

State of Alabama

Statewide Communication Interoperability Plan

Version 2.0 * October 2013



EXECUTIVE SUMMARY

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

The purpose of the Alabama SCIP is to:

- Provide the strategic direction and alignment for those responsible for interoperable and emergency communications at the State, regional, local, and tribal levels.
- Explain to leadership and elected officials the vision for interoperable and emergency communications and demonstrate the need for funding.
- Provide strategic guidance to support execution of communications goals and initiatives across the State.

The following are Alabama's Vision and Mission for improving emergency communications operability, interoperability, and continuity of communications statewide.

Vision: The Alabama First Responder Wireless Commission's (AFRWC) vision is to strengthen public safety emergency communications and interoperability and to create a unified and integrated voice/data communications platform, with the technology, equipment, and procedures necessary to allow first responder and public safety agencies at the State, county, Tribal, and municipal levels to communicate to safely, effectively, and efficiently to protect the people of Alabama.

Mission: The mission of the AFRWC is to establish and sustain innovative and consensus-based approaches to mission-critical wireless communications technology and interagency partnerships that lead to seamless communications among public safety agencies serving the citizens of Alabama. Responsibilities of the Commission include:

- Strategic planning of public safety spectrum and serving as the intergovernmental bridge between Federal, State, local, Tribal and private entities to foster and promote collaboration and information sharing
- Promoting the efficient use of public resources to ensure that essential public safety personnel have effective communications
- Planning, building, implementing and maintaining radio access networks and their application in public safety, public health, and public works

The following strategic goals represent the priorities for delivering Alabama's vision for interoperable and emergency communications.

- Governance –
 - Regional governance structures comprised of local and tribal agencies
 - Standing AFRWC workgroup of regional governance structure chairs
- Standard Operating Guidelines (SOGs) –
 - Create program for cross-training technicians for state-owned communication assets
 - Create program for cross-training technicians for locally-owned communication assets
 - Maintain a current and up-to-date Alabama Field Operations Guide (ALA-FOG)
 - A statewide Communications Unit (COMU) structure
- Technology –
 - Share technology across multiple jurisdictions and multiple disciplines
 - Enhance additional comprehensive emergency communications response systems and tools
- Training and Exercises –
 - Cross training program for local and State Communications Leaders (COMLs) and Communications Technicians (COMT)
 - Communications-focused training and exercises
- Usage –
 - Advocate and implement the use of all national public safety interoperability frequencies available in all bands and programmed into all first responder communication assets
 - Continue to expand Wide Area Interoperability System to provide full statewide IP connectivity
- Outreach and Information Sharing –
 - Ensure that elected officials are well-informed regarding the current status of public safety communication systems and future needs
 - Provide first responders timely and accurate information regarding emergency communications
- Life Cycle Funding –
 - Establish life cycle funding models for a unified emergency communications system and infrastructure

TABLE OF CONTENTS

Executive Summary	1
1. Introduction.....	4
2. Purpose.....	9
3. State’s Interoperable and Emergency Communications Overview	9
4. Vision and Mission	10
5. Strategic Goals And Initiatives	11
5.1 Governance.....	11
5.2 Standard Operating Procedures (SOPs)	12
5.3 Technology	14
5.4 Training and Exercises.....	15
5.5 Usage.....	16
5.6 Outreach and Information Sharing	17
5.7 Life Cycle Funding.....	17
6. Implementation	18
6.1 Action Plan	18
6.2 Measures of Success	19
6.3 Management of Success.....	21
6.4 Strategic Plan Review.....	22
7. Reference Materials.....	23
Appendix A: Major Systems	24
Appendix B: List of Acronyms	28

1. INTRODUCTION

The Alabama Statewide Communication Interoperability Plan (SCIP) is a stakeholder-driven, multi-jurisdictional, and multi-disciplinary statewide strategic plan to enhance interoperable and emergency communications. The SCIP is a critical mid-range (six months to five years) strategic planning tool to help Alabama prioritize resources, strengthen governance, identify future investments, and address interoperability gaps. This document contains the following planning components:

- Introduction – Provides the context necessary to understand what the SCIP is and how it was developed.
- Purpose – Explains the purpose/function(s) of the SCIP in Alabama.
- State’s Interoperable and Emergency Communications Overview – Provides an overview of the State’s current and future emergency communications environment and defines ownership of the SCIP.
- Vision and Mission – Articulates the State’s three- to five-year vision and mission for improving emergency communications operability, interoperability, and continuity of communications at all levels of government.
- Strategic Goals and Initiatives – Outlines the strategic goals and initiatives aligned with the three- to five-year vision and mission of the SCIP and pertains to the following critical components: Governance, Standard Operating Guidelines¹ (SOGs), Technology, Training and Exercises, Usage, Outreach and Information Sharing, and Life Cycle Funding.
- Implementation – Describes the process to evaluate the success of the SCIP and to conduct SCIP reviews to ensure it is up-to-date and aligned with the changing internal and external environment.
- Reference Materials – Includes resources that provide additional background information on the SCIP or interoperable and emergency communications in Alabama or directly support the SCIP.

Figure 1 provides additional information about how these components of the SCIP interrelate to develop a comprehensive plan for improving interoperable and emergency communications.

¹ Alabama uses the term “Standard Operating Guidelines” instead of “Standard Operating Procedures.”

