Note from the Director

By: Ron Hewitt, OEC Director

The Office of Emergency Communications (OEC) works tirelessly to ensure our first responders and government officials can communicate effectively, using voice or data, during an incident response or planned event. Our calendars are packed with engagements at public safety and state-sponsored conferences, our staff are being deployed across the country to provide technical assistance training and strategic workshops, and as always, the OEC Coordinators are engaging our stakeholders throughout their states and territories. OEC also is releasing resources for public safety use, developed in coordination with key partners like SAFECOM and the National Council of Statewide Interoperability Coordinators (NCSWIC).

One of the more prominent meetings we attend every year is the International Wireless Communications Expo. Deputy Director Chris Essid and staff from across the organization represented OEC this year. When they returned, they shared how great it was to see so many of you at the event. With your help, OEC’s sessions were productive and interactive, particularly our session on the role of the Statewide Interoperability Coordinator (SWIC). The session featured Texas SWIC Todd Early and Michigan SWIC Brad Stoddard, who highlighted success stories about interoperability governance models and statewide planning. OEC also convened a Town Hall where Chris Essid moderated a discussion with public safety experts on the biggest emergency communications challenges we face today. The panel included Harlin McEwen, Kevin McGinnis, Todd Early, Eddie Reyes, and Brad Stoddard, who described how their localities and organizations are navigating the rapidly changing communications ecosystem.

In addition, OEC had the opportunity to present on support for broadband planning, updates to technical assistance offerings, and the implementation of the National Emergency Communications Plan (NECP). Later this month we will be face-to-face with many of you at the International Academies of Emergency Dispatch NAVIGATOR Conference, and then again in May at the Florida Governor's Hurricane Conference.

Again, I cannot emphasize enough how important your input has been in identifying areas where OEC can address the public safety community's emergency communications needs. Based on your feedback, we are committed to revitalizing communications interoperability by promoting strong governance in this dynamic communications environment; ensuring awareness and utilization of certified Communications Unit Leaders (COML) during planned and unplanned events through the COML Working Group; and enhancing federal interoperability within the Department of Homeland Security and across other federal agencies.

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Here are some specific examples of how we plan to make progress in these areas in the near term:

- OEC is launching a new initiative to measure response-level communications in major urban areas. This will be similar to our 2010 assessment for Goal 1 of the NECP, but this time we will look at all aspects of emergency communications (Next Generation 9-1-1, alerts and warnings, social media, and broadband), and not only land mobile radio (LMR). The results will inform a Planning and Observation Toolkit, which will be widely available to organizations with emergency communications planning and response capabilities. We are piloting the program in 2016, and we expect to support this program in dozens of major urban areas over the next couple of years.

As we continue planning for this effort, we will need input from SAFECOM and NCSWIC to ensure its success.

- In support of the focus on federal interoperability, OEC is working with DHS’ Joint Wireless Program Management Office and FEMA on an interoperability training program for DHS radio users. The goal is to reach all DHS radio users in 2016 and then bring the training to other federal agencies with response capabilities in 2017 and beyond.

- OEC has also partnered with the National Governors Association (NGA) to launch an NGA Policy Academy focused on strengthening statewide emergency communications capabilities within the new ecosystem. The last NGA Policy Academy that focused on interoperable communications was in 2006. The results of that policy academy helped to drive the creation of OEC and the NECP; identified critical governance components such as SWICs, Statewide Communications Interoperability Plans, and Statewide Interoperability Governing Bodies; and highlighted the need for dedicated grants for communications. NGA recently closed out the Request for Application (RFA) process for this upcoming policy academy. NGA and OEC reviewed and scored the twelve applications received and recently made a formal announcement of the five awardees. We are very excited to see what comes out of this policy academy.

Lastly, I would like to call attention to the great work done by the Joint SAFECOM and NCSWIC Funding and Sustainment Committee, which launched several new documents to address the challenges public safety personnel face in securing and sustaining funding to build and support public safety communications systems. These include Funding Mechanisms for Public Safety Communications Systems, which lays out various funding mechanisms — bonds, user fees and special taxes — and provides specific examples of states and localities that have leveraged that type of funding for improvements. This paper is intended to help public safety leaders and government officials learn how other states are funding their public safety communications systems and start a discussion in their own state. The second set of documents, referred to as the LMR Trio, which can be used to educate decision-makers about the importance of LMR technologies and the need to sustain and support LMR systems throughout the development of the nationwide public safety broadband network.

