

**A MESSAGE FROM THE DEPARTMENT OF HOMELAND SECURITY (DHS) OFFICE OF EMERGENCY COMMUNICATIONS (OEC) DIRECTOR RON HEWITT**



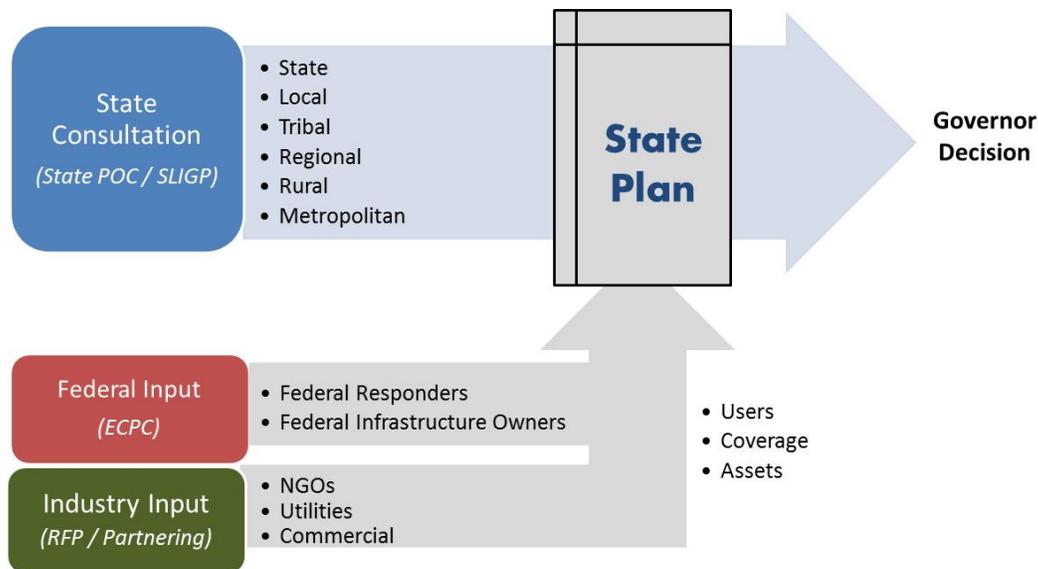
In December 2013, the 4th SAFECOM/National Council of Statewide Interoperability Coordinators (NCSWIC) Joint Meeting was held at the Federal Law Enforcement Training Center (FLETC) in Brunswick, GA. I would like to thank all participants for contributing to yet another successful meeting. The SAFECOM/NCSWIC Joint Meeting provides a unique opportunity for colleagues from different locations and disciplines to devise innovative strategies and long-term solutions on issues central to emergency communications. Your attendance shaped critical discussions spanning a variety of topics, including updates related to the First Responder Network Authority (FirstNet), funding and grants guidance, the National Emergency Communications Plan (NECP), and Broadband outreach and education.

As usual, these conversations were poignant, engaging, and contributed greatly to furthering our shared goals. SAFECOM and NCSWIC are at the crux of identifying key initiatives as new technologies continue to change the landscape of emergency communications. Efforts are continually being made to improve DHS meeting approval and coordination processes. I look forward to working with you all at future meetings and throughout the year.

**PUBLIC SAFETY BROADBAND**

*FIRSTNET UPDATE: BRIEFING ON OUTREACH AND CONSULTATION*

FirstNet Deputy General Manager, TJ Kennedy, kicked off the joint meeting with an overview of accomplishments to date, future plans, and the State consultation process. The presentation focused on descriptions of outreach positions, information dissemination and decision processes, and key steps and guidelines associated with the various stages of consultation, especially as they align with the State and Local Implementation Grant Program (SLIGP). In general, State points of contact (SPOCs), Federal representatives from the Emergency Communication Preparedness Center (ECPC), and industry partners will contribute to the design and assembly of State plans. See *Figure 1* for a more detailed illustration of partners involved in the consultation process. Mr. Kennedy highlighted the importance of utilizing SPOCs to filter, coordinate, and share information related to FirstNet priorities. FirstNet is also strengthening partnerships with non-traditional public safety stakeholders, such as utilities, to ensure broad representation of emergency communications services in urban, suburban, and rural areas.