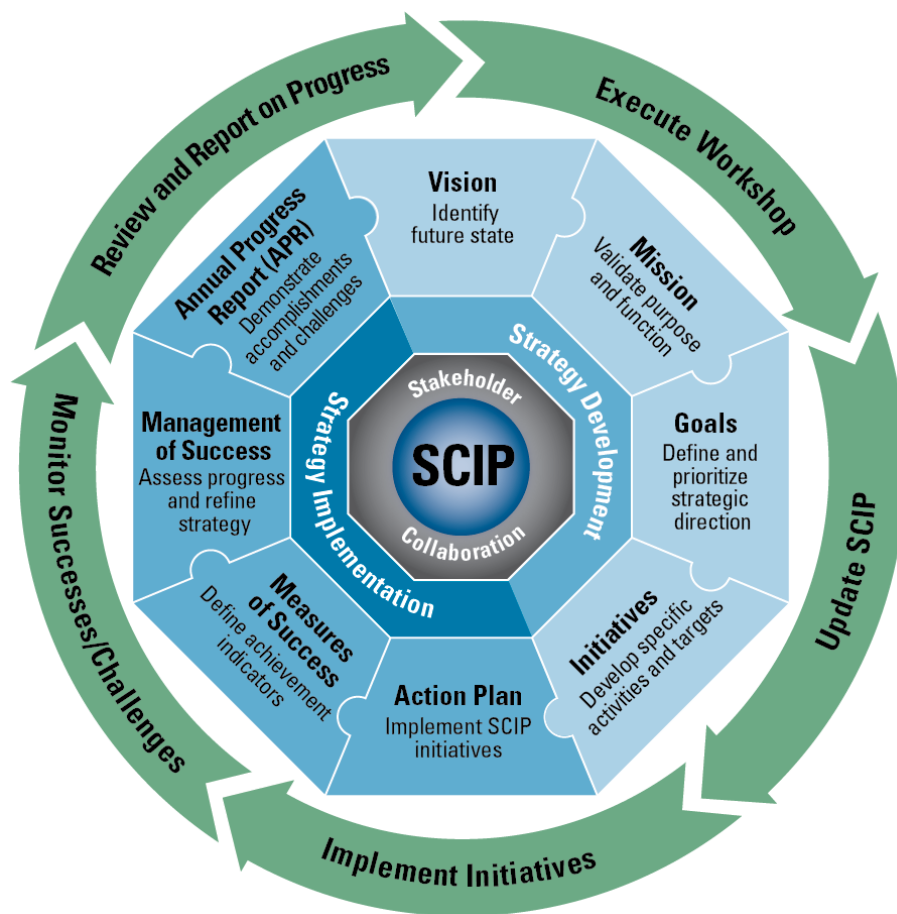


Figure 1: SCIP Strategic Plan and Implementation Components

The Alabama SCIP is based on an understanding of the current and mid-range interoperable and emergency communications environment. Alabama has taken significant steps towards enhancing interoperable and emergency communications, including developing and building out its Strategic Technology Reserve (STR), deploying regional P25 systems in multiple municipalities and counties, and enhancing regional collaboration. In addition, Alabama's governor signed an executive order in 2012 establishing the Alabama First Responder Wireless Commission (AFRWC). The executive order was codified by the legislature on May 20, 2013.² The Commission is the primary entity within Alabama responsible for planning, building, implementing, and maintaining of a radio access network and its application to first responders in public safety, public health, and public works. The Commission includes subcommittees and workgroups focusing on Commission goals and initiatives.

However, more remains to be done to achieve Alabama's vision. It is also important to note that this work is part of a continuous cycle as Alabama will always need to adapt to evolving technologies, operational tactics, and changes to key individuals (e.g., Governor, project champions). In the next three to five years, Alabama will encounter

² <http://legiscan.com/AL/bill/HB92/2013>

challenges relating to operability, interoperability, geography, aging equipment/systems, emerging technologies, changing project champions, and sustainable funding.

Wireless voice and data technology is evolving rapidly and efforts are underway to determine how to leverage these new technologies to meet the needs of public safety. For example, the enactment of the Middle Class Tax Relief and Job Creation Act of 2012 (the Act), specifically Title VI, related to Public Safety Communications, authorizes the deployment of the Nationwide Public Safety Broadband Network (NPSBN). The NPSBN is intended to be a wireless, interoperable nationwide communications network that will allow members of the public safety community to securely and reliably gain and share information with their counterparts in other locations and agencies. New policies and initiatives such as the NPSBN present additional changes and considerations for future planning efforts and require an informed strategic vision to properly account for these changes. Figure 2 illustrates a public safety communications evolution by describing the long-term transition toward a desired converged future.

