

Study Area	ID	Finding	Recommendation	Year	Area
Section 3: Operational Feasibility (Pages 16-42)	Operational - 01A	1. System management of an ESInet will require some level of dedicated staff at the statewide 9-1-1 authority level, or within VITA.	A staffing review/study should be performed to develop and plan how the Commonwealth will model ESInet support and outline roles and responsibilities of requisite staff.		ESI
Section 3: Operational Feasibility (Pages 16-42)	Operational - 02A	2. Sound risk management practices are essential as services become more complex.	It is recommended that 9-1-1 service providers demonstrate adherence to the reliability measures outlined in the FCC's 911 Reliability Report and Order adopted on December 12, 2013.		ESI
Section 3: Operational Feasibility (Pages 16-42)	Operational - 03A	3. Procurement of mission critical systems on a local basis leads to technology silos that inhibit interoperability.	PSAP systems that could be pre-qualified and purchased via state contracts should be identified and prioritized.		PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 04A	4. There is significant diversity in call handling software (seven vendors/numerous software versions) deployed across the commonwealth. The disparity prevents effective sharing of calls and location information.	No more than three qualified call handling vendors should be identified that would be supported as part of state purchasing contracts. PSAPs should be encouraged to purchase from/through the state contract.	1	PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 05A	5. Seventy percent of the deployed call handling solutions in the commonwealth are not NG9-1-1-ready.	Qualified call handling systems should be NG9-1-1-ready before they are considered for inclusion on a state contract. Vendors must demonstrate the ability to receive SIP communications natively at the individual workstation.	1	PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 05B	5. Seventy percent of the deployed call handling solutions in the commonwealth are not NG9-1-1-ready.	Grant guidance should be updated so that non-NG9-1-1-ready systems do not qualify for grant funding.	1	PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 06A	6. Fifty percent of PSAPs plan to replace or upgrade their call handling systems by the end of 2016.	PSAPs should be incentivized to act regionally when procuring NG9-1-1-ready CPE solutions and a regional shared services approach encouraged.	1	PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 07A	7. The disparity in CAD systems across the commonwealth (17 vendors/multiple platforms and software versions) is much greater than the disparity in call handling solutions. The wide variance in CAD systems will leave the PSAP operational landscape largely unchanged even if regional ESInets are deployed.	PSAPs should be incentivized to act regionally when procuring CAD systems and a regional shared services approach encouraged.	1	PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 07B	7. The disparity in CAD systems across the commonwealth (17 vendors/multiple platforms and software versions) is much greater than the disparity in call handling solutions. The wide variance in CAD systems will leave the PSAP operational landscape largely unchanged even if regional ESInets are deployed.	Technical and project management support should also be offered to assist regions that do not have the internal expertise or personnel to bring complex CAD system projects to fruition.		PSAP

Study Area	ID	Finding	Recommendation	Year	Area
Section 3: Operational Feasibility (Pages 16-42)	Operational - 08A	8. Changes to CAD systems will have an impact on multiple agency systems, which can cause resistance and unwillingness to move forward.	The obstacles to standardizing a CAD system in each region should be identified and prioritized. Specific focus should be placed on the impact to agency mobile data and RMS.		PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 09A	9. The current approach of each PSAP maintaining its own logging recorder is not cost effective or efficient in an NG9-1-1 environment. Multiple PSAPs and agencies may require dynamic access to logged data that will not be possible if there are a multitude of individual logging recorders storing the relevant information.	PSAPs should be encouraged to move toward centralized logging recorder solutions. Vendors should be pre-qualified for purchase off the state contract. Training or technical support that will be required to configure, maintain and assign access rights to an NG9-1-1- shared logging recorder service should be provided.	1	PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 10A	10. Agencies are reluctant to store confidential data in a centralized logger.	An education effort to dispel myths and provide information as to how data integrity is maintained via secure access rights and appropriate policy should be developed.		PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 11A	11. The variety of mapping systems is not a significant barrier to operations. The greatest challenge to interoperability is the many options available for configuring map displays, such as specialized icons, colors and boundary designators.	An assessment should be conducted to determine which PSAPs interoperate most often and which ones plan to potentially share personnel in the future. Those agencies should be encouraged to standardize on map display options as much as possible so as to limit risk and unnecessary training issues.		PSAP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 12A	12. A comprehensive inventory of secondary PSAPs does not currently exist.	An accurate list of commonwealth secondary PSAPs should be developed.	1	GOV
Section 3: Operational Feasibility (Pages 16-42)	Operational - 13A	13. VITA should take a leading role in establishing an environment that fosters mutual aid and support.	Mutual aid agreements and MOUs between PSAPs and regions throughout the commonwealth should be encouraged.		GOV
Section 3: Operational Feasibility (Pages 16-42)	Operational - 14A	14. The issue of dispatch capabilities must be forefront when regions are planning their backup strategy and drafting mutual aid agreements.	Mutual aid agreements and backup plans should be reviewed to assure that PSAPs receiving another agency's calls have the capability to notify the appropriate emergency responders in a timely manner.		GOV
Section 3: Operational Feasibility (Pages 16-42)	Operational - 15A	15. PSAP training that aligns with national standards and best practices is key to effective interoperability and providing uniform levels of service.	The Commonwealth should work towards implementing basic training mandates that align with APCO national training standards for all primary PSAP telecommunicators. Once an established curriculum is agreed upon, consideration should be given to a certification process for PSAP training.		GOV
Section 3: Operational Feasibility (Pages 16-42)	Operational - 16A	16. Performance metrics provide agencies with the ability to evaluate the operational level of service they are providing to the public.	A 9-1-1 performance metric that aligns with either NENA or NFPA call answering standards should be adopted.		BP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 17A	17. NG9-1-1 transition best practices are essential to implementing NG9-1-1 statewide.	Standards and best practices for the transition to NG9-1-1 should be developed and implemented.		BP

