Department of Homeland Security
Office of Emergency Communications

NCSWIC

National Council of Statewide Interoperability Coordinators

Strategic Plan

January 2018

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1. INTRODUCTION

The National Council of Statewide Interoperability Coordinators (NCSWIC) Strategic Plan is a stakeholder-driven, multi-jurisdictional, and multi-disciplinary strategic plan to enhance interoperable and emergency communications. The plan is a critical short-range (one year) tool to help the NCSWIC and its partners prioritize resources, strengthen governance, identify future investments, and address interoperability gaps.

Figure 1 illustrates the interrelated components of the NCSWIC Strategic Plan for the development of a comprehensive strategy to improve interoperable and emergency communications. The NCSWIC Strategic Plan is based on an understanding of the current and mid-range interoperable and emergency communications environment. NCSWIC has taken significant steps toward enhancing interoperability and emergency communications across the nation throughout the past six years.
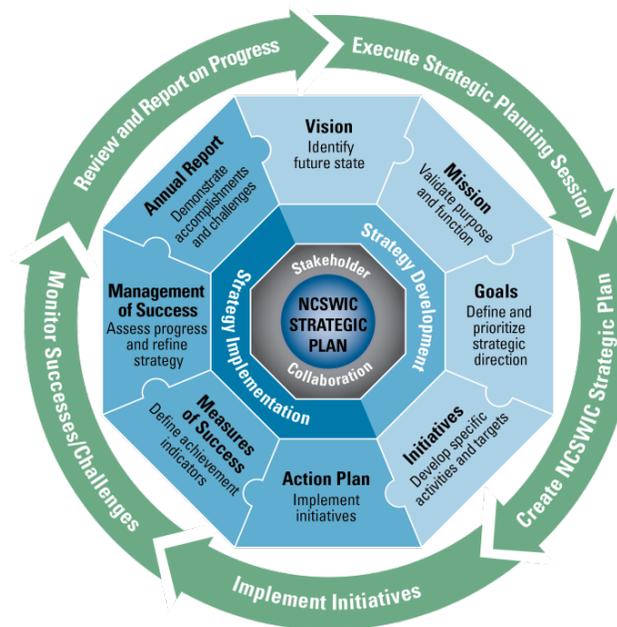

Figure 1: NCSWIC Strategic Plan and Implementation Components

2. PURPOSE

The purpose of the NCSWIC Strategic Plan is to:

- Provide strategic direction to the NCSWIC to ensure work enhances and promotes emergency communications successes and challenges across the nation
- Identify specific initiatives and work products that align to the revised National Emergency Communications Plan (NECP) and NCSWIC goals
- Provide a list of investment justifications validating Department of Homeland Security's (DHS) expenditure for in-person, collaborative, stakeholder meetings
- Ensure NCSWIC committees demonstrate progress toward meeting approved milestones for the strategies and initiatives outlined in Appendix A for successful implementation of NCSWIC goals

This Strategic Plan is owned and managed by the NCSWIC. The NCSWIC Governance Committee and the NCSWIC Executive Committee (EC) have the authority to develop the Plan and are responsible for making decisions regarding the Plan. The NCSIWC EC is also responsible for ensuring that this Plan is implemented and maintained.

3. VISION AND MISSION

The Vision and Mission section describes the NCSWIC's end goal and first steps in the action planning process for improving emergency communications operability, interoperability, and continuity of communications across the nations.

3.1 NCSWIC VISION

A nation where public safety responders can communicate effectively.

3.2 NCSWIC MISSION

By developing professional partnerships and collaborating with public safety responders and policy makers, the NCSWIC promotes awareness of the critical importance of public safety communications. The NCSWIC enhances public safety by assisting states and territories through the Statewide Interoperability Coordinator (SWIC) by implementing the core elements of operable communications and ensuring interoperable communications.

