

# **Want Interoperability? Implement a Governance Structure**



**IWCE Session M128**

**March 4, 2019, Room N258**

# Participant Expectations

- **Why are you here?**



- **What would you like to take away?**



# Session Overview

- **Present what the need is for Governance**
- **Highlight some different Governance Structures**
- **Discuss different ways to establish Governance**
- **Highlight what criteria is necessary for “Effective Governance”**
- **Overview and case study of Governance in Pinal County Arizona**

# What is Governance?



**“A support system that helps decision makers  
within Federal, State, local, and tribal  
governments make informed decisions that  
meet stakeholder requirements.”**

**- DHS Establishing Governance Guide, December 2008**

# Why do I need Governance?



## **Need for Governance**

- **Establishing the highest level of interoperable communications**
- **Provide oversight and operation of a county, regional or state public safety communication system**
- **Provide strategic planning and direction for growth and expansion of the system**
- **Provide a central body of authority**

## **Need for Governance Cont.**

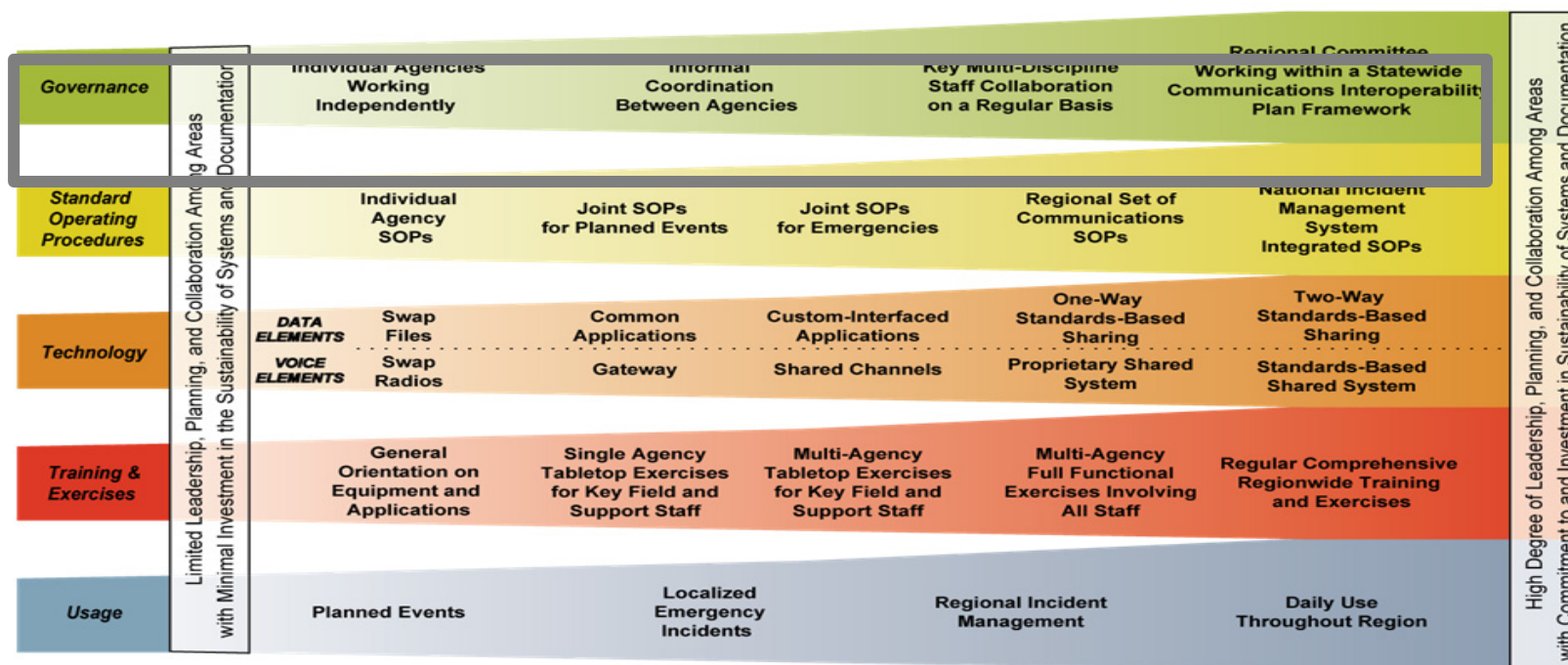
- **Enhances coordination and improves the planning, policies, and procedures of projects and operations**
- **Provides greater insight into existing emergency communications capabilities, gaps, and assesses areas for coordination, resource sharing, and deployment**
- **Provides the framework for stakeholders to collaborate, make decisions, plan, and determine investments that mutually support emergency communications strategies**

