

SAFECOM™

ASSURING A SAFER AMERICA THROUGH EFFECTIVE PUBLIC SAFETY COMMUNICATIONS



2018 SAFECOM Strategic Plan and Implementation Guide

February 2018



Department of Homeland Security
Office of Emergency Communications

2018 SAFECOM and Office of Emergency Communications Leadership



Gerald R. Reardon
SAFECOM Chair
Joint Technology Policy Committee Chair



Ron Hewitt
Director, Department of Homeland Security (DHS) Office of Emergency Communications (OEC)



Christopher Lombard
SAFECOM Vice Chair
SAFECOM Education & Outreach Committee Chair



Michael Murphy
SAFECOM Vice Chair



Donald Bowers
SAFECOM Governance Committee Chair



Mel Maier
Joint Funding & Sustainment Committee Chair

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1. Purpose

The SAFECOM¹ Strategic Plan and Implementation Guide is a stakeholder-driven plan that aims to enhance operability and interoperability for public safety communications through the education of the community, decision makers, and elected officials on short- and mid-term priorities and their associated annual products and activities. The Plan also provides clarification on SAFECOM’s strategies to prioritize resources, strengthen governance, identify future investments, and address interoperability gaps over the long term. Additionally, this Plan:

- Provides a nationwide perspective on the public safety communications community’s top concerns
- Provides suggested focus areas for the current calendar year, which state, regional, local, tribal, and territorial levels may use to drive their own activities and allocate resources
- Aligns SAFECOM’s work products to the 2014 National Emergency Communications Plan (NECP) and suggested timeline for execution (Appendix A)
- Provides a concrete list of investment justifications validating the Department of Homeland Security (DHS) Office of Emergency Communications’ (OEC) expenditures for in-person, collaborative stakeholder meetings

The Plan is consistent with the program’s mission and vision, and supports a bottom-up approach to gathering stakeholder input from its members—50 representatives from state, local, tribal, and territorial emergency responders, appointed and elected officials, and major intergovernmental and national public safety associations. It is based on an understanding of the current and future public safety communications environment. Figure 1 provides a visual depiction of how components of the Plan interrelate to develop and implement comprehensive strategies for SAFECOM to improve interoperable emergency and steady-state communications.

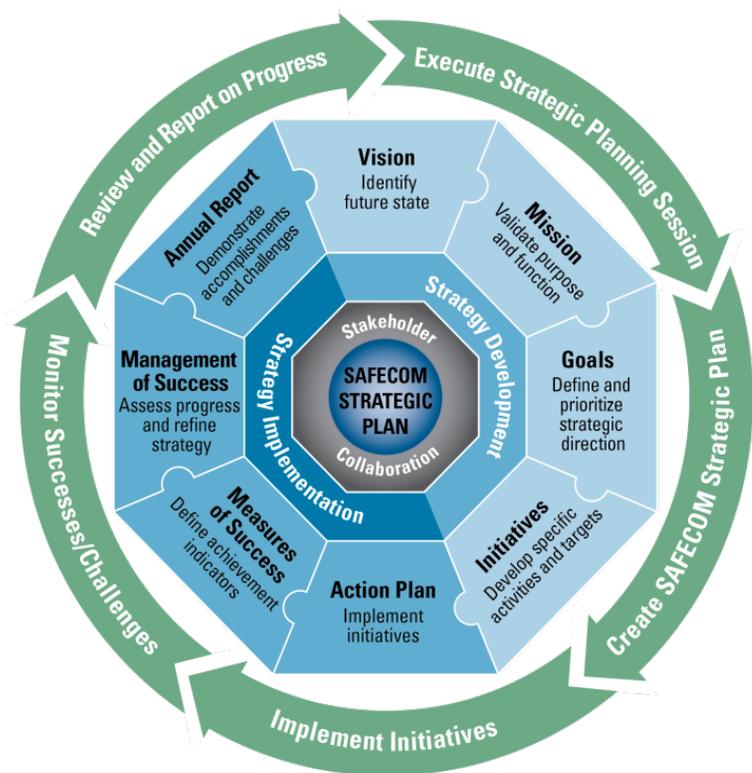


Figure 1: SAFECOM Strategic Plan and Implementation Components

2. Vision and Mission

SAFECOM’s Vision and Mission describe its end goals for improving public safety communications operability, interoperability, and continuity of communications across the nation. All program initiatives and priorities, including those detailed within the Plan, are driven by these broader objectives.