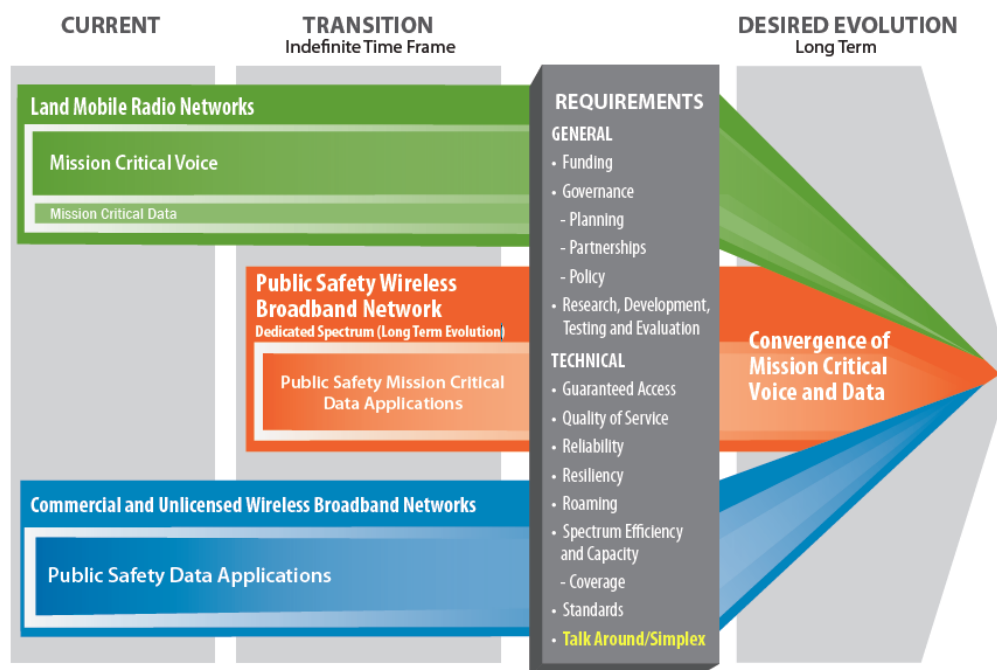


Figure 2: Public Safety Communications Evolution

Integrating capabilities such as broadband provide an unparalleled opportunity for the future of interoperable communications in Alabama. It may result in a secure path for information-sharing initiatives, Public Safety Answering Points (PSAP), and Next Generation 911 (NG911) integration. Broadband will not replace existing Land Mobile Radio (LMR) voice systems in the foreseeable future due to implementation factors associated with planning, deployment, technology, and cost. A cautious approach to this investment is needed. Therefore, robust requirements and innovative business practices must be developed for broadband initiatives prior to any implementation.

There is no defined timeline for the deployment of the NPSBN; however, Alabama will keep up-to-date with the planning and build-out of the NPSBN in the near and long term

in coordination with the First Responder Network Authority (FirstNet). FirstNet is the independent authority within the National Telecommunications and Information Administration (NTIA) and is responsible for developing the NPSBN, which will be a single, nationwide, interoperable public safety broadband network. The network build-out will require continuing education and commitment at all levels of government and across public safety disciplines to document network requirements and identify existing resources and assets that could potentially be used in the build-out of the network. It will also be necessary to develop and maintain strategic partnerships with a variety of stakeholder agencies and organizations at the national, State, regional, local, and tribal levels and design effective policy and governance structures that address new and emerging interoperable and emergency communications technologies. During this process, investments in LMR will continue to be necessary and in the near term, wireless data systems or commercial broadband will complement LMR. More information on the role of these two technologies in interoperable and emergency communications is available in the Department of Homeland Security (DHS) Office of Emergency Communications (OEC) Public Safety Communications Evolution brochure.³

In preparation for the NPSBN, Alabama has begun to inventory its communications infrastructure and assess the use of mobile data technologies for public safety by State and local agencies. As guidance continues to emerge related to FirstNet and other NPSBN efforts, Alabama will continue “planning to plan” for deployment of the NPSBN.

Additionally, achieving sustainable funding in the current fiscal climate is a priority for Alabama. As State and Federal grant funding diminishes, States need to identify alternative funding sources to continue improving interoperable and emergency communications for voice and data systems. Key priorities for sustainable funding in Alabama are:

- Promoting the AFRWC to ensure success through by funding a unified State and local communication system; and
- Identifying life cycle funding models and sources to develop and maintain emergency communications systems and infrastructure.

More information on a typical emergency communications system life cycle, cost planning, and budgeting is available in OEC’s System Life Cycle Planning Guide.⁴

The Interoperability Continuum, developed by SAFECOM and shown in Figure 3, serves as a framework to address all of these challenges and continue improving operable/interoperable and emergency communications. It is designed to assist emergency response agencies and policy makers with planning and implementing interoperability solutions for voice and data communications.

³ OEC’s Public Safety Communications Evolution brochure is available here:

http://publicsafetytools.info/oec_guidance/docs/Public_Safety_Communications_Evolution_Brochure.pdf

⁴ OEC’s System Life Cycle Planning Guide is available here:

http://publicsafetytools.info/oec_guidance/docs/OEC_System_Life_Cycle_Planning_Guide_Final.pdf

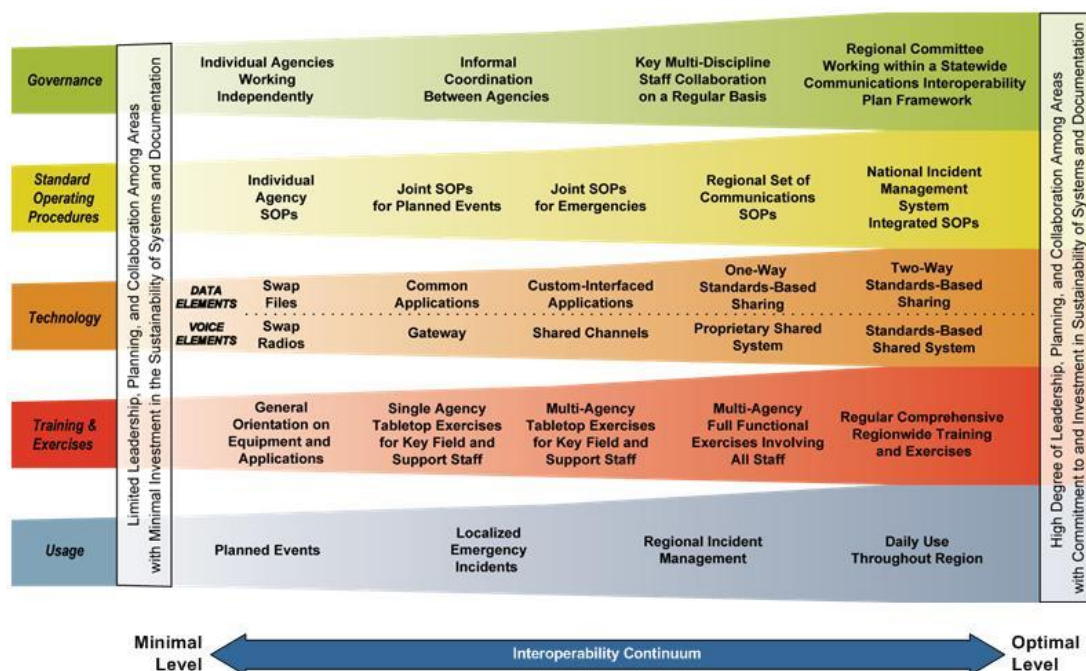


Figure 3: The Interoperability Continuum

The Continuum identifies five critical success elements that must be addressed to achieve a successful interoperable communications solution:

- **Governance** – Collaborative decision-making process that supports interoperability efforts to improve communication, coordination, and cooperation across disciplines and jurisdictions. Governance is the critical foundation of all of Alabama efforts to address communications interoperability.
- **SOPs** – Policies, repetitive practices, and procedures that guide emergency responder interactions and the use of interoperable communications solutions.
- **Technology** – Systems and equipment that enable emergency responders to share voice and data information efficiently, reliably, and securely.
- **Training and Exercises** – Scenario-based practices used to enhance communications interoperability and familiarize the public safety community with equipment and procedures.
- **Usage** – Familiarity with interoperable communications technologies, systems, and operating procedures used by first responders to enhance interoperability.

More information on the Interoperability Continuum is available in OEC's Interoperability Continuum brochure.⁵ The following sections will further describe how the SCIP will be used in Alabama and Alabama's plans to enhance interoperable and emergency communications.

⁵ OEC's Interoperability Continuum is available here:
<http://www.safecomprogram.gov/oecguidancedocuments/continuum/Default.aspx>

2. PURPOSE

The purpose of the Alabama SCIP is to:

- Provide the strategic direction and alignment for those responsible for interoperable and emergency communications at the State, regional, local, and tribal levels.
- Explain to leadership and elected officials the vision for interoperable and emergency communications and demonstrate the need for funding.
- Provide strategic guidance to support execution of communications goals and initiatives across the State.

The development and execution of the SCIP assists Alabama with addressing the results of the National Emergency Communications Plan (NECP) Goals and the Federal government with fulfilling the Presidential Policy Directive 8 (PPD-8)⁶ National Preparedness Goal for Operational Communications.⁷

In addition to this SCIP, Alabama will develop an Annual Progress Report (APR) that will be shared with OEC and other stakeholders to highlight recent accomplishments and demonstrate progress toward achieving the goals and initiatives identified in the SCIP. More information on the SCIP APR is available in Section 6.4.

This SCIP is owned and managed by the Alabama Statewide Interoperability Coordinator (SWIC), who is a representative of the Alabama Law Enforcement Agency (ALEA).⁸ The SWIC has the authority to and is responsible for making decisions regarding this plan. The SWIC is also responsible for ensuring that this plan is implemented and maintained statewide. This SCIP was developed with input from State, local, and AFRWC members.

3. STATE'S INTEROPERABLE AND EMERGENCY COMMUNICATIONS OVERVIEW

The ALEA oversees interoperable communications efforts in the State and serves as the organization responsible for planning, building, implementing, and maintaining a unified system-of-systems radio network for first responders in Alabama. In addition, the State is divided into seven regions where additional resources are provided at the local levels of government to foster interagency cooperation and communication.

Alabama does not have a unified interoperable communication system for first responders. Instead, Alabama must depend upon a mix of individual systems, several

⁶ PPD-8 was signed in 2011 and is comprised of six elements: a National Preparedness Goal, the National Preparedness System, National Planning Frameworks and Federal Interagency Operational Plan, an annual National Preparedness Report, and ongoing national efforts to build and sustain preparedness. PPD-8 defines a series of national preparedness elements and emphasizes the need for the whole community to work together to achieve the National Preparedness Goal. <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>.

⁷ National Preparedness Goal – Mitigation and Response Mission Area Capabilities and Preliminary Targets – Operational Communications: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

1. Ensure the capacity to communicate with the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, State, and local first responders.
2. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.

⁸ On March 19, 2013, Governor Bentley signed legislation establishing the ASLEA, which consolidates State law enforcement agencies into a single State agency (http://le.alabama.gov/transition/Act2013_67.pdf).

shared systems, and multiple statewide systems supporting State agencies. Multiple frequency bands are used including Very High Frequency (VHF) (low), VHF (high), Ultra High Frequency (UHF), and 700/800 Megahertz (MHz). Alabama's Emergency Management Agency (AEMA) uses a non-P25 UHF repeater system that connects back to the State Emergency Operations Center (SEOC). There are also new Project-25 (P25) systems serving Madison, Morgan, Montgomery, Mobile, Baldwin, and Shelby Counties. However, several of the existing communications systems used throughout the State are no longer supported by their manufacturer. While these systems currently provide communications capabilities, maintenance and upkeep are difficult given today's economic challenges.

Alabama also relies heavily on SouthernLINC, a statewide commercial push-to-talk (PTT) service that combines cellular telephone, 800 Megahertz (MHz) radio, through Integrated Digital Enhanced Network (iDEN) technology. SouthernLINC is used by numerous State and local first responders for primary and administrative communications purposes. In addition, the State uses Virtual Alabama, a mature feature rich geographic information system (GIS) and common operating platform tool used to capture, present, and share a variety local and State infrastructure information.

4. VISION AND MISSION

The Vision and Mission section describes the Alabama vision and mission for improving emergency communications operability, interoperability, and continuity of communications statewide.

Alabama Interoperable and Emergency Communications Vision:

The Alabama First Responder Wireless Commission's (AFRWC) vision is to strengthen public safety emergency communications and interoperability and to create a unified and integrated voice/data communications platform, with the technology, equipment, and procedures necessary to allow first responder and public safety agencies at the State, County, Tribal, and municipal levels to communicate to safely, effectively, and efficiently to protect the people of Alabama.

