NCSWIC

National Council of Statewide Interoperability Coordinators

NCSWIC 2021 STRATEGIC PLAN & IMPLEMENTATION GUIDE

June 2021

Our Vision

A Nation where public safety responders can effectively communicate

Our Mission

The National Council of Statewide Interoperability Coordinators (NCSWIC), through the Statewide Interoperability Coordinator (SWIC), promotes and implements strategies for achieving effective public safety communications by developing professional partnerships and collaborating with public safety agencies and policy makers

Our Goals

1. Emergency communications and public safety communications interoperability are improved throughout the Nation
2. SWICs are key leaders and advocates in states and territories for public safety communications
3. The goals and objectives outlined in the National Emergency Communications Plan are fully executed

Funding & Sustainment

Identifies innovative ways to fund and sustain systems and activities

Disseminates information on new funding sources

Technology Policy

Promotes use of technologies, resources, and processes

Supports land mobile radio systems
Promotes broadband technology & deployment

Encourages information sharing

Governance

Promotes role of the SWIC
Conveys NCSWIC's mission, goals, and priorities
Improves governance structures and processes

Planning, Training, and Exercise (PTE)

Shares information on best practices for PTE
Promotes inclusion of communications in Incident Command Structure

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BACKGROUND

Established in 2010, the [National Council of Statewide Interoperability Coordinators (NCSWIC)](#) is a Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA)-administered program supporting interoperability and Statewide Interoperability Coordinators (SWICs) by:

- Developing products and services to assist SWICs with leveraging relationships, professional knowledge, and experience with other public safety partners
- Promoting the critical importance of emergency communications
- Enhancing emergency communications capabilities during all phases of the disaster cycle: mitigation, preparedness, response, and recovery

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NCSWIC Vision and Mission
Vision: A Nation where public safety responders can effectively communicate

Mission: NCSWIC, through the SWIC, promotes and implements strategies for achieving effective public safety communications by developing professional partnerships and collaborating with public safety agencies and policy makers

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NCSWIC provides a platform for SWICs to share best practices and lessons learned, leveraging their combined intellectual capital to further emergency communications capabilities nationwide. NCSWIC members work with public safety responders in their respective states, territories, and regions to create governance structures that promote and enhance public safety communications. This approach ensures multi-jurisdictional, cross-border, and interdisciplinary coordination amongst public safety responders and policymakers.

PURPOSE

The *NCSWIC Strategic Plan and Implementation Guide* is a stakeholder-driven, multi-jurisdictional, and interdisciplinary plan to enhance interoperable and emergency communications. The plan is a critical mid-range (three-year) tool to help NCSWIC and its partners prioritize and execute initiatives to strengthen governance, identify future investments, and address interoperability gaps. The plan is a living document, owned and managed by the NCSWIC Executive Committee (EC), that may be updated on an annual basis due to shifts in the emergency communications environment that change the work products or activities developed by NCSWIC.

The purpose of the plan is to:

- Provide strategic direction to NCSWIC to ensure work enhances and promotes emergency communications successes and challenges across the Nation
- Identify specific initiatives and work products that align with NCSWIC goals and the revised *National Emergency Communications Plan (NECP),* which addresses gaps within emergency communications, reflects new and emerging technological advancements, and provides guidance to drive the Nation towards a common end-state for communications
- Ensure NCSWIC committees demonstrate progress toward meeting approved milestones for the strategies and initiatives outlined in the Appendix for successful implementation of NCSWIC goals

NCSWIC members assist with the development or enhancement of state and territorial governance structures to provide strategic guidance for public safety responders through four standing committees (Governance; Planning, Training, and Exercises [PTE]; Funding and Sustainment; and Technology Policy) and three task forces (Communications Section Task Force [CSTF], Project 25 [P25] Compliance Assessment Program [CAP] Task Force, and Information Sharing Framework Task Force [ISFTF]). Within the NCSWIC committee structure, committee members can organize working groups to lead and execute projects or activities requiring subject matter expertise and significant stakeholder input over an extended period. Under Technology Policy, NCSWIC members participate in the Next Generation 911 (NG911) and the Identity, Credential, and Access Management (ICAM) working groups. Each of the committees and task forces report directly to the NCSWIC EC for guidance and product approval. NCSWIC partners and coordinates closely with SAFECOM, another CISA-administered program, on the Funding and Sustainment Committee, the Technology Policy Committee (including the working groups within the committee), and the three task forces. The table below defines the NCSWIC committees.