4. NCSWIC AND THE ROLE OF THE SWIC

Established in July 2010, the NCSWIC assists states and territories with promoting the critical importance of interoperable communications. NCSWIC is composed of SWICs and their staff from the 56 states and territories. In this key role, SWICs leverage their relationship with partners involved in responding to disasters at all levels of government to advance long-term emergency communications initiatives. As such, the SWIC contributes to the development and maintenance of governance structures across all disciplines and levels of government; standard operating procedures (SOPs); voice and data technologies; training and exercises; outreach and education materials; funding and grant opportunities; and, emergency communications policies, plans, and services. This coordinated effort greatly enhances response capabilities by developing collaborative, interoperable communications strategies at all levels of government.
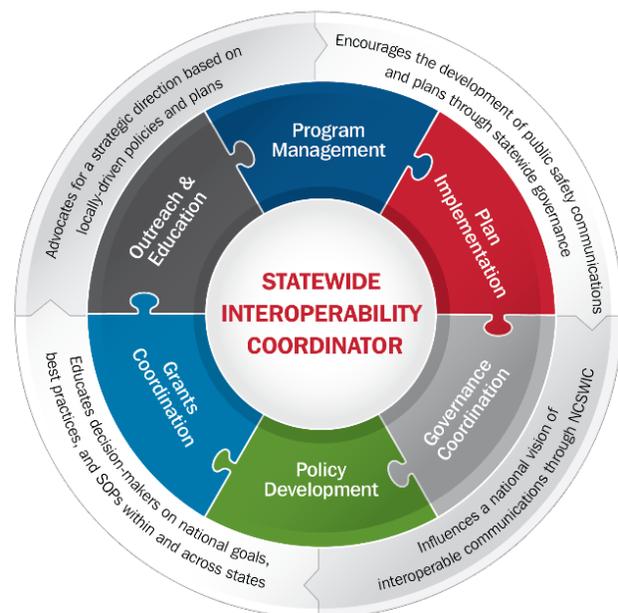
As part of this effort, SWICs assist with the implementation of the NECP and their Statewide Communication Interoperability Plans (SCIPs) — locally-driven, multi-jurisdictional, and multi-disciplinary statewide plans created to provide strategic direction to those responsible for interoperable communications, such as broadband and Land Mobile Radio (LMR), at the State, Regional, Local, and Tribal levels. Additionally, SWICs dedicate considerable time educating the public safety community on their SCIP. SWICs are also charged with establishing a Statewide Interoperability Governing Body (SIGB) or other formalized, statewide governance bodies. Statewide governance bodies provide a unified approach across disciplines and jurisdictions that ultimately support funding, informed and effective decision making, and communications interoperability.

SWICs also play an important role in state-level grants coordination and policy development by working with the State Administrative Agency to monitor interoperable communications grant opportunities. SWICs facilitate communications among responders during emergencies, are an important asset when responding to planned and unplanned events, and manage Communications Unit Leader and Communications Technician training programs. Additionally, SWICs act as, or coordinate closely with, the State Point-of-Contact (SPOC) with the First Responder Network Authority on issues related to the implementation of the National Public Safety Broadband Network (NPSBN).

5. THE EVOLVING EMERGENCY COMMUNICATIONS LANDSCAPE

Despite the NCSWIC's many accomplishments, more remains to be done to further the NCSWIC's vision and mission. It is important to note this work is part of a continuous cycle, as the NCSWIC will always need to adapt to evolving technologies, operational tactics, and changes in the emergency communications landscape. Over the next year, NCSWIC's members will encounter challenges relating to operability, interoperability, aging equipment and systems, training, emerging technologies, and sustainable funding.

Wireless voice and data technology are evolving rapidly, and efforts are underway to determine how to leverage these new technologies to meet the needs of public safety. Policies and initiatives, such as the NPSBN and Next Generation 9-1-1 (NG 9-1-1), present NCSWIC with additional challenges and considerations for future planning efforts and require an informed strategic vision to properly account for these changes. Integrating capabilities and services, such as broadband and NG 9-1-1, provide unparalleled opportunities for existing governance structures, such as NCSWIC, to make pertinent decisions about the future of interoperable communications within this ever-changing context. The NCSWIC will help to educate the public safety community at all levels of government and across all public safety disciplines to assist with successful NPSBN and NG 9-1-1 implementation. The NCSWIC will also be vital in helping to develop and maintain strategic partnerships with a variety of stakeholder agencies and organizations at the federal, regional, state, territorial, tribal, and local levels to design effective policy and governance structures that address new and emerging interoperable and emergency communications technologies.

