National Council of Statewide Interoperability Coordinators Strategic Plan 2023

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

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NCSWIC®

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INTRODUCTION

The ***National Council of Statewide Interoperability Coordinators (NCSWIC) Strategic Plan*** describes the NCSWIC 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. NCSWIC identifies these priorities annually through its committee structure, consisting of four standing committees: **Governance; Planning, Training, and Exercise (PTE); Funding and Sustainment;** and **Technology Policy**. NCSWIC also utilizes working groups and task forces to accomplish initiatives. NCSWIC partners and coordinates closely with SAFECOM across multiple program subgroups and engagements.

NCSWIC 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, NCSWIC leveraged the following documents to develop its strategic priorities:

- *CISA 2023-2025 Strategic Plan*: Provides strategic direction on how the agency will collectively reduce risk and build resilience to cyber and physical threats to the nation's infrastructure
- *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. NCSWIC 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 to establish and sustain communications operability, interoperability, and continuity

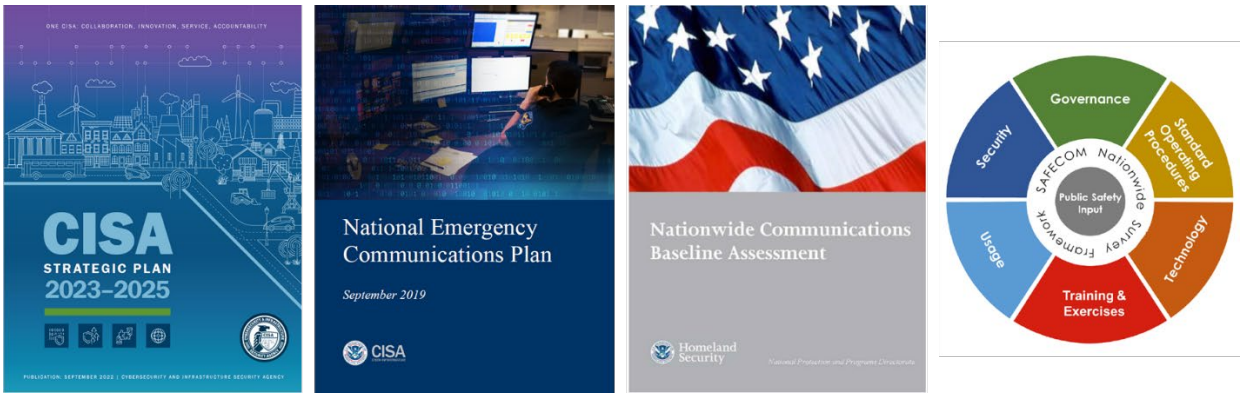

Figure 1: CISA's 2023-2025 Strategic Plan; NECP; NCBA; and SNS framework—major guidance documents developed by CISA and leveraged by NCSWIC to develop its strategic priorities.

ABOUT NCSWIC

Established in 2010, NCSWIC is a CISA-administered program. NCSWIC consists of the primary, acting, and deputy or alternate Statewide Interoperability Coordinators (SWICs) from each state and territory. CISA supports SWICs by:

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

OUR VISION

A Nation where public safety responders can effectively communicate

OUR MISSION

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

OUR COMMITTEES

GOVERNANCE
MANAGES and modifies organizational documents
SUPPORTS new SWICs through mentorship, training, networking and facilitating
UPDATES governance structure models and processes to address the evolving operating environment

PLANNING, TRAINING, & EXERCISES
DEVELOPS products to assist SWICs with training and exercises
IDENTIFIES new areas of interest and voices to diversify outreach
EMPOWERS SWICs to organize training and exercises in their home states using PTE guidance

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 (LMR) systems
ENCOURAGES public safety information sharing
PROMOTES boradband technology and deployment

The *NCSWIC Strategic Plan* is a tool to help NCSWIC and its partners prioritize and execute initiatives to strengthen governance, identify future investments, and address interoperability gaps. The plan is a living document, owned and managed by the NCSWIC Executive Committee (EC), that may be updated on an annual basis due to shifts in the emergency communications environment that change the work products or activities developed by NCSWIC. The purpose of the plan is to:

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

NCSWIC ORGANIZATIONAL STRUCTURE

NCSWIC members assist with product development and provide strategic guidance for public safety responders through four standing committees (Governance; PTE; Funding and Sustainment; and Technology Policy) and three task forces (Communications Section Task Force [CSTF]; Project 25 [P25] Compliance Assessment Program Task Force [CAPTF]; Information Sharing Framework Task Force [ISFTF]). Within the NCSWIC committee structure, committee members can organize working groups to lead and execute projects or activities requiring subject matter expertise and significant stakeholder input over an extended period. Under Technology Policy, NCSWIC members participate in the Next Generation 911 (NG911) Working Group and the P25 User Needs Working Group (UNWG). As depicted in Figure 2, each committee and task force reports directly to the NCSWIC EC for guidance and product approval. NCSWIC coordinates closely with SAFECOM, another CISA-administered program, on the Funding and Sustainment Committee, the Technology Policy Committee (including the working groups under the committee), and the three task forces.

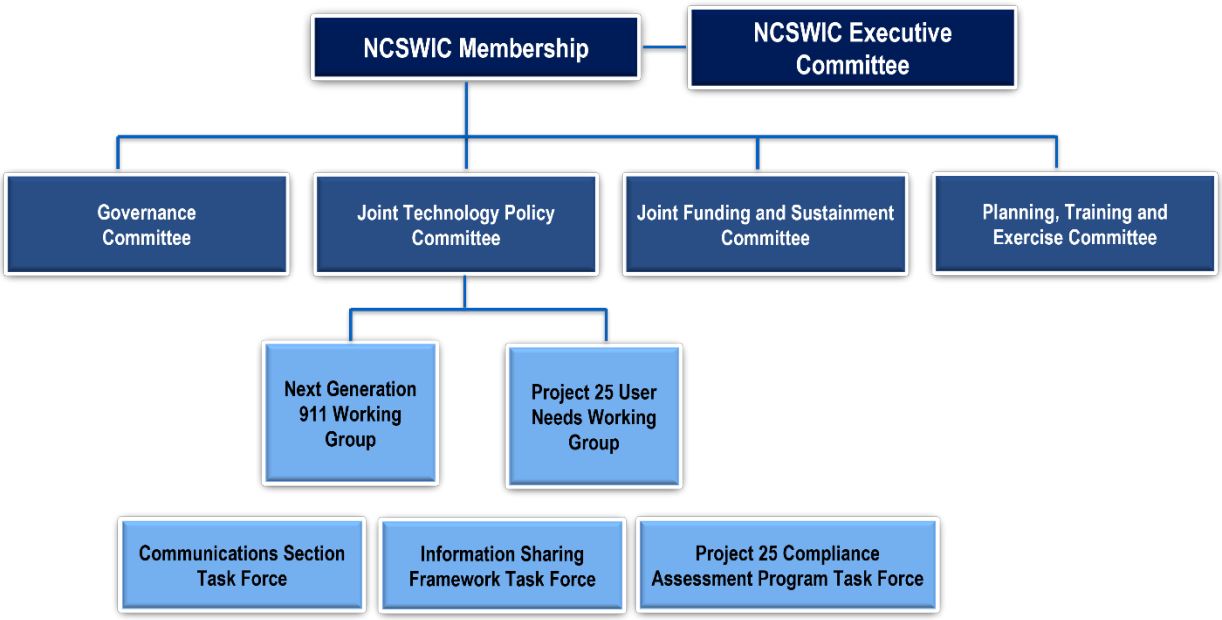

Figure 2: The organizational chart depicts the structure of the NCSWIC standing committees, working groups, and task forces.

The Governance Committee enhances emergency communications governance, including governing processes and structures internal and external to NCSWIC, and supports new SWICs through education, training, and facilitating networking. This includes management of, and modifications to, organizational documents, such as the *NCSWIC Charter*. The committee will update governance structures and processes to address the evolving operating environment, review NCSWIC initiatives, and identify best practices and lessons learned.