¹ A mission-guided, stakeholder-supported public safety communications program administered by DHS OEC, with representatives from the emergency responder community and major national public safety associations.

SAFECOM Vision:

Assuring a safer America through effective public safety communications

SAFECOM Mission:

SAFECOM aims to improve emergency response providers' inter-jurisdictional and interdisciplinary emergency communications interoperability across local, regional, tribal, state, territorial, international borders, and with Federal government entities

3. SAFECOM's 2018 Goals

At the November 2017 Joint SAFECOM-National Council of Statewide Interoperability Coordinators (NCSWIC) In-Person Meeting, SAFECOM used their committee structure to discuss specific priorities and proposed work products and activities. As a continuation of those discussions, SAFECOM's Leadership, consisting of the Chair, Vice Chairs, and leaders of the committees, met at a SAFECOM Leadership Strategic Planning Meeting in December 2017 to identify several broad goals for 2018. The SAFECOM Executive Committee² reviewed and approved the goals to form the basis of this *Strategic Plan*, which include:

- Continue collaboration among partnerships, including NCSWIC and the First Responder Network Authority (FirstNet) Public Safety Advisory Committee (PSAC), to promote the interoperability of emergency communications
- Identify other opportunities for collaboration, including involvement by under-represented groups
- Continue to assess the current state of SAFECOM membership and intellectual capital, including efforts to review and address recommendations from the U.S. Government Accountability Office (GAO) Audit to expand local and tribal SAFECOM membership
- Revise and disseminate SAFECOM promotional materials to emphasize the significance of SAFECOM's mission, provide access to SAFECOM's resources and guidance documents, and highlight the program's representation across associations and disciplines
- Develop outreach strategies for educating elected officials at all levels of government on key public safety communications priorities and challenges
- Further support public safety communications officials with the implementation of effective governance structures and policies at the state, local, tribal, and territorial levels
- Combat the perception that interoperability has been solved
- Establish a Communications Section Task Force to expand the Communications Unit (COMU) Working Group scope of work
- Change the perception of land mobile radio (LMR) as a "terminal technology"
- Change the perception that SAFECOM's mission is solely focused on LMR technology
- Look for opportunities to utilize the Nationwide Public Safety Broadband Network (NPSBN) to enhance public safety communications as they expand to broadband technology

² The SAFECOM EC provides strategic leadership and guidance to SAFECOM.

- Revise guidance documents to include issues related to the rapid pace of evolving public safety technologies, including efforts to augment public safety communications systems with IP-based solutions and next generation technologies
- Consider after action reports and other post disaster-related documents for information sharing, lessons learned, and other potential SAFECOM products/initiatives
- Increase support for funding of the life cycle of existing and future interoperable and emergency communications priorities
- Increase SAFECOM's web-based presence by continuing to push for increased accessibility of written products on public and stakeholder platforms

4. SAFECOM's Committees and Strategic Priorities

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

Strategic Priority 1: Increase stakeholder foot traffic to web-based resources.

- Work Product 1.1: SAFECOM Website Maintenance

Strategic Priority 2: Update SAFECOM promotional documents to educate stakeholders and decisions makers, including web-based updates, written and oral resources, and new administration staff information on the SAFECOM program.

- Work Product 2.1: Public Safety Communications Evolution brochure revision

Strategic Priority 3: Communicate SAFECOM's message to increase awareness of SAFECOM's priorities and activities.

- Work Product 3.1: Blogs
- Work Product 3.2: SAFECOM Quarterly Bulletin
- Work Product 3.3: SAFECOM-NCSWIC Quarterly Newsletter

Strategic Priority 4: Develop resources to educate the stakeholder community on public safety communications processes and practices.

