

Janice K. Brewer  
Governor



Scott A. Smith  
Director

## ARIZONA DEPARTMENT OF ADMINISTRATION

OFFICE OF THE DIRECTOR

100 NORTH FIFTEENTH AVENUE • SUITE 401  
PHOENIX, ARIZONA 85007

(602) 542-1500

October 12, 2011

The Honorable Russell Pearce, Chair  
Joint Legislative Budget Committee  
Arizona House of Representatives  
1700 West Washington St.  
Phoenix, AZ 85007

The Honorable John Kavanaugh, Vice Chair  
Joint Legislative Budget Committee  
Arizona State Senate  
1700 West Washington St.  
Phoenix, AZ 85007

Dear President Pearce and Representative Kavanaugh:

Pursuant to A.R.S. § 41-3542C, the Arizona Department of Administration (ADOA) is pleased to submit its FY2011 annual report of expenditures and progress of the Public Safety Communications Advisory Commission (PSCC or Commission), including a review of staff operations. This annual report covers the activities of the Public Safety Interoperable Communications Office (PSIC), the PSCC and the Statewide Interoperability Executive Committee (SIEC), which is the operational/technical sub-committee of the PSCC.

The PSCC was established to make recommendations to PSIC on the development of a standard-based system that provides interoperability of public safety agencies' communications statewide. PSIC, PSCC and SIEC help to ensure that Arizona's public safety personnel, at all levels of government and within non-governmental organizations, have access to quality interoperable communication systems, are adequately trained, and utilize such systems effectively in multi-disciplinary, multi-jurisdictional incident response.

Arizona's strategic initiatives leading to a statewide interoperability system are focused in five key areas (as defined in the U.S. Department of Homeland Security (DHS) Interoperability Continuum): Governance, Standard Operating Procedures, Technology,

Training/Exercise, and Usage/Outreach. The Interoperability Continuum is a tool designed to aid the emergency response community and policy makers to ensure they address critical elements for success as they plan and implement interoperability solutions. Strategic initiatives in these five areas are defined in Arizona's strategic plan for interoperability entitled the Statewide Communications Interoperability Plan (SCIP)<sup>1</sup>.

**SCIP Initiatives Alignment with AZ Statutes and  
National Emergency Communications Plan (NECP) Requirements**

#	Section #	Strategic Initiative	PSCC Statute: 41-3542 A							NECP Requirement	
			1	2	3	4	5	6	7		
1	5.8.1.1	Expand and Implement Interoperable Communications Governance Model and Plan	x	x	x	x				1.1.2; 1.1.5; 1.3.2 3.1.7; 7.2.5	
2	5.8.1.2	Develop Regional Communications Governance Structures	x	x	x					1.3.2	
3	5.8.1.3	Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local, and Tribal Interoperable Communications		x		x				1.1.2; 1.1.5; 1.3.2 3.1.6; 3.1.7; 3.2.1; 7.2.4; 7.2.5	
4	5.8.2.1	Establish a Policies, Standards, and Procedures (PSP) Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions	x	x					x	x	1.3.2; 3.1.6; 3.1.7; 3.2.1
5	5.8.3.1	Enhance and Promote the AIRS Interoperable Communications Solution	x								3.1.6
6	5.8.3.2	Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications	x								3.1.6
7	5.8.3.3	Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology	x								
8	5.8.3.4	Implement the State STR	x								7.2.5
9	5.8.3.5	Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications	x					x			
10	5.8.4.1	Develop and Implement a Training Plan to Address Interoperable Communications		x		x			x		3.1.7; 3.2.1; 7.2.4
11	5.8.4.2	Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications		x		x			x		3.1.7; 3.2.1; 7.2.4
12	5.8.5.1	Create and Implement an Education and Outreach Plan in Support of Interoperable Communications		x		x					1.3.2

<sup>1</sup> [www.azpsic.gov/SCIP/](http://www.azpsic.gov/SCIP/)

Key FY2011 accomplishments in each of these areas are outlined below with additional detail included in the attachments to this report.

### **Governance (SCIP Initiatives #1-3)**

Governance is a formalized system that provides a unified approach to decision-making to reflect shared objectives across multiple disciplines and jurisdictions. Strong governance is essential to interoperability because it provides a framework for planning, collaboration and implementation between and among multiple disparate communication systems and stakeholders.

Arizona is a leader in establishing and maintaining interoperable communications governance bodies and plans, which includes:

- A statewide governance body for interoperability (PSCC) established in statute.
- A technical/operational subcommittee (SIEC) operating in support of PSCC.
- A Statewide Interoperability Coordinator (SWIC in the PSIC Office) established in statute.
- A strong group of engaged stakeholders who participate in interoperability workgroups (that support development of policies and programs).
- A statewide plan for interoperability (SCIP) that is aligned with the national plan for interoperability NECP.
- A plan for the SWIC office (PSIC Office Plan) in support of SWIC activities.

In FY2011, PSIC made significant progress in:

- Advancement of statewide governance structures and planning advancement.
- Assessment of Arizona counties against national standards.
- Advocacy of governance for interoperability at the regional level.

In the area of statewide governance structures/planning advancement, progress included:

- Development and approval of operating principles (charter) for PSCC and SIEC to assure transparency and accountability.
- An annual update to Arizona's SCIP (approved by PSCC) to reflect stronger alignment with NECP and progress in Arizona's interoperability.
- Development of a SCIP Implementation Report for Federal DHS to track Arizona's progress.
- An annual update to the PSIC Office Plan which details how this office will use its resources in alignment with its statute and in advancement of Arizona's SCIP.
- Input to ADEM, AZDOHS and FEMA to assure that their plans for Arizona (ADEM's State Emergency Response and Recovery Plan (SERRP), AZDOHS's State Homeland Security Strategy (SHSS) and FEMA's Emergency Communications Plan (ECP)) are in alignment with Arizona's SCIP.

In the area of assessment of Arizona counties against national standards, the PSIC Office undertook a major effort to measure Arizona's progress towards meeting the goals outlined in the NECP. The NECP is the nation's first strategic plan to improve emergency response communications. It includes three national goals for improving interoperability, operability and continuity of communications. Goal One assessments of Phoenix and Tucson Urban Area Security Initiatives (UASIs) were conducted in early 2010. All non-UASI jurisdictions were required to be assessed against NECP Goal Two criteria in 2011.

PSIC prepared a Goal Two assessment methodology and guide approved by the PSCC. With the cooperation of County Emergency Managers, the PSIC Office and observations teams from multiple jurisdictions conducted assessments of planned events between February and September 2011. The results of these assessments are being documented in After Action Reports (AARs) which will include detailed observations and recommendations for improvement. The PSIC Office will submit the results to Federal DHS in our next SCIP Implementation Report and produce a high level summary report to distribute to the PSCC and Arizona public safety stakeholders.

In the area of advocacy of governance at the regional level, workshops were held in several counties to assist in the development of Regional Interoperable Communications Plans (RICP) and Tactical Interoperable Communications Plans (TICP). These plans follow a national framework, align with the NECP and the Arizona SCIP, and assist local jurisdictions to evolve governance structures in support of interoperability on the regional level.

Please also see *Attachment A: Governance Accomplishments* for details regarding these efforts.

#### **Standard Operating Procedures (SOP) (SCIP Initiative #4)**

A reliable policies, standards and procedures framework enables stakeholders to implement interoperability projects consistently across the State. During FY2011, PSIC made solid progress on SCIP Initiative #4, *Establish a Policies, Standards and Procedures (PSP) Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions*. Policies, standards and procedures developed and approved this year included:

- Interoperable Channels Plan - establishes requirements for programming of statewide and national interoperable channels into public safety radios and guidance on the use of 16 specific channels in each of the VHF, UHF and 700/800 MHz interoperability spectrum.
- Arizona Interagency Radio System (AIRS) SOP – documents the policies and procedures for the use of AIRS (a suite of cross-banded mutual aid channels) in the VHF, UHF and 800 MHz bands.

- Communication Unit Training Coordination Procedure – a statewide procedure developed by PSIC (with input from ADEM and SIEC), to support the delivery of communication unit training courses in advancement of Arizona's All-Hazards Communication Unit Leader (COML) recognition program. A COML plans and manages the technical and operational aspects of the communications function during an all-hazards incident or event.

In addition, PSIC developed a draft policy for DPS at its request and with approval of the SIEC, concerning requests for use of AIRS by non-governmental public safety organizations. Further, PSIC has made progress in researching national standards and early adopters with the goal of defining a broadband framework for public safety.

