Document Control

Once the project plan is formally approved, changes must be requested utilizing the Integrated Change Control process. Upon approval of requested modifications the version number will increase by one and the following information documented in the table below:

<table>
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<tr>
<th>Version</th>
<th>Date Applied</th>
<th>Change</th>
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<td>1.0</td>
<td>12/01/2016</td>
<td>Plan formally approved</td>
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1 Introduction

As a guiding committee established to improve public safety communications across the State of North Dakota, Statewide Interoperability Executive Committee (SIEC) members are committed to the representative and collaborative promotion of interoperable communications statewide. To that end, the SIEC has established this Governance program to promote and sustain broad participation in the oversight and management of the Statewide Interoperable Radio Network system of systems.

1.1 Purpose of this document

The purpose of this document is to frame a basis for governance of North Dakota programs guiding the use of statewide public safety land mobile radio and broadband communications technologies. These programs have been intentionally established as considered solutions whose intent is to provide safer, more reliable, and consistent communications engagements in the course of protecting people and property within the state.

1.2 Background

Officially established by Governor Jack Dalrymple in 2009 and revised on September 14, 2012 under Executive Order 2012-10, the SIEC, was envisioned as a collaboration among representatives from state agencies and responder associations from across North Dakota counties, townships and cities for the purpose of continually improving mission critical communications between emergency first responders, emergency management personnel and other emergency service providers critical for federal, state and local governments.

During the 63rd Legislative Assembly, the Legislature codified the work of the SIEC, establishing the Committee as a permanent body under NDCC 37-17.3-02.1 with a diverse membership under the premise that a statewide integrated radio communication system will more effectively serve the goals of law enforcement and emergency response personnel and thereby better serve the people of North Dakota.

In 2014, several member organizations of the SIEC jointly funded a study to explore options and determine whether the State needed to consider changes to mission critical communications. Based on this initial report, the Statewide Interoperability Radio Network (SIRN 20/20) initiative was funded by the 64th State Legislature to determine the feasibility and desirability of implementing a statewide radio interoperability network. Considerations for SIRN 20/20 assessed the feasibility and desire for a collaborative state and locally funded first responder mission critical land mobile radio communication system supporting day-to-day, mutual aid, and task force interoperability across North Dakota.

Based on this guidance, the SIRN 20/20 project conducted a feasibility and desirability assessment in 2016 and provided independent recommendations in May 2016. Both recommendations were similar in nature and relied on the assignment of additional statutory authority being assigned to the SIEC via legislative change to North Dakota Century Code.

While providing statewide modernized communications would facilitate greatly improved usability and coverage for public safety data and mission critical voice communications, it does not improve the standards and methods employed within the state to ensure true interoperability or establish the absence of impediments required to ensure effective public safety operations. As a result, the SIEC has established the below overarching governing organization to ensure the consistent and representative management of North Dakota public safety communications doctrine, organization, leadership, and training in order to promote and maintain consistent solution application for the foreseeable future.
1.3 Program Purpose

It is important to the citizens of the State that public safety is recognized to be of paramount importance and consistently supported at all levels of government. Therefore, this overarching governing program has been established to provide the state and public safety stakeholders with a means for leading, managing, and collaboratively making decisions in a manner acceptable to the public safety community and the public entities funding and participating in this program.

1.4 Program Governance Approach

In order to generate and maintain critical buy-in, the SIEC governance mechanism must be authoritative, balanced, and independent—even more so than today. The previous public safety communications governance mechanism was insufficient because it possessed only advisory authority and lacked additional structural mechanisms to facilitate an urban-rural balance in membership statewide at multiple levels. In order to make sure policies reflect the will of the full public safety community, the governance body should have the binding authority to set policy for state and local entities utilizing provided services.

1.5 List of Related Documents

The following documents are important to this project and provide additional information for review.

<table>
<thead>
<tr>
<th>Document Name</th>
<th>Date</th>
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<tbody>
<tr>
<td>North Dakota Century Code § 37-17.1 (Emergency Services)</td>
<td>N/A</td>
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<tr>
<td>North Dakota Century Code § 37-17.3 (Statewide Interoperability Executive Committee)</td>
<td>N/A</td>
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<tr>
<td>Senate Bill No. 2016, Sixty-fourth Legislative Assembly of North Dakota</td>
<td>Jan-April 2015</td>
</tr>
<tr>
<td>Legislative History of North Dakota Senate Bill No. 2353</td>
<td>2013</td>
</tr>
<tr>
<td>North Dakota Century Code § 54-40.3 (Joint Powers Authority)</td>
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<tr>
<td>North Dakota Century Code § 54-59 (Information Technology)</td>
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<tr>
<td>North Dakota Century Code § 57-40.6 (Emergency Services Communications Systems)</td>
<td>N/A</td>
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<tr>
<td>North Dakota Statewide Radio Systems Assessment and Evolution Study</td>
<td>Dec. 15, 2014</td>
</tr>
<tr>
<td>SIRN 20/20 Governance Report</td>
<td>May 2016</td>
</tr>
<tr>
<td>SIRN 20/20 Feasibility Study-Final Report</td>
<td>August 2016</td>
</tr>
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1.6 Acronyms/Abbreviations

