

California Statewide Communications Interoperability Plan
(CalSCIP)
Draft I

TABLE OF CONTENTS

SAFECOM CRITERIA COMPLIANCE MATRIX	3
1. INTRODUCTION.....	5
2. BACKGROUND.....	5
3. METHODOLOGY.....	5
4. CURRENT STATEWIDE ASSESSMENT	6
4.1 Governance	6
4.2 Technology	8
4.3 Standard Operating Procedures	9
4.4 Training and Exercises	10
4.5 Usage	11
4.6 Funding.....	11
5. STRATEGY.....	11
5.1 Mission.....	12
5.2 Vision	12
5.3 Goals & Objectives	12
5.5 Action Plan and Implementation.....	13
5.5.1 FY2008 Initiatives	16
5.6 Long-Term Performance Measures	18
5.7 Funding Plan	18

6. CLOSING..... 18

APPENDICES..... 19

Appendix A: CalSIEC Charter 19

Appendix B: All 9 TIC-P's 19

Appendix C: CalSIEC Rules of Engagement 19

Appendix D: Glossary of Terms and Acronyms..... 19

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SAFECOM Criteria Compliance Matrix

The SAFECOM Criteria Compliance Matrix (Figure 1) maps each criterion to the section of the Strategic Plan that addresses the requirements set in the SAFECOM Statewide Planning Criteria Evaluation Checklist.

Figure 1: SAFECOM Criteria Compliance Matrix

Criteria #	Description	Section #
1.	Background and Preliminary Steps	
1.1	Overview and Background of the State and its Regions	
1.2	Participating Agencies and Organizations for Plan Development	
1.3	Point of Contact	
1.4	Current Communications and Interoperability Environment	
1.5	Problem Definition and Possible Solutions Against the Interoperability Continuum	
1.6	Tactical Interoperable Communications Plans (TICPs)	
1.7	Scope and Timeframe of the Plan	
2.	Strategy	
2.1	Vision, Goals and Objectives	
2.2	Coordination with Neighboring States	
2.3	Address Data Communications	
2.4	Plan for Catastrophic Loss of Communications	
2.5	National Incident Management System (NIMS) Compliance	
2.6	Collaboration with Public and Private Transportation	
2.7	Process for Periodic Review and Upgrade of the Plan	
3.	Methodology	
3.1	Process for Regional Practitioner Input	
3.2	Process for Local Practitioner Input	
3.3	TICPs Incorporation	
3.4	Strategy for Implementation (On-going Basis)	
4.	Governance	
4.1	Executive or Legislative Authority of Governing Body	
4.2	Governance Structure Overview	
4.3	Governance Charter	
4.4	Governance Members	
4.5	Meeting Schedule	
4.6	Multi-jurisdictional/Multi-disciplinary Agreements	
5.	Technology	
5.1	Statewide Capabilities Assessment Overview	
5.2	Plans for Continuing Support of Legacy Systems, Interfacing Disparate Systems, and Migration to Newer Technologies	
5.2.1	Migration Plan	

5.2.2	Plan Compliance for New Purchases	
6.	Standard Operating Procedures (SOPs)	
6.1	Current Interoperability Standard Operating Procedures	
6.2	SOP Development Process	
6.3	Participation in SOP Development and Implementation	
6.4	NIMS Compliance	
7.	Training and Exercises	
7.1	Statewide Training and Exercise Program Overview	
7.2	Training Program Notification and Certifications	
7.3	Cross-Disciplinary Training	
8.	Usage	
8.1	Day-to-Day Usage of Interoperability Equipment	
9.	Funding	
9.1	Committed Sources of Funding and the Process for Further Identification of Funding	
9.2	Comprehensive Funding Strategy	
10.	Implementation	
10.1	FY 2008 Action Plan	
10.2	Performance Measures	
10.3	Outreach to Policy Makers	
10.4	Process for Continuing Practitioner Input	
10.5	Process for Plan Update	
10.6	Point of Contact	
10.7	Critical Success Factors	

