Iowa Statewide Interoperable Communications System Board (ISICSB)

STATEWIDE COMMUNICATION INTEROPERABILITY PLAN

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2017-2020

Developed with Support from the US Department of Homeland Security, Office of Emergency Communications

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LETTER FROM THE SWIC

Greetings,

I am pleased to present to you the 2017 Iowa Statewide Communication Interoperability Plan (SCIP). This SCIP represents Iowa's continued commitment to improving emergency communications and supporting the public safety practitioner community. The 2017 SCIP marks the next step towards achieving the National Emergency Communications Plan's (NECP) vision for interoperable communications at the local, regional, state, and federal level.

With support from the Department of Homeland Security's Office of Emergency Communications (OEC), representatives from the Iowa Statewide Interoperability Communications System Board (ISICSB) and several other state and local public safety agencies from across Iowa collaborated to redefine and enhance the SCIP. As a result of the efforts to update the SCIP, you will find both new and ongoing interoperability initiatives in the SCIP.

The State of Iowa faces complex challenges as we work towards achieving public safety interoperability. For the next three-to-five years, this strategic plan will guide our efforts provide robust, reliable, and interoperable communications to the entities that protect and serve the 3 million citizens and communities throughout Iowa through effective governance, enhanced technology, and sensible funding for emergency communications.

As we move toward our goal of interoperability, we must remain dedicated and strive to improve our ability to communicate among disciplines and across jurisdictional boundaries. With help from public safety practitioners statewide, we will work to achieve the goals set forth in this SCIP and become a nationwide model for statewide interoperability.

Sincerely,

Chris Maiers
Statewide Interoperability Coordinator
Iowa Statewide Interoperable Communications System Board
Iowa Department of Public Safety

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DEVELOPED WITH SUPPORT FROM THE DHS OFFICE OF EMERGENCY COMMUNICATIONS

Iowa SCIP Workshop, June 28, 2017

On June 28-29, 2017, Iowa hosted a SCIP Workshop to develop goals to improve interoperable emergency communications in three key areas: Governance, Technology, and Funding and Sustainment. Stakeholders leveraged the successes and gaps that were previously identified during the Governance, Technology, and Funding and Sustainment engagements to assign goals and tactics, account for planning activities involving new technologies and the emergency communications ecosystem, and incorporate national efforts and strategies as needed.

The Iowa Statewide Communication Interoperability Plan (SCIP) is a stakeholder-driven, multi-jurisdictional, and multi-disciplinary strategic plan to enhance interoperable and emergency communications across the state. The Enhanced SCIP is a critical mid-range (three to five years) strategic planning tool to help Iowa prioritize resources, strengthen governance, identify future investments, and address interoperability gaps.

Figure 1: Enhanced SCIP

Development of the Iowa Enhanced SCIP was a collaborative process among Iowa Statewide Interoperable Communications System (ISICS) Board members and public safety stakeholders from across disciplines, agencies, and jurisdictions within the State Iowa. This process followed a systematic approach to identify successes, gaps and challenges in governance, technology, and funding and sustainment through the process identified in figure 1. The process began with the Governance Engagement to review and discuss efforts on how they can be improved to make governance more efficient and effective. The next step involved a webinar discussing funding and sustainment requirements that included sharing various funding practices from across the country. The third and final engagement prior to the SCIP Workshop was the Technology Engagement. The Technology Engagement identified Iowa's current technologies for Land Mobile Radio (LMR), Broadband, Next Generation 9-1-1 (NG9-1-1) and Alerts and Warnings. For each of the identified technologies, participants mapped out what one would expect these technologies to be in the next three to five years to address the anticipated needs of public safety and the public's expectations given today's understanding of those technology capabilities.

Through this collaborative process stakeholders from across disciplines, agencies, and jurisdictions within the State Iowa's successes, gaps and challenges in governance, technology, and funding and sustainment were identified and captured

Data gathered during engagements was then leveraged during the Strategic Goals and Implementation Plan engagement, also referred to as the SCIP Workshop, to guide the goal development efforts of participants. The resulting goals are provided within this strategic plan. The Evaluation and Progress Management component represents Iowa's completion of the Annual SCIP Snapshot Report which measures the progress made towards Iowa's goals.

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INTRODUCTION

Guiding Approach / Principles

Modernization of emergency communications components is facilitating the flow of information and communications among government agencies, the private sector, the public, and in some cases, with entities from neighboring counties.

The deployment of FirstNet, wireless broadband networks and applications will greatly influence incident operations as they become more prevalent and are more widely adopted by emergency responders. In addition to FirstNet, there are also efforts to update the Nation's 9-1-1 infrastructure to Next Generation 9-1-1 (NG9-1-1), and the recent deployment of a nationwide public alerting system that uses traditional media, such as broadcast and cable, as well as Internet Protocol-based technologies to transmit alerts to mobile phones and other devices. When considering and preparing for these changes to the emergency communication's landscape, Iowa has developed the Enhanced SCIP using a more holistic approach to strategic planning that incorporates the emergency communications ecosystem and the Interoperability Continuum.

The broader emergency communications ecosystem consists of many inter-related components and functions, including communications for incident response operations, notifications and alerts and warnings, requests for assistance and reporting, and public information exchange. The primary functions of the emergency communications ecosystem are depicted in the 2014 National Emergency Communications Plan[1].

Vision

All emergency response entities in and around Iowa can access common standards-based interoperable statewide communications systems within established public safety guidelines and adhering to industry best practices.

The Interoperability Continuum[2] was developed by SAFECOM and serves as a framework to address challenges and continue improving operable/interoperable and emergency communications. It is designed to assist emergency response agencies and policy makers with planning and implementing interoperability solutions for voice and data communications. In an effort to align the lanes of the continuum to Iowa's committees, an updated interoperability continuum shown in Figure 2 was developed during the Governance engagement to include the Finance and Security lanes. These new lanes include milestones to guide progress towards improving interoperability. The emergency communication's ecosystem and the updated

Mission

In accordance with the code of Iowa and established laws, develop standardized interoperable communications through established governance structures. Provide standards-based public safety communications through strategic direction to enhance and achieve the highest level of interoperable public safety and emergency communications.

[1] The 2014 National Emergency Communication Plan is available here: https://www.dhs.gov/sites/default/files/publications/2014%20National%20Emergency%20Communications%20Plan_October%2029%202014.pdf

[2] OEC's Interoperability Continuum is available here: http://www.safecomprogram.gov/oecguidancedocuments/continuum/Default.aspx

Interoperability Continuum were used as the foundation to guide the development of Iowa's goals and future objectives towards enhancing interoperable communications. This combined framework has resulted in a strategic plan that coordinates the mutually-supportive strategies of Land Mobile Radio (LMR), NG9-1-1, FirstNet, nationwide public alerting systems, and other major capabilities that are being deployed across the nation.