Alabama Interoperable and Emergency Communications Mission:

The mission of the AFRWC is to establish and sustain innovative and consensus-based approaches to mission-critical wireless communications technology and interagency partnerships that lead to seamless communications among public safety agencies serving the citizens of Alabama. Responsibilities of the Commission include:

- Strategic planning of public safety spectrum and serving as the intergovernmental bridge between Federal, State, local, Tribal and private entities to foster and promote collaboration and information sharing

- Promoting the efficient use of public resources to ensure that essential public safety personnel have effective communications
- Planning, building, implementing and maintaining radio access networks and their application in public safety, public health, and public works

5. STRATEGIC GOALS AND INITIATIVES

The Strategic Goals and Initiatives section describes the statewide goals and initiatives for delivering the vision for interoperable and emergency communications. The goals and initiatives are grouped into seven sections, including Governance, SOPs, Technology, Training and Exercises, Usage, Outreach and Information Sharing, and Life Cycle Funding.

5.1 Governance

The Governance section of the SCIP outlines the future direction of the Alabama governance structure for interoperable and emergency communications. In 2012, Alabama's governor signed Executive Order 34 establishing the AFRWC, which was later codified by the legislature on May 20, 2013. Prior to Executive Order 34, there was no single group in Alabama tasked with resolving the State's first responder communication problems. The AFRWC is the primary entity within Alabama charged with the functional responsibility for planning, building, implementing, and maintaining a radio access network for first responders.

With the development of the AFRWC, Alabama seeks to leverage the Commission's subcommittees and workgroups to increase education and outreach among the public safety community, as well as elected and appointed officials. Alabama also seeks to strengthen intra-State regional governance structures within the State's seven regions to increase collaboration, planning, and coordination. Alabama desires to leverage and enhance regional representation within the seven regions through the establishment of an AFRWC workgroup consisting of regional governance chairs.

Table 1 outlines Alabama's goals and initiatives related to governance.

Table 1: Governance Goals and Initiatives

Governance Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
1.	Establishing regional governance structures comprised of local and tribal agencies	1.1 Leverage AEMA meetings to bring together stakeholders within each of Alabama's seven regions	AEMA	Ongoing
2.	Standing up a AFRWC workgroup of regional governance structure chairs	2.1 Create and sustain AFRWC workgroup of regional governance chairs	AFRWC	October 2013
		2.2 Collaborate needs and planning of emergency communication resources	Regional Governance Workgroup	October 2013

5.2 Standard Operating Guidelines (SOGs)

The SOGs section of the SCIP identifies the framework and processes for developing and managing SOPs statewide. With the development of Alabama's STR, Alabama now has formal Standard Operating Guidelines (SOG) for shared interoperable communications assets. The State has mutual aid agreements between agencies and counties, and includes interoperable communications capabilities. The Alabama Emergency Management Agency is the lead agency for Emergency Support Function (ESF)-2 for the State.

Alabama's primary emphasis on communications-related SOGs in developing county level Tactical Interoperable Communication Plans (TICP) that included standardized communications procedures. Additionally, all Alabama counties utilize interoperable communication gateways to provide communications between multiple jurisdictions and multiple disciplines.

The AFRWC promotes the development of SOGs at the local and regional level, which will eventually form the basis for a standardized, statewide set of SOGs. Each county's communications point of contact (POC), identified in the county's TICP, is responsible for developing and updating communications SOG at the county level. In addition, Alabama has embraced the National Incident Management System (NIMS) as the State standard for all incident management processes. AEMA is responsible for maintaining

and promoting NIMS and the Incident Command System (ICS) compliance for all incidents.

Table 2 outlines Alabama's goals and initiatives for SOPs.

Table 2: Standard Operating Procedures Goals and Initiatives

Standard Operating Procedures Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
3.	Create program for cross-training technicians for state-owned communication assets	3.1 Develop unified SOGs for state-owned communication assets and personnel	Communication & Technology Director, AEMA	Within 6 months of publication of AL SCIP
4.	Create program for cross-training technicians for locally-owned communication assets	4.1 Develop unified SOGs for locally-owned communication assets and personnel	Regional Governance Chairs	Within one year of publication of AL SCIP
		4.2 Continue to promote SOG standardization and formalization through the county TICP development initiative.	SWIC	Within one year of publication of AL SCIP
5.	Current and up-to-date ALA-FOG	5.1 Review and/or update ALA-FOG on biannual basis	SWIC	Within 6 months of publication of the AL SCIP; on a biannual basis after that
		5.2 Create smart phone application for ALA-FOG	SWIC	Within one year from publication of AL SCIP
6.	A statewide COMU structure	6.1 Develop and specify COMU personnel	Communication & Technology Director, AEMA	Within 6 months of publication of AL SCIP
		6.2 Complete a state SOG for COML and COMT certification	Communication & Technology Director, AEMA	Within 6 months of publication of AL SCIP
		6.3 Identify training needed necessary for SOGs	Communication & Technology Director, AEMA	Within 6 months of publication of AL SCIP
		6.4 Work with FEMA Region IV on development of Regional Strike Team initiatives	Communication & Technology Director, AEMA	Within one year of publication of AL SCIP

5.3 Technology

The Technology section of the SCIP outlines Alabama’s plan to maintain and upgrade existing technology; the roadmap to identify, develop, and implement new and emerging technology solutions; and the approach to survey and disseminate information on current and future technology solutions to ensure user needs are met. Alabama continues to make progress toward interoperability with the expanded use of the designated statewide interoperable radio channels. The State is taking steps to establish interoperability linkages between systems and entities that maintain separate systems through a “System of Systems” approach to bridge together the major systems positioned in the population centers across the State.

However, there is still communications infrastructure throughout Alabama that is aging and/or becoming obsolete. Many of the manufacturers are no longer supporting the existing systems, and the austere fiscal environment in the State has made it difficult to provide the necessary upgrades and replacement of this aging infrastructure.

Table 3 outlines Alabama’s goals and initiatives for technology.

