

2022 SAFECOM STRATEGIC PLAN

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

August 2022

INTRODUCTION

The **SAFECOM Strategic Plan** describes the SAFECOM program's short- and mid-term priorities, and 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 also utilizes working groups and task forces to accomplish initiatives. SAFECOM 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, working groups, 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
- [SAFECOM Nationwide Survey](#) (SNS): Nationwide data collection effort to obtain actionable and critical data that drives our nation's emergency communication policies, programs, and funding. SAFECOM leverages the collected data to identify gaps and inform the development of the program's strategic priorities and the Nationwide Communications Baseline Assessment
- [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

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. This plan is a living document, which may be updated throughout the year as the emergency communications environment changes.

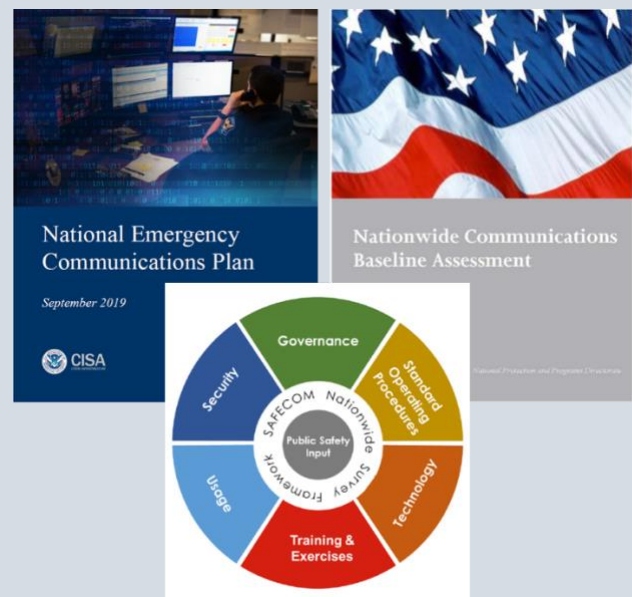


Figure 1: The National Emergency Communications Plan; SAFECOM Nationwide Survey Framework, and Nationwide Communications Baseline Assessment—major guidance documents developed by CISA and leveraged by the SAFECOM program to develop its strategic priorities.

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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 helps SAFECOM execute its vision and mission.

OUR VISION

Assuring a safer America through effective public safety communications

OUR MISSION

SAFECOM, as an advisory body to the Department of Homeland Security (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 land mobile radio systems
PROMOTES broadband technology & deployment
ENCOURAGES information sharing

SAFECOM PRIORITIES

SAFECOM discussed, developed, and vetted its priorities through the committees, working groups, and task forces at their end-of-year meetings in 2021. This approach consisted of revisiting proposed initiatives, brainstorming the priority and feasibility of related projects for the coming year, and developing work plans for product development. These work plans are outlined in this document, with subgroups operating jointly or in coordination with NCSWIC listed first, followed by the subgroups operated only by SAFECOM. In addition, SAFECOM closely coordinated in the implementation of the NECP, which addresses gaps within emergency communications, reflects new and emerging technological advancements, and provides guidance to drive the nation toward a common end-state for communications. SAFECOM has taken steps to ensure its strategic priorities align with the NECP, as identified in the key products tables in this section.

FUNDING AND SUSTAINMENT COMMITTEE

The Funding and Sustainment Committee identifies innovative ways to fund and sustain emergency communications systems and activities (e.g., training, personnel) pertinent to SLTT stakeholders in coordination with NCSWIC. The Committee also disseminates information on appropriations and new funding sources available to the public safety community at all levels of government. In 2022, the Funding and Sustainment Committee will create and update a series of products to highlight strategies for maintaining and securing funding for emergency communications projects. The group will also disseminate information on best practices and new or existing funding sources through monthly meetings.