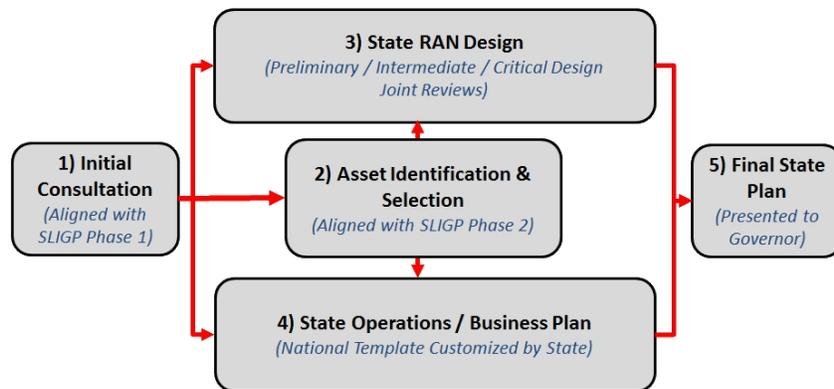


*Figure 1. Consultation Stakeholders and Partnerships*

Mr. Kennedy emphasized the need for State, local, and tribal entities to sustain direct and consistent communications with FirstNet during the development of State plans. Currently, there are no hard deadlines for the completion of State consultation efforts. The following points summarize the goals of consultation and FirstNet’s current focus:

- *Consultation is an active process, not a single event.* FirstNet will collaborate and partner with stakeholders in a meaningful consultation process.
- *FirstNet will communicate the consultation process and necessary roles and responsibilities.* It will be clear to the stakeholders what the process is and what the expectations are for those involved.
- *Consultation will focus only on critical information and data.* FirstNet will focus on gathering only necessary data to help build the network.
- *Plan development will be iterative.* Stakeholders and FirstNet will have the opportunity to refine information and improve drafts.
- *Consultation culminates with the creation of the State Plan.* State Plans will be created with the information gathered during the consultation process.

Mr. Kennedy reviewed the high level stages of the consultation process, and intimated that the background process that FirstNet will be executing is far more complex. This framework acts as a roadmap to achieve uniform milestones in each State while allowing for the formation of specific goals based on individual problems, assets, and infrastructure. The high level process steps include initial consultation, asset identification and selection, the State Radio Access Network (RAN) design process, operations and the development of business plans, and final plan review (see *Figure 2*). Preliminary and mid-stage preparation efforts involve coordination between FirstNet and SPOCs to develop Baseline State Analyses (BSAs), including clarifying roles and responsibilities and validating existing coverage and user information. State and local representatives are encouraged to work together with their SPOCs to complete the consultation readiness checklists (i.e., items aligned to SLIGP deliverables). Questions remain on costs tied to future coverage; however, the goal is to have service solutions that are competitively priced, redundant, and available in all five geographic categories (wilderness, rural, suburban, urban, and dense-urban). Although technology is at the forefront of every action item, governance remains the primary issue in the face of stringent laws requiring coordination among various authoritative bodies (e.g., tribal coordination).



*Figure 2. The State Consultation Process*

Outreach and education will be critical objectives over the next year as well. FirstNet has taken steps to augment these efforts among States, tribal nations, and local authorities and associations, such as increasing opportunities for engagement and information sharing in a more official capacity. One strategy has been to work with the SLIGP office at the Department of Commerce’s (DOC) National Telecommunications and Information Administration (NTIA) to coordinate with SPOCs and identify the needs of each State. A FirstNet website containing valuable information for stakeholders, including contacts for SPOCs is under development. FirstNet urges States to foster cross-jurisdictional collaboration among public safety organizations, utilities, special service districts, the private sector, tribal entities, and

all levels of government using these strategies (e.g., conference calls, webinars, the FirstNet website, in-person meetings, communication plans, quarterly briefings, FirstNet outreach team contacts). FirstNet will complete first-stage conference calls with SPOCs by the end of December 2013, and plans to schedule quarterly conference calls this coming year.