PSIC also advanced a new Regional Communications Systems Connections (RCSC) project between the key regional systems in Arizona (YRCS, RWC, DPS, Maricopa County, TRWC) with the goal of enabling effective emergency communications between and among rapid response teams. PSIC also sought and received federal technical assistance awards for Arizona communities to advance interoperability.

Please also see *Attachment B: SOP Accomplishments* for details regarding these efforts.

### **Technology (SCIP Initiatives #5-9)**

Arizona is currently pursuing a system-of-systems approach to interoperability, coordinating and encouraging interconnection of operability and interoperability communications assets to one another in order to provide communications between state, regional and local systems. Existing interoperability assets include shared systems, shared channels, gateways, radio caches and other communications technologies.

During FY2011, PSIC and its partners continued advancing technology related SCIP Initiative #s 5 to 9 as described in *Attachment C: Technology Accomplishments*:

- Enhance and Promote the AIRS Interoperable Communications Solution (SCIP Initiative #5)
- Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications (SCIP Initiative #6)
- Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology (DPS) (SCIP Initiative #7)
- Implement the State Strategic Technology Reserve (STR) (ADEM) (SCIP Initiative #8)
- Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications (SCIP Initiative #9)

Initiative #9 includes the RICO project which utilizes \$2.2 Million in RICO funds for the advancement of communications interoperability along the southern Arizona border. The project will deploy standards-based P25 communications capabilities at six key transmitter sites, hardware and software upgrades to the Yuma Regional Communications System (YRCS) infrastructure, and is supported by DPS' upgraded digital microwave system. The project will provide high-level connectivity for existing and developing communication systems thus increasing interoperability capabilities during multi-jurisdictional, multi-agency response and recovery, and mitigating impacts from critical incidents in the region. As of the end of FY2011, two of the six sites were activated.

Additional technology related activities include educating stakeholders on FCC narrowbanding requirements, advancing fire mutual aid licensing and statewide usage, and supporting a tri-band radio pilot.

### **Training & Exercise (SCIP Initiative #11)**

Implementing effective training and exercise programs is essential for ensuring that technology actually works as planned and that responders are able to show that they can effectively communicate using that technology. Accomplishments during FY2011 regarding Training and Exercise initiatives and objectives are outlined in *Attachment D: Training & Exercise Accomplishments* and include:

- Implementation of statewide AIRS Training program, including a DVD, lesson plan and other training materials to promote the use of AIRS frequencies statewide.
- Advancement of COML training and credentialing program consistent with national standards and ADEM requirements.
- Offering of workshops on Communication Unit Integration into National Incident Management System / Incident Command System (NIMS)/(ICS) to assist incident commanders, communications and operations staff, and public safety leadership to learn how to effectively integrate Communications Units into the NIMS/ICS structure.
- Participating in exercises and events in support of Arizona communities.

PSIC also obtained funding for training and exercise coordination, offering of all-hazards COML Training courses as well as Communications Technician (COMT) training and development of a COML Field Day Exercise to support advancement of COML/COMT skill sets through a hands-on field day.

### **Usage & Outreach (SCIP Initiative #12)**

The PSCC and SIEC each met five times in FY2011 and in these meetings approved interoperability projects and policies, heard updates from regional systems, provided guidance to and received technical advice from SIEC or its workgroups and provided significant feedback to PSIC regarding how to advance SCIP initiatives.

PSIC staff regularly attended and presented at numerous functions, including conferences, workshops, expos, taskforces, national, multi-state, State, regional, local and working group meetings. PSIC also conducted in-person meetings, web and telephonic conferences, posted updates to its website and communicated regularly by e-mail to its extensive (650+) interested parties list.

The PSIC Office promoted collaboration among members of public safety and service agencies/organizations by developing a *Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability*. The Plan highlights specific targeted interoperability topics of high priority in 2011:

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

These and other activities are outlined in *Attachment E: Usage and Outreach Accomplishments*.

## **Reports**

*Annual Report to Governor & Legislature* – PSIC presented to PSCC at its November 16, 2010 meeting a draft annual PSCC report. The PSCC approved the report for transmission to the Governor and the Legislature. The report was submitted on December 1, 2010 and is available on the PSIC website.

*Annual SCIP Implementation Report* - In November 2010, PSIC submitted Arizona's annual report to Federal DHS Office of Emergency Communications covering progress in achieving the initiatives and strategic vision identified in the SCIP. The report is available on the PSIC website.

## **Budget**

For FY2011, \$742,000.00 was appropriated from the General Fund for the public safety communications program. As of June 30, 2011, \$586,654.87 had been expended or encumbered. A breakdown of expenditures by category is attached as *Attachment G: FY2011 PSIC Expenditures*.

In FY2011, PSIC continued to utilize vacancy savings and maximize federal grants to support its goal of advancing interoperable communications in Arizona in the most fiscally responsible manner. In this regard \$416,560.05 was also spent by the PSIC Office from Federal Homeland Security grants during FY2011 to support achievement of

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the results outlined in this report. As a recipient of Federal Homeland Security grants, PSIC submits quarterly grant reports to AZDOHS.

Use of remaining funding consisting of \$2.2M of non-lapsing Anti-Racketeering Fund monies is described under "Technology: State Agency Operability in Support of Interoperability" section above. As detailed above, the project is proceeding as scheduled. As of June 30, 2011, \$611,207.01 of these RICO funds had been expended or encumbered.

Please don't hesitate to contact me with any questions regarding activities of PSIC, PSCC and SIEC.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott A. Smith". The signature is fluid and cursive, with a long horizontal stroke at the end.

Scott A. Smith  
Director

Enclosures

cc: Aaron V. Sandeen, State CIO & ADOA-ASET Deputy Director  
Phil Manfredi, Chief Strategy Officer, ADOA-ASET  
Lisa Dee Meyerson, Statewide Interoperability Coordinator & Manager, PSIC Office,  
ADOA-ASET  
Ted Nelson, Assistant Fiscal Analyst, Joint Legislative Budget Committee

# Attachment A: Governance Accomplishments

## Statewide Governance Advancement (SCIP Initiative 1)

*Governance Charters (PSCC; SIEC) Developed* - During FY2011 first quarter, the State completed the Operating Principles (charter) documents for the State's interoperability governing bodies – PSCC and SIEC. The documents describe the functions and operating guidelines for the PSCC, SIEC, PSIC staff support, and related workgroups subject to alignment with Arizona statutes. The charters for each of these groups were significantly out of date, incomplete and in need of improvement. Feedback on the updated documents was sought from the PSCC, SIEC, PSCC's Governance workgroup and public safety stakeholders statewide. Funding for the analysis and development of the governance documentation came from a technical assistance award from the Office of Emergency Communications and from the Federal Interoperable Emergency Communications Grant Program (IECGP). The SIEC Operating Principles document<sup>2</sup> was approved by the SIEC at its public meeting on May 18, 2010. The PSCC Operating Principles document<sup>3</sup> was approved at its public meeting on July 20, 2010.

*Statewide Communications Interoperability Plan (SCIP) Updated* – Arizona developed the initial version of its Statewide Communications Interoperability Plan, or SCIP, in 2007. After a series of stakeholder public meetings and forums, the initial SCIP was approved by the PSCC on November 28, 2007. An updated version of the SCIP was approved by the PSCC on January 19, 2010. In 2011, the SCIP was again updated. The annual revision process included consultations with the PSCC and SIEC; two public comment periods (March 23-30 and April 15-19); and interviews with key State and local personnel.

The following changes were made to the SCIP based on stakeholder input and to reflect the evolution in Arizona's interoperability related programs:

- Updated *Statewide Assessment* section to reflect advancements made in interoperability since 2010 SCIP.
- Revised *Strategy* section to remove completed or no longer prioritized initiatives and objectives and to reflect newly prioritized initiatives and objectives.
- Revised to reflect Arizona's commitment toward meeting the Federal Communications Commission (FCC) Narrowbanding requirements.
- Revised to reflect advancements in data interoperability and broadband.
- Revised *National Emergency Communications Plan (NECP) Alignment* section to strengthen the depiction of Arizona's commitment toward meeting NECP Goals.
- Updated regional and State systems information.
- Reviewed all existing content for accuracy, relevance and concise presentation.

Input on the revised SCIP was requested during the February 15, 2011 meetings of the SIEC and PSCC. After further revisions, the revised 2011 SCIP was submitted to the PSCC and was approved on April 19, 2011. The updated SCIP was sent to our stakeholder e-mail list of 650 people, and posted on the PSIC website at <http://www.azpsic.gov/SCIP>.

*SCIP Implementation Report Filed with Federal DHS (Documents Alignment with National Plan – NECP)* – The PSIC Office is required to submit to Federal DHS Office of Emergency Communications (OEC) an annual SCIP Implementation Report. Submitted November, 2010 and posted to the PSIC website<sup>4</sup>, the SCIP Implementation Report covers the activities of PSIC, PSCC, and the SIEC during July 2009 – June 2010.