Table 2: Acronyms/Abbreviations

<table>
<thead>
<tr>
<th>Acronym/Abbreviation</th>
<th>Description</th>
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<tr>
<td>CRIB</td>
<td>Coordinated Regional Interoperability Board</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear, and Explosives</td>
</tr>
<tr>
<td>NDCC</td>
<td>North Dakota Century Code</td>
</tr>
<tr>
<td>RIC</td>
<td>Regional Interoperability Coordinator</td>
</tr>
<tr>
<td>SIEC</td>
<td>Statewide Interoperable Executive Committee</td>
</tr>
<tr>
<td>SIRN</td>
<td>Statewide Interoperable Radio Network</td>
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2 Authority

Governance identifies the key governance roles and responsibilities. In addition to documenting the stakeholders involved in managing the project, governance covers who is responsible for approving documents, resolution of the escalation process, who approves deliverables and who makes the final decisions.

The objective of this section is to detail the structure of the governing organization, and the methods by which it reaches official decisions and carries out regular business. This ensures commitment and effective management of the project in order to:

- Ensure work remains on course to deliver capabilities that meet the community need
- Approve all major work
- Authorize deviations through integrated change control
- Arbitrate on conflicts
- Negotiate solutions to problems if they arise
- Ensure communication is effective and consistent

2.1 Statewide Interoperable Executive Committee

2.1.1 Responsibilities

The Statewide Interoperable Executive Committee (SIEC) is the legislatively appointed organization responsible for promoting and organizing statewide wireless spectrum interoperable communications used for public safety. Responsibilities/Major Work Tasks/Outcomes include:

- Foster cooperation and coordination among public safety and emergency response organizations regarding wireless spectrum
- Coordinate use of wireless spectrum for public safety
- Facilitate and coordinate with the federal government in matters relating to allocation, use, and licensing of wireless spectrum
- Seek federal support and other funding for state-sponsored wireless communications systems for public safety
- Develop legislative recommendations to promote interoperable state wireless communications systems
• Establish subcommittees (delegated decisional authority) and working groups (nondecisional authority), both permanent and temporary, to take action or support activities under the purview of the SIEC
• Set policy and practices for system management and utilization of SIEC sponsored major systems (excludes operation of the SIRN system or day-to-day operating decisions)
• Set policy and practices for subscriber use of SIEC sponsored systems
• Engage staff to work and support the logistical requirements of the SIEC and supported entities
• Review state agency budgets and appropriations not affecting use of the wireless public safety system for endorsement

2.1.2 Oversight
The SIEC will approve/disapprove all major program changes as submitted by subcommittees authorized through this document. Major program changes must be reviewed and endorsed by the subcommittee before they can be reviewed for acceptance by the SIEC. With regard to approval/disapproval, the SIEC may only issue “acceptance,” “rejection,” or “returned” guidance to the submitting subcommittee and may not accept subcommittee recommendations for major systems in part only. The SIEC may, however, provide oral/written feedback to the subcommittee regarding causes for rejection with recommendations of changes for approval. The SIEC must consider and either approve or disapprove a policy measure recommended by the SIRN Subcommittee at one of the next two meetings of the SIEC after receiving the recommendation, but in no event later than four months after the SIRN Subcommittee submits the recommendation to the SIEC. Each member of the SIEC may cast one vote on any given measure, and all votes are of equal weight. A majority of members constitutes a quorum required for the SIEC to adopt a measure. Nonsubstantive measures can be adopted by a simple majority of votes cast. However, substantive changes require a roll call vote by all members present. Substantive changes are those affecting a statewide change to operation, funding, architecture or doctrine for the affected wireless public safety system.

2.1.3 Staff

2.1.3.1 Support Staff
SIEC support staff perform the logistical work of setting up and facilitating meetings of the body and its subgroups, the administrative work of managing agendas and providing materials for member consideration, and the program work of drafting policy proposals and documenting body proceedings and decisions (full time equivalent staffing numbers to be determined biennially consistent with the state budget process). The support staff, like the SIEC Chair, is independent of any entity responsible for the management of a major system overseen by the SIEC.