The PTE Committee captures best practices and streamlines information sharing for planning, training, exercise, and evaluation processes to enhance public safety communications operational readiness at all levels of government relevant to the SWIC community.

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

The Technology Policy Committee promotes the use of technologies, resources, and processes related to emergency communications and interoperability in coordination with SAFECOM and NCSWIC members. The committee continues to support land mobile radio (LMR) systems, promote broadband technology and deployment, encourage public safety information sharing, and work with all government partners to further the use and security of various technologies within the emergency communications ecosystem.

In coordination with SAFECOM, the CSTF addresses challenges associated with supporting information and communications technology (ICT) within the National Incident Management System (NIMS) Incident Command System (ICS). The CSTF continues to work toward developing a nationwide, federated governance framework by making, reviewing, and vetting recommendations for enhancing the functionality of NIMS.

Additionally, the P25 CAPTF provides public safety community input into the Department of Homeland Security (DHS) Science and Technology Directorate (S&T) P25 Compliance Assessment Program (CAP), which assesses compliance of communications equipment to the P25 Suite of Standards.

Finally, the P25 UNWG administered by the Technology Policy Committee provides user input into the P25 standards development process.

SAFECOM and NCSWIC established the ISFTF, which is comprised of information technology (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 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 spanning 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. ISFTF's intended audience is SWICs and other state-level communications personnel working in LMR, broadband, 911, and state public alerts, warnings, and notifications (AWN) systems, or those directly involved in the acquisition, management, and oversight of public safety emergency communications. The goal of the ISF is to support the transition to a common information exchange approach that a public safety community can adopt and use efficiently to make its emergency communications ecosystem interoperable.

NCSWIC PRIORITIES

NCSWIC discussed, developed, and vetted its priorities through the committees, working groups, and task forces at their end-of-year meetings in 2022. 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. In addition, NCSWIC 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. NCSWIC has taken steps to ensure its strategic priorities align with the NECP, as identified in the key products tables in this section.

GOVERNANCE COMMITTEE

The Governance Committee focuses on emergency communications governance, including governing processes and structures internal and external to NCSWIC, and supports new SWICs through education, training, and facilitating networking. Their activities include management of, and modifications to, organizational documents, such as the *NCSWIC Charter*.

STRATEGIC PRIORITY 1: Encourage all 56 states and territories to have an active SWIC Program as their emergency communications point of contact

STRATEGIC PRIORITY 2: Support the SWICs through the sharing of best practices, success stories, and lessons learned (i.e., managing emergency communications technology and policy issues, developing agreements across organizations/jurisdictions), and promotion of relationship building

STRATEGIC PRIORITY 3: Catalog, develop, and revise nationwide guidance to elevate, formalize, or establish statewide governance bodies

STRATEGIC PRIORITY 4: Identify adaptive governance strategies to assist SWICs and states in addressing the rapid evolution of technologies, capabilities, and risks

STRATEGIC PRIORITY 5: Develop strategies that encourage SWICs and states to have more inclusive governance bodies by expanding membership composition

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
SWIC Roles and Responsibilities Addendum: Measuring Authority	Provides an addition to the *SWIC Roles and Responsibilities* document that provides key measures of success for determining the effectiveness and authority of the SWIC Program	Q1	1,2	1.2.3
Letter to the Governor and Information Packet with Updated Roles and Responsibilities Document	Develop a letter and fact sheet to educate governors on the role and responsibilities of the SWIC in partnership with the National Governors Association	Q1	2	1.1.3
NCSWIC Video Suite	Promotes NCSWIC, the SWIC position, and statewide governance	Q3	1,2	1.1.3
NG911 Governance Best Practices	Review other state governance structures on how NG911 is incorporated; and explore options to develop governance guidance as it pertains to NG911	Q3	3,4,5	1.3.2
SWIC Yearbook	Displays contact information on the SWIC and Deputy SWIC (if applicable) and links to state websites that provide information on SWIC/Statewide Interoperability Governing Bodies (SIGB) executive order/statute language	Q4	2	1.1.3

PLANNING, TRAINING AND EXERCISE COMMITTEE

The PTE Committee captures best practices and streamlines information sharing for planning, training, exercise, and evaluation processes to enhance public safety communications operational readiness at all levels of government relevant to the SWIC community and aims to coordinate closely with CISA on service offerings.