During the Iowa SCIP Workshop, participants developed goals based on the priorities of the Iowa Statewide Interoperable Communications System Board's (ISICSB) committees, which are: Finance, Governance, Operations, Outreach, Technology, Training and Exercise, and User Group. Stakeholders leveraged the successes and gaps that were previously identified in the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, depicted in Appendix B, and during the Governance, Technology, and Funding and Sustainment engagements. Stakeholders then assigned goals, metrics for success, objectives and action plans to account for planning activities involving new technologies, state priorities, and Code of Iowa obligations. Each developed goal is assigned to a committee, however, in order to accomplish a specific action item or objective committees often collaborate on projects.

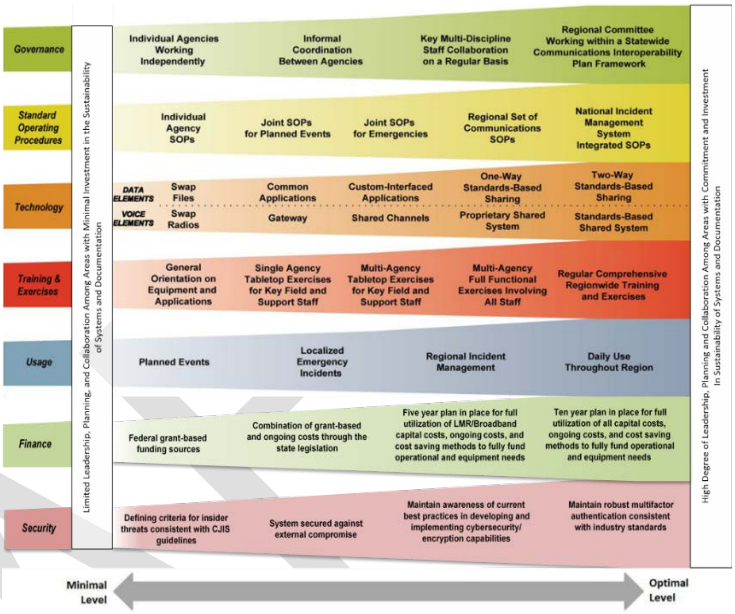

Figure 2: Iowa Interoperability Continuum

Iowa Enhanced SCIP Overview

- **Overview of Strategic Goals, Objectives and Benefits –**
  - Provides an executive summary of the SCIP goals and objectives and their intended benefits. Iowa developed goals, objectives, and metrics for success for each of the seven committees during its SCIP workshop.
- **Governance & Coordination –**
  - Describes the current mechanisms for communications interoperability governance within the state along with successes, challenges, and priorities for improving governance within the evolving landscape.
- **Technology & Operations –**
  - Describes the core systems used to support public safety communications within the state and the technological and operational enhancements needed to maintain and enhance interoperability across the emergency communications ecosystem.
- **Funding & Sustainment –**
  - Describes the funding sources and allocations that support interoperable communications capabilities within the state along with methods and strategies for funding sustainment and enhancement of needed capabilities into the future.
- **ISICSB Committee Mission Statements and SCIP Goals & Objectives –**
  - Provides each of the seven committee mission statements and their goals and objectives.
- **Implementation Plan –**
  - Describes how Iowa plans to implement, maintain, and update the SCIP to enable continued evolution of and progress toward its interoperability goals.

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OVERVIEW OF STRATEGIC GOALS & OBJECTIVES

Governance & Coordination

Develop appropriate governance through creation of mission statements and assigned goals for each ISICSB committee.

Technology & Operations

Maintain existing systems and adopt emerging technologies with a focus on statewide LMR, Broadband, NG9-1-1, and Alerts and Warnings systems.

Funding & Sustainment

Develop a 5-year financial plan for the operation of Iowa's statewide system and broadband planning.

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GOVERNANCE & COORDINATION

Current State of Governance

Iowa established the Iowa Statewide Interoperable Communications System Board (ISICSB) in 2007. Under Code of Iowa sections 80.28 and 80.29, ISICSB's purpose is to develop, implement, and oversee policy, operations, and fiscal components of communications interoperability at the state and local level, as well as coordinate similar efforts at the federal level. The ultimate objective of the board is to develop and oversee the operation of a statewide integrated public safety communication interoperability system. See Appendix D for the Code of Iowa sections 80.28 and 80.29.

The Code of Iowa has established an annual reporting requirement on the status of the ISICSB. The Board has 19 voting members, including nine state department representatives, 10 local public safety members (police, fire, EMS), one at-large member, and four ex officio legislative members, all of which are not voting members. The current governance structure is depicted in figure 3.

During the Iowa Governance Engagement on May 9, 2017, participants developed mission statements for each of its seven committees. They also determined a need to add financial and security lanes to the SAFECOM Interoperability Continuum and create a new ISICSB Security Committee. Appendix C includes an overview of each committee and its assigned goals and measurement of success.