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<sup>2</sup> [http://www.azpsic.gov/library/reports/2010/SIEC\\_Operating\\_Principles\\_05182010\\_FINAL.pdf](http://www.azpsic.gov/library/reports/2010/SIEC_Operating_Principles_05182010_FINAL.pdf)

<sup>3</sup> [http://www.azpsic.gov/library/reports/2010/PSCC\\_Operating\\_Principles\\_07202010\\_FINAL.pdf](http://www.azpsic.gov/library/reports/2010/PSCC_Operating_Principles_07202010_FINAL.pdf)

<sup>4</sup> [http://www.azpsic.gov/library/reports/2010/2010\\_SCIP\\_Implementation\\_Report\\_Arizona\\_FINAL.pdf](http://www.azpsic.gov/library/reports/2010/2010_SCIP_Implementation_Report_Arizona_FINAL.pdf)

The SCIP Implementation Report has three key sections:

- SCIP Implementation Update: Provides updates and changes to the status of the SCIP. The updates within the report include milestones identified in the SCIP and statewide progress toward meeting NECP milestones.
- UASI Interoperability Communications Assessment: This section provides OEC with broader capability data for Arizona's two Urban Area Security Initiative (UASI) areas (Phoenix and Tucson) to determine alignment with NECP Goal One.
- Arizona's NECP Goal Two Methodology: This section defines Arizona's methodology for collecting capability and performance data at the county level to meet the NECP Goal Two mandate of assessing communications in "non-UASI" jurisdictions.

*PSIC Office Plan Development (Aligned with Arizona Statute and SCIP)* - The PSIC Office Plan is designed to describe how the PSIC Office will perform its duties under statute and in keeping with Arizona's strategic direction for public safety interoperable communications as outlined in the Statewide Communications Interoperability Plan (SCIP). The PSIC Office Plan was updated for FY2012 to reflect the integration of the Government Information Technology Agency into the Arizona Department of Administration (ADOA) as part of ADOA's new Arizona Strategic Enterprise Technology (ASET) Office and describe key projects to advance SCIP initiatives that PSIC will execute during the next fiscal year.

*Advance Other Statewide Planning Efforts* - PSIC engaged in additional statewide planning efforts as follows:

- Provided comments to Arizona Division of Emergency Management (ADEM) regarding State Emergency Response and Recovery Plan (SERRP).
- Provided comments to AZDOHS regarding State Homeland Security Strategy (SHSS) which AZDOHS posted for public view on February 28, 2011. This plan includes extensive focus on communications interoperability.
- Supported Federal Emergency Management Agency (FEMA) and ADEM regarding development of a FEMA Emergency Communication Plan (ECP) Annex for Arizona.
- Analyzed communication responses from counties and State agencies in response to the Target Capabilities Assessments (required by AZDOHS).
- Coordinated presentations by Mesa Police Department to the SIEC on October 19, 2010 and the PSCC on February 15, 2011, to encourage other jurisdictions to move forward with similar initiatives regarding the use of plain language.

### **Statewide Assessment of Interoperability in Arizona Counties Based on NECP Goals (SCIP Initiative 3.2)**

The NECP is the Nation's first strategic plan to improve emergency response communications. The Office of Emergency Communications (OEC) at U.S. Department of Homeland Security (DHS) developed the NECP in cooperation with federal, State, local and tribal governments, emergency response providers and the private sector. The NECP sets forth 3 key national goals for improved interoperability, operability, and continuity of communications:

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, in the event of a significant incident as outlined in national planning scenarios.

NECP Goal One Assessments of the Phoenix and Tucson UASIs were conducted in early 2010 and supported by PSIC staff. Lessons learned from participating in NECP Goal One assessments were shared by the UASIs with the PSCC on July 20, 2010 and September 21, 2010. In addition, a member of the PSIC staff participated in half a dozen Goal One assessments in other states and lessons learned from these events were shared with SIEC at their August 17, 2010 meeting.

All Non-UASI jurisdictions are required to demonstrate Goal Two compliance in CY2011. Federal DHS is requiring that each State measure (1) capabilities and (2) performance to demonstrate Goal Two compliance.

NECP Goal Two Strategic Planning & Assessment related accomplishments in FY2011 include:

- PSIC prepared, with input from AZDOHS, "The Arizona Approach for Assessing Non-UASI Counties Progress toward Meeting NECP Goal Two Methodology"<sup>5</sup>. Arizona's methodology calls for assessments of planned events by outside observation teams. Arizona's Goal Two Methodology was presented to PSCC and approved on July 20, 2010 and subsequently presented to stakeholders throughout Arizona.
- Arizona submitted its Goal Two Methodology as part of the 2010 SCIP Implementation Report to Federal DHS on November 22, 2010. The methodology was approved by Federal DHS.
- PSIC developed "Arizona's NECP Goal Two Performance Assessment Guide"<sup>6</sup> and it was approved by PSCC on November 16, 2010.
  - The Guide was designed to help Counties prepare for their Goal Two Performance Assessments.
  - The Performance Assessment Guide was developed based on experience with NECP Goal One Assessments
  - The Guide describes four Phases: (1) Event Selection, (2) Pre-Planning, (3) Event Observation, and (4) Completion of Assessment Documentation.
- The PSIC Office invited over 56 observers based on their knowledge and experience with NIMS/ICS and interoperable communications to participate on the Goal Two observation teams. Each observation team included a PSIC project manager for team support, one to two PSIC Office Subject Matter Experts (SME), and two to four additional observers. Thirteen observation teams were formed from 19 in-state observers, 4 out-of-state observers and 1 federal observer.
- On February 3, 2011, PSIC sponsored an observer training course for volunteers who agreed to serve on observation teams. This class was attended by individuals from jurisdictions and agencies throughout the State. The training was conducted by OEC and equipped observation team members with knowledge of the procedures and processes involved in observing and reporting NECP Goal Two events.
- A Point of Contact (POC) for each non-UASI county was designated by the county to coordinate local efforts. The PSIC Office worked with these POCs to help counties with pre-planning for events selected for assessment, including submission of Communication Assets Survey and Mapping Tool (CASM) Import Spreadsheet data, submission of Tactical Interoperable Communications Plan (TICP) Sections 1 & 2 or equivalent procedures, submission of an Incident Action Plan (IAP), preparation and instruction on the proper completion of ICS forms and documents, as well as planning and briefings with local command staff and public safety personnel. When requested, the

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<sup>5</sup> [http://www.azpsic.gov/library/necp/NECP\\_goal2\\_arizona\\_approach\\_07202010.pdf](http://www.azpsic.gov/library/necp/NECP_goal2_arizona_approach_07202010.pdf)

<sup>6</sup> [http://www.azpsic.gov/library/necp/NECP\\_Goal2\\_Performance\\_Guide\\_Approved\\_11162010.pdf](http://www.azpsic.gov/library/necp/NECP_Goal2_Performance_Guide_Approved_11162010.pdf)

PSIC office assisted local communities with the development and revision of IAPs prior to the observation.

- Seven of thirteen events to be assessed were observed during FY2011 as follows:
  - La Paz County – Best of the Desert Race (February 5<sup>th</sup>)
  - Santa Cruz County– Tubac Festival of the Arts (February 12<sup>th</sup>)
  - Yuma County – Midnight at the Oasis (March 5<sup>th</sup>)
  - Pinal County – Country Thunder (April 10<sup>th</sup>)
  - Greenlee County – Cinco de Mayo (May 7<sup>th</sup>)
  - Navajo County – Memorial Day (May 28<sup>th</sup>)
  - Coconino County – Motorcycle Rally (June 11<sup>th</sup>)
- Observation teams began assessment documentation and creation of each County's After Action Report (AAR) the day after the assessed event. These are extensive reports with detailed observations and recommendations for needed improvements.

Updates regarding NECP Goal Two progress were provided at the following FY2011 public meetings with observers and stakeholders from multiple locales presenting lessons learned:

- July 20, 2010 – PSCC
- November 16, 2010 – PSCC
- February 15, 2011 – PSCC
- February 15, 2011 – PSCC
- April 19, 2011 – PSCC

The PSIC Office will submit our Goal Two compliance results to Federal DHS on October 31, 2011 as part of our 2011 SCIP Implementation Report.

### **Advocacy of Regional Governance (SCIP Initiative 2)**

*Advancement of Tactical Planning (TICP and CASM) (SCIP Initiative 2.1)* - During FY2011, PSIC continued planning and outreach activities to support local jurisdictions in development of Tactical Interoperable Communications Plans (TICP) and utilization of the CASM tool.

