



## May 2021 Newsletter

**May 2021**

### Updating Policy and Procedures

In today's Public Safety environment, Policies and Standard Operating Procedures (SOPs) are the foundation for ensuring an agency is maintaining best practices in operations, core competencies, training, quality assurance, technology and standards. Often these documents become the "bible" for an agency because it provides the do's and don'ts in all levels of administration and operations, providing structure and guidance for personnel. They also provide protection from agency and individual liability because they follow the guidance and requirements from CJIS, NIFRS, NIBRS NENA, DHS, NFPA, and APCO. For some agencies, these documents can be outdated based on when they were adopted, and often have processes woven into them that are now obsolete. Typically, many policies are only updated during an audit or accreditation process.

It is important that agencies develop a process and schedule for reviewing and updating policies and SOPs. A call taker or dispatcher following an outdated policy can have operational impacts that affect the safety of the first responders and the timely deployment of the first responders. It can also cause issues with the quality of the work products, employee productivity and ISO ratings.

Policies should be reviewed at least annually, and whenever there is a change in management, programs, procedures, systems, equipment, regulations, and standards. Policies and SOPs should be reviewed as part of the process for identifying and implementing new technology or equipment, for example NextGen 911. Any change, even those may seem minor, can completely alter personnel, information technology, and operations management, requiring a revision to current policies, or even eliminating the need for a specific policy. Prior to COVID-19, the thought of answering 9-1-1 remotely from a Telecommunicators home was considered futuristic and costly. Agencies that successfully implemented this capability should have revamped their call handling process flow procedures and policies for remote 9-1-1 and developed new policies for call taking and dispatch from home, procedures for at home technology and location set up, breaks, remote supervision, video monitoring, notifications, and system failures.

Agencies, regardless of their size, should create a schedule for policy and SOP review. Larger agencies with an accreditation or training division may find these divisions can easily manage this task because they work with these documents daily. Other agencies may assign each division within the department their section for review. Creating a structured process with timelines for each policy review will streamline the process and provide accountability for the individual or division responsible for the review.

Finally, revising a policy and SOPs is not enough. Agencies must publish the revised or new policy in a platform that ensures all personnel are notified and

**Winbourne Consulting offers a full range of public safety services, including strategic planning, systems integration, specifications development, solution acquisition, and implementation project management and quality assurance.**

## Winbourne Areas of Expertise:

- PSAP Consolidation
- NG911 Strategic Planning and Implementation
- Public Safety Communications and Telephony
- Public Safety Applications and Systems Requirements and Implementation Support
- Mission Critical Facilities Design and Fit-Out
- 311 Call Centers and Implementation
- PSAP Staffing and Operations Analysis

can track their receipt and acknowledgment that it was read.

Winbourne Consulting has assisted numerous agencies in developing and updating their operations, core competencies, training, quality assurance, technology and standards policies and in the creation of Standard Operating Procedures. For additional information, contact Winbourne Consulting at [Info@w-llc.com](mailto:Info@w-llc.com).

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## Winbourne Happenings



**Winbourne Consulting assisted the Wichita Police Department with their implementation and go live of their new Niche Police Records System on April 19, 2021.** Winbourne provided change management support including process and workflow changes, data conversion assistance along with interface development and testing support and project management services. Wichita PD created a special team called "Phoenix" to handle process and workflow changes, product testing, issues tracking and testing, data conversion mapping, interface testing and training. Winbourne, the Phoenix team and Niche worked hand-in-hand through the process to achieve a successful go-live cutover.



**Winbourne Consulting successfully completed the implementation of a Body Worn Camera (BWC) Initiative for the Springfield Police Department, Massachusetts (SPD).** Winbourne provided project management and subject matter expertise consulting services for the solicitation development, contract negotiation, implementation, and training for the BWC system for over 500 sworn officers. This included a comprehensive approach to the coordination and administration of a BWC policy, including compliance verification processes and risk mitigation.

SPD operational objective was on ensuring that the implementation of the BWC system reflected operational imperatives, with supporting technology considerations. Winbourne ensured that the project charter included clear goals and objectives to achieve this outcome. We developed detailed policies and procedures, practices, expectations, policy improvement and workflow changes. We also worked with SPD to ensure appropriate project staffing was allocated, as well as identified the anticipated level of effort and workload for the staff involved. Finally, we ensured that all end-users received appropriate training, and that policy improvement recommendations were implemented in a timely manner. We also provided Quality Assurance/Quality Improvement monitoring of the selected vendors implementation of the system to ensure it aligned with the expectations of SPD. The project was successfully completed in April 2021.