Study Area	ID	Finding	Recommendation	Year	Area
Section 3: Operational Feasibility (Pages 16-42)	Operational - 18A	18. Intergovernmental and stakeholder information sharing is essential.	Intergovernmental and stakeholder information sharing is needed. This increased communication and information sharing as well as shared input for planning what will work best for the commonwealth is supported by the recommendation for the establishment of a Regional Advisory Council (Please refer to Section 5.6.4, Regional Advisory Council, for further information).		BP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 19A	19. Situational awareness of system outages is critical for managing the network.	Approaches for enhanced situational awareness of current and future systems should be identified to understand how and when system outages occur. As best practices and standards are developed and as the development of the Commonwealth's NG9-1-1 Master Plan progresses, the goal of higher levels of situational awareness and how to manage those opportunities will become important to a successful outcome.		BP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 20A	20. Each PSAP requires a formal mission continuity plan, which encompasses all phases of mission continuity management including prevention, preparedness, response, and recovery.	Primary PSAPs that do not have viable documented continuity plans on record should be identified and assistance provided as necessary or through VDEM to ensure that plans are drafted.		BP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 21A	21. As changes to 9-1-1 capabilities are implemented, DPSC may be best positioned to coordinate, encourage and support 9-1-1 public education efforts.	Public education regarding the appropriate use of 9-1-1 should be developed, conducted, and promoted.		BP
Section 3: Operational Feasibility (Pages 16-42)	Operational - 21B	21. As changes to 9-1-1 capabilities are implemented, DPSC may be best positioned to coordinate, encourage and support 9-1-1 public education efforts.	Materials to educate state legislators, state and local agencies and regulatory bodies, as well as municipal government bodies, should also be developed to ensure that they understand how current regulations and laws facilitate or inhibit NG9-1-1.	1	GOV
Section 4: Technical Feasibility (Pages 43-128)	Technical - 01A	1. Eighteen selective routers serving the Commonwealth resulting in greater number of ingress trunk groups to the legacy network.	The Commonwealth should develop a solution design that will reduce the number of POIs as the commonwealth migrates to an ESInet.	1	ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 02A	2. SIP call delivery will reduce call set-up times.	VITA should work with carriers to implement SIP call delivery to the ESInet.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 03A	3. Shared CPE platforms are capable of much greater capacity.	The implementation of more shared CPE platforms where IP networks and operational alignment exist is recommended.		PSAP
Section 4: Technical Feasibility (Pages 43-128)	Technical - 04A	4. A single NG9-1-1 vendor solution contributes risk to a statewide outage.	Consideration should be given to a multi-vendor approach to minimize risk of a statewide vendor causing a statewide outage.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 05A	5. There is limited insight to route paths, path diversity, and network vulnerabilities.	ITB requirements should be developed for network providers to document route paths and identify single points of failure in the network. These requirements need to be carried through to the contracts and documented during implementation of the network.		ESI

Study Area	ID	Finding	Recommendation	Year	Area
Section 4: Technical Feasibility (Pages 43-128)	Technical - 06A	6. Almost one out of three PSAPs send their overflow calls to their own administrative lines or fast busy during peak call volume.	Regional Town Hall meetings should be held to discuss how call routing could potentially change in an NG9-1-1 environment where a policy routing function could distribute calls geographically or hierarchically.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 07A	7. LIS and CIDB support by the carrier community is lagging.	The Commonwealth should require the i3 solutions provider to deploy an LDB to provide legacy and i3 interfaces and protocol support to enable a phased transition from ALI to LIS and CIDB.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 08A	8. Stored data becomes stale and outdated.	The Commonwealth should implement a GDX in conjunction with an SDBMS to enable usage of best available data.		GEO
Section 4: Technical Feasibility (Pages 43-128)	Technical - 09A	9. A single statewide provider of NG9-1-1 services will be difficult to meet the requirements of all localities.	The Commonwealth should consider working with each region to develop a list of common requirements for the ESInet and NG9-1-1 services. The findings should be consolidated into an executive report and the level of support determined from each locality for a single, statewide ESInet based on the jointly developed requirements.	1	ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 10A	10. Multiple data centers are required for support of a statewide ESInet.	If the majority of the localities are in support of a state-level ESInet, then through a competitive ITB process, Virginia should procure and deploy a state-level ESInet with an i3 solutions provider offering the services to all localities. PSAPs will have the choice of opting in to the state ESInet or deploying their own regional NG9-1-1 solution. Regional ESInets may be deployed but would be required to interoperate with the state-level ESInet and other regional ESInets.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 10B	10. Multiple data centers are required for support of a statewide ESInet.	Virginia's statewide ESInet should have three to five Tier 3 or better data centers located strategically around the commonwealth, with a minimum distance of 100 miles between the centers. The data centers will house the i3 services, and also may be used to house a hosted call handling solution if acquired separately from the i3 systems.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 11A	11. Multiple networks options exist in the commonwealth.	VITA should work in cooperation with the localities to assess needs and requirements of the commonwealth. Network requirements should be determined and a competitive ITB issued for network services. The solution that best meets the requirements of the Commonwealth while achieving the greatest level of carrier, path and network diversity should be procured.	1	ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 12A	12. VLANs and IP addressing management are critical to network service alignment across an ESInet.	A VLAN and IP addressing database should be deployed for tracking of additions, changes, and deletions to the VLAN assignments in the ESInet.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 13A	13. Fast failover protocols are required for achieving public safety-grade resiliency of call delivery.	Fast packet reroute protocols (BFD, BGP, OSPF) should be deployed.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 14A	14. One of the greatest opportunities for failure in an ESInet is due to human error.	A strong change management process for thorough documentation and process management for the implementation of change within the NG9-1-1 network and systems is recommended.		ESI