Table 3: Technology Goals and Initiatives

Technology Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
7.	Share technology across multiple jurisdictions and multiple disciplines	7.1 Leverage existing P25 system resources to facilitate the expansion and build out of a statewide unified system	P25 System Administrators	One year from publication of the AL SCIP
		7.2 Create a P25-compliant statewide communications platform that allows interoperable communications to County EOC’s, State Agency Dispatch locations	AFRWC	Five years from publication of the AL SCIP
		7.3 Leverage future 700 MHz LTE system resources to facilitate new capabilities for first responders	AFRWC	Five years from publication of the AL SCIP
8.	Enhance additional comprehensive emergency communications response systems and tools	8.1 Maintain and update STR assets to keep up with emerging technologies	Communication & Technology Director, AEMA	Yearly basis
		8.2 Enhance the State’s geospatial visualization platform	ACJIC	Annually
		8.3 Technology identified and imported into CASM	Communication & Technology Director, AEMA	One year from publication of AL SCIP

5.4 Training and Exercises

The Training and Exercises section of the SCIP explains Alabama's approach to ensure that emergency responders are familiar with interoperable and emergency communications equipment and procedures and are better prepared for responding to real-world events. Alabama has established and continues to enhance the State's Communications Unit Leader (COML) and Communications Technicians (COMT) training programs. Alabama currently has numerous COMLs and COMTs serving not only at the State level, but also at the local level. In addition, Alabama has three COML instructors and two COMT instructors who hold COML/COMT classes as requested.

Efforts have also been underway at the law and fire training academies to include interoperable communications awareness training for new recruits and in-service training for first responders. This awareness training is part of Alabama's initial training requirements in an effort to change how the public safety culture views interoperable communications and its potential uses and capabilities.

AEMA conducts exercises involving all levels of government, non-governmental organizations (NGOs), and the private sector (e.g., AlaPowerCo, AlaGasCo). All exercises should involve some form of interoperable communications and follow Homeland Security Exercise and Evaluation Program (HSEEP) guidelines and functionality. In addition, the State continues to coordinate regional mutual aid exercises with interoperable communications at the forefront of the agenda.

Table 4 outlines Alabama's goals and initiatives for training and exercises.

Table 4: Training and Exercises Goals and Initiatives

Training and Exercises Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
9.	Cross training program for local and State COMLs/COMTs	9.1 Cross-train technicians to utilize and maintain state-owned communication assets and personnel	AEMA	Two years from publication of AL SCIP
		9.2 Conduct cross training and exercises for locally-owned communication assets and personnel	Regional governance chairs; AEMA	Two years from publication of AL SCIP
		9.3 Conduct additional COML/COMT training courses	SWIC	Within 6 months of publication of AL SCIP
10.	Communications-focused training and exercises	10.1 Include interoperable communications as a targeted capability assessment in all exercises	AEMA Exercise Program Director	Within 6 months of publication of the AL SCIP

Training and Exercises Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		10.2 Conduct training to keep up with changes in STR assets	Communication & Technology Director, AEMA	Within one year of publication of AL SCIP; on an annual basis thereafter

5.5 Usage

Alabama recognizes the importance of promoting interoperability across the State. As the responsible organization, the AFRWC promotes operability and interoperability through training and exercises and equipment testing. Training is conducted at the regional level; the Regional Incident Support Unit (RISU) Operator/COML is responsible for training local agency personnel in communications and interoperability. Further, interoperability is promoted daily and monthly to all EMAs throughout the State by monthly channel/resource patch testing. Mutual aid frequencies are also used on a daily basis to reinforce training and usage throughout the State.

Several annual large population events in Alabama, such as major university football games and the Talladega Superspeedway Weekend, also serve as real life training and exercise opportunities to further promote effective interoperable communications. During these events, multi-jurisdictional support agencies are plentiful and interoperable communications are initiated to support real world emergency communications requirements.

Table 5 outlines Alabama's goals and initiatives for usage.

Table 5: Usage Goals and Initiatives

Usage Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
11.	Advocate and implement the use of all national public safety interoperability frequencies in all bands for all first responder communication assets	11.1 Program nationwide interoperability channels into all existing emergency responder radios	Multi jurisdictions and multi disciplines	Within 6 months of publication of AL SCIP

Usage Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
12.	Continue to expand Wide Area Interoperability System to provide full statewide IP connectivity	12.1 Create statewide plan for use of WAIS assets	Communications & Technology Director, AEMA	

5.6 Outreach and Information Sharing

The Outreach and Information Sharing section of the SCIP outlines Alabama's approach for building a coalition of individuals and emergency response organizations statewide to support the SCIP vision and for promoting common emergency communications initiatives. The AFRWC is the primary group responsible for conducting outreach and sharing information regarding interoperable communications throughout the State.

Table 6 outlines Alabama's goals and initiatives for outreach and information sharing.

Table 6: Outreach and Information Sharing Goals and Initiatives

Outreach and Information Sharing Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
13.	Ensure that elected officials are well-informed regarding the current status of public safety communication systems and future needs	13.1 Educate legislators and other elected officials on emergency communication deficiencies and solutions	AFRWC	Within 6 months of publication of AL SCIP
14.	Provide first responders timely and accurate information regarding emergency communications	14.1 Establish an AFRWC website	AFRWC	Within 6 months of publication of AL SCIP

5.7 Life Cycle Funding

The Life Cycle Funding section of the SCIP outlines Alabama's plan to fund existing and future interoperable and emergency communications priorities. With the establishment of the AFRWC, Alabama plans to work with the legislature for funding to support the

development, implementation, and maintenance of a unified mission-critical P25 system of systems environment.

Table 7 outlines Alabama's goals and initiatives for life cycle funding.