In addition to these documents, I am excited to announce the release of the Fiscal Year 2016 SAFECOM Guidance on Emergency Communications Grants (SAFECOM Guidance). As you know, the SAFECOM Guidance is updated annually to provide current information on emergency communications policies, eligible costs, best practices, and technical standards for state, local, tribal, and territorial grantees investing federal funds in emergency communications projects. As in previous years, OEC developed it in partnership with SAFECOM and NCSWIC.

On behalf of OEC, thank you for all of your hard work on these endeavors, and for your continued partnership as we collectively work to address the complex emergency communications challenges we face today.
Note from the NCSWIC Vice Chair

By: Nikki Cassingham, Oklahoma SWIC

Why do you do it?

It's an interesting question I have been asked several times over the last few months, so I thought I would take this opportunity to share my thoughts with our NCSWIC and SAFECOM community. To identify factors that impede interoperability, to identify viable interoperability solutions, and to develop interoperability strategic plans—that is the answer I gave as I began my SWIC journey. However, today I would tell you I do this job for so much more.

The days are long, the meetings and conference calls are never ending, there are good days and bad days, days I count as a win and see progress being made, and days I count as a loss and leave the office feeling disappointed and defeated. This role is surrounded by the politics of state, local, tribal, territorial, and federal agencies and the constant struggle of very little to no funding.

Then at that moment when you think you just can't take another minute enduring the interoperability challenges, calls, and complaints...it happens...the alarm of an incident. Whether it’s a fire, tornado, ice storm, or standoff, you know communications are going to come into play. As the SWIC, we make sure all communication support efforts are being met. No matter what the request, we make it happen, and at the end of that incident it is with a smile and sense of pride that our communities came together, worked through those challenges, and got the job done. Recognizing how far we have come and what progress our states have made over the last few years due to the hard work and continued dedication from the NCSWIC, SWIC and SAFECOM members—that, my friends, is the true reward and the real reason why I continue to do this job and love it!

I appreciate the opportunity to serve as the newly appointed Vice-Chair of the NCSWIC organization and look forward to working with each and every one of you.

I leave you with this.

“What you do today can improve all your tomorrows.” – Ralph Marston

Note from the Former SAFECOM Chair

By: Steve Proctor

I hope everyone had a safe and enjoyable winter! I would like to take this opportunity to highlight a few of SAFECOM’s accomplishments from the past year and mention upcoming events and products in development that everyone should keep their eyes on.

The committees have been working tirelessly to develop products to educate and influence legislators, interoperability coordinators, and each other. Thank you for your time and input! These efforts have paid off for the Joint Funding and Sustainment Committee that recently published a plethora of products including the LMR Trio. Members are also encouraged to review the 2016 SAFECOM Grant Guidance. Additionally, I am thrilled to share that there has been an increase in traffic to SAFECOM’s funding page, and I know many of you have begun sharing the documents with your colleagues.

The Joint Technology Policy Committee is leading the effort on T-Band discussions and legislative outreach. The committee recently finalized the T-Band Executive Briefing, with the intent of providing language explaining the facts and challenges surrounding T-Band relocation requirements to non-experts (e.g., decision makers, state officials, policy makers, public safety community members outside the 11 affected urban areas, etc.) in an effort to spread awareness. The content is high-level to complement more detailed summary documents, such as the T-Band Fact Sheet and NPSTC T-Band Report.

By now, many of you have probably read over the revised SAFECOM Fact Sheet and reviewed the SAFECOM Roles and Responsibilities (internal) documents. As the Education and Outreach Committee continues to create internal and external

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development and promotional materials, remember to refer to the SAFECOM Website and the SAFECOM-National Council of Statewide Interoperability Coordinators (NCSWIC) Blog for educational resources and information on recent accomplishments and events.

Lastly, the Governance Committee continues to explore the Executive Committee structure and prospective members. On behalf of the SAFECOM Executive Committee and all of our dedicated members, I would like thank the Governance Committee for its ongoing efforts to maintain SAFECOM’s image as a leader and trailblazer within the emergency communications community.

In the coming weeks, we will gather in Jacksonville, Florida, for the SAFECOM and NCSWIC meetings. These meetings are important opportunities to discuss common issues and resolutions, and to listen to the experiences planning for, responding to, or recovering from real-world events. I hope that everyone makes an effort to attend and participate. I wish you all a productive and exciting 2016.