# SAFECOM Interoperability Continuum



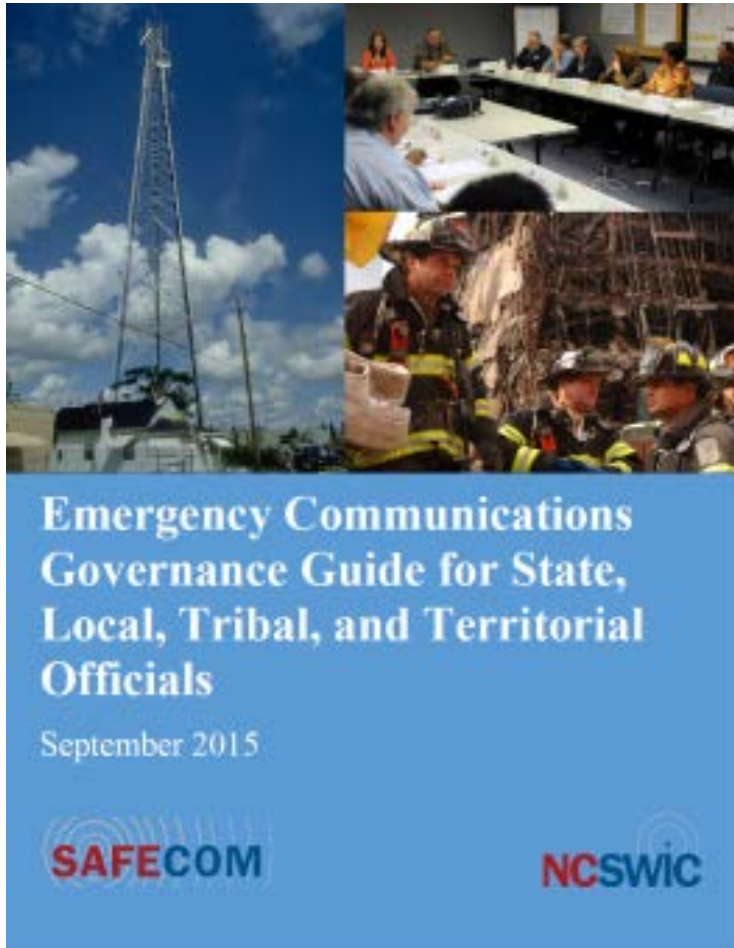
**Homeland  
Security**

## Interoperability Continuum



# Governance Development

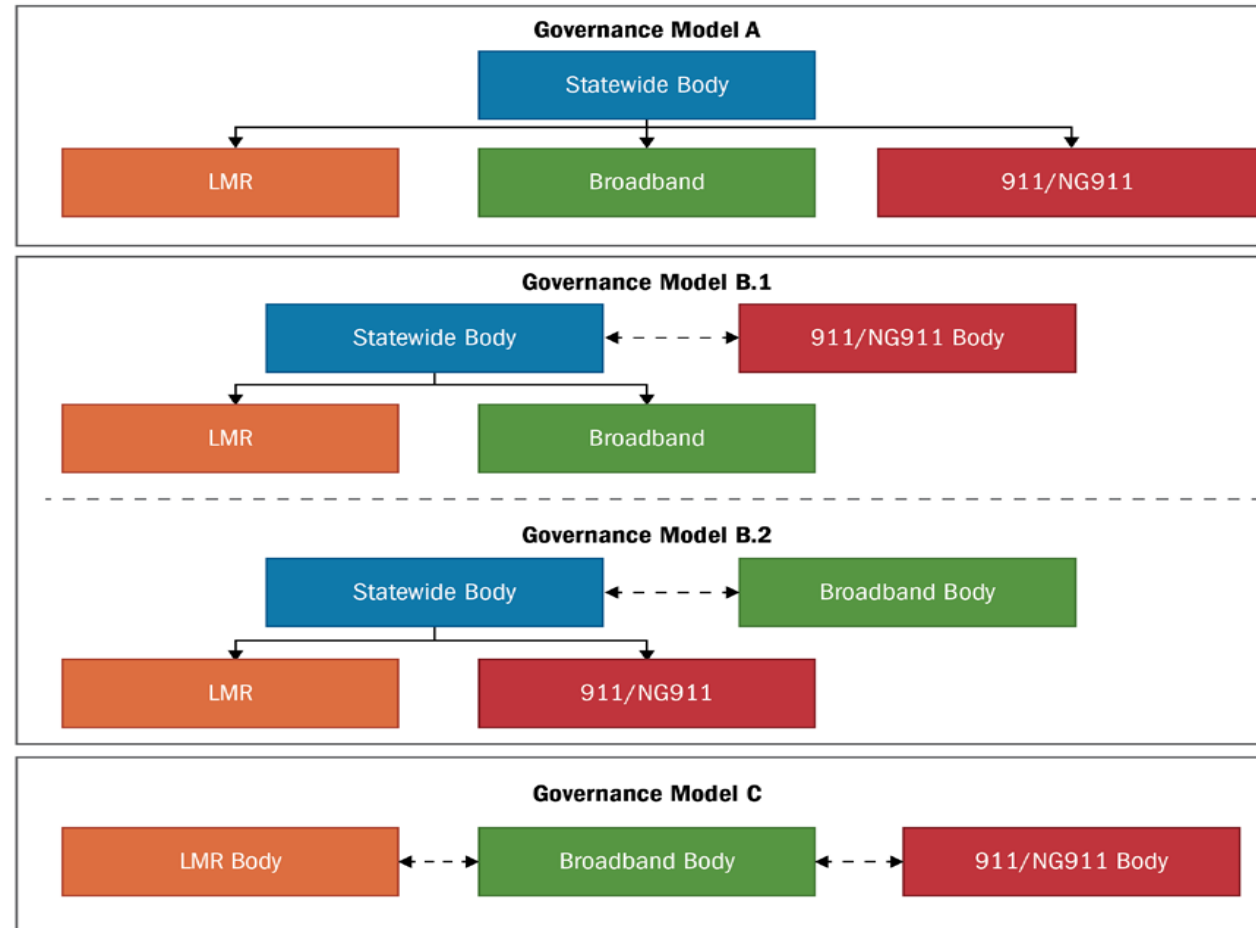




# DHS Governance Guide

- **“Governance is a critical component of successful interoperable emergency communications.”**
- **“Developed with direct input from a wide array of responders across the country...”**
- **“...The tool provides information on successful and repeatable models from across the county...”**

# Governance Models



# Creation of Governance Body

- **Ad-hoc**
  - Depends on volunteer participation
  - Success of the committee depends on skill sets of individuals who are willing to serve
- **Resolution/Executive Order**
  - Formal structure established by elected officials
  - Risk of change of direction if board changes
- **Codified in Law**
  - Sustained as administrations change

# Effective Governance



# Key Criteria for Effective Governance

- **Formal Authorization**

- Informs all stakeholders as to the importance of the mission and powers of the board and establishes its credibility

- **Charter/Bylaws**

- Must describe the purpose of the group, powers, membership, logistics, desired outcomes and operating principles

# Criteria for Effective Governance

- **Balance Membership**

Essential for maximizing planning, containing costs, effectiveness of technology, establishing SOPs and conducting training and exercise programs

- **Public Safety Communications Focus**

The board should be focused on establishing and enhancing public safety communications and interoperability

# Criteria for Effective Governance

- **Shared Decision Making and Goals**

**A shared vision and mission actively developed and promulgated amongst stakeholders is a critical foundation for accomplishing consensus goals**

- **Effective Leadership**

**The board chair must have a passion for enhancing operable and interoperable public safety communications**

# Criteria for Effective Governance

- **Transparency**

**The board must be transparent in all its meetings and actions to establish credibility**

- **Outreach and Information Sharing**

**Transparency means reaching out to all applicable governments and disciplines to inform about of the board's activities**