During the question and answer session, George Molnar asked how spectrum auctions and upcoming Presidential elections may affect FirstNet’s ability to “get things done”. Mr. Kennedy assured him that the initial \$2 billion borrowed is being used wisely as spectrum auctions are completed. Costs, he mentioned, are generally covered through 2015. Additionally, Andrew Aflerbach asked whether completing the consultation process early puts States at the front of the line for deployment. Mr. Kennedy emphasized that each State will be able to proceed at their own pace while FirstNet ensures a cohesive approach to executing the overall process.

### SAFECOM GRANT GUIDANCE UPDATE

Amanda Hilliard, DHS OEC Partnerships Branch Chief, presented SAFECOM and NCSWIC members with information regarding the 2014 SAFECOM Grant Guidance, investment priorities, and review process. OEC has been working closely SAFECOM’s Executive Committee and Emergency Response Council on the [SAFECOM Grant Guidance](#) since its inception. As a result of input from SAFECOM and NCSWIC on critical user needs and emergency communications issues, the Grant Guidance is a primary resource for grantees on emergency communications best practices, policies, and standards to improve interoperability among investments. For instance, the White House’s Office of Management and Business (OMB) recognized the content as a best practice, as evidenced in various statements and reports. OEC, through the ECPC, also partnered with a number of Federal departments and agencies that administer grant programs for funding emergency communications-related activities and equipment to adopt the Grant Guidance. The ECPC Grants Focus Group, for example, remains very active in the development process to ensure consistent policy across grant programs, which in turn, strengthens grantee compliance. OEC is currently working to expand influence of the Grant Guidance by requesting ongoing sponsorship from its supporters.

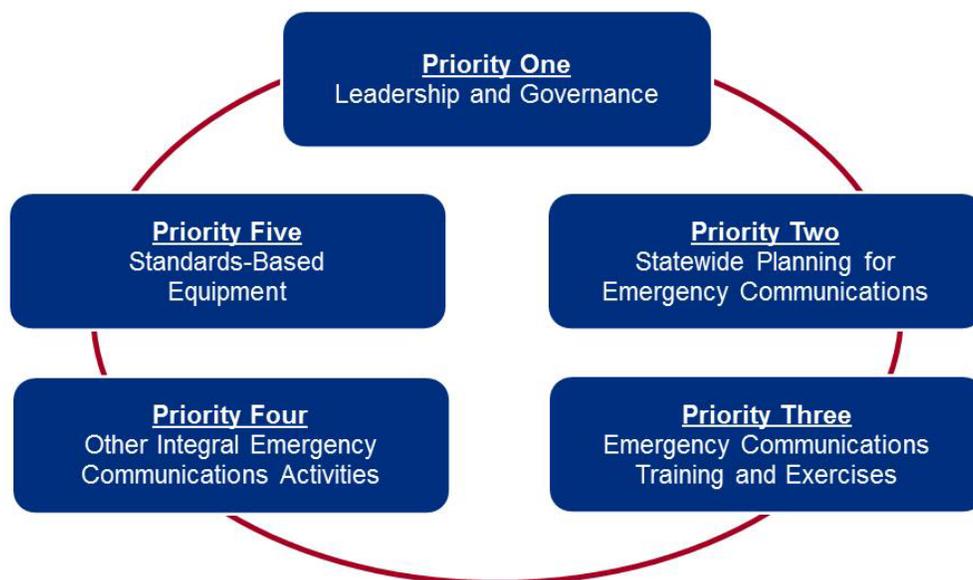


Figure 3. 2014 Grant Funding Priorities

The SAFECOM Grant Guidance has continued to expand its reach across the Federal government. In Fiscal Year (FY) 2013, 15 out of 25 eligible Federal grant programs that fund emergency communications adopted the SAFECOM Guidance. In addition, the Guidance was implemented across four different Federal departments, including DHS, the Department of Justice (DOJ), Health and Human Services (HHS), and the DOC. To date, the Grant Guidance is referred to in the following grant programs’ Funding Opportunity Announcements: the Federal Emergency

Management Agency's (FEMA) Homeland Security Grant Program, FEMA's Emergency Management Performance Grants Program, FEMA's Transit Security Grant Program, DOJ's Tribal Solicitation, NTIA's SLIGP, and HHS' Hospital Preparedness Programs.

Each year, OEC develops Investment Priorities to advise grantees where to direct funding. The six Investment Priorities for FY 2014 remain consistent with the FY 2013 Investment Priorities. The main message in last year's Grant Guidance was to focus on planning and to support the activities funded through the SLIGP.