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### National Public Safety Telecommunications Council (NPSTC)

**National Public Safety Telecommunications Council (NPSTC)**

Following the creation of the First Responder Network Authority (FirstNet), the NPSTC Technology and Broadband Committee focused its efforts on the many questions needing to be answered to build a Nationwide Public Safety Broadband Network (NPSBN). Hundreds of volunteers from public safety, academia, engineering, and industry are contributing to this inclusive, transparent work with many working groups addressing public safety requirements in broadband. NPSTC has submitted reports to FirstNet on Priority and Quality of Service, Local Control, and defining Public Safety Grade through the Public Safety Advisory Committee (PSAC).

Work continues on Long Term Evolution (LTE) Deployables and Global Standards. Three new working groups were added this year: Broadband Emerging Technologies, LMR to LTE Transition, and Unmanned Aircraft Systems (UAS) and Robotics:

**Broadband Emerging Technologies Working Group**: Significant progress with LTE technology is occurring in many areas that may affect public safety use of broadband systems. FirstNet continues to refine its vision for the NPSBN. The 3rd Generation Partnership Program (3GPP) is working to advance standards to support public safety use of broadband networks and systems. This group will monitor 3GPP standards and requirements work; examine the role of devices like smart phones and wearables, including form factor, capabilities, controls, and unique differences between law enforcement, fire/rescue, and EMS users; and, review work on the use of analytics and sensors by public safety agencies. Sensor technology includes building, vehicle, personal devices, and machine-to-machine systems. The group will also monitor issues surrounding FirstNet’s implementation in rural areas.

**LMR to LTE Migration Working Group.** Public safety LMR systems will continue to operate for many years as worldwide standards to support mission critical voice are finalized and FirstNet builds the NPSBN. As LTE mission critical data and voice services are made available, it is likely there will be a mix of LMR and LTE technologies in use by local public safety agencies in the same geographic area. One city may elect to adopt LTE voice services while an adjoining city remains on its existing LMR public safety radio network. This group will examine ways LTE voice services may be used, including administrative/secondary push-to-talk and mission critical voice/push-to-talk; examine existing interoperability systems and technologies in use today to determine if these capabilities may be leveraged to support LMR to LTE interoperability; and review the minimum requirements needed to support mission critical voice interoperability between LMR and LTE networks.

**Unmanned Aerial Systems and Robotics Working Group.** UASs are being adapted for public safety use at the same time commercial and hobby use of these devices are interfering with first responder operations. The field of robotics is also expanding, and public safety agencies are now performing a variety of tasks, including use of bomb and firefighting robots and virtual presence devices that allow real time remote physician interaction. This group will review the work being done by other groups to better understand the current landscape; create use cases that document public safety use of devices by law enforcement, fire/rescue, and EMS; review the current regulatory environment, including issues that impact research, affect public safety use, and direct appropriate management of commercial and hobby devices; and examine the need for best practices in the use of UAS and Robotic systems.

To learn more about NPSTC visit [www.npstc.org](http://www.npstc.org).
**FirstNet Consultation in the States and Territories**

*By David Buchanan, FirstNet Director of Consultation*

FirstNet recently launched its 2016 Consultation Program by sending consultation letters to the Single Points of Contact (SPOCs) in all 56 states and territories. The consultation letter includes an overview of FirstNet’s consultation approach and provides several tools to assist states with preparing for consultation, including a checklist and proposed agenda to help states organize their kick-off meetings, as well as suggestions for executive-level consultation in their states and territories.

As we have done in the past, FirstNet looks forward to having the SWICs participate in the consultation process. Their experience and relationships with first responders and state officials can help advance FirstNet’s outreach to the public safety community as it seeks more input from stakeholders on the NPSBN.

FirstNet has developed three goals to guide its consultation activities for the year: (1) expanding outreach and education with state, local, tribal, and territorial public safety entities; (2) obtaining state and territory input to inform State Plans and network deployment policies, processes, and procedures; and (3) preparing key decision makers for State Plan delivery and network deployment.

FirstNet is wrapping up its kick-off meetings with the SPOCs to plan for outreach and consultation in 2016. FirstNet has recently launched a Consultation Task Team effort on quality of service, priority, and preemption. In addition, FirstNet plans to engage more with the statewide governing bodies and executive committees in the states, including the Statewide Interoperability Executive Committees and Statewide Interoperability Governing Bodies.

Recently, FirstNet met with executive committees in **Arkansas** and **Florida** to provide updates, obtain state-specific insight, and answer stakeholder questions about the NPSBN. More executive committee meetings are planned for this year.