- Work Product 4.1: Communications Unit Leader (COML): A Valuable Resource for Incident Commander brochure revision

Strategic Priority 5: Assist with elevating SAFECOM's role in Public Safety.

- Work Product 5.1: Succession Planning Tool
- Work Product 5.2: SAFECOM Membership Factsheet
- Work Product 5.3: SAFECOM Interoperability Video
- Work Product 5.4: Establish an NECP Working Group

Governance Committee: Focuses on public safety communications governance, which concentrates on improving both internal governance structures and processes to SAFECOM as well as external statewide governance bodies for public safety communications.

Strategic Priority 6: Manage and provide modifications to core program documents.

- Work Product 6.1: SAFECOM Recommended Guidelines for Statewide Public Safety Communications Governance Structure
- Work Product 6.2: 2018 SAFECOM Strategic Plan
- Work Product 6.3: 2017 SAFECOM Annual Summary
- Work Product 6.4: Streamlined SAFECOM Charter
- Work Product 6.5: SAFECOM Work Product Approval Process

Strategic Priority 7: Identify gaps in membership disciplines to determine need for additional SAFECOM membership, including efforts to review and address recommendations from the U.S. Government Accountability Office (GAO) Audit to expand local and tribal SAFECOM membership.

- Work Product 7.1: SAFECOM Membership Search and Solicitation

Strategic Priority 8: Provide guidance and recommendations for messaging SAFECOM’s emphasis on the value of a single coordinating position or body and the optimal governance structure to enhance state interoperability.

- Work Product 8.1: Statewide Public Safety Communications Governance Coordination

Strategic Priority 9: Ensure data is collected on a regular basis for statewide governance public safety positions.

- Work Product 9.1: State Governance Review Working Group effort

Funding and Sustainment Committee (Joint): Identifies innovative ways to fund emergency communications systems and activities (i.e., training, personnel, etc.) pertinent to stakeholders at the state, local, tribal, and territorial levels in coordination with NCSWIC members, and provides input to grant guidance documents, as requested. The Committee also prepares and disseminates information on appropriations and new funding sources available to the public safety community at all levels of government.

Strategic Priority 10: Identify methods to fund and support the life cycle of existing and future interoperable and emergency communications priorities.

- Work Product 10.1: Funding Life Cycle Planning Guide Update
- Work Product 10.2: Funding Life Cycle Planning Guide Appendix: Continuity of Operations Planning
- Work Product 10.3: Funding Life Cycle Planning Guide Appendix: Cost Benefit Analysis

Strategic Priority 11: Educate decision makers and elected officials on public safety communications systems and funding.

- Work Product 11.1: SAFECOM Grant Guidance review and input
- Work Product 11.2: Project 25 Letter to State Administrative Agencies

Strategic Priority 12: Develop information on appropriations and new funding sources available to the public safety community at all levels of government.

- Work Product 12.1: 2017 Funding Mechanisms Update

Technology Policy Committee (Joint): 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 systems, promote broadband technology and deployment, and work with federal partners to further various technologies within the emergency communications ecosystem—Identity, Credential, and Access Management (ICAM), Next Generation (NG) 911, alerts and warnings, and cybersecurity.

Strategic Priority 13: Communicate guidance and challenges associated with new and emerging technologies.

- Work Product 13.1: Public Safety Communications Resiliency: Ten Keys to Obtaining a Resilient Local Access Network
- Work Product 13.2: Information Overload Primer

Strategic Priority 14: Examine ICAM policies and education for public safety disciplines.

- Work Product 14.1: ICAM Discipline-Specific Fact Sheets (five in total)
- Work Product 14.2: Best Practices, Lessons Learned, and other documents related to ICAM implementation

Strategic Priority 15: Compile guidelines and best practices for developing public safety communications Request for Proposals (RFP).

- Work Product 15.1: RFP Best Practices for LMR Subscriber Units Fact Sheet
- Work Product 15.2: RFP Best Practices for LMR Subscriber Units Toolkit

Strategic Priority 16: Increase awareness and explore options for T-Band relocation.