Funding and Sustainment	Technology Policy
The Funding and Sustainment Committee identifies innovative ways to fund and sustain emergency communications systems and activities (i.e., training, personnel) pertinent to state, local, tribal, and territorial stakeholders [SLTT] in coordination with SAFECOM. The committee also disseminates information on appropriations and new funding sources available to the public safety community at all levels of government.	*The Technology Policy Committee promotes the use of technologies, resources, and processes related to emergency communications and interoperability in coordination with SAFECOM and NCSWIC members. The Technology Policy Committee continues to support land mobile radio (LMR) systems, promote broadband technology and deployment, encourage public safety information sharing, and work with all government partners to further the use and security of various technologies within the emergency communications ecosystem—ICAM, NG911, advanced technologies, and cybersecurity.*
Governance Committee	Planning, Training and Exercises
The Governance Committee enhances emergency communications governance, including governing processes and structures internal and external to NCSWIC, and supports new SWICs through education, training, and facilitating networking. This includes management of, and modifications to, organizational documents, such as the NCSWIC Charter and NCSWIC Strategic Plan. The committee will update governance structures and processes to address the evolving operating environment, review NCSWIC initiatives, and identify best practices and lessons learned.	*The PTE Committee captures best practices and streamlines information sharing for planning, training, exercise and evaluation processes to enhance public safety communications operational readiness at all levels of government relevant to the SWIC community and aims to coordinate closely with CISA on service offerings.*

The NCSWIC membership organize task forces to achieve strategic priorities as needed. The following describe the active tasks forces in 2021.

Communications Section Task Force: In coordination with SAFECOM and NCSWIC, the CSTF addresses challenges associated with supporting information and communications technology (ICT) within the National Incident Management System (NIMS) Incident Command System (ICS). The CSTF continues to work toward developing a nationwide federated governance framework through the Incident Communications Advisory Council (ICAC), a focus group created to review and vet the CSTF's recommendations for enhancing the functionality of NIMS.

Project 25 Compliance Assessment Program Task Force: In coordination with SAFECOM and NCSWIC the P25 CAP Task Force (CAPTF) provides public safety community input into the DHS P25 CAP, which assesses compliance of communications equipment to the P25 Suite of Standards.

Information Sharing Framework Task Force: SAFECOM and NCSWIC established the ISFTF comprised of IT and public safety communications interoperability subject matter experts from public safety agencies across the country. The ISFTF will develop an Information Sharing Framework (ISF) to ensure effectiveness of new products and technologies as agencies transition to mobile and fully interconnected environments. Making data interoperable and into information which can be shared is a requirement that spans beyond traditional boundaries. In addition, first responders should be able to discover, access, and consume any relevant information on a need-to-know basis, regardless of jurisdiction, affiliation, and location. The intended audience for the ISF are SWICs and other state-level communications personnel working in LMR, broadband, 911, and state public alerts, warnings, & notifications (AWN) systems all in alignment, or directly involved in acquisition, management, and oversight of public safety emergency communications. The overarching goal of the ISF is to support transition to a common information exchange approach that a public safety community can adopt and use efficiently to make its emergency communications ecosystem interoperable.

Through the committees, NCSWIC expertise and recommendations have influenced policy, guidance, and future efforts, resulting in several key emergency communications initiatives over the last few years, including development of:

- The *NECP*, the Nation's strategic plan to enhance emergency communications
- The *Emergency Communications Governance Guide for State, Local, Tribal, and Territorial Officials (Governance Guide)*, which serves as a comprehensive tool providing recommendations and best practices for emergency communications officials at all levels of government. The Guide helps officials to establish, assess, and update governance structures that represent all emergency communications capabilities (LMR, broadband, 911/NG911, AWN)
- The *FY 2021 SAFECOM Guidance on Emergency Communications Grants (SAFECOM Guidance)*, which is updated annually to provide relevant information on policies, eligible costs, technical standards, and best practices for SLTT grant recipients investing federal funds in emergency communications projects