Overall, FirstNet has designed the consultation program to give states and territories the opportunity and the flexibility to provide input into the State Plan process. FirstNet is extremely pleased with how the initial consultation process worked in 2014 and 2015, and is looking forward to its on-going consultation efforts in 2016 and beyond.

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**Border Communications Update**

**Southwest Border Communications Working Group—Cross Border Security Communications Network**

Enhancing communications operability and interoperability between public safety agencies on both sides of the U.S.-Mexico border is of vital importance to the success of law enforcement operations, maintaining a secure border, and enhancing emergency response. Despite the importance of operability and interoperability to critical southwest border missions, the existence of different frequency allocations, regulators, and operating procedures, as well as often stringent security requirements makes improving communications difficult in a cross-border environment.

The Cross Border Security Communications Network (CBSCN) was developed to allow the Department of Homeland Security (DHS) and other state, local, tribal, and federal entities on both sides of the border, to directly communicate using their current communication systems and resources. The Southwest Border Communications Working Group (SWBCWG) continues to work with U.S. Customs and Border Protection (CBP) to provide information on the CBSCN to federal, state, local, and tribal agencies and identify methods and process for accessing the network.

OEC participated in meetings with representatives from the Texas Department of Public Safety, CBP Office of Information Technology (OIT), and the City of Pharr, Texas, to conduct an operational review of communications capabilities supporting the ongoing Operation Secure Texas efforts in the Rio Grande Valley area. These meetings also provided an opportunity to better understand the cross-border operational communications needs of state and local agencies. The outcome of the review was

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a compilation of use cases for needed communications capabilities that may be facilitated through the CBSCN that permit, improve, or enhance operable and interoperable communications, the delivery of critical public safety services, and increased protection of public safety personnel. The use cases are based upon identified communications needs that focus on current and/or past incidents and notional needs. The use cases are intended to be used to assist other jurisdictions in determining similar needs for connecting to the CBSCN in order to seamlessly communicate with public safety and security entities in Mexico.

To learn more about the SWBCWG, the CBSCN, and other topics affecting southwest border states, please email SWBCWG@hq.dhs.gov.

2016 Committee Schedule

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<tr>
<th>Committee</th>
<th>Meeting Dates</th>
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<td>SAFECOM Education and Outreach</td>
<td>Last Wednesday of every month at 2pm ET</td>
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<td>Governance</td>
<td>Second Wednesday of every month at 2pm ET</td>
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<tr>
<td>Joint Technology Policy</td>
<td>Third Tuesday of every month at 3pm ET</td>
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<tr>
<td>Funding and Sustainment</td>
<td>Third Wednesday of every month at 4pm ET</td>
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<td>NCSWIC Governance</td>
<td>Fourth Thursday of every month at 1:30pm ET</td>
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<tr>
<td>Planning, Training and Exercises</td>
<td>Fourth Tuesday of every month at 3pm ET</td>
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2016 NCSWIC & SAFECOM Committee Leadership

**NCSWIC Governance Committee:**
Chair: Bob Symons
Vice Chair: Craig Allen

**NCSWIC Planning, Training and Exercises Committee:**
Chair: Jessica Stolz
Vice Chair: John Stevens

**Joint Technology Policy Committee:**
SAFECOM Chair: Gerald Reardon
NCSWIC Chair: Craig Allen
SAFECOM Vice Chair: Terry Hall
NCSWIC Vice Chair: Steve Staffier

**Joint Funding and Sustainment Committee:**
Co-Chair: Tom Roche, SAFECOM
Co-Chair: Victoria Garcia, NCSWIC
Co-Chair: Mark Grubb, NCSWIC

**SAFECOM Education and Outreach Committee:**
Chair: Chris Lombard
Vice Chair: Wes Rogers

**SAFECOM Governance Committee:**
Chair: Doug Aiken
Vice Chair: Don Bowers

SAFECOM and NCSWIC January and March EC Meetings

The SAFECOM EC met on Thursday, January 7, 2016 and March 10, 2016. Meeting highlights included:
- Discussion on major priorities for 2016
- Approval of the SAFECOM Fact Sheet, the SAFECOM Roles and Responsibilities document, the SAFECOM Strategic Priorities Summary of Accomplishments Fact Sheet, and the Public Safety Interoperability Implications of non-P25 Radio Technologies document

The NCSWIC EC met on Tuesday, January 12, 2016 and Tuesday, March 15, 2016. Meeting highlights included:
- Discussions on major priorities for 2016
- Approval of the NCSWIC SWIC Roles and Responsibilities document

Additionally, The NCSWIC and SAFECOM ECs approved the Funding and Sustainment Committee’s “LMR Trio” documents and the Technology Policy Committee’s T-Band Executive Briefing document.