5.1   THE NATIONAL EMERGENCY COMMUNICATIONS PLAN ALIGNMENT

Originally developed in 2008, the NECP was designed to address stakeholder-identified gaps caused by disparate LMR systems and a lack of coordination during emergency response efforts resulting from ineffective governance, SOPs, and training and exercises. The 2014 NECP builds on those lessons while keeping pace with the evolving emergency communications landscape.

The 2014 NECP was developed through extensive coordination among industry stakeholders and public safety representatives at all levels of government, including SAFECOM[1] and the NCSWIC. Updates to the plan take into account the number and variety of new and existing technologies currently available as well as new partners incorporated into formal response operations. This evolving landscape complicates how the public safety community interacts with those involved in emergency or disaster situations as depicted in Figure 2, the Emergency Communications Ecosystem. While not losing focus on the need to continue supporting LMR and mission-critical voice capabilities, the Emergency Communications Ecosystem graphic consists of many inter-related components and functions, and acts as a framework through which to understand complex relationships as a result of the ever-changing emergency communications landscape.
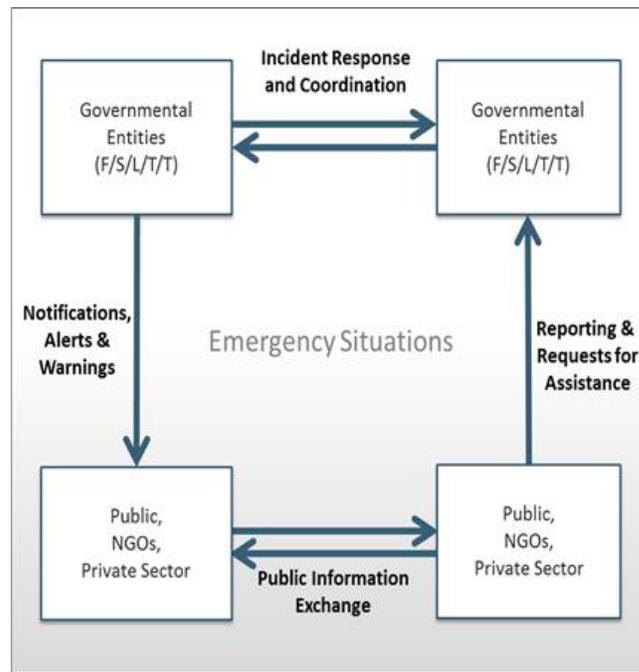
Figure 2: NECP Emergency Communications Ecosystem

The NECP's strategic goals measure progress, enabling the Office of Emergency Communications (OEC) and other federal government entities to target available resources for continued success.

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[1] SAFECOM was formed in 2001 after the terrorist attacks of September 11, 2001 as part of the Presidential E-Government Initiative to improve public safety interoperability, allowing emergency responders to communicate effectively before, during, and after emergencies and disasters. SAFECOM's mission is to improve designated emergency response providers' inter-jurisdictional and inter-disciplinary emergency communications interoperability through collaboration with emergency responders across Federal, State, local, tribal, and territorial governments, and international borders.

2014 NECP strategic goals include:

- **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 communication 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 communication capabilities that support the needs of emergency responders.

