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# **Project Governance Plan**

## ***Next Generation 9-1-1 Project***

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**Oregon Military Department,  
Office of Emergency Management,  
9-1-1 Program (The OEM 9-1-1)**

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## 1 PURPOSE OF THE DOCUMENT

This document describes the Governance Framework of the Next Generation 9-1-1 (NG9-1-1) project, including the related decision making processes and the roles and responsibilities of the project management team. The Governance Plan will be reviewed and updated periodically as the project progresses through its lifecycle.

## 2 PROJECT GOVERNANCE

Project Governance is the set of processes and structures that facilitates effective decision-making within a project or program. Governance involves:

- Domains – the "what" of decisions about the project.
- Authority – the "who" responsible for making key decisions.
- Structures and Processes – the "how" of decision making.

Project Governance Domains are essentially defined by the scope of the project and the structure of the project team. Project governance for NG9-1-1 involves a number of different entities defined by their roles:

- Executive Steering Committee
- System Integration Contractor
- Executive Sponsor
- OEM NG9-1-1 Project Manager
- OEM 9-1-1 Project Management Team (PMT)
- Other outside stakeholders and advisory committees

The governance framework must be properly understood, planned, and accepted by the entire performing organization in order to be successful. Sponsorship and adherence to the processes that drive governance will assure that the appropriate structure is in place to support effective project oversight, decision making, stakeholder communications, conflict resolution, and escalation management.

Establishing structured communications will maintain linkages throughout the levels of governance and assure that the organizational strategy, mission, vision, and desired outcomes are maintained and aligned. When governance is working correctly, the project team can perform at its optimal point.

## 3 DOCUMENT SCOPE

The scope of this plan includes the governance structure and the roles/responsibilities of the various governance elements.

Refer to the NG9-1-1 Project Documents Status for a list of related documents.

#### 4 PROJECT BACKGROUND

The objective of this project is to improve 9-1-1 service across the State for all citizens and visitors by providing Public Safety Answering Points (PSAPs) the ability to share data more easily and efficiently, and to meet future needs of citizens and visitors to interact with the PSAP through text messages, images, video, and other newer technologies such as automatic collision notification (ACN) and other sensor data as these technologies are deployed in the future.

The Oregon Military Department (OMD) through the Office of Emergency Management 9-1-1 Program (OEM 9-1-1) and the Technology and Response Section is dedicated to providing clear oversight in a structured manner with clearly delineated roles and responsibilities along the chain of authority regarding Next Generation 9-1-1 (NG9-1-1). To accomplish this goal a governance structure has been developed to include all essential participants and stakeholders to this endeavor.

The administrative, participant, and stakeholder elements include positions within the OMD, state government, local government, citizen at large, and independent contractors. A keystone to success is the recognition that current 9-1-1 services cannot be interrupted during the transition to NG9-1-1. Therefore, the structure of the OEM 9-1-1 will, for the period of deployment, be bifurcated into two separate operating groups. The first group will continue to provide ongoing services to the present legacy Enhanced 9-1-1 (E9-1-1) system. The second group, the Project Management Team (PMT), will be assembled with the specific intent to plan and execute the NG9-1-1 Project over three life-cycle stages:

- 1) Planning
- 2) Implementation
- 3) Sustained Operations

#### 5 GOVERNANCE STRUCTURE

The NG9-1-1 Project is a large and complex undertaking, involving the implementation of new technology across the State of Oregon. Governance decisions made and the subsequent actions taken during a project of this magnitude require the input from multiple areas of expertise to include the PSAP community.