NCSWIC'S LONG-TERM PRIORITIES

NCSWIC discussed, developed, and vetted its priorities through the working groups, committees, and task forces at their end-of-year 2020 meetings. This approach consisted of revisiting proposed initiatives, brainstorming the priority and feasibility of related projects for the coming year, and developing a work plan for product development. NCSWIC coordinated its annual activities and product development schedule to align with NCSWIC strategic priorities and the implementation of the 2019 NECP (Appendix A). The following

2021 priorities are broken down by committee and task force:

Strategic Priority 1: Identify methods to fund and sustain emergency communications priorities, including statewide interoperability governance and support throughout the system lifecycle, and disseminate to decision-makers, elected officials, and the general public

Strategic Priority 2: Disseminate information on federal appropriations and new funding sources available to the public safety community at all levels of government

Strategic Priority 3: Understand changes to the emergency communications funding environment and create guidance to assist decision-makers with budget considerations

TECHNOLOGY POLICY PRIORITIES

Strategic Priority 4: Gather and draft lessons learned, best practices, policies, and plans supporting the effective development, integration, migration, and adoption of new technologies and interoperability solutions

Strategic Priority 5: Collaborate across organizations to consolidate and disseminate strategies to manage risk and increase resilience of public safety technologies, tools, and networks

Strategic Priority 6: Identify public safety technology and infrastructure capability gaps

Strategic Priority 7: Communicate emerging technology impacts to the public safety community

Strategic Priority 8: Guide standards-based LMR evolution, including spreading awareness and exploring options for T-Band relocation

Strategic Priority 9: Coordinate with SAFECOM, NCSWIC, or joint SAFECOM-NCSWIC committees and working groups to identify and address legislative and regulatory issues associated with emerging technologies, capabilities, and risks

Strategic Priority 10: Identify, document, and develop work products that facilitate the transition to NG911, utilizing stakeholder feedback from multiple levels of government and associations *(NG911 Working Group)*

Strategic Priority 11: Through the Global Positioning System (GPS) Focus Group, provide a recommendation to comply with the Natural Resources Management Act *(P25 User Needs Working Group [UNWG])*

Strategic Priority 12: Engage a broad user community to recommend user needs to the P25 Steering Committee or the Federal Partnership for Interoperable Communications (FPIC) for further action *(P25 UNWG)*

Strategic Priority 13: Review and provide input on P25 education and outreach materials to expand knowledge on P25 features, interfaces, and standards *(P25 UNWG)*

Strategic Priority 14: Document best practices and use cases for shared LMR systems and LMR to long term evolution (LTE) systems *(P25 UNWG)*

Strategic Priority 15: Formalize information sharing with the FPIC Encryption Focus Group and provide input on educational materials *(P25 UNWG)*

Strategic Priority 16: Transition P25 User Needs Subcommittee activities and responsibilities to the UNWG *(P25 UNWG)*

Strategic Priority 17: Coordinate with the FPIC on identified Inter-RF Subsystem Interface (ISSI) and Console Subsystem Interface (CSSI) needs to develop recommendations for standards modifications, new DHS Science and Technology Directorate (S&T) CAP testing needs, and/or educational material development *(P25 UNWG)*

CSTF PRIORITIES

Strategic Priority 18: Promote and provide consistent recruitment, training, retention, and support for ICT personnel

Strategic Priority 19: Support the development of national standards for qualification, certification, and credentialing of ICT personnel

Strategic Priority 20: Update the ICT course curriculum, as needed

Strategic Priority 21: Establish new IT positions and functions

Strategic Priority 22: Provide clarification of existing position descriptions (e.g., Communication Unit Leader [COML], Communication Technician, Radio Operator) to include the all-hazards environment

Strategic Priority 23: Engage the ICT community to identify active participants and share related updates

Strategic Priority 24: Streamline the instructor requirements for ICT Train-the-Trainer

P25 CAPTF PRIORITIES

Strategic Priority 25: Continue coordination with S&T on the development and implementation of ISSI/CSSI conformance and interoperability testing

Strategic Priority 26: Engage with the SAFECOM-NCSWIC P25 UNWG to develop interoperability and compliance testing requirements for new user needs requirements

Strategic Priority 27: Provide input and guidance to S&T on the P25 Feature Gap project and future compliance testing priorities

Strategic Priority 28: Identify P25 CAP testing priorities that enhance overall communications security ("CommSec") via encryption and cybersecurity protections based on existing P25 standards