These tools enable:

- Collection and maintenance of information on public safety communications assets,
- Identification of interoperability gaps between and among agencies and jurisdictions,
- Aggregation of information with which to create investment justifications / funding requests to fill communication gaps,
- Documentation regarding the level of interoperability between agencies/regions,

The TICP/CASM project is being funded by a grant from Federal DHS. Arizona's NECP Goal Two Performance Assessment Guide (approved by PSCC in November 2010) requires submission of CASM asset data and TICP policies and procedures information in pre-planning for each NECP Goal Two event. This requirement has resulted in a significant increase in the CASM data collected statewide.

A progress report on CASM was presented to SIEC on October 19, 2010. PSCC received updates regarding CASM/TICP project progress as part of multiple NECP Goal Two project updates.

*Regional Governance Workshops* - The PSIC Office arranged with Federal DHS OEC for two half day regional governance workshops in Gila and Pinal counties to help advance Arizona's SCIP by bringing together local communities to develop regional governance structures for interoperable communications. The workshops were designed to assist these communities in

developing a regional governance framework. Through facilitated discussion, current regional interoperability governance was reviewed and ways to enhance the governance framework was discussed. The workshops were tailored to meet the needs and priorities of each county through pre-meeting conference calls by PSIC and the OEC and review of each County's communication related responses to Arizona's Target Capabilities Assessment (TCA) (gathered annually by AZDOHS). The workshops took place in third quarter of FY2011 (January 26 and 27).

*Regional Interoperable Communications Plan (RICP) and Tactical Interoperable Communications Plan (TICP) Development (Mohave County)* - PSIC prepared and submitted Interoperable Emergency Communications Grant Program (IECGP) grants for regional governance advancement through a partnership with Mohave County to benefit multiple jurisdictions in Arizona.

The PSIC Office, in partnership with the Mohave County Emergency Management Office, organized a RICP Development Workshop on March 3, 2011. The workshop was facilitated by national experts hired by PSIC to assure that best practices and lessons learned from other regions around the country were applied and that the regional plan will align with Arizona's SCIP and the NECP.

During the initial RICP development workshop, Mohave County identified the need to also develop a TICP. A TICP documents the interoperable communications technology assets, and usage policies and procedures for a jurisdiction. Given the overlap in resources needed, to save travel time and expenses and to maximize the time of stakeholders in Mohave County, the PSIC Office combined the RICP follow-up workshop with a TICP development workshop on May 3 and 4, 2011.

TICP data from Mohave County was gathered by the PSIC Office as part of the NECP Goal Two process. The data was loaded into CASM and selected sections of the TICP were pre-populated before the workshops to jump start development. Strong attendance and participation at both the follow-up RICP and the TICP meeting resulted in a final RICP and a substantially complete TICP being delivered to Mohave County on May 13, 2011. The completed RICP is scheduled to be approved by the Mohave County Local Emergency Planning Committee in Fall 2011.

## **Attachment B: SOP Accomplishments**

### **Policies, Standards and Procedures (PSP) Framework Project Progress (SCIP Initiative 4)**

- PSIC continued the development of a Policies, Standards and Procedures (PSP) Framework for Interoperable Communications in Arizona. PSIC is evolving a reliable PSP framework that enables stakeholders to implement interoperability projects consistently across the state.

Development of this framework includes the solicitation and involvement of technical and operational SIEC workgroups as well as subject matter experts who identify and define specific PSPs for each functional area. Drafts of PSPs are reviewed by workgroups and proposed PSPs are posted online for public comment before being presented to the SIEC and PSCC for approval. As part of the program, PSP maintenance and periodic review guidelines are established. This project is funded by a Federal Department of Homeland Security Interoperable Emergency Communications Grant.

PSIC developed a draft framework which was presented to the SIEC at its August 17, 2010 public meeting and to the PSCC at its September 21, 2010 meeting. Some particular areas of PSP progress are noted below.

**Interoperable Channels Plan Development Progress** – During FY2011, the SIEC and their workgroups, with PSIC staff support, advanced efforts to develop an Interoperable Channels Plan<sup>7</sup> and companion Priority Programming Guides<sup>8</sup>.

The Arizona Interoperable Channels Plan establishes requirements and/or recommendations for programming of statewide interoperable channels into subscriber units and operations guidance on the use of the interoperable channels during day-to-day and emergency use. The plan provides PSCC/SIEC requirements and recommendations for the VHF, UHF and 700 MHz interoperability spectrum.

The Priority Programming Guides are intended to standardize and increase interoperable communications throughout the State. 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 FCC narrowbanding deadline of January 1, 2013.

Both documents have been developed and will continue to evolve based on State and Federal guidelines and best practices:

- In first quarter FY2011, the SIEC workgroup (staffed by PSIC) developed standards for inclusion in the plan.
- The draft Arizona Interoperable Channels Plan was presented to the SIEC at its August 17, 2010 meeting.
- Based on SIEC feedback, PSIC staff and members of the Channel Plan Workgroup determined to first move forward with approval of the Priority Programming Guides (to be attached to the Plan).
- A status update regarding the project was presented to SIEC at its October 19, 2010 meeting and the Programming Guides were reviewed and approved.
- The SIEC approved the Channels Plan at their February 15, 2011 public meeting.
- Progress was reported to the PSCC in July, September and November 2010.

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<sup>7</sup> [http://www.azpsic.gov/library/standards/AZ\\_Interoperable\\_Channels\\_Plan.pdf](http://www.azpsic.gov/library/standards/AZ_Interoperable_Channels_Plan.pdf)

<sup>8</sup> [http://www.azpsic.gov/library/standards/Priority\\_Programming\\_Guides.pdf](http://www.azpsic.gov/library/standards/Priority_Programming_Guides.pdf)

- Based on additional feedback from the SIEC and stakeholders, the Interoperable Channels Plan was further refined in third and fourth quarter.
- Updates were provided to the SIEC during the June 21, 2011 meeting and additional feedback was sought for further revisions to the plan.
- The revised Interoperable Channels Plan and the Priority Programming Guides will be presented to the SIEC for approval during FY2012.

### **Arizona Interagency Radio System (AIRS) SOP Update**

The Arizona Interagency Radio System (AIRS) is a suite of full-time, cross-banded mutual aid channels designed to provide interoperable communications capability to first responders of police, fire, and emergency medical service (EMS) agencies, as well as other personnel of municipal, county, State, tribal, federal agencies and approved non-governmental organizations (NGOs) performing public safety activities. This system operates on designated interoperability frequencies in the VHF, UHF and 800 MHz bands.

An SOP was developed by SIEC with support from PSIC and previously approved by SIEC and PSCC. In the second quarter FY2011, portions of the AIRS SOP were updated to match the Interoperable Channels Plan Priority Programming Guides and this SOP update was approved by SIEC at its October 19, 2010 meeting and by the PSCC at its November 16, 2010 meeting.

### **Development of a Policy Concerning AIRS MOU Requests from NGOs**

The Arizona Department of Public Safety requested recommendations from the SIEC (during the August 2010 SIEC meeting) on a policy permitting use of the Arizona Interagency Radio System (AIRS) by non-governmental, public service, and secondary responder organizations. As awareness of AIRS has increased, a number of inquiries and requests from such organizations have been made to Department of Public Safety (DPS) and PSIC staff.

The SIEC requested that PSIC staff collaborate with the SIEC workgroups to develop a draft policy for fairly and uniformly permitting the use of AIRS by appropriate non-governmental, public service and secondary responders. The draft policy was reviewed by SIEC at its October 2010 meeting and approved by the SIEC at its February 15, 2011 meeting. PSCC received an update regarding this approved policy at its February 15, 2011 meeting. The approved policy is available online at: <http://www.azpsic.gov/library/standards/default.htm>.

**Development of Communications Unit Training Coordination Procedure** - PSIC, with input from ADEM, developed an Arizona Communications Unit Training Coordination Procedure to support the consistent and timely delivery of communications unit training courses to qualified individuals statewide.

The training program procedures are based on best practices from Federal DHS and ADEM and are intended to build on Arizona's Communications Unit Leader (COML) recognition program. The procedure documents the process that PSIC and ADEM will follow when agencies interested in communications unit related trainings request delivery of a course. The procedure also describes the requirements for being an instructor in Arizona and how Arizona will develop a pool of qualified instructors.

The procedure was reviewed by SIEC on February 15, 2011 and approved by the SIEC on March 15, 2011. PSCC received an update regarding progress on this policy at its February 15, 2011 meeting.

