs not authorized under G.S. 62A-46 (c) and construction costs." This means the only time surcharge monies can be used for "brick and mortar" costs are for PSAP consolidations and relocations.

As the State moves toward a NG911 environment, G.S. 62A-42(b) states: *"In no event shall the 911 Board or any other State agency lease, construct, operate, or own a communications network for the purpose of providing 911 service. The 911 Board may pay private sector vendors for provisioning a network for the purpose of providing 911 service."* Depending on the configuration of the NC ESInet, the State may well contract with private sector vendors for the network, possibly to include facilities costs. This may or may not require statutory change.

**Reference Material:** G.S. 62A-47 and G.S. 62A-42

**Rating:** At this time, North Carolina does not meet the minimum criteria.

**Assessor Recommendations:** Develop PSAP facilities site selection, design, and construction standards for any NC 911 Board authorized consolidation construction projects. These standards could provide a baseline of best practices for E911 system facilities.

**Assessor Notes/Comments:** The NG911 committee is reviewing data center hosting of NG911 systems, while this guideline is not intended for vendors. The security and system facility design should be reviewed for minimum procurement requirements for hosting these NG911 services.

National 911 Guidelines Assessment Report  
Human Resources/Training

**North Carolina 911 Board Response:** The North Carolina 911 Board clearly meets this guideline at the Superior level. The proposed rules reflect that any construction with a 911 center that has received funding from the 911 Board has a clear set of extensive guidelines that must be followed. The recent construction of PSAPs in Burke & Rockingham County paid for with 911 grant funds were required to follow the established construction requirements.

**Assessor Response:** The purpose of this guideline is to promote and support a process that ensures that all PSAPs statewide are planned, designed, and constructed according to accepted site selection standards and best practices. The guideline is agnostic as to who carries out this responsibility (an entity, group of entities), or if via formal or informal mechanisms. Under the current environment, PSAP facility costs are the responsibility of the local PSAP agency. Until the rules are adopted, the proposed rules do not have the same effect as law for all system installations in the state, whether Board or PSAP funded. Basing higher ranking on just the development of the rules does not meet the assessment requirements. Until the rules are adopted, the state does not meet the superior level. The peer assessment team recommends that the 911 State Assessment Report be used as a tool to help the Board achieve some of their specified goals. More specifically, the team thinks that this report could potentially be used to help the Board get their drafted rules approved. It is also recommended that the proposed rules include the new NG911 data center host system solution that was discussed during the assessment.

## **Human Resources/Training**

The Human Resources and Training environment outlines the areas where personnel can have an impact on 911. This includes training for staff, establishing standards, and certifications, and programs for staff stress management. The people that work in 911 are a critical asset and should be considered in any 911 system.

This category has eight guidelines.

*The remainder of this page intentionally left blank.*



<b>Guideline HR1: The state has minimum/essential telecommunicator training requirements.</b>		
<b>Guidance:</b> Training should exist and be the same for all staff who perform telecommunicator duties. Training requirements include specialized training for remote/virtual workers. If the call taking and dispatch functions are separate, the state should require appropriate training for each. Industry-based standards should be met or the state could establish their own standards that meet or exceed APCO/American National Standards Institute (ANSI) Telecommunicator Training, National Fire Protection Association (NFPA) or an equivalent. Areas of focus could include, initial training, continuing and remedial training. Training should include special needs populations.		
<b>Guideline Cross-reference(s):</b> SR18, HR7		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state requires a training program that meets national training standards or equivalent; where applicable, the program is supported by an identified funding source(s).	The state enforces its training requirement, which is supported by an identified funding source(s).	The state provides and enforces advanced telecommunicator training requirements, which maintain consistency with national training standards. The advanced training requirements and subsequent enforcement are supported by an identified funding source(s).
<b>Rationale:</b> A training program and associated requirements improve job performance and decrease liability.		

**Current Environment:** The NC 911 Board Standards Committee developed minimum telecommunicator training requirement best practices for both new hires, and a continuing education program for anyone with more than 1 year experience. Here is the wording from that best practice document:

Within the first year of employment in a PSAP as a Telecommunicator, the Telecommunicator must attend and successfully complete a Basic Telecommunicator Class of at least forty (40) hours in length, which is certified by a North Carolina State or nationally recognized Emergency Services organization and is approved by the 911 Board. This class will provide at least 8 hours of Telecommunicator practical hands-on training. The candidate must pass a qualified exam that certifies their competency to work as a Telecommunicator.

The curriculum of a Basic Telecommunicator Class shall address the following topics:

- Introduction to a Career as a Telecommunicator
- Interpersonal Communications
- Telecommunicator Role in Public Safety
- Overview of the Police Function
- Overview of the Fire Function
- Overview of the EMS Function
- Telecommunications Systems and Equipment Telephone (to include Telephony – Traditional and Emerging Technologies, and Telematics)
- Call Processing: Reception, Prioritization, and Resource Allocation
- Call Classifications
- Radio Technologies Radio Techniques, Rules, and Procedures

National 911 Guidelines Assessment Report  
Human Resources/Training

In addition, all new Telecommunicators shall take the National Incident Management System (NIMS) 100 course to demonstrate an understanding of the applicability of the incident command/management system. The candidate shall be able to articulate his/her role and responsibilities within the National Incident Management System, consistent with the most recent nationally approved models used with the service areas.

Telecommunicators who pass the Basic Telecommunicator Class and who have been actively working in a PSAP in the capacity of a Telecommunicator for one year are required to complete at least sixteen (16) hours of continuing 911 in-service education annually. At least eight (8) hours will be topic specific training developed or recommended by the 911 Board. Telecommunicators employed on or before January 1, 2010 are exempt from taking the Basic Telecommunicator Class.

Shortly after these best practices recommendations were created, it was determined that while the 911 Board was required by Statute to pay for certain types of training, the Board had no Statutory authority or credentialing power in regards to mandating training.

**Reference Material:** Telecommunicator Training Best Practices

**Rating:** At this time, North Carolina does not meet the minimum level of the criteria.

**Assessor Recommendations:** In the current environment, it appears that achieving even the minimum level of this guideline will require rulemaking or statute development. As 911 fee revenue can currently be used for this function, it appears that further expansion of the “standards” could encompass at least some minimum training requirements. Dividing the authority between OEMS for EMD training and the 911 Board for other telecommunicator training requirements seems possible, although coordination with the NC Sheriff’s Standards Commission would be essential. By operationalizing the requirements through rule, the Board could include enforcement authority for the requirements, thus achieving the advanced and superior levels.

**Assessor Notes/Comments:** North Carolina has multiple training opportunities and established best practices linked to national standards, as well as requirements specific to subsets of the entire universe of PSAPs. However, the state lacks a single unifying requirement that ensures equal access and equal services. It is notable, however, that training is supported through dedicated 911 funding provided by the Board. North Carolina could easily improve not only to the minimum rating but also to the superior rating by implementing the originally proposed training standards. The state is encouraged to continue supporting NENA and APCO training opportunities, particularly funding for those opportunities

<b>Guideline HR2: The state recommends PSAPs have a professional code of ethics for telecommunicators.</b>		
<p><b>Guidance:</b> The telecommunicator position should be seen as a profession or career, not just a “job.” Having a code of ethics associated with this position is a first step. It is recognized, however, that having a code of ethics or a statement of professionalism does not make a PSAP better, more efficient or more effective. These are directly related to personnel and performance.</p> <p>The state could establish a professional code of ethics or adopt an existing industry code of ethics. This helps assure professional conduct. This is a step in professionalizing the telecommunicator position. The code of ethics could be part of a standard operating procedure (SOP) or a training program in a PSAP. An example is APCO’s Telecommunicator Code of Ethics.</p>		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Binary		
<b>Rationale:</b> Telecommunicators should be held to a standard of professional conduct.		

**Current Environment:** The 911 Board recommends and encourages PSAPs to have a professional code of ethics, but does not mandate or supply PSAPs with a sample code of ethics. Because of the wide variety of governing authorities over PSAPs, code of ethics are generally left to local decision.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the guideline.
<b>Assessor Recommendations:</b> While the form and substance of local codes of ethics may vary, and even their implementation may not be uniform, the 911 Board may wish to consider the collection of existing codes as a resource.
<b>Assessor Notes/Comments:</b> The NC 911 Board should be commended for encouraging the local PSAPs in this area.

