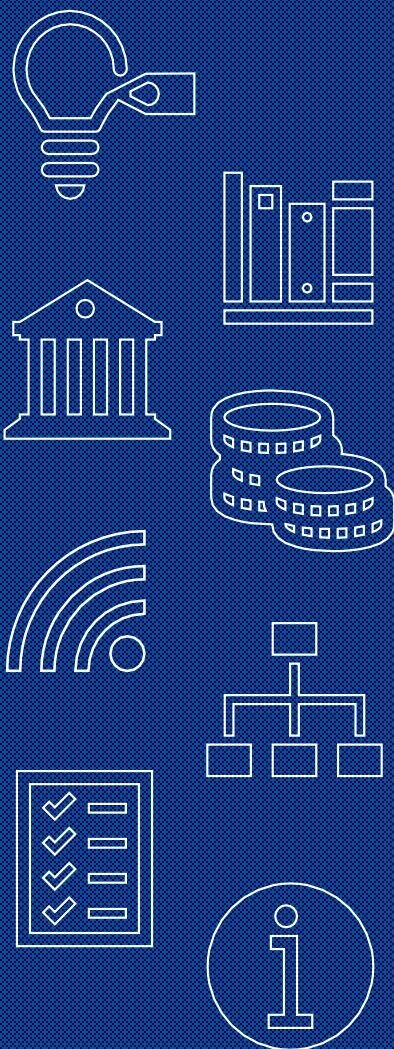


# 2020 SAFECOM Strategic Plan

*A guide to the Program's short-  
and mid-term priorities*



April 2020

 SAFECOM<sup>®</sup>

# CONTENTS

2020 SAFECOM AND CISA LEADERSHIP	3
MESSAGE FROM THE CHAIR	3
INTRODUCTION	4
WHO WE ARE	5
SAFECOM PRIORITIES	6
SAFECOM EXECUTIVE BOARD	6
EDUCATION AND OUTREACH COMMITTEE	7
GOVERNANCE COMMITTEE	8
FUNDING AND SUSTAINMENT COMMITTEE	10
TECHNOLOGY POLICY COMMITTEE	11
COMMUNICATIONS SECTION TASK FORCE	13
PROJECT 25 COMPLIANCE ASSESSMENT PROGRAM TASK FORCE	14
INFORMATION SHARING FRAMEWORK TASK FORCE	14
IMPLEMENTATION	17



# 2020 SAFECOM AND CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY LEADERSHIP



**SAFECOM Chair**  
**Chief Gerald Reardon**  
 SAFECOM At-Large, *City of Cambridge Fire Department (MA)*



**Education & Outreach Committee Chair**  
**Michael Davis**  
 SAFECOM At-Large, *Ulster County 9-1-1 Emergency Communications (NY)*



**SAFECOM First Vice Chair**  
**Chief Chris Lombard**  
 The InterAgency Board for Emergency Preparedness & Response  
 SAFECOM At-Large, *Seattle Fire Department (WA)*



**Governance Committee Chair**  
**Captain George Perera**  
 SAFECOM At-Large, *Miami-Dade Police Department (FL)*



**SAFECOM Second Vice Chair**  
**Michael Murphy**  
 SAFECOM At-Large, *Baker Police Department (LA)*



**Funding & Sustainment Committee Chair**  
**Lloyd Mitchell**  
*Forestry Conservation Communications Association*



**Acting Assistant Director for Emergency Communications**  
**Vincent DeLaurentis**  
*Cybersecurity and Infrastructure Security Agency*



**Technology Policy Committee Chair**  
**Philip Mann**  
*American Public Works Association*

## MESSAGE | FROM THE | CHAIR

In an age of ever-increasing emergency communications challenges, SAFECOM stands committed to its long history of collaboration to improve public safety operability, interoperability, and security. SAFECOM’s unique ability to bring together diverse, public safety-focused associations and emergency responders from across the country enable the creation of signature products, including the *SAFECOM Interoperability Continuum* and *SAFECOM Guidance on Emergency Communications Grants*.

Aligned with the 2019 update to the *National Emergency Communications Plan*, SAFECOM’s Strategic Plan for 2020 defines the strategic direction that will guide the program and products developed over the next year and beyond.

SAFECOM has proven itself time and again to be one of the premier organizations supporting the public safety community and I am proud of the work it has collectively accomplished over the years, and the work still to come.