In June 2011, OEC released their revised *V2.0 All-Hazards Communications Unit Leader (COML) Training Standard Operating Procedures for OEC-Approved Instructors*. Due to significant changes, PSIC began working with ADEM and other interested parties to bring Arizona's procedure into alignment with the updated OEC procedure and related Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI) policies. The revised procedure is expected to be approved by the SIEC during the second quarter FY2012.

**Development of Broadband Framework for Public Safety** - PSIC has made progress in researching national standards and early adopters with the goal of defining a broadband framework for public safety. FY2011 activities included:

- Coordination with the Public Safety Communications Research Program (PSCR) and the Emergency Response Interoperability Center (ERIC) on development of public safety broadband standards.
- Participation in a preparatory survey to assist the National Institute for Emergency Communications with design and development of a broadband course.
- Reviewing OEC drafts of two introductory broadband documents, *Broadband for SWICs* and *Broadband for UASI Coordinators*.
- Participation in stakeholder input calls to provide comments on planned revisions of the NECP to incorporate broadband.
- Participation in Weekly PSST-OAC (Broadband Waiver Recipient) meetings.
- Tracking the status of Arizona's broadband waiver recipients, Mesa and Tucson, to determine how others will be able to interface with these early adopters leading to a statewide approach for governance, standards and adoption for broadband technology for public safety needs.
- Participation in the National Public Safety Telecommunications Council (NPSTC) meeting held in San Antonio Texas (February 28 - March 1, 2011).

Briefings on broadband related developments at the National and State level were provided to the PSCC and SIEC during the following meetings:

<b>Date</b>	<b>Meeting</b>	<b>Topics</b>
September 21, 2010	PSCC	Public Safety Broadband 101: What Broadband Enables, Functional Capabilities, Radio Spectrum & Allocations, History, Arizona & Broadband, and a Question / Discussion Session.
October 19, 2010	SIEC	National Public Safety Telecommunications Council (NPSTC) conference highlights which focused significantly on broadband
November 16, 2010	PSCC	National and Arizona Broadband for Public Safety updates.
March 15, 2011	SIEC	Recent legislative activity, FCC activity, SAFECOM, and NPSTC activity. In addition a presentation was made on some of the proposed concepts emerging regarding the planned National Public Safety Broadband Network.
June 21, 2011	SIEC	APCO / NPSTC Meetings, Legislative Updates, White House Briefing, Arizona Waivers.

**Regional Communication Systems Connections (RCSC) Project** - The Regional Communication Systems Connections (RCSC) project, launched during fourth quarter FY2012, will enable direct one-to-one communications across Arizona regional public safety communication systems for select key mutual aid responders such as rapid response teams. Each Arizona regional public safety communications system will be connected through Conventional Channel Gateways (CCGW) and at least 4 talkpaths will be set aside in each system for cross-system communications.

The RCSC project involves the following partners:

- Yuma Regional Communications System (YRCS)
- Regional Wireless System (RWC)
- Department of Public Safety (DPS)
- Maricopa County
- Topaz Regional Wireless Cooperative (TRWC)

*Note: Pima County Wireless Integrated Network (PC-WIN) will be added as their system comes online.*

The PSIC Office is supporting the RCSC project by organizing and facilitating stakeholder meetings and developing the appropriate Intergovernmental Agreements (IGAs) and Standard Operating Procedures (SOPs) for the project.

**Federal Technical Assistance Awards** - OEC's Interoperable Communications Technical Assistance Program (ICTAP) works to ensure, accelerate, and attain operable and interoperable emergency communications nationwide through the offering of Technical Assistance (TA) grants to the States.

TA requests are submitted annually by PSIC on behalf of the State after solicitation of stakeholder input. Each State can apply for up to five (5) TAs and at least one request must provide direct support to a UASI area. After presentation to PSCC on November 16, 2010 and review of stakeholder submissions received during our public comment period, PSIC submitted Arizona's TA requests in mid-December 2010.

During third quarter FY2011, Arizona was informed it received the following three technical assistance awards:

- TICP/TIC-FOG: Tactical Interoperable Communication Plan (TICP) & Tactical Interoperable Communications Field Operations Guide (TIC-FOG) (Phoenix UASI Request). Kick-off meeting conducted March 3, 2011; Draft documents delivered June 21, 2011 and reviewed by Maricopa County stakeholders. Final workshop scheduled for September 27 & 28, 2011.
- SPCL-TRBL - Native American Support (Fort Mohave Tribe). Subject Matter Experts from ICTAP conducted a field visit on March 29-31, 2011. Ft. Mohave was briefed on the preliminary report in early June. The PSIC Office provided support to the tribe regarding their application for Tribal Homeland Security Grant (THSG) funding to implement the recommendations in the report. The final TA report was delivered to the Fort Mohave Tribe on June 29, 2011. [Note: PSIC is pleased to report that Ft. Mohave subsequently received \$1.5 million in THSG funding.]

- TRG-COMT: All-Hazards Communications Unit Technician (COMT) Course. This new 5 day training course for All-Hazards Communications Unit Technicians will be conducted in October 2011.

Subsequent to the initial awards, the PSIC Office also received a fourth TA award for support in regard to CASM Data Import. See Governance section: *Advocacy of Regional Governance* for further information regarding CASM.

## **Attachment C: Technology Accomplishments**

### **Enhance and Promote the AIRS Interoperable Communications Solution (SCIP Initiative 5)**

The Arizona Interagency Radio System (AIRS) is a suite of full-time, cross-banded mutual aid channels designed to provide interoperable communications capability to first responders of police, fire, and EMS agencies, as well as other personnel of municipal, county, State, tribal, federal agencies and approved non-governmental organizations (NGO's) performing public safety activities. This system operates on designated interoperability frequencies in the VHF, UHF and 800 MHz bands.

*AIRS Narrowbanding* - The SIEC received a presentation from DPS regarding its plans to narrowband the AIRS system at its October 2010 meeting. DPS plans to complete the Narrowband upgrade of the AIRS system in mid 2011.

*Long Mesa Site* - On August 17, 2010, the SIEC approved an Arizona Division of Emergency Management (ADEM) request to install an AIRS repeater suite at the existing Bureau of Indian Affairs Truxton Canyon Agency's (BIA TCA) communication site at Long Mesa. Numerous incidents in the area have demonstrated the need for interoperable emergency communications that will be served by the Long Mesa site. The additional site would increase AIRS coverage in the previously underserved western part of Coconino County and enable the Havasupai Tribe to receive AIRS coverage for the first time.

The Long Mesa project will make use of one of three AIRS flyaway suites that were acquired by ADEM as part of the Strategic Technology Reserve (STR). DPS and ADEM have been collaborating to address the ancillary equipment and labor required to install and activate the repeater suite. During its February 15, 2011 meeting the SIEC discussed the AIRS channels that should be programmed in the suite. PSCC was updated regarding Long Mesa at its February 15, 2011 meeting. An MOU between ADEM, BIA, and DPS was established during third quarter FY2011. As of June 30, 2011 the installation of the suite was still pending.

*Black Metal Site* - An AIRS Suite was deployed at Black Metal during third quarter FY2011. The AIRS suite is programmed for both AIRS 3 and AIRS 4 to service both the original Lake Havasu area in Mohave County and the Parker area in La Paz County. This new coverage greatly improved La Paz County's ability to perform operations during their NECP Goal Two evaluation held in Parker on February 5, 2011 and will help the area in the future. Updates on Black Metal were presented to SIEC and PSCC, each at its February 15, 2011 meeting.

### **Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications (SCIP Initiative #6)**

PSIC continues to work closely with regional/local partners around the State to further regional interoperability planning through meetings with local stakeholders.

*Topaz Regional Wireless Cooperative* - The City of Mesa and Topaz Regional Wireless Cooperative (TRWC) is moving forward with a project to develop a 700 MHz wireless broadband network. Mesa is one of only 21 jurisdictions to receive a special FCC waiver and become eligible to apply for this grant.

*Regional UASI Communications Trailer* - The SIEC was updated regarding the Mesa Police Communications Mobile Dispatch Trailer at its February 15, 2011 meeting. In 2009 Mesa Police received a UASI grant to develop a mobile communications dispatch trailer. The trailer capabilities, equipment specifications, and current status were reviewed. The City of Mesa

received a waiver from the FCC to license the frequencies and Mesa has begun coverage testing. PSCC was updated regarding the Mesa project at its February 15, 2011 meeting.