- Work Product 16.1: Refresh of The T-Band Giveback: Implications for the Public Safety Community White Paper

Strategic Priority 17: Explore opportunities to collaboratively support the NG 911 Working Group’s primary goal to utilize stakeholder feedback from multiple levels of government to identify, document, and develop work products that will facilitate the transition to NG 911.

- Work Product 17.1: Update DHS Cybersecurity Primer
- Work Product 17.2: Geographic Information System (GIS) Best Practices White Paper
- Work Product 17.3: Executive Summaries - RFP Considerations Information Document, Task Force on Optimal PSAP Architecture (TFOPA)
- Work Product 17.4: Promotion of the NG 911 Readiness Scorecard
- Work Product 17.5: Variations and Lessons Learned

Strategic Priority 18: Identify opportunities to support the development, purchase, and transition to/implementation of new technology and support services and products utilized by public safety.

- Work Product 18.1: Public Safety Utilization of the Intelligent Transportation System (ITS) White Paper

- Work Product 18.2: Addressing Interoperability When Developing or Purchasing a Public Safety Application

Communications Section Task Force: Provides greater support for integrating information technology (IT) and communications in the National Incident Management System (NIMS). The former COMU Working Group was established under the Education and Outreach Committee to address incident communications gaps within the Incident Command System (ICS). Given recent progress and an expanding scope of work, this Task Force aims to increase participation and awareness of their goals through a broader membership base and targeted approach.

Strategic Priority 19: Establish a nationwide federated governance framework to 1) promote and provide consistent recruitment, training, retention, and support for all-hazards incidents; 2) develop national standards for qualification, certification, and credentialing; 3) update training courses and curriculum; 4) provide clarification of existing position descriptions (Communication Unit Leader, Communication Technician, Radio Operator, etc.) to include the all-hazards environment; and 5) establish new IT positions and functions

- Work Product 19.1: Proposal to the Federal Emergency Management Agency (FEMA) recommending IT and communications integration into NIMS. Proposal consists of a position paper, frequently asked questions, stakeholder engagement plan, executive briefing, formal presentation, and signature page
- Work Product 19.2: Information Technology Service Leader (ITSL) task book and training course curriculum

5. Measures and Management of Success

Measures of Success. Measures of success are used to meaningfully assess the advancement of the SAFECOM program and the SAFECOM committees’ strategic priorities. Achievement indicators include:

- Committees will conduct monthly or bi-monthly conference calls to discuss product status updates, approve products, identify new activities, and identify product champions
- Committees will meet at in-person meetings, when possible, to focus on the development of specific products, discuss existing issues, brainstorm new issues, and discuss changes in policy or funding affecting the direction of strategic priorities for that year
- Committees will also have the opportunity to meet in-person throughout the year to work towards completing work products and strategic priorities specified in the *Strategic Plan*
- Committees will follow a quarterly committee schedule, detailing proposed products or activities aligning to a specific priority
- SAFECOM’s leadership will meet toward the end of each year to discuss SAFECOM’s overarching priorities for the coming year and to review and approve proposed committee products identified at the fall in-person meeting

Management of Success. Members of each committee participate in brainstorming sessions at the fall in-person SAFECOM meeting in an effort to measure progress, validate the program’s long-term focus areas, and develop short- and mid-term work products and activities that align to those priorities. In addition to the *Strategic Plan*, SAFECOM publishes an *Annual Summary* at the end of each year, highlighting accomplishments and progress toward achieving the goals and initiatives identified within the *SAFECOM Strategic Plan* (see Appendix B).

6. Strategic Plan Review

The *SAFECOM Strategic Plan* is a living document that may be updated throughout the year as priorities potentially change the development of work products or activities conducted through the program. SAFECOM will conduct annual reviews of the *Strategic Plan* 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 goals, priorities, initiatives, and targeted completion dates. An annual review and update of the *Strategic Plan* is an essential element to achieving SAFECOM's vision for effective emergency communications.

Appendix A: 2018 SAFECOM Work Product Action Plan

SAFECOM’s Action Plan describes the process by which it will use the *Strategic Plan* to execute specific initiatives aimed at furthering the program’s vision and mission. The Action Plan outlines committee-specific products and activities to accomplish the goals and strategic priorities described in the *Strategic Plan*. The Action Plan also provides a suggested timeline for implementing these initiatives. In addition to basing work products and activities on SAFECOM’s long-term [strategic priorities](#), the Action Plan aligns work products to the NECP goals³.