<b>Guideline HR3: All emergency communications staffing positions have an associated job description.</b>		
<p><b>Guidance:</b> 911 Authorities/PSAPs should be able to take the models provided by the State and apply them locally.</p> <p>Jobs that would benefit from defined job descriptions include, but are not limited to, 911 coordinators, PSAP managers, telecommunicators, and staff working in remote/virtual environments.</p>		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
The State provides model job descriptions for each emergency communications position.	Job descriptions are detailed and unique to each position.	Job descriptions for emergency communications positions are consistent across the state.
<p><b>Rationale:</b> Specific job descriptions assist staff by clearly defining their roles and responsibilities. They also provide the basis for performance evaluations. Further, defined job descriptions that are used statewide can enable PSAPs and 911 authorities to share staff resources.</p>		

**Current Environment:** Since 911 surcharge monies cannot be used for personnel, hiring of telecommunicators is done at the local level. Job descriptions are created and managed by local governing authorities.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the minimum level of the criteria.
<p><b>Assessor Recommendations:</b> As the development of model job descriptions is viewed as outside the 911 Board's scope, the staff may wish to consider urging to their PSAP Managers group that they collectively work to develop this resource.</p>
<p><b>Assessor Notes/Comments:</b> While 911 surcharge monies may not be used for personnel, suggesting that the NC 911 Board has no role in personnel issues, the Board is to "<i>formulate strategies for the efficient and effective delivery of enhanced 911 service.</i>" As the minimum and advanced levels of this criteria do not suggest mandating that job descriptions are used, but rather that the state offer models, it seems that coordinating the development of this resource may fit within the Board's overall mission.</p>

<b>Guideline HR4: Comprehensive pre-employment screening for telecommunicators exists within the statewide system.</b>		
<b>Guidance:</b> Pre-employment screening can include evaluation, testing, background checks, hearing tests, vision tests, physical tests, psychological tests, drug tests, and typing tests. NENA has standards for hearing requirements. The State could recommend a process or a process could exist at a local level. In some instances, assessors may look at whether pre-employment testing exists within the state, how widespread it is, and whether the state facilitates it.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The State encourages pre-employment screening at a local level for telecommunicators.	The State requires pre-employment screening for telecommunicators.	An identified funding source provides for the State-required pre-employment screenings.
<b>Rationale:</b> Pre-employment evaluations and testing will help ensure quality staff.		

**Current Environment:** As 911 Board staff found out in January, while presenting a series of Staffing and Retention Classes, the issue of pre-employment screening is all over the board. Some agencies conduct extensive screenings including criminal history checks, and commercial testing programs from companies such as Critical, Profile Evaluations, and others. Employees of PSAPs who dispatch law enforcement must undergo a detailed criminal history check, including fingerprints, to access the State's Division of Criminal Information (DCI) network, and federal NCIC information. The most strenuous pre-employment screening program is experienced by those who will be working at a PSAP managed by a Sheriff. The NC Sheriff's Standards Commission requires telecommunicators to undergo a criminal history and finger print check, as well as a physical examination, and a polygraph exam. The pre-employment screening process for Sheriff's Standards Telecommunicators can be found in the NC Administrative Rules section 12 NCAC 10B Section 0300.

**Reference Material:** 12 NCAC 10B

**Rating:** At this time, North Carolina meets the minimum level of the criteria.

**Assessor Recommendations:** It seems that the advanced and superior levels of this criteria may only be met through a statutory change clearly allowing the board to mandate pre-employment screenings. As such a change risks opening the door to the use of 911 fee revenue for staff, it would need to be very carefully crafted to limit the expansion of the use of fee revenue to only the costs of pre-employment screenings.

**Assessor Notes/Comments:** It is very helpful to the PSAPs that the 911 Board has established best practices for evaluating the qualifications of prospective telecommunicators, despite the conclusion that NC 911 Board has no role in personnel issues.

<b>Guideline HR5: The State recommends regular staff performance evaluations are conducted locally.</b>		
<b>Guidance:</b> Performance evaluations can be used to identify training needs and establish training goals for the upcoming evaluation cycle; identify deficiencies and set expectations for resolving them; identify opportunities for professional development; and determine the level of pay increases. Considerations include if the evaluations are done on a regular basis, whether the State provides any training to help supervisors conduct performance evaluations, whether the evaluations are consistent, and whether the State provides funding.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
Binary		
<b>Rationale:</b> Performance evaluations are an essential means of providing feedback to an employee and identifying needs and/or deficiencies.		

**Current Environment:**

The State highly encourages local governing authorities to conduct regular performance evaluations on their PSAP employees. To help accomplish this, the 911 Board provides local entities with direct access to their ECATS performance data. 911 Board staff can and will assist with interpretation and analysis of this data, if requested to do so.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the guideline.
<b>Assessor Recommendations:</b> This may be helpful to document in the state 911 Plan how regular performance evaluations are encouraged by the Board.
<b>Assessor Notes/Comments:</b> It is important that the state encourages regular performance evaluations of PSAP employees; however, it is unclear how this is operationalized. Providing the ECATS data is clearly an important tool, but regularly communicating the link between the data and staff performance is crucial to its effective use.

<b>Guideline HR6: The state has a telecommunicator certification program.</b>		
<b>Guidance:</b> This guideline is intended to recommend professional certification, which carries more weight than just attending training and receiving a certificate. The certification program should define the minimum job skills required for acceptable performance. There should be a process for those who are not able to meet certification requirements. Varying levels of certification should be commensurate with experience.		
<b>Guideline Cross-reference(s):</b> SR19		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state has taken measurable steps towards a telecommunicator certification program.	The state has implemented a telecommunicator certification program.	The certification program is consistent with emerging national standards. The certification program is funded and enforced.
<b>Rationale:</b> Certification helps to ensure professional job performance.		

**Current Environment:**

The NC Sheriffs Standards Commission has a Basic Telecommunicator Certification Program that consists of a 47 hour class for any telecommunicator working in a PSAP managed by a Sheriff. The newly appointed telecommunicator has one year to complete the class, from the initial day of appointment. This certification impacts telecommunicators at 32 of the State's 119 primary PSAPs. There are approximately 16 additional primary PSAPs that participate in this certification program voluntarily. The Telecommunicator Certification program is defined in the NC Office of Administrative Hearing Rules:  
12 NCAC 10B .1302.

**Reference Material:** 12 NCAC 10B .1302

<b>Rating:</b> At this time, North Carolina meets the minimum level of the criteria.
<b>Assessor Recommendations:</b> It appears that meeting a higher level of this criteria will require administrative rulemaking and/or legislative action. As 911 fee revenue can currently be used for this function, it is likely that further expansion of the "standards" could encompass telecommunicator certification. By operationalizing the requirement through rule, Board could include enforcement authority for the requirement, thus achieving the superior level.
<b>Assessor Notes/Comments:</b> As with training, certification is encouraged but required only for a subset of the whole, although there are various factors and incentives that encourage it. The Sheriff-operated PSAPs are a key group with required certification. OEMS promotes and manages (but does not mandate) EMD certification. Fire insurance rating requirements encourage certification of telecommunicators dispatching fire responders. It is notable that certification can be supported through 911 fee revenue.

<b>Guideline HR7: The state has continuing education guidelines for operational staff.</b>		
<b>Guidance:</b> Operational staff includes call takers, dispatchers, and managers. Continuing education should utilize current standards. The purpose is to increase professionalism and improve skills at a specific position or on a specific topic. There are many options for meeting the continuing education requirement, including, but not limited to, exercises and drills; comprehensive position-specific training, such as information technology (IT), geographic information systems (GIS), communications manager; or Teletypewriter (TTY) testing.		
<b>Guideline Cross-reference(s):</b> SR18, HR1		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state encourages continuing education for call takers, dispatchers, and managers.	Minimum continuing education requirements have been established. Continuing education is supported by an identified funding source.	The state monitors, enforces, and audits minimum continuing education requirements to ensure they are being met. Comprehensive position-specific training exists.
<b>Rationale:</b> Continuing education improves job performance and decreases liability.		

**Current Environment:** The issue of continuing education for PSAP operational staff is addressed in several places. As mentioned in Guideline HR1, the 911 Board developed a standard in 2010, later revised to be a best practice, stating:

Telecommunicators who pass the Basic Telecommunicator Class and who have been actively working in a PSAP in the capacity of a Telecommunicator for one year are required to complete at least sixteen (16) hours of continuing 911 in-service education annually. At least eight (8) hours will be topic specific training developed or recommended by the 911 Board.

The Sheriff's Standards Commission states certified telecommunicators must complete a minimum of 16 hours of in-service training annually. The training is a combination of mandated topics by the Commission, and elective topics chosen locally.