Study Area	ID	Finding	Recommendation	Year	Area
Section 4: Technical Feasibility (Pages 43-128)	Technical - 15A	15. Synchronization of the MSAG with the GIS centerline and address point data is critical to the preparation for NG9-1-1.	Each locality should analyze their MSAG and ALI tabular data to their GIS data. Discrepancies between the data sets must be resolved by public safety addressing specialists. GIS, MSAG and ALI data should all align. The on-going maintenance of the MSAG and ALI may be managed directly in the GIS data management tool with tabular data export to maintain the legacy MSAG and ALI databases.	1	GEO
Section 4: Technical Feasibility (Pages 43-128)	Technical - 16A	16. Detailed due diligence discussions are required with network providers.	Minimum network provider requirements should be discussed with each network provider vendor so that the Commonwealth may assess network provider capabilities and develop detailed network requirements for the Commonwealth's ESInet.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 17A	17. Multiple NG9-1-1 solutions exist in the marketplace today.	The Commonwealth should deploy an ESInet that adheres to industry standards utilizing transitional elements such as LNGs, LPGs, LSRGs, and LDBs to facilitate a phased migration.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 18A	18. IP addressing space has limitations.	Private address space should be used internally and publicly routable IP address space used in the DMZs for connections to partners and providers.		ESI
Section 4: Technical Feasibility (Pages 43-128)	Technical - 19A	19. CSPs may not be inclined to connect to LNGs.	The number of new POIs should be minimized. Implementation of a PSGW for easing the CSP's migration to the ESInet should be considered.		ESI
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 01B	1. Statute provides for dedicated funding only for wireless and future technology collections.	MCP recommends that transfers to other departments for operational expense should be either limited or eliminated at least until such time as NG9-1-1 is fully operational and fully funded. If elimination of the transfers is not supported, an increase in the communications tax (wireline E-911 fee) and the wireless E-911 fee should be pursued.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 02A	2. Sustainability of funding is not determined.	Once a plan for NG9-1-1 has been developed and agreed upon and costs determined, a comprehensive fund growth projection study should be undertaken to ensure sustainability of the fund; adjustments to the E-911 fees may need to be considered and statutes amended as appropriate.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 02B	2. Sustainability of funding is not determined.	An audit of collections on wireline by the local jurisdiction, and on wireless and VoIP by the E-911 Services Board may also be necessary to ensure the commonwealth is receiving all the revenues it is due.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 03A	3. Cost of future service is not yet determined.	This report includes ROM cost projections for implementation of NG9-1-1 in the commonwealth. Future budgeting should be included in the recommended Master Plan and Strategy for Implementation.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 04A	4. Local jurisdictions report that the current funding tax formula has diminished available funding directly to 9-1-1 operations in some situations; in other cases, the jurisdiction is receiving more funding than they did previously.	An assessment of the funding formula impact on local jurisdictions since its inception might help evaluate the effect of the taxing and formula change. The assessment should include other factors that might have impacted the lower or higher revenues, such as diminishing wireline subscribers or population changes in the communities.		FUND

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 05A	5. Local funding is not dedicated or protected for 9-1-1 only and is distributed to a local jurisdiction's general fund.	Changes to legislation should include specific language protections for both local and state E-911 tax collections and stipulate dedication of those funds strictly for 9-1-1 support, technology, staffing, etc.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 06A	6. Wireless 9-1-1 providers are allowed to be reimbursed for their administrative costs by statute similar to wireline providers ability to retain administrative cost reimbursement.	The FCC has declared that cost recovery is no longer a requirement for implementation of wireless 9-1-1 and the commonwealth is fully deployed with wireless Phase II services. Cost recovery should be eliminated. The funds received from wireless E-911 fee collections should be used for NG9-1-1 and other aspects of a statewide 9-1-1 program. If this recommendation is perceived as politically unfeasible, an increase in the wireless E-911 fee should be requested.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 07A	7. DPSC, as supported by VITA program staff, is funded through the wireless 9-1-1 fee.	Current statute adequately covers this guideline. The E-911 Services Board should continue current budgeting and program oversight.	N/A	DONE
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 08A	8. The E-911 Services Board reviews and approves the Division's budget prepared by VITA.	Adequate staffing will need to be ensured as responsibilities of the Board and PSC Coordinator are enhanced for statewide initiatives and NG9-1-1 transition.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 09A	9. Available grant funding is diminished by distributions to other agencies and funds.	In order to incentivize NG9-1-1 implementation in the commonwealth, additional grant funding should be made available to PSAPs, especially those interested in pursuing regional approaches; an increase in the wireless E-911 fee should be requested.	1	PSAP
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 10A	10. Funding formula is not viewed as equitable by all local jurisdictions.	Discussions with TAX should be initiated to determine if annual adjustments to the Communications Tax rate could be considered.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 11A	11. The distribution to VSP and the Compensation Board from wireless E-911 revenues will compromise the commonwealth's ability to receive federal funding and is contrary to federal law.	Changes to legislation should include specific language protections for both local and state E-911 tax collections and stipulate dedication of those funds strictly for 9-1-1 support, technology, staffing, etc.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 12A	12. VSP and Compensation Board distributions from the wireless E-911 fund are likely to continue unless and until new sources of revenue are found.	An increase in the wireless E-911 fee should be requested especially if the fund transfer to VSP and the Compensation Board continue.		FUND