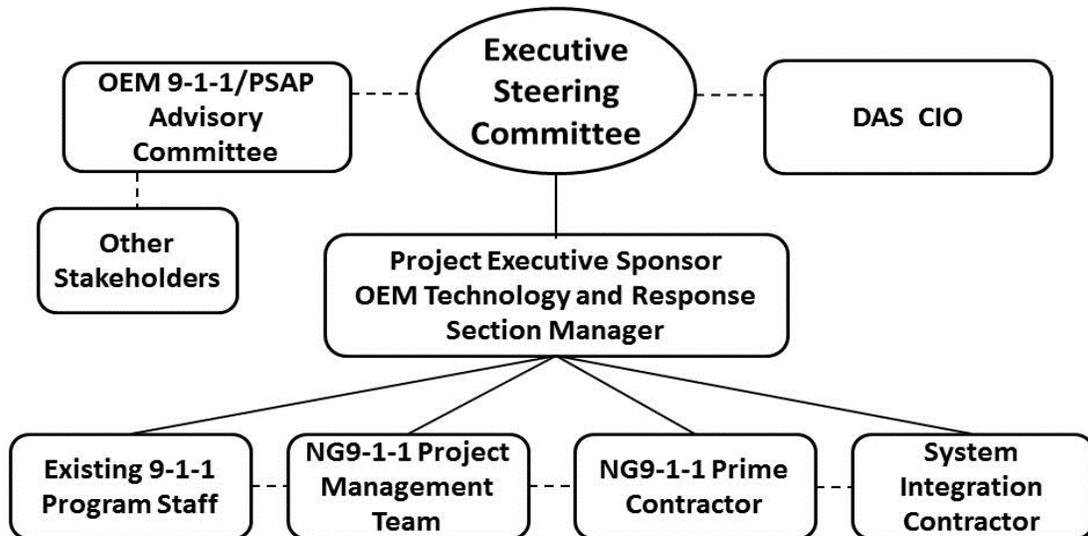
The implementation of NG9-1-1 across the state will affect a variety of stakeholders, including the OEM 9-1-1, all Public-Safety agencies, communications service providers, residents and visitors of Oregon. Many of them have been and will continue to be involved in providing input as the project progresses. Contributions from internal and external stakeholders is a key component of effective governance and decision-making for a technology implementation of this scale, and will be a factor in the success of NG9-1-1 services.

NG9-1-1 is a critical advancement to the public's entry into emergency services delivery system which must be deployed in a manner that mitigates the risk to the stakeholders, including citizens and visitors, while offering the advancements today's communications systems do not offer. Sponsorship and governance of the OEM 9-1-1 is critical to the ultimate success of its deployment. As such, a formal approach to these foundational functions must be implemented and supported by the entire organizational structure.

Therefore, the governance of the NG9-1-1 Project is a system of management. It has a multi-tiered leadership, oversight, and accountability structure that provides ongoing review and assessment of the

overall program schedule, budget, performance, and execution. The structure is designed to serve the Project with input from project-related committees and functional management groups that bring PSAP operations expertise, project management and support, technical support, and policy advice to the table.

For the NG9-1-1 Project, the key elements within the governance structure are depicted below (a more detailed diagram is shown in Section 9):



### 5.1 Project Executive Sponsor

The Project Executive Sponsor for the NG9-1-1 project is the OEM Technology and Response Section Manager who provides the necessary executive oversight to ensure project success, and works with policymakers to obtain the necessary resources.

As the principal stakeholder, the Executive Sponsor:

- Is the primary liaison with the Executive Steering Committee.
- Has the authority to resolve major project issues.
- Is the approval authority of project expenditures, plans, and organization.
- Is ultimately responsible for delivering the project objectives.
- Helps resolve project issues, and escalates issues as necessary.
- Participates in status meetings with the Project Managers.
- Reports project status to upper management and the Executive Steering Committee on a scheduled basis.

As the project liaison with the Executive Steering Committee the Project Executive Sponsor acts as project champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and is the ultimate decision-maker for the project. The Project Executive Sponsor provides support for the Project Managers and has final approval of all scope changes, and signs off on approvals to proceed to each succeeding project phase.

## **5.2 Executive Steering Committee**

### **5.2.1 Committee Function**

The Executive Steering Committee, chaired by the OEM Director, represents the executive linkage to the overall governance framework. It is a standing governance committee with authority related to the planning, budgeting and prioritizing for the NG9-1-1 project. This framework implies that there is ownership at the Executive level, and that each level has roles and responsibilities that will enhance and streamline the overall project effort.

At the Executive Steering Committee level, key decisions are made to keep the project on track and aligned with the Oregon Strategic Plan and stakeholder expectations. Normally, this team is not involved with the day-to-day execution of the projects, but is strategically updated through specified reports on the overall performance of the project from the Executive Sponsor and Project Managers.