The NC Office of Emergency Medical Services (OEMS) which has credentialing control over Emergency Medical Dispatch programs in NC, requires a minimum of 12 hours continuing education per year, or 24 hours per the two year certification term.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the minimum level of the criteria.
<b>Assessor Recommendations:</b> It appears that meeting a higher level of this criteria will require administrative rulemaking. As 911 fee revenue can currently be used for continuing education, it appears that further expansion of the "standards" could also encompass ongoing telecommunicator training. By operationalizing the requirements through rule, the 911 Board could include enforcement authority for the requirements, thus achieving the superior level.
<b>Assessor Notes/Comments:</b> As with minimum training and certification, continuing education is required only for a subset of the whole, although there are various factors and incentives that encourage it. The state has multiple training opportunities and established best practices linked to national standards, as well as requirements specific to subsets of the entire universe of PSAPs. However, the state lacks a single unifying requirement that ensures equal access and equal services. It is notable, however, that ongoing training is supported through dedicated 911 funding provided by the Board.



National 911 Guidelines Assessment Report  
Human Resources/Training

<b>Guideline HR8: The state has a comprehensive stress management program accessible statewide.</b>		
<p><b>Guidance:</b> PSAP personnel routinely process calls involving life-threatening/traumatic incidents, and in the future will have to “view” them, depending on the technology employed at respective centers.</p> <p>A model plan has been utilized and shown to be effective over time. A model plan can include preventing post-traumatic stress disorder (PTSD), identifying, and treating PTSD, critical incident stress, chronic stress management, and family stress programs.</p>		
<b>Guideline Cross-reference(s):</b> Not Applicable		
Minimum Criteria	Advanced Criteria	Superior Criteria
The state encourages having model stress management programs available for staff.	The state has identified stress management programs that can be made available to staff and has identified funding sources.	The state defines and requires stress management programs be available to staff; use of the programs is funded by a dedicated source.
<p><b>Rationale:</b> Communications center personnel deal with life-threatening incidents on a daily basis. Preventive stress management and critical incident stress management will help staff deal with these incidents. Such support could reduce turnover and absenteeism.</p>		

**Current Environment:** At this time, the State does not have a comprehensive stress management program accessible to all PSAP personnel statewide.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the minimum level of the criteria.
<p><b>Assessor Recommendations:</b> The PSAP managers’ group meetings that are regularly conducted by the 911 Board would be an ideal venue for highlighting the issue of employee stress and identifying the well-established Critical Incident Stress Management (CISM) and Employee Assistance Program (EAP) resources that exist. Recognizing the hesitancy of the Board to “fund staff” it may be challenging to consider making the acquisition of such resources an allowable expense, however the Board may wish to showcase a particular PSAP that has employed such resources.</p>
<p><b>Assessor Notes/Comments:</b> Through the presentations, it was clear that the Board and key stakeholders are well aware of the impact of stress on PSAP employees. The recognition of telecommunicators at board meetings has a positive impact not only on the individuals being recognized but also on the entire 911 program as well as the state.</p>

## **Evaluation**

The Evaluation environment as a whole relates to how states evaluate/assess their 911 systems. This is an ongoing process to use statewide data for evaluation purposes. It also encourages a practice that is not a standard operating procedure across the board. Some states will have quality assurance and quality improvement (QA/QI), while others will not.

This category has five guidelines.

*The remainder of this page intentionally left blank.*

National 911 Guidelines Assessment Report  
Evaluation

<b>Guideline EV1: The state fosters the ongoing evaluation of statewide system(s) quality performance.</b>		
<p><b>Guidance:</b> This guideline refers to the people. The State does not need to have “state-specific” standards as a 911 Authority/PSAP may use local standards. A typical quality program would include call reviews and performance.</p> <p>Performance standards could be established at a state or local level or use already established standards such as NENA 56006 and others. Another factor for consideration is the level of participation within the state for quality evaluation.</p>		
<b>Guideline Cross-reference(s):</b> SR16		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state evaluates quality based on a set of industry-accepted quality standards.	Measurable steps have been taken to implement a quality performance program statewide; the state has a plan for completion.	The evaluation process supports quality improvement and quality assurance; the program has been implemented statewide.
<b>Rationale:</b> A regular review of quality will help to ensure quality of services statewide.		

**Current Environment:** The NC 911 Board has created Operating Standards/Rules that are currently in the development/approval process. Rule 09 NCAC 06C.0207 (g) addresses Quality Assurance/Improvement and states: “PSAPs shall establish a quality assurance/improvement process to ensure the consistency and effectiveness of emergency 911 call taking. Statistical analysis of emergency 911 call taking shall be completed monthly, compiled over a one year period and retained as operational records under Rule .0215.”

In addition, Rule 09 NCAC 06C.0209(a) states: “Ninety (90) percent of emergency 911 calls received on emergency lines shall be answered within ten seconds, and ninety-five percent of emergency 911 calls received on emergency lines shall be answered within twenty seconds. The PSAP and the Board shall evaluate call answering times monthly by using data from the previous month.”

The State monitors this performance standard through the ECaTS data collection tool, and compiling monthly enterprise reports that illustrates Call Answer Times for all PSAPs. For the month ending June 30, 2015, 98 of the State’s 119 primary PSAPs were meeting or exceeding the standard of answering 90 percent of their 911 calls in 10 seconds or less.

**Reference Material:** Title 9 Operating Standards 911 Board Rules (still in rulemaking)

**Rating:** At this time, North Carolina meets the minimum criteria.

**Assessor Recommendations:** To move to “advanced” criteria, the NC911 Board needs the Operating Standards/Rules to be approved in order to have the authority needed for implementation.

**Assessor Notes/Comments:** If this does not occur, the Board should have a consensus-based approach as a back-up strategy. The NC 911 Board has tenaciously worked towards the approval of Operating Standards/Rules.

National 911 Guidelines Assessment Report  
Evaluation

<b>Guideline EV2: The state has a comprehensive and standardized quality assurance (QA) process for call processing.</b>		
<b>Guidance:</b> The QA process needs to take into account day-to-day operations for call processing and dispatching.		
<b>Guideline Cross-reference(s):</b> SR17		
Minimum Criteria	Advanced Criteria	Superior Criteria
The state recommends that PSAPs have a QA process.	The state mandates a standardized QA process with specific requirements and appropriate funding.	The state audits the standardized QA process.
<b>Rationale:</b> A standardized QA process improves call handling within a PSAP by identifying weakness and providing opportunities for improvement.		

**Current Environment:** As mentioned in the Current Environment Response to Guideline EV1, the 911 Board has Standards/Rules going through the Administrative Rules Review Process. While these rules will require PSAPs to have a Quality Assurance program, the State does not mandate the actual QA process. That is left to the local PSAPs to develop.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina meets the minimum criteria.
<b>Assessor Recommendations:</b> To move to “advanced” criteria, the NC911 Board needs the Operating Standards/Rules to be approved in order to have the authority to establish and mandate a standardized QA process.
<b>Assessor Notes/Comments:</b> If this does not occur, the Board should have a consensus-based approach as a back-up strategy.

National 911 Guidelines Assessment Report  
Evaluation

<b>Guideline EV3: The state collects information and data for evaluation and planning purposes.</b>		
<b>Guidance:</b> The National 911 Profile Database can be referenced for data collection specifics. Examples of data to be collected include call receipt times, call processing times, and down time. Some 911 Authorities/PSAPs may not have an idea of cost or lease out services, but the providers or another entity will have records.		
<b>Guideline Cross-reference(s):</b> SR23		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Data is collected from all PSAPs in the state, to include all system data at the state level. The State defines the minimum set of criteria based on identified metrics.		The State actively participates in the national data collection process. Data is shared throughout the state with 911 authorities that have provided data.
<b>Rationale:</b> Data can affect performance metrics, quality and cost effectiveness. Use of this data allows the State to analyze the performance of the state 911 system.		

**Current Environment:** The two primary data collections tools for the NC 911 Board are its Annual Revenue/Expense Report and the ECaTS program. The Revenue/Expense report requires each PSAP to list the surcharge revenue they received from the 911 Board, and show all purchases made, using surcharge dollars. The report is a statutory requirement, as defined in NC GS 62A-46 (e)(2).

The NC 911 Board entered into an agreement with the ECaTS program about 3 years ago. This tool has proven itself invaluable in collecting PSAP performance data from all PSAPs, no matter what type telephone equipment they use. Some of the reports available are Call Volume, Calls per Hour, the PSAPs Top Busiest Hours, Average Call Duration, Circuit (Trunk) Utilization, Call Answer Times, Class of Service Reports, Outage Reports, Wireless Call Sector misroutes, and others.

**Reference Material:**

**Rating:** At this time, North Carolina meets the superior criteria.

**Assessor Recommendations:** In order to maintain this criteria level, the NC Board will need to have a strategy for maintaining the consistency of collected data.