ISFTF PRIORITIES

Strategic Priority 29: Provide a customizable interoperability operational framework to identify and ensure alignment of people, processes, and technology prior to a major multi-agency, multi-jurisdiction event, that will:
- Inform a roadmap of actions taken by a public safety organization to have the most optimal impact on solving interoperability issues/gaps via governance, acquisition guidance, and alignment with training, exercises, and grants
- Inform and provide a checklist and guidebook for emergency communications acquisition decisions for products and services ensuring such acquisitions are interoperable, secure, resilient, and allow for data management

- Inform state leadership of the complexity and need for emergency communications interoperability across multiple networks/functions (e.g., LMR, Broadband, NG911, Computer-Aided Dispatch [CAD]/Records Management System [RMS], alerts/warnings, etc.)
- Aggregate all information sharing best practices, guidance, and lessons learned into one operational framework

Strategic Priority 30: Expand intended audience to include public safety IT personnel such as the Information Technology Service Unit Leader (ITSL) and communications personnel such as the COML providing a common playbook on which to base future implementation decisions

Strategic Priority 31: Develop strategy to pilot a customization of the ISF for a use case in a simulated but real-world environment (e.g., outdoor lab), in alignment with a standards-based ICAM solution

Strategic Priority 32: Work with the Interoperable Communications Technical Assistance Program (ICTAP) to develop Technical Assistance (TA) offerings based on customization of ISF

Strategic Priority 33: Develop and publish white paper on ISF customization for video content sharing

Strategic Priority 34: Work with ISF point of contact (POC) to determine technical feasibility of implementing information sharing common integration layer functions in a cloud computing environment and testing with public safety stakeholders

Strategic Priority 35: Begin developing strategy for "delivery mechanism" for ISF service and tools delivery to public safety and NS/EP stakeholders

GOVERNANCE PRIORITIES

Strategic Priority 36: Encourage all 56 states and territories to have an active SWIC Program as their emergency communications POC

Strategic Priority 37: Support the SWICs through the sharing of best practices, success stories, and lessons learned (i.e., managing emergency communications technology and policy issues; developing agreements across organizations/jurisdictions), and promotion of relationship building

Strategic Priority 38: Catalog, develop, and revise nationwide guidance to elevate, formalize, or establish statewide governance bodies

Strategic Priority 39: Identify adaptive governance strategies to assist SWICs and states to address the rapid evolution of technologies, capabilities, and risks

Strategic Priority 40: Develop strategies that encourage SWICs and states to have more inclusive governance bodies by expanding membership composition

PTE PRIORITIES

Strategic Priority 41: Develop materials to improve a SWIC's ability to assist in planning, training, and exercise activities in their state

Strategic Priority 42: Collaborate with other NCSWIC and SAFECOM committees to ensure diverse emergency management experiences are incorporated into future PTE products and initiatives

Strategic Priority 43: Understand and emphasize the intersection of human factors with planning, training, and exercise activities

Based on recommendations from its members and committees, the NCSWIC EC will formally adopt the *NCSWIC Strategic Plan* and use it as a tool to help the NCSWIC prioritize resources, strengthen governance, and address interoperability gaps as well as educate and inform local and state elected officials and stakeholders on emergency communications interoperability. The NCSWIC EC plans to use its bi-monthly conference calls and bi-annual full membership meetings to work closely with the committees on assigned specific goals and initiatives. As a result, committee chairs and vice chairs are expected to regularly report on the completion of initiatives to the NCSWIC EC throughout the year to ensure success.