# Governing Standards



# SAFECOM Interoperability Continuum



**Homeland  
Security**

## Interoperability Continuum

Governance	Areas of Documentation  Limited Leadership, Planning, and Collaboration Among Agencies with Minimal Investment in the Sustainability of Systems and Documentation	Individual Agencies Working Independently				Informal Coordination Between Agencies	Key Multi-Discipline Staff Collaboration on a Regular Basis	Regional Committee Working within a Statewide Communications Interoperability Plan Framework	High Degree of Leadership, Planning, and Collaboration Among Agencies with Commitment to and Investment in Sustainability of Systems and Documentation	
Standard Operating Procedures		Individual Agency SOPs				Joint SOPs for Planned Events	Joint SOPs for Emergencies	Regional Set of Communications SOPs		National Incident Management System Integrated SOPs
Technology		DATA ELEMENTS	Swap Files	Common Applications	Custom-Interfaced Applications	One-Way Standards-Based Sharing	Two-Way Standards-Based Sharing			
		VOICE ELEMENTS	Swap Radios	Gateway	Shared Channels	Proprietary Shared System	Standards-Based Shared System			
Training & Exercises		General Orientation on Equipment and Applications		Single Agency Tabletop Exercises for Key Field and Support Staff	Multi-Agency Tabletop Exercises for Key Field and Support Staff	Multi-Agency Full Functional Exercises Involving All Staff	Regular Comprehensive Regionwide Training and Exercises			
Usage	Planned Events		Localized Emergency Incidents	Regional Incident Management	Daily Use Throughout Region					

# Governance Standards Development

- **Establish Standards and policies for adding users, sites, and dispatch consoles**
- **Operational Standards establish common policies and practices for system operations**
- **Implement Naming Standards for simple identification of users, modes and sites**
- **Develop Maintenance Standards to establish best practices, qualifications for managers, engineers, and technicians to ensures that maintenance windows and notifications procedures are followed**

# What is Effective Governance?

## Effective Governance Promotes:

- **Transparency**
- **Consensus building**
- **Shared understanding of interoperability goals**
- **Technical coordination**
- **Operational consistency**
- **Sustained effort**
- **Cost mitigation**