1. Introduction

2. Background

3. Methodology

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
3.1 Describe the method by which multi-jurisdictional, multi-disciplinary input was provided from all regions of the state. For an example of a methodology that ensures input from all regions, see the Statewide Communication Interoperability Plan, or SCIP, methodology developed by SAFECOM.	Recommended Approach: Document the baseline interoperable communications survey, interviews with stakeholders, the August 16 CalSIEC meeting (including additional PSRSPC reps, regional reps and UASI Reps), and if time permits, identify any regional/UASI strategy sessions held. Include the agenda for the August 16 th CalSIEC meeting as an appendix.
3.2. Define the process for continuing to have local input and for building local support of the plan.	Recommended Approach: In addition to the step above, describe how the CalSIEC and the 4 Regional Planning Areas will continue to operate. Also, provide the agenda and dates for scheduled meetings.
3.3. Describe how the TICPs were incorporated into the statewide plan.	Recommended Approach: Include a list of all TICPs in State and how they are incorporated in the CalSCIP. Also, note the launch of the 4 Planning Regions as an outcome of the 2005 DHS TICP effort. California realized the value of creating TICPs and is in the process of ensuring every region has this reference. In an appendix, possibly provide one TICP as an example.

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
3.4. Describe the strategy for implementing all components of the statewide plan.	<p>Recommended Approach: Describe how the CalSIEC, PSRSPC and the 4 Regional Planning Areas/6 Mutual Aid Areas plan to collaborate to implement the CalSCIP. While work is underway to identify a governance group that is statutorily responsible for implementing the plan under the auspice of statewide interoperable communications planning, this should be identified as a gap to ensure that resources are allocated to support implementation. This will probably be decided on the August 16th Strategy Session.</p> <p>Proposed Initiative: Develop Action Teams for each corresponding initiative, specifically for areas in Governance, Technology, SOPs, Training/Exercise, and Usage.</p>

4. Current Statewide Assessment

4.1 Governance

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
4.1. Identify the executive or legislative authority for the governing body of the interoperability effort.	<p>Recommended Approach: Identify as gap to ensure there is statewide consensus and sustained political support for the governing body.</p> <p>There are two groups holding responsibility for enhancing interoperability across California. Under the California “Public Safety Communications Act of 2002” (Government Section 8592 – 8592.7), the PSRSPC, which is primarily comprised of State-level executives, is required to coordinate with the CalSIEC, which is viewed as the local and regional technical advisory body for statewide interoperability planning. The PSRSPC and the CalSIEC collaborate to ensure input from local, regional, and state level entities is incorporated. While the PSRSPC is codified in California state law, the CalSIEC was established by the FCC and has not yet received legal authority in the State,</p>

	<p>which impedes its ability to receive sustained funding and staffing and enforce decision processes.</p> <p>Proposed Initiative: Identify an officially recognized, all-inclusive governance body responsible for implementing the plan.</p>
<p>4.2. Provide an overview of the governance structure that will oversee development and implementation of the plan. Illustrate how it is representative of all of the relevant emergency response disciplines and regions in the state.</p>	<p>Recommended Approach: Describe CalSIEC, PSRSPC, and 4 Regional Planning Areas' membership and operational structure. In addition, note that there are 6 Mutual Aid Regions that are also leveraged in statewide efforts.</p>
<p>4.3. Provide the charter for the governing body, and use the charter to state the principles, roles, responsibilities, and processes.</p>	<p>Recommended Approach: Describe the charter and process for the PSRSPC, which received legal authority and direction according to Public Safety Communications Act of 2002. Also, note that the CalSIEC is currently in the process of adopting an official charter. Additionally, the CalSIEC continues to actively seek legislative recognition and authority.</p> <p>Proposed Initiative: Develop and adopt a governance charter for the all-inclusive governing body charged with implementation of the plan.</p>
<p>4.4. Identify the members of the governing body and any of its committees.</p>	<p>Recommended Approach: List membership and positions for CalSIEC, PSRSPC, and 4 Regional Groups.</p>
<p>4.5. Provide a meeting schedule for the governing body.</p>	<p>Recommended Approach: State that all meetings are announced 30 days prior, how they are announced and that the PSRSPC, CalSIEC and the 4 Regional Groups meet on a monthly basis.</p>
<p>4.6. Describe multi-jurisdictional, multi-disciplinary agreements needed for decision making and for sharing resources.</p>	<p>Recommended Approach: Resolved, pending further review of the existing statewide mutual aid agreements.</p> <p>Next Steps: Confirm that the Mutual Aid Agreement covers statewide agreements for resource sharing.</p>