Each year, the NCSWIC EC will work with the working groups, committees, and task forces to manage the implementation of the *NCSWIC Strategic Plan* and its associated strategic goals and initiatives found in Appendix A. The NCSWIC committee chairs and vice chairs will work with committee members to measure the progress made towards achieving the initiatives identified in Appendix A. Each committee will monitor the progress being made in achieving stated initiatives and corresponding timelines. The committee chairs and vice chairs will be responsible for a semi-annual review of the identified measures of success. On an annual basis, the NCSWIC EC will conduct a review of the plan and update Appendix A to ensure it is up to date and aligned with the changing internal and external interoperable and emergency communications environment (Figure 1).
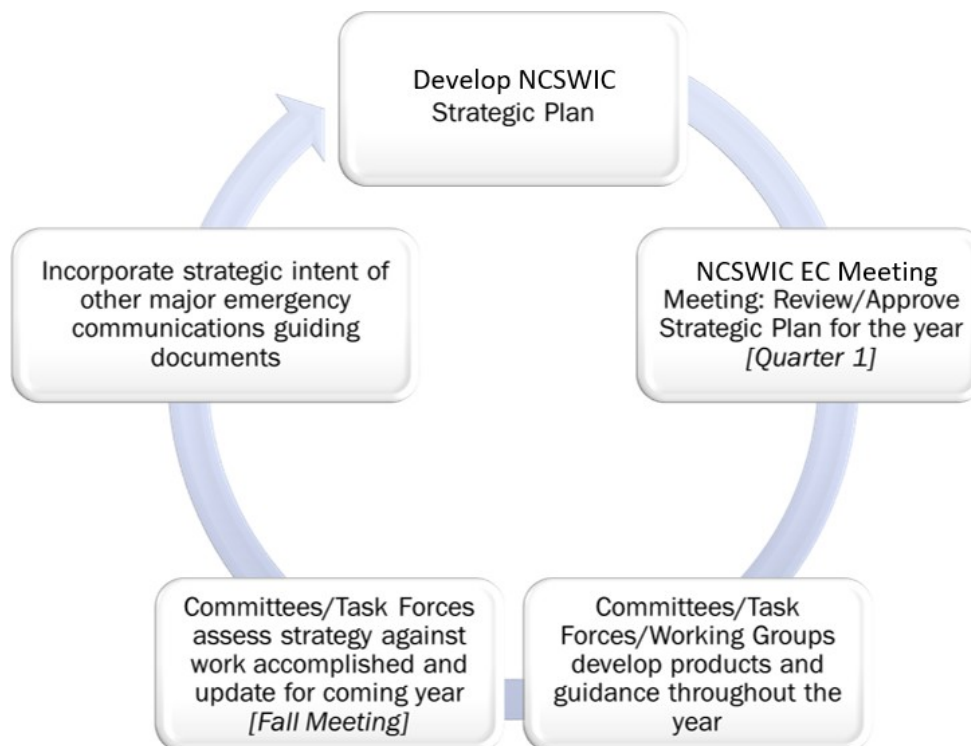

Figure 1: NCSWIC Strategic Plan Implementation Cycle

Appendix A: 2021 NCSWIC Implementation Guide

This *Implementation Guide* describes the process by which NCSWIC will use the *NCSWIC Strategic Plan* to execute specific initiatives aimed at furthering the program's vison and mission in the coming year. The *Implementation Guide* outlines committee-specific products and activities to accomplish the strategic priorities described in the *NCSWIC Strategic Plan*.

Funding and Sustainment Committee (Joint)

Work Product	Purpose	Timeline	Long-Term Strategic Priority	NECP Success Indicator
Land Mobile Radio Trio Document Refresh	Updates the LMR 101, LMR for Decision Makers, and LMR for Project Managers documents to align with the latest Project 25 and LMR standards, as well as the SAFECOM Guidance on Emergency Communications Grants	Q1	1	1.2.3
Fiscal Year 2021 SAFECOM Guidance on Emergency Communications Grants Review	Provides review and validation of the emergency communications priorities within the Guidance, as well as Section 7. Funding Sources	Q1	2	1.2.3
Legacy Document Refresh	Updates legacy Committee documents, available on the SAFECOM Funding Resources webpage, to align with new branding standards and available guidance	Q2 – Q3	1	1.2.3
System Lifecycle Planning Guide Template	Assists states in communicating needs and priorities to their elected officials	Q3	3	1.2.3
Contingency Planning Guide	Provides contingency considerations when facing reductions in emergency communications budgets and recommends priorities across three levels of funding	Q4	3	1.2.3

Technology Policy Committee (Joint)