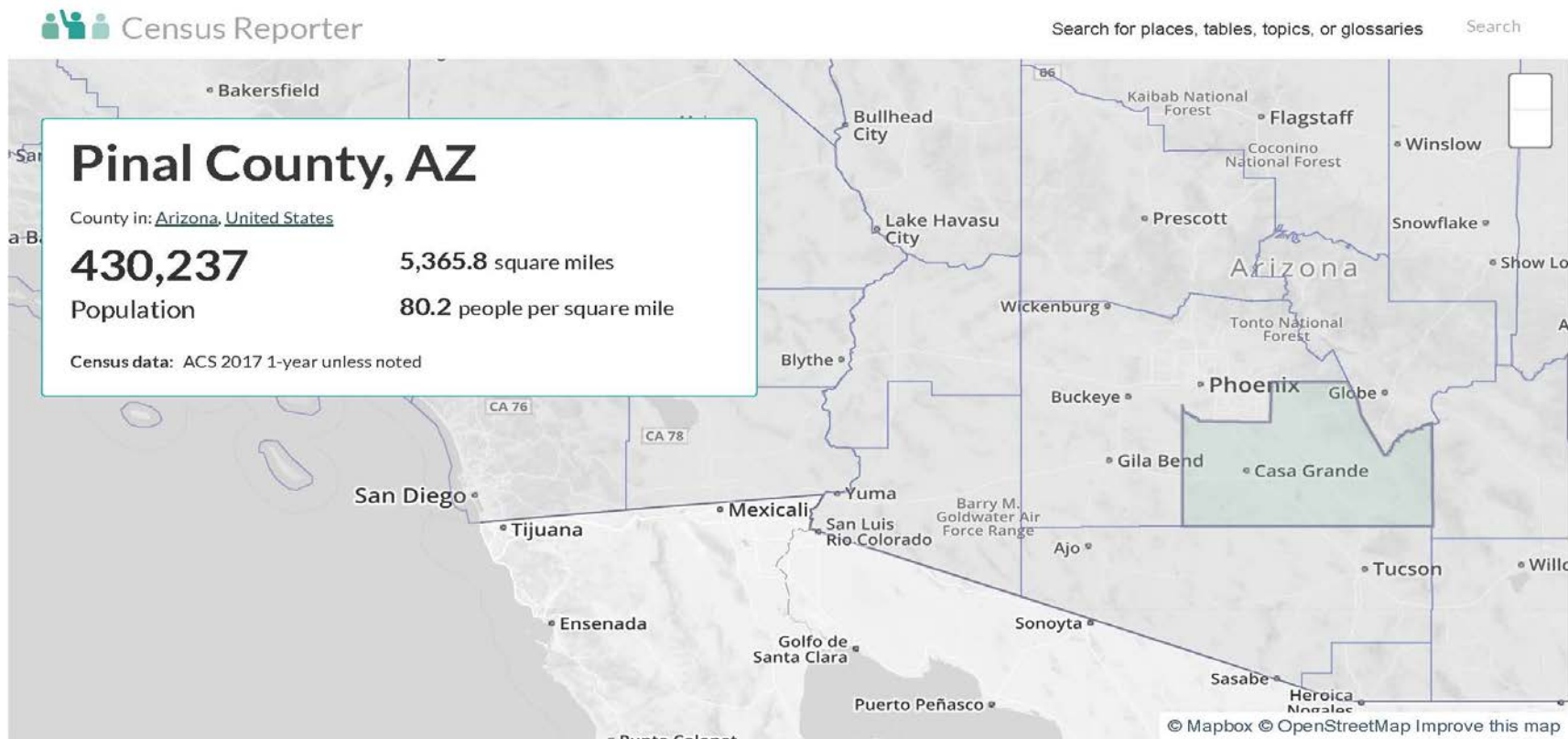


# Pinal County, AZ



***Jay Vargo***

# Pinal County Governance Project



# Pinal County Governance Project

- **Why Governance**

Just completed install of a county-wide 800MHz trunked radio system for the Sheriff Department which covered ~95% area of operations. Next step was to look regionalization, noting that this would require formal oversight and proper management in order to be successful.

To provide assistance to other local agencies in providing enhanced radio communications services to promote interagency and interoperability throughout the region.

# Pinal County Governance Project

- **How**

**Obtain expert assistance in developing a governance model that would reflect best practices and be customized for our specific organizational needs.**

**Assure that Executive oversight was properly established. Having Elective Official support and signoff was key. Having the appropriate leadership from the County was critical.**

# Pinal County Governance Project

- **Goal & Objectives**

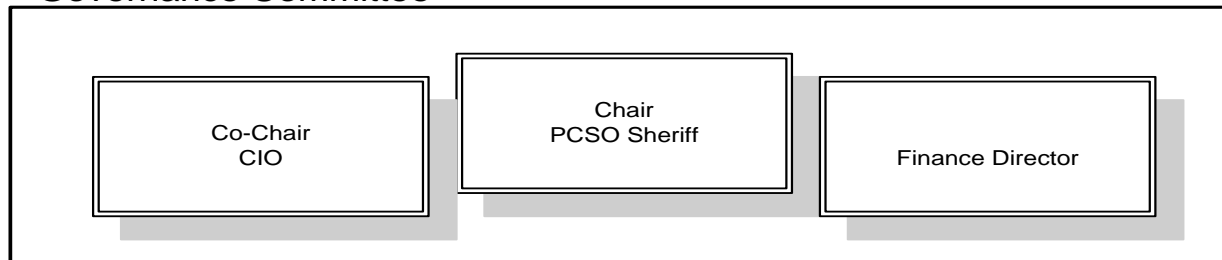
**Establish forum in which all public safety agencies that support Pinal County can voice their concerns and get assistance from other agencies on common issues.**

**Establish a formal process in which to prioritize and implement enhancements to existing public safety communications operations for the region.**