2.1.3.2 Regional Interoperability Coordinators
Regional Interoperability Coordinators (RIC) serve as committee liaison, carrying concerns to the statewide body and ensuring local and regional players are aware of and engaged in statewide issues. The RICs, like the Chair and the SIEC support staff, is independent of any entity responsible for the management of a major system overseen by the SIEC.

2.2 Subcommittee
The purpose of the Subcommittee is to provide a representative organization solely focused on the oversight, management, and implementation of policy for SIEC sponsored systems. All authority assigned to the subcommittee is derived from the SIEC and delegated accordingly. Subcommittee authority includes the following:
• Set policy and practices for system management and utilization for statewide implementation
• Set policy and standard operating procedures for mutual aid and task force wireless communications for statewide implementation (from this point forward, “statewide” includes actions requiring state agency implementation in addition to local implementation across the state)
• Facilitate development and implementation of training practices to improve use of interoperable systems for statewide implementation
• Establish temporary working groups (nondecisional authority) to take action or support activities under the purview of the SIEC and Subcommittee
• Review and make recommendation to the SIEC on submissions of SIRN changes, policy, implementation, issues and other proposals to the SIEC from managing agencies for statewide implementation
• Review and make recommendation to the SIEC on Coordinated Regional Interoperability Board and externally submitted policies, practices, and plans for statewide implementation

The Subcommittee will review all wireless public safety system policy and system management changes prior to consideration by the SIEC. The Subcommittee consists of 12 voting members. Membership must representative of the rural, urban, and state participating entities with four representatives from each group. These are defined as the following:

• State – employed by or under contract to a state agency that is represented on the SIEC.
• Urban – a subcommittee member is an “urban” member if any of the below is true:
  o Resides in a city or town with a population of over 10,000
  o Affiliated with a public safety agency that maintains an “emergency services zone” that includes a city or town with a population of over 10,000
  o Resides within an “emergency services zone” that includes a city or town with a population of over 10,000
• Rural – a “rural” member is neither a “state” member nor an “urban” member

The Subcommittee will report actions taken and decisions made at each SIEC meeting. If at any time, the SIEC does not agree with a decision issued by the Subcommittee, the Subcommittee Chair will present a review of the topic for the SIEC and support the Subcommittee decision. The SIEC may overturn a Subcommittee decision by a 75 percent majority vote in favor of rescinding a Subcommittee decision. A majority of members constitutes a quorum required to adopt a measure. Nonsubstantive measures can be adopted by a simple majority of votes cast. However, substantive changes require a roll call vote by all members present. Substantive changes are those affecting a statewide change to operation, funding, architecture or doctrine for the affected wireless public safety system or systems.

The Subcommittee will meet at least quarterly at a time and place set by the Chair with reasonable notice to members of meeting time, place and agenda.

2.3 Coordinated Regional Interoperability Boards
The Coordinated Regional Interoperability Boards are a standing mechanism to identify and address local and regional interoperability issues, as well as to ensure local and regional input to and involvement in statewide governance. The SIEC has authorized the implementation of four regional bodies designated Northwest, Northeast, Southwest, and Southeast, following the same geographic boundaries as the four Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) resource management areas designated by the North Dakota Department of Emergency Services. Each CRIB subcommittee will provide an ongoing forum for localized and regional interoperability issues, including, for example, the design and use of SIRN systems. The CRIBs will foster inter-county coordination and understanding among emergency response communications professionals, and make recommendations to the SIRN subcommittee as appropriate, at the discretion of each CRIB.

Each CRIB will document, and maintain its own charter for conducting meetings and making decisions. CRIBs are required to follow open meeting laws and may contact the SIEC staff to assist them in meeting
open meeting and records management requirements. To maintain a minimum level of commonality among the regional bodies, each CRIB will follow these minimum parameters:

- Each voting member of a CRIB has one vote to cast on any given measure, all votes are of equal weight, a majority of voting members constitutes a quorum required for a CRIB to adopt a measure, and a measure must receive a simple majority of votes cast to be adopted.
- Each CRIB meets at least quarterly at a time and place set by the Chair with reasonable notice to members of meeting time, place and agenda.