Study Area	ID	Finding	Recommendation	Year	Area
<p>Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)</p>	<p>Funding & Resources - 13A-15A</p>	<p>13. The average pro rata distribution rate is based on a five-year average (2007-2012) and not a rolling average recalculated annually.</p> <p>14. The average pro rata distribution percentage, on which funding for local jurisdictions is based, will not be recalculated until 2017.</p> <p>15. The length of time before recalculating the rate could mean a large fluctuation in funding at the time of recalculation.</p>	<p>The five-year average is currently being used to distribute the communications tax revenues (wireline E-911 fee) to the local jurisdiction and is based on cost studies done in the 2005-2006 timeframe. A recalculation of that rate, according to the Communications Tax legislation, is not due until 2017.</p>		<p>FUND</p>
<p>Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)</p>	<p>Funding & Resources - 13A-15A</p>	<p>13. The average pro rata distribution rate is based on a five-year average (2007-2012) and not a rolling average recalculated annually.</p> <p>14. The average pro rata distribution percentage, on which funding for local jurisdictions is based, will not be recalculated until 2017.</p> <p>15. The length of time before recalculating the rate could mean a large fluctuation in funding at the time of recalculation.</p>	<p>Changes to the methodology of calculating the Communications Sales and Use Tax rate, either on a rolling average or an annual basis, will provide a more realistic average pro rata distribution rate based on current usage and not aged data. MCP's observations in Town Hall meetings indicate that the PSAP jurisdictions are in support of this endeavor and endorse a reevaluation of the current funding formula.</p>		<p>FUND</p>
<p>Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)</p>	<p>Funding & Resources - 16A</p>	<p>16. Current funding structures may not be sufficient to support both legacy 9-1-1 services and the changes and upgrades required for NG9-1-1 during the migration period.</p>	<p>A comprehensive growth analysis of the current communications tax collections, in light of the projected costs of NG9-1-1 deployment reported in this document should be conducted.</p>		<p>FUND</p>
<p>Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)</p>	<p>Funding & Resources - 16B</p>	<p>16. Current funding structures may not be sufficient to support both legacy 9-1-1 services and the changes and upgrades required for NG9-1-1 during the migration period.</p>	<p>If determined to be appropriate, an increase in the current communications tax rate for wireline E-911 should be requested and adjusted based on the costs for NG9-1-1 implementation and the need to fund the legacy systems and NG9-1-1 system(s).</p>		<p>FUND</p>
<p>Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)</p>	<p>Funding & Resources - 17A</p>	<p>17. Virginia 9-1-1 legislation must address the unique funding issues to be faced in the commonwealth related to the planning and implementation of a comprehensive NG9-1-1 program, including the continuation of legacy 9-1-1</p>	<p>An increase in the current communications tax rate for wireline E-911, and the wireless E-911 fee, should be requested and adjusted based on the costs for NG9-1-1 implementation and the need to fund the legacy systems and NG9-1-1 system(s).</p>		<p>FUND</p>

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 18A	18. Fiscal planning for NG9-1-1 requires a comprehensive plan and realistic projected cost estimates.	A growth plan projection study to evaluate the current collection rate level projected into the future, in relation to the cost estimates herein, will help the commonwealth determine the level of funding needed in the future.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 19A	19. Determination of cost estimates for both the transition to NG9-1-1 and on-going system management will provide the basis for evaluation of current funding levels available to VITA and allow for assessment of a sustainable level of service or will lead to necessary changes in funding levels.	An increase in the current communications tax rate for wireline E-911, and the wireless E-911 fee, should be requested and adjusted based on the costs for NG9-1-1 implementation and the need to fund the legacy systems and NG9-1-1 system(s).		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 1A	1. Statute provides for dedicated funding only for wireless and future technology collections.	Statute should include language that assures that E-911 funds collected, whether statewide or locally, are protected and dedicated to 9-1-1 purposes.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Funding & Resources - 20A	20. IT rules and policy fosters open and competitive procurement practices.	Current statute adequately covers this guideline. Current policy should continue.	N/A	DONE
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 01A	1. Statute provides for statewide coordination for wireless and future technologies.	The coordination of all 9-1-1 service types (wireline, wireless, VoIP, etc.) should be specifically stated in statute as part of the statewide program and should be a responsibility of the E-911 Services Board. Currently the Board only oversees wireless, VoIP, and future technologies.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 01B	1. Statute provides for statewide coordination for wireless and future technologies.	If it is determined that there is any question for the statewide responsibility to be within the purview of the E-911 Services Board for the design, procurement and implementation of statewide ESInet, statute should be modified to specifically stipulate this responsibility.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 01C	1. Statute provides for statewide coordination for wireless and future technologies.	MCP recommends the Board consider legislative changes that will move the program into closer compliance with the national guidelines for statewide coordination of all 9-1-1 service types.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 02A	2. Designated state 9-1-1 coordinator.	Having a designated statewide coordinator for the 9-1-1 system is imperative with the migration to NG9-1-1 on the horizon. Currently this function is not completely the responsibility of a State agency. The State should designate a responsible party, which should be the 9-1-1 Coordinator (now the PSC Coordinator). The State 9-1-1 Coordinator needs to be the recognized authority for all elements of the 9-1-1 program and all service types as defined by national guidelines. Effectively and efficiently performing the requirements of this role requires authority and staff. (National 9-1-1 Guidelines Assessment Report, 5-24-12).	1	GOV