**Assessor Notes/Comments:** The NC 911 Board collects data from all PSAPs through a state mandated report, as well as through a statewide data collection process with the ECaTS program. The Board uses this baseline data in a positive manner to assist PSAPs to improve their operations. Achieving consistency in PSAP data will be a key prerequisite in provisioning an ESInet.

National 911 Guidelines Assessment Report  
Evaluation

<b>Guideline EV4: The state utilizes statewide collected data for evaluation purposes.</b>		
<b>Guidance:</b> This guideline uses technical system data to evaluate performance quality, cost-effectiveness, and basic customer service information. Evaluation should include stakeholders in the 911 community. Performance should meet industry standards, such as National Fire Protection Association (NFPA) 1221.		
<b>Guideline Cross-reference(s):</b> SR23		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state has a process to evaluate collected data.	The state's evaluation of collected data is consistent with nationally-accepted benchmarks.	The evaluation process supports quality improvement and quality assurance statewide.
<b>Rationale:</b> Utilizing collected data for evaluation ensures the state is able to apply a consistent quality of service statewide.		

**Current Environment:** The current PSAP Funding model pays PSAPs for their expenditures, based on the most recent 5 years. Each year the PSAP must submit a report listing their 911 surcharge revenues received and their eligible expenditures paid from the emergency telephone fund. The State now has approximately 7 years of extensive financial data, which shows 911 costs among PSAPs and what equipment they are spending their money on. This also gives the Board the ability to develop recommended equipment replacement cycles, and forecast when PSAPs will be replacing eligible equipment. It also reveals differences in how much PSAPs are paying for similar equipment.

The ECATS data collection system allows the State to track statewide call volume and answer times. These reports show things like 98 of the State's 119 PSAPs are answering 90 percent or more of their 911 calls in 10 seconds or less, and 13 of the State's 119 primary PSAPs answer 50 percent of the total 911 call volume. Data like this helps prove that some current PSAPs cannot be operating in a cost effective manner. The latest calculation for statewide cost per call averages just over \$ 3.00 per call. There are PSAPs that exceed \$200.00 in cost for every 911 call answered.

**Reference Material:**

**Rating:** At this time, North Carolina meets the minimum criteria.

**Assessor Recommendations:** To move towards "advanced" criteria, the NC911 Board will need to find a successful strategy to overcome resistance from the PSAP community to accept nationally-accepted benchmarks.

**Assessor Notes/Comments:** The NC 911 Board has a legislatively established framework for collecting specific financial data and an ECATS system to collect statewide call volume and answer times. This data is used for evaluation purposes, but it is not yet consistent with nationally-accepted benchmarks. The NC 911 Board has expressed a desire to move in this direction, but at this time it has not been pragmatic based on negative reactions from the PSAPs.

National 911 Guidelines Assessment Report  
Evaluation

<b>Guideline EV5: The state has guidelines, based on specific metrics, for measuring and managing telecommunicator staffing levels.</b>		
<b>Guidance:</b> This guideline is intended to identify staffing requirements based on call volumes; the focus is on the telecommunicators – not field units, such as law enforcement. Guidelines may exist for call volume, busy times, or number of units handled per dispatcher. The emphasis is on staffing the PSAP/communications center based on these metrics. For most states, this will be a local decision and is often based on budget, but having the state provide guidance/assistance is a step towards assuring appropriate staffing to meet citizens' needs. Nothing in the guideline suggests that 911 Authorities/PSAPs have to follow the guidelines or that states enforce their guidelines. Some states do not have the statutory authority for this.		
<b>Guideline Cross-reference(s):</b> Not Applicable		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
Guidelines are based on the use of historical data.	Guidelines are based on the use of industry standards and metrics tools.	Guidelines include the use of predictive levels of need/statistical analysis.
<b>Rationale:</b> Calls that do not get answered, incidents that get delayed in dispatch, and/or units that do not get answered on the radio need to be minimized.		

<p><b>Current Environment:</b> In the beginning, NC 09 NCAC 06C.0207 (c)(1) stated there shall be a minimum of two telecommunicators on duty at all times. Since GS 62-A does not allow for the compensation of people, the Standards Committee decided this minimum personnel requirement would not be enforceable. The language of 09 NCAC 06C..0208(a) was changed to read: "There shall be sufficient Telecommunicators available complete the call taking process for 911 calls</p> <p>In addition, 09 NCAC 06C.0208(b) ensures that staff priority will always be focused on emergency calls by stating: "Where communications systems, computer systems, staff, or facilities are used for both emergency and non-emergency functions, the non-emergency use shall not delay emergency use of those resources for 911 operations."</p> <p>09 NCAC 06C.0208(e)also takes that a step further by stating: "Telecommunicators shall not be assigned any duties prohibiting them from receiving and 911 calls and completing the call taking process in accordance with Rule 06C.0209(a) and the PSAP standard operating procedures."</p> <p>While the NC 911 Board cannot mandate staffing levels, PSAP Managers are encouraged to use commercially available resources such as APCO Project RETAINS to calculate and justify their staffing needs. In addition, 911 Board staff presented a one day class on Staffing and Retention 5 times across the State in January of 2015.</p> <p><b>Reference Material:</b> Title 9 Operating Standards 911 Board Rules (still in rulemaking)</p>
---

<b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.
<b>Assessor Recommendations:</b> To move towards "minimum" criteria, the NC 911 Board should establish guidelines related to identifying telecommunicator staffing requirements based on call volumes.
<b>Assessor Notes/Comments:</b> ECaTS provide accurate and consistent historical data on PSAP call volume. The analysis of this data can be the initial step in developing statewide guidelines for telecommunicator staffing requirements since it represents a baseline. Other models are available through national public safety organizations.

## **Public Education**

The Public Education environment outlines areas of education for the general public, appointed/elected officials, and stakeholders. A better-informed user community enhances the 911 system. Target audiences should be identified and specific messages should be tailored for each of them. For example, informational needs differ depending on whether the audience is the general public, people with special needs, emergency responders, or government officials and policy makers. Messages include the appropriate use of 911, when to call, what to call, the limitations of system capabilities, and national issues.

This category has five guidelines.

*The remainder of this page intentionally left blank.*



<b>Guideline PE1: The state has an effective public education program that includes information about the capabilities and appropriate use of 9-1-1.</b>		
<p><b>Guidance:</b> The program should be comprehensive; it should identify the target audiences and the message for each of the target audiences, and disseminate the message using different media. Tracking the effectiveness of the program would include a market research strategy. National education programs can include 911 public educator forums. Coordination with organizations that have related public education programs (such as health departments, Federal Emergency Management Agency [FEMA] and other national organizations) should be considered. States may also educate the public on the limitation of certain communication devices or technologies in terms of their ability to contact 911. A description of the issues associated with technology-specific challenges and limitations should be developed (examples include multi-line telephone system [MLTS], Voice over Internet Protocol [VoIP], and wireless location).</p>		
<b>Guideline Cross-reference(s): SR22</b>		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state has a documented public education program and plan that includes dissemination of information to the public using electronic and print media.	There is a coordinated multi-media program between the state, local 911 and other public education organizations. The program and information is reviewed, offered, and updated annually.	A mechanism exists to track the effectiveness of the program. The state program leverages national programs. The program and information is reviewed, offered, and updated semi-annually.
<p><b>Rationale:</b> A well-educated community will be better prepared when the need to contact 911 arises, and to understand the appropriate use and limitations of the 911 system.</p>		

<p><b>Current Environment:</b> The NC 911 Board's Education Committee developed the following plan for 2015. The focus was to find and develop solutions to educate the public, elected, and governing officials, and PSAP managers.</p> <p>Educating the public: the Committee decided to focus on three messages, which are "don't hang up", "know your location", and "call if you can, text if you can't." These messages give guidance to the nationwide text to 911 initiative, the importance of visitors knowing their location in a State with a large tourist industry, and addressing an exorbitantly large number of 911 hang up calls in a regions of the State where area code overlays require the dialing of all 10 digits.</p> <p>These messages are delivered through the efforts of local PSAPs. The Education Committee reached out to several PSAPs who provided flyers and brochures on these three topics, and created them in Microsoft Publisher format. These sample flyers are available on the NC 911 Board website, where local PSAPs can download and edit them with their agency specific contact information and messages, and then distribute to their citizens.</p> <p>In August of 2015, the Board embarked on a radio advertising campaign to deliver these same three messages to the public. The messages will be broadcast on Curtis Media's "North Carolina News Network" which has 81 stations, with coverage in all 100 NC counties. In addition to the educational messages mentioned above, the radio advertising will also highlight and showcase 911 telecommunicators from across the State who have performed outstanding service to the citizens of the State.</p>
---

## National 911 Guidelines Assessment Report

### Public Education

**Educating Elected & Governing Officials:** The Executive Director and Board staff have aggressively sought opportunities to speak at meetings and conferences of such organizations as the Police and Sheriff's Association, the Association of County Commissioners, and the League of Municipalities. The Executive Director is also called to the State General Assembly frequently to offer comments and answer questions on pending legislation that may affect 911 and public safety communications. The Executive director and staff will also speak locally at county commissioner or city council meetings at their request, or at the request of the local PSAP Manager.