STRATEGIC PRIORITY 6: Develop materials to improve SWIC's ability to assist in planning, training, and exercise activities in their state

STRATEGIC PRIORITY 7: Collaboration with other NCSWIC and SAFECOM committees to ensure diverse emergency management experiences are incorporated into future PTE products and initiatives

STRATEGIC PRIORITY 8: Understand and emphasize the intersection of human factors with planning, training, and exercise activities

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
Case Study Template and New Project Pipeline	Document to collect current events case studies from stakeholders to bring attention to unique interoperability situations and identify new topics for PTE future work products	Q1	7	3.1.4
Human Factors Resource Guide and Best Practices	Resource Guide to address human factors issues faced by interoperable communicators and provide best practices	Q2	8	3.2.1
PTE Outreach to Rural Communities	Scope outreach campaign to connect with rural communities with training and exercise opportunities in their area	Q4	6	1.2.1
Primary, Alternate, Contingency, Emergency (PACE) Planning Collaboration	Review and provide feedback on PACE Planning Documents, as needed	Q2	6	3.1.1
Phase 2 of Training and Exercises for Emergency Communications Centers	Develop *Emergency Evaluation Guide (EEG) for Emergency Communications Centers (ECCs)* training and exercise	Q2	6	3.1.4

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 SAFECOM. The Committee also disseminates information on appropriations and new funding sources available to the public safety community at all levels of government. In 2023, 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. Through monthly meetings, the group will also disseminate information on best practices and new or existing funding sources.

STRATEGIC PRIORITY 9: 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 public

STRATEGIC PRIORITY 10: Disseminate information on federal appropriations and new funding sources available to the public safety community at all levels of government

STRATEGIC PRIORITY 11: 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) 2023 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	10	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	Q1 – Q3	11	1.2.3
Grant Application Best Practices	Details best practices for SLTT grant applicants to incorporate for success in applying for emergency communications grants	Q2 – Q4	9	1.2.3
Cybersecurity Funding and Emergency Communications: Advocating for Public Safety Priorities	Provides tips on how to advocate that emergency communications and public safety should be recipients of cybersecurity funding	Q3 – Q4	11	1.1.1
Speaker Series	Facilitates information-sharing by inviting SLTT officials to present their funding best practices to the Committee	Q1 – Q4	10	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 NCSWIC and SAFECOM members. The Technology Policy Committee and its affiliated NG911 Working Group and P25 UNWG—with Global Positioning System (GPS) Focus Group—continue to support 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.

The NG911 Working Group utilizes stakeholder feedback from multiple levels of government and associations to identify short- and long-term priorities to support efforts to fund, assess readiness, and complete the transition to NG911. The P25 UNWG provides a forum for education, discussion, and input from a broad range of public safety users and subject matter experts on issues directly or indirectly related to the P25 Suite of Standards. The P25 UNWG has an informal advisory relationship with the P25 Steering Committee, subject to the approval and oversight of the Technology Policy Committee, NCSWIC, and SAFECOM.

STRATEGIC PRIORITY 12: 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 13: Collaborate across organizations to consolidate and disseminate strategies to manage risk and increase the resilience of public safety technologies, tools, and networks

STRATEGIC PRIORITY 14: Identify public safety technology and infrastructure capability gaps

STRATEGIC PRIORITY 15: Communicate emerging technology impacts to the public safety community

STRATEGIC PRIORITY 16: Guide standards-based LMR evolution

STRATEGIC PRIORITY 17: 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 18: 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 19: Provide recommendations for implementing GPS capabilities in the public safety community *(P25 UNWG)*