4.2 Technology

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
<p>5.1. Include a statewide capabilities assessment (or a plan for one) which includes, critical communications equipment and related interoperability issues. At a minimum this should include types of radio systems, data and incident management systems, the manufacturer, and frequency assignments for each major emergency responder organization within the state. Ultimately more detailed information will be required to complete the documentation of a migration strategy. States may use the Communications Asset Survey and Mapping (CASM) tool to conduct this assessment.</p>	<p>Recommended Approach: Identify baseline data throughout plan and describe how data will continue to be collected.</p> <p>Note that this criterion will remain open because California’s goal is to have a 100% response rate. Additionally, California understands that a capabilities assessment gives only a snapshot of the current state at a given time and intends to continuously refresh and reference the data in its capabilities database in order to plan with the most current information. Depending on if all the information can be captured before the CalSCIP deadline, an initiative might be necessary.</p>
<p>5.2. Describe plans for continuing support of legacy systems, and developing interfaces among disparate systems, while migrating to newer technologies.</p>	<p>Recommended Approach: Identify as a gap and create an initiative to develop a statewide strategy for interfacing among disparate systems.</p> <p>Proposed Initiative: Gather information about what is in place to support legacy systems and develop planning efforts for the interfaces between existing systems.</p>
<p>5.2.1. Describe the migration plan for moving from existing technologies to newly procured technologies.</p>	<p>Recommended Approach: Identify as a gap and create an initiative to develop a statewide “migration plan.” Some of this data will come from the PSRSPC plan as it discusses upgrading outdated technology for state agencies.</p> <p>Note of progress: Describe how the System of Systems vision clearly demonstrates a locally-driven technology migration plan. Additionally, note that the PSRSPC is seeking to develop an RFI to gather more information about the migration plan in the system of systems concept.</p> <p>Proposed Initiative: Provide a dedicated resource and initiative action team to develop an RFI for obtaining industry expertise on the interconnections in the Systems of System concept.</p>

<p>5.2.2. Describe the process that will be used to ensure that new purchases comply with the statewide plan, while generally allowing existing equipment to serve out its useful life.</p>	<p>Recommended Approach: Identify as a gap and create an initiative that links OES/OHS grant funds to compliance with the statewide plan and migration plan.</p> <p>Proposed Initiative: Establish a statewide process and decision-making body that will ensure that all purchases over a certain dollar threshold have to go through the CalSIEC for approval.</p>
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4.3 Standard Operating Procedures

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
<p>6.1. Include an assessment of current local, regional, and state operating procedures which support interoperability.</p>	<p>Recommended Approach: Document information from the Baseline Assessment Survey in the plan at a high level, and ensure that the FOG communications information is included in this section.</p> <p>This may also be identified as a gap in order to pave the way for some key statewide SOPs such as Mutual Aid Gateway SOPs and creation of a Common Language Protocol across California. Additional data will come from the August 16 CalSIEC Strategy Session.</p> <p>Proposed Initiative: Define a statewide process for the approval and use of shared interoperability channels.</p>
<p>6.2. Define the process by which the state, regions, and localities will develop, manage, maintain, upgrade, and communicate standard operating procedures (SOPs), as appropriate.</p>	<p>Recommended Approach: Describe how the CalSIEC, PSRSPC, 4 Regional Groups and UASIs will develop, manage, maintain, upgrade and communicate SOPs. Also describe the FOG.</p>

6.3. Identify the agencies included in the development of the SOPs, and the agencies expected to comply with the SOPs.	Recommended Approach: Note that there are MOUs with local governments for the use of the gateways and that each local government then determines how they will incorporate new equipment into their standing SOPs. The FOG initiative may also be listed. This initiative remains open upon confirmation of the process and review of the Statewide Mutual Aid Agreements.
6.4. Demonstrate how the SOPs are NIMS-compliant in terms of the Incident Command System (ICS) and preparedness.	Recommended Approach: Describe SIMS and any executive orders acknowledging NIMS/SIMS. Identify any COM-L training within California.