5.2   THE SAFECOM INTEROPERABILITY CONTINUUM

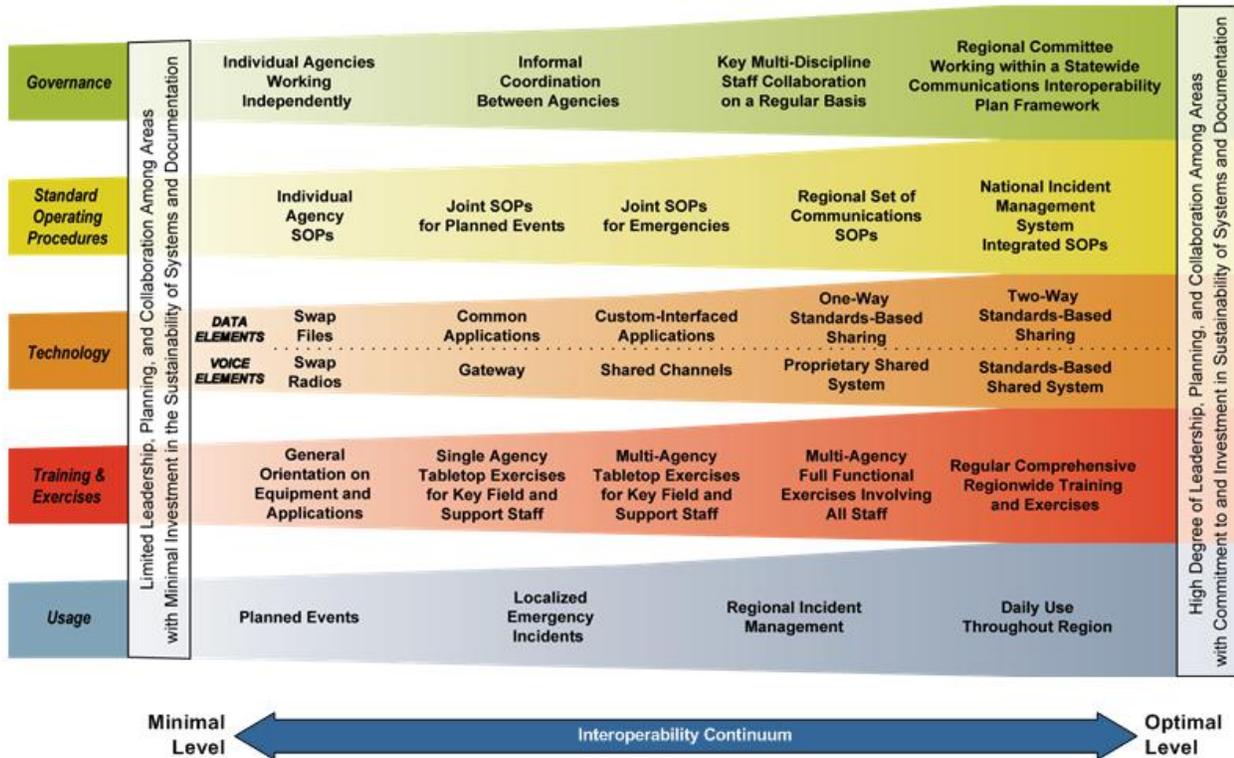**Figure 3: SAFECOM Interoperability Continuum**

Developed by SAFECOM and OEC, the SAFECOM Interoperability Continuum, shown in Figure 3, serves as a framework to address challenges and continuous improvement of emergency communications. It is designed to assist emergency response agencies and policy makers with planning and implementing interoperability solutions for voice and data communications. To drive

progress along the five elements of the SAFECOM Interoperability Continuum and improve interoperability, emergency responders should observe the following principles:

- Gain leadership commitment from all disciplines (e.g., EMS, fire-rescue response, and law enforcement)
- Foster collaboration across disciplines through leadership support
- Interface with policy makers to gain leadership commitment and resource support
- Use interoperability solutions regularly
- Plan and budget for ongoing updates to systems, procedures, and documentation
- Ensure collaboration and coordination across all Interoperability Continuum elements

Implementation of NECP goals and the SAFECOM Interoperability Continuum principles have acted as guidance over the years to further NCSWIC's mission and to determine specific actions detailed in the below Section 6 to realize the program's overall vision of effective public safety responder communication.