**Chief Gerald Reardon**  
 SAFECOM Chair

# INTRODUCTION

The *SAFECOM Strategic Plan* describes the Program’s short- and mid-term priorities, and their associated annual products and activities, to enhance operability and interoperability for public safety communications through the education of the community, decision makers, and elected officials. SAFECOM identifies these priorities annually through its committee structure, consisting of four standing committees: **Education and Outreach, Governance, Funding and Sustainment, and Technology Policy**. SAFECOM utilizes working groups and task forces to accomplish initiatives. SAFECOM also partners and coordinates closely with the National Council of Statewide Interoperability Coordinators (NCSWIC) across multiple program subgroups and engagements.

SAFECOM incorporates nationwide recommendations holistically, identifies gaps, and determines how to fill them. Drawing from the Cybersecurity and Infrastructure Security Agency’s (CISA) major guiding documents, SAFECOM committees and task forces develop strategic priorities to influence policy, guidance, and future efforts important to the public safety community. SAFECOM leveraged the following documents to develop its strategic priorities:

- [National Emergency Communications Plan](#) (NECP): Serves as the Nation’s strategic plan to enhance emergency communications capabilities
- [Nationwide Communications Baseline Assessment](#) (NCBA): Seeks to improve understanding across all levels of government on the capabilities needed and in use by today’s emergency response providers in order to establish and sustain communications operability, interoperability, and continuity
- [CISA Strategic Intent](#): Lays out the strategic vision and operational priorities of the CISA Director, serving as a reference point to guide work and unify efforts across the organization

- *Fiscal Year 2020 Assistant Director’s Intent for Emergency Communications*: Articulates CISA Emergency Communications Division’s (ECD) mission, vision and tenants, and defines the key initiatives CISA ECD will undertake over the next year to enhance the programs and services for stakeholders

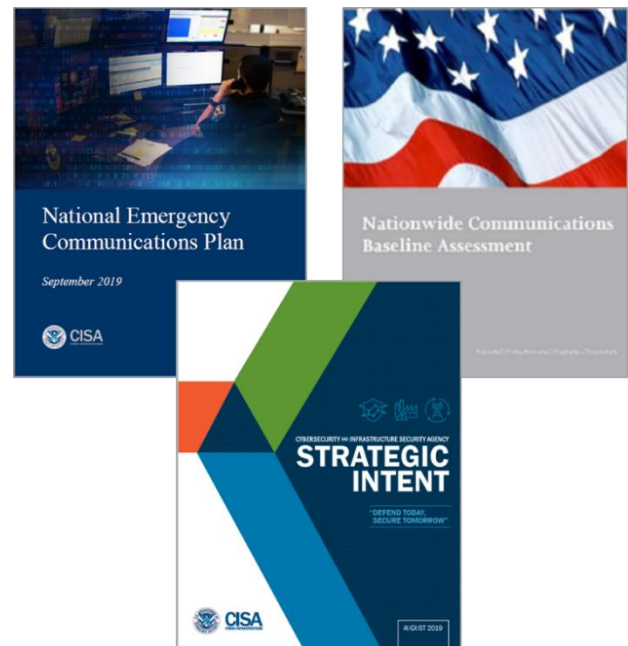


Figure 1: The *National Emergency Communications Plan*; *Nationwide Communications Baseline Assessment*, and *CISA Strategic Intent*—major guidance documents developed by CISA and leveraged by the SAFECOM Program to develop its strategic priorities.

The SAFECOM Executive Board, the Program’s leadership body assumes the primary responsibility for maintaining and updating the *SAFECOM Strategic Plan* and will conduct annual revisions to ensure it is up to date and aligns with the changing internal and external interoperable emergency communications environment. In addition, the [SAFECOM Annual Summary](#) will track and report progress against the defined priorities and initiatives. The Plan is a living document, which may be updated throughout the year as the emergency communications environment changes.

# WHO WE ARE

[SAFECOM](#) is a stakeholder-supported public safety communications program administered by CISA. CISA supports SAFECOM's development of grant guidance, policy, tools, and templates, and provides direct assistance to state, local, tribal, territorial (SLTT), and federal practitioners. Through collaboration with emergency responders and policymakers across all levels of government, SAFECOM works to improve multi-jurisdictional

and intergovernmental public safety communications interoperability. Working with the Nation's leading public safety associations and SLTT government entities, SAFECOM guides the SLTT community in prioritizing public safety communications initiatives through its framework of strategic priorities and associated annual products and activities. This strategic direction helped establish our vision and mission execution.