### **5.2.2 Committee Membership**

Members of the executive Steering Committee will include the following:

- Adjutant General
- OMD Deputy Director
- OEM Director – Chair of the Committee
- DAS CIO Representative
- PSAP Manager

### **5.2.3 Roles and Responsibilities**

The Executive Steering Committee collectively will:

- Make high-level, strategic decisions on the NG9-1-1 Project.
- Provide guidance to assist the progress of the project from an enterprise point of view.
- Provide management level review of project status, major milestones, deliverables and scope changes.
- Provide ongoing evaluation of the project's alignment with State of Oregon's Strategic Plan.
- Utilize established procedures to provide ongoing evaluation of the developed systems to ensure systems meet the needs of its key stakeholders.
- Review and recommend changes to communications strategies of the project.
- Develop Policy recommendations for Oregon Administrative Rule (OAR) and Oregon Revised Statute (ORS) as they relate to the delivery of NG9-1-1 services.

### **5.2.4 Quorum and Voting**

A quorum of the executive committee must be polled for the Executive Steering Committee to officially conduct business. A quorum is three members of the Executive Committee either present in person, participating via electronic means, or via email polling. All decisions shall be based upon the agreement and vote of a majority of the Executive Steering Committee.

### 5.2.5 Meeting Schedule

The Executive Steering Committee will initially meet on a monthly basis, but this may be adjusted during various phases of project life cycle as needed.

## 5.3 OEM NG9-1-1 Project Management Team

The OEM NG9-1-1 Project Management Team (PMT) is the group responsible for planning and executing the OEM 9-1-1 portion of the project. It consists of a NG9-1-1 Project Manager, a NG9-1-1 Deputy Project Manager and a variable number of Project Team members, who add valuable expertise to the project. The NG9-1-1 Project Manager is the person responsible for ensuring that the PMT completes the OEM 9-1-1 portion of the project, and coordinates with the System Integration Contractor (SIC) and the NG9-1-1 Prime Contractor to complete the overall project. The NG9-1-1 Project Manager provides input and maintains those portions of the Project Plan that impacts the OEM NG9-1-1 Project Management Team along with the team and manages the team's performance of project tasks. It is also the responsibility of the NG9-1-1 Project Manager to coordinate with the System Integration Contractor, and assist the System Integration Contractor in securing acceptance and approval of deliverables from the Project Executive Sponsor and Stakeholders. The NG9-1-1 Project Manager is responsible for communication within the PMT; including status reporting, risk management, escalation of issues that cannot be resolved in the team making sure the project is delivered within budget, on schedule, and within scope.

The OEM NG9-1-1 Project Team Members are responsible for executing tasks and producing deliverables as outlined in the Project Plan and directed by the NG9-1-1 Project Manager, at whatever level of effort or participation has been defined for them.

Details of the PMT, including staffing levels throughout the project life cycle, specific roles, and responsibilities are contained in a separate NG9-1-1 Project Staffing Plan.

OEM has acquired an independent QA/QC contractor to assure that the quality aspects of project deliverables are satisfied.

### 5.3.1 OEM NG9-1-1 Project Management Team Membership

- NG9-1-1 Project Manager
- NG9-1-1 Deputy Project Manager
- NG9-1-1 Program Assistant
- Policy Analyst
- Accountant/Purchasing
- NG9-1-1 GIS Coordinator
- NG9-1-1 Network/Data Center Coordinator
- NG9-1-1 Outreach Coordinator

### 5.3.2 Roles and Responsibilities

- Makes recommendations and decisions on the NG9-1-1 Project.
- Provide guidance to assist the progress of the project from a programmatic point of view.
- Provide review of project status, major milestones and deliverables, and scope changes.
- Provide ongoing evaluation of the Project Management Plan and Timeline.
- Utilize established project management processes and procedures.

- Review and recommend changes to communications strategies of the project.
- Ensure project aligns with OAR and ORS.
- Outreach with other project stakeholders to include: OEM 9-1-1/PSAP Advisory committee; Technical Subcommittee, and Operational Subcommittee.

### **5.3.3 Meeting Schedule**

The Project Team will meet weekly or as needed.