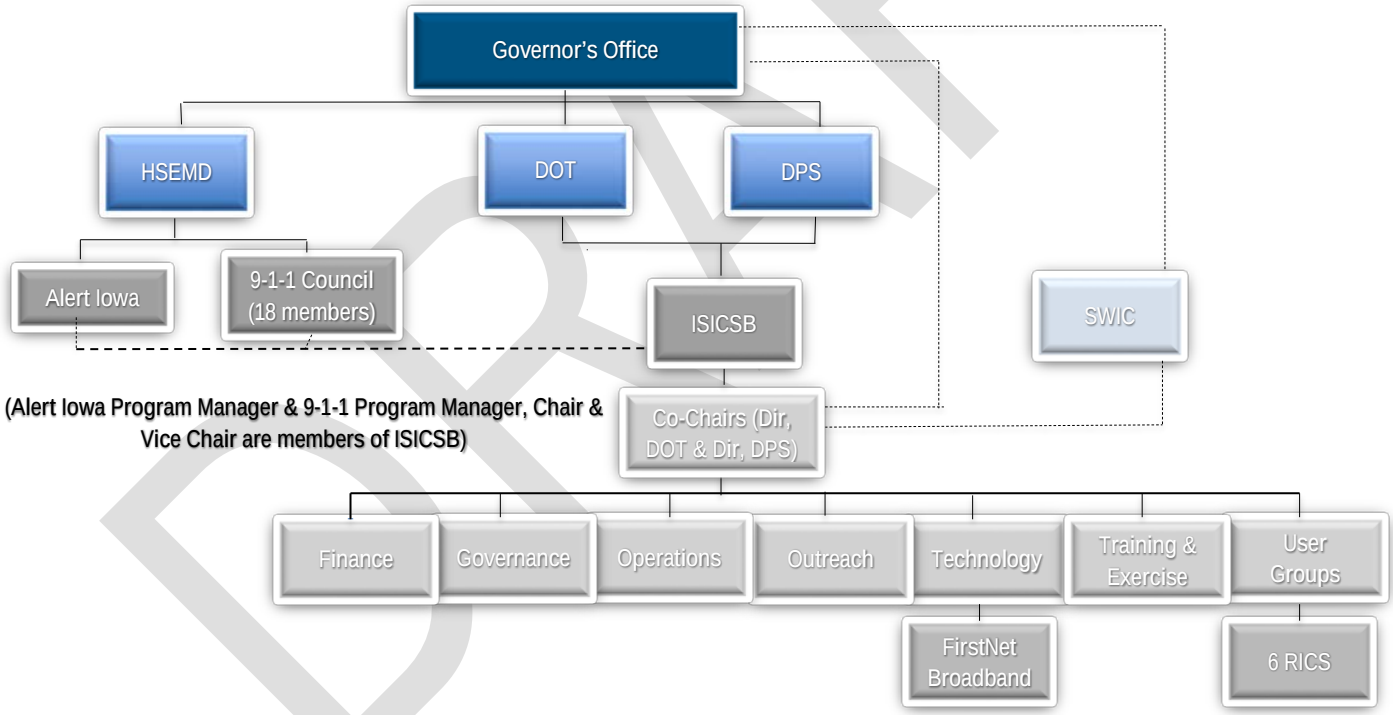

Figure 3: Governance Organization Chart

Creation of a Security Committee

The creation of a new committee will require the Board to identify a Chair and Vice Chair of the committee. Since the ISICSB receives its direction from the Code of Iowa, they do not have a charter. Instead the ISICSB has administrative rules that only require a simple vote of the Board to elect the positions of the Chair and Vice Chair.

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General membership of the new committee, including the Chair and Vice Chair, will need to include people with cybersecurity expertise. The state will work to identify these members outside of its current structure because they currently do not have the specific skill sets required. This effort may pose the opportunity for the ISICSB's first public/private partnership. The Board will consider partnering with the agencies or universities to identify a mixed group of specialists who may or may not have any knowledge of public safety.

There is the possibility that this security committee will be a subcommittee of Technology much like the Broadband subcommittee. Under the Technology Committee, the Security subcommittee's primary goal will be to assist the Regional Interoperability Committees (RICs), which are subcommittees of the User Group Committee.

TECHNOLOGY & OPERATIONS

During the Iowa Technology Engagement conducted on May 10, 2017, participants identified the current and desired states of technology involving: Land Mobile Radio, Broadband/Data, Next Generation 9-1-1 and Alerts and Warnings. An overview of the desired state of technology in Iowa is shown in figure 4. Findings through this exercise have helped inform the development of Iowa SCIP goals and objectives, and can be found in Appendix C. Appendix A also includes a list of systems used in the state.

Land Mobile Radio

The State of Iowa has many different LMR systems in place. Many are stand-alone, some are on the State's ISICS system or have the ability to be on that system, and most have the ability to use the VHF conventional interoperability channels statewide.

- About 70% of the State of Iowa is on non-P25 VHF conventional systems with a few areas having VHF P25 systems.
- Most of the state has access to two standard VHF interoperability channels, Point-To-Point (155.3700MHz) and VLAW31 (155.4750 MHz).
- The state has many stand-alone 700 & 800 MHz systems, some of them are Frequency Division Multiple Access (FDMA) while others are Time Division Multiple Access (TDMA).
- Some agencies use a private vendor to provide their radio system infrastructure.
- The state has developed and is currently deploying their new 700MHz statewide system. The system is still in its infancy stages as more sites and users are added.

Desired Technology State

- 100% of radio systems interface with ISICS and use the same nomenclature
- Program all radios with a standard interoperability template
- Have less local reliance on vendors
- Greater public safety use of FirstNet
- 98% or better coverage of both indoor and outdoor
- Convergence of the Wireline and Wireless networks
- Establish SOPs for NextGen 9-1-1
- Improve security of warnings systems
- Update alerts and warnings
- Coordinate with agencies to push out alerts and warnings to the public

Figure 4: Desired Technology State

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Broadband

Iowa currently uses multiple commercial vendors to support broadband use. Data for public safety is currently being used for:

- Mobile data in the field
- Computer Aided Dispatch (CAD)
- Live streaming video
- OTAR (Over the Air Rekeying) of radios that allows the ability to send new encryption keys over the air vs. physically touching each radio.
- Over the Air Programming (OTAP) of radios that allows the ability to reprogram or update talk groups over the air vs. physically touching each radio.
- AVL (Automatic Vehicle Location), this is the ability to track vehicle movement which is one feature that is part of the State of Iowa's MACH (Mobile Architecture for Communications Handling) mobile data system for law enforcement.
- TraumaHawk App -This is a smartphone app designed by the University of Iowa that allows first responders in the field the ability to send pictures of an accident to the receiving hospital to give the hospital a greater awareness of the extent of injuries and/or vehicle damage.
- Iowa is has completed a pilot called Wi-Fi for School Emergencies (WISE). The WISE Pilot is designed around increasing police presence at schools by establishing outdoor wireless access points that law enforcement can use to upload dash and body camera video. The network may also be used during a school emergency

9-1-1 / Next Generation 9-1-1

The 911 Communications Council was established to serve in a consultative role with the 911 Program Manager and the Director of the Homeland Security and Emergency Management Department (HSEMD). The goal of the Council is to advise and make recommendations to the Director and Program Manager regarding implementation and development of the 911 system in Iowa. The ISICSB and 911 Communications Council lead and support interoperable and emergency communications-related efforts in Iowa. These two groups exist as separate but as closely coordinated entities who share a common vision and mission. In fact, the majority of the Council members sit on at least one of the ISICSB seven committees.

Alerts & Warnings

The Alert Iowa Notification System is the state's primary alert system, but is not used by every agency. Other systems used include: Code RED, Reverse 9-1-1 and Everbridge. Iowa stakeholders have stated the value of incorporating alerts and warnings and National Weather Service's Forecast Offices on its statewide LMR system – ISICS.