**Educating PSAP Managers:** In the fourth quarter of 2014, the NC 911 Board created a PSAP Managers Group. A private and secure list server was created, and access given to each PSAP Manager and Assistant Manager of each primary PSAP and any secondary PSAP who receives funding. An initial meeting of this group was held in Raleigh in November of 2014. In response to suggestions from this meeting, the State was divided into 4 regions. Board staff would conduct two meetings each year in each region, and the fall meeting would continue to be a Statewide affair.

The Managers group requested better information exchange. They endorsed the idea of a weekly newsletter, created by 911 Board staff. This newsletter began in late November of 2014, and is published electronically each Tuesday.

The Managers group also asked Board staff to create and present one day "continuing education" classes one or two times a year, across the State. They would also like to see a long-term goal of the Education Committee to create a 40 to 80 hour in depth course designed to educate new PSAP managers.

#### **Reference Material:**

**Rating:** At this time North Carolina meets the minimum criteria.

**Assessor Recommendations:** The Education Committee of the 911 Board could seek a public relations professional to sit on the committee to help develop a process to evaluate and assess the effectiveness of their current public education efforts, as well as modify, update, and further formalize the plan as indicated by the evaluation.

**Assessor Notes/Comments:** Although not included in the 2010 State 911 Plan, public education is clearly a component of the 911 Board's planning process. The establishment of an Education Committee demonstrates the commitment to this criteria, however additional documentation of the plan and the coordination with local public education efforts are necessary to achieve the advanced criteria.

<b>Guideline PE2: The state has a 911 education program for appointed/elected officials and policy makers.</b>		
<b>Guidance:</b> Officials need to understand the capabilities and limitations of 911 in order to appropriately support it and set appropriate policy. Every state has a different model for public education based upon unique state issues and needs. An education program for appointed/elected officials may include existing forums such as 911 Goes to Washington, statewide conferences, regional association conferences. A description of the issues associated with technology-specific challenges and limitations should be developed (examples include multi-line telephone system [MLTS], Voice over Internet Protocol [VoIP], and wireless location).		
<b>Guideline Cross-reference(s):</b> SR22		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state has a plan and program to reach out to officials to educate them on 911 issues, including governance, technical and operational matters.	Information is updated and offered annually. The state offers a program to local governments.	Information is updated and offered at least semi-annually. A mechanism is in place to track the effectiveness of the program. The state program leverages national programs and outreach.
<b>Rationale:</b> Individuals in leadership roles and in regulatory and legislative positions need to understand the current and changing environment of public safety communications as it relates to 911. Education can include the capabilities/limitations and appropriate use of 911.		

<p><b>Current Environment:</b> The State does not currently have a formal program for educating appointed/elected officials and policy makers. As mentioned in the Current Environment for PE1, educating State legislators occurs most frequently when the Executive Director is called to the General Assembly to comment on and answer questions about pending bill that could affect 911. Most discussions center focus on funding and the eligible use of 911 surcharge funds, as defined by State statute.</p> <p>To supplement the State's current environment, a survey was done of 30 local PSAPs (approximately 40 percent of the 119 total) primary PSAPs. 10 PSAPs were small (less than 1500 911 calls monthly), 10 were medium size (between 3,000 and 9,000 911 calls per month), and 10 were large PSAPs (more than 10,000 911 calls monthly.) Ten were from the western part of the State, 10 from the central region, and 10 from the eastern part. Of the 17 PSAPs responding, only 2 indicated they had a formal education program for local elected officials. One PSAP said every newly elected/appointed official is required to schedule a one on one tour of the PSAP with the PSAP Director. The other PSAP indicated they have a 30-minute presentation they do every year for their county commissioners.</p> <p><b>Reference Material:</b></p>
---

<p><b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.</p>
<p><b>Assessor Recommendations:</b> The Education Committee of the 911 Board could be charged with developing standardized educational materials for distribution to PSAPs as a means of meeting the minimum criteria. Seeking additional representatives of the target audience (elected/appointed officials) to assist the Education Committee in the design and evaluation of the education materials may make the results more effective. Coordinating with the NC Association of County Commissioners for their "Essentials of County Government" training of newly elected officials every two years would be a possible answer for reaching many of the county officials targeted.</p>

National 911 Guidelines Assessment Report  
Public Education

**Assessor Notes/Comments:** Clearly there is overlap of the general public information efforts, although there is no formal statewide education effort for state or local officials, although the Board takes advantage of periodic ad hoc opportunities, and a few PSAP managers have formalized this at the local level.

<b>Guideline PE3: The state has identified special needs populations and developed specific educational programs for each.</b>		
<b>Guidance:</b> The minimum criterion focuses on the ADA; any program beyond that is considered advanced or superior. Special needs communities include but are not limited to: non-English speakers, deaf and hard of hearing, young children, seniors, speech impaired, and vision impaired populations as well as those hesitant to contact 911 for cultural or demographic reasons. Evaluation can be done in the form of questionnaires out to the community. Another consideration is the level of participation within the state that utilizes quality evaluation.		
<b>Guideline Cross-reference(s):</b> SR22		
Minimum Criteria	Advanced Criteria	Superior Criteria
The state has a plan and program to educate stakeholders and advocacy groups in federal Americans with Disabilities (ADA) requirements.	In addition to providing education on ADA requirements, the state has an educational program for special needs communities.	The state evaluates the effectiveness of the educational program and has a documented process to make appropriate updates at least annually.
<b>Rationale:</b> Special needs communities have unique challenges when contacting 911. PSAPs have unique challenges in being able to respond to callers with special needs. The unique challenges presented in communicating with the special needs community require the highest level of attention.		

**Current Environment:** Currently the State's focus on special needs populations is toward the deaf and hard of hearing community. The 911 Board is actively partnering with the NC Department of Health and Human Services, Division of Deaf and Hard of Hearing, in encouraging PSAPs to implement Text to 911 service. As of 7/15/2015, 64 PSAPs are providing text to 911 with at least one wireless carrier. In addition, the proposed NC 911 Board Operating Standards require training and a policy/procedure on TTY access for the deaf and hard of hearing.

Locally, 12 of the 17 PSAPs responding to this guideline state they had not developed educational programs for the special needs groups in their communities. Of the five that responded positively, one said they have done 911 education programs for those that have special needs in the local high school, one PSAP said they keep a database of special needs citizens they become aware of, and contact this population every 6 months to update their database. One PSAP stated they had begun a program in cooperation with Department of Social Services to educate special needs people and their caregivers about 911. One PSAP said they place test calls to known TTY users, and one PSAP said they offer programs about 911 to non-English speaking citizens.

**Reference Material:**

**Rating:** At this time, North Carolina does not meet the minimum criteria.

**Assessor Recommendations:** To achieve the minimum, and likely the advanced, criteria; the Board could charge its Education Committee with enhancing the current public education efforts to target all special needs populations, and to formalize these enhancements for ongoing delivery, assessment, and modification. Building on the current efforts in conjunction with the Division of Deaf and Hard of Hearing, the Committee could urge other stakeholder groups to provide assistance to the Committee for the design, review, and evaluation of targeted education efforts.

**Assessor Notes/Comments:** The statewide efforts for the Deaf and Hard of Hearing Community are recognized and should be commended, as a very key stakeholder group in the state.

National 911 Guidelines Assessment Report  
Public Education

<b>Guideline PE4: The state has specific 911 educational programs for children at all grade levels.</b>		
<b>Guidance:</b> The state can participate in National 911 Education Month and utilize materials provided at a national level to promote 911 education. Other examples of state-level programs could include public service announcements. Messages should be age-appropriate.		
<b>Guideline Cross-reference(s):</b> SR22		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state prepares and makes available to 911 authorities printed or electronic training materials to educate on the uses and misuses of 911.	The state has a documented working relationship with the state education department to develop minimum curriculum for comprehensive 911 education.	The state monitors and evaluates the working relationship with the state education department for 911 educational programs, and updates the program as necessary.
<b>Rationale:</b> The educational needs of young children, teens, and young adults differ. The program should include appropriate messages for all grade levels so they understand how to utilize 911 properly.		