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## Industry Events

**Our Clients include city, county, state, and federal agencies located throughout the United States and the world, as well as countries in Europe, the Middle East, Asia, the Caribbean, and South America.**



### **July 24-July 28 Columbus Ohio**

At NENA 2021, you will not only hear about the public safety issues of today and tomorrow, but also gain practical, real-world know-how that you can take home with you and put into action immediately. Featuring inspiring keynote speakers, more than ninety hours of breakout sessions that inform and empower, career-building courses and workshops with real-world applications, nightly networking events that help you make the right connections, and an Expo Hall showcasing cutting-edge products and services, NENA 2021 is the must-attend event of the year. Don't miss your chance to be a part of it!

For more info visit: <https://www.nena.org/page/NENA2021>



For additional info visit: <https://www.apco2021.org/>



Facing challenges head-on is what we do as fire and emergency service leaders, and this past year was no exception. There has never been a more essential time for the fire and EMS community to come together. That is why the IAFC has been working hard to make safe on-site connections and educational opportunities happen at Fire-Rescue International (FRI) 2021 in Charlotte, North Carolina.

Although the format will be modified for health and safety, our goal remains the same: purposeful learning, opportunities to network with colleagues and subject matter experts, and continued support of your advancement and sustained success.

For more info visit: <https://www.eventscribe.net/2021/FRI2021/>

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### **Articles of Interest**



#### **Shared Tactics Between Emergency Response And IT Defense**

The IT security team and the Office of Emergency Management (OEM) in Arapahoe County, Colo., are working together to improve cybersecurity incident response.

Traditionally, issues such as active shooters and critical infrastructure haven't been considered separate from IT, but they intersect, Amber Winthers, an IT

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cybersecurity analyst for the county, said during a May 13 Route Fifty event. For instance, in both situations, "you don't necessarily know where an attack is or what it is, but you know that you have to start somewhere," Winthers said. "You have to activate your incident command structure, you have to put resources in place, you have to have a process for these things," she said. "We started breaking down those barriers -- making the language the same, making the process the same."

To read the full article visit: <https://gcn.com/articles/2021/05/24/shared-tactics-responders-it-defenders.aspx>



### **FCC Names 17 Members to 9-1-1 Fee Diversion Strike Force**

Acting FCC Chairwoman Jessica Rosenworcel announced the appointment of 17 members to the Commission's recently created 9-1-1 strike force. The strike force was created in February, following Federal Legislation passed at the end of last year that sought to eliminate diversion of 9-1-1 fees by state legislatures and local jurisdictions for other uses. The strike force will examine the issue and report to Congress on how to end fee diversion.

**The full story can be viewed at:**

<https://www.rrmediagroup.com/News/NewsDetails/NewsID/20709>



### **As Ransomware Threats Mount, It's Time For Coordinated Tactics**

**Cybercriminals have been able to act with impunity and without sufficient consequences, said experts at the recent RSA Conference 2021.**

Ransomware attacks have become economically burdensome but also increasingly disruptive to basic services, such as health care and education. As the targets for attacks have increased given digitization, the economic and social impact has also grown exponentially.

The average ransom paid for organizations increased from \$115,000 in 2019 to \$312,000 in 2020, a 171% year-over-year increase, according to a 2021 report from Palo Alto Networks. Additionally, the highest ransom paid by an organization doubled from 2019 to 2020, from \$5 million to \$10 million.

To read the complete article visit: <https://urgentcomm.com/2021/05/20/as-ransomware-threats-mount-its-time-for-coordinated-tactics/>



### **Preventing Cloud Data Leaks: Four Key Actions City And County Government Organizations Can Apply To Mitigate Risk**

City and county governments are wary of mounting security risks, particularly for data they store in the cloud. Ransomware, phishing attacks and other cybersecurity threats on local governments are hitting the news regularly—such as the recent DoppelPaymer ransomware and Ryuk malware attacks on Chatham County, Orange County and the City of Durham, all in North Carolina. The fear is real, and the risk is great. This is perhaps why, according to a recent

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cloud data security report, half of government organizations don't store any data in the cloud at all. But, as a result, many city and county governments are also missing out on the benefits of the cloud's cost efficiency, agility and resilience.

Why such an aversion to retaining data in the cloud? The consequences can be significant and the time it takes to discover and resolve them even greater. In particular, government organizations reported that the top security incidents they faced in the cloud were phishing attacks (39 percent), accidental data leakage (24 percent) and targeted attacks on cloud infrastructure (22 percent). Each of these comes with a high risk and cost. In fact, among the outcomes that government organizations suffered as a result of these data breach incidents, the cost of unplanned expenses to fix security gaps was at the top of the list (28 percent). Other painful results included loss of consumer credibility (13 percent) and even changes in senior leadership (11 percent).

**To read the complete article visit:**

<https://www.americancityandcounty.com/2021/04/06/preventing-cloud-data-leaks-four-key-actions-city-and-county-government-organizations-can-apply-to-mitigate-risk/>

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**We Are Interested in Your Thoughts on the Above Topics.  
To share them with us, please:**

**Email us at: [info@w-llc.com](mailto:info@w-llc.com)**

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