Table 1: 2018 SAFECOM Initiatives and Work Products

| Committee Product | Timeline | Purpose | NECP Goal | Long-Term Strategic Priority |
|---|----------|--|--------------------------------------|------------------------------|
| SAFECOM Education and Outreach Committee | | | | |
| <i>SAFECOM Website Maintenance</i> | Ongoing | Maintain website information | Goal 1 Goal 2 Goal 3 Goal 4 | Strategic Priority 1 |
| <i>Public Safety Communications Evolution Brochure Revision</i> | Q2-Q3 | Review and update sections of the Public Safety Communications Evolution Brochure | Goal 1 Goal 2 Goal 4 | Strategic Priority 2 |
| <i>SAFECOM Quarterly Bulletin</i> | Ongoing | Update members on committee progress as well as current events and activities happening within SAFECOM associations | Goal 1 | Strategic Priority 3 |
| <i>SAFECOM-NCSWIC Quarterly Newsletter and Blogs</i> | Ongoing | Compile and disseminate information on new members, DHS OEC updates, and articles from members on public safety interoperability | Goal 1 | Strategic Priority 3 |
| <i>COML: A Valuable Resource for Incident Commander Brochure Revision</i> | Q3-Q4 | Review and revise sections of the COML: A Valuable Resource for Incident Commander Brochure | Goal 1 Goal 2 Goal 3 Goal 4 | Strategic Priority 4 |
| <i>Succession Planning Tool</i> | Q2 | Develop a document with best practices on how to improve succession planning at public safety agencies and/or within SAFECOM | Goal 1 Goal 2 | Strategic Priority 5 |
| <i>SAFECOM Membership Factsheet</i> | Q3-Q4 | Highlight the strengths of SAFECOM’s membership to use as an external document | Goal 1 | Strategic Priority 5 |
| <i>SAFECOM Interoperability Video</i> | Q4 | Provide an overview of the importance of public safety interoperability, to be utilized at | Goal 1 Goal 4 | Strategic Priority 5 |

³ The 2014 NECP sets forth five strategic goals aimed to enhance emergency communications capabilities at all levels of government and across disciplines in coordination with the private sector, non-governmental organizations, and communities across the nation:

Goal 1 - Governance and Leadership: Enhance decision-making, coordination, and planning for emergency communications through strong governance structures and leadership.

Goal 2 - Planning and Procedures: Update plans and procedures to improve emergency responder communications and readiness in a dynamic operating environment.

Goal 3 - Training and Exercises: Improve responders’ ability to coordinate and communicate through training and exercise programs that use all available technologies and target gaps in emergency communications.

Goal 4 - Operational Coordination: Ensure operational effectiveness through the coordination of communications capabilities, resources, and personnel from across the whole community.

Goal 5 - Research and Development: Coordinate research, development, testing, and evaluation activities to develop innovative emergency communications capabilities that support the needs of emergency responders.

