



**Public Safety Communications
Advisory Commission (PSCC)
& Public Safety Interoperable
Communications (PSIC) Office**

**Arizona Statewide
Education and Outreach Plan
Regarding Public Safety
Communications Interoperability
2011**

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EXECUTIVE SUMMARY

The mission of Arizona's Statewide Communications Interoperability Plan (SCIP) is to advance public safety communications interoperability statewide. The goal of SCIP Strategic Initiative 5.8.5.1 is to "create and implement an Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners."¹

This Statewide Education and Outreach Plan regarding Public Safety Communications Interoperability (the "Plan") has been developed to provide outreach and education strategies and resources to advance interoperable communications initiatives which impact Arizona.

Since Arizona consists of so many different jurisdictions at varying stages of interoperability, no single approach would be appropriate for all jurisdictions. Therefore, the information contained in this document should be tailored to best fit the circumstances and situational needs of stakeholders involved in promoting and improving communications interoperability in each community.

This Plan is presented in seven sections:

1. **Introduction:** Background information regarding the creation of the Plan, its purpose, and challenges to outreach activities.
2. **Goals:** Goals supported by the Plan that will strengthen interoperable communication efforts across the State.
3. **Fundamental Messages:** Significant messages about the benefits of achieving interoperable communications which are relevant to any subject that may be referenced during education and outreach activities.
4. **Outreach Tactics:** Education and outreach communication methods that can be employed by stakeholders.
5. **Stakeholder Roles:** Responsibilities of Outreach Target Audiences at all levels of government.
6. **Targeted Interoperability Topics:** Specific outreach topics which were determined to be of high priority in 2011. Each topic is organized into two parts:
 - Background: Key information about the targeted Interoperability subject area.
 - Supporting Materials: Existing resources are listed for convenient reference.
7. **Next Steps:** Stakeholder responsibilities for continued efforts in support of interoperable communications education and outreach.

¹ Arizona's SCIP Strategic Initiatives and Supporting Objectives can be found in Appendix A.

1.0 INTRODUCTION

Background – The Public Safety Interoperable Communications (PSIC) Office began development of a Statewide Education and Outreach Plan in support of interoperable communications in 2010. The PSIC Office, in conjunction with the U.S. Department of Homeland Security (DHS) Office of Emergency Communications (OEC), held an Outreach Session as part of its April 13, 2010 Statewide SCIP Implementation Workshop. Key policy areas briefed during the workshop included:

- Preparing to Prove Compliance with National Emergency Communications Goals
- Meeting the FCC Narrowbanding Requirements
- Arizona's Statewide Interoperability Goals & SCIP Initiatives
- Regional Interoperability Planning
- Key Initiatives including Arizona Interagency Radio System (AIRS), Communication Assets Survey and Mapping Tool (CASM) and Tactical Interoperable Communications Plans (TICPs)

Following the presentations, attendees participated in breakout sessions designed to identify key local stakeholders and priorities for outreach and education opportunities relevant to these key policy areas. The information gathered during the breakout sessions was used as a basis for developing this Plan, in addition to the in-depth experience of the PSIC Office's outreach team through their statewide education efforts over the last two years.

Purpose

Stakeholder engagement efforts by PSIC Office staff are detailed in the PSIC Office Plan, which is available online at: <http://www.azgita.gov/psic/initiatives/default.htm>.

The purpose of this Education and Outreach Plan is to:

- Provide information and resources to emergency response policy makers and practitioners about interoperable communications initiatives and directives that impact the State.
- Describe the roles, responsibilities and opportunities for involvement of PSCC, SIEC, regional partners and all Federal, State, local and tribal agencies/organizations in interoperable communications education and outreach about interoperable communications.
- Encourage participation and give direction to stakeholders for supporting education and outreach activities regarding Arizona's interoperable communications initiatives.

Challenges – In a vast State with many remote areas and many critical public safety needs to address, it is difficult for all stakeholders from the public safety community to feel that their voices are heard in regard to interoperable communications initiatives. All stakeholders should be encouraged to support the distribution of information to all areas of the State, communicate barriers facing communities in advancing interoperable communications and actively recommend and implement viable solutions.