*Regional System Updates* – The PSCC received additional regional interoperable communications briefings from the following stakeholders during FY2011:

- Guardian Medical Transport - History, overview of current operations, and Communication's Center capabilities (PSCC Meeting July 20, 2010)
- Sierra Vista/Frye Fire - Joint Dispatch (PSCC Meeting September 21, 2010)
- Pima County Wireless Integrated Network (PC-WIN) - History, overview of current status, funding, and Governance (PSCC Meeting September 21, 2010)
- Phoenix UASI - NECP Goal One experience (PSCC Meeting September 21, 2010)
- Topaz Regional Wireless Cooperative (Mesa, Gilbert, Apache Junction, Queen Creek, etc.) - update, including current system and planned enhancements (PSCC Meeting November 16, 2010)
- City of Tucson - Broadband waiver request (PSCC Meeting November 16, 2010)
- Flagstaff Regional Update - Challenges facing public safety community in Coconino County (PSCC Meeting February 15, 2011)
- Mesa Police Department - Initiative to utilize plain language (SIEC Meeting October 19, 2010; PSCC Meeting February 15, 2011)
- Santa Cruz County - Regional channel planning (PSCC Meeting April 19, 2011)

PSIC has also established a strong working relationship with the Federal DHS Office of Emergency Communications (OEC) new Regional Coordinator for Region Nine.

### **Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology (SCIP Initiative #7)**

The current statewide microwave network is owned, operated, engineered, and maintained by the Department of Public Safety Wireless Systems Bureau (DPS/WSB) and provides microwave connectivity for local, State, and federal public safety and/or service agencies throughout Arizona. Although built primarily to support State agency radio systems, many other agencies use some portion of its capacity.

In order for the statewide microwave network to continue providing the infrastructure needed to support its mission, an upgrade of the microwave backbone to digital technology is required. A digital backbone must be in place for Arizona to implement a modern, standards-based, interoperable public safety radio communications system for the State.

The microwave backbone digital upgrade project by DPS/WSB continues to make progress, albeit at a slower pace than planned due to resource and funding constraints. As a result of grant funding and partnerships around the State, DPS/WSB was able to complete 3 digital path upgrades in FY2011, including the completion of digital connectivity in the Southern Loop in September 2010. A number of additional paths are also in progress. DPS/WSB informed PSIC that it is prepared to brief the JLBC on the status of the Microwave project. For additional information, please contact Kevin Rogers of DPS' Wireless Systems Bureau.

### **Implement the State Strategic Technology Reserve (ADEM) (SCIP Initiative #8)**

Key State officials need a reliable redundant communications system among and between themselves and the agencies relying on them for decisions in times of emergency. Arizona officials consider the Continuity of Government (COG) as the prime directive for the STR, with augmentation of the current reserves that are deployed throughout Arizona. In addition, implementation of the STR is a mandatory requirement for the National Telecommunications and Information Administration (NTIA) PSIC Grant and incorporating the STR into emergency communications plans (ECPs) is a milestone in the NECP.

The State STR project by ADEM has continued to make progress. The SIEC was updated during its February 15, 2011 meeting regarding the status of the STR, including equipment configurations, capabilities and deployment procedures. Future plans for the STR were also discussed including testing of Harris Unity tri-band radios.

### **Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications (SCIP Initiative #9)**

The PSCC approved a recommendation by PSIC for use of \$2.2 Million in RICO funds for the advancement of Communications Interoperability along the southern Arizona border at its September 2010 meeting. The RICO project will deploy standards-based P25 communications capabilities at six key transmitter sites, hardware and software upgrades to the Yuma Regional Communications System (YRCS) infrastructure, and is supported by DPS' upgraded digital microwave system. The project will provide high-level connectivity for existing and developing communication systems thus increasing interoperability capabilities during multi-jurisdictional, multi-agency response and recovery, and mitigating impacts from critical incidents in the region.

The project was submitted to the JLBC with PSIC's 4th quarter FY2010 report and was approved by JLBC on October 6th, 2010. A Project Investment Justification (PIJ) was prepared for this project and was approved by the Information Technology Authorization Committee (ITAC) on December 15, 2011. The following additional project milestones were completed during FY2011:

- Development of detailed project plan.
- Completion of Intergovernmental Agreement between YRCS, DPS and PSIC.
- Phase one equipment ordered and delivered.
- Installation underway: As of the end of FY2011, two of six sites were activated.

### **Additional Technology Related Activities**

During FY2011 the PSIC Office also advanced the following technology related projects:

*Narrowbanding* – "Narrowbanding" refers to a requirement by the FCC that all existing licensees on the VHF and UHF Spectrum implement equipment designed to operate on channel bandwidths of 12.5 kHz or less. Public safety licensees will need to convert or replace their existing VHF and UHF wideband (25 kHz) systems on or before January 1, 2013. Further, equipment will ultimately need to operate on bandwidths of 6.25 kHz or less. Currently no deadline is set for this requirement.

During FY2011, Narrowbanding was a key focus of the PSIC Office outreach efforts. The narrowbanding section of the PSIC website was strengthened significantly and a link to a new map graphically illustrating Arizona's progress toward meeting the narrowbanding deadline was added to the site. Narrowbanding continued to be a focus of the discussions at national meetings attended by PSIC staff, including National Council of Statewide Interoperability

Coordinators (NCSWIC), National Public Safety Telecommunications Conference (NPSTC), DHS Public Safety Interoperable Communications Grantee conference, and International Wireless Communications Expo (IWCE).

*Fire Mutual Aid Licensing & Statewide Usage* – On October 19, 2010, the SIEC was briefed by PSIC Staff and a member of the State Fire Mutual Aid Committee regarding licensing issues with public safety agencies use of the 154.280 / VFIRE21 frequency. While the frequency is available for use by all public safety agencies as an interoperable channel, the FCC does require agencies to license the frequency. The SIEC concurred with the approach brokered with DPS to expand the DPS FCC license of 154.280 / VFIRE21 to cover users statewide through its AIRS MOU.

*Tri-band Radio Pilot Support* – Federal DHS conducted a pilot test of multi-band radios in early 2011 in Arizona and elsewhere. The pilot evaluated the use of multi-band radios during multi-agency / multi-jurisdictional events requiring communications in the VHF, UHF and 800 MHz spectrums.

PSIC worked with staff from the Phoenix Police Department, Phoenix Fire Department, DPS and ADEM to conduct several field tests in preparation for the pilot. The field tests identified a number of issues that were then conveyed to the manufacturer.

## **Attachment D: Training and Exercise Accomplishments**

### **Implementation of AIRS Training**

PSIC completed development of Arizona Interagency Radio System (AIRS) training materials during the first quarter of FY2011. The statewide training program is designed to promote AIRS by informing agencies about its existence and capabilities and ensure effective use of AIRS as a statewide interoperable communications asset. AIRS has been underutilized because of a lack of standard operating procedures documented for its use as well as a lack of training available on its use.

The AIRS Training Program was developed with funding from the Interoperable Emergency Communications Grant Program. Program components include a training video produced by the Phoenix Fire Department with support of PSIC; Arizona Peace Officers Standards and Training Board (AZPOST) format lesson plan covering AIRS usage, capabilities, and limitations; a power point presentation to follow the lesson plan; and a sticker showing regional channel assignments to be inserted into the National Interoperability Field Operations Guide or placed on clipboards, dashboards, or consoles.

The rollout of this training program included a free copy of the training DVD to current and future AIRS MOU signers; online access to the training video and program materials on the PSIC website; and PSIC training and support for local implementation.

Throughout the year, the PSIC Office has received requests from local and tribal jurisdictions for the AIRS training materials. Updates regarding AIRS Training progress were provided to the PSCC on July 20, 2010 and to the SIEC on August 17, 2010.

**Advancement of COML Training and Credentialing Program** - The Arizona Regional COML Recognition Program applies to those individuals who meet the recommended Federal DHS All-Hazards COML guidelines for eligibility, training and experience. The recognition procedure describes the process and criteria for being recognized as an Arizona Regional All-Hazards COML.

At the SIEC meeting on October 19, 2010 SIEC appointed members of the NIMS-Communications Unit (NIMS-CU) Workgroup. This Workgroup is a standing committee of SIEC. The NIMS-CU Workgroup reviews the qualifications of each applicant seeking recognition as an Arizona Regional COML and awards recognition or renewal of recognition. The Workgroup may also decline to award recognition, and instead suggest additional training or experience that could enable the applicant to be recognized at a future date. The Policies and Procedures for the Workgroup (approved by SIEC on August 17, 2010) require workgroup members to have knowledge of the positions, skills and abilities needed by applicants seeking recognition as Communications Unit leaders. All of the 5 appointed members have the requisite qualifications.

The NIMS-CU Workgroup held three meetings during FY2011:

- January 24, 2011: Meeting to discuss Communications Unit Training.
- May 16, 2011: NIMS-CU Application Review Meeting.
- June 13, 2011: Teleconference to review Policies and Procedures.
- June 30, 2011: NIMS CU Workgroup Annual Organizational Meeting.