- *Priority One:* Stresses investment in leadership and governance (Statewide Interoperability Coordinators and government bodies) to coordinate grant funding and emergency communications projects. This section was expanded to encourage emergency communications leaders to participate in broadband planning in light of the Nationwide Public Safety Broadband Network (NPSBN).
- *Priority Two:* Stresses the need to invest in statewide planning for emergency communications to include broadband activities.
- *Priority Three:* Stresses the need to invest in Training and Exercises, as requested by stakeholders, who recognize the importance of continued training and exercises.
- *Priority Four:* Emphasizes the need to invest in other integral emergency communications activities, including developing standard operating procedures or projects that support inter-State, intra-State, and regional collaboration and projects that close gaps identified during exercises.
- *Priority Five:* Highlights the need to invest in standards-based equipment. This priority aims to ensure Federally-funded investments are compatible and interoperable, which is especially important with the development of the NPSBN.

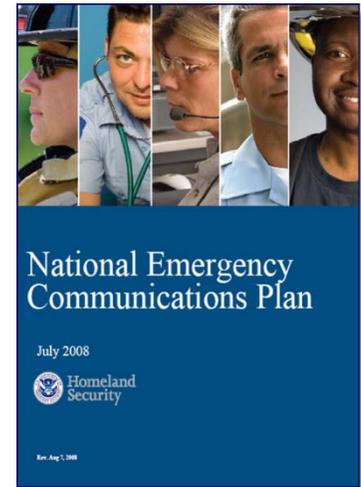


The SAFECOM Grant Guidance includes information on emergency communications costs typically permitted under Federal grants. Grantees are encouraged to confirm costs allowed under specific programs or with the granting agency/office before spending funds. A considerable amount of effort was put toward updating the Grant Guidance in FY 2013 to develop and strengthen these priorities. The Grant Guidance will undergo minimal changes to reflect new or revised policies and standards FY2014. Examples of anticipated changes include the recognition of new priorities and goals for emergency communications as

captured in the new NECP; the transition of 700 MHz broadband spectrum to FirstNet (grantees will no longer be directed to the FCC for spectrum authority); updates to technical standards to reflect changes to Project 25 (P25) and the P25 Compliance Assessment Program and resources; and updates on information related to Presidential Policy Directive-8 and the new Threat and Hazard Identification and Risk Assessment guidance published by FEMA.

## NECP WORKING SESSION

Chris Essid, OEC Deputy Director, presented SAFECOM and NCSWIC members with information regarding efforts to update the NECP. Released in July 2008, the NECP was the Nation’s first strategic plan for emergency communications. This was a benchmark for the country and DHS, as it provided a framework for emergency communications that applied to the entire Nation. Title 18 requires OEC to “periodically update” the NECP in coordination with Federal, State, local, tribal, and territorial and industry entities. The previous version of the plan focused around land mobile radio (LMR) (e.g., technology, people, processes) and improving clarity of the NPSBN. While NPSBN drives portions of the plan’s development, OEC continues to revise the NECP in recognition of other changes to the emergency communications landscape (e.g., technologies, policies, organizations, stakeholders, etc.).



In the winter of 2013, OEC conducted 30 stakeholder working sessions (meetings/webinars/calls) involving 300 representatives from agencies across all levels of government, the private sector, and DHS to identify key issues, challenges, and changes impacting the development of strategic plan elements (vision, purpose, scope, etc.). The second phase, executed this past spring and summer, consisted of sharing outlines and recommendations with stakeholders in an effort to validate new portions of the plan. OEC is working with its partners to conduct its third and final phase: draft review and release. Outcomes from these first two phases emphasized the need for consistency between old and new versions of the plan, especially considering its ties with the Statewide Communication Interoperability Plans. Themes and priorities continue to revolve much around governance and planning. Although the new plan assists Federal, State, local, tribal, and territorial governments in making solid decisions concerning NPSBN and FirstNet, recommendations will avoid becoming overly-prescriptive in regards to network buildout. *Figure 4* provides more information on the plan’s impacts on emergency response communications, including benefits and challenges.