| Committee Product | Timeline | Purpose | NECP Goal | Long-Term Strategic Priority |
|---|----------|--|------------------------------|------------------------------|
| | | conferences and posted on the SAFECOM website | | |
| <i>Establish an NECP Working Group</i> | Q2 | Establish a working group to provide strategic direction for the development of the NECP, utilizing results of the SAFECOM Nationwide Survey (SNS) | Goal 1 Goal 2 | Strategic Priority 5 |
| SAFECOM Governance Committee | | | | |
| <i>SAFECOM Recommended Guidelines for Statewide Public Safety Communications Governance Structure</i> | Q1 | Provides SAFECOM's recommended guidelines for specific recommendations for statewide governance structures to improve representation in policy-making while reducing duplication of efforts among those involved | Goal 1 Goal 2 | Strategic Priority 6 |
| <i>SAFECOM Work Product Approval Process</i> | Q1 | Establish a new process by which all SAFECOM members are afforded the opportunity to review products developed by all standing committees | Goal 1 Goal 2 | Strategic Priority 6 |
| <i>2018 SAFECOM Strategic Plan</i> | Q1 | Outline the function of SAFECOM and its committees' 2018 planned products and activities; align these initiatives to SAFECOM's goals, the NECP goals, and the Emergency Communications Ecosystem | Goal 1 Goal 2 | Strategic Priority 6 |
| <i>2017 SAFECOM Annual Summary</i> | Q1 | Review SAFECOM's 2017 accomplishments and priorities and outline each committees' 2018 products and activities | Goal 1 Goal 2 | Strategic Priority 6 |
| <i>Streamlined SAFECOM Charter and Bylaws</i> | Q1 | Review 2016 Revised SAFECOM Charter for streamlined, web-friendly Charter; determine need for supplemental "SAFECOM By-Laws" document | Goal 1 Goal 2 | Strategic Priority 6 |
| <i>SAFECOM Membership Search and Solicitation</i> | Ongoing | Identify gaps in membership disciplines to determine need for additional SAFECOM membership | Goal 1 Goal 2 | Strategic Priority 7 |
| <i>Statewide Public Safety Communications Governance Coordination</i> | Q1-Q4 | Provide guidance and recommendations for messaging SAFECOM's emphasis on the value of a single coordinating position or body and the optimal governance structure to enhance state interoperability | Goal 1 Goal 2 | Strategic Priority 8 |
| <i>State Governance Review Working Group Effort</i> | Q1-Q4 | Ensure data is collected on a regular basis for statewide public safety positions (i.e., 911, broadband coordinator, Statewide Interoperability Coordinator (SWIC)) | Goal 1 Goal 2 | Strategic Priority 9 |
| NCSWIC-SAFECOM Joint Initiatives | | | | |
| SAFECOM-NCSWIC Funding and Sustainment Committee | | | | |
| <i>Funding Life Cycle Planning Guide Update</i> | Q1-Q3 | Complete Emergency Communications System Lifecycle Planning (Phase II and III) | NECP Implementation Activity | Strategic Priority 10 |
| <i>Funding Life Cycle Planning Guide Appendix: Continuity of Operations Planning (COOP)</i> | Q1-Q3 | Develop appendix that shows COOP best practices, models, and checklists that should be considered during lifecycle planning. | Goal 1 Goal 2 | Strategic Priority 10 |