During these meetings, the workgroup and PSIC staff discussed development of training related policies; reviewed and revised the workgroup's operating policies and procedures to better define the scope of the recognition program; and reviewed the application and taskbook review process. Feedback on proposed changes to the recognition program was solicited from the

SIEC during their June 21, 2011 meeting. The revised policies and procedures are expected to be complete and presented for approval to the SIEC during the first quarter FY2012.

In addition to the above activities, Arizona has taken a leadership role nationally in researching COML programs in the fifty states for the newly formed National NCSWIC organization. The results of this research will inform improvements in Arizona's programs over time. The State also conducted the first Arizona COML Train the Trainer Course on December 8, 2010 with 7 attendees.

**Communications Unit Integration into National Incident Management System / Incident Command System (NIMS)/(ICS) Workshops** – PSIC, through a grant from Federal DHS, offered workshops to assist Incident Commanders, Communications and Operations staff, and public safety leadership to learn how to effectively integrate Communications Units into the NIMS/ICS structure. This workshop was requested by multiple parties including from UASI jurisdictions based on their experience with NECP Goal One assessments. Each workshop was facilitated by a national expert in interoperable communications to assure that best practices and lessons learned nationally were presented. The workshops were conducted during fourth quarter FY2011 in Lake Havasu (Mohave County), Payson (Gila County), Phoenix (Maricopa County), Tucson (Pima County), and Sierra Vista (Cochise County).

#### **Other Training Advancement**

PSIC has received grants or technical assistance for the following additional training programs to be conducted in FY2012:

- Training & Exercise Coordinator - This project will help emphasize incorporating interoperable communications into public safety and service agencies exercise opportunities to advance the SCIP Initiative 11: Develop and Implement a Strategy for Exercises Focused On or Incorporating Interoperable Communications.
- All-Hazards (Type III) COML Training – This project will enhance distribution of COML trainings to multiple Arizona jurisdictions consistent with SCIP Initiative 10.4.
- COML Field Day – This project will conduct a COML Training Field Day that will provide attendees with necessary specialized training and hands on experience. The COML field day will be open to individuals who have completed the initial COML classroom training and wish to get their taskbooks signed off in order to become COML recognized consistent with SCIP Initiative 10.4.
- TRG-COMT: All-Hazards Communications Unit Technician (COMT) Course – A new training program for communication technicians was awarded to Arizona as part of its annual technical assistance requests. A COMT is responsible for managing communication assets, such as a radio cache, mobile communications vehicle or other deployable communications assets, during all-hazards operations within the ICS structure.

## **FY2011 Exercises/Events**

PSIC participated in the following exercises and events:

- Other states' NECP Goal One Assessments
  - Holiday Bowl, San Diego, CA - Dec 2009
  - Kentucky Derby, Louisville, KY - May 2010
  - Memorial Day Weekend, Miami, FL – May 2010
  - Summerfest, Milwaukee, WI - June 2010
  - 4th of July at the Capitol Mall, Washington D.C. – July 2010
  - Major League Baseball All Star Game, Anaheim CA – July 2010
- Multi-County Communications Exercise (Gila/Pinal Counties), July 20, 2010
- Schultz Flood ICS Support and Consulting, Summit AZ, July 22, 2010
- Deployable independent Radio Systems, Phoenix, August 11, 2010
- Multi-County Exercise AAR Pre-Conference for Gila/Pinal Counties, August 12, 2010
- Multi-County Exercise AAR Conference, Gila County EOC, August 25, 2010
- Supported post shooting briefing with OEC and Pinal County, November 17, 2010
- Arizona NECP Goal Two Event Assessments
  - La Paz County – February 4-7, 2011
  - Santa Cruz County – February 11-14, 2011
  - Yuma County – March 4-7, 2011
  - Pinal County – April 9-12, 2011
  - Greenlee County – May 6-9, 2011
  - Navajo County – May 27-30, 2011
  - Coconino County – June 10-13, 2011
- NASCAR Support (Maricopa County) – February 21-25, 2011
- Arizona interagency Radio System (AIRS) Usage Exercise (Gila) – March 3, 2011

# **Attachment E: Usage and Outreach Accomplishments**

## **Stakeholder Engagement and Interaction**

In an effort to advance interoperable communications through shared information and strengthened partnerships among agencies, the PSIC Office promoted collaboration among members of public safety and service agencies/organizations at all levels of government throughout Arizona. Outreach activities were conducted throughout the year in the form of in-person meetings and regular e-mail communications to members of its extensive interested parties list. The PSIC Office encouraged consultation with policy makers and practitioners in support of statewide interoperability initiatives, including education regarding applicable Federal and State initiatives, mandates, requirements, guidelines and efforts related to interoperable communications.

In addition to planning and facilitating the monthly PSCC, SIEC and associated workgroup meetings, PSIC staff regularly attended and presented at numerous functions, including conferences, workshops, expos, taskforces, national, multi-state (within and outside of the State), State, regional, local and working group meetings. Stakeholder outreach and interaction activities during FY2010 are too numerous to list; the table below includes key PSIC Office stakeholders that were engaged as a result of these activities.

When appropriate and advantageous, PSIC staff used electronic means, such as web and telephonic conference tools in support of stakeholder engagement. Additionally, the PSIC website was updated with enhanced information regarding pertinent subjects, including narrowbanding, NECP Goals, Communications Unit programs, CASM/TICPs, Interoperable Priority Channel Programming Guides, etc.

## **Development of Statewide Education & Outreach Plan (SCIP Initiative #12)**

In FY2011, the PSIC Office developed the Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability<sup>9</sup>. The plan, which suggests strategies, defines roles and provides resources, was developed to support stakeholder education and outreach activities to advance interoperable communications initiatives which impact Arizona. Since the State consists of several distinct jurisdictions at varying stages of interoperability, no single approach would be appropriate for all jurisdictions, so the plan was designed to be tailored to meet the needs of each community. In addition to general suggestions regarding communications interoperability, the plan highlights specific targeted interoperability topics of high priority in 2011:

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

The plan was distributed for comment and stakeholders were encouraged to provide feedback, concerns and success stories. The PSIC Office presented the plan to the SIEC at its February 15, 2011 and March 15, 2011 meetings. The PSCC reviewed the plan at its February 15, 2011 meeting and provided final approval at its April 19, 2011 meeting.

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<sup>9</sup> [http://www.azpsic.gov/plans/Education\\_and\\_Outreach\\_Plan\\_2011\\_Approved\\_04192011.pdf](http://www.azpsic.gov/plans/Education_and_Outreach_Plan_2011_Approved_04192011.pdf)

## **FY2011 Public Meetings**

PSCC Meeting – July 20, 2010 – Agenda items: NECP Goal Two Planning Methodology; COML Recognition Program; PSCC Operating Principles; Regional Update Guardian Medical Transport; SIEC Update; AIRS Training Video and Roll-Out Plan; PSIC Office Status Update.

SIEC Meeting – August 17, 2010 – Agenda items: Installation of AIRS at Long Mesa; AIRS MOU requests from Non-Governmental Organizations; Public Service Organizations; & Secondary Responders; 700 MHz Interoperable Channels Plan; Communications Workgroup Policies and procedures; AIRS Training Video and Roll-Out Plan; Statewide Policies, Standards, & Procedures Program; Summary of APCO National Meeting (Houston); NECP Goal One National Reflections.

PSCC Meeting – September 21, 2010 – Agenda items: Recommendation for the Use of \$2.2 Million RICO Funds for Communications Interoperability; NECP Goal One Experience – Phoenix UASI; Regional System Update Sierra Vista/Frye Fire Joint Dispatch; Regional Update Pima County Wireless Integrated Network (PC-WIN); SIEC Update; Policies, Standards, and Procedures Project Update; Public Safety Broadband 101; PSIC Office Status Updates.

SIEC Meeting – October 19, 2010 – Agenda items: Appointment of NIMS-Communication Unit (NIMS-CU) Workgroup; Interoperable Channels Plan Status Update; Interoperable Channel Priority Programming Guides Approval (including corresponding changes to AIRS SOP approval); AIRS MOU Request from NGOs Policy Discussion; Fire Mutual Aid Licensing & Statewide Usage; AIRS Narrowbanding; CASM Project Update; On the Road to Plain Language Presentation (Mesa); PSIC Grantee Conference Update; NPSTC National Meeting Update.

PSCC Meeting – November 16, 2010 – Agenda items: PSIC Annual Updates; Approval of Annual PSCC Report to Governor & Legislature; Approval of NECP Goal Two Performance Assessment Guide; Project Update regarding Arizona Interoperable Channels Plan & Priority Programming Guides; Approval of Revised AIRS SOP (based on newly adopted Programming Guides approved by SIEC); SIEC Updates; FFY2011 Technical Assistance Requests; AZDOHS Update; Regional Systems Update (TRWC); Public Safety Broadband Updates.