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

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
Fiscal Year (FY) 2022 SAFECOM Guidance on Emergency Communications Grants Review	Provides current information on national policies, eligible costs, best practices, and technical standards for SLTT grant recipients investing federal funds in emergency communications projects	Q1	2	1.2.3
Interoperability Business Case Document Refresh	Advises the public safety community on the elements needed to build a strong business case to demonstrate the need for funding interoperable communications	Q1	3	1.2.3
Contingency Considerations When Facing Reductions in Emergency Communications Budgets Fact Sheet	Helps SLTT government agencies maintain or adjust their budgets in a time of constrained funding through a series of contingency considerations to justify investment in four mission-critical resource categories: personnel, operating costs, equipment, and software	Q2	3	1.2.3
Emergency Communications Lifecycle Planning Suite	Provides a high-level review of the considerations relevant to each step of the system lifecycle, including best practices, resources, and a lifecycle planning tool	Q4	3	1.2.3

TECHNOLOGY POLICY COMMITTEE

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 and its affiliated Next Generation (NG) 911 Working Group (WG) and Project 25 (P25) User Needs Working Group (UNWG) continue 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—Identity, Credential, and Access Management (ICAM), NG911, advanced technologies, and cybersecurity.

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 the 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

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 will facilitate the transition to NG911, utilizing stakeholder feedback from multiple levels of government and associations (*NG911 WG*)

STRATEGIC PRIORITY 11: Provide recommendations for implementing global positioning system (GPS) capabilities in the public safety community (*P25 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: 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) Compliance Assessment Program (CAP) testing needs, and/or educational material development (*P25 UNWG*)

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
<i>Communications Dependencies Case Study: Nashville 2020 Bombing</i>	Summarizes impacts on public safety communications systems during the December 2020 bombing in Nashville, Tennessee, and provides lessons learned and best practices to address reliance on a single commercial provider and improve power resiliency	Q1	4 & 5	4.2.3
<i>SNS Observations by the Technology Policy Committee</i>	Assesses SNS data to identify technology gaps and submits recommendations to the Emergency Communications Preparedness Center from a research and development and training and exercise perspective	Q1	6	5.1.1

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
Scope and document opportunities to support sharing real-time status updates of communications systems	Researches opportunities to support the sharing of real-time status of public safety voice and data communications systems to assist with maintaining or reestablishing continuing operations during an event and potentially develop a considerations document outlining best practices when designing systems or dashboards that integrate outage reporting	Q2	7	4.1.2
<i>Cyber Incident Response Use Cases for Emergency Communications Centers (ECC) / Public Safety Answering Points (PSAP) [NG911 Working Group]</i>	<p>Informs best practices and lessons learned when responding to cyber incidents, and includes:</p> <ul style="list-style-type: none"> • <i>Cyber Incident Response to PSAPs: A State's Perspective</i> • <i>Malware Attacks: Lessons Learned from an ECC</i> • <i>Telephony Denial of Service Attacks: Lessons Learned from a PSAP</i> 	Q1	10	6.2.2
<i>NG911 Cybersecurity Resources Guide [NG911 Working Group]</i>	Compiles available cybersecurity resources from government, industry, trade associations, and academia for public safety and emergency communications stakeholders to enhance the cybersecurity posture of NG911 systems	Q3	10	4.4.2 5.2.5
<i>NG911 Disruption Guidance for 911 Centers White Paper [NG911 Working Group]</i>	Provides guidance to 911 centers on handling disruption of service events and considerations updating continuity of operations plans for NG911	Q4	10	4.4.2
<i>NG911 Research and Development Spotlights [NG911 Working Group]</i>	Conducts briefings on monthly NG911 Working Group calls to share research and development initiatives related to NG911	Q4	10	5.2.5
<i>One-page Marketing Tool for UNWG Membership [P25 UNWG]</i>	Outlines roles and responsibilities of UNWG members to use in membership recruitment	Q1	12	N/A
<i>LMR/LTE White Paper [P25 UNWG]</i>	Highlights how stakeholders are implementing LMR/LTE and implementation challenges, technology, policy, and cost, based on a series of interviews with stakeholders across the nation	Q2	14	5.2.2
<i>GPS for Public Safety White Paper [P25 UNWG]</i>	Assesses how public safety is implementing GPS, based on a series of interviews with stakeholders across the nation	Q3	11	5.2.2
<i>New Member Recruitment and Diversification [P25 UNWG]</i>	Provides recruitment strategies for new members from the P25 community	Q4	12	N/A
<i>P25 Education and Outreach Material Review [P25 UNWG]</i>	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
<i>P25 CAP Test Cases [P25 UNWG]</i>	Supports coordination between the P25 CAP and SAFECOM P25 CAP Task Force to develop CAP user test cases	Q4	16	N/A
<i>Recommendations for Standards Modifications, New S&T CAP Testing Needs, and/or Educational Material Development [P25 UNWG]</i>	Leverages expertise from the FPIC ISSI/CSSI Focus Group and other forums to develop recommendations	Q4	16	5.2.2