STRATEGIC PRIORITY 20: Engage a broad user community to recommend user needs to the P25 Steering Committee, the Federal Partnership for Interoperable Communications (FPIC), or other appropriate body for further action *(P25 UNWG)*

STRATEGIC PRIORITY 21: Develop or review and provide input on P25 education and outreach materials to expand knowledge on P25 features, interfaces, and standards *(P25 UNWG)*

STRATEGIC PRIORITY 22: Formalize information sharing with the FPIC Encryption Focus Group and provide input on educational materials *(P25 UNWG)*

STRATEGIC PRIORITY 23: 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 S&T CAP testing needs, and/or educational material development *(P25 UNWG)*

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
Communications Dependencies Case Study: Hurricane Ian	Summarizes impacts to public safety communications systems during Hurricane Ian in September 2022, and provides lessons learned and best practices to address communications infrastructure and alerts and warnings challenges	Q1	12,13	4.2.1
GPS: Configuring for LMR Systems and Mobile Devices	Explains the components of GPS in LMR systems and mobile devices, highlights the benefits and challenges, and discusses the interaction with existing features	Q2	12	4.2.1
Governance of Machine Learning and Artificial Intelligence in Public Safety	Highlights the governance and implementation of machine learning and artificial intelligence (AI) within the public safety community, and provides real-world examples of how organizations are using the technology today	Q3	15,17	1.3.2
Preparing for Technological Transformation in Emergency Communications Centers **[NG911 WG]**	Highlights how ECCs can use emerging tools and technologies, such as AI, remote dispatching, and integrated cloud technologies, to supplement staffing, enhance data sharing, and improve delivery of critical emergency services	Q1	18	5.2.1
Considerations for Cyber Disruptions in an Evolving 911 Environment **[NG911 WG]**	Highlights considerations for ECCs when updating their Continuity of Operations (COOP) plans to better respond to cyber disruption events in a NG911 environment; contains a helpful checklist for ECCs to consult when updating their plans	Q1	18	4.4.2
Cybersecurity Solutions for the Evolving 911 Environment **[NG911 WG]**	Discusses the 911 security landscape, how it will change when ECCs/public safety answering points (PSAPs) implement NG911, and potential technology solutions	Q2	18	6.2.2

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
Preparing for NG911 Guide **[NG911 WG]**	Provides ECC/PSAP administrators with high-level steps to take when transitioning to NG911 to help establish a framework and NG911 transition plan, and highlights success stories of ECCs/PSAPs implementing new technologies	Q3	18	2.1.1
TBD Geographic Information System (GIS) Resource **[NG911 WG]**	Helps agencies navigate addressing challenges with NG911 while using industry and United States Postal Service standards	Q4	18	5.2.1
Link Layer Authentication (LLA) and Link Layer Encryption (LLE): Are You Really Secure? **[P25 UNWG]**	Summarizes the difference between LLA and LLE; emphasizes the need for encryption in the P25 environment and provides a case study for why LLA is needed	Q1	21	N/A
GPS for Public Safety: Use Cases and Best Practices **[P25 UNWG]**	Provides a view into P25 GPS capabilities, its uses, and examples of how GPS is currently being used by public safety practitioners	Q1	19	N/A
Link Layer Security (LLS) Summit **[P25 UNWG]**	Brings together users and manufacturers to discuss current LLA challenges, use case examples, and LLE standards development	Q3	21,23	N/A
P25 in a Cloud-Based Environment **[P25 UNWG]**	Explains how to connect to a cloud-based solution, where the system is located, and highlights the physical, security, and operational risks of moving a LMR system to a cloud-based environment	Q4	20	5.2.2
LLS Video **[P25 UNWG]**	Documents LLS benefits, challenges, and use cases in the public safety community through a short educational video	Q4	20	N/A

COMMUNICATIONS SECTION TASK FORCE

The CSTF addresses challenges associated with supporting ICT within the NIMS ICS. In 2022, the CSTF, together with the Federal Emergency Management Agency (FEMA), developed a functional guidance document to outline the roles and responsibilities needed to enhance NIMS ICS in support of ICT functions. The CSTF's goal for 2023 is to support ICT implementation. The CSTF members are committed to reengage the ICT community through the following means:

- Use the ICT functional guidance as marketing tool
- Urge SAFECOM representatives to encourage their organizations to promote the ICT function
- Provide guidance and best practices for local utilization of ICT in ICS structures

A primary activity of the task force in 2023 is building position descriptions, position task books, and course curricula for each ICT position outlined in the functional guidance document.