*Figure 4. Impacts on Emergency Response Communications*

Chris presented the goals in the revised plan are more strategic compared to the 2008 NECP and intend to align people, processes, and technology with the changes. OEC will integrate approximately 45 recommendations into the plan, most of which fall into these three categories: improvements to and maintenance of current LMR systems; planning, preparation, and security of broadband communications; and coordination among emergency communications entities and new Internet Protocol (IP) networks. These recommendations are meant to be actionable and realistic, taking into



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account resource constraints and OMB requirements. OEC will conduct implementation in coordination with stakeholders through various other DHS programs and activities, including statewide planning workshops, measurement/assessment efforts, governance guidance, Technical Assistance, grant guidance, and OEC tools and services (e.g., [publicsafetytools.info](http://publicsafetytools.info), Communication Assets Survey and Mapping Tool [CASM], Communications Unit Leader tracking, and virtual training opportunities).

As the NECP is being prepared for final review, this session provided an opportunity for members to provide critical comments on recommendations and discuss measurable activities that State, tribal, and local jurisdictions can undertake to implement NECP recommendations. OEC wants to continue its goal of ensuring all stakeholders have ample opportunity to weigh in on critical issues during the development process. Meeting participants participated in breakout sessions focused on NECP Goals 1 - 4 and measuring progress. Only those recommendations that were most applicable to State and local jurisdictions were discussed during the breakouts. Figure 5 is a summary of feedback collected from the NECP breakout sessions.

NECP Working Session Common Themes	
Theme Category	Common Feedback
Relationships	<ul style="list-style-type: none"> <li>• Identifying ways to sustain meaningful relationships is required for successful implementation of NECP activities (e.g., development of plans requires making sure the right people are at the table)</li> <li>• Leverage NCSWIC and SAFECOM to help engage the appropriate stakeholders</li> <li>• Identify champions to guide the effort is key – one group suggested engaging the Governor in statewide discussions on emergency communications vision, decisions, and requirements</li> <li>• Build stronger ties between the SWIC and State Emergency Managers</li> <li>• Strengthen involvement of 911 partners in planning</li> </ul>
Turnover of Key Personnel	<ul style="list-style-type: none"> <li>• Turnover of elected officials and government staff is resulting in loss of historical knowledge. In addition, with the inclusion of new partners to the emergency communications environment, there is a requirement to develop mechanisms to rapidly educate new personnel on emergency communications and public safety</li> <li>• Potential opportunities to develop tools and templates to help expedite the education of new staff (e.g., one page summaries of key programs, training, technical assistance offerings)</li> </ul>
International and Regional Coordination	<ul style="list-style-type: none"> <li>• Need to add more references to international coordination and activities throughout the goals, in general</li> <li>• Need to do a better job of regional coordination starting with stronger regional governance structures and then moving to have some type of regional SOP</li> <li>• Encourage cross-border planning – consider addressing cross-border planning in SCIPs (e.g., should include adjacent States)</li> <li>• Multi-State and multi-jurisdictional training should be encouraged</li> </ul>
Incident Command System (ICS)	<ul style="list-style-type: none"> <li>• Elevate the Communications Unit to the Command Staff</li> <li>• Some local leaders need to be educated on the importance of following the ICS construct; in addition, Federal partners must lead by example in regards to ICS</li> <li>• Self-populating ICS forms (i.e., enter data once and replicates across forms) would be beneficial</li> </ul>
COML/COMT	<ul style="list-style-type: none"> <li>• Credentialing and training of the Communications Unit is still not standardized; in fact, Kansas suspended its Communications Unit training program to try and get more standardization in the process</li> <li>• The NCSWIC should reinforce recognition of Communications Unit and push best practice models (e.g., Virginia model)</li> </ul>
Capabilities	<ul style="list-style-type: none"> <li>• There is a lack of visibility of emergency communications capabilities within a State and at the Federal level. This is because they are not being captured or communicated and/or the information is not easily accessible</li> </ul>