COMMUNICATIONS SECTION TASK FORCE

The Communications Section Task Force (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 towards developing a nationwide federated governance framework by creating, reviewing, and vetting recommendations for enhancing the functionality of NIMS. The CSTF's goal for 2022 is to assist the Federal Emergency Management Agency (FEMA) in reviewing the *NIMS ICT Functional Guidance*.

STRATEGIC PRIORITY 17: Promote and provide consistent recruitment, training, retention, and support for ICT personnel

STRATEGIC PRIORITY 18: Support the development of national standards for qualification, certification, and credentialing for ICT personnel

STRATEGIC PRIORITY 19: Update the ICT course curriculum, as needed

STRATEGIC PRIORITY 20: Establish new information technology (IT) positions and functions

STRATEGIC PRIORITY 21: Provide clarification of existing position descriptions (Communication Unit Leader [COML], Communication Technician, Radio Operator, etc.) to include the all-hazards environment

STRATEGIC PRIORITY 22: Engage the ICT community to identify active participants and share related updates

STRATEGIC PRIORITY 23: Streamline the instructor requirements for ICT Train-the-Trainer courses

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
Incident Communications Advisory Council (ICAC) Reengagement	Proposes reengaging the ICAC to further collaborate on the ICT Branch; Utilizes the ICAC to review the <i>NIMS ICT Functional Guidance</i> , as needed	Q1 – Q2	22	N/A
Collect Incident Communications Metrics	Develops use cases of unifying communications and IT functions under the same leadership	Q1 – Q3	18-20	3.3.2
FEMA NIMS ICT Functional Guidance	Assists FEMA with reviewing the <i>NIMS ICT Functional Guidance</i> in preparation for publication	Q1 – Q3	18-20	4.1.1
Position Description Publication	Codifies five of the existing classes to include Incident Tactical Dispatcher, Incident Communications Center Manager, Radio Operator, Auxiliary Communications, and the Information Technology Service Unit Leader. Currently, the COML is the only codified class	Q1 – Q3	19, 21	3.3.3
COML Curriculum Updates	Reviews COML curriculum to ensure it is current	Q4	19	3.1.3

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 S&T P25 CAP, which assesses the compliance of communications equipment with the P25 Suite of Standards.

STRATEGIC PRIORITY 24: Continue coordination with the DHS S&T on the development and implementation of ISSI/CSSI conformance and interoperability testing

STRATEGIC PRIORITY 25: Engage with the SAFECOM-NCSWIC P25 UNWG to develop interoperability and compliance testing requirements for new user needs requirements

Product Name	Description	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	24	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	25	5.2.2

INFORMATION SHARING FRAMEWORK TASK FORCE

SAFECOM and NCSWIC established the Information Sharing Framework Task Force (ISFTF) to develop an Information Sharing Framework (ISF) to ensure the effectiveness of new products and technologies as agencies transition to mobile and fully interconnected environments. Making data interoperable and turning it into information that can be shared is a requirement that spans traditional boundaries. First responders should be able to discover, access, and consume relevant information on a need-to-know basis, regardless of jurisdiction, affiliation, or location.