SIEC Meeting – February 15, 2011 – Agenda Items: AIRS MOU Requests from Non-Governmental Organizations; Arizona Interoperable Channels Plan; Update on City of Mesa 700 MHz Interoperable Channel Usage; Update on Black Metal AIRS Site; Update on Strategic Technology Reserve & Long Mesa AIRS Suite; Annual SCIP Updates-Discussion of SIEC Related Initiatives; Communications Unit Training Procedures; NECP Goal Two updates.

PSCC Meeting – February 15, 2011 – Agenda Items: Annual SCIP Update; NECP Goal Two La Paz County; Flagstaff Regional Update; On the Road to Plain Language; SIEC Updates; PSIC Office Quick Key Updates and Next PSCC Meeting.

SIEC Meeting – March 15, 2011 – Agenda Items: Communications Unit Training Procedures; Regional Governance Update; Statewide Education and Outreach Plan; Broadband National, NPSTC and Arizona Updates; IWCE Conference Update; PSIC Office Project Updates.

PSCC Meeting – April 19, 2011 – Agenda Items: Annual SCIP Update; Statewide Outreach Plan; NECP Goal Two Progress and Guide Update; Santa Cruz County Regional Channel Planning; Strategic Technology Reserve Updates; SIEC Updates; Regional Governance Initiative Update; PSIC Office Key Updates and Next PSCC Meeting.

SIEC Meeting – June 21, 2011 – Agenda Items: Interoperable Channels Plan Updates; AIRS SOP Update; Phoenix Fire Department Request for the Use of UTAC Channels; City of Mesa Monitoring of AIRS; Update from NIMS-CU Workgroup; Annual PSIC Office Plan; Broadband Update; PSIC Office Multiple Projects Update.

## Key PSIC Office Stakeholders

### 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. Customs and Border Patrol (CBP)  
U.S. Forest Service  
U.S. Department of the Interior (DOI)  
U.S. Marshall Service

### State

Arizona Criminal Justice Commission (AZJC)  
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  
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 Four Corners Homeland Security Coalition (R4C)  
Regional System Administrators (PCWIN, RWC, TOPAZ, YRCS)  
Southeast Arizona Emergency Medical Services (SAEMS) Council  
Southwest Border Communications Working Group (SWBCWG)  
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 and Committees

Arizona Ambulance Association  
Chiefs' Associations (Police and Fire)  
Fire District Associations  
Fire Mutual Aid Committee  
League of AZ Cities and Towns  
Local Emergency Planning Committees (LEPCs)  
National Council of Statewide Interoperability Coordinators (NCSWIC)  
National Native American Law Enforcement Association (NNALEA)  
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 Offices  
Grant Writers  
Military  
NGOs focused on public safety or public service  
Public Schools  
Rotary/Kiwanis/Chambers of Commerce  
Transportation Companies

## Attachment F: Definitions of Acronyms

Acronym	Definition
AAR	After Action Report
ADEM	Arizona Division of Emergency Management
ADOA	Arizona Department of Administration
AESA	Arizona Emergency Services Association
AIRS	Arizona Interagency Radio System
APCO	Association of Public-Safety Communications Officials
AZDOHS	Arizona Department of Homeland Security
AZPOST	Arizona Peace Officers Standards and Training Board
BIA	Bureau of Indian Affairs
BTOP	Broadband Technology Opportunities Program
CASM	Communication Assets Survey and Mapping
CCGW	Conventional Channel Gateways
CIO	Chief Information Officer
COG	Continuity Of Government
COML	Communications Unit Leader
COMT	Communications Unit Technician
CU	Communications Unit
DHS	Department Of Homeland Security
DPS	Department of Public Safety
DPS/WSB	Department of Public Safety Wireless Systems Bureau
ECP	Emergency Communication Plan
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERIC	Emergency Response Interoperability Center
FBI	Federal Bureau Of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FPIC	Federal Partnership for Interoperable Communications
FY	Fiscal Year
IAP	Incident Action Plan
ICS	Incident Command System
ICTAP	Interoperable Communications Technical Assistance Program
IECGP	Interoperable Emergency Communications Grant Program
IGA	Intergovernmental Agreement
ITAC	Information Technology Authorization Committee
IWCE	International Wireless Communications Expo
JLBC	Joint Legislative Budget Committee
LEPC	Local Emergency Planning Committee
MHz	Megahertz
MOU	Memorandum Of Understanding
NCSWIC EC	National Council of Statewide Interoperability Coordinators Executive Committee
NCSWIC	National Council of Statewide Interoperability Coordinators
NECP	National Emergency Communications Plan
NEPA	National Environmental Policy Act
NGO	Non-Governmental Organization
NIFOG	National Interoperability Field Operations Guide

<b>Acronym</b>	<b>Definition</b>
NIMS	National Incident Management System
NIMS-CU	National Incident Management System Communications Unit Workgroup
NPSPAC	National Public Safety Planning Advisory Committee
NPSTC	National Public Safety Telecommunications Council
NTIA	National Telecommunications and Information Administration
OEC	Office of Emergency Communications
P25	Project 25 public Safety Communications Standard
PC-WIN	Pima County Wireless Integrated Network
PIJ	Project Investment Justification
POC	Point Of Contact
PSCC	Public Safety Communications Advisory Commission
PSCR	Public Safety Communications Research
PSIC	Public Safety Interoperable Communications Office
PSP	Policies, Standards and Procedures
RCSC	Regional Communication Systems Connections
RECCWG	Regional Emergency Communications Coordinator Working Group
RICO	Racketeer Influenced and Corrupt Organizations Funding
RICP	Regional Interoperable Communications Plan
RWC	Regional Wireless Cooperative
SCIP	Statewide Communications Interoperability Plan
SERRP	State Emergency Response and Recovery Plan
SHSS	State Homeland Security Strategy
SIEC	Statewide Interoperability Executive Committee
SME	Subject Matter Expert
SOP	Standard Operating Procedure
STR	Strategic Technology Reserve
TA	Technical Assistance
TCA	Target Capabilities Assessment
TIC-FOG	Tactical Interoperable Communications Field Operations Guide
TICP	Tactical Interoperable Communications Plan
TRWC	Topaz Regional Wireless Cooperative
UASI	Urban Area Security Initiative
UHF	Ultra High Frequency
VHF	Very High Frequency
YRCS	Yuma Regional Communications System

# Attachment G: FY2011 Expenditures

## PUBLIC SAFETY COMMUNICATIONS COMMISSION BUDGET FY 2011

### FY 11 Quarterly Expenditures

#### Allocated Funds

	ALLOCATED AMOUNT	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	REMAINING BALANCE
PERSONAL SERVICES	\$ 456,700.00	\$ 62,955.98	\$ 71,526.68	\$ 68,609.40	\$ 68,609.43	\$ 184,998.51
ERE	\$ 137,500.00	\$ 49,432.90	\$ 13,909.67	\$ 13,291.88	\$ 13,295.65	\$ 47,569.90
PROFESSIONAL/OUTSIDE SVCS	\$ 31,000.00	\$ 14,453.28	\$ -	\$ 4,354.22	\$ 8,795.16	\$ 3,397.34
TRAVEL (IN STATE)	\$ 5,000.00	\$ 712.07	\$ 729.82	\$ 8,040.53	\$ (5,107.20)	\$ 624.78
TRAVEL (OUT OF STATE)	\$ 5,000.00	\$ 718.39	\$ 214.56	\$ 536.20	\$ 3,041.13	\$ 489.72
OTHER OPERATING EXPENDITURES	\$ 96,000.00	\$ 19,502.11	\$ 35,014.59	\$ 15,706.61	\$ 12,938.93	\$ 12,837.76
EQUIPMENT	\$ 9,000.00	\$ 1,490.33	\$ -	\$ -	\$ 103,882.55	\$ (96,372.88)
	<b>\$ 740,200.00</b>					<b>\$ 153,545.13</b>
QUARTERLY EXPENDITURES TOTALS		\$ 149,265.06	\$ 121,395.32	\$ 110,538.84	\$ 205,455.65	
				<b>FY 11 TOTAL EXPENDITURES</b>	<b>\$ 586,654.87</b>	

In FY2011, PSIC continued to utilize vacancy savings and maximize federal grants to support its goal of advancing interoperable communications in Arizona in the most fiscally responsible manner. In this regard \$416,560.05 was spent from Federal Homeland Security grants by the PSIC Office during FY2011 to support achievement of the results outlined in this report.