2.0 GOALS

This Plan supports the following goals which are significant to the success of interoperable communication efforts across the State:

- Educate and encourage collaboration among first responder policy makers and practitioners
It is critical to inform, educate and consult with policy makers and practitioners in support of statewide interoperability initiatives. This includes applicable Federal and State initiatives,

mandates, requirements, guidelines and efforts related to interoperable communications. It is also critical to foster collaboration among disparate Federal, State and local partners.

- Build and sustain statewide interest and involvement in PSCC, SIEC, and their Workgroups
Increasing awareness of and promoting participation in activities of the Public Safety Communications Advisory Commission (PSCC), the Statewide Interoperability Executive Committee (SIEC) and their Workgroups will result in more effective advancement of Arizona's strategic interoperable communications initiatives. This will also promote collaboration among stakeholders.
- Combine efforts and leverage knowledge and expertise
Opportunities for involvement in and contributions to communications interoperability efforts must be actively advocated and supported at all levels for the purpose of combining efforts and leveraging knowledge and expertise of multiple stakeholders for the good of the State as a whole. Sharing lessons learned and strengthening partnerships among agencies should be encouraged.
- Engage stakeholders as messengers
Stakeholders of all types statewide can be messengers regarding the importance of public safety interoperable communications with their constituencies. The feedback solicited from stakeholders can then be shared with policymakers.
- Inform leadership
Leadership at all levels of government (Federal, State, regional, local and tribal) must be aware of why communications interoperability is essential, what issues and gaps exist across the State and how to move forward to address those issues and close such gaps.

3.0 FUNDAMENTAL MESSAGES

The following are key messages regarding communications interoperability.

- Communications interoperability saves lives.
- Communications interoperability should be a significant priority for stakeholders at all levels of government (Federal, State, regional, local and tribal).
- Statewide efforts to improve communications interoperability are ongoing and defined through initiatives included in Arizona's SCIP (which is updated annually).
- There are many opportunities for involvement in the implementation of key SCIP initiatives.
- Stakeholder input and participation in PSCC, SIEC, and their associated Workgroups is critical to advancing communications interoperability.
- Best practices for enhancing communications interoperability should be propagated throughout Arizona by effective outreach and education of stakeholders.
- Achieving communications interoperability requires planning, education and collaboration.
- Through the use of interoperable communications, emergency response professionals will be able to improve the quality and effectiveness of their incident response, management and operations.

- The National Incident Management System (NIMS) Incident Command System (ICS) supports the effective use of interoperable communications.

4.0 OUTREACH TACTICS

To accomplish the goals of this Plan, stakeholders must proactively employ tactics that will most effectively communicate fundamental messages and information as follows:

Meetings and Gatherings

Regional or statewide meetings, conferences, workshops, exercises and other collaborative events allow organizers to share information about the benefit of, and the methods that can be used to achieve, interoperable communications. These occurrences must be promoted to appropriate stakeholders in order to encourage attendance and participation. Likewise, attendance from a diverse group is needed to ensure that stakeholders of all disciplines and from various organizations are receiving critical information to support their efforts.

Traveling to communities and meeting with stakeholders (both large and small, urban and rural) is one of the best ways to understand the challenges facing Arizona's diverse jurisdictions in their efforts to advance interoperable communications.

Making Personal Contact

One-on-one and follow-up meetings with interested parties who may benefit from interoperable communications are also useful tactics for communicating information among stakeholders. Individuals may also be contacted through telephone calls, in particular to handle preliminary discussions prior to travel to remote areas.

Utilizing Electronic Resources

Electronic tools should be utilized to reach large and distant audiences whenever possible. Electronic contact methods such as email and email distribution lists should be readily employed, and Internet resources—websites, blogs and electronic bulletin boards—should be employed as instruments for disseminating information.

The PSIC Website at www.azgita.gov/psic serves as a resource for reaching interested parties and distributing data to a host of recipients through electronic means. Important information regarding communications interoperability matters are posted to the site and continue to be updated regularly. Listed below are samples of the breadth of material on the PSIC Website:

- Arizona's SCIP: <http://www.azgita.gov/psic/initiatives/default.htm>
- Calendars of PSCC/SIEC Meetings: <http://www.azgita.gov/psic/meetings/calendar.htm>
- Meeting Minutes, Presentations & Handouts: <http://www.azgita.gov/psic/meetings/minutes.htm>
- Publications & Reports: <http://www.azgita.gov/psic/library/reports/default.htm>
- Public Events Calendar: <http://www.azgita.gov/psic/meetings/events.htm>
- Training Materials: <http://www.azgita.gov/psic/library/airs/default.htm>

The placement of links to the PSIC Website on partner Websites is highly encouraged.