## **5.4 OEM Existing 9-1-1 Program Staff**

### **5.4.1 Staff Function**

OEM's Technology and Response Section is charged with administering the current legacy 9-1-1 services on an ongoing basis. The organization consists of several subject matter experts, including a 9-1-1 GIS Coordinator, 9-1-1 GIS Database Analyst, and support staff. Their day-to-day responsibilities preclude this group from being full-time participants on the NG9-1-1 project team during the implementation phase. However, they have been a valuable resource in the planning of the NG9-1-1 project and will provide an ongoing support role to the NG9-1-1 Project Management Team throughout the implementation phases. A separate project staffing plan will address the organizational structure within the Technology and Response Section and the folding in or consolidation of the project team with the existing legacy team once the NG9-1-1 system is implemented.

### **5.4.2 Existing 9-1-1 Program Staff**

- 9-1-1 Program Lead
- 9-1-1 Program Analyst
- 9-1-1 PSAP Relations Analyst
- 9-1-1 GIS Coordinator
- 9-1-1 GIS Database Analyst
- 9-1-1 Program Assistant
- 9-1-1 Office Specialist

### **5.4.3 Roles and Responsibilities**

- Makes recommendations and decisions on the day to day business practices of existing legacy system.
- Provide guidance to assist the progress of the NG9-1-1 project transition from analog to digital environment.
- Provide review of all contracts and change orders necessary for operations of legacy system.
- Ensure all work aligns with OAR and ORS.

### **5.4.4 Meeting Schedule**

The OEM 9-1-1 Staff meets weekly or as needed.

## 5.5 OEM 9-1-1/PSAP Advisory Committee

### 5.5.1 Committee Function

The OEM 9-1-1/PSAP Advisory Committee is a standing 9-1-1 Advisory Committee consisting of PSAP representatives and representatives from the OEM 9-1-1. This existing committee will authorize the creation of two subcommittees in support of the deployment of NG9-1-1 services. A Technical Subcommittee will provide input on all technological aspects of the network interfaces and PSAP equipment, and an Operations Subcommittee will provide input on the operational aspects of NG9-1-1 PSAPs.

While the SIC is responsible for final recommended decisions to the Project Executive Sponsor on all issues affecting the project, Committee recommendations are taken into consideration when planning and implementing the project.

### 5.5.2 Committee Membership

- Two OEM 9-1-1 Representatives
- Nine Regional PSAP Representatives
- CenturyLink Representative
- Frontier Representative
- Oregon APCO/NENA Advocate

### 5.5.3 Roles and Responsibilities

- Identify emerging technologies and additional significant impacts on the 9-1-1 system; be proactive in their ability to address these needs.
- Assist the OEM 9-1-1 and the SIC during the decision making process for the procurement of new technology and software, based on its value to the local PSAP.
- Advise the OEM 9-1-1 and state legislature when amending 9-1-1 and public safety emergency communications related to OAR and ORS.

### 5.5.4 Meeting Schedule

The Advisory Committee meets quarterly or as needed.

## 5.6 Technical Subcommittee of the OEM 9-1-1/PSAP Advisory Committee

### 5.6.1 Subcommittee Function

The Technical Subcommittee defines technical issues and provides recommendations for solutions from technology service providers and equipment manufacturers. From assisting with writing the technical Request for Proposal (RFP) to ensuring compatibility between 9-1-1 technologies, the technical committee plays an instrumental role in consistent communications.

### 5.6.2 Subcommittee Membership

Suggested membership includes:

- OEM NG9-1-1 Project Manager
- OEM NG9-1-1 Deputy Project Manager
- Nine Regional PSAP Representatives

### 5.6.3 Roles and Responsibilities

- Ensure a uniform method for developing and accepting NG9-1-1 technical requirements.
- Development of an organization charter as well as other foundational documents subject to the review and approval of the OEM 9-1-1/PSAP Advisory committee.

### 5.6.4 Meeting Schedule

The Technical Subcommittee meets quarterly or as needed.

## 5.7 Operations Subcommittee of the OEM 9-1-1/PSAP Advisory Committee

### 5.7.1 Subcommittee Function

The Operations Subcommittee provides operational guidance and support in various forms to the Oregon PSAPs.