6. NCSWIC'S ACTION PLAN: STRATEGIC GOALS AND INITIATIVES

NCSWIC's Action Plan describes the process by which it will use the Strategic Plan to execute specific initiatives aimed at furthering the program's vison and mission. The following sections lay out a plan for identifying those responsible for executing the plan, the collaborative process used by NCSWIC's members to achieve their goals, specific actions in the form of work products necessary for accomplishing change, and a suggested timeline for implementing these actions (i.e., work products). In addition to basing activities on its own goals, detailed below, the NCSWIC developed this Action Plan in an effort to align its work products to the NECP and the Emergency Communications Ecosystem.

6.1 GOALS

The NCSWIC goals consider broader objectives of the public safety community for improving emergency communications and aim to achieve the following:

1. Improve public safety communications interoperability throughout the nation
2. Assist the SWIC community with outreach, SCIP program management, grants coordination, and policy development responsibilities
3. Work with emergency response leaders across all levels of government to implement the SCIPs
4. Implement the goals and objectives outlined in the NECP

6.2   NCSWIC COMMITTEE STRUCTURE

In 2014, based on major changes affecting public safety communications and evolving priorities, the NCSWIC EC reorganized its structure and established four committees:

- **Planning, Training, and Exercise Committee:** The Planning, Training and Exercise Committee, formerly the Training and Exercises, and Standard Operating Procedures Committee, focuses on providing guidance and best practices for planning, training and exercising, related to public safety communications at all levels of government relevant to the SWIC community and aims to coordinate closely with OEC on service offerings.
- **Funding and Sustainment Committee:** The Funding and Sustainment Committee concentrates on identifying innovative ways to fund emergency communications systems and activities (i.e. equipment, training, personnel, etc.) pertinent to stakeholders at the state, local, tribal, and territorial levels. The group also prepares and disseminates information on appropriations and new funding sources to the public safety community at all levels of government. The Funding and Sustainment Committee is a joint effort with SAFECOM.
- **Governance Committee:** The Governance Committee focuses on emergency communications governance, both internal to the NCSWIC as well as external governing bodies. This includes management and modifications to organizational documents, such as the NCSWIC Charter and Strategic Plan. As recommended in the 2014 NECP, the committee continues to update governance structures and processes to address the evolving operating environment, review NCSWIC initiatives, and identify best practices and lessons learned.
- **Technology Policy Committee:** The Technology Policy Committee promotes the use of technologies, resources, and processes related to emergency communications and interoperability. Specifically, the Technology Policy Committee continues to support LMR systems, promote broadband technology and deployment, and work with the Federal partners to further various technologies within the emergency communications ecosystem (e.g., NG 9-1-1, alerts and warnings, cybersecurity). The Technology Policy Committee is a joint effort in coordination with SAFECOM.

In addition to the established committee structure, the NCSWIC has the ability to launch working groups as subsets of each committee in an effort to lead and execute particular projects or activities requiring subject matter expertise and significant stakeholder input over an extended period. Membership on the working groups is open to participants outside of the NCSWIC membership, with subject matter experts encouraged to participate. The NCSWIC may also establish a task force as an ad hoc group at the direction of the OEC, the EC, or the NCSWIC Chair, and may include NCSWIC members from multiple committees charged with creating a defined product over a short period.

6.3   COMMITTEE GOALS AND INITIATIVES

Each year, the four NCSWIC committees develop target priorities and aim to complete a variety of related products and activities that further NCSWIC goals and the implementation of the NECP. The NCSWIC EC reviews and approves these products on a yearly basis, which aim to fill gaps, advance the ability of states to adopt and achieve long-term interoperability, standardize response efforts, and increase coordination across disciplines and geographic borders using a ground-up approach.

Appendix A outlines current NCSWIC initiatives and work products by committee. At the beginning of each year, committee members will achieve consensus on products, determine their purpose and scope, and develop a general timeline and approach for execution. Based on dates listed in the table, committee members will collaborate on each initiative or work product via email and teleconferences throughout the year. As recommended within emergency communications grant guidance, all products and activities align with one or more of the NECP goals, as detailed in column four. Alignment with NCSWIC goals is shown in column three. Additionally, Appendix B outlines NCSWIC's achievements and work products from the previous calendar year.