Work Product	Purpose	Timeline	Long-Term Strategic Priority	NECP Success Indicator
Infrastructure Obstructions to Radio Propagation	Summarizes passive and non-traditional sources of radio signal interference, including common practices to prevent or mitigate obstruction	Q1	5	N/A
Lessons Learned: Natural Disasters and Communications Dependencies	Identifies and summarizes lessons learned during various natural disasters and other emergencies in the previous few years	Q1 – Q3	4 & 5	4.2.2 4.2.3
GPS Working Group White Paper	Acts as initial scoping paper to further define the GPS Focus Group and provide a recommendation for location services to comply with the Natural Resources Management Act	Q1	9 & 10	5.2.2
NG911 Geographic Information System (GIS) Use Cases	Highlights how states and localities are implementing GIS capabilities for NG911 (State of California and City of Manassas, Virginia are under development)	Q1 – Q4	10	5.2.1 5.2.5

Work Product	Purpose	Timeline	Long-Term Strategic Priority	NECP Success Indicator
Cybersecurity for 911 Centers	Raises awareness about cybersecurity for 911 centers and available federal and industry standards and recommendations to enhance the cybersecurity posture of NG911 systems	Q3	10	6.2.2
Federal Communications Commission Communications Security, Reliability, and Interoperability Council's (CSRIC) VII Executive Summary	Provides an overview of the CSRIC Security Risks and Best Practices for Mitigation in 911 Legacy, Transition, and NG911 Implementations report and highlights key recommendations and mitigation strategies	Q3	10	6.2.2
NG911 Disruption Guidance for 911 Centers	Provides guidance on disruption to calls and procedures at 911 centers	Q2	10	5.2.5 6.2.2
NG911 Data Management Fact Sheet	Provides guidance on managing data received from new technologies, such as connected buildings, smart cars, and panic buttons	Q4	10	5.2.1
Memorandum of Understanding (MOU)/Memorandum of Agreement (MOA) Repository	Serves as central location storing examples for agencies establishing or updating MOUs/MOAs for NG911	Q4	10	1.3.1
MOU/MOA Template	Provides example sections, descriptions, and contents of MOU/MOAs specifically addressing NG911 interoperability	Q2 2022	10	1.3.1 1.3.3 6.2.2
Engagement Plan with P25 Steering Committee and FPIC	Serves as the document guiding coordination between the P25 Steering Committee and FPIC to share information and provide broad user input on activities related to P25	Q2	12	N/A
P25 education and outreach materials	Provides suggestions to the P25 Steering Committee, FPIC, and P25 Technology Interest Group on P25 topics, and reviews and disseminates existing materials to a broad user community	Q4	12 & 13	5.2.2
LMR and LMR/LTE Best Practices	Provides best practices and lessons learned, including examples from users for LMR implementation and LMR-to-LTE systems	Q3	14	5.2.2
Transition activities from P25 User Needs Subcommittee (UNS) to UNWG	Formalizes transition of activities from the P25 UNS to the P25 UNWG	Q2	16	N/A
P25 CAP Test Cases	Supports coordination between P25 CAP and SAFECOM CAP Task Force to develop CAP user test cases, as needed	Q3	17	N/A
Recommendations for Standards Modifications, New S&T CAP Testing	Leverages expertise from the FPIC ISSI Focus Group to develop ISSI/CSSI recommendations	Q3	17	5.2.2

Communications Section Task Force (Joint)

Work Product	Purpose	Timeline	Strategic Priority	NECP Success Indicator
Incident Communications Metrics	Collects and synthesizes metrics to develop use cases to highlight how states and localities are unifying communications and IT functions under the same leadership	Q1 – Q3	19-21	3.3.2
ICAC Reengagement	Proposes reengaging the ICAC to further collaborate on ICT	Q1 – Q2	23	N/A
ICT Recruitment and Retention Plan Implementation	Proposes steps for implementing a plan to recruit, train, support, and retain candidates supporting information and communications management at planned events and incidents	Q1 – Q4	13-24	3.3.2
Federal Emergency Management Agency (FEMA) Supplemental Guidance	Draws from collaboration with FEMA to provide supplemental guidance supporting communications and information technology positions under NIMS ICS	Q3	19-21	4.1.1
COML Curriculum Updates	Reviews COML curriculum to ensure it is current	Q4	20	3.1.3
Position Description Updates	Leverages collaboration with FEMA National Integration Center (NIC) and the National Qualification System (NQS) to update communications and information technology positions (e.g., Radio Operator [RADO], Incident Communications Center Manager [INCM], Incident Tactical Dispatcher [INTD])	Q1 – Q3	20, 22	3.3.3
Emergency Support Function (ESF) #2 Lead Identification	Identifies a lead to oversee the qualification, training, certification, recognition, activation, and currency of ESF #2 and Communications Unit personnel	Q4	18	3.3.1
Communications Branch Module	Develops module for Communications Branch position-specific training and position descriptions	Q2	18, 20	3.3.3