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 02B	2. Designated state 9-1-1 coordinator.	Duties and responsibilities of the state 9-1-1 Coordinator (now the PSC Coordinator) should be expanded to specifically call out aspects of all statewide 9-1-1 service in the state. Any expanded responsibility of the E-911 Services Board should be appropriately supported by the state 9-1-1 Coordinator and an appropriate level of VITA staffing.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 03A	3. Statute defines jurisdictional roles and responsibilities.	Once an NG9-1-1 plan and network topology are determined, legislation should be reviewed to ensure that it clearly describes the authority and responsibility between the various interested parties such as VITA and other state agencies, e.g., PUC, IT departments, TAX, emergency management agencies, and other public safety departments.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 03B	3. Statute defines jurisdictional roles and responsibilities.	Roles and responsibilities may need to be amended in statute as the E-911 Services Board assumes more responsibility for NG9-1-1, such as being able to procure statewide components of an ESInet, or rulemaking authority and standards development.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 04A	4. Statute authorizes state advisory board to plan and implement a wireless and future technology system.	VITA should be responsible to coordinate and collaborate with State and regional public sector entities and should have the functional responsibilities affecting statewide 9-1-1 networks as directed by the E-911 Services Board. This might include planning, regulation recommendations, contracting, development of interlocal agreements across or between jurisdictions or states, resource sharing, etc.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 04B	4. Statute authorizes state advisory board to plan and implement a wireless and future technology system.	VITA should be authorized to monitor compliance of any adopted standards for the 9-1-1 system, the PSAP, or call handling, which have been adopted by the Board. When standards are not applicable, or have not yet been developed, VITA should have the authority to require compliance with specified requirements, if appropriate.	1	BP
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 04C	4. Statute authorizes state advisory board to plan and implement a wireless and future technology system.	Statute should prescribe a state board that appropriately represents the key stakeholders of the next generation environment.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 04D	4. Statute authorizes state advisory board to plan and implement a wireless and future technology system.	Commercial partners should be moved to an advisory, not policy, role. The composition of the E-911 Services Board should be revised based on the statewide design that is selected. For example, if regional ESInets are part of the NG9-1-1 design, then regional representatives should be members of the board. (Additional discussion may be found in section 6.7.)		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 04E	4. Statute authorizes state advisory board to plan and implement a wireless and future technology system.	MCP recommends the E-911 Services Board develop and adopt a comprehensive state NG9-1-1 Master Plan.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 05A	5. Local authority.	Any changes to statute should preserve a local jurisdiction's duty to manage response to 9-1-1 calls for service and local networks.	1	GOV

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 05B	5. Local authority.	MCP recommends the authority to manage local 9-1-1 services and local response is codified in statute; currently it is implied.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 06A	6. Statute allows for interlocal cooperation.	Current statute adequately covers this guideline. NG9-1-1 will continue to require the ability for the E-911 Services Board to enter into interlocal agreements, which already exists in Code.	N/A	DONE
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 07A	7. Statute allows public and private cooperation related to the provision of 9-1-1 services.	Current statute adequately covers this guideline. NG9-1-1 will continue to require the ability for the E-911 Services Board to enter into private cooperative agreements or contracts, which already exists in Code.	N/A	DONE
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 07B	7. Statute allows public and private cooperation related to the provision of 9-1-1 services.	Policy makers should utilize the expertise of stakeholders representing the key commercial industry partners in a support or advisory capacity.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 08A	8. Statute provides for the authority to procure 9-1-1 components, but does not explicitly stipulate statewide authority for all types of 9-1-1 service.	Statute should be modified to explicitly state that the E-911 Services Board and the supporting infrastructure of 9-1-1 coordination through VITA has responsibility for all statewide 9-1-1 services in the commonwealth and should stipulate the extent of those responsibilities (statewide network design, system performance rules, standards development and compliance monitoring, minimum training requirements for call takers, QA, etc.)	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 09A	9. Statute does not prohibit, but does not foster adoption of technical and operational standards for the statewide system.	Statute and supporting rules and regulations should stipulate that the E-911 Services Board has the authority to develop and adopt technical and operational standards for the statewide 9-1-1 system, the authority and responsibility to monitor compliance with those standards and any required enforcement of non-compliance.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 10A	10. There is a documented process in place for annual review of statute and regulations and the ability to recommend changes to legislation.	As cost projections become more specific and the need for funding the transition from legacy networks to NG9-1-1 networks becomes clearer to the E-911 Services Board, it may be necessary to request a change to the wireline (Communication Tax), wireless (and prepaid) 9-1-1 fee; it may be necessary to review the entire funding structure for 9-1-1 in the commonwealth.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 10B	10. There is a documented process in place for annual review of statute and regulations and the ability to recommend changes to legislation.	MCP recommends elimination of wireless cost recovery and the VSP fund transfer in order to fund NG9-1-1 implementation.		FUND
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 11A	11. Statute provides for stakeholder involvement.	While statute outlines a broad spectrum of representation on the E-911 Services Board, a review of the Board composition is recommended as the Board takes on a stronger and more direct statewide coordination role for NG9-1-1 with additional members representative of the electorate and general public.		GOV