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FUNDING & SUSTAINMENT

Current State of Funding

ISICSB, as well as other commissions in Iowa, are not given a stand-alone budget, rather funds are distributed through the state's Department of Transportation (DOT) and the Department of Public Safety (DPS). Currently, the Board receives $154,000 to lead enhancements in statewide interoperability. From 2007 to 2010, the Board also received a total of $12.1 million in grants, primarily from the Public Safety Interoperability Communications Grant (PSIC) and the Interoperable Emergency Communications Grant Program (IECGP). In Fiscal Year (FY) 2016, House File 651 appropriated $4 million from the E911 Emergency Communications Fund to the Homeland Security and Emergency Management Department (HSEMD) to pay for the lease costs associated with the Iowa Statewide Interoperable Communications System (ISICS). For FY 2017, $4.4 million was appropriated for the lease costs in Senate File 2326. For FY 2018, HF 643 appropriated $4.4 million from the Rebuild Iowa Infrastructure Fund. This platform will be under the joint purview of the DPS and the DOT[3].

911 Surcharges

Iowa operates off a one-dollar surcharge on wire and wireless phones for 911. Wireline 911 surcharge funds go directly to the counties, while the wireless 911 surcharge funds go to the state who then pays for the management of the networks. Remaining funds are distributed to counties to support their efforts.

State and Local Implementation Grant Program (SLIGP)

Iowa is currently using a State and Local Interoperability Grant Program's (SLIGP) grant to fund a full-time SWIC under DPS as well as a FirstNet Outreach Coordinator.

Maintenance Costs for the ISICS Platform

Maintenance has been built into a 10-year contract with Motorola for the ISICS platform. After the warranty ends in the third year the state will be responsible for the maintenance costs which are $1.6 million annually. Funding needs to be identified to pay for the maintenance when it arises. The estimated power costs for the platform will be $275,000 a year for all 90 sites present when this document was drafted. DPS is also responsible for the cost.

Five-Year Funding Plan

Iowa has identified a need to develop a five-year funding plan to establish processes and procedures involving expenditures on ISICS and a broadband data network, which will include the following:

- Identify what role the board should take regarding the sustainability and maintenance of the system
- Include the $1.6 million in annual maintenance costs after the third year
- Funding of control stations

Once the plan is complete, the governance and finance committees will work with the SWIC to present it during the November 2017 meeting and then the ISICSB will approve it during the December 2017 meeting. Then the approved plan must be uploaded into a website through the Legislative Services Agency (LSA).

[3] Source: https://www.legis.iowa.gov/docs/publications/FT/692724.pdf

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ISICSB COMMITTEE MISSION STATEMENTS AND SCIP GOALS & OBJECTIVES

Finance Committee			
Mission Statement: The Finance Committee identifies potential funding streams and coordinates existing funds for interoperable communications priorities.			
Goal #	Goals	Objectives	Benefits
1.	*Develop appropriate process and procedures for acquiring resources, administering processing payments using state and grant funds for enhancement, deployment and operation of ISICS and a five-year financial plan by June 2018*	• Develop annual fiscal processes which meets GAAP/GAAS requirements for ISICS Project	• Process developed and implemented for acquiring resources, processing payments using state or grant funds promotes transparency • Development and administration of a 5-year financial plan promotes transparency
2.	*Develop appropriate process and procedures for acquiring resources, administering processing payments using state and grant funds for enhancement, deployment and operation of broadband data network and a five-year plan by June 2018*	• Develop annual fiscal processes which meets GAAP/GAAS requirements for statewide data network	• Process developed and implemented for acquiring resources, administering and processing payments of state or grant funds promotes transparency • Development and administration of a 5-year financial plan promotes transparency
3.	*Develop appropriate process and procedures for administering all financial assets consistent with national best practices in accounting and auditing*	• Develop annual fiscal process which meets GAAP/GAAS for administering state and federal funds consistent with Code of Iowa and grant guidelines • Align with the grant process developed by the ISICSB	• Establishes known processes and procedures for budgeting, accounting, inventorying and auditing all financial assets of ISICSB whether state or grant funds

Governance Committee

Mission Statement: The Governance Committee develops and coordinates the policy and procedural operations of the ISICSB and ensures it functions within the law in a public and transparent manner.

Goal #	Goals	Objectives	Benefits
4.	*Develop appropriate governance through creation of policy and procedure statements for enhancement, deployment and operation of ISICS*	• Develop policies as requested • Disseminate policies as needed	• Promotes a shared understanding of governance involving the statewide system
5.	*Develop appropriate governance through creation of policy and procedure statements for enhancement, deployment and operation of a statewide broadband network*	• Develop policies as requested • Disseminate policies as needed	• Promotes a shared understanding of governance involving statewide broadband network
6.	*Establish a process to administer grant funds or communications assets*	• Develop policies as requested • Disseminate policies as needed	• Promotes awareness of how grant funds and communications assets are invested

Operations Committee

Mission Statement: The Operations Committee collaborates and develops the operational protocols and procedures for interoperable communications.

Goal #	Goals	Objectives	Benefits
7.	*At the end of five years 95% of all dispatch centers have access to ISICS*	• Identify dispatch centers that need access • Establish operational policies for ISICS access • Deliver recommendation/documentation to ISICSB	• Advances interoperability statewide by connecting dispatch centers to ISICS
8.	*To review the ISICS draft policies and make recommendations to Standards Working Group*	• Review and document recommendations to the Standards Working Group representative	• Creates an opportunity to update ISICS policies
9.	*Align and update legacy plans, including system failures*	• Identify, review and update existing communications plans and include a system failure plan • Deliver recommendation/ documentation to ISICSB	• Creates an opportunity to address issues with existing communications plans

Outreach Committee

Mission Statement: The Outreach Committee builds coalitions to support and promote interoperable public safety and emergency communications by providing clear and pertinent information to stakeholders and decision makers.

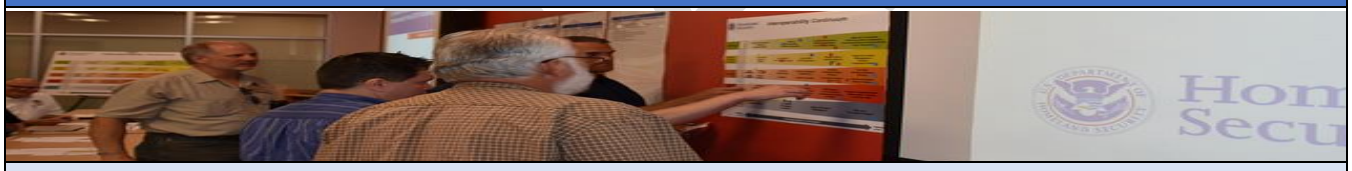
Goal #	Goals	Objectives	Benefits
10.	*To develop and deliver outreach materials for use in making decisions to become a user of ISICS (by final system acceptance) by June 2018*	• As needed, identify if a plan needs to be developed to respond to changes with ISICS • Develop outreach materials specific to elected officials and targeted audiences	• Promotes awareness of benefits of becoming an ISICS user
11.	*To develop and deliver outreach materials for use in making decisions to become a user of broadband network by 90 days after adoption of the state plan or by Spring 2018.*	• Leverage guidance and input from the Broadband sub-committee • As needed, identify if a plan needs to be developed to respond to changes with broadband • Develop Iowa-specific materials from broadband providers • Develop outreach materials specific to elected officials and targeted audiences	• Promotes awareness of benefits of becoming a broadband network user
12.	*Develop a plan for utilizing social media relative to ISICSB activities and interoperability issues*	• Adoption of social media plan • In five years, the ISICSB website or the SWIC becomes the primary and central point for information	• Allows for a wide audience to be reached with information pertaining to interoperability.
13.	*Approach and educate elected officials*	• Develop a training plan • Engage association partners	• Creates “interoperability champions” to advocate on behalf of ISICSB priorities involving funding and other needs to advance interoperability statewide