### 5.7.2 Subcommittee Membership

Suggested membership includes:

- OEM NG9-1-1 Project Manager
- OEM NG9-1-1 Deputy Project Manager
- Nine Regional PSAP Representatives

### 5.7.3 Roles and Responsibilities

- Develop documents to assist PSAPs to mitigate, prepare, plan, and react to critical incidents which may adversely impact critical operations.
- Review documents from other committees to ensure contingency planning and continuity of operations are incorporated.
- Development of an organization charter as well as other foundational documents subject to the review and approval of the OEM 9-1-1/PSAP Advisory committee.

### 5.7.4 Meeting Schedule

The Operations Subcommittee meets quarterly or as needed.

## 5.8 System Integration Contractor

The System Integration Contractor (SIC) is a third party contractor that will be contracted with to be responsible for planning and executing the project. It consists of a Project Manager, a NG9-1-1 technical SME and a variable number of Project Team members, who are brought in to deliver their tasks according to the project schedule. An RFP will be issued and a contract executed with a qualified third party organization to perform these functions. It is estimated that the contract will be executed before the selection of the NG9-1-1 Prime Contractor.

The SIC is the organization responsible for ensuring that the Project is completed. The SIC will modify and maintain the Project Plan with input from other organizations and will manage the performance of project tasks. It will also be the responsibility of the SIC to secure acceptance and approval of deliverables from the Project Executive Sponsor and Stakeholders. The SIC will be responsible for

communication, including status reporting, risk management, escalation of issues that cannot be resolved in the team making sure the project is delivered within budget, on schedule, and within scope.

The members of the SIC are responsible for executing tasks and producing deliverables as outlined in the Project Plan and directed by the SIC Project Manager, at whatever level of effort or participation that has been defined for them.

The SIC will provide subject matter experts and provide project management support throughout the planning and implementation phases. A technical Subject Matter Expert (SME) with leading edge, industry specific expertise, and experience in the planning, implementations, and operation of NG9-1-1 projects will be provided by the SIC.

Details of the SIC, including staffing levels throughout the project life cycle, specific roles, and responsibilities will be defined in the RFP that will be developed.

#### **5.8.1 Positions to be provided by the SIC**

- SIC Project Manager
- SIC Technical Subject Matter Expert
- Other roles to be filled on an as needed basis, as required by the project plan.

#### **5.8.2 Roles and Responsibilities**

- Planning and executing the Project successfully.
- Makes recommendations and decisions on the NG9-1-1 Project.
- Provide guidance to assist the progress of the project from a programmatic point of view.
- Provide review of project status, major milestones and deliverables, and scope changes.
- Provide ongoing evaluation of the Project Management Plan and Timeline.
- Manage project risks.
- Utilize established project management processes and procedures.
- Review and recommend changes to communications strategies of the project.
- Ensure project aligns with OAR and ORS.

#### **5.8.3 Meeting Schedule**

The SIC will be on-site on a daily basis and will meet with other members of the project organization on a regular and on an as needed basis.

### **5.9 Other Stakeholders**

Other stakeholders include internal and external individuals and groups that interact with the 9-1-1 systems within the state of Oregon. Internal stakeholders include PSAPs and the emergency service providers they support including Law Enforcement, Fire and EMS first responders. External stakeholders include the entities that support 9-1-1 directly and indirectly by providing professional services, infrastructure development and operational guidance. The most important stakeholders are the citizens and visitors of Oregon who interact with the 9-1-1 system or rely upon the availability of 9-1-1 via any device, anytime, anywhere.

### 5.9.1 Roles and Responsibilities

- Make recommendations to assist the State of Oregon in migrating from E9-1-1 to NG9-1-1.
- Provide guidance to assist the NG9-1-1 Project from an end user's point of view.
- Provide continued input so that the NG9-1-1 System meets or exceeds the citizens of Oregon's expectation of Public Safety.
- Inform, support and educate constituents on NG9-1-1 goals, progress and advantages.