4.4 Training and Exercises

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
7.1. Define the process by which the state will develop, manage, maintain, and upgrade, or coordinate as appropriate, a statewide training and exercise program.	<p>Recommended Approach: If existent, identify any communications interoperability statewide training opportunities. However, this may require an initiative to ensure that there is statewide compliance.</p> <p>Proposed Initiative: Establish a cross-discipline Action Team that will coordinate with the Cal Training Institute to identify, develop, and promote statewide interoperability training efforts.</p>
7.2. Describe the process for offering and requiring training and exercises, as well as any certification that will be needed.	<p>Recommended Approach: If existent, identify the process for offering communications interoperability statewide training opportunities.</p> <p>See Initiative for 7.1.</p>
7.3. Explain how the process ensures that training is cross-disciplinary.	<p>Recommended Approach: If existent, identify how communications interoperability statewide training opportunities are cross-disciplinary.</p> <p>See Initiative for 7.1.</p>

4.5 Usage

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
8.1. Describe the plan for ensuring regular usage of the relevant equipment and the SOPs needed to improve interoperability.	Recommended Approach: Identify the states mutual aid live exercises.

4.6 Funding

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
9.1. Identify committed sources of funding, or the process for identifying and securing short- and long-term funding.	<p>Recommended Approach: Identify as a gap and create an initiative. Use data and funding initiative identified in the PSRSPC plan as a benchmark. Notably, most states do not have a line item appropriation for the support of communications interoperability. This is an on-going paradigm shift for state and local leaders.</p> <p>Proposed Initiative: Develop an explicit process for obtaining input from the local (cities and counties) levels of government into funding requests and investment justifications and for the distribution of funding to the local and regional level.</p>

5. Strategy

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
2.1 Describe a strategic vision, goals, and objectives for improving emergency response interagency wireless communications statewide, including how they connect with existing plans within the state.	Recommended Approach: Leverage past efforts and documents to consolidate and respond to this criterion. Distill the vision, mission, goals, and objectives for the Statewide Communications Interoperability Effort from existing documentation. Obtain consensus and support for the synthesized data from the CalSIEC and PSRSPC representatives on Aug. 16 th .

5.1 Mission

5.2 Vision

5.3 Goals & Objectives

Vision
By 2017, ensure all local, regional, state, and federal public safety agency first-responders operating within California will be able to communicate using compatible systems, in real time, across disciplines and jurisdictions, to respond more effectively during day-to-day operations and major emergency situations.
Mission
Provide a statewide strategic planning framework for an innovative, inclusive, scalable, sustainable, and well-managed interoperability infrastructure that reflects national standards, and is effective in addressing the unique urban and rural requirements of the public safety agencies and public service organizations serving the citizens of California.
Goals
<i>In support of the strategic vision, the following goals focus on improved interoperable communications by 2017:</i>
<i>Goal 1: Governance</i> – Maintain coordinated governance for integrated statewide public safety voice and data interoperable communications systems planning
<i>Goal 2: Standard Operating Procedures</i> – Maintain NIMS/SIMS compliant Standard Operating Procedures for statewide interoperable communications
<i>Goal 3: Technology</i> – Develop a statewide standards based “System of Systems” communications network for California’s public safety practitioners
<i>Goal 4: Training & Exercise</i> – Ensure regular statewide interoperable communications training and exercise opportunities for California’s public safety practitioners
<i>Goal 5: Usage</i> – Encourage statewide daily usage of interoperable communications equipment and standard operating procedures
Objectives
<i>Strategic objectives to cut across the strategic goals and focus California on the breadth of interoperable communications and the steps required to get there.</i>
<i>Objective 1:</i> Provide statewide interoperability governance and outreach
<i>Objective 2:</i> Achieve communications operability for state agencies and localities as necessary to support interoperability
<i>Objective 3:</i> Achieve voice and data interoperable communications within each locality

to enhance multi-discipline response capabilities for local response

Objective 4: Achieve multi-discipline and multi-jurisdiction voice and data interoperable communications to enhance regional response capabilities

Objective 5: Enhance state agencies' voice and data interoperable communications across California to provide comprehensive support during emergencies

Objective 6: Provide tools necessary for region to region and region to state voice and data interoperable communications to enhance mutual aid response capabilities

Objective 7: Create communications back-up and redundancy for interoperability systems to ensure communications are maintained following catastrophic events

Objective 8: Support interoperable communications with federal entities, other states and Mexico to respond to national, multi-state and international emergencies

Objective 9: Achieve the integration of private entities identified as part of critical infrastructure/key resources and the participants in the state emergency operation plan (EOP) into interoperability efforts to ensure communications are maintained during emergencies and recovery efforts