Table 7: Life Cycle Funding Goals and Initiatives

Life Cycle Funding Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
15.	Establish life cycle funding models for emergency communications systems and infrastructure	15.1 Work with the legislature to identify funding streams for capital expenditures to develop a unified statewide interoperable communication system to partner with and support local systems	AFRWC	Within 6 months of publication of AL SCIP
		15.2 Work with the legislature to identify funding streams for sustainment to maintain a unified statewide interoperable communication system to partner with and support local systems	AFRWC	Within 6 months of publication of AL SCIP

6 IMPLEMENTATION

6.1 Action Plan

The Action Plan section of the SCIP describes the process Alabama will use to determine a plan to execute the initiatives in the SCIP. Fifteen new strategic goals and corresponding initiatives were developed during this most recent SCIP revision process. The revised SCIP will be presented to the AFRWC for review and comment over the 3rd quarter of 2013 and changes, updates will be applied to the SCIP. At the following AFRWC meeting the revised SCIP will be formally adopted as the recognized planning tool to assist Alabama to prioritize resources, strengthen governance, identify future investments, address interoperability gaps, and inform local and State elected officials and stakeholders. The AFRWC will use regularly scheduled meetings to discuss tasks, initiatives and status of goals with the SWIC and responsible parties (most responsible parties are already AFRWC members).

6.2 Measures of Success

The Measures of Success section of the SCIP defines the measures that Alabama will use to monitor progress and indicate accomplishments toward achieving the vision for interoperable and emergency communications. Table 8 outlines these measures for Alabama. More information on how these measures are managed is included in Section 6.3.

Table 8: SCIP Measures of Success

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target	Measure Completion Date	Owner or Source
1.	Leverage AEMA meetings to bring together stakeholders within each of Alabama's seven regions	Not started	50% of the regional governance structures are established within 6 months of publication of the AL SCIP; 100% of the regional governance structures are established within 12 months of publication of the AL SCIP	Ongoing	AEMA
2.	Standing AFRWC workgroup of regional governance structure chairs	Not started	Stand up AFRWC workgroup of regional governance structure chairs, which meets on a quarterly basis	January 2014	AFRWC / Regional Governance Workgroup
3.	Create program for cross-training technicians for state-owned communication assets	Not started	Successfully initiate cross-training program	Within 6 months of publication of AL SCIP	Communications & Technology Director, AEMA
4.	Create program for cross-training technicians for locally-owned communication assets	Not started	Successfully initiate cross-training program	Within one year of publication of AL SCIP	Regional Governance Chairs / SWIC

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target	Measure Completion Date	Owner or Source
5.	Ensure ALA-FOG is current and up-to-date	Ongoing	Current and up to date ALA-FOG	Within 6 months of publication of AL SCIP and on biannual basis thereafter; update as needed	SWIC
6.	A statewide COMU structure	Ongoing	Fully functional COMU structure for inter- and intra-state communications	Within 6 months of publication of AL SCIP	Communication & Technology Director, AEMA
7.	Share technology across multiple jurisdictions and multiple disciplines	Ongoing	90% of Alabama is covered by mobile 700 MHz coverage	Within five years of publication of AL SCIP	P25 System Administrators / AFRWC
8.	Enhance additional comprehensive emergency communications response systems and tools	Ongoing	Alabama's STR is fully operational and updated	Annually	Communication & Technology Director, AEMA/ ACJIC
9.	Cross training program for local and State COMLs/COMTs	Planning	Established local and State training program	Within 2 years of publication of AL SCIP	AEMA / Regional Governance Chairs / SWIC
10.	Communications-focused training and exercises	Ongoing	Personnel are trained on AL STR assets; after action reports (AAR) contain interoperable communications-specific corrective action plans	Within 6-12 months of publication of AL SCIP	AEMA Exercise Program Director / Communication & Technology Director, AEMA

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target	Measure Completion Date	Owner or Source
11.	Advocate and implement the use of all national public safety interoperability frequencies in all bands for all first responder communication assets	Ongoing	Nationwide interoperability channels are programmed into all existing emergency responder radios	Within 6 months of publication of AL SCIP	Multi jurisdictions and multi disciplines
12.	Continue to expand Wide Area Interoperability System (WAIS) to provide full statewide IP connectivity	Ongoing	A completed WAIS plan for use of WAIS assets	Within 6 months of publication of AL SCIP	Communications & Technology Director, AEMA
13.	Ensure that elected officials are well-informed regarding the current status of public safety communication systems and future needs	Planning	Legislators and other elected officials possess increased awareness of emergency communication deficiencies and solutions	Within 6 months of publication of AL SCIP	AFRWC
14.	Provide first responders timely and accurate information regarding emergency communications	Planning	A fully functional AFRWC website	Within 6 months of publication of AL SCIP	AFRWC
15.	Establish life cycle funding models for emergency communications systems and infrastructure	Planning	Designated funding streams are identified for capital expenditures and sustainment of a unified statewide interoperable communications system	Within 6 months of publication of AL SCIP	AFRWC

6.3 Management of Success

The Management of Success section describes the iterative, repeatable method Alabama will follow to add, update and refine the measures of success. At the discretion

of the SWIC, and at least semi-annually, the quarterly AFRWC meeting may include progress updates on goals and initiatives from the measure owner, with special attention to goals with upcoming completion dates or milestones. Subcommittees shall provide updates and recommendations on quarterly basis. Based on these updates, the SWIC and AFRWC will be able to evaluate the effectiveness of the SCIP, and to refine Alabama's interoperable communication strategy as needed. These regular periodic updates will also facilitate the SWIC's annual completion of Alabama's SCIP APR.

6.4 Strategic Plan Review

The Strategic Plan Review section outlines the process Alabama will use to conduct reviews of the SCIP to ensure it is up to date and aligned with the changing internal and external interoperable and emergency communications environment as well as to track and report progress against the defined initiatives and the established measures of success. An annual SCIP review and update is essential to maintain Alabama's statewide interoperable communication strategy. The SWIC is primarily responsible for the SCIP's maintenance and revision, as promulgated and coordinated by the AFRWC.