Technology Committee

Mission Statement: The Technology Committee researches emerging technologies and standards to develop technical recommendations and procedures to enhance interoperable public safety and emergency communications.

Goal #	Goals	Objectives	Benefits
14.	*To lead technological solutions for voice interoperability*	• To develop standards for ISICS communications equipment • Create minimum standards for ISICS interoperable communications equipment	• Supports interoperability involving voice across communications equipment
15.	*To lead technological solutions for data interoperability*	• Create minimum standards for interoperable communications equipment • Make recommendation to ISICSB to adopt standards	• Supports interoperability involving data across communications equipment
16.	*Investigate voice and data convergence and differentiating the needs of public safety*	• Investigate technology • Choose best course of action • Make recommendations	• Identifies planning considerations for the convergence of voice and data

Training & Exercises Committee



Mission Statement: The Training and Exercise Committee provides training opportunities on interoperable communications and procedures for planned and unplanned events.

Goal #	Goals	Objectives	Benefits
17.	*Develop and provide standard core training for interoperable communications across the various state regions*	• Establish guidelines defining standard core training • Embed communications training within existing state training institutions	• Promotes consistent training across state regions
18.	*Expand the statewide core group of trainers who would be able to teach necessary COMU positions classes and increase COMU awareness*	• Create a COMU awareness outreach program for dissemination through the Outreach Committee • Seek Train-the-Trainer classes	• Increases the number of trainers to promote more training and organization of statewide COMU program
19.	*Develop a cost analysis of training to augment future budgetary planning*	• Obtain training funding	• Identifies funding needs for training

User Group Committee

Mission Statement: The User Group Committee, comprised of authorized users, coordinates access and usage policies for use of or interfacing with the ISICS platform and public safety broadband systems.

Goal #	Goals	Objectives	Benefits
20.	*Develop processes and vet the application process for access to the ISICS interoperable communications platform within state or grant resources.*	• Add efficiencies to application process • Determine resource needs for an objective evaluation of Level 3 and 4 resource users	• Decreases application process time relative to number of applications per user level • Encourages increased number of users
21.	*Develop processes for guidance on broadband data interoperable communications platform within state or grant resources.*	• Identify and deploy process to assist in the application for broadband access	• Decreases application process time relative to number of applications per user level • Encourages increased number of users
22.	*Strengthen all RICs*	• Travel to every county to conduct outreach to all stakeholders • Listen and accept feedback • Identify meeting frequency and appropriate tasks	• Increases RIC user attendance, participation, and investment

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IMPLEMENTATION PLAN

Evaluation and Progress Measurement

Iowa's SCIP is owned and managed by the ISICSB. Through the Code of Iowa, the ISICSB has both authority to, and is responsible for, making decisions regarding the SCIP and is responsible for its implementation and maintenance. The SCIP goals align with the Code of Iowa in order to ensure compliance and tied to a budget funding stream to ensure their completion.

The ISICSB will add the goals assigned to the committees as a formal agenda item for its regular meetings. Appendix C outlines each committee's mission, assigned SCIP goal and objective, metrics of success and action plan based on the 2017 workshop. Committee members are expected to utilize developed action plans to implement their respective areas of the SCIP.

Each Committee Chair or their designee will provide regular status updates to monitor work, or lack thereof, done by the Committee, subcommittee or working group to track progress and address as needed. These status updates will contribute to the state's Annual Report to the Governor and to the Annual SCIP Snapshot.

The ISICSB will also conduct a thorough review of the SCIP on a biennial basis to update goals and objectives to address identified needs and advancements involving statewide emergency communications capabilities.

DHS Support

Each year, OEC works with all 56 states and territories in measuring progress towards implementing SCIP goals through the annual SCIP Snapshot process. Findings from the reporting help identify successes and challenges in meeting goals, and help OEC provide targeted technical assistance in the form of training and resources offered through its Interoperable Communications Technical Assistance Program (ICTAP).
ICTAP offerings of interest include:

- Formal Governance Documentation Review, Assessment and Development
- Communications Unit (COMU) Planning and Policies, Project Management
- Tactical Interoperable Communications Plan (TICP) Field Operations Guide (TIC-FOG) Review and Development
- Next Generation 9-1-1 / Strategic Planning Support
- Communications Unit Leader (COML) Training
- Communications Unit Technician (COMT) Training
- Communications Assets Survey and Mapping (CASM) Tool – Next Generation

Requests for technical assistance are coordinated through the Iowa SWIC on an annual basis.
For more information, states/territories are encouraged to contact OEC at: SCIP@hq.dhs.gov.

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APPENDIX A: List of Acronyms

Below is a list of acronyms used throughout this document.

COML	Communications Unit Leader
COMT	Communications Unit Technician
COMU	Communications Unit
DHS	Department of Homeland Security
GAAP	Generally Accepted Accounting Practices
GAAS	Generally Accepted Auditing Standards
HSEMD	Homeland Security and Emergency Management Department
ISICS	Iowa Statewide Interoperable Communications System
ISICSB	Iowa Statewide Interoperable Communications System Board
LMR	Land Mobile Radio
MHz	Megahertz
NECP	National Emergency Communications Plan
NG9-1-1	Next Generation 9-1-1
OEC	Office of Emergency Communications
P25	Project 25
PSAP	Public Safety Answering Point
RIC	Regional Interoperability Committee
SCIP	Statewide Communication Interoperability Plan
SWIC	Statewide Interoperability Coordinator
VHF	Very High Frequency