Please contact Bob Symons, NCSWIC Chair, for more information on NCSWIC activities, and the SAFECOM Inbox for more information on SAFECOM activities.
Meet the Stakeholders

**John Miller**  
*New Jersey SWIC*

John Miller is the New Jersey Statewide Interoperability Coordinator (SWIC) in the State of New Jersey Office of Information Technology, Office of Emergency Telecommunications Services.

In 2012, Governor Chris Christie appointed John as a commissioner and charter member of the New Jersey Statewide Public Safety Communications Commission. During his time on the commission he served on several committees and was instrumental in the development of the state accreditation program for Communications Unit Leaders (COML) and Communications Technicians (COMT).

From 2002 to 2015, John worked within the Atlantic County Office of Emergency Preparedness. His primary responsibility was planning, building, and maintaining the county trunked radio system. The system provided communications for more than 6,000 emergency and support personnel in the county. Some of his other duties in Atlantic County were Deputy County Office of Emergency Management Coordinator, Hazmat Technician, Radio Amateur Civil Emergency Service (RACES) Officer, and the Amateur Radio Emergency Service (ARES) Emergency Coordinator. He is also a licensed General Class Amateur Radio Operator, KC2TNV.

John was also responsible for communications interoperability in Atlantic County and often worked with other agencies throughout the state. He has served as the COML for the Miss America Pageant, the Atlantic City Airshow, and many other events. He also had the privilege of supporting communications efforts during Hurricane Sandy, Super Bowl XLVIII in East Rutherford, and the papal visit to the New York and Philadelphia metropolitan regions this past year.

*John can be reached at john.miller@oit.nj.gov.*

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**Andy Gagliardo**  
*Nevada SWIC*

Andy Gagliardo was born in Long Island New York and moved to Las Vegas, Nevada with his family at the age of 12. From an early age, he was interested in the Citizen's Band Radio, Ham Radio, and electronics. Andy followed his passion in radio and microwave electronics furthering his interest in the communications industry. While working at the Motorola Corporation, he enrolled in several courses that cultivated a 12 year career with the organization. In 1998, Andy started working for Clark County in the Telecommunications Division. During his tenure with the county, he oversaw all aspects of public safety and public service communications. Andy occupied the role of Communications Specialist for the local Urban Search and Rescue Team with multi-deployments, including 9-1-1 while in Clark County.

Andy was a wildland firefighter for the State of Utah for 13 years, where he and his wife have a cabin in Duck Creek Village. He came out of early retirement to join the Nevada Department of Emergency Management team as a Communications Specialist in Carson City, and recently transitioned to his new role as Nevada SWIC. Andy is certified as a COML-1, COMT-1, COML-3, and COMT-3. He enjoys Ham Radio and working with the ARES-RACES Groups, the American Red Cross, and Search and Rescue Teams. Andy lives in Las Vegas with his wife, family, and friends.

*Andy can be reached at agagliardo@dps.state.nv.us.*

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Stephen M. Smith  
**SAFECOM, Commander Los Angeles County Sheriff’s Department**

Stephen M. Smith is a 31-year veteran of the Los Angeles County Sheriff’s Department. Steve currently serves as the Technology & Support (TSD) Division Commander for the Sheriff’s Department. TSD provides technical, support, and management services to the Department’s communications, vehicle fleet, data and information systems, records, criminal justice databases, scientific services, investigations, crime analysis and criminal statistics reporting.

Commander Smith’s career with the Sheriff’s Department began in 1985. After graduating from the Sheriff’s Training Academy as a Deputy Sheriff, he was assigned to a variety of units which included: Pitchess Detention Center, Antelope Valley, Lancaster, Altadena and Crescenta Valley Sheriff’s Stations, Field Operations Region I Headquarters, Medical Services Bureau, Custody Support Services, Office of the Sheriff, Parks Bureau, and Detective Division, where he oversaw the Special Victims, Major Crimes, Fraud and Cyber Crimes, and Narcotics Bureaus. Steve was promoted to Sergeant in 1993, Lieutenant in 2000, Captain in 2009, and Commander in 2014.