## 6 RESPONSIBILITY MATRIX

The NG9-1-1 project will utilize the Responsibility Assignment Matrix to define decision rights. Roles in this decision-making framework, commonly referred to as a RACI Matrix, fall into one of four distinct categories: Responsible (R), Accountable (A), Consulted (C), or Informed (I). The table below describes each of these roles.

Responsibility Accountability Matrix Role Definitions	
RACI Role	Role Description
Responsible (R)	Those that do the work to fulfill the deliverables. A responsible person or persons get their authority from the individual that is accountable. In the NG9-1-1 Governance Framework, the OEM Technology and Response Section Manager, i.e. Project Executive Sponsor, delegates responsibility to the teams in this framework.
Accountable (A)	The one person or committee that has ultimate decision-making authority and is answerable for the correct and thorough completion of deliverables. This person or committee can delegate responsibility for completion of the deliverables to others, but remains accountable. In the NG9-1-1 Governance Framework, the OEM Technology and Response Section Manager is solely accountable to stakeholders for all project decisions and activities.
Consulted (C)	Those whose opinions are sought, typically subject matter experts and advisors. There is two-way communication between individuals that are consulted and those responsible.
Informed (I)	Those that are kept up to date on progress of the project.

Decision Type	Governance Process	Steering Committee	Executive Sponsor	SIC	OEM NG9-1-1 Project Manager	OEM PMT Staff	Selected PMT Lead	SIC Technical SME
Minor Scope Change (Baseline requirements reworded but maintain the same semantic value)	Scope Change	I	A	R	R	I	C	I
Major Scope Change (Priorities of requirements added or removed from the baseline scope.)	Scope Change	A	R	C	C	I	I	I
Minor Schedule Change (No delay on in-service date)	Schedule Change	I	I	A	C	I	C	R
Major Schedule Change (Delay in in-service date)	Schedule Change	A	R	C	C	I	I	I
Minor Budget Change (<\$100k)	Budget Change	I	A	C	R	I	I	I
Major Budget Change (>\$100k)	Budget Change	A	R	C	C	I	I	I
Risk Plan Initiation - Risks Score Low or Moderate	Risk Mitigation	I	A	R	C	I	C	I
Risk Plan Initiation - Risk Score High or Extreme	Risk Mitigation	A	R	C	C	I	I	I
PMP Sub-Plan Revisions	Standard	I	I	A	C	C	C	R
Project go/Postpone/No-Go Decision	Standard	A	R	C	C	I	I	I
Technical Design/Configuration Decision	Operational	I	I	A	C	I	C	R
Security Design/Configuration Decision	Operational	I	A	R	C	I	C	C

## 7 Issues and Escalation Process

### 7.1 Scope

The Issue and Escalation Process describes the procedures used to manage issues, action items, and escalation throughout the NG9-1-1 Project life cycle. The process documents the approach to issue identification and analysis, the approach to escalation and how resolutions are documented. This process applies to issues which cannot be resolved at the project level.

Issues and action item identification occurs through the life cycle of the NG9-1-1 Project. Issues and actions may arise from meetings, analysis, document reviews, workshops, and other project activities of any of the project stakeholders identified in Section 5. Most issues are typically raised by members of

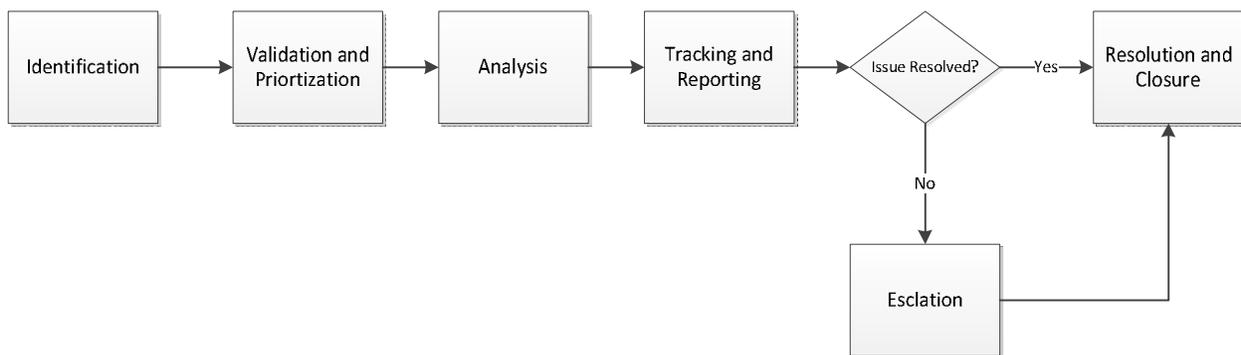
the project staff or end-users. The Risk and Issues Management Plan, a sub-plan of the Project Management Plan, addresses how issues are identified, validated and prioritized, analyzed, tracked and reported.