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APPENDIX B: SWOT Analysis

	LMR	Broadband	Code of Iowa Duties	Alerts & Warnings
Strengths	• Deployed Iowa Statewide Interoperable Communications System (ISICS), P25 Statewide Radio System • Deploying LMR backbone across the state • Local participation • Procedures and policies address and prepare for conventional systems and new technologies (i.e., eliminating interference issues) • Public Safety Answering Points (PSAPs) are preparing for the ISCIS	• Established broadband committee • Collaborating with Governor's Office • State public safety uses data frequently • Dedicated broadband for public safety at school locations (WISE) • One of the first states to define public safety grade	• Guiding 700Mhz network buildout • Dedicated funding stream • Current committee structure is responsive to planning needs • Established public/private partnerships (Motorola – LMR) • FirstNet Broadband subcommittee hosting fourth public/private partnerships summit • Strived to partner with local exchange carriers for FirstNet • Collaborating with local utility companies • Outreach and information sharing • Adopted FPIC encryption • Strong collaboration between 911 Board and state interoperability board	• Most counties use Alert Iowa--Statewide system for alerts and warnings, incorporates reverse 911, integrates IPAWS • Outdoor and indoor warning systems • Paging systems
Weaknesses	• Diversity of radio frequency use • Tactical Interoperability Communications Plan (TICP) not current • Funding • Outreach and education on ISCIS • CASM adoption • No master RFP to provide to local stakeholders • Legislature allocated surplus 911 funds to build and implement statewide radio • Unpredictability of long-term funding	• Stakeholders have limited broadband technical knowledge • Reliance on commercial carriers for information • No dedicated funding stream	• No authority to enforce decisions • No ability to administer grants • Interoperability continuum does not emphasize cybersecurity • Need additional subject matter expertise for new and evolving technology • Lack of succession planning	• Multiple points of contact for alerts and warnings • Lack of standards

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Opportunities	• Identifying funding to pay for 8-year commitment to Motorola • Clearly define interface • Inclusion of public service as users • Identifying overall funding stream/source of revenue for grants to continue expanding system • Access to ISCIS from every PSAP and department • Create buy in and involve local stakeholders with new and evolving technology • Adding a representative from each county (99) on subcommittees • Developing a regional governance system	• Expanding ICSIC • Adopting FirstNet • Development of applications • Sharing information with all stakeholders and decision makers	• Leveraging voting seat on Telecommunications Industry Association (TIA) • Create grant funding method to push grants to locals	• Some counties still have the opportunity to join Alert Iowa • Addressing Alerts & Warnings in the SCIP
Threats	• Funding • Not been strategic in the deployment of grant resources • Sensitivities between LMR and 911 due to allocation of surplus 911 funds • Other vendors pre-P25 system and subscribers' loyalty agencies rely on consultants to address technology • Lacking technical expertise • Local stakeholders listen to vendors rather than technical experts • Vendor recommendations may not serve vision for interoperability • Lacking enforcement of public safety grade • Cost of service and devices • General distrust of state and federal solutions			

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APPENDIX C: ISICSB Committee SCIP Goal Implementation & Measurement

FINANCE COMMITTEE			
Mission Statement: The Finance Committee identifies potential funding streams and coordinates existing funds for interoperable communications priorities.			
Goals	**Metrics for Success**	**Objectives**	**Action Plan**
Develop appropriate process and procedures for acquiring resources, administering processing payments using state and grant funds for enhancement, deployment, and operation of ISICS and a five-year financial plan by June 2018	• Process developed and implemented for acquiring resources • Process in place for administering and processing payments of state or grant funds • Development and administration of a five-year financial plan.	• Develop annual fiscal processes which meet GAAP/GAAS requirements for ISICS Project	• Identify costs of operation and sustainment • Identify more resources or efficiencies to ensure the budget aligns with the Board's goals • Each committee, at the direction of the Board, will submit priorities to the Finance Committee, making sure they align with the budget process, to decide whether it is within the budget • Compare last few years of expenditures to project the five-year plan and continue to revise it on an annual basis
Develop appropriate process and procedures for acquiring resources, administering processing payments using state and grant funds for enhancement, deployment and operation of broadband data network and a five-year financial plan by June 2018	• Process developed and implemented for acquiring resources • Process in place for administering and processing payments of state or grant funds • Development and administration of a five-year financial plan.	• Develop annual fiscal processes which meet GAAP/GAAS requirements for statewide data network	• Identify costs of operation and sustainment • Identify more resources or efficiencies to ensure the budget aligns with the Board's goals • Each committee, at the direction of the Board, will submit priorities to the Finance Committee, making sure they align with the budget process, to decide whether it is within the budget • Compare last few years of expenditures to project the five-year plan and continue to revise it on an annual basis
Develop appropriate process and procedure for administering all financial assets consistent with national best practices in accounting and auditing	• Coordinate with other committees to identify their on-going financial needs • Procedure in place and working for budgeting, accounting, inventorying and auditing all financial assets of ISICSB whether state or grant funds.	• Develop annual fiscal process which meet GAAP/GAAS and GASB for administering state and federal funds consistent with Code of Iowa and grant guidelines • Align with the grant process developed by the ISICSB	• Compliance with state and grant policies • Ensuring records are available for audits/oversight

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GOVERNANCE COMMITTEE			
Mission Statement: The Governance Committee develops and coordinates the policy and procedural operations of the ISICSB and ensures it functions within the law in a public and transparent manner.			
Goals	**Metrics for Success**	**Objectives**	**Action Plan**
Develop appropriate governance through creation of policy and procedure statements for enhancement, deployment and operation of ISICS	• Review ISICSB policies within 60 days	• Develop policies as requested • Disseminate policies as needed	• Actively communicate with other committee chairs • Identify the policies needed • Utilize an online project manager website to disseminate policies
Develop appropriate governance through creation of policy and procedure statements for enhancement, deployment and operation of a statewide broadband network	• Review ISICSB policies within 60 days	• Develop policies as requested • Disseminate policies as needed	• Actively communicate with other committee chairs • Identify the policies needed • Utilize an online project manager website to disseminate policies
Establish a process to administer grant funds or communications assets	• Process is adopted by ISICSB	• Develop policies as requested • Disseminate policies as needed	• Maintain knowledge of other states best practices and lessons learned while being mindful of the IA grant process • Work with and support the ISICSB and relevant committees • Develop a process for the planning, drafting, and execution of grants