Project 25 Compliance Assessment Task Force (Joint)

Work Product	Purpose	Timeline	Strategic Priority	NECP Success Indicator
DHS S&T Coordination on Conformance and Interoperability Testing Priorities	Provides user input on the DHS S&T strategic planning for P25 conformance and interoperability testing priorities	Q4	27	5.2.2
SAFECOM-NCSWIC P25 UNWG Engagement	Supports coordination with the P25 UNWG on new interoperability and compliance testing requirements to share P25 interoperability challenges and successes	Q4	27	5.2.2

Information Sharing Framework Task Force (Joint)

Work Product	Purpose	Timeline	Strategic Priority	NECP Success Indicator
ISF Final	Collects input from members regarding ISF structure for review by SAFECOM and NCSWIC in preparation for final release	Q1	29	5.3.3
ISF Customization Pilot Statement of Work and Test Plan	Develops strategy to pilot a customization of the ISF for a use case in a simulated but real-world environment (e.g., outdoor lab); include alignment with a standards-based ICAM solution	Q3 – Q4	31	5.3.3
ISF Industry Request for Information	Develops ISF platform by engaging or partnering with industry	Q3 – Q4	34	5.3.3
Pilot/Table-Top for ISF Customization	Develops strategy to pilot a customization of the ISF for a use case in a simulated but real-world environment (e.g., outdoor lab). Current plan to execute in Q3 CY2021 at Interoperability Lab at Texas A&M pending COVID-19 limitations	Q3 – Q4	31	5.3.3
ICTAP TA Course Content for ISF Customization	Provides content for TA offerings, in coordination with ICTAP, on customization of ISF to help public safety apply ISF to their specific jurisdiction, use case, inter-organization data exchange, and information sharing	Q3 – Q4	32	5.3.3
ISF White Paper Customization	Provides exemplar on ISF customization for video content sharing	Q1	33	5.3.3
ISF Technical Feasibility POC	Determines technical feasibility of implementing information sharing common integration layer functions in a cloud computing environment and testing with public safety stakeholders	Q3	34	5.3.3
Initial ISF Deployment Strategy	Acts as strategy for "delivery mechanism" for ISF service and tools delivery to public safety and NS/EP stakeholders	Q4	35	5.3.3

Governance Committee

Work Product	Purpose	Timeline	Long-Term Strategic Priority	NECP Success Indicator
SWIC Emergency Support Function #2 (ESF-2) White Paper	Highlights best practices and lessons learned on the various ways SWICs engage in the ESF-2 function	Q1	36, 37	1.1.3
SWIC Program Goals and Structure Template	Showcases best practices for establishing a statewide SWIC Program and sharing sample structures	Q2-Q3	36, 37	N/A
SWIC Roles and Responsibilities	Provides key measures of success for determining the effectiveness and authority of	Q3-Q4	36	1.1.3
SWIC Video Suite	Promotes NCSWIC, the SWIC position, and statewide governance	Q3-Q4	36, 37, 38	1.1.3

Planning, Training, and Exercise Committee

Work Product	Purpose	Timeline	Long-Term Strategic Priority	NECP Success Indicator
After-Action Report (AAR) Checklist	Defines what should be included in communications-focused AARs	Q1	39	4.3.3
Training and Exercise (T&E) in the New Normal	Assists SWICs and state training officers with conducting T&E during challenging times, and reduces risk by supporting the development of high-quality and effective communications-based training and exercises while anticipating budgetary and logistical limitations	Q1	39	3.1.3
Human Factors Guidance	Defines human factors in the context of emergency communications, how they can affect emergency communications personnel, and how PTE activities can support/ameliorate them	Q2	39, 41	3.2.2
Vendors and New Technology Requests for T&E Guide	Explains how to request vendors and new technologies for T&E	Q3	39	3.1.1
NCSWIC T&E Input for JAMX Planning	Provides PTE input into JAMX planning activities	Q3	39	3.1.4
Guide on Communications Technology in T&E	Details best practices for incorporating communications technologies into T&E	Q4	39, 40, 41	3.1.4