7. REFERENCE MATERIALS

The Reference Materials section outlines resources that contribute additional background information on the SCIP and interoperable and emergency communications in Alabama. Table 9 includes the links to these reference materials.

Table 9: SCIP Reference Materials

Title	Description	Source/Location
2007 Alabama SCIP	Alabama's initial SCIP, completed in 2007	 200711_Alabama SCIP.doc
ALA-FOG	Alabama's State Field Operations Guide	 Alabama ALAFOG March 2012 - FINAL.r
AFRWC Legislation	Enabling legislation establishing the AFRWC	 hb92.pdf
STR SOGs	Standard Operating Guidelines for Alabama's STR	 Alabama Strategic Technology Reserve !
AMAS	Alabama Mutual Aid System	URL to be added.

APPENDIX A: MAJOR SYSTEMS

Table A-1: Major Systems, Updates, and New Systems

Major Systems Information						
System Type	System Name	System Owner(s)	System Description	# Subscribers and Agencies	Users' Level of Government	Status and Changes/Updates
Shared Statewide System	SouthernLINC	SouthernLINC	Statewide commercial push-to-talk (PTT) service combined with cellular, phone, 800 MHz, Integrated Digital Enhanced Network (iDEN) technology	500+ State users; 1000+ local users for public safety, public health and public works	State, County and municipal	Existing system
			Voice			
			380+			
Shared Statewide System	Alabama EMA UHF System	Alabama Emergency Management Agency (AEMA)	UHF Non-P25 Repeater System with some sites connected back to the State EOC	150+ users	State, County and Municipal	Existing system
			Voice			
			23			
Regional System	Madison County/Morgan County P25 System	Madison County	P25 700/800 MHz	3000+ users	County and Municipal (<i>Fire, EMS, Law Enforcement, EMA, Public Works,</i>	Existing system linked to Baldwin County P25 System with plans to link to Opelika and Morgan County systems
			Voice			
			5 sites			

Major Systems Information						
System Type	System Name	System Owner(s)	System Description	# Subscribers and Agencies	Users' Level of Government	Status and Changes/Updates
					Public Education)	
Single County System	Mobile County P25 System	Mobile County	P25 700 MHz/EDACS 800 MHz System	7500+ users	Federal, State, County, and Local (<i>Mobile County Sheriff's Office, Mobile County Public Works</i>)	Existing system; updating to 8-site P25 700 MHz phase II simulcast system
			Voice			
			11 sites			
Single County System	Baldwin County P25	Baldwin County Commission	P25 700 MHz Phase II System	1100+ users	County and Local (Fire, EMS, Sheriff, City Police, EMA, Public Works)	Existing system, linked to Madison County P25 system
			Voice			
			8 sites			
Multi-County System	Calhoun County/ Talladega County 800 MHz System	Calhoun County/ Talladega County	800 MHz Motorola SmartZone Simulcast System		Regional, State Agencies, County and Locals	Existing system was a federally-funded system; now funded by locals.

Major Systems Information						
System Type	System Name	System Owner(s)	System Description	# Subscribers and Agencies	Users' Level of Government	Status and Changes/Updates
Multi-County System	Birmingham County/ Jefferson County 800 MHz System	Birmingham County/ Jefferson County	800 MHz Motorola SmartZone Simulcast System		County and Local	Existing system
City/County System	Montgomery County/ City of Montgomery 700 MHz System	Montgomery County/ City of Montgomery	700 MHz P25 Phase II System		State, County and Local	Existing system
City System	City of Dothan P25 System	City of Dothan	800 MHz P25 Phase I system <i>Voice/Data (Fire Station Alerting)</i>	2500+ subscribers	Federal, State, County, and Local (Houston County Sheriff's Office, Dothan Public	Existing System

Major Systems Information						
System Type	System Name	System Owner(s)	System Description	# Subscribers and Agencies	Users' Level of Government	Status and Changes/Updates
					Works, Dothan Utilities, Houston County EMA, Dothan City Schools)	
County System	Shelby County VHF P25 System	Shelby County	VHF P25 System			
City System	Tuscaloosa VHF P25 System	City of Tuscaloosa	VHF P25 System			
City/County System	Etowah P25 System	Etowah County	700 MHz P25 System			

APPENDIX B: LIST OF ACRONYMS

AAR	After Action Report
AEMA	Alabama Emergency Management Agency
AFRWC	Alabama First Responder Wireless Commission
ALEA	Alabama Law Enforcement Agency
APR	Annual Progress Report
ALEA	Alabama Law Enforcement Agency
AUXCOMM	Auxiliary Communications
COML	Communications Unit Leader
COMT	Communications Unit Technician
DHS	U.S. Department of Homeland Security
EMA	Emergency Management Agency
FCC	Federal Communications Commission
FirstNet	First Responder Network Authority
FOG	Field Operations Guide
IP	Internet Protocol
MHz	Megahertz
LMR	Land Mobile Radio
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NCSWIC	National Council of Statewide Interoperability Coordinators
NECP	National Emergency Communications Plan
NG911	Next Generation 911
NIMS	National Incident Management System
NPSBN	Nationwide Public Safety Broadband Network
NRF	National Response Framework
NTIA	National Telecommunications and Information Administration
OEC	Office of Emergency Communications
PIO	Public Information Officer
PPD	Presidential Policy Directive
PSAP	Public Safety Answering Point
RECCWG	Regional Emergency Communications Coordination Working Group

RIC	Regional Interoperability Council
RPC	Regional Planning Committee
SAA	State Administering Agency
SCIP	Statewide Communication Interoperability Plan
SIEC	Statewide Executive Interoperability Committee
SIGB	Statewide Interoperability Governing Body
SOP	Standard Operating Procedure
SOG	Standard Operating Guideline
SWIC	Statewide Interoperability Coordinator
TICP	Tactical Interoperable Communications Plan
VHF	Very High Frequency
UHF	Ultra High Frequency