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 11B	11. Statute provides for stakeholder involvement.	The input and expertise of the private enterprise partners should continue, but in an advisory capacity. Commercial representation as it exists today may not be an effective representation of the NG9-1-1 configuration in the future network. If commercial entities have a seat on a policy board when their role in NG9-1-1 may significantly change and new partners are not represented, issues of fairness and competitive neutrality can be questioned. There is also no guarantee that the current 9-1-1 provider will continue to play the same role in the systems employed by the commonwealth going forward. MCP recommends that commercial members be made non-voting Technical Advisors to the Board.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 12A	12. The state has fully implemented balanced stakeholder involvement.	Town Hall meetings revealed that increased local jurisdiction or representation is desired.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 12B	12. The state has fully implemented balanced stakeholder involvement.	Depending on the ultimate plan for how NG9-1-1 will be structured and implemented in the commonwealth, the composition of the Board may need to be revised to better reflect the NG9-1-1 environment. Other agencies or disciplines such as an IT/systems management, or a GIS practice representative, Internet service provider or Broadband representative, which could be integrated either as voting members or as Technical Advisors, should also be considered. MCP recommends that an additional CIO/Communications Technology Officer (CTO) representative be added to the Board.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 12C	12. The state has fully implemented balanced stakeholder involvement.	A special needs community representative is also an important consideration. MCP recommends that a new member representing the deaf and hard of hearing community be added to the Board.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 12D	12. The state has fully implemented balanced stakeholder involvement.	The health and safety of the public, life and property is the reason for 9-1-1. A public representative can provide the necessary "sanity" check and real-world experience that will help the Board make sound policy decisions that will withstand taxpayer scrutiny and desire for sound government actions. MCP recommends that a member of the public be added as a voting member of the Board,		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 13A	13. Statute addresses MLTS as they relate to providing adequate information to 9-1-1.	§56-484.19 requires that the MLTS provider maintain the ALI database. However, there is no audit requirement or any standards to provide guidance to the MLTS provider or the state to verify/certify the accuracy of MLTS provider records or to ensure they are following the law.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 13B	13. Statute addresses MLTS as they relate to providing adequate information to 9-1-1.	MCP is not aware of any proactive enforcement of this portion of the statute.		GOV

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 13C	13. Statute addresses MLTS as they relate to providing adequate information to 9-1-1.	It is recommended that the proposed Regional Advisory Council, supported by the Regional Coordinators, make recommendations to the Board regarding rules development.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 14A	14. Statute is silent on the definition of 9-1-1 as an essential service of government.	The E-911 Services Board should determine if statute should be modified to define 9-1-1 as an essential service. Codifying 9-1-1 as a core function of government will have the effect of ensuring its rightful place in the funding and policy priorities of the commonwealth.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Governance - 14B	14. Statute is silent on the definition of 9-1-1 as an essential service of government.	This is how the public views the 9-1-1 service and it should be so stated in statute. There may be labor implications with this recommendation that should be investigated before it is fully pursued.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Records, Confidentiality & Liability - 01A	1. Statute provides liability protection.	So long as future technologies providers are defined as telecommunications service providers, the liability language in statute does not need modification. If another term is used to define a future technology provider, the respective term will need to be added to the liability clause of the statute.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Records, Confidentiality & Liability - 02A	2. The statute allows the collection of 9-1-1 system data.	It may be necessary to review the statute to ensure that the types of data collection the E-911 Services Board or VITA may need to manage the NG9-1-1 services is appropriate. Ensuring proper terminology to allow the Board or VITA to collect the necessary data will be essential.	1	BP
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Records, Confidentiality & Liability - 03A	3. Statute has rules for retention of 9-1-1 call data.	Current statute adequately covers this guideline as it includes known future capabilities such as text messages; no changes are necessary.	N/A	DONE
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Records, Confidentiality & Liability - 04A	4. Statute defines confidentiality of 9-1-1 calls records.	Current statute adequately covers this guideline as it includes known future capabilities such as records of text messages; no changes are necessary.	N/A	DONE
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 01A	1. The state regulatory environment requires service providers to be actively involved in the 9-1-1 system.	In the E-911 Services Board proposed structure, service providers continue to be actively involved in the 9-1-1 system as essential Technical Advisors to the Board.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 02A	2. The statutory environment does not provide for a comprehensive QA program for the 9-1-1 system.	Statute and supporting rules and regulations should explicitly stipulate that the E-911 Services Board has the authority to establish a comprehensive QA program, standards, and rules for the 9-1-1 system with input and recommendation from the Regional Advisory Council.	1	GOV