## OUR VISION

Assuring a safer America through effective public safety communications

## OUR MISSION

SAFECOM, as an advisory body to DHS, improves public safety communications operability, interoperability, and security across local, regional, state, tribal, territorial, and international borders, and with Federal Government entities


## OUR COMMITTEES



**EDUCATION & OUTREACH**  
**PROMOTES** role of SAFECOM  
**CONVEYS** SAFECOM's mission, goals, and priorities



**GOVERNANCE**  
**IMPROVES** governance structures & processes  
**MANAGES** SAFECOM membership



**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** LMR systems  
**PROMOTES** broadband technology & deployment  
**ENCOURAGES** information sharing

# SAFECOM PRIORITIES

SAFECOM discussed, developed, and vetted its priorities through the committees and task forces at their end-of-year meetings in November 2019. 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. In addition, SAFECOM closely coordinated in the development of the updated 2019 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. SAFECOM has taken steps to ensure its strategic priorities are in alignment with the NECP, as identified in each of the key products tables in this section.



## SAFECOM EXECUTIVE BOARD

The SAFECOM Executive Board serves as the leadership group and SAFECOM’s primary resource for access to public safety stakeholders and policymakers. The Board provides strategic leadership and guidance to the SAFECOM Program on emergency responder user needs. The Board is also responsible for maintaining programmatic resources, to include the *SAFECOM Strategic Plan* and the *SAFECOM Annual Summary*.

## KEY PRODUCTS

- ◆ **2020 SAFECOM Strategic Plan:** Outline the function of SAFECOM and its committees’ 2020 planned priorities, products, and activities
- ◆ **2019 SAFECOM Annual Summary:** Review SAFECOM’s 2019 accomplishments and priorities and outline each committees’ 2020 products and activities

“CISA will continue to leverage our public safety and national security and emergency preparedness partnerships to drive progress toward communications operability and interoperability for the full emergency communications ecosystem.”

*Vincent DeLaurentis*

*Acting Assistant Director for Emergency Communications, CISA*



## EDUCATION AND OUTREACH COMMITTEE

The Education and Outreach Committee promotes the role of SAFECOM and its impact on public safety communications nationwide. The Education and Outreach Committee leads SAFECOM's communications efforts with member and non-member organizations to best convey SAFECOM's mission, goals, and priorities.

**Strategic Priority 1:** Bring awareness of SAFECOM's priorities, practices, and guidance to a broader group of stakeholders through engagements and SAFECOM publications

**Strategic Priority 2:** Create and update SAFECOM promotional materials (e.g., SAFECOM 101, promotional videos, elevator speeches, podcasts) on a continuous basis

**Strategic Priority 3:** Assist all levels of government with identifying public safety communications gaps through the development and dissemination of education and outreach materials

**Strategic Priority 4:** Finalize and implement an effective digital media strategy



PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
1	<b>SAFECOM Website Maintenance</b> Maintain website information	3.2.1 & 3.2.2
1	<b>SAFECOM-NCSWIC Quarterly Newsletter and Blogs</b> Compile and disseminate information on new members, CISA updates, and articles from members on public safety interoperability	1.1.1
2	<b>SAFECOM Membership Factsheet</b> Highlight the strengths of SAFECOM's membership to use as an external document	
2	<b>SAFECOM Interoperability Video</b> Provide an overview of the importance of public safety interoperability, to be utilized at conferences and posted on the SAFECOM website	
3	<b>Succession Planning Tool</b> Develop a document with best practices on how to improve succession planning at public safety agencies and/or within SAFECOM	
3	<b>SAFECOM Interoperability Continuum</b> Provide updates to the SAFECOM Interoperability Continuum to reflect changes to the emergency communications ecosystem	6.3.2
4	<b>SAFECOM Podcast Pilot</b> Develop a podcast pilot to promote SAFECOM Education and Outreach Committee digital outreach capabilities	



## GOVERNANCE COMMITTEE

The Governance Committee focuses on public safety communications governance, which concentrates on improving both governance structures and processes internal to SAFECOM as well as external statewide governance bodies for public safety communications. The Governance Committee oversees management of SAFECOM's membership and develops programmatic resources, such as SAFECOM's *Governance Charter*. Additionally, the Governance Committee maintains and administers the Marilyn J. Praisner SAFECOM Leadership Award.