The *Approach for Developing an Interoperable ISF* document was published in November 2021. As a result, the ISFTF focus in 2022 will shift to conducting workshops, ISF customization training, operational pilots, scoping a Technical Proof-of-Concept (PoC), and developing a strategy to engaging with the industry for design, development, and implementation of ISF Integration Layer function capabilities.

STRATEGIC PRIORITY 26: 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 that such acquisitions are interoperable, secure, and 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)
- Aggregate all information sharing best practices, guidance, and lessons learned into one operational framework

STRATEGIC PRIORITY 27: Expand the intended audience to include public safety IT personnel, such as the Information Technology Service Unit Leader, and communications personnel such as the COML, providing a common playbook on which to base future implementation decisions

STRATEGIC PRIORITY 28: Develop a strategy to pilot a customized ISF use case in a simulated but real-world environment (e.g., outdoor lab) that aligns with a standards-based ICAM solution

STRATEGIC PRIORITY 29: Work with the Interoperable Communications Technical Assistance Program (ICTAP) to develop Technical Assistance (TA) offerings based on the customization of ISF

STRATEGIC PRIORITY 30: Develop and publish a white paper exemplar on ISF customization for video content sharing

STRATEGIC PRIORITY 31: Develop ISF PoC to determine the technical feasibility of implementing information sharing common integration layer functions in a cloud computing environment and testing with public safety stakeholders

STRATEGIC PRIORITY 32: Begin developing a strategy for a “delivery mechanism” for ISF service and tools delivery to public safety and national security/emergency preparedness (NS/EP) stakeholders

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
ISF White Paper Customization	Provides exemplar of ISF customization for video content sharing	Q1	30	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	Q1	31	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); includes alignment with a standards-based ICAM solution	Q1 – Q2	28	5.3.3
ISF Industry Request for Information	Develops ISF platform by engaging or partnering with industry	Q1 – Q2	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	Q1 – Q4	29	5.3.3
Initial ISF Deployment Strategy	Acts as a strategy for “delivery mechanism” for ISF service and tools delivery to public safety and NS/EP stakeholders	Q1 – Q4	32	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). ISF operational POC/pilot will be conducted at Texas A&M University Internet2 Technology Evaluation Center (ITEC) during the 7th Interoperability Institute in May 2022	Q2	28	5.3.3

EDUCATION AND OUTREACH COMMITTEE

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

STRATEGIC PRIORITY 33: Bring awareness of SAFECOM's priorities, practices, and guidance to a broader group of stakeholders through engagements and SAFECOM publications

STRATEGIC PRIORITY 34: Create and update SAFECOM promotional materials (e.g., SAFECOM 101 presentation, promotional videos, elevator speech, podcast)

STRATEGIC PRIORITY 35: Assist all levels of government in identifying emergency communications gaps within the public safety community through the development and dissemination of education and outreach materials

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
<i>Public Safety Communications Evolution Brochure Update</i>	Depicts the current public safety communications landscape, describes the evolution of public safety communications, and features considerations for how both LMR systems and LTE technology can operate concurrently during emergency response operations	Q1	34	5.2.2

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
SAFECOM Membership Spotlight	Showcases the comprehensive experience of SAFECOM's members and features how input from associations and at-large members drive improvements to the public safety community	Q1 – Q4	33	N/A
SAFECOM Membership Questionnaire	Collects public safety experience from SAFECOM members for internal use only. The information will be loaded into the SAFECOM Internal Membership Profile Tracker	Q2 – Q3	33	N/A
Incident Communications Activity Report (ICAR) Marketing Materials	Promotes the release of the ICAR to the public safety community	Q2 – Q3	35	4.1.1
Association of Public-Safety Communications Officials (APCO) International Editorial Committee Engagement	Highlights SAFECOM's efforts in the public safety community in collaboration with the APCO Editorial Committee	Q3	33	N/A
SAFECOM Outreach and Engagement Bi-Annual Report	Summarizes and analyzes the impacts of SAFECOM's 2022 outreach and engagement activities	Q4	33	N/A

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 the 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, as well as the Cybersecurity Working Group. This Working Group shares actionable guidance and informational materials with peers regarding cybersecurity risks relevant to public safety communications. The Working Group's objectives include sharing planning and mitigation guidance regarding known threats and vulnerabilities to public safety communications; consolidating and publishing information on cybersecurity services and grant programs; and working collaboratively with other groups to develop and share information on equipment and protocol vulnerabilities impacting the public safety mission.