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OPERATIONS COMMITTEE			
Mission Statement: The Operations Committee collaborates and develops the operational protocols and procedures for interoperable communications.			
Goals	**Metrics for Success**	**Objectives**	**Action Plan**
At the end of five years 95% of all dispatch centers have access to ISICS	• The number of dispatch centers connected to ISICS	• Identify dispatch centers that need access • Establish operational policies for ISICS access • Deliver recommendation/documentation to ISICSB	• Define what access to ISICS means • Define what a dispatch center is • Determine roles and responsibilities of dispatch centers • Promote the goal to the dispatch centers • Request potential opportunities for funding dispatch centers from the Finance Committee • Work with the Outreach Committee to provide information on how PSAPs can join ISICS.
To review the ISICS draft policies and make recommendations to Standards Working Group	• Throughput. The number the ISICSB received from the committee vs the number delivered	• Review and document recommendations to the Standards Working Group representative	• Operations representative receives draft policies and then provides them to the Operations committee members for feedback • Collaborate with other committees and provide initial feedback during the drafting of policies prior to being submitted for review
Align and update legacy plans, including system failures	• Completion of plan	• Identify, review and update existing communications plans and include a system failure plan • Deliver recommendation/ documentation to ISICSB	• Compile copies of all known legacy communications plans • Develop rubric for assessment • Identify the lines of authority for the plans • Make recommendations to the entity that has authority of the plan • Incorporating the RPCs in the ISICSB structure • Make a recommendation to the Governance Committee for the realignment of the plans

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OUTREACH COMMITTEE			
Mission Statement: The Outreach Committee builds coalitions to support and promote interoperable public safety and emergency communications by providing clear and pertinent information to stakeholders and decision makers.			
Goals	**Metrics for Success**	**Objectives**	**Action Plan**
To develop and deliver outreach materials for use in making decisions to become a user of ISICS (by final system acceptance) by June 2018	• Outreach materials developed for ISICS, then distributed and posted on the website, reviewed and updated by the end of the state fiscal year	• As needed, identify if a plan needs to be developed to respond to changes with ISICS • Develop outreach materials specific to elected officials and targeted audiences •	• Seek out feedback from various stakeholders and their respective agencies to determine if a plan needs to be developed • Identify key targeted audiences, tailor message for the specific groups • Monitor changes and progress and ensure our message is representative of the current status • Tailor messages specifically for state and local elected officials, boards and committees, containing statistics, cost-analysis, and benefits to public safety personnel.
To develop and deliver outreach materials for use in making decisions to become a user of broadband network by 90 days after adoption of the state plan or by Spring 2018.	• Outreach materials developed for broadband then distributed and posted on the website, reviewed and updated by the end of the calendar year	• Leverage guidance and input from the Broadband sub-committee • As needed, identify if a plan needs to be developed to respond to changes with broadband • Develop Iowa-specific materials from broadband providers • Develop outreach materials specific to elected officials and targeted audiences	• Establish a communications process between the Outreach Committee and other committees to obtain more information for distribution • Seek board approval for any materials to be developed identifying public safety broadband connectivity in the State of Iowa • Tailor messages specifically for state and local elected officials, boards and committees, containing statistics, cost-analysis, and benefits to public safety personnel. • Identify key legislators on funding committees and invite them to trainings and other communications-related events
Develop a plan for utilizing social media relative to ISICSB activities and interoperability issues	• Plan is developed and adopted • 25% increase in website/social media traffic, inquiries, and retweets/likes/shares every year for the next three years • Increase newsletter readership	• Adoption of social media plan • In five years, the ISICSB website or the SWIC becomes the primary and central point for information	• Determine which branches of social media to utilize, and which platforms to avoid • Research and develop a social media communications plan • Develop a strategy to elevate the ISICSB Website and the SWIC's office as a focal point for ISICS and interoperable communications information • Identify group leaders, agencies, organizations and vendors to create social media inter-linking (follows, likes, etc.)

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OUTREACH COMMITTEE			
Goals	Metrics for Success	Objectives	Action Plan
Approach and educate elected officials	• Training program development complete • Number of engagement/participants involved in training program	• Develop a training plan • Engage association partners	• Tailor messages specifically for state and local elected officials, boards and committees, containing statistics, cost-analysis, and benefits to public safety personnel. • Identify key legislators on funding committees and invite them to trainings and other communications-related events

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TECHNOLOGY COMMITTEE			
Mission Statement: The Technology Committee researches emerging technologies and standards to develop technical recommendations and procedures to enhance interoperable public safety and emergency communications.			
Goals	**Metrics for Success**	**Objectives**	**Action Plan**
To lead technological solutions for voice interoperability	• Publish state specific findings	• To develop standards for ISICS communications equipment • Create minimum standards for ISICS interoperable communications equipment	• Determining minimum and optimal ISICS system capabilities when it is fully built out • Develop the minimum standards for subscriber equipment to operate on system • Develop programming and configuration standards to include current and legacy technologies • Maintaining awareness of new and emerging communications technologies
To lead technological solutions for data interoperability	• Publish state specific findings	• Create minimum standards for interoperable communications equipment • Make recommendation to ISICSB to adopt standards	• Identify minimum and optimal broadband capabilities • Establish minimum technical rules for operational conduct • Develop a policy for bring your own device • Identify which devices public safety will use • Evaluating applications, data interoperability, and application interaction • Maintaining awareness of new and emerging data technologies and applications
Investigate voice and data convergence and differentiating the needs of public safety	• Publish staff studies on findings	• Investigate technology • Choose best course of action • Make recommendations	• Attend conferences • Keeping up on trade publications • Networking with others • Best practices • Increase information sharing efforts in simplified terms

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TRAINING AND EXERCISE COMMITTEE			
Mission Statement: The Training and Exercise Committee provides training opportunities on interoperable communications and procedures for planned and unplanned events.			
Goals	**Metrics for Success**	**Objectives**	**Action Plan**
Develop and provide standard core training for interoperable communications across the various state regions	• Development of training materials • Number of people trained	• Establish guidelines defining standard core training • Embed communications training within existing state training institutions	• Define what standard core training courses would be • Develop lesson plans for those courses that do not already have them • Divide classes across the state for easier access
Expand the statewide core group of trainers who would be able to teach necessary COMU positions classes and increase COMU awareness	• Increase number of trainers so that at least two COML classes can be scheduled per year • Number of people trained •	• Create a COMU awareness outreach program for dissemination through the Outreach Committee • Seek Train-the-Trainer classes •	• Continue the partnership with OEC and increase regional Train-the-Trainer opportunities to increase cadre of instructors • Identify trainers in strategic regions throughout the state
Develop a cost analysis of training to augment future budgetary planning	• Delivery of a cost analysis document	• Obtain training funding	• Research and apply for grant opportunities • Reduce the cost of travel to attend trainings • Provide coverage of trainee backfill expenses for agencies
Increase the number of credentialed COMU personnel	• Increasing the number of people on the credentialing list	• Increased opportunities to complete position task book • Increase regional training opportunities	• Minimize the costs of the initial training • Increase the number of communications related full-scale and table top exercises/trainings • Covering the expenses of currently credentialed person to provide opportunities • Coordinate training with the Homeland Security and Emergency Management Department State Training Officer