Utilizing Print and Visual Resources

Education and outreach materials should be produced as appropriate. Examples of physical outreach resources include (but are not limited to):

- Brochures
- Direct mail training materials
- DVDs
- Fact Sheets
- Guides
- Handouts
- Information Packets
- Newsletters
- Promotional Items (i.e. Stickers, Magnets)

5.0 STAKEHOLDER ROLES

Outreach Target Audiences include members of Leadership, Technical/Communications Staff, Public Information Officers (PIOs), Responders, and other stakeholders. See Appendix B for a listing of many such key organizations.

Key State level leaders include, but are not limited to:

- Arizona Division of Emergency Management (ADEM), Arizona Department of Emergency and Military Affairs (DEMA)
- Arizona Department of Homeland Security (AZDOHS)²
- Arizona Department of Public Safety, Wireless Systems Bureau (DPS-WSB)
- Public Safety Communications Advisory Commission (PSCC) and Committees
- Public Safety Interoperable Communications (PSIC) Office, Government Information Technology Agency (GITA)
- Statewide Interoperability Executive Committee (SIEC) and Working Groups

Local partners in these efforts should provide expertise and guidance to leadership bodies within each county, since they approve policy and operational standards and likely control funding.

To make informed decisions, Leadership bodies must be knowledgeable of the technology, processes and requirements applicable to agencies within their scope of influence. It is critical for members of Leadership and public safety associations to: pass information to jurisdictional constituents, including Non-Governmental Organizations (NGOs) and utilities, which will aid in communications interoperability efforts; concentrate resources and develop standards to ensure adequate participation in and support of such efforts; and provide direction to Technical/Communications Staff and Responders.

Technical/Communications Staff members who control resources during incidents or events and are responsible for engineering and infrastructure should play a role in local and regional preparation and planning efforts, including outreach. Technical/Communications Staff is encouraged to share successful methodologies with others. In partnership with responders, they should provide constructive information to policy makers.

Stakeholders at all levels should pursue educational opportunities regarding interoperable communications practices and technologies to further improve their level of knowledge.

² AZDOHS is Arizona's State Administrative Agency (SAA)

6.0 TARGETED INTEROPERABILITY TOPICS

In addition to general outreach regarding communications interoperability, including the SCIP and its key Strategic Initiatives (see Appendix A), outreach efforts in 2011 will focus on three key interoperability topics:

1. NECP Goal Two Performance Assessments, CASM and TICPs
2. FCC Narrowbanding Compliance
3. Interoperable Channel (National, Regional, AIRS, etc.) Usage

6.1 NECP Goals, CASM and TICPs

6.1.1 Background

NECP Goals

- Federal Department of Homeland Security (DHS) is requiring each State to demonstrate compliance with the National Emergency Communications Plan (NECP), which describes national goals and objectives to improve interoperability, operability and continuity of communications across all levels of government.
- NECP has the following three high-level goals:
 - Goal 1: By 2010, 90 percent of all high-risk Urban Areas designated within the Urban Area Security Initiative (UASI) are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies.
 - Goal 2: By 2011, 75 percent of non-UASI jurisdictions are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies.
 - Goal 3: By 2013, 75 percent of all jurisdictions are able to demonstrate response-level emergency communications within three hours of a significant event as outlined in national planning scenarios.
- NECP Goal One assessments were conducted for Phoenix and Tucson UASIs (Maricopa and Pima Counties, respectively) in 2010.
- The remaining thirteen Arizona Counties that are Non-UASI jurisdictions are required to demonstrate Goal Two performance in 2011. They will be assessed using the same criteria as the NECP Goal One assessments, which includes the use of plain language and NIMS compliant policies and procedures.

CASM

- The Communication Assets Survey and Mapping (CASM) Tool is provided by DHS OEC through the Interoperable Technical Assistance Program (ICTAP).
- CASM is a web-based tool to support interoperable communications analysis. The CASM Tool is intended to provide a single repository for information about land mobile radio systems, interoperability methods and how they are used by public safety agencies within a state or urban area to facilitate information sharing for inter-agency interoperability analysis, gap analysis and needs evaluation purposes.