| Committee Product | Timeline | Purpose | NECP Goal | Long-Term Strategic Priority |
|--|----------|--|------------------------------|------------------------------|
| <i>Funding Life Cycle Planning Guide Appendix: Cost-Benefit Analysis</i> | Q1-Q3 | Develop appendix that shows the importance of completing cost-benefit analysis during lifecycle planning. | Goal 1 Goal 2 | Strategic Priority 10 |
| <i>SAFECOM Grant Guidance Review and Input</i> | Q1/Q4 | Review and provide input into the SAFECOM Guidance for Emergency Communications Grants | Goal 1 Goal 2 | Strategic Priority 11 |
| <i>Project 25 Letter to State Administrative Agencies (SAA)</i> | Q1 | Finalize letter on the importance of purchasing equipment compliant with P25 standards and distribute to all SAAs | Goal 1 | Strategic Priority 11 |
| <i>2017 Funding Mechanisms Update</i> | Q4 | Update Funding Mechanisms Document | NECP Implementation Activity | Strategic Priority 12 |
| SAFECOM-NCSWIC Technology Policy Committee | | | | |
| <i>Ten Keys to Obtaining a Resilient Local Access Network</i> | Q1 | Review document detailing the important aspects of communications resiliency for public safety networks | Goal 1 Goal 2 Goal 4 | Strategic Priority 13 |
| <i>Information Overload Primer</i> | Q3-Q4 | Develop 'primer document' to frame information overload challenges and encourage agencies to plan for a data-driven ecosystem | Goal 1 Goal 2 Goal 4 | Strategic Priority 13 |
| <i>ICAM Discipline-Specific Fact Sheets (ICAM WG)</i> | Q1 | Draft documents highlighting the importance of ICAM for each discipline [Five Total] | Goal 1 Goal 2 Goal 4 | Strategic Priority 14 |
| <i>Best Practices, Lessons Learned, and other documents related to ICAM implementation (ICAM WG)</i> | Q1-Q4 | Identify documents developed externally and develop documents in-house to share lessons learned and best practices related to ICAM implementation | Goal 1 Goal 2 Goal 4 | Strategic Priority 14 |
| <i>RFP Best Practices for LMR Subscriber Units Fact Sheet ("Do's and Don'ts" Document)</i> | Q1 | Develop high-level best practices for the public safety community | Goal 1 Goal 2 Goal 4 | Strategic Priority 15 |
| <i>RFP Best Practices for LMR Subscriber Units Toolkit</i> | Q1-Q4 | Identify and develop a suite of RFP materials to help public safety officials during the RFP process for purchasing LMR subscriber units | Goal 1 Goal 2 Goal 4 | Strategic Priority 15 |
| <i>Refresh of The T-Band Giveback: Implications for the Public Safety Community White Paper</i> | Ongoing | Review and refresh document to socialize the implications of complying with <i>The Middle Class Tax Relief and Job Creation Act of 2012</i> , which requires the recovery and auction of T-Band spectrum currently in use by multiple public safety operations | Goal 1 Goal 2 Goal 4 | Strategic Priority 16 |
| <i>Update DHS Cybersecurity Primer</i> | Q2 | Identify and capture challenges and best practices for managing public safety information from new data sources | Goal 1 Goal 2 Goal 4 | Strategic Priority 17 |
| <i>GIS Best Practices White Paper (NG 911 WG)</i> | Q2 | Provide best practices on management of GIS data (e.g. reconciliation between GIS data and Master Street Address Guides (MSAGs), provisioning of Location Validation Function (LVF) and Emergency Call Routing Function (ECRF), reconciliation between GIS and United States Postal Service (USPS) data) | Goal 1 Goal 2 Goal 4 | Strategic Priority 17 |

| Committee Product | Timeline | Purpose | NECP Goal | Long-Term Strategic Priority |
|--|----------|--|--------------------------------------|------------------------------|
| <i>Executive Summaries - RFP Considerations Information Document, TFOPA (NG 911 WG)</i> | Q2 | To provide summaries of vital documents related to NG 911 to ensure basic understanding of the activities and issues impacting the transition to NG 911 | Goal 1 Goal 2 Goal 4 | Strategic Priority 17 |
| <i>Promotion of the NG 911 Readiness Scorecard (NG 911 WG)</i> | Q1-4 | To promote use of the NG 911 scorecard to determine an agency's readiness to transition to NG 911 | Goal 1 Goal 2 Goal 4 | Strategic Priority 17 |
| <i>NextGen 911 Variations and Lessons Learned</i> | Q4 | Facilitate discussions at all levels of government in order to address inconsistencies in architecture and operations among the Public Safety Answering Points (PSAP) and states, and other jurisdictional tensions inherent in the evolving paradigm | Goal 1 Goal 2 Goal 4 | Strategic Priority 17 |
| <i>Public Safety Utilization of the ITS White Paper</i> | Q4 | Outline opportunities for public safety to utilize ITS and potential impacts to consider | Goal 1 Goal 2 Goal 4 | Strategic Priority 18 |
| <i>Addressing Interoperability When Developing or Purchasing a Public Safety Application</i> | Q3-Q4 | Outline what to consider when developing or purchasing an App targeted to public safety from an interoperability standpoint (e.g., what it is or isn't, are Application Programmer Interface or data exchanged agreements established, does it meet/use global data exchange standards, can it use the various types of data exchange types [e.g., XML]) | Goal 1 Goal 2 Goal 4 | Strategic Priority 18 |
| Communications Section Task Force | | | | |
| <i>COMU Proposal and Presentation to FEMA</i> | Q1-Q2 | Provide FEMA with recommendations for IT and communications integration into National Incident Management System | Goal 1 Goal 2 Goal 3 Goal 4 | Strategic Priority 19 |
| <i>Information Technology Service Leader (ITSL) task book and training course curriculum</i> | Q1-Q2 | Develop task book and course curriculum for ITSL position within ICS Communications Section | Goal 1 Goal 2 Goal 3 Goal 4 | Strategic Priority 19 |