STRATEGIC PRIORITY 36: Develop or revise nationwide guidance to elevate and formalize emerging communications technologies, issues, and needs that affect the public safety community

STRATEGIC PRIORITY 37: 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 38: Use Emergency Communications Ecosystem composition assessments to identify SAFECOM's membership gaps and address them through active solicitation of new members annually

STRATEGIC PRIORITY 39: Manage internal programmatic documents and procedures (e.g., *SAFECOM Governance Charter*, SAFECOM Elections)

STRATEGIC PRIORITY 40: Identify and address legislative and regulatory issues associated with emerging communications technologies, issues, and needs that affect the public safety community

STRATEGIC PRIORITY 41: Support the development of cooperative cross-jurisdictional, multi-state, or multi-organizational agreements (e.g., Memorandum of Understanding, Memorandum of Agreement, mutual aid agreements)

STRATEGIC PRIORITY 42: Strengthen the cybersecurity posture of the Emergency Communications Ecosystem

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
New Membership Process Maintenance	Assesses membership needs; collects and vets new applications for membership based on needs	Q1 – Q4	38	N/A
<i>Best Practices for Governance Charters</i> White Paper	Leverages suggested elements of governance charters and by-laws in the <i>Emergency Communications Governance Guide for SLTT Officials</i> (Governance Guide) to develop best practices for governance charters	Q1	36	1.1.2
<i>Best Practices for Governance Structure Membership Analysis</i> White Paper	Articulates best practices in performing membership gap analyses in alignment with the evolving ecosystem and related partners	Q1	37	1.2.1
SAFECOM Governance Charter and Operating Processes and Procedures Update	Provides updates to the fundamental documents which outline the vision, mission, structure, membership, roles and responsibilities, and administration of the SAFECOM program	Q1	39	N/A
<i>Writing Guide for Standard Operating Procedures (SOP)/ Standard Operating Guidelines (SOG)</i> Revision	Assists communities in developing SOPs/SOGs for public safety communications	Q2	36	1.1.2
Annual SAFECOM Elections	Supports the electoral process to determine the leadership of the SAFECOM program	Q3 – Q4	39	N/A
Cyber Risks to LMR Whitepaper [Cybersecurity WG]	Provides LMR background, examples of potential cyberattacks, and actionable steps to secure the system. Includes additional resources on planning and mitigation regarding known threats and vulnerabilities	Q1	42	6.2.1
<i>Guide to Getting Started with a Cyber Risk Assessment</i> White Paper [Cybersecurity WG]	Assists public safety organizations in understanding the steps of a cyber risk assessment and how it can help strengthen operational and cyber resiliency	Q1	42	6.2.1
<i>The First 48 - Cyber Incident Response Best Practices Guide</i> [Cybersecurity WG]	Provides public safety administrators the immediate steps to take after a cyber incident. Acts as a playbook inclusive of public safety and industry partner recommendations	Q3	42	6.2.1
Cyber Incident Response Guide/White Paper [Cybersecurity WG]	Provides cybersecurity planning and cybersecurity incident response best practices that encourage stakeholder customization	Q3	42	6.2.1
SAFECOM Cybersecurity Advisories [Cybersecurity WG]	Provides informational messaging on time-sensitive, critical cybersecurity alerts and notifications at the request of the working group leadership	Ongoing	42	6.2.1

IMPLEMENTATION

The SAFECOM Executive Board will review the *SAFECOM Strategic Plan* annually 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 to 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.