- When populated, CASM is capable of generating communication assets inventory assessment at the agency, region or statewide level. In addition, the ICS Form 217a (Communications Resource Availability Worksheet) and elements of a Tactical Interoperability Communication Plan (TICP)—specifically Sections 1, 3, and 5 and Appendices B through E—can be generated from the data entered into CASM.
- For CASM to be effective, agencies must collect and input accurate and specific data. Promoting the use of CASM will prove fundamental in efforts by jurisdictions to demonstrate response level emergency communications as required by the NECP.

TICPs

- A Tactical Interoperable Communications Plan (TICP) is intended to document the interoperable communications resources available within a designated area and define how resources are controlled and shared according to existing rules of use or operational procedures for the activation and deactivation of each resource.
- A TICP template is available from OEC’s SAFECOM Program and can be found at: <http://www.safecomprogram.gov/SAFECOM/oecguidancedocuments/>.
- TICPs enable:
 - Understanding of the level of communications interoperability between agencies/regions
 - Identification of communications interoperability gaps
 - Information with which to create Investment Justifications and Funding Requests
 - Development of plans to close gaps and improve interoperability

6.1.2 Supporting Materials

- The Public Safety Communications Advisory Commission (PSCC) approved the “Arizona Approach for Assessing Non-UASI Counties Progress toward Meeting NECP Goal Two Methodology” (“Arizona’s Goal Two Methodology”) on July 20, 2010. This Methodology covers the two areas specifically measured by NECP Goal Two: (1) Capability Data and (2) Performance Data. Arizona’s Goal Two Methodology is online at: http://www.azgita.gov/psic/library/necp/NECP_goal2_arizona_approach_07202010.pdf.
- PSCC approved “Arizona’s NECP Goal Two Performance Assessment Guide” (“Performance Assessment Guide”) on November 16, 2010 to help Counties prepare for their Goal Two Performance Assessments. The Performance Assessment Guide supplements Arizona’s Goal Two Methodology and was developed based on experience with NECP Goal One Assessments. The Guide was subsequently revised and approved by PSCC on April 19, 2011 and can be found online at: http://www.azgita.gov/psic/library/necp/UPDATED_NECP_Goal2_Performance_Guide_Approved_04192011.pdf.
- Additional Information regarding NECP goals is featured on the PSIC Website at: <http://www.azgita.gov/psic/library/necp/>.
- The NECP Goal Two Performance Assessment Guide requires the completion and submission of CASM spreadsheets (available online at <http://www.azgita.gov/psic/CASM>) by all non-UASI

Counties 30 days prior to their assessment event. The spreadsheets must include information in each of the areas specified below:

- Agency Template
 - POC Template
 - Channel Template
 - RBS Template
 - Dispatch Template
 - Tower Template
 - Talkgroup Template
 - Radio Cache Template
- PSIC will import this data into CASM and generate an ICS-217a as well as Section 3 and Appendixes A-E of a Tactical Interoperability Communications Plan (TICP) for the region.
 - Use of CASM is included in Arizona's SCIP Strategic Objective 5.8.1.1, Objective 2. CASM related information is online at: <http://www.azgita.gov/psic/library/casm/default.htm>.
 - Additional information about TICPs is online at: http://www.safecomprogram.gov/SAFECOM/library/interoperabilitybasics/1510_stateregionurbanarea.htm.

6.2 FCC Narrowbanding Compliance

6.2.1 Background

- The Federal Communications Commission (FCC) requires that all Part 90 VHF (150-174 MHz) and UHF (421-512 MHz) Private Land Mobile Radio (PLMR) system licensees must convert from what has been known as "wide-band" (25 KHz) operation to "narrow-band" (12.5 KHz or equivalent) operation by January 1, 2013. Eventually, equipment will need to operate on bandwidths of 6.25 kHz or less, however, there is currently no dead-line set for this.
- The FCC has indicated it will NOT extend the compliance deadline. Waivers will be reviewed, if requested, but they will also be carefully scrutinized. The penalties that may result from non-compliance are being determined by the FCC. Agencies that do not comply may lose communications capabilities.
- As of January 1, 2011, no new systems will be licensed to use Wide Bandwidth. Additionally, no existing systems using Wide Bandwidth will be allowed to expand, and the manufacture or import of 25 kHz equipment is prohibited.
- Although the cost of narrowbanding may seem prohibitive, but compliance is required by the FCC. Few budget cycles remain as the compliance deadline approaches, but some grant programs exist which allow funding for this objective.
- Agencies will be responsible for preparation and compliance with narrowbanding mandates. They should be well into the process of Implementation Planning:
 - Radios must be inventoried to determine what needs to be upgraded or replaced.
 - Infrastructure including repeaters, base stations, satellite voting receivers and comparators and paging transmitters must also be inventoried to ensure narrowband capability.
 - Purchases must be planned to allow for system reconfiguration and upgrades, as well as unintended risks and delays.