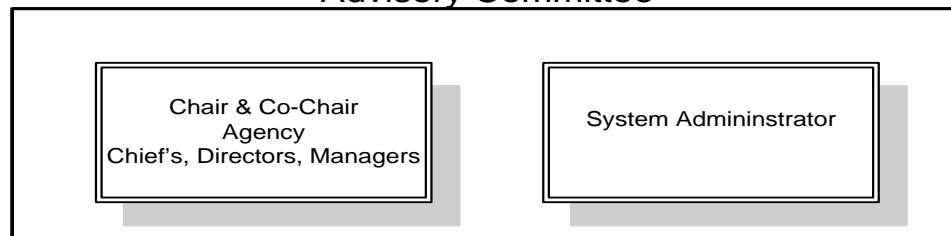
**Help improve awareness of interagency operations as well as new technologies that improve these operations.**

# Pinal County Governance Project

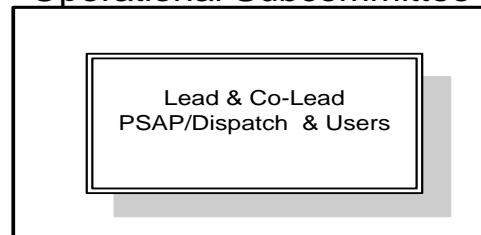
## Governance Committee



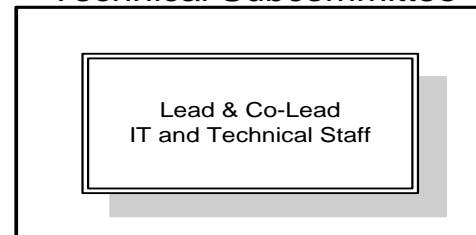
## Advisory Committee



## Operational Subcommittee



## Technical Subcommittee



# YOUR EXPECTATIONS REVISITED



## *QUESTIONS*

**Scott Wiggins**

**Vice President**

**Federal Engineering**

**swiggins@fedeng.com**

**651-983-9306**

**Jay Vargo**

**Public Safety