**Current Environment:** Currently the State does not have specific education programs for children at all grade levels. The State has tried to act as a repository for educational materials and hopes local PSAPs will be willing to share non-proprietary presentations with others.

Locally, 11 of the 17 responding PSAPs stated they did not have education programs for children. One police department PSAP stated their Crime Prevention Unit did a program on 911 in all elementary schools. Another large PSAP stated they had lesson plans for Pre-K and elementary children, but on presented upon request. They had reached out to their local school system to become a regular part of the curriculum for that age group, but the school board had not responded. One stated public education for elementary schools was handled by the fire department. All other stated they gave presentations on 911 upon request, and adapted the presentation to be age appropriate for the target audience.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.
<b>Assessor Recommendations:</b> As a critical public education area with significant long-term impact, a rapid method of meeting the minimum criteria would be for the Board's Education Committee to review the materials currently used by several of the state's PSAPs, and distribute to all PSAPs those elements determined to have the greatest impact. For the longer-term, the advanced and superior criteria can be met by accessing resources from NENA and the national 911 Resource Center so the Board's Education Committee can develop standardized materials that can be distributed from the "ground up" by PSAPs and from the "top down" through cooperation with the State's Department of Public Instruction.
<b>Assessor Notes/Comments:</b> The education of children and young adults about the capacities and capabilities of 911, as well as its limitations and potential for misuse is extremely important. As the greatest users and abusers of technology, early and effective education efforts can result in long-term benefits for the system as a whole. This can best be done with a consistent, well-planned, and well-coordinated statewide effort.

<b>Guideline PE5: The state has an educational program for emergency responders.</b>		
<b>Guidance:</b> Emergency responders include, but are not limited to, first responders, emergency management agencies (EMAs), and homeland security. Capabilities of the 911 system include call handling, dispatch, data, and incident management.		
<b>Guideline Cross-reference(s):</b> SR22		
<b>Minimum Criteria</b>	<b>Advanced Criteria</b>	<b>Superior Criteria</b>
The state prepares and makes available to 911 emergency responders printed or electronic training materials to educate them on the capabilities of 911 systems.	The state has a documented working relationship with emergency responders to develop minimum curriculum to educate on 911 capabilities.	The state monitors and evaluates the working relationship with emergency responders, and updates the program as necessary.
<b>Rationale:</b> Emergency responders should be educated about the capabilities and appropriate use of 911, to guide their own use of 911 and to allow them to assist in educating the public.		

**Current Environment:** The current State environment does not include an education program about 911 for emergency responders. Because PSAPs fall under many different management/governance structures at the local level, it would be somewhat difficult to develop a statewide program on anything other than the most basic education about 911 and how it works.

On the local level, 10 of the 17 PSAPs that responded said they did not have an educational program for emergency responders. Of the remaining seven who did provide some training for emergency responders, some of the larger PSAPs taught classes about 911 and PSAP operations at their agency's new hire academy and as part of field training officer (FTO) programs. Other developed and presented classes on 911 for fire and EMS personnel through the local community college. The remaining PSAPs offered tours of the PSAP to those field responders who requested it.

**Reference Material:**

<b>Rating:</b> At this time, North Carolina does not meet the minimum criteria.
<b>Assessor Recommendations:</b> Again, the Board's Education Committee could review the responder education materials and curricula currently used by several of the state's PSAPs, and distribute to all PSAPs those elements determined to be the most effective. For the longer-term, the advanced and superior criteria can be met by accessing resources from sources such as NENA and the national 911 Resource Center so the Board's Education Committee can develop standardized materials for use by PSAPs and through cooperative efforts with OEMS, the State Fire Marshall, the NC Sheriffs Standards Commission and possibly other agencies. The 911 Board's Education Committee seems to lack responder agency representation and adding those disciplines would be helpful.
<b>Assessor Notes/Comments:</b> A state-supported curriculum standardizes the training and expectations for all first responders. Local-level training builds relationships and educates first responders on local policies and procedures. Both basic training and ongoing updates for first responders are important. Examples of ongoing updates for emergency responders might include new mapping resources, back-up planning, equipment testing schedules, and new user communication devices that impact both 911 dispatch and first responder operations.

2016

## 911 Board Committees

### **911 Funding Committee-~~Standing~~**

\*Jason Barbour - Chair  
\*Dave Bone – vice chair  
\*Andrew Grant  
\*Len Hagaman  
\*Laura Sykora  
*Randy Beeman (Cumberland Co 911)*  
*Del Hall (Stokes Co 911)*  
*Tonya Pearce (Durham 911)*  
*Melanie Neal (Guilford Metro 911)*  
*Stephanie Wiseman (Mitchell Co 911)*

### **Grant Committee-~~Standing~~**

\*Darryl Bottoms  
\*Jeff Shipp  
\* \_\_\_\_\_  
\*Rick Isherwood - Chair  
\*Slayton Stewart

### **911 Standards Committee**

\*Len Hageman – Chair  
\*Dinah Jeffries  
\*Jimmy Stewart  
\*Laura Sykora – Vice Chair  
\*Greg Hauser  
*Rodney Cates (Rockingham Co 911)*  
*Marty Cooke (Brunswick Co Commissioner)*  
*Perry Davis (Cleveland Co Emergency Mgmt)*  
*Greg Foster (Alexander Co 911)*  
*John Herring (Holly Springs Police Chief)*  
*Judy Jenkins (Cornelius PD)*  
*Robert Merchant (Pineville Police Chief)*  
*Dominick Nutter (Raleigh-Wake 911)*  
*Christy Shearin (Franklin Co 911)*  
*Jim Soukup (Durham 911)*  
*Candy Strezinski (Burke Co Emergency Communications)*

*Donna Wright (Richmond Co Emergency Management)*  
*Terry Young (NC Office of State Fire Marshall)*  
~~*Brandon Zuidema (Garner Police Chief)*~~

### **NG-911 Committee**

\*Jason Barbour  
\*Eric Cramer  
\*Rick Edwards – Vice Chair  
\*Jeff Shipp - Chair  
\*Greg Hauser  
*Terry Bledsoe (Catawba Co IT)*  
*Randy Gullledge (Anson County IT)*  
*Bence Hoyle (Cornelius Police Chief)*  
*Chris Koltyk (City of Jacksonville IT)*  
*Glenn Knox (NC FirstNet)*  
*Allan Sadowski (NC FirstNet)*  
*Joe Sewash (CGIA)*  
*Frank Thomason (Rowan County EM)*

### **911 Board Education Committee**

\*vacant  
\*Jeff Shipp  
\*Jimmy Stewart - Chair  
\*Laura Sykora  
*Tammy Aldridge (Rutherford Co 911)*  
*Jeryl Anderson (Orange Co Emergency Svcs)*  
*Bryant Fisher (Nash Co Emergency Svcs)*  
*Heather Joyner (Halifax Co)*  
*Brian Short (Vance-Henderson)*  
*Rick Thomas (Apex PD)*



§ 143B-1407. PSAP Grant and Statewide 911 Projects Account; Next Generation 911 Reserve Fund

(a) Account and Fund Established. -- A PSAP Grant and Statewide 911 Projects Account is established within the 911 Fund for the purpose of making grants to PSAPs in rural and other high-cost areas and funding projects that provide statewide benefits for 911 service. The PSAP Grant and Statewide 911 Projects Account consists of revenue allocated by the 911 Board under G.S. 143B-1405(c) and G.S. 143B-1406. The Next Generation 911 Reserve Fund is established as a special fund for the purpose of funding the implementation of the next generation 911 systems as approved by the 911 Board.

(b) PSAP Grant and Statewide 911 Projects Grant Application. -- A PSAP may apply to the 911 Board for a grant from the PSAP Grant and Statewide 911 Projects Account. An application must be submitted in the manner prescribed by the 911 Board. The 911 Board may approve a grant application and enter into a grant agreement with a PSAP if it determines all of the following:

(1) The costs estimated in the application are reasonable and have been or will be incurred for the purpose of promoting a cost-effective and efficient 911 system.

(2) The expenses to be incurred by the applicant are consistent with the 911 State Plan.

(3) There are sufficient funds available in the fiscal year in which the grant funds will be distributed.

(4) The costs for consolidating one or more PSAPs with a primary PSAP, the relocation costs of primary PSAPs, or capital expenditures that enhance the 911 system, including costs not authorized under G.S. 143B-1406(e) and construction costs.