- Partners should be contacted to determine appropriate scheduling for reprogramming to maintain interoperability.
- Site engineering should be reviewed for adequate signal coverage, simulcast holes, fringe and in-building coverage.

6.2.2 Supporting Materials

- A narrowbanding overview, countdown and additional resources are featured on the PSIC Website: <http://www.azgita.gov/psic/narrowbanding/>. Resources include:
 - FCC Narrowbanding Mandate: A Public Safety Guide for Compliance – The International Association of Fire Chiefs (IAFC) and the International Municipal Signal Association (IMSA) created a brochure to provide guidance to public safety entities on narrowbanding requirements.
 - Narrowbanding 101 Article – Developed by the National Public Safety Telecommunications Council (NPSTC), SAFECOM and National Council of Statewide Interoperability Coordinators (NCSWIC) Narrowband Work Group for public safety officials, the article provides an overview of the FCC Narrowbanding requirements, how to prepare for narrowbanding, and additional information resources.
 - January 26, 2011 VHF/UHF Narrowbanding workshop archive video – The Public Safety and Homeland Security Bureau of the FCC conducted a workshop to assist licensees in completing the transition to narrowband radio communications. Information regarding the Narrowbanding transition path is presented, as well was input from Federal agencies, equipment manufacturers, and public safety organizations to help ensure timely compliance with the deadline.
- The FCC has published a new online tool, which visually displays the current narrowband license status by state: http://publicsafetytools.info/start_nb_status.php.
- Narrowbanding information was collected as part of the Communications portion of the Target Capabilities Assessment (TCA). The PSIC Office will summarize the narrowbanding status of Arizona counties as part of the SCIP 2011 Annual Update.

6.3 Interoperable Channel (National, Regional, AIRS, etc.) Usage

6.3.1 Background

Priority Programming Guides/Interoperable Channels Plan

- The SIEC approved Arizona's Priority Programming Guides on October 19, 2010 to standardize and increase interoperable communications throughout the state in the VHF, UHF, 700 and 800 MHz bands.
- It is suggested that each agency incorporate these channels into their channel plan the next time their radios are programmed, but no later than the initial narrowbanding deadline of January 1, 2013.
- The SIEC approved an Interoperable Channels Plan on February 15, 2011 to accompany the Priority Programming Guides.

AIRS

- AIRS is a suite of cross-banded mutual aid channels designed to provide basic interoperable communications capability to Arizona public safety agencies. The AIRS system operates on

locally designated interoperability frequencies in the VHF, UHF and 800 MHz bands and connects users on disparate radio systems and bands in the event of multi-agency, multi-discipline, and/or multi-jurisdictional operations.

- In order to use AIRS, an agency must sign a Memorandum of Understanding (MOU) with the Arizona Department of Public Safety (DPS).
- The PSIC Office developed the AIRS training program with a grant from DHS. AIRS training is endorsed by AZDOHS, DPS and PSCC.
- AIRS training tools include instruction on:
 - When AIRS is to be used
 - How to select the right channel
 - Understanding of plain language requirement
 - Understanding of requirement to use agency affiliation and title
 - System's known limitations
 - Regional monitoring and dispatching capabilities
 - Who within an agency to notify if there is a problem
- Agencies should actively encourage the use of AIRS for interoperability in situations involving multiple agencies and/or jurisdictions.

6.3.2 Supporting Materials

- The Arizona Statewide Interoperable Channel Plan Priority Programming Guides are online at: <http://www.azgita.gov/psic/initiatives/sop/default.htm>.
- The Interoperable Channels Plan is online at: <http://www.azgita.gov/psic/library/standards/default.htm>.
- AIRS Training Program information is online at: <http://www.azgita.gov/psic/library/airs/default.htm>.
- AIRS Training materials may also be requested from the PSIC Office by emailing psic@azgita.gov. The materials include:
 - AIRS Training Video in DVD Format (produced in cooperation with the Phoenix Fire Department)
 - AIRS Usage Lesson Plan
 - AIRS Training Presentation
 - AIRS National Interoperability Field Operations Guide (NIFOG) Stickers
- The AIRS MOU is online at: http://www.azgita.gov/psic/library/airs/AIRS_MOU.pdf.