**Strategic Priority 5:** Develop or revise nationwide guidance to elevate and formalize emerging communications technologies, issues, and needs that affect the public safety community

**Strategic Priority 6:** Assess the composition of representatives relevant to public safety communications and produce guidance on how to build adaptive strategies for updating governance membership reflective of the broader Emergency Communications Ecosystem

**Strategic Priority 7:** Use Emergency Communications Ecosystem composition assessments to identify SAFECOM's membership gaps and address through active solicitation of new members annually

**Strategic Priority 8:** Identify and address legislative and regulatory issues associated with emerging communications technologies, issues, and needs that affect the public safety community

**Strategic Priority 9:** Support the development of cooperative cross-jurisdictional, multi-state, or multi-organizational agreements (e.g., memoranda of understanding, memoranda of agreement, mutual aid agreements)

**Strategic Priority 10:** Strengthen the cybersecurity posture of the Emergency Communications Ecosystem



PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
6, 7, & 10	<b>SAFECOM Charter and Operating Processes and Procedures Revision/Update</b> Revise the 2016 SAFECOM Charter to make more streamlined and support efforts to create more web-friendly environment <sup>1</sup> ; develop supplemental SAFECOM operating processes and procedures	
5	<b>2018 SAFECOM Recommended Guidelines for Statewide Public Safety Communications Governance Structures Update</b> Review and update, as needed, to support the formalization and funding of governance bodies, integrate lessons learned and best practices for technology integration and migration initiatives, and publicize new integration/adoption guidelines	1.1.1 & 1.3.1
5	<b>Writing Guide for Standard Operating Procedures/Standard Operating Guidelines Revision</b> Review and update the document	

<sup>1</sup> CISA will support these efforts to create a web-friendly version of the SAFECOM Charter on the SAFECOM website



PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
5	<b>Best Practices for Governance Charters Factsheet</b> Create and publish a factsheet leveraging suggested elements of Governance Charters and By-Laws in the <i>Emergency Communications Governance Guide for State, Local, Tribal, and Territorial Officials</i> (Governance Guide)	1.1.2
6	<b>Best Practices for Membership Analysis</b> Develop best practices on how to perform membership gap analyses to align with the evolving ecosystem and related partners	1.2.1 & 1.2.2
7	<b>Annual Membership Assessment</b> Identify process for regularly analyzing SAFECOM's membership to identify gaps in membership disciplines; include in Charter updates	
7	<b>New Membership Process Maintenance</b> Assess membership needs; collect and vet new applications for membership, based on needs	
10	<b>Cybersecurity Guidance Factsheet</b> Develop factsheet to advertise US-Computer Emergency Readiness Team (CERT) and other Information Sharing Environment (ISE) alerts and capabilities to the public safety community; include planning and mitigation guidance regarding known threats and vulnerabilities (e.g., Cyber Risks to Next Generation 911 [NG911], Communications Resiliency Toolkit)	6.2.1

## SAFECOM IN ACTION:

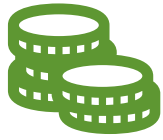
### ***EMERGENCY COMMUNICATIONS GOVERNANCE GUIDE FOR STATE, LOCAL, TRIBAL, AND TERRITORIAL OFFICIALS***

The [\*Emergency Communications Governance Guide for State, Local, Tribal, and Territorial Officials\*](#) (Governance Guide) provides public safety professionals, at all levels of government and disciplines, tools to establish and sustain effective emergency communications governance. It describes functional areas applicable to the SLTT stakeholders centered on interoperability coordination. The *Governance Guide* specifically highlights tribal emergency communications best practices, lessons learned, capabilities, challenges, and partnerships while considering unique emergency management structures of federally recognized tribes.



**Emergency Communications Governance Guide for State, Local, Tribal, and Territorial Officials**

SAFECOM NCSWIC



## FUNDING AND SUSTAINMENT COMMITTEE

The Funding and Sustainment Committee identifies innovative ways to fund and sustain emergency communications systems and activities (i.e., training, personnel) pertinent to SLTT stakeholders in coordination with NCSWIC. The Committee also prepares and disseminates information on appropriations and new emergency communications funding sources available to the public safety community at all levels of government.