~~students with diabetes enrolled and provide information showing compliance with the guidelines adopted by the State Board of Education under G.S. 115C-12(31). These reports shall be in compliance with the federal Family Educational Rights and Privacy Act, 20 U.S.C. § 1232g."~~

## **SCHOOL SAFETY/STATEWIDE SCHOOL RISK AND RESPONSE MANAGEMENT SYSTEM**

**SECTION 8.26.(a)** G.S. 115C-47(40) reads as rewritten:

~~"(40) To adopt emergency response plans. — Local boards Adopt School Risk Management Plans. — Each local board of education shall, in coordination with local law enforcement and emergency management agencies, adopt emergency response plans—a School Risk Management Plan (SRMP) relating to incidents of school violence, violence for each school in its jurisdiction. In constructing and maintaining these plans, local boards of education and local school administrative units shall utilize the School Risk and Response Management System (SRRMS) established pursuant to G.S. 115C-105.49A. These plans are not a public record as the term "public record" is defined under G.S. 132-1 and shall not be subject to inspection and examination under G.S. 132-6."~~

**SECTION 8.26.(b)** G.S. 115C-105.49 reads as rewritten:

### **"§ 115C-105.49. School safety exercises.**

(a) ~~At least every two years, once annually, each local school administrative unit is encouraged to shall require each school under its control to hold a full systemwide school safety and school lockdown exercise with the school-wide tabletop exercise and drill based on the procedures documented in its School Risk Management Plan (SRMP). The drill shall include a practice school lockdown due to an intruder on school grounds. Each school is encouraged to hold a tabletop exercise and drill for multiple hazards included in its SRMP. Schools are strongly encouraged to include local law enforcement agencies that are part of the local board of education's emergency response plan, and emergency management agencies in their tabletop exercises and drills. The purpose of the exercise-tabletop exercises and drills shall be to permit participants to (i) discuss simulated emergency situations in a low-stress environment, (ii) clarify their roles and responsibilities and the overall logistics of dealing with an emergency, and (iii) identify areas in which the emergency response plan-SRMP needs to be modified.~~

(b) ~~As part of a local board of education's emergency response plan, at least once a year, each school is encouraged to hold a full schoolwide school safety and lockdown exercise with local law enforcement agencies. For the purposes of this section, a tabletop exercise is an exercise involving key personnel conducting simulated scenarios related to emergency planning.~~

(c) ~~For the purposes of this section, a drill is a school-wide practice exercise in which simulated scenarios related to emergency planning are conducted.~~

(d) ~~The Department of Public Safety, Division of Emergency Management, and the Center for Safer Schools shall provide guidance and recommendations to local school administrative units on the types of multiple hazards to plan and respond to, including intruders on school grounds."~~

**SECTION 8.26.(c)** Article 8C of Chapter 115C of the General Statutes is amended by adding a new section to read:

### **"§ 115C-105.49A. School Risk and Response Management System.**

(a) ~~The Department of Public Safety, Division of Emergency Management, and the Center for Safer Schools shall construct and maintain a statewide School Risk and Response Management System (SRRMS). The system shall fully integrate and leverage existing data and applications that support school risk planning, exercises, monitoring, and emergency response via 911 dispatch.~~

(b) ~~In constructing the SRRMS, the Division of Emergency Management and the Center for Safer Schools shall leverage the existing enterprise risk management database, the School Risk Management Planning tool managed by the Division. The Division shall also leverage the local school administrative unit schematic diagrams of school facilities. Where technically feasible, the SRRMS shall integrate any anonymous tip lines established pursuant to G.S. 115C-105.51 and any 911-initiated panic alarm systems authorized as part of a SRMP~~

pursuant to G.S. 115C-47(40). The Division and the Center for Safer Schools shall collaborate with the Department of Public Instruction and the North Carolina 911 Board in the design, implementation, and maintenance of the SRRMS.

(c) All data and information acquired and stored in the SRRMS as provided in subsections (a) and (b) of this section are not considered public records as the term "public record" is defined under G.S. 132-1 and shall not be subject to inspection and examination under G.S. 132-6."

**SECTION 8.26.(d)** G.S. 115C-105.51 reads as rewritten:

**"§ 115C-105.51. Anonymous tip lines, lines and monitoring and response applications.**

(a) Each local school administrative unit is encouraged to develop and operate an anonymous tip line, in coordination with local law enforcement and social services agencies, to receive anonymous information on internal or external risks to the school population, school buildings—buildings, and school-related activities. The Department of Public Safety, in consultation with the Department of Public Instruction, may develop standards and guidelines for the development, operation, and staffing of tip lines.

(b) ~~The Department of Public Instruction, in consultation with the Department of Public Safety, may develop standards and guidelines for the development, operation, and staffing of tip lines.~~ The Department of Public Safety, Division of Emergency Management, and the Center for Safer Schools, in collaboration with the Department of Public Instruction, shall implement and maintain an anonymous safety tip line application for purposes of receiving anonymous student information on internal or external risks to the school population, school buildings, and school-related activities.

(c) ~~The Department of Public Instruction may provide information to local school administrative units on federal, State, local, and private grants available for this purpose.~~ The Department of Public Safety, Division of Emergency Management, and the Center for Safer Schools, in collaboration with the Department of Public Instruction and the North Carolina 911 Board, shall implement and maintain a statewide panic alarm system for the purposes of launching real-time 911 messaging to public safety answering points of internal and external risks to the school population, school buildings, and school-related activities. The Department of Public Safety, in consultation with the Department of Public Instruction and the North Carolina 911 Board, may develop standards and guidelines for the operations and use of the panic alarm tool.

(d) The Department of Public Safety shall ensure that the anonymous safety tip line application is integrated with and supports the statewide School Risk and Response Management System (SRRMS) as provided in G.S. 115C-105.49A. Where technically feasible and cost efficient, the Department of Public Safety is encouraged to implement a single solution supporting both the anonymous safety tip line application and panic alarm system.

(e) All data and information acquired and stored by the anonymous safety tip line application are not considered public records as the term "public record" is defined under G.S. 132-1 and shall not be subject to inspection and examination under G.S. 132-6.

(f) Notwithstanding subsection (e) of this section, the Division may collect the annual aggregate number and type of tips sent to the anonymous tip line. The collection of this aggregate data shall not have any identifying information on the reporter of the tip, including, but not limited to, the school where the incident was reported and the date the tip was reported."

**SECTION 8.26.(e)** G.S. 115C-105.52 reads as rewritten:

**"§ 115C-105.52. School crisis kits.**

The Department of Public Instruction, in consultation with the Department of Public Safety through the North Carolina Center for Safer Schools, may develop and adopt policies on the placement of school crisis kits in schools and on the contents of those kits. The kits should include, at a minimum, basic first-aid supplies, communications devices, and other items recommended by the International Association of Chiefs of Police.

The principal of each school, in coordination with the law enforcement agencies that are part of the local board of education's ~~emergency response plan~~, School Risk Management Plan, may place one or more crisis kits at appropriate locations in the school."

**SECTION 8.26.(f)** G.S. 115C-105.53 reads as rewritten:

**"§ 115C-105.53. Schematic diagrams and emergency access to school buildings for local law enforcement agencies.**

(a) Each local school administrative unit shall provide the following to local law enforcement agencies: (i) schematic diagrams, including digital schematic diagrams, and (ii) either keys to the main entrance of all school buildings or emergency access to key storage devices such as KNOX® boxes for all school buildings. Local school administrative units shall provide updates of the schematic diagrams to local law enforcement agencies when substantial modifications such as new facilities or modifications to doors and windows are made to school buildings. Local school administrative units shall also be responsible for providing local law enforcement agencies with updated access to school ~~building key storage devices such as KNOX® boxes when changes are made to these boxes or devices.~~ buildings when changes are made to the locks of the main entrances or to key storage devices such as KNOX® boxes.

(b) The Department of Public Instruction, in consultation with the Department of Public Safety, shall develop standards and guidelines for the preparation and content of schematic diagrams and necessary updates. Local school administrative units may use these standards and guidelines to assist in the preparation of their schematic diagrams.

(c) Schematic diagrams are not considered a public record as the term "public record" is defined under G.S. 132-1 and shall not be subject to inspection and examination under G.S. 132-6."

**SECTION 8.26.(g)** G.S. 115C-105.54 reads as rewritten:

**"§ 115C-105.54. Schematic diagrams and emergency response information provided to Division of Emergency Management.**

(a) Each local school administrative unit shall provide the following to the Division of Emergency Management (Division) at the Department of Public Safety: (i) schematic diagrams, including digital schematic diagrams, and (ii) emergency response information requested by the Division for the School Risk Management Plan ~~(SRMP) and the School Emergency Response Plan (SERP).~~ (SRMP). Local school administrative units shall also provide updated schematic diagrams and emergency response information to the Division when such updates are made. The Division shall ensure that the diagrams and emergency response information are securely stored and distributed as provided in the SRMP ~~and SERP~~ to first responders, emergency personnel, and school personnel and approved by the Department of Public Instruction.