	<ul style="list-style-type: none"> <li>• Prior attempts to capture the information have not been successful – there is no consistency in the methods to catalog the information (some use Excel sheets, some have data bases)</li> <li>• Without dedicated resources for this effort, any information that is captured will be outdated</li> <li>• In New York, commercial entities have been useful in large-scale incidents; need to understand and prioritize assets those assets</li> <li>• OEC should issue a mandatory data call on emergency communications assets for local, State and Federal partners</li> </ul>
Plans	<ul style="list-style-type: none"> <li>• All emergency communications and information technology (IT) plans within a State should be integrated</li> <li>• Encourage cross-border planning in SCIPs (e.g., should include adjacent States)</li> <li>• Consider the lifecycle of all technologies</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• Funding was mentioned as a challenge in every group</li> <li>• More grant money should be funneled into governance, education, and outreach</li> <li>• 911 funding can only be used to support 911 activities; presents challenges in consolidating governing bodies that control financial decisions</li> <li>• New initiatives such as a planning for FirstNet will result in competition for funding of high-level priorities in already limited budgets</li> </ul>
Implementation	<ul style="list-style-type: none"> <li>• Assessing implementation of the 2008 NECP seemed to employ a “one-size fits all” methodology; questions and criteria need to be scalable and flexible so that they are applicable to small and large jurisdictions</li> <li>• Barrier to implementation is statutory authority – all jurisdictional based, fall back on ‘what the statute can do’ we don’t have the authority to expanding out into broadband which is becoming a challenge</li> <li>• Challenges during the last implementation included:             <ul style="list-style-type: none"> <li>○ Identifying the most appropriate organization/person with answering the questions and getting them to respond</li> <li>○ Omitting certain States during Goal 2 assessment</li> <li>○ Lack of clear guidance on the intent of what was being observed in the assessments and the right level to gather information (i.e., county emergency managers or local fire departments)</li> <li>○ Receiving truthful responses because some people submitted greater capabilities than what they really had because they thought would get more funding</li> </ul> </li> <li>• There should be new criteria to account for broadband, CASM, and new capabilities; but they do not want the criteria changed too much because a baseline has been established and we want to measure progress against that</li> <li>• Consider areas that have not received funds vice areas that have – likely will be less progress in the former</li> </ul>

*Figure 5. Summary of Themes NCSWIC/SAFECOM NECP Breakout Sessions*

Next steps aim to incorporate input from the working session before soliciting a final round of feedback from external stakeholders (NCSWIC and SAFECOM members, ECPC, One DHS Emergency Communications Committee, the private sector, and tribal/regional entities) in early 2014. DHS and OMB will review and approve the final version with a rollout date expected in the second quarter of FY 2014.

**KEYNOTE SPEAKER: CONNIE PATRICK**

Ms. Connie Patrick, FLETC Director, provided an overview of training available through the FLETC and welcomed participants to the Center. FLETC was established in 1970 as a bureau of the Department of the Treasury to provide standardized, professional, and consistent training for Federal officers and agents. The Center evolved throughout the years, marked by the expansion of FLETC’s partnership base, the refinement of training systems, and efforts to establish additional sites for training delivery. Following the terrorist attacks on September 11, 2001, FLETC’s

capacity and capabilities expanded dramatically to meet the need to train additional law enforcement personnel. FLETC formally transferred at this time from the Department of the Treasury to DHS. Other training centers were established across the Nation, including Charleston, South Carolina, Cheltenham, Maryland, and Artesia, New Mexico. FLETC now has a global presence through its support of the International Law Enforcement Academy Program, which has locations in Hungary, Thailand, Botswana, and El Salvador. FLETC contributes academic, program, and operational support to these academies.



FLETC provides consolidated training to more than 90 Federal law enforcement agencies, as well as those at the State, local, tribal, territorial, and international levels. Over 70,000 personnel have been trained in FY 2013 alone. FLETC’s operation is based upon consolidated, centralized management of its training programs. This allows for cost effectiveness, flexibility, and adaptability of resources to agency-specific needs. Ms. Patrick emphasized that FLETC’s goal is to work regionally with agencies that conduct similar training programs and to sync training and standards. Ms. Patrick also clarified that FLETC integrates trainings with the United States Military, and helped train military battalions in the early 2000s, and continually works with military components to train their civilian work force.