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USER GROUP COMMITTEE			
Mission Statement: The User Group Committee, comprised of authorized users, coordinates access and usage policies for use of or interfacing with the ISICS platform and public safety broadband systems.			
Goals	**Metrics for Success**	**Objectives**	**Action Plan**
Develop processes and vet the application process for access to the ISICS interoperable communications platform within state or grant resources.	• In five-ten years, 100% of eligible users have access to the ISICS platform • Decrease application process time relative to number of applications per user level	• Add efficiencies to application process • Determine resource needs for an objective evaluation of Level 3 and 4 resource users	• Create single point of coordination for all applications and necessary paperwork • Develop electronic repository for paperwork and workflow for all the paperwork • Identifying who has expertise for coverage needs for Level 3 and 4 users. System administrator • Revisit applicant review panel concept
Develop processes for guidance on broadband data interoperable communications platform within state or grant resources.	• Process developed • Number of users assisted, applied for and approved	• Identify and deploy process to assist in the application for broadband access	• Develop a process or certification for applicants for PSBN to confirm they are a true Public Safety entity (as needed) • Provide options of vendors and vendor information to applicants (as requested)
Strengthen all RICs	• Increase in RIC user attendance, participation, and investment	• Travel to every county to conduct outreach to all stakeholders • Listen and accept feedback • Identify meeting frequency and appropriate tasks	• SWIC to visit every county in State over the next two years to conduct outreach, assist with PSBN issues, and assess interest level in joining RICs • Identification of role and benefit of a strong RIC- possibly a white paper showcasing successes in Iowa • Encourage Outreach Committee to push out useful information to relevant associations • Encourage those involved in RIC to provide some reporting mechanism back to the full board • Create place where RICs can post information, ask questions, share resources. Establish RIC reporting process • Promote RIC as conduit for locals into ISICS board; a place for information to be exchanged between the board and the end users/local agencies

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APPENDIX D: Code of Iowa

DEPARTMENT OF PUBLIC SAFETY, §80.28

80.28 Statewide interoperable communications system board — established — members.

1. A statewide interoperable communications system board is established, under the joint purview of the department and the state department of transportation. The board shall develop, implement, and oversee policy, operations, and fiscal components of communications interoperability efforts at the state and local level, and coordinate with similar efforts at the federal level, with the ultimate objective of developing and overseeing the operation of a statewide integrated public safety communications interoperability system. For the purposes of this section and section 80.29, *"interoperability"* means the ability of public safety and public services personnel to communicate and to share data on an immediate basis, on demand, when needed, and when authorized.

2. The board shall consist of nineteen voting members, as follows:

a. The following members representing state agencies:

(1) One member representing the department of public safety.

(2) One member representing the state department of transportation.

(3) One member representing the department of homeland security and emergency management.

(4) One member representing the department of corrections.

(5) One member representing the department of natural resources.

(6) One member representing the Iowa department of public health.

(7) One member representing the office of the chief information officer created in section 8B.2.

(8) One member representing the Iowa law enforcement academy created in section 80B.4.

b. The governor shall solicit and consider recommendations from professional or volunteer organizations in appointing the following members:

(1) Two members who are representatives from municipal police departments.

(2) Two members who are representatives of sheriff's offices.

(3) Two members who are representatives from fire departments. One of the members shall be a volunteer fire fighter and the other member shall be a paid fire fighter.

(4) Two members who are law communication center managers employed by state or local government agencies.

(5) One member representing local emergency management coordinators.

(6) One member representing emergency medical service providers.

(7) One at-large member.

3. In addition to the voting members, the board membership shall include four members of the general assembly with one member designated by each of the following: the majority leader of the senate, the minority leader of the senate, the speaker of the House of Representatives, and the minority leader of the House of Representatives. A legislative member serves for a term as provided in section 69.16B in an ex officio, nonvoting capacity and is eligible for per diem and expenses as provided in section 2.10.

4. The voting members of the board shall be appointed in compliance with sections 69.16 and 69.16A. Members shall elect a chairperson and vice chairperson from the board membership, who shall serve two-year terms. The members appointed by the governor shall be appointed to three-year staggered terms and the terms shall commence and end as provided by section 69.19. If a vacancy occurs among the voting members, a successor shall be appointed to serve the unexpired term. A successor shall be appointed in the same manner and subject to the same qualifications as the original appointment to serve the unexpired term. The voting members of the board are entitled to receive reimbursement for actual expenses incurred while engaged in the performance of official duties from funds appropriated to the department of public safety and the state department of transportation for that

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purpose. The departments shall enter into an agreement to provide administrative assistance and support to the board.

DEPARTMENT OF PUBLIC SAFETY, §80.29

80.29 Board duties.

The statewide interoperable communications system board established in section 80.28 shall:

1. Implement and maintain organizational and operational elements of the board, including staffing and program activity.
2. Review and monitor communications interoperability performance and service levels on behalf of agencies.
3. Establish, monitor, and maintain appropriate policies and protocols to ensure that interoperable communications systems function properly.
4. Allocate and oversee state appropriations or other funding received for interoperable communications.
5. Identify sources for ongoing, sustainable, longer-term funding for communications interoperability projects, including available and future assets that will leverage resources and provide incentives for communications interoperability participation, and develop and obtain adequate funding in accordance with a communications interoperability sustainability plan.
6. Develop and evaluate potential legislative solutions to address the funding and resource challenges of implementing statewide communications interoperability initiatives.
7. Develop a statewide integrated public safety communications interoperability system that allows for shared communications systems and costs, takes into account infrastructure needs and requirements, improves reliability, and addresses liability concerns of the shared network.
8. Investigate data and video interoperability systems.
9. Expand, maintain, and fund consistent, periodic training programs for current communications systems and for the statewide integrated public safety communications interoperability system as it is implemented.
10. Expand, maintain, and fund stakeholder education, public education, and public official education programs to demonstrate the value of short-term communications interoperability solutions, and to emphasize the importance of developing and funding long-term solutions, including implementation of the statewide integrated public safety communications interoperability system.
11. Identify, promote, and provide incentives for appropriate collaborations and partnerships among government entities, agencies, businesses, organizations, and associations, both public and private, relating to communications interoperability.
12. Provide incentives to support maintenance and expansion of regional efforts to promote implementation of the statewide integrated public safety communications interoperability system.
13. In performing its duties, consult with representatives of private businesses, organizations, and associations on technical matters relating to data, video, and communications interoperability; technological developments in private industry; and potential collaboration and partnership opportunities.
14. Submit a report by January 1, annually, to the members of the general assembly regarding communications interoperability efforts, activities, and effectiveness at the local and regional level, and shall include a status report regarding the development of a statewide integrated public safety communications interoperability system, and funding requirements relating thereto.

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