7.0 NEXT STEPS

It is the aim of this Plan that stakeholders in all areas of public safety will combine efforts, leverage their expertise, share success stories and work in partnership to move the State forward in achieving communications interoperability.

As stakeholders continue their outreach and education efforts in support of interoperable communications we hope they will provide feedback regarding the effectiveness of our fundamental messages, topical information and supporting materials presented in this Plan. Stakeholders are

encouraged to provide feedback, concerns and success stories to PSCC, SIEC and the PSIC Office at psic@azgita.gov.

Annual reviews of this Plan will be conducted by the PSIC Office to determine if efforts are consistent with SCIP Initiatives and identified priorities. Updates will be made as determined necessary during the annual review process.

APPENDIX A

AZ 2011 Statewide Communications Interoperability Plan (SCIP) Strategic Initiatives & Supporting Objectives

	ID	SCIP Section	Strategic Initiative & Objectives	Term	Lead
Governance	1	5.8.1.1 1) 2)	Expand and Implement Interoperable Communications Governance Model and Plan Conduct an annual review and update the SCIP as needed Continue to develop the relationship between and among statewide governance entities and evolving regional and local governance entities	Short (2012)	PSIC Office
	2	5.8.1.2 1) 2)	Develop Regional Communications Governance Structures Develop TICPs and expand the utilization of CASM Support tactical communications planning among federal, state, local, and tribal governments at the regional interstate level (NECP milestone)	Medium (2013)	PSIC Office
	3	5.8.1.3 1) 2) 3) 4) 5)	Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications Promote compliance with state, local and tribal objectives and milestones as listed in the NECP Support assessment/demonstration of NECP goals at the state, local, and tribal level Support implementation of FEMA and OEC initiatives Promote compliance with evolving national public safety broadband standards and structures Support narrowbanding in compliance with FCC mandates	Long	PSIC Office
SOPs	4	5.8.2.1 1) 2) 3) 4) 5) 6)	Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions Develop a statewide interoperable communications PSP Framework Develop consistent interoperable communications SOPs and SOP templates Implement developed SOPs statewide Implement technical solutions to comply with established statewide PSPs Develop a statewide public safety broadband integration/implementation strategy and related standards Promote the use of plain language and decrease dependence on the use of coded substitutions (NECP milestone)	Short (2012)	PSIC Office
Technology	5	5.8.3.1 1) 2)	Enhance and Promote the AIRS Interoperable Communications Solution Provide enhanced AIRS coverage in areas requiring additional support Develop and Implement a Next Generation AIRS Plan	Short (2011)	PSIC Office/SIEC
	6	5.8.3.2 1) 2) 3) 4) 5) 6)	Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications Encourage partnerships in regional shared systems Support the development of new regional shared systems Provide enhancements to existing regional shared systems Develop interoperability connections between regional shared systems Develop regional strategic technology assets and other communications redundancies Program national interoperability channels into emergency responder radios (NECP milestone)	Long	Regional Partners
	7	5.8.3.3 1) 2) 3) 4)	Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology Complete the Microwave Southern Loop Connectivity (2010 - Complete) Complete the Microwave Southwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northern Loop Connectivity (subject to funding availability)	Long	DPS/WSB
	8	5.8.3.4 1) 2) 3) 4)	Implement the State STR Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure Augment COG capabilities by providing a reserve of communications assets to government officials Define alternate/backup capabilities in ECPs (NECP milestone)	Short (2011)	ADEM
	9	5.8.3.5 1) 2) 3)	Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications	Long	DPS/WSB
Training & Exercises	10	5.8.4.1 1) 2) 3) 4) 5)	Develop and Implement a Training Plan to Address Interoperable Communications Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Implement AIRS training statewide Implement the COML Training and Recognition Program and develop Arizona based federally approved COML instructors Implement a COMT Training Program and determine a credentialing protocol	Medium (2013)	PSIC Office
	11	5.8.4.2 1) 2) 3)	Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Conduct exercises focused on or incorporating interoperable communications	Medium (2013)	PSIC Office
Usage & Outreach	12	5.8.5.1 1) 2) 3) 4)	Create and Implement an Education and Outreach Plan in Support of Interoperable Communications Develop and implement a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners Provide outreach to all stakeholders regarding NECP requirements and timelines Provide outreach to all stakeholders regarding interoperable communications channels Provide outreach to all stakeholders regarding FCC narrowbanding requirements and timelines	Short (2012)	PSIC Office