Commander Smith has worked on multiple Departmental projects and events, including California’s first activation of the Amber Alert, the creation of Parks Bureau and the standing down of the Office of Public Safety, the first licensed County Correctional Treatment Center, the opening of Lancaster and Palmdale Sheriff’s Stations, the reopening of Century Regional Detention Facility, the restructuring of the inmate reception process, and the closure of Pitchess Detention Center, South Facility.

Commander Smith holds a Bachelor of Arts Degree. He was the keynote speaker at the International Conference on Child Exploitation in Toronto, Canada, where he addressed the benefits of the Amber Alert. He has spoken nationally on a variety of subjects involving custody and correctional medicine. He was also recognized as the “Community Partner of the Year” by the Joyful Child Foundation. Commander Smith is currently a representative of the Major Cities Chiefs Association.

Steve can be reached at **smsmith@lasd.org**.

**OEC HQ Spotlights**

Jeff Mitchell serves as the primary legislative liaison for the OEC. Jeff oversees team efforts to assist leadership in preparation for hearings and briefings, responds to Congressional inquiries, and acts as a strategist for OEC Leadership in Congressional matters.

Prior to joining OEC as a federal employee, Jeff served in the DHS Office of the Chief Financial Officer as a Grants Oversight Officer. Formerly, he served as a contractor at Booz Allen Hamilton where he helped OEC stand up the Interoperable Emergency Communications Grant Program, the Emergency Communications Preparedness Center (ECPC) Grants Focus Group, and the modern version of the SAFECOM Guidance. Jeff also worked for the National Governors Association, most notably as the primary staff contact for the Governors Homeland Security Advisors Council. In addition, Jeff served as a policy advisor at the State level for former Tennessee Governor Phil Bredesen. Lastly, Jeff spent the first three years of his career after college as a Policy Analyst for the Democratic leadership in the United States Senate.

Jeff is a graduate of Washington and Lee University in Lexington, Virginia. He obtained his Master’s in Public Policy from the University of California, Los Angeles and his Juris Doctor from the Catholic University of America’s Columbus School of Law. Jeff is a die-hard Red Sox fan (even this season) and plays guitar in his free time.

Jeff can be reached at **Jeffrey.Mitchell1@HQ.DHS.GOV**.
**Funding Public Safety Communications Systems**
Throughout 2015, the SAFECOM/NCSWIC Funding and Sustainment Committee collected and compiled examples of funding methods used by states and local governments and their public safety agencies to build, improve, expand, and support the ongoing costs of public safety communications systems. The Committee’s findings were published in the Funding Mechanisms for Public Safety Communications Systems document.

**Land Mobile Radio (LMR) Trio**
The SAFECOM/NCSWIC Funding and Sustainment Committee prepared three white papers on LMR technologies – known as the “LMR Trio.” These documents can be used to educate decision-makers and funders as to the importance of LMR technologies, and the need to sustain and support LMR systems throughout the development of the NPSBN.

**Fiscal Year (FY) 2016 SAFECOM Guidance**
The SAFECOM Guidance was updated to provide current information on emergency communications policies, eligible costs, best practices, and technical standards for state, local, tribal, and territorial grantees investing federal funds in emergency communications projects.

**S&T To Host Multi-agency Operational Exercise at White Sands Missile Range**
The DHS Science and Technology Directorate is hosting a multi-agency operational exercise to assess the impact of Electronic Warfare threats on first responder communications systems and identify mitigation strategies.

**Land Mobile Radio (LMR) Trio**
The SAFECOM/NCSWIC Funding and Sustainment Committee prepared three white papers on LMR technologies – known as the “LMR Trio.” These documents can be used to educate decision-makers and funders as to the importance of LMR technologies, and the need to sustain and support LMR systems throughout the development of the NPSBN.

**May Workshops:**
SCIP: Arizona SCIP Workshop  
Kansas SCIP Workshop  
West Virginia SCIP Workshop  
Alaska SCIP Workshop

**Workshops:**
SCIP: Florida SCIP Workshop  
Colorado SCIP Workshop  
Texas SCIP Workshop  
Virginia SCIP Workshop  
Idaho SCIP Workshop

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**CONTRIBUTE TO THE NEWSLETTER**
If you would like to contribute articles for future newsletters highlighting innovative practices in your state, territory, or represented association, please contact NCSWICGovernance@hq.dhs.gov or SAFECOMGovernance@hq.dhs.gov.