STRATEGIC PRIORITY 24: Promote and provide consistent recruitment, training, retention, and support for ICT personnel

STRATEGIC PRIORITY 25: Support the development of national standards for qualification, certification, and credentialing for ICT personnel

STRATEGIC PRIORITY 26: Update the ICT course curriculum, as needed

STRATEGIC PRIORITY 27: Build out new ICT branch positions, including cyber unit positions and functions

STRATEGIC PRIORITY 28: Provide clarification of existing position descriptions to include the all-hazards environment

STRATEGIC PRIORITY 29: Engage the ICT community to identify active participants and share related updates

STRATEGIC PRIORITY 30: Streamline the instructor requirements for ICT Train-the-Trainer courses

STRATEGIC PRIORITY 31: Identify governance needs for the task force and the Incident Communications Advisory Committee (ICAC) to develop and support ICT implementation

STRATEGIC PRIORITY 32: Continue to promote the alignment of the ICT function beyond the branch level and influence its inclusion as a section within an ICS structure

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
ICT Position Build Out	Develops/updates position descriptions, position task books, and training courses of ICT positions; priorities include Communications Unit Leader (COML), Communications Technician (COMT), Information Technology Service Specialist (ITSS), Cyber Planner (CYBP), and Communications Coordinator (COMC)	Q1 – Q4	25,26,27 28	3.1.3, 3.3.3
Professional Development Path	Documents a professional development path for communications staff to increase their ICT support capabilities	Q3	24	3.1.3, 3,3,3
Communications Unit Community	Explores online platforms for sharing ICT best practices and challenges and identifying implementation solutions	Q3	24, 29	3.1.3, 3,3,3
Incident Impact Measurements	Collects data on ICT implementation to analyze effectiveness of the functional guidance and propose further changes	Q2 – Q4	24	3.1.3, 3,3,3

PROJECT 25 COMPLIANCE ASSESSMENT PROGRAM TASK FORCE

In coordination with NCSWIC, the P25 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 33: Continue coordination with the DHS S&T on the development and implementation of ISSI/CSSI conformance and interoperability testing

STRATEGIC PRIORITY 34: Engage with the SAFECOM-NCSWIC P25 UNWG to develop interoperability and compliance testing requirements based on new/evolving user needs

STRATEGIC PRIORITY 35: Provide input and guidance to DHS S&T on future compliance testing priorities

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
ISSI/CSSI Conformance Testing Documents Input and Guidance	Reviews *ISSI/CSSI Conformance Test Tool Validation* document (December 2022) developed by DHS S&T	Q1	33	5.2.2
SAFECOM/NCSWIC P25 UNWG Engagement	Engages with the P25 UNWG as needed to share newly identified public safety user needs for standards recommendations	Ongoing	34	5.2.2
Interface Testing Input and Guidance	Provides guidance to DHS S&T CAP on Interworking Function (IWF) and Long-Term Evolution (LTE)/LMR interface testing once revised standards are published	Q3 – Q4	35	5.2.2

Product Name	Description	Timeline	Strategic Priority	NECP Success Indicator
Ongoing Issues with Emergency Call Cancel Across Interfaces Guidance	Provides guidance to DHS S&T CAP on emergency call cancel compliance testing across interfaces	Q2 – Q4	35	5.2.2
CAP Testing Related to LLA Guidance	Provides recommendations on LLA compliance testing procedures and requirements as needed	Q3 – Q4	35	5.2.2

INFORMATION SHARING FRAMEWORK TASK FORCE

NCSWIC and SAFECOM established the ISFTF to develop an 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 and Operational Proofs-of-Concepts (PoCs) were conducted in 2022 and will be completed in Q1 2023. During 2022, the ISFTF worked with the Iowa Department of Public Safety to apply the ISF principles to a computer-aided dispatch (CAD)-to-CAD interoperability and NG911 assessment. In addition, 2022 also focused on scoping a Technical Proof-of-Concept (TPoC), submission for research and development funding, and developing a strategy to engage with the industry for design, development, and implementation of ISF Integration Layer function capabilities. As a result, the ISFTF focus in 2023 will be engaging with platform providers, cloud providers, and companies currently involved in data exchange products and services in the public safety ecosystem.