7. STRATEGY IMPLEMENTATION AND MANAGEMENT

Based on recommendations from its members and committees, the NCSWIC EC will formally adopt the Strategic Plan and use this document as a tool to help the NCSWIC prioritize resources, strengthen governance, address interoperability gaps, and educate and inform local and State elected officials and stakeholders. The NCSWIC plans to use its bi-monthly conference calls and bi-annual full membership meetings to work closely with the committees' assigned specific goals and initiatives. As a result, regular reporting to the NCSWIC EC by committee chairs and vice chairs on their identified goals and initiatives is anticipated throughout the year to ensure success.

7.1 MEASURES AND MANAGEMENT OF SUCCESS

Measures of success are used to meaningfully assess the advancement of NCSWIC goals. Each year, committee members will identify goals and associated initiatives to further the NCSWIC strategic goals (Section 6.1) and NECP strategic goals (Section 5.1). For the goals and initiatives in Appendix A, committees will identify associated milestones which will be used to measure the successful implementation of the Plan.

Each year, the NCSWIC EC will work with each of the four committees to manage the implementation of the Strategic Plan and its associated strategic goals and initiatives found in Appendix A. The NCSWIC Chairs and Vice Chairs will work with committee members to measure the progress made towards achieving the initiatives identified in Appendix A. Each committee will monitor the progress being made in achieving stated initiatives and corresponding timelines as this will serve as a measures of success. The NCSWIC Committee Chairs and Vice Chairs will be responsible for a semi-annual review of the identified measures of success and will report back to the EC at least twice a calendar year on their status. The NCSWIC Governance Committee will be responsible for developing and implementing a process for reporting completion of milestones and aggregating semi-annual committee-specific updates.

7.2 STRATEGIC PLAN REVIEW

On an annual basis, the NCSWIC Governance Committee will conduct a review of the Strategic Plan, more specifically Appendix A, at year end, to ensure it is up to date and aligned with the changing internal and external interoperable and emergency communications environment as well as to track and report progress against defined initiatives and measures of success. An annual review and update of the Strategic Plan is an essential element to achieving NCSIWC's vision for interoperable public safety communications and operations. SWICs will participate in collaborative

sessions during the second in-person meeting of the year to discuss accomplishments from the previous year and to determine priorities for the coming calendar year. The NCSIWC Governance Committee will assume primary responsibility for maintaining and updating the Strategic Plan. Once the NCSWIC Governance Committee revises the Strategic Plan by collecting ideas for specific work products from each committee, the plan will be presented to the NCSWIC EC, and then the whole NCSWIC, for their review and comment. The process is designed to gather input and garner agreement among the entire membership.

As an accompaniment to the Strategic Plan, OEC Staff, in consultation with the NCSIWC and committee leadership, will develop and present a draft Annual Summary to the NCSWIC EC, summarizing accomplishments implementing actions detailed in the Strategic Plan. The Annual Summary will be developed and circulated for approval in March of each year. This summary will be sent on to the OEC as part of an annual requirement and will be primarily used as a tool to track the progress of NCSWIC's initiatives.

APPENDIX A: NCSWIC STRATEGIC PRIORITIES

The following tables outline the planned timelines and descriptions of NCSWIC's 2018 work products.

Goal Alignment

NCSWIC Goals
Goal 1: Improve public safety communications interoperability throughout the nation.
Goal 2: Educate lawmakers, policymakers, and stakeholders on the importance of the policies supporting public safety communications.
Goal 3: Advance the importance of SWIC's as key leaders and advocates for statewide public safety communications.
Goal 4: Equip, educate, and support SWICs in their roles as coordinators within each state and region.
Goal 5: Assist the SWIC community with outreach, Statewide Communication Interoperability Plans (SCIP) program management, grants coordination, and policy development responsibilities.
Goal 6: Implement the goals and objectives outlined in the National Emergency Communications Plan (NECP).
NECP Goals
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.