**BROADBAND OUTREACH WORKING SESSION**

Todd Early, Broadband Outreach Working Group Co-Chair, presented members with information about the working group, which has been working to update the Public Safety Communication Evolution Brochure, currently under DHS leadership review. The next project will focus on a Broadband 101 presentation based on SAFECOM and NCSWIC input. SAFECOM and NCSWIC members asked for such a resource to share with elected officials, and those new to the public safety environment to provide a high-level, non-technical broadband overview. In addition to defining broadband in non-technical terms, it was emphasized that broadband systems for public safety will not replace current LMR systems in the near future, and funding for LMR systems must continue unabated.

Harlin McEwen, Working Group Co-Chair, explained that various resources will be leveraged to compile the Broadband 101 presentation, and that any additional resources should be sent to [SAFECOMGovernance@hq.dhs.gov](mailto:SAFECOMGovernance@hq.dhs.gov). In the ensuing working session, members discussed questions provided on the worksheet to identify content most relevant for a high-level broadband overview. Discussions centered on targeted audiences, important aspects of the current broadband environment to convey to stakeholders, and misconceptions or “need to know” facts about the NPSBN. Figure 6 is a sampling of feedback collected from the Broadband 101 Presentation Worksheet.

Broadband 101 Presentation Input	
Question	Common Feedback
How do we address the “what’s in it for me?” for this presentation’s audience (elected officials and those who are new to the public safety environment)?	<ul style="list-style-type: none"> <li>• Dedicated to public safety need; customizable to agency</li> <li>• Local control (e.g., tools, applications)</li> <li>• Reliable, secure, and robust public safety network</li> <li>• Technologically advanced system w/video capability</li> <li>• Better coordination and efficiencies among first responders</li> </ul>
What are the top three broadband topics that should be addressed in the presentation?	<ul style="list-style-type: none"> <li>• System capabilities and limitations</li> <li>• Funding/cost</li> <li>• Continue to support LMR</li> </ul>



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	<ul style="list-style-type: none"><li>• Coverage</li></ul>
What misconceptions about the NPSBN are important to address?	<ul style="list-style-type: none"><li>• Does not replace LMR (mission critical voice)</li><li>• Commercial networks cannot provide priority service during a disaster</li><li>• NPSBN will leverage existing systems through partnerships</li></ul>
What do the identified audiences need to know about FirstNet?	<ul style="list-style-type: none"><li>• FirstNet is seeking input from Federal, State, local, and tribal stakeholders</li><li>• Timeframe of State consultation process</li><li>• Business plan</li><li>• Coverage in local jurisdictions</li></ul>

*Figure 6. Broadband 101 Presentation Input*



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**ATTENDEE ROSTER**

**NCSWIC**

<b>Name</b>	<b>State</b>
<b>NCSWIC Members</b>	
<i>(All members are Statewide Interoperability Coordinators, unless otherwise noted)</i>	
Chuck Murph	Alabama
Matt Leveque	Alaska
Justin Turner*	Arizona
Penny Rubow*	Arkansas
Marvin Seman	Commonwealth of the Northern Mariana Islands
Michael Varney*	Connecticut
Mark Grubb*	Delaware
Jeff Wobbleton	District of Columbia
Greg Holcomb (Alternate)	Florida
Nick Brown*	Georgia
Brad Hokanson	Guam
Victoria Garcia*	Hawaii
Robert Hugi*	Idaho
Joe Galvin*	Illinois
Steve Skinner	Indiana
Jim Bogner*, Thomas Lampe (Sponsored Guest)	Iowa
Jason Bryant*, Michaela Isch (Sponsored Guest)	Kansas
Derek Nesselrode	Kentucky
Jeya Selvaratnam	Louisiana
Lori Stone (Alternate)	Maryland
Brad Stoddard	Michigan
John Tonding (Sponsored Guest)	Minnesota
Quinn Ness	Montana
George Molnar	Nevada
Craig Reiner	New Jersey
Jacqueline Miller	New Mexico
Bob Barbato	New York
Mike Montague (Sponsored Guest)	North Carolina
Darryl Anderson*	Ohio
Nikki Cassingham	Oklahoma
Steve Noel*	Oregon
Mark Wrightstone	Pennsylvania
Felix Garcia	Puerto Rico
George Crouch	South Carolina
Todd Early, Karla Jurrens (Sponsored Guest)	Texas
Kevin Rose	Utah
Bill Schrier (Alternate)	Washington



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Bob Symons*	Wyoming
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\*Denotes NCSWIC EC Member