5.5 Action Plan and Implementation

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
10.2 Describe the performance measures that will allow policy makers to track the progress and success of initiatives.	Recommended Approach: Working alongside Touchstone, performance measures will be identified by OES and vetted by CalSIEC leadership.
10.3. Describe the plan for educating policy makers and practitioners on interoperability goals and initiatives.	Recommended Approach: Describe current activities for educating policy makers.
10.4. Describe the roles and opportunities for involvement of all agencies in the implementation of the CalSCIP.	<p>Recommended Approach: Identify as a gap and create an initiative. This can be used as a catalyst to re-evaluate the current governance structure.</p> <p>Proposed Initiative: Define an inclusive process for the establishment and use of initiative action teams for specific initiatives in the future and incorporate that process into the governing body's charter.</p>

<p>10.5. Establish a plan for identifying, developing, and overseeing operational requirements, SOPs, training, technical solutions, and short- and long-term funding sources.</p>	<p><u>Recommended Approach:</u> Identify as a gap and create an initiative to determine who is responsible for implementing the statewide plan.</p> <p>See Initiative for 10.4.</p>
<p>10.6. Identify a POC responsible for implementing the CalSCIP.</p>	<p><u>Recommended Approach:</u> Identify as a gap and create an initiative to identify the need for a statewide communications interoperability coordinator.</p> <p><u>Proposed Initiative:</u> Identify and support a dedicated POC(s) responsible for the implementation of the CalSCIP – or – work to enhance the authority of the CalSIEC to fund and support its effort to implement the CalSCIP.</p>
<p>10.7. Describe critical success factors for implementation of the plan.</p>	<p><u>Recommended Approach:</u> Working alongside Touchstone, critical success factors will be identified by OES and vetted by CalSIEC leadership</p>
<p>2.2 Provide a strategic plan for coordination with neighboring states. If applicable, include a plan for coordination with neighboring countries.</p>	<p><u>Recommended Approach:</u> While efforts are underway, this should be identified as gap to ensure that all existing plans are identified. Document any CalSIEC, PSRSPC or OES communications interoperability initiatives with neighboring states and Mexico. Specifically note, the current efforts underway in Region 6 (San Diego County) with Mexico on 800 MHz planning issues.</p> <p><u>Proposed Initiative:</u> Build upon and enhance existing regional level efforts for coordination with neighboring states and Mexico at the OES or CalSIEC level.</p>

<p>2.3 Provide a strategic plan for addressing data interoperability in addition to voice interoperability</p>	<p>Recommended Approach: At the State level, the system of systems vision does include voice and data; however, the local and regional systems must provide input to that vision and implementation process. This should be identified as a gap with an initiative established under the Technology Lane.</p> <p>Proposed Initiative: Establish a working group that includes participation from local-, county-, and state-level practitioners to define the data interoperability criteria.</p>
<p>2.4 Describe a strategy for addressing catastrophic loss of communication assets by developing redundancies in the communications interoperability plan.</p>	<p>Recommended Approach: The State purchases resources through the mutual aid programs and gives them to local to manage and implement. This includes:</p> <ul style="list-style-type: none"> ▪ Gateways ▪ Radio caches ▪ Mobile communications vehicles <p>The State also has OASIS – Ops Area Satellite Information System – to serve as a survivable communications tools. Phones are placed at each of the ops centers and there are mobile communications trailers to deploy in areas where there are dead zones during incident response.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Identify gateway project, mutual aid regional operations and any radio caches within the state. 2. Obtain and review relevant data for inclusion in the CalSCIP.
<p>2.5 Describe how the plan is, or will become, compliant with the National Incident Management System (NIMS) and the National Response Plan.</p>	<p>Recommended Approach: Describe SIMS and any executive orders acknowledging NIMS/SIMS. Identify any COM-L training within California.</p>

<p>2.6 Describe a strategy for addressing communications interoperability with the safety and security elements of the major transit systems, intercity bus service providers, ports, and passenger rail operations within the state.</p>	<p>Recommended Approach: This criterion may possibly be identified as gap. Some critical infrastructure groups may have been involved in the CalSIEC, but more consistent and strategic efforts need to be identified or established for statewide compliance.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Pull data from any transportation, port and rail homeland security plans. 2. Ask the August 16th participants to provide existing information and develop action plan for documenting and coordinating statewide on this criterion. <p>Proposed Initiative: Document existing, and develop any needed, statewide efforts for communications interoperability with safety and security elements of the major transit systems, intercity bus service providers, ports, and passenger rail operations.</p>
<p>2.7 Describe the process for periodic review and revision of the state plan.</p>	<p>Recommended Approach: Describe how the CalSIEC is a standing body and will continue to review the plan on a yearly basis.</p>