Appendix B: 2017 SAFECOM Strategic Priorities Accomplishments

The Department of Homeland Security (DHS) Office of Emergency Communications (OEC) partnered with each of SAFECOM’s committees to achieve specific goals associated with each priority. Committees leveraged expertise within the National Council of Statewide Interoperability Coordinators (NCSWIC) and SAFECOM organizations to harness knowledge and share best practices and lessons learned across the group. Table 3 below provides an example of the types of work products and activities achieved on an annual basis through the SAFECOM committees.

TABLE 3: 2017 SAFECOM STRATEGIC PRIORITIES ACCOMPLISHMENTS

| COMMITTEE | ACCOMPLISHMENTS |
|---|---|
| <p style="text-align: center;">EDUCATION & OUTREACH</p> | <p>Chair: Christopher Lombard <i>(November 2015 – present)</i> Vice Chair: Michael Murphy <i>(May 2017 – present)</i></p> <ul style="list-style-type: none"> ✓ SAFECOM Introduction Presentation ✓ SAFECOM Fact Sheet (revision) ✓ SAFECOM Magnet ✓ SAFECOM Elevator Speech ✓ Joint Blog Posts ✓ SAFECOM Monthly Bulletins ✓ Joint Newsletters ✓ SAFECOM Website Maintenance |
| <p style="text-align: center;">GOVERNANCE</p> | <p>Chair: Don Bowers <i>(November 2015 – present)</i> Vice Chair: Paul Fitzgerald <i>(October 2016 – present)</i></p> <ul style="list-style-type: none"> ✓ 2016 Annual Report ✓ 2016 SAFECOM Strategic Priorities: Summary of Accomplishments ✓ 2017 Strategic Plan ✓ SAFECOM Member Survey Data Aggregation Report ✓ SAFECOM Membership Applications ✓ SAFECOM Membership Advertisement |
| <p style="text-align: center;">FUNDING & SUSTAINMENT</p> | <p>SAFECOM Chair: Tom Roche <i>(November 2015 – November 2017)</i>; Mel Maier <i>(November 2017 – present)</i> Vice Chair: Lloyd Mitchell <i>(November 2017 – present)</i></p> <ul style="list-style-type: none"> ✓ Life Cycle Planning Tool (One Page) ✓ SAFECOM Grant Guidance ✓ Project 25 Frequently Asked Questions (P25 FAQ) ✓ Equipment Life Cycle Survey ✓ System Lifecycle Guide Phase I Webinar ✓ System Lifecycle Guide Phase I |
| <p style="text-align: center;">TECHNOLOGY POLICY</p> | <p>Chair: Gerald Reardon <i>(December 2013 – present)</i> Vice Chair: Eddie Reyes <i>(November 2017 – present)</i></p> <ul style="list-style-type: none"> ✓ Trustmark Framework Webinar ✓ Trustmark Framework Tri-fold Brochure ✓ ICAM Position Paper for Endorsing Trustmark Framework ✓ ICAM 101 Executive Briefing ✓ ICAM Reference Materials document ✓ Ten Keys to Obtaining a Resilient Local Access Network document ✓ Revised The T-Band Giveback: Implications for the Public Safety Community white paper ✓ NG911 Work Stream Analysis |

| COMMITTEE | ACCOMPLISHMENTS |
|---|---|
| COMMUNICATIONS SECTION TASK FORCE | <p>Chair: Christopher Lombard <i>(November 2015 – present)</i></p> <p>Vice Chair(s): Don Bowers <i>(November 2015 – present)</i></p> <ul style="list-style-type: none"> ✓ Sponsored/Supported the development of the Communications Unit Personnel Position Task Book Sign-Off Process Template ✓ Defining the Future State of the COMU Fact Sheet ✓ An Unmet Need: National-Level Governance for the National Incident Management System (NIMS)/Incident Command System (ICS) Communications Unit White Paper |