(b) The schematic diagrams and emergency response information are not considered a public record as the term "public record" is defined under G.S. 132-1 and shall not be subject to inspection and examination under G.S. 132-6."

**SECTION 8.26.(h)** G.S. 115C-218.75 reads as rewritten:

**"§ 115C-218.75. General operating requirements.**

(a) Health and Safety Standards. – A charter school shall meet the same health and safety requirements required of a local school administrative unit. The Department of Public Instruction shall ensure that charter schools provide parents and guardians with information about meningococcal meningitis and influenza and their vaccines at the beginning of every school year. This information shall include the causes, symptoms, and how meningococcal meningitis and influenza are spread and the places where parents and guardians may obtain additional information and vaccinations for their children.

The Department of Public Instruction shall also ensure that charter schools provide parents and guardians with information about cervical cancer, cervical dysplasia, human papillomavirus, and the vaccines available to prevent these diseases. This information shall be provided at the beginning of the school year to parents of children entering grades five through 12. This information shall include the causes and symptoms of these diseases, how they are transmitted, how they may be prevented by vaccination, including the benefits and possible side effects of vaccination, and the places where parents and guardians may obtain additional information and vaccinations for their children.

The Department of Public Instruction shall also ensure that charter schools provide students in grades seven through 12 with information annually on the preventable risks for preterm birth in subsequent pregnancies, including induced abortion, smoking, alcohol consumption, the use of illicit drugs, and inadequate prenatal care.

The Department of Public Instruction shall also ensure that charter schools provide students in grades nine through 12 with information annually on the manner in which a parent may lawfully abandon a newborn baby with a responsible person, in accordance with G.S. 7B-500.

The Department of Public Instruction shall also ensure that the guidelines for individual diabetes care plans adopted by the State Board of Education under G.S. 115C-12(31) are

1) Telecommunicator training

2) Transition plan for those that will retire

3) What will the future look like

2017 PSAP Managers and 911 Board Meetings				
Date	Type Meeting	Location	City	Time
<b>January</b>				
1/4/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
1/5/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
1/18/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
1/19/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
1/20/2017	NC APCO-NENA	TBD		10:00 AM
1/26/2017	Board Meeting Setup	Education Bldg Rm 150	Raleigh, NC	1:00 PM
1/27/2017	911 Board Meeting	Education Bldg Rm 150	Raleigh, NC	9:30 AM
<b>February</b>				
2/7/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
2/8/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
2/9/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
2/15/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
2/16/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
2/23/2017	Board Meeting Setup	TBD	Raleigh, NC	1:00 PM
2/24/2017	911 Board Meeting	TBD	Raleigh, NC	9:30 AM
2/28/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
<b>March</b>				
3/1/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
3/2/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
3/8/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
3/9/2016	Standards	TBD	Raleigh, NC	10:00 AM

3/14/2017	PSAP Manager Meeting Setup	Jacksonville PD, 200 Marine Blvd., NC	Jacksonville, NC	2:00 PM
3/15/2017	Southeast Regional PSAP Managers Meeting	Jacksonville PD, 200 Marine Blvd., NC	Jacksonville, NC	10:00 AM
3/21/2017	PSAP Manager Meeting Setup	TBD	Asheville, NC	2:00 PM
3/22/2017	Western Regional PSAP Managers Meeting.	TBD	Asheville, NC	10:00 AM
3/22/2017	Travel to Winston Salem and set up for Central Region PSAP Managers Meeting	Forsyth County Agricultural Building, 1450 Fairchild Rd, Winston Salem, NC	Winston Salem, NC	3:00 PM
3/23/2017	Central Regional PSAP Managers Meeting	Forsyth County Agricultural Building, 1450 Fairchild Rd, Winston Salem, NC	Winston Salem, NC	10:00 AM
3/24/2017	NC APCO-NENA		Fayetteville, NC	10:00 AM
3/29/2017	PSAP and 911 Board meeting setup	TBD	Wilson, NC	2:00 PM
3/30/2017	NE Regional PSAP Managers Meeting	TBD	Wilson, NC	10:00 AM
3/31/2017	911 Board Meeting	TBD	Wilson, NC	9:30 AM
<b>April</b>				
4/4/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
4/5/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
4/6/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
4/12/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
4/13/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
4/27/2017	Board Meeting Setup	TBD	Raleigh, NC	2:00 PM
4/28/2017	911 Board Meeting	TBD	Raleigh, NC	9:30 AM
<b>May</b>				

5/2/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
5/3/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
5/4/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
5/12/2017	NC APCO-NENA	TBD	Apex, NC	10:00 AM
5/17/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
5/18/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
5/25/2017	Board Meeting Setup	TBD	Raleigh, NC	2:00 PM
5/26/2017	911 Board Meeting	TBD	Raleigh, NC	9:30 AM
5/30/2017	Staff Meeting??	Perhaps Conference Call		2:30 PM
<b>June</b>				
6/2/2017	Travel Date for NASNA		San Antonio, Texas	
6/3 & 6/4/2017	NASNA Meeting		San Antonio, Texas	
6/5 to 6/8/2017	National NENA Conference		San Antonio, Texas	
6/14/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
6/15/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
6/22/2017	Board Meeting Setup	TBD	Raleigh, NC	2:00 PM
6/23/2017	911 Board Meeting	TBD	Raleigh, NC	9:30 AM
6/27/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
6/28/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
6/29/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
<b>July</b>				
7/6/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
7/7/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
7/11/2017	PSAP Managers Meeting Setup	Community Room, Rick Rhyne Public Safety Building, 302 S McNeil St, Carthage, NC	Carthage, NC	2:00 PM



7/12/2017	Central Regional PSAP Managers Meeting	Community Room, Rick Rhyne Public Safety Building, 302 S McNeil St, Carthage, NC	Carthage, NC	10:00 AM
7/12/2017	Travel to Clinton and set up for Southeast Regional PSAP Managers Meeting	TBD	Clinton, NC	
7/13/2017	Southeast Regional PSAP Managers Meeting	TBD	Clinton, NC	
7/14/2017	NC APCO-NENA		Greensboro, NC	
7/18/2017	PSAP Managers Meeting Setup	TBD	Hertford, NC	2:00 PM
7/19/2017	Northeast Regional PSAP Managers Meeting	TBD	Hertford, NC	10:00 AM
7/20/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
7/21/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
7/26/2017	PSAP Manager & Board Meeting Setup	TBD	Asheville, NC	2:00 PM
7/27/2017	Western Regional PSAP Managers Meeting	TBD	Asheville, NC	10:00 AM
7/28/2017	911 Board Meeting	TBD	Asheville, NC	9:30 AM
<b>August</b>				
8/1/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
8/2/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
8/3/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
8/13 to 8/16	APCO National Conference		Denver, Co	
8/16/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
8/17/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM

8/24/2017	Setup for 911 Board meeting	TBD	Raleigh, NC	2:00 PM
8/25/2017	911 Board Meeting	TBD	Raleigh, NC	9:30 AM
<b>September</b>				
9/5/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
9/6/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
9/7/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
9/10 to 9/13/2017	NC APCO-NENA State Conference	Harrah's	Cherokee, NC	
9/21/2017	Setup for 911 Board meeting	TBD	Raleigh, NC	2:00 PM
9/22/2017	911 Board Meeting	TBD	Raleigh, NC	9:30 AM
9/26/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
9/27/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
9/28/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
<b>October</b>				
10/4/2017	Education Committee	TBD	Raleigh, NC	2:00 PM
10/5/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
10/19/2017	Setup for 911 Board meeting	TBD	Raleigh, NC	2:00 PM
10/20/2017	911 Board Meeting	TBD	Raleigh, NC	9:30 AM
10/24/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
10/25/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
10/31/2017	Staff Meeting	TBD	Raleigh, NC	2:30 PM
<b>November</b>				
11/1/2017	Education Committee Meeting	TBD	Raleigh, NC	2:00 PM
11/2/2017	Funding Committee	TBD	Raleigh, NC	10:00 AM
11/15/2017	NG 911 Committee	TBD	Raleigh, NC	2:00 PM
11/16/2017	Standards Committee	TBD	Raleigh, NC	10:00 AM
<b>December</b>				

12/6/2017	Setup for WS & Board Meeting	TBD	Wilmington, NC	2:00 PM
12/7/2017	911 Board Work Session	TBD	Wilmington, NC	9:30 AM
12/8/2017	911 Board Meeting	TBD	Wilmington, NC	9:30 AM