2.4 Managing Organizations

Managing organizations are responsible for the day-to-day operation of delivering, maintaining, and managing statewide wireless public safety systems. As multiple entities will have a role in this process, this guidance focuses on those state entities responsible for delivery of services and capability across multiple agencies. When program projects are approved for delivery and implementation, the project will follow state best practices for planning, procurement, and delivery in accordance with North Dakota Century Code (NDCC 54-59). Nonproject program activities will coordinate budgetary actions through their respective agencies but must obtain SIEC endorsement prior to inclusion in agency budgets.

There are three aspects to overall environmental management of wireless public safety programs:

- Technical-acquisition and architecture of networks and system statewide
- Operations-operation of a significant portion of the affected system for day to day public safety use statewide
- Maintenance-real property maintenance statewide

The SIEC will identify a prime organization for each managing aspect as part of the implementation

2.5 Organization Chart

An organizational chart is a graphic display of the organization and structure, which shows relationships between the various roles.

![Organization Chart](image_url)

**Figure 1: Organization Chart**
3 Process

Communications management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimately disposition of project information.

3.1 Appointment/Selection

3.1.1 SIEC

3.1.1.1 Committee

The membership of the SIEC includes a diverse body of representatives from across the State as well as key state agencies. Members are selected by their organization for a minimum of two years, but can be replaced as deemed necessary. Membership is statutorily established by Century Code and requires legislative action to change.

- North Dakota 911 Association
- North Dakota Adjutant General
- North Dakota Department of Emergency Services, State Radio
- North Dakota Department of Emergency Services, Division of Homeland Security
- North Dakota Department of Transportation
- North Dakota Emergency Management Association
- North Dakota Emergency Medical Services Association
- North Dakota Fire Chiefs Association
- North Dakota Highway Patrol
- North Dakota Indian Affairs Commission (dependent on Legislative approval)
- North Dakota Information Technology Department
- North Dakota Police Chiefs Association
- North Dakota Peace Officers Association
- North Dakota Sheriffs and Deputies Association

3.1.1.2 Chair

Per Statute, the SIEC Chair is elected by the Committee to serve a two year term. There are no rules governing term limits. By policy, any employee or contractor of an entity that manages (or controls management) a major system overseen by the SIEC may not assume the Chairmanship of the Committee. In addition to the Chair, the Committee maintains a Vice Chair selected on the same cycle. There are no limits on the Vice Chair in terms of programs. The Vice Chair acts on behalf of the Chair in his/her absence. If the Chair or Vice Chair resigns or is removed from their position, the committee will select a new chair at the following meeting.

3.1.2 Subcommittee

3.1.2.1 Committee

Subcommittee members serve for a term of two years. At the end of each member’s term, the member’s seat is vacated until a new member is appointed or the prior member is re-appointed. Regional boards nominate two representatives each, one each for rural and urban (8 nominees) to sit on the subcommittee. All nominees must be approved by the SIEC prior to appointment. If a nominee is not accepted, the applicable CRIB will identify a replacement candidate. Each CRIB retains authority to remove a CRIB-appointed member and nominate a replacement to the Subcommittee. The SIEC will also select four State representatives to sit on the subcommittee. On stand up of the Subcommittee, half of all accepted nominees (2 rural, 2 urban, 2 state) selected randomly by the SIEC will only serve a one-year term in order to establish staggered appointment of the membership.
3.1.2.2 Chair

3.1.3 Coordinated Regional Interoperability Boards

3.1.3.1 Membership
The governing body responsible for administering the standards and guidelines in NDCC 57-40.6-10, will nominate the member to represent that jurisdiction. If the represented unit or units are in more than one region, the SIEC will designate the majority region for participation. This includes one representative from each of the five Tribal entities based on the geographic boundaries of the designated region. Each CRIB member serves for a term of two years. At the expiration of a member’s term, the member's seat is vacated and remains empty until their governing body takes action to either re-appoint the member or appoint a different individual to the seat. Though not mandatory, governing bodies in each region should coordinate their appointments, striving to appoint individuals who bring diversity of public safety discipline (police, fire, EMS, PSAP/911), relevant professional experience, and relevant skill sets (for example, a volunteer fire fighter who is also a county commissioner with financial expertise). Each CRIB also includes as permanent, non-voting, members the appropriate RIC, the North Dakota statewide interoperability coordinator (SWIC), and the ITD Public Safety Programs Manager. On stand up of the CRIBs, half of all accepted nominees will only serve a one-year term in order to establish staggered appointment of the membership. Shorter terms will be selected randomly by the SIEC.

3.1.3.2 Chair
CRIB voting members elect a Chair and a Vice-Chair for two-year terms each. The CRIB also elects one Vice-chair from among individuals who do not have the same “tribal,” “urban,” or “rural” designation as the Chair. Upon expiration of the Chair’s term, the Vice-chair becomes Chair for a new two-year term and the CRIB elects a new Vice-chair. The Chair and Vice-Chair will be elected on opposite year cycles.