The TPoC will focus primarily on answering the three following questions regarding the ISF as a deployable product or product and service:

- Is the ISF platform technically feasible?
- Can the ISF be operationalized with measurable Key Performance Parameters (KPPs)?
- How will the ISF align with the public safety mission space for ease of use and increase in situational awareness?

In conjunction with the above questions, the ISFTF must also address the following development and deployment issues moving forward:

- **Roles and coordination between 5G ecosystem players** including telecommunications infrastructure service providers, cloud providers, and platform providers
- Excluding transport, determination of **where integration layer functions reside** in a hybrid wireless 4G/5G service provider and cloud provider architecture
- Determine ability to **monitor and track KPPs end-to-end** between emergency communications users on different provider networks
- Incorporation of **emergency communications data formats**
- ISF integration layer functions deployed as **a holistic service** with priority and security **or partial service with customizable tools**
- Role of **AI** in **Analytics**
- Incorporation of **data privacy, regulatory, and jurisdictional** considerations

STRATEGIC PRIORITY 36: Develop ISF TPoC 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 37: 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 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 – Q4	36	5.3.3
ISF Industry Request for Information	Develops ISF platform by engaging or partnering with industry	Q1 – Q4	36	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	Q4	37	5.3.3

IMPLEMENTATION

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

Each committee will monitor the progress to achieve stated initiatives and corresponding timelines. The committee chairs and vice-chairs will be responsible for a semi-annual plan review. On an annual basis, the NCSWIC EC will review the plan to ensure it is up-to-date and aligned with the changing internal and external interoperable and emergency communications environment, as depicted in Figure 1.

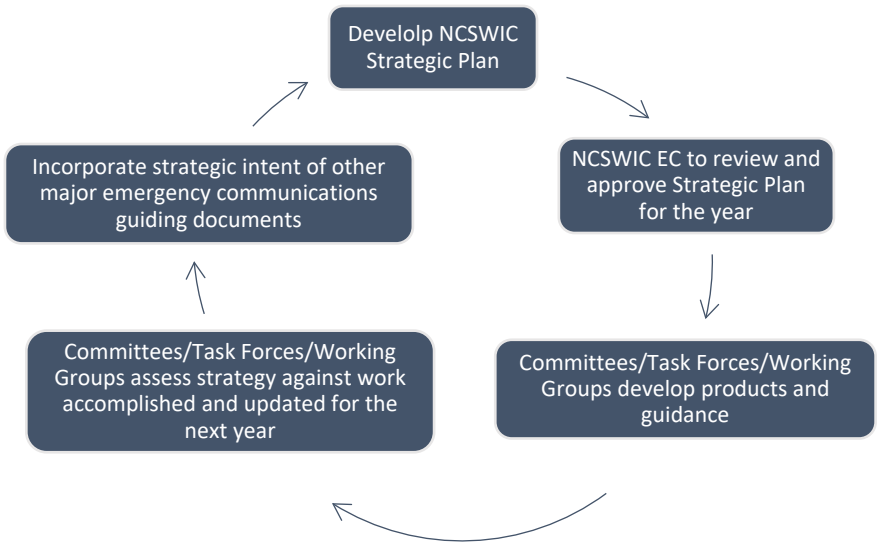

Figure 3: Strategy Implementation Cycle for the NCSWIC Strategic Plan.

For more information or to seek additional help, contact us at NCSWICGovernance@cisa.dhs.gov.

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STRATEGIC PLAN 2023