2018 Initiatives and Products

Committee Goal & Initiative	Purpose	NCSWIC Goal	NECP Goal	Timeline
Planning, Training, and Exercise Committee				
Emergency Management Assistance (EMAC) Package Template	Create standardized Mission Ready Package (MRP) templates and make them available to all 56 states and territories to address the gap in the existence of standardized resource typing for communication assets and to streamline the process when requesting resources from other agencies	Goal 1 Goal 2 Goal 4	Goal 2 Goal 4	Quarters 1-3

Committee Goal & Initiative	Purpose	NCSWIC Goal	NECP Goal	Timeline
Integration of Statewide Interoperability Coordinators (SWIC) into State Training and Exercise Programs Webinar	Develop and host an educational webinar on the integration of SWICs into state training and exercise programs to allow committee members to leverage content	Goal 1 Goal 2 Goal 4	Goal 2 Goal 3 Goal 4	Quarter 2
Podcasts(s) on Technical Assistance (TA) Offerings	Educate states and territories on the TA offerings available	Goal 1 Goal 2 Goal 4	Goal 3 Goal 4	Quarter 3
White Paper on Incorporating Broadband into TA/SCIPs and Communications Planning, Training and Exercises	Develop a brief white paper if time permits in 2018	Goal 1 Goal 2 Goal 4	Goal 2 Goal 3 Goal 4	Quarter 4
Governance Committee				
NCSWIC Strategic Plan	Update appendices by aligning NCSIWC committees' 2018 planned products and activities to the goals of the NCSWIC and the NECP	Goal 1 Goal 2 Goal 4	Goal 1	Quarter 1
2017 NCSWIC Annual Report	Report on the accomplishments and impacts of NCSWIC products developed per the Strategic Plan and summarize additional activities and meetings	Goal 1 Goal 2 Goal 4	Goal 1	Quarter 1
SWIC Elevator Speech	Update SWIC Elevator Speech	Goal 1 Goal 2	Goal 1	Quarter 1
Broadband Working Group	Establish a Broadband Working Group	Goal 1 Goal 2 Goal 3 Goal 4	Goal 2 Goal 3 Goal 4 Goal 5	Quarter 2
2008 SWIC Book	Update 2008 SWIC Book	Goal 1 Goal 2	Goal 1 Goal 2	Quarters 2-4
NCSWIC Monthly Bulletins	Develop and publish briefings distributed to NCSWIC membership each month, intended to update members on each committee's progress in achieving annual initiatives as well as current events and activities relevant to the SWIC Community	Goal 1 Goal 2	Goal 1 Goal 2	Ongoing
NCSWIC Social Media Presence	Implement NCSWIC's social media strategy	Goal 1 Goal 2 Goal 4	Goal 4	Ongoing