**Strategic Priority 11:** Identify methods to fund and support the life cycle of existing and future interoperable and emergency communications priorities

**Strategic Priority 12:** Inform decision makers, elected officials, and the general public on public safety communications systems and funding

**Strategic Priority 13:** Develop and disseminate information on appropriations and new funding sources available to the public safety community at all levels of government



### SUCCESS INDICATOR ALIGNMENT

PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
11	<b>Value Analysis Guide Blog and Elevator Speech</b> Develop quick-reference materials for the Value Analysis Guide and Value Analysis Guide Brochure	5.3.2
11	<b>Funding Life Cycle Planning Guide Appendix: Continuity of Operations Planning (COOP)</b> Develop appendix that shows COOP best practices, models, and checklists that should be considered during lifecycle planning	5.3.2
13	<b>2015 Funding Mechanisms Guide Update</b> Update Funding Mechanisms Guide	

## SAFECOM IN ACTION:

### UNDERSTANDING THE VALUE OF PUBLIC SAFETY COMMUNICATIONS SYSTEMS

The [Value Analysis Guide](#) assists public safety agencies evaluate communications systems and equipment for cost effectiveness and value to its users. This document describes common system components, including considerations and features required by public safety agencies that are unique to specific roles of the agency or individuals who will use the equipment. The information contained in and accompanying this document is intended to inform planning and cost estimation through the entire system lifecycle, as communications investments and sustainment should be included in every year's budget. The *Guide* provides a collection of considerations, guidance materials, and best practices developed by the public safety user community. A supplemental brochure was developed with elected officials and decision-makers in mind, to provide key considerations and trade-offs between the cost and value of communications systems components.





## TECHNOLOGY POLICY COMMITTEE

The Technology Policy Committee promotes the use of technologies, resources, and processes related to emergency communications and interoperability, in coordination with 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 tools, systems, and their accompanying policies within the Emergency Communications Ecosystem—Identity, Credential, and Access Management (ICAM), NG911, advanced technologies, and cybersecurity.

**Strategic Priority 14:** 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 15:** Collaborate across organizations to consolidate and disseminate strategies to manage risk and increase resilience of public safety technologies, tools, and networks (e.g., incident response plans, recovery and resilience plans, continuity of operations plans, resiliency assessments)

**Strategic Priority 16:** Identify public safety technology and infrastructure capability gaps

**Strategic Priority 17:** Communicate emerging technology impacts to the public safety community

**Strategic Priority 18:** Guide standards-based LMR evolution, including spreading awareness and exploring options for T-Band relocation

**Strategic Priority 19:** Coordinate with the SAFECOM Governance Committee to identify and address legislative and regulatory issues associated with emerging technologies, capabilities, and risks

**Strategic Priority 20:** 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 21:** Promote education and support deployment of ICAM policies and technologies *[ICAM Working Group]*

**Strategic Priority 22:** Provide a recommendation to comply with the Natural Resources Management Act, through the Global Positioning System (GPS) Focus Group *[Project 25 (P25) User Needs Working Group (UNWG)]*

**Strategic Priority 23:** Engage a broad user community to recommend user needs to the P25 Steering Committee or the Federal Partnership for Interoperable Communication (FPIC) for further action *[P25 UNWG]*

**Strategic Priority 24:** Develop P25 education and outreach materials to expand knowledge on P25 features, interfaces, and standards *[P25 UNWG]*



### SUCCESS INDICATOR ALIGNMENT

PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
14	<p><b>Best Practices for Project 25 (P25) Inter-RF Subsystem Interface (ISSI) and Console Subsystem Interface (CSSI) Implementation: Volume II</b></p> <p>Address stakeholder engagement, technology, policies, and life cycle management</p>	4.2.1 & 5.2.2

PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
15	<b>Toolkit: Emergency Communication Dependencies on Non-Agency Infrastructure and Services</b> Capture best practices and lessons learned in a suite of documents targeting procuring and incorporating dependencies on non-agency infrastructure and data services	4.2.3
15	<b>Best Practices for Addressing Evolving Radio Frequency (RF) Interference Challenges</b> Outline best practices for understanding, preventing, or mitigating RF interference with evolving technology and frequency landscapes	5.2.2
17	<b>Overview of Public Safety Messaging Impacts on Interoperability</b> Highlight recommendations from Texas Public Safety position paper and address additional issues associated with public safety messaging	4.3.2
17	<b>Resources for Deployment of Unmanned Aircraft Systems (UAS)</b> Gather resources to help public safety officials understand the challenges, limitations, and opportunities for deploying UAS and storing/utilizing data collected from UAS	5.2.1
17 & 21	<b>ICAM Value Proposition Suite [ICAM WG]</b> Compile case studies on ICAM deployment to highlight benefits of ICAM	5.2.1
22	<b>GPS Working Group [UNWG]</b> Establish the GPS Focus Group to develop best practices and provide a recommendation for location services to comply with the Natural Resources Management Act	
20	<b>Cyber Risks to NG911 White Paper (Update) [NG911 WG]</b> Update and promote Cyber Risks to NG911 White Paper	6.2.1 & 6.2.2
20	<b>Geographic Information System (GIS) Best Practices White Paper [NG911 WG]</b> Provide best practices on management of GIS data (e.g. reconciliation between GIS data and Master Street Address Guides, provisioning of Location Validation Function and Emergency Call Routing Function, reconciliation between GIS and United States Postal Service data)	6.2.2

**SAFECOM IN ACTION:**

***BEST PRACTICES FOR PLANNING AND IMPLEMENTATION OF P25 ISSI AND CSSI***

This two-volume series gives users the opportunity to understand and prepare for the complexities of implementing ISSI or CSSI in P25 communications systems. [Volume I](#) addresses pre-planning, partnerships, and governance practices. Users can explore important steps such as developing a thorough understanding of what ISSI- and CSSI-enabled systems can and cannot do, as well as coordinating ISSI governance with existing systems management and governance. Additionally, this volume details the benefits of interoperability enhancements and the potential for sharing infrastructure through an ISSI or CSSI. [Volume II](#) addresses practices related to stakeholders, technology, policies, and thinking ahead when approaching planning and implementation of ISSI and/or CSSI. This volume incorporates guidance that public safety communications officials can follow to better engage stakeholders, identify user needs and technical requirements, define relevant policies and procedures, and developing maintenance and sustainment plans. Both volumes include a unique “Best Practices Checklist,” which provide users with easy-to-follow guides in implementing ISSI and CSSI.

## COMMUNICATIONS SECTION TASK FORCE



The Communications Section Task Force (CSTF) addresses challenges associated with supporting information communications technology (ICT) within the National Incident Management System (NIMS). The CSTF continues to work towards developing a nationwide federated governance framework through the Incident Communications Advisory Council, a focus group created to review and vet the CSTF’s recommendations for enhancing the

functionality of NIMS.

**Strategic Priority 25:** Promote and provide consistent recruitment, training, retention, and support for ICT personnel

**Strategic Priority 26:** Support the development of national standards for qualification, certification, and credentialing for ICT personnel

**Strategic Priority 27:** Update the ICT course curriculum, as needed

**Strategic Priority 28:** Establish new information technology (IT) positions and functions

**Strategic Priority 29:** Provide clarification of existing position descriptions (e.g., Communication Unit Leader [COML], Communication Technician, Radio Operator) to include the all-hazards environment

**Strategic Priority 30:** Engage the ICT community to identify active participants and share related updates

**Strategic Priority 31:** Streamline the instructor requirements for ICT Train-the-Trainer



### SUCCESS INDICATOR ALIGNMENT

PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
30 & 31	<b>Information Communications Technology (ICT) Outreach Plan</b> Develop an outreach plan to engage the ICT community and disseminate updates	3.3.1

## SAFECOM IN ACTION:

### INFORMATION TECHNOLOGY SERVICE UNIT LEADER (ITSL) TECHNICAL ASSISTANCE CLASS

The ITSL position and technical assistance course was created, with support from the Communications Section Task Force, in response to the growing need for specialized IT support within the Communications Unit. In the recent past, IT at an incident meant providing laptops, email, and internet access. Today, the role of technology in emergency response is rapidly evolving as emerging technology introduces both exciting new capabilities and complex needs. The ITSL technical assistance course trains skilled and qualified IT professionals to operate in the ITSL role, managing the necessary technology and components leveraged during emergency response activities and planned events. *[Produced in coordination with the CISA Interoperable Communications Technical Assistance Program (ICTAP)]*



### PROJECT 25 COMPLIANCE ASSESSMENT PROGRAM TASK FORCE

In coordination with NCSWIC, the P25 Compliance Assessment Program 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.