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 02B	2. The statutory environment does not provide for a comprehensive QA program for the 9-1-1 system.	The Regional Advisory Council should be directed to establish consensus recommendations for presentation to the Board regarding a comprehensive QA program for the 9-1-1 system.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 03A	3. The statutory environment does not provide for a comprehensive QA program for call handling.	Statute and supporting rules and regulations should stipulate that the E-911 Services Board has the authority to establish a comprehensive QA program, standards, and rules for call handling (call answer time, call processing time, call recording, announcing transfers to other agencies, etc.)	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 03B	3. The statutory environment does not provide for a comprehensive QA program for call handling.	The Regional Advisory Council should be directed to establish consensus recommendations for presentation to the Board regarding a comprehensive QA program for 9-1-1 call handling.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 04A	4. The statutory environment does not require a minimum training program for 9-1-1.	The E-911 Services Board should determine if statute and supporting rules and regulations should stipulate that the E-911 Services Board has the authority to establish a training requirement for 9-1-1. MCP recommends that this be an explicit responsibility of the Board with input from advisors, such as the Regional Advisory Council, as supported by VITA and the Regional Coordinators.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 04B	4. The statutory environment does not require a minimum training program for 9-1-1.	The Regional Advisory Council should be directed to establish consensus recommendations for presentation to the Board regarding requirements for a minimum training program for 9-1-1.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 05A	5. The statutory environment does not address professional certification and accreditation.	The E-911 Services Board should determine if statute and supporting rules and regulations should stipulate that the E-911 Services Board has the authority to adopt or endorse professional certification and accreditation requirements. The Board should consult with the Regional Advisory Council, as supported by VITA and the Regional Coordinators.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 05B	5. The statutory environment does not address professional certification and accreditation.	The Regional Advisory Council should be directed to provide recommendations to the Board regarding the merits and challenges of adopting a professional certification and accreditation program for 9-1-1.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 06A	6. The statute does not address emergency medical dispatch (EMD).	The E-911 Services Board should determine if it is appropriate for the Board to address EMD as a requirement of 9-1-1 call handling. The Board should consult with the Regional Advisory Council, as supported by VITA and the Regional Coordinators.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	Rulemaking & Regulatory - 06B	6. The statute does not address emergency medical dispatch (EMD).	The Regional Advisory Council should be directed to provide recommendations to the Board regarding the merits and challenges of requiring EMD as part of the 9-1-1 system.		GOV

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 01A	1. Statute designates a state 911 coordinator.	Duties and responsibilities of the state 911 Coordinator (now the PSC Coordinator) should be stipulated and expanded to include all aspects of 9-1-1 service in the state as it relates to NG9-1-1.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 01B	1. Statute designates a state 911 coordinator.	Any expanded responsibility of the E-911 Services Board should be appropriately supported by a state 911 Coordinator (now the PSC Coordinator) and additional VITA support staff.	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 02A	2. Statute defines jurisdictional roles and responsibilities.	Roles and responsibilities will need to be amended in statute if the E-911 Services Board assumes more responsibility for NG9-1-1, including how support will be provided by a 911 Coordinator (now the PSC Coordinator).	1	GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 03A	3. Representation on the E-911 Services Board includes commercial interests impacted by the policy adopted by the Board.	Recommendations may be found in Section 5.7 regarding the commercial members on the Board.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 04A	4. Roles and responsibilities of the E-911 Services Board are limited to wireless and future technologies.	NG9-1-1 will significantly change the way 9-1-1 services are provided in the commonwealth. A new governance model for the statewide NG9-1-1 system will be required.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 04B	4. Roles and responsibilities of the E-911 Services Board are limited to wireless and future technologies.	The structure of the Board should change to be more representative of the NG9-1-1 services and systems.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 04C	4. Roles and responsibilities of the E-911 Services Board are limited to wireless and future technologies.	If the proposed E-911 Services Board structure, as recommended, is codified, the two legislative representatives would be key to offering support in legislative outreach efforts.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 05A	5. The E-911 Services Board has not formally established standards for either the state's 9-1-1 network or service levels provided to citizens statewide.	National 9-1-1 Assessment Guidelines recommend a comprehensive review of the necessary technical and operational standards to ensure the NG9-1-1 system is effective. MCP concurs and recommends the Board undertake such a review and establish those standards deemed important to an effective program.	1	BP
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 06A	6. The statute allows for public education using 9-1-1 funds and includes it as a role of the state office.	Public education should be part of a comprehensive statewide 9-1-1 plan. As part of the work plan of the Board, it is recommended that the Board assign to the Regional Advisory Council the task recommending a public education program to inform and educate the public on NG9-1-1 opportunities and challenges.		BP
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 07A	7. VITA provides support to the E-911 Services Board and administers the wireless program as directed by the Board.	VITA should continue to provide the necessary support to DPSC.	N/A	DONE

Study Area	ID	Finding	Recommendation	Year	Area
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 07B	7. VITA provides support to the E-911 Services Board and administers the wireless program as directed by the Board.	The role of the Regional Coordinators should be enhanced.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 07C	7. VITA provides support to the E-911 Services Board and administers the wireless program as directed by the Board.	Appropriate funding to carry out the program and mission of the E-911 Services Board should be provided.		GOV
Section 5: Statutory, Regulatory and Political Considerations (Pages 129-192)	State 9-1-1 Office - 08A	8. An annual review of current legislation and a comprehensive report to the Virginia legislature on the status of 9-1-1 in the commonwealth is required of the E-911 Services Board.	Current statute adequately covers this guideline. The annual review of current legislation should continue.	N/A	DONE
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 01A	1. A comprehensive and detailed cost estimate for both the transition to NG9-1-1 and ongoing operations and maintenance costs has not been fully developed.	While this report contains much information about options and a range of costs that are available to the Commonwealth and the E-911 Services Board, until a final implementation plan has been determined, the true costs will not be known.		ESI
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 01B	1. A comprehensive and detailed cost estimate for both the transition to NG9-1-1 and ongoing operations and maintenance costs has not been fully developed.	A technology solution should be selected and a comprehensive cost estimate developed for the transition to NG9-1-1 as well as ongoing operations and maintenance costs .		ESI
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 02A	2. Existing surcharges and taxes alone may no longer be adequate to fund both current and future systems.	Existing legislation, while it includes all traditional methods for revenue generation for 9-1-1, includes a number of concerns that should be evaluated. Existing surcharges and taxes alone may no longer be adequate to fund both a legacy 9-1-1 system and a transition to next generation services. Taxes will necessarily be combined with a variety of other funding sources and options to ensure adequate funding for legacy and NG9-1-1.		FUND
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 02B	2. Existing surcharges and taxes alone may no longer be adequate to fund both current and future systems.	Because the current tax and surcharge methods may no longer be adequate as predictable or equitable among all service types, new support mechanisms should be considered to sustain 9-1-1 service.		FUND
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 02C	2. Existing surcharges and taxes alone may no longer be adequate to fund both current and future systems.	Regular review of the 9-1-1 funding structure for the commonwealth is recommended. There is an ongoing need to examine existing 9-1-1 fee structures and identify a sustainable funding model that will support NG9-1-1. The transition to NG9-1-1 will be significantly delayed and the full benefit of NG9-1-1 will not be realized without consistent, reliable funding mechanisms in place.		FUND