## 7.2 Issue and Escalation Approach

The issue and action item management process consists of six steps.

- Identification
- Validation and Prioritization
- Analysis
- Tracking and Reporting
- Escalation (if needed)
- Resolution and Closure

The issue and escalation approach is shown graphically below:



## 7.3 Identification

Issue and action item identification occurs throughout the program's life cycle. Issues and actions may arise from meetings, analysis, document reviews, workgroups, and other program activities. Traditionally, either project staff members or end-users identify most issues. Identified issues/action items are documented in meeting minutes and entered directly into the Risk Register.

## 7.4 Validation and Prioritization

The SIC designated Risk and Issue Manager reviews the issue/action item and checks the Risk Register to ensure the item does not already exist, determines that the item is an issue/action item and not a risk or change request, and ensures the desired resolution or concern is clearly worded. If the item is determined to be invalid, the originator of the issue/action item is notified and the item is closed in the issue database.

The SIC designated Risk and Issues Manager discusses the new issues at the weekly PMT meeting. The designated Risk and Issues Manager will discuss the priority of the item, confirm the assignment, and establish a due date. The SIC Project Manager makes the final decision on priority, assignment, and due dates. The designated Risk and Issues Manager updates the Risk Register with the priority and assignment.

## 7.5 Issue Analysis

The SIC Project Manager or assigned staff performs the required analysis to complete the issue/action item or refer to the escalation model as applicable. For complex issues escalated to the NG9-1-1 program management staff, the Executive Steering Committee, and support committees may be called upon to analyze and develop a recommendation and/or solution. The assignee updates the Risk Register with periodic status at least weekly. For issues/action items requiring analysis, the assignee determines the following:

- Impacts to Program Scope
- Impacts to Cost and Schedule
- Impacts to Staff and Infrastructure Resources
- Impacts to Sponsor, User and Stakeholder Relationships
- Risks and Impacts to Existing Risks
- Resolution Alternatives (Pros and Cons)
- Suggested Resolution

The recommendation is documented in the Risk Register and reviewed at the weekly PMT meeting. The applicable Responsible committee or position, as identified within the Responsibility Assignment Matrix (Section 6), must approve the suggested resolution. If the resolution is approved, the SIC designated Risk and Issue Manager updates the Risk Register to reflect the approval and the appropriate parties are notified to begin performing the resolution.

## 7.6 Tracking and Reporting

The SIC designated Risk and Issue Manager monitors the Risk Register weekly to ensure new issues/action items and resolved items are clearly documented. Assignees are required to update the status of the item in the Risk Register at least weekly.

## 7.7 Escalation Process

The Escalation Process will be used to ensure critical issues are raised soon enough to prevent undesirable impacts to the NG9-1-1 Project and to ensure the appropriate parties are informed and involved in critical decision-making. The SIC Project Manager shall always strive to make decisions and address issues at the lowest possible level.

There are various situations in which an issue is raised within the project, and may require further escalation. Examples include:

- There is disagreement at the project level between key stakeholders on the proper issue resolution which cannot be resolved by the SIC Project Manager.
- The issue scope spans multiple project areas.
- Issue resolution must come from the highest program and sponsor levels.

If the issue resolution can be delayed until the next scheduled Executive Steering Committee meeting without negative impact to the project, its schedule or its budget, the Executive Steering Committee will be asked to address the issue. If timing is critical or resolution cannot be delayed the Executive Steering Committee members will be contacted to review and resolve the issue on an emergency basis.

When an item is escalated, the appropriate participants are notified by e-mail, meeting request, or formal letter which includes the date of the scheduled meeting. The notice of escalation includes a summary of the issue and the analysis of each party's position. The participants must review the analysis prior to the scheduled meeting. All correspondence is maintained by the SIC designated Risk and Issue Manager and cross-referenced to the action item in Risk Register.