APPENDIX B – OUTREACH TARGET AUDIENCES

Federal

Bureau of Indian Affairs (BIA)
 Bureau of Land Management (BLM)
 Congressional Leaders
 Federal Communications Commission (FCC)
 Federal Department of Homeland Security (DHS)
 Federal Emergency Management Agency (FEMA)
 Federal Law Enforcement Agencies (ATF, FBI, USMS, USPS, etc.)
 National Guard Association (NGA)
 National Park Service (NPS)
 National Telecommunications and Information Administration (NTIA)
 Office of Emergency Communications (OEC)
 U.S. Forest Service

State

Arizona Department of Corrections
 Arizona Department of Health Services (ADHS)
 Arizona Department of Homeland Security
 Arizona Department of Public Safety
 Arizona Department of Transportation (ADOT)
 Arizona Division of Emergency Management (ADEM)
 Arizona Legislature
 Governor's Office
 Grant Offices
 Public Safety Communications Advisory Commission (PSCC) and Committees
 State Land Department
 State Agency Directors
 Statewide Interoperability Executive Committee (SIEC) and Working Groups

Regional

Phoenix UASI
 Regional Emergency Communications Coordination Working Group (RECCWG)
 Regional Advisory Councils (RACs): Central, East, North, South, West
 Regional Emergency Medical Services Councils (AEMS, NAEMS, SAEMS, WACEMS)
 Regional System Administrators (PCWIN, RWC, TOPAZ, YRCS)
 Southeast Arizona Emergency Medical Services (SAEMS) Council
 Southwest Border Working Group
 Tucson UASI

Local/Tribal

City Council Members
 City Council Staff
 City Managers
 County Board of Supervisors
 County Emergency Managers
 County Managers
 Fire Boards
 Fire Chiefs and Marshalls
 General Service Departments
 Grant Offices
 Mayors
 Municipal Department Heads
 School Boards
 School Districts
 Transportation Departments
 Tribal Councils

Associations

Arizona Ambulance Association
 Chiefs' Associations (Police and Fire)
 Fire District Associations
 League of AZ Cities and Towns
 Local Emergency Planning Committees (LEPCs)
 National Council of Statewide Interoperability Coordinators (NCSWIC)
 National Public Safety Telecommunications Council (NPSTC)
 State Association of Public-Safety Communications Officials (APCO)
 State National Emergency Number Association (NENA)

Technical/Communications Staff

Communications Center (9-1-1) Supervisors and Staff
 Agency Technical/Communication Staff
 Communications Unit Leaders (COMLs)
 Communications Center Managers
 Communications Center Staff
 Communications Equipment Vendors
 Engineering Staff
 Local Communication Agencies
 Public Safety Answering Point (PSAP) Supervisors and Staff
 Radio Communication Departments
 Radio Technical Support Departments and Technicians
 Technical Communications Personnel

Responders

Arizona Life Safety Council
 Bus Drivers – School and Other
 Citizen Fire Academy Graduates
 Citizen Police Academy Associate Members
 Emergency Medical Services (EMS) Supervisors, Officers, Dispatchers
 Fire Departments (Supervisors, Officers, Dispatchers)
 Fire Districts
 Hospitals
 Incident Management Teams
 K-9 Teams
 Non Governmental Organizations (NGOs) with a Public Safety Mission
 Police/Law Enforcement (Supervisors, Officers, Dispatchers)
 Private Ambulance Companies
 Public Service Agencies
 Public Works
 Utilities (APS, SRP, Water)

Public Information Officers (PIOs)

City PIOs
 City Website Administrators
 County PIOs
 Governor's Office PIO
 Local Television Media
 Local Radio Stations
 State Agency PIOs
 Public
 Tribal PIOs

Other

Arizona Public Service (APS)
 Civic Groups
 Critical Infrastructure Providers (Water and Electric)
 Grant Writers
 Military
 NGOs focused on public safety or public service
 Public Schools
 Rotary/Kiwanis/Chambers of Commerce
 Transportation Companies