Systems Manager**

**Pinal County, Arizona**

**Jay.Vargo@pinalcountyz.gov**

**520-866-6336**

**Thank You!!**

**Federal Engineering, Inc.**

**10560 Arrowhead Drive**

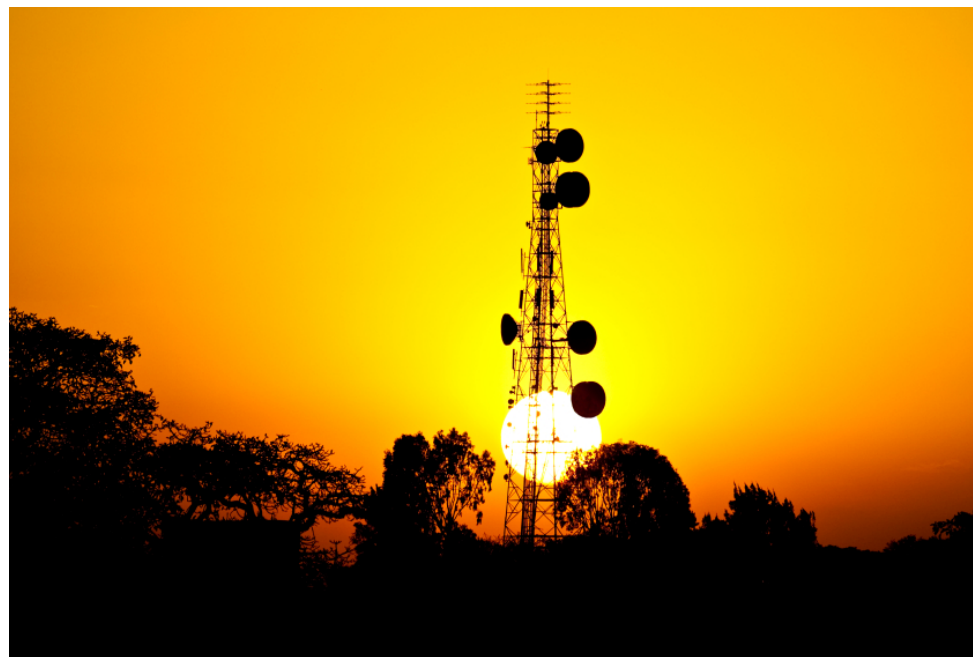
**Fairfax, VA 22030**

**703-359-8200**

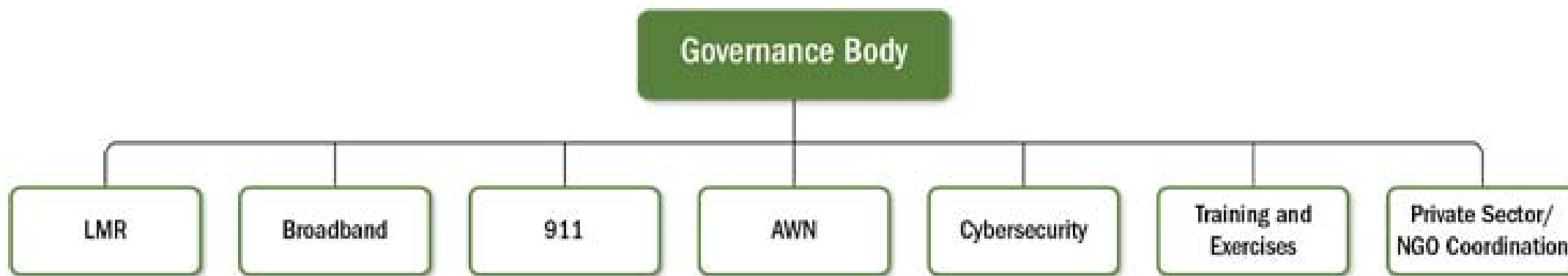
**[www.fedeng.com](http://www.fedeng.com)**

**[facebook.com/federal.engineering.inc](https://facebook.com/federal.engineering.inc)**

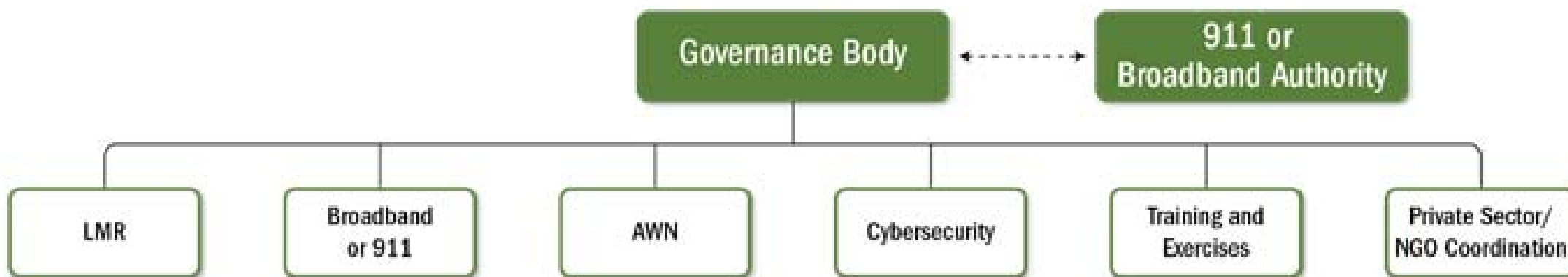
**[linkedin.com/company/federal-engineering-inc](https://linkedin.com/company/federal-engineering-inc)**