3.2 Resolution process

3.2.1 Arbitration Process
The arbitration process addresses those situations when an agreement cannot be reached between one or more stakeholders in a timely manner. The parties may enlist the assistance of other stakeholders in the resolution of an issue to ensure the resolution represents the best interests of stakeholders. All parties subscribing to or supporting a wireless public safety program must agree to use of the arbitration process as the first step in resolution of issues.

The first level in the escalation path would be to the Subcommittee. If the issue cannot be resolved at that level within the defined time period, the issue is escalated to the SIEC.

3.2.2 Decision Management
Decisions made during the project are an integral part of the project process. Though they are documented in locations such as meeting minutes, a comprehensive area for all decisions is helpful for reference purposes.

3.2.2.1 Integrated Change Control
Integrated change control is the process of reviewing all change requests, approving changes, and managing changes to developing or established wireless public safety systems. Changes that impact one or more of cost, scope, schedule, and quality must be approved via the change control process. A change request must specify what the change is, the reason for the change, and how it will impact cost, scope, schedule, and/or quality. Any changes affecting the system technical design must also be reviewed by the Engineering Review Board also.
All change requests must be approved or rejected by the SIEC, unless they designate a threshold for Subcommittee approval.

3.2.2.2 Engineering Review Board
The Engineering Review Board (ERB) consists of three members from the managing organizations. The purpose of the board is to review all submitted changes affecting the architecture of the affected wireless public safety program. Change packages must include at a minimum:

- Requirements
- Cost
- Architectural impact assessment
- Schedule for implementation
- Test plan
- Implementation plan
- Subsystems affected

Endorsement by the ERB requires majority acceptance. While an engineering change may go forward to the Subcommittee without endorsement, it cannot be adopted until the ERB accepts the change.

3.2.2.3 Change Request Procedure
The project team will utilize the following change request procedure to manage changes during the life of the project.

1. A change request must be submitted in writing, documenting the potential change, to the program manager, who will in turn provide it to relevant parties for assessment

2. Managing organizations will continue performing services in accordance with current agreements unless otherwise agreed upon Subcommittee or SIEC (work cannot commence on any new activities related to the change request until all parties agree in writing)

3. If a change is accepted:
   a) Once the change request has been approved and signed by the authorized parties, work may begin
   b) The appropriate manager will adapt documentation to incorporate the approved change
   c) All parties must sign-off that a change has been executed and the status and end result of the change will be reported to the Subcommittee at each meeting until complete

3.2.2.4 Issues Management
An issue is defined as any point at which an unsettled matter requires a decision. In this case, it is necessary to identify the specific effects and/or alternative(s) of an issue. Alternatives replace the current item or plan. The issue could be to an application system, a workflow, a procedure, or equipment. Issues differ from risks because an issue already exists; risks are only a potential event. If a risk occurs, it can become an issue, and conversely, a new issue can generate new risks.

- Raising the issue
  o Anyone may raise an issue by notifying the project manager of the issue
  o Determines the person(s) who is responsible for resolving the issue (the owner)
  o Notify the owner of the issue

- Analysis
The owner identifies potential alternatives for issue resolution and who will be assigned to do the work to resolve the issue

The project manager analyzes each issue with the owner and the assigned person and/or project team to determine its effect on schedule, scope, cost and/or quality

- **Prioritization**
  - Each issue will have a priority assigned to it
    - Low – for issues that do not affect tasks on the critical path and may have a minimal impact or require a minor project adjustment; these will be monitored and resolved by the project team
    - Medium – for issues that will cause a minor delay to a milestone with no impact on the critical path; these will be escalated to the primary project manager for resolution
    - High – for issues that will cause a milestone on the critical path to be missed or has the potential to stop the project completely; these will be escalated to the SIEC for resolution
  - Priority may be changed upon further review

- **Resolution**
  - The owner leads the effort in resolving the issue
  - The resolution of some issues may require an escalation using the arbitration process
  - The assigned person tracks and reports on the resolution to the issue to the SIEC

- **Communication**
  - Open issues will be addressed on the status reports and at SIEC/Subcommittee meetings to ensure resolution
  - After the issue has been resolved, the manager reviews the resolution and communicates the resolution to the SIEC/Subcommittee and/or person(s) affected by the decision

- **Closing the issue**
  - After the issue has been resolved and communicated, the owner closes the issue
  - The project manager audits to ensure issues are resolved and closed