### SAFECOM EXECUTIVE COMMITTEE (EC)

Name	Organization
Terry Hall+	SAFECOM EC Chair, Association of Public-Safety Communication Officials- International (APCO)
Gigi Smith	Association of Public-Safety Communication Officials- International (APCO)
Harlin McEwen+	International Association of Chiefs of Police (IACP)
Jim Goldstein+	International Association of Fire Chiefs (IAFC)
Gary McCarraher	International Association of Fire Chiefs (IAFC)
Gregory Frederick	Metropolitan Fire Chiefs Association (Metro Chiefs)
Bill McCammon+	Metropolitan Fire Chiefs Association (Metro Chiefs)
Timothy Loewenstein+	SAFECOM EC Vice Chair, National Association of Counties (NACo)
Kevin McGinnis+	National Association of State EMS Officials (NASEMSO)
Paul Patrick	National Association of State EMS Officials (NASEMSO)
Mark Grubb	National Council of Statewide Interoperability Coordinators (NCSWIC)
Michael Varney+	National Council of Statewide Interoperability Coordinators (NCSWIC)
Jon Olson	National EMS Management Association (NEMSMA)
Gary Wingrove+	National EMS Management Association (NEMSMA)
Laura Saporitio	National Governors Association (NGA)
Scott Somers+	National League of Cities (NLC)
Douglas Aiken+	National Public Safety Telecommunications Council (NPSTC)
Marilyn Ward	National Public Safety Telecommunications Council (NPSTC)
Tom Sorley+	U.S. Conference of Mayors (USCM)
Steve Proctor	At-Large Member, Utah Communication Agency Network

+Denotes primary SAFECOM EC Member. SAFECOM EC member associations have primary and alternate members; both individuals may receive OEC invitational travel for in-person meetings.

### SAFECOM EMERGENCY RESPONSE COUNCIL (ERC)

Name	Organization
<b>Association Members</b>	
Bill Brownlow	American Association of State Highway and Transportation Officials
Philip Mann	American Public Works Association
Christopher Lombard	Interagency Board
Rick Comerford	International Association of Emergency Managers
Paul Szoc	International Municipal Signal Association
Charlie Sasser	National Association of State Technology Directors
Andrew Afflerbach	National Association of Telecommunications Officers and Advisors
John Sweeney	National Criminal Justice Association
Bonnie Maney	SEARCH, National Consortium for Justice Information and Statistics



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<b>Public Safety At-Large Members</b>	
Anthony Catalanotto	Fire Department City of New York (New York)
Len Edling	Merrionette Park Fire Department (Illinois)
Jay Kopstein	New York State Division of Homeland Security and Emergency Services (New York)
Paul Leary	Department of Research and Economic Development (New Hampshire)
Michael Murphy	Many, Louisiana Police Department (Louisiana)
George Perera	Miami Dade Police Department (Florida)
Wes Rogers	Virginia Task Force 1 Urban Search and Rescue (Virginia)
Thomas Roche	Gates Police Department (New York)
Penny Rubow	Arkansas Wireless Information Network (Arkansas)
Bob Symons	Statewide Interoperability Coordinator (Wyoming)
Brent Williams	Department of Community Health, EMS, and Trauma (Michigan)
Dan Wills	Arizona State Forestry (Arizona)

**FEDERAL PARTNERS**

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<b>Name</b>	<b>Organization</b>
Simon Strickland	U.S. Department of Agriculture (USDA), U.S. Forest Service (USFS)
Dereck Orr	U.S. Department of Commerce (DOC), Public Safety Communications Research Program (PSCR), National Institute of Technology (NIST)
Claudia Wayne	DOC, National Telecommunications and Information Administration (NTIA)
TJ Kennedy, Vicki Lee, Kristi Wilde	DOC, NTIA, First Responder Network Authority (FirstNet)
Connie Patrick	DHS, Federal Law Enforcement Training Center (FLETC)
Ralph Barnett, Ken Bradley, Chris Essid, Ron Hewitt, Amanda Hilliard, Serena Maxey, Rich Reed, Adrienne Roughgarden	DHS, Office of Emergency Communications (OEC)
Dr. David Boyd	DHS, Office for Interoperability and Compatibility (OIC)