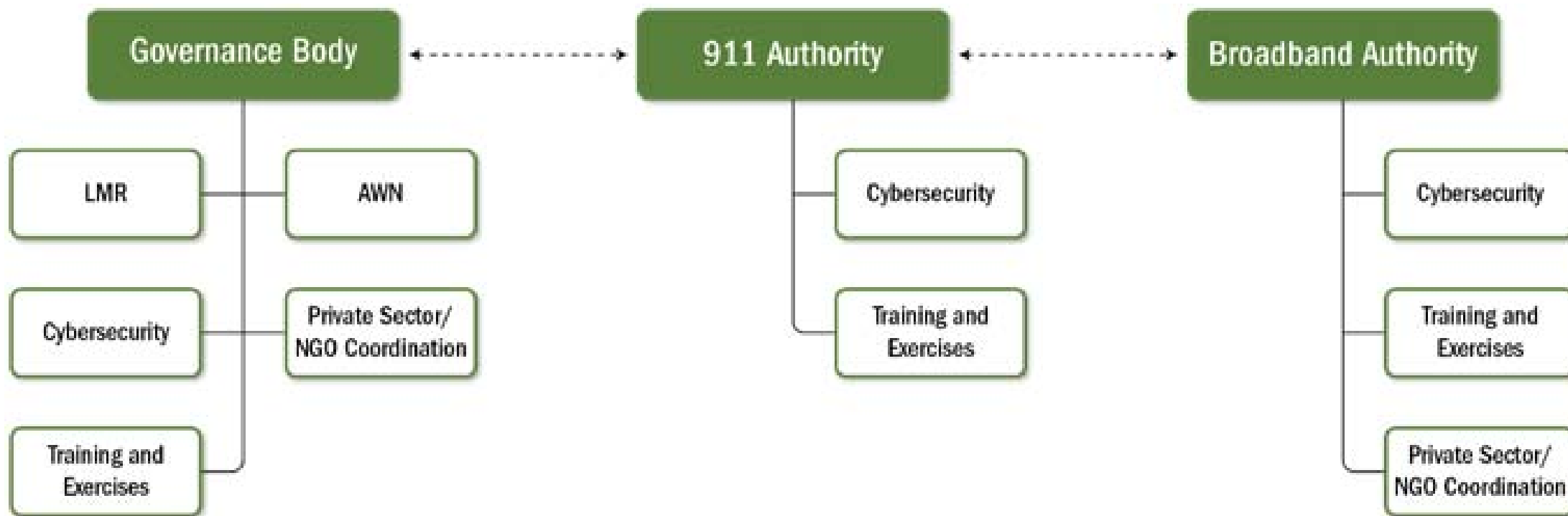
## Model A: Governance Body With Subcommittees for Each Function Model



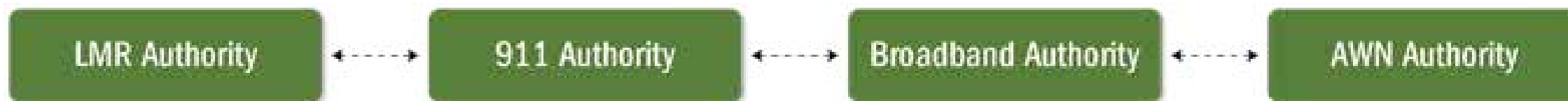
## Model B: Governance Body With a Broadband or 911 Authority



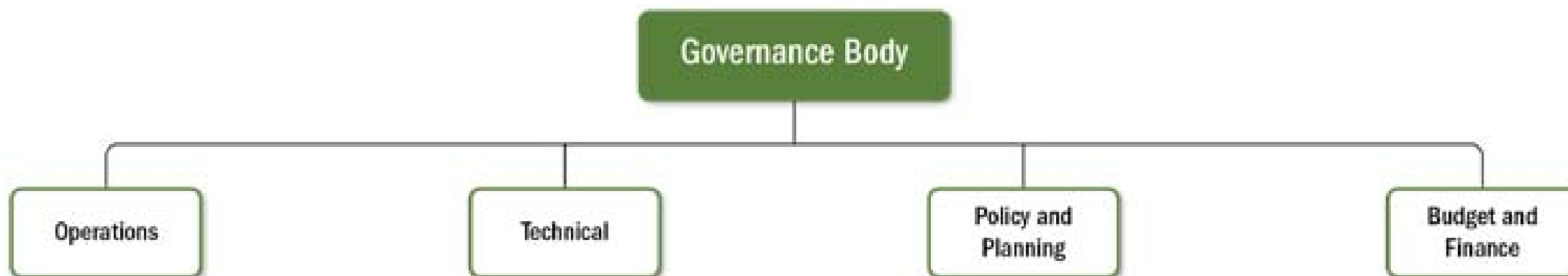
## Model C: Governance Body With 911 and Broadband Authorities With Subcommittees



## Model D: Government Establishes Authorities for LMR, 911, Broadband, and AWN



# Model E: Subject Matter Expert Governance Body Across All Communications Technology Functions



# Model F: Working Group Governance Body Across All Communications Technology Functions