Study Area	ID	Finding	Recommendation	Year	Area
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 03A	3. The need for future capital upgrades will necessitate setting aside sufficient funding for capital improvements.	The purchase and implementation of an ESInet and NG9-1-1 services requires a multi-phased multi-year approach and sufficient capital resources must be made available. A capital funding methodology should be established and used to incentivize regional NG9-1-1 projects and the development of a state-level ESInet and services. As recommended in other sections of this feasibility study, the Board should consider a comprehensive evaluation of the needed funding for NG911 once a design plan has been established.		FUND
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 04A	4. Auditing and accountability for collection and use of 9-1-1 funds is essential.	As a further protection of the public trust, appropriate auditing and accountability for collection and use of the 9-1-1 funds should be established and encouraged.		FUND
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 04B	4. Auditing and accountability for collection and use of 9-1-1 funds is essential.	Conducting regular audits to ensure the Commonwealth is receiving all the appropriate revenues due is recommended. Proper auditing techniques should be required as allowed by statute. Good fund management is essential for confidence in government and in the 9-1-1 system.		FUND
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 05A	5. A city or community does not know how much 9-1-1 revenue comprises their communication sales tax distribution.	Currently, TAX does not report 9-1-1-specific collections to the local jurisdiction. It may be helpful to analyze trends in communications behaviors if this were reported by TAX with the distribution. In this way, local jurisdictions could also demonstrate that funds collected for the purposes of 9-1-1 were going towards the explicit purpose of supporting 9-1-1 in the community.		FUND
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 06A	6. The fixed pro-rate distribution rate may not reflect current consumer behaviors.	The fixed pro rata share for jurisdictions that was based on consumer behaviors of 2006-2007 may not reflect current consumer behaviors as the technology and options available to the consumer have significantly changed in that 7-year period. The fact that TAX expects communications use behaviors to never change and that the current pro rata share will not be impacted by changes in technology and communications use or that populations in communities remain constant is of concern. The Board should direct staff to have a discussion with representatives of the PSAP community, or if the Regional Advisory Council is formed, direct the Council to review the current formula with assistance from the Regional Coordinators and the PSC Coordinator to propose recommendations for further exploration with TAX on options for potential adjustments.		FUND

Study Area	ID	Finding	Recommendation	Year	Area
Section 6: Economic Feasibility (Pages 193-229)	Effective Fund Management 07A	7. PSAPs must better understand and plan for the wireless fund recalculation in 2017.	In 2012 rather than have VITA calculate the PSAP portion of the 60 percent set aside from the Wireless E-911 Fund, that function was transferred to TAX. It is anticipated that this fund share will not be recalculated until 2017. Since the 2012 transfer of administration of this fund distribution, some PSAPs have experienced increases in revenues, while others have seen significant decreases. It will be beneficial for PSAP planning to estimate what the 2017 recalculation would look like. If a PSAP has been experiencing a 5 percent reduction, is that reduction going to be a significantly higher percentage after five years or will it be approximately the same? These questions are important local budgeting concerns. The E-911 Services Board should direct the PSC Coordinator to develop a projection on that recalculation soon so that if any adjustment is necessary, sufficient lead time is allowed for input and discussion among the PSAP community and with the Board.		FUND
	Effective Fund Management 08A	8. The current prepaid rate may be losing the Commonwealth revenue and is not technology neutral.	The prepaid 9-1-1 fee should be changed to a percentage of the sale or changed to a fixed \$0.75 fee at point-of-sale. The Commonwealth is potentially losing revenue and the present method is not technology-neutral and could be interpreted as anti-competitive by other communications services whose subscribers pay a higher tax.		FUND
	Effective Fund Management 09A	9. Grant guidelines should be reviewed.	PSAP Grant guidelines should be reviewed and if necessary realigned or reprioritized in order to encourage NG9-1-1 transition.		PSAP
	Effective Fund Management 10A	10. Regional ESInets should be assisted and entered into agreement to ensure consistency with the Commonwealth's NG9-1-1 Master Plan.	The E-911 Services Board should direct staff to work with the Regional Advisory Council to develop interlocal agreements and formats for regional ESInet plans to be approved by the Board, consistent with the Commonwealth's NG9-1-1 Master Plan.		GOV
	Effective Fund Management 11A	11. Revenues collected for 9-1-1 services through existing means are diverted to other uses.	This policy should be reevaluated in light of the current and future needs of the 9-1-1 program in the commonwealth. If those transfers are to continue, a reevaluation of the 9-1-1 fee on wireline and wireless/VoIP communications should be conducted in order to meet the needs of the NG9-1-1 transition and ongoing management of the network(s).		FUND

First Year	41
Already Done	8
	1st Yr
GOV	57 27
FUND	29 0
ESI	21 3
BP	10 3
PSAP	14 7
GEO	2 1

Study Area	ID	Finding	Recommendation	Year	Area
				Done	8
				141	0
				141	41