**Strategic Priority 32:** Coordinate with the DHS Science & Technology Directorate (S&T) on the development of ISSI interoperability and compliance testing

**Strategic Priority 33:** Engage the SAFECOM-NCSWIC P25 UNWG to develop interoperability and compliance testing requirements for new user needs requirements

**Strategic Priority 34:** Develop a recommendation for a minimum set of standards for Mission Critical Push-to-Talk and Interworking Functions for action by the P25 Steering Committee and P25 manufacturers



PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
N/A	<p><b>Coordinate with DHS S&amp;T on the ISSI Interoperability and Compliance Testing</b>                      Provide user input on the DHS S&amp;T's interoperability and compliance testing for ISSI</p>	

“For the safety of our first responders, it is imperative that we continue to partner with the public-safety community in identifying strategies which improve their ability to communicate in real time for command and control at the scene of an emergency.”

*Christopher Krebs*  
 Director, CISA



## INFORMATION SHARING FRAMEWORK TASK FORCE

In coordination with NCSWIC, the Information Sharing Framework Task Force (ISFTF) is 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 is Statewide Interoperability Coordinators (SWIC); other state-level communications personnel working in LMR, broadband, 911, and state public alert, warning, and notification (AWN) systems; and those personnel who are 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.

**Strategic Priority 35:** 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 optimal impact of 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 complexity and need for emergency communications interoperability across multiple networks/functions (e.g., LMR, broadband, NG911, computer-aided dispatch [CAD]/Records Management System [RMS], AWN)
- Aggregate all information-sharing best practices, guidance, and lessons learned documents into one operational framework

**Strategic Priority 36:** 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 37:** Expand intended audience to include public safety IT personnel, such as ITSL, and communications personnel, such as the COML, providing a common playbook on which to base future implementation decisions

**Strategic Priority 38:** Work with ICTAP to develop Technical Assistance (TA) offerings based on customization of ISF

PRIORITY	KEY PRODUCTS	SUCCESS INDICATOR ALIGNMENT
35	<p><b>ISF Revision 2.0</b>            Develop final specification of ISF structure, example of ISF customization via National Public Safety Telecommunications Council (NPSTC) use case; further develop Appendices A (Baseline Technological Assessment), B (Use Cases), and C (Regulatory, Legal, Contractual, and Financial Considerations); assess existing data exchange/ information sharing documents for synergies including NG911 Standards Compendium, <a href="http://project-interoperability.github.io/">http://project-interoperability.github.io/</a> used for NG911 Cost Study, and Information Sharing Assessment Tool (ISAT)</p>	
35	<p><b>ISF Final</b>            Release final version of ISF document after review by greater SAFECOM and NCSWIC stakeholder group—including input from members regarding ISF structure</p>	
36	<p><b>ISF Customization Pilot Statement of Work (SOW) and Test Plan</b>            Develop 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</p>	
35	<p><b>ISF Industry Request for Information (RFI)</b>            Engage or partner with industry to develop ISF platform</p>	
35	<p><b>SAFECOM Guidance on Emergency Communications Grants for Fiscal Year 2021 submission for Appendix B – Technology and Equipment Standards and Resources</b>            Help SAFECOM grant applicants with data exchange and information sharing solution evaluation</p>	
38	<p><b>ICTAP TA for ISF Customization</b>            Help public safety apply ISF to their specific jurisdiction, use case, inter-organization data exchange and information sharing</p>	



# IMPLEMENTATION

The SAFECOM Executive Board will review the *SAFECOM Strategic Plan* on an annual basis to gather input and garner buy-in from SAFECOM’s leadership group. Based on recommendations from SAFECOM’s various committees, task forces, and working groups, the SAFECOM Executive Board will formally adopt the *Strategic Plan* and use this document as a tool to help the Program prioritize resources, strengthen governance, address interoperability gaps, and educate and inform elected officials and stakeholders.

SAFECOM will use regularly-scheduled Executive Board and bi-annual SAFECOM meetings to work closely with the committees, task forces, and working groups assigned specific goals and initiatives. As a result, committee chairs will regularly report to the SAFECOM Executive Board on their identified goals and initiatives throughout the year to ensure success.



Figure 2: Strategy Implementation Cycle for the SAFECOM Strategic Plan.



# SAFE<sup>COM</sup>

ASSURING A SAFER AMERICA THROUGH  
EFFECTIVE PUBLIC SAFETY COMMUNICATIONS