5.5.1 FY2008 Initiatives

<p>Criterion (Note: numbers correlate to the SCIP Criteria)</p>	<p>Recommended Approach for Compliance and for Mitigating Identified Gaps</p>
<p>10.1. Describe the prioritized action plan with short- and long-term goals for achieving the objectives.</p>	<p>Recommended Approach: Use the prioritized goals determined at Aug 16th CalSIEC Strategy Session. Working alongside Touchstone, an action plan will be identified by OES.</p>

5.5.1.1 Short-Term Initiatives

5.5.1.2 Long-Term Initiatives

Strategy

- 2.2 - **Proposed Initiative:** Build upon and enhance existing regional level efforts for coordination with neighboring states and Mexico at the OES or CalSIEC level.
- 2.3 - **Proposed Initiative:** Establish a working group that includes participation from local-, county-, and state-level practitioners to define the data interoperability criteria.

- 2.6 - **Proposed Initiative:** Document existing, and develop any needed, statewide efforts for communications interoperability with safety and security elements of the major transit systems, intercity bus service providers, ports, and passenger rail operations.

Methodology

- 3.4 - **Proposed Initiative:** Develop Action Teams for each corresponding initiative, specifically for areas in Governance, Technology, SOPs, Training/Exercise, and Usage.

Governance

- 4.1 - **Proposed Initiative:** Identify an officially recognized, all-inclusive governance body responsible for implementing the plan.
- 4.3 - **Proposed Initiative:** Develop and adopt a governance charter for the all-inclusive governing body charged with implementation of the plan.

Technology

- 5.2 – **Proposed Initiative:** Gather information about what is in place to support legacy systems and develop planning efforts for the interfaces between existing systems.
- 5.2.1 – **Proposed Initiative:** Provide a dedicated resource and initiative action team to develop an RFI for obtaining industry expertise on the interconnections in the Systems of System concept.
- 5.2.2 - **Proposed Initiative:** Establish a statewide process and decision-making body that will ensure that all purchases over a certain dollar threshold have to go through the CalSIEC for approval.

Standard Operating Procedures

- 6.1 - **Proposed Initiative:** Define a statewide process for the approval and use of shared interoperability channels.

Training

- 7.1., 7.2, and 7.3 - **Proposed Initiative:** Establish a cross-discipline Action Team that will coordinate with the Cal Training Institute to identify and develop statewide interoperability training efforts.

Funding

- 9.1 and 9.2 - **Proposed Initiative:** Develop an explicit process for obtaining input from the local (cities and counties) levels of government into funding requests and investment justifications and for the distribution of funding to the local and regional level.

Implementation

- 10.4 and 10.5 - **Proposed Initiative:** Define an inclusive process for the establishment and use of initiative action teams for specific initiatives in the future and incorporate that process into the governing body's charter.
- 10.6 **Proposed Initiative:** Identify and support a dedicated POC(s) responsible for the implementation of the CalSCIP – or – work to enhance the authority of the CalSIEC to fund and support its effort to implement the CalSCIP.

5.6 Long-Term Performance Measures

5.7 Funding Plan

Criterion (Note: numbers correlate to the SCIP Criteria)	Recommended Approach for Compliance and for Mitigating Identified Gaps
9.2. Include a plan for the development of a comprehensive funding strategy. The plan should include a process for identifying ongoing funding sources, anticipated costs, and resources needed for project management and leveraging active projects.	<p>Recommended Approach: Identify as a gap and create an initiative. Use data and funding initiative identified in the PSRSPC plan as a benchmark.</p> <p>Proposed Initiative: Develop an explicit process for obtaining input from the local (cities and counties) levels of government into funding requests and investment justifications and for the distribution of funding to the local and regional level. (same as 9.1)</p>

6. Closing

Appendices

Appendix A: CalSIEC Charter

Appendix B: All 9 TIC-P's

Appendix C: CalSIEC Rules of Engagement

Appendix D: Glossary of Terms and Acronyms