Committee Goal & Initiative	Purpose	NCSWIC Goal	NECP Goal	Timeline
New SWIC On-Boarding Process	Implement updated SWIC on-boarding process (with new binder). Distribute New SWIC Welcome Packages and utilize program to assist new members in transitioning into the role of the SWIC	Goal 1 Goal 2	Goal 1 Goal 2	Ongoing
2014 Governance Guide Update	Support the update to the 2014 Governance Guide	Goal 1 Goal 2 Goal 4	Goal 1 Goal 2	Ongoing
Funding and Sustainment Committee				
Project 25 (P25) Letter to State Administrative Agencies (SAA)	Finalize letter on the importance of purchasing equipment compliant with P25 standards and distribute to all SAAs	Goal 1 Goal 4	Goal 1	Quarter 1
Funding Life Cycle Planning Guide Update	Complete Emergency Communications System Lifecycle Planning (Phase II and III)	Goal 1 Goal 4	NECP Implementation Activity	Quarters 1-3
Funding Life Cycle Planning Guide Appendix: Continuity of Operations (COOP) Planning	Develop appendix that shows COOP best practices, models, and checklists that should be considered during lifecycle planning	Goal 1 Goal 4	Goal 1 Goal 2	Quarters 1-3
Funding Life Cycle Planning Guide Appendix: Cost Benefit Analysis	Develop appendix that shows the importance of completing cost-benefit analysis during lifecycle planning	Goal 1 Goal 4	Goal 1 Goal 2	Quarters 2-4
SAFECOM Grant Guidance Review and Input	Review and provide input into the SAFECOM Guidance for Emergency Communications Grants	Goal 1 Goal 2 Goal 4	Goal 1 Goal 2	Quarters 1 & 4
2017 Funding Mechanisms Paper Update	Update funding mechanisms document	Goal 1 Goal 2 Goal 4	NECP Implementation Activity	Quarter 4
Technology Policy Committee				
Ten Keys to Obtaining a Resilient Local Access Network	Review a document detailing the important aspects of communications resiliency for public safety networks	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 1
Request for Proposal (RFP) Best Practices for (Land Mobile Radio) LMR Subscriber Units Fact Sheet ("Do's and Don'ts" Document)	Develop high-level best practices for the public safety community	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 1

Committee Goal & Initiative	Purpose	NCSWIC Goal	NECP Goal	Timeline
RFP Best Practices for LMR Subscriber Units Tool Kit	Identify and develop a suite of RFP materials to help public safety official during the RFP process for purchasing LMR subscriber units	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarters 1- 4
Information Overload Primer	Develop a primer document to frame information overload challenges and encourage agencies to plan for a data-driven ecosystem	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarters 3-4
Public Safety Utilization of the Intelligent Transportation System (ITS) White Paper	Outline opportunities for public safety to utilize ITS and potential impacts to consider	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 4
Addressing Interoperability When Developing or Purchasing a Public Safety Application	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 4	Goal 1 Goal 2 Goal 4	Quarters 3-4
Refresh of the T-Band Giveback: Implications for the Public Safety Community White Paper	Review and refresh document to socialize the implications of complying with *The Middle Class Tax Relief and Job Creation Act of 2012,* which requires the recovery and auction of T-Band spectrum currently in use by multiple public safety operations	Goal 1 Goal 4	Goal 1 Goal 2 Goal 3	Ongoing
Identity, Credential, and Access Management (ICAM) Working Group				
ICAM Discipline-Specific Fact Sheets (Five Total)	Draft documents highlighting the importance of ICAM for each discipline	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 1
Best Practices, Lessons Learned, and other documents related to ICAM implementation	Identify documents developed externally and develop documents in-house to share lessons learned and best practices related to ICAM implementation	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarters 1-4

Committee Goal & Initiative	Purpose	NCSWIC Goal	NECP Goal	Timeline
Update Department of Homeland Security (DHS) Cybersecurity Primer	Identify and capture challenges and best practices for managing public safety information from new data sources	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 2
Next Generation 9-1-1 (NG 9-1-1) Working Group				
Promotion of the NG 9-1-1 Readiness Scorecard	Promote the use of the NG 9-1-1 scorecard to determine an agencies readiness to transition to NG 9-1-1	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarters 1-4
Update DHS Cybersecurity Primer	Identify and capture challenges and best practices for managing public safety information from new data sources	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 2
Geographic Information Systems (GIS) Best Practices White Paper	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 4	Goal 1 Goal 2 Goal 4	Quarter 2
Executive Summaries – RFP Considerations Information Document, Task Force on Optimal Public Safety Answering Points (PSAP) Architecture (TFOPA)	Provide summaries of vital documents related to NG 9-1-1 to ensure basic understanding of the activities and issues impacting the transition to NG 9-1-1	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 2
NG 9-1-1 Variations and Lessons Learned	Facilitate discussions at all levels of government in order to address inconsistencies in architecture and operations among PSAPs and states, and other jurisdictional tensions inherent in the evolving paradigm	Goal 1 Goal 4	Goal 1 Goal 2 Goal 4	Quarter 4