The Executive Steering Committee may call upon a subcommittee or other subject matter expert to assist with resolving complex issues.

The following are examples of the types of issues that might be escalated to the Executive Steering Committee.

- Policy Issues
- Schedule
- Adverse Program Impacts
- Go/No-Go recommendations
- Vendor Disputes
- Stakeholder disagreements
- Funding
- Program Management Issues and Risks

## **7.8 Resolution & Closure**

### **7.8.1 Resolution**

The SIC Project Manager, and as necessary, the Executive Steering Committee will:

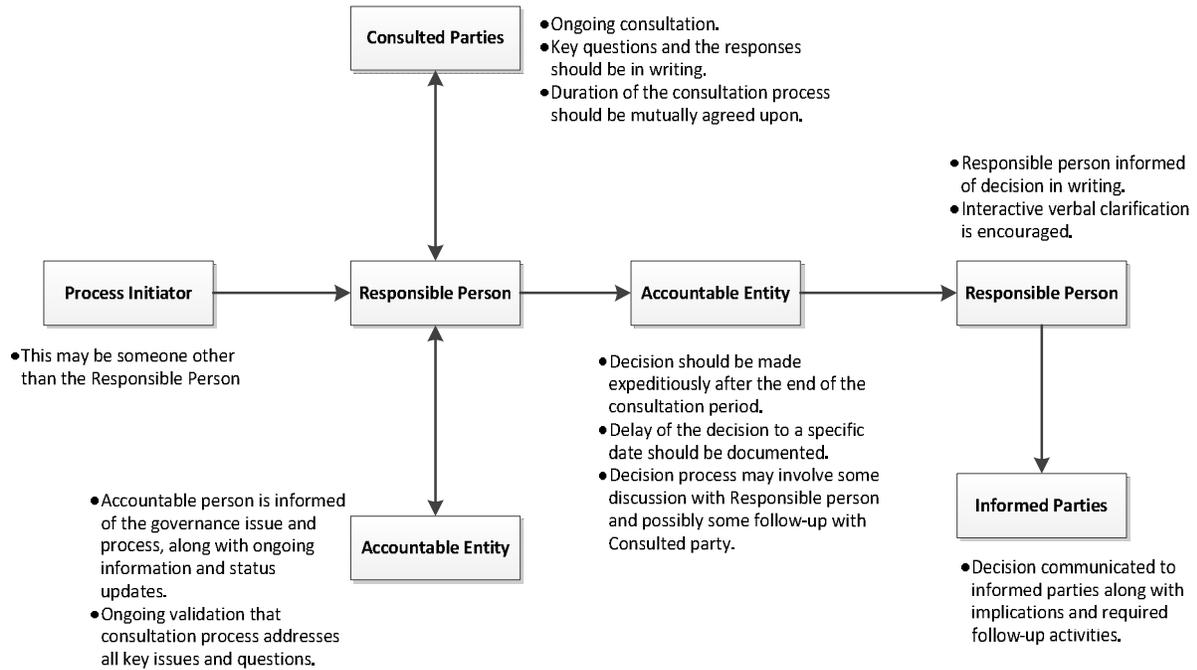
- Review escalated issues and solution alternatives.
- Approve or deny recommended resolutions.
- Commit appropriate resources to support the resolution.
- Provide expedited response and direction on issues which may impact the scope or schedule of the NG9-1-1 project activities.

### **7.8.2 Closure**

The Assignee coordinates the implementation of the issue resolution or completion of the assigned action item. Upon completion of the resolution, the Assignee reports the status to the SIC designated Risk and Issue Manager, who updates the issue database with the final results of the resolution and closes the item in the database. Any materials related to the resolution are retained by the SIC designated Risk and Issue Manager and referenced in the issue-tracking database.

### 8 STANDARD GOVERNANCE PROCESS

The Standard governance process diagrammed below is designed to enable the best possible decision being made, without requiring extensive time to make that decision.



**9 Project Organizational Chart**

OEM 9-1-1 GOVERNANCE

