
*Public Safety and Education
Communications Governance Council
(PSECGC)*

Business Plan

November 18, 2008

Introduction

Governor C. L. “Butch” Otter established the PSECGC in 2008 through Executive Order No. 2008-01. In this order, senior government leaders are being asked to work across agency boundaries and to develop coalitions and partnerships. These partnerships will be fundamental to addressing and meeting Idaho’s telecommunication challenges in the decades ahead.

Governor Otter seeks to reframe the issues and concerns surrounding public safety and education communications needs. Linking and integrating the various services and strategies to assure coordination of resources, as well as cost and program effectiveness, in efforts to maximize communications capabilities. Successful collaboration results from building bridges and fostering communications. By listening to each other and building on our experiences, we can find commonalities, which serve to break down barriers with groups. Collaborating with private sector organizations, may be one of the most important strategies for accomplishing our goals.

Public safety involves the prevention of and protection from events that could endanger the safety of the general public from significant danger, injury/harm, or damage, such as crimes or disasters (natural or man-made). To fulfill the responsibilities as set forth in Executive Order 2008-01, the term “public safety” includes the support of emergency management services. Specifically, critical communications equipment and resources needed from each pre-designated major emergency responder organization within the state, in an effort to prepare for disasters before they occur, provide disaster response when necessary, and provide support for rebuilding society after a natural or human-made disaster has occurred.

Note that “Major Emergency Responders” are the agencies (ITD, OCIO, ISP, etc...) that have been predetermined as having critical Public Safety communication capabilities and a predetermined\defined mission to shift (as directed by the designated public safety response\incident commander) those assets in response to a significant disaster in support of ongoing public safety activities.

The Council recognizes the value of interacting with others, where true collaboration exists, not the imposition of will. Once a shared vision is developed, there must be a series of actionable steps to reaching the collaborative goals. Setting long-term goals around what the Council seeks to accomplish in these areas is perhaps one of the most critical elements. This document is the first step in accomplishing the Governor’s mandate.

Besides setting long-term goals, the Council sees the importance of setting short-term actionable items that could be achieved incrementally. Setting small, attainable, and pragmatic goals will enable the Council to reach overall goals on an incremental basis. This type of planning logically leads to an examination of what are the processes and activities in place to ensure that goals are reached.

Shared vision and common goals can only be achieved by developing people’s trust. The Council must develop credibility by demonstrating its collective knowledge and insight into the needs of state government. Documenting short-term performance of long-term planning will

allow the Council to better articulate resource needs in relation to their contribution to desirable outcomes. Performance measurement encapsulates sound management and accountability in aligning the operation of an organization with the realization of a defined set of outcomes or end states. The use of well-defined performance measurements will allow the Council to rationalize and justify collaborative opportunities projects and the sharing of resources.

Under performance-based telecommunications services, consumer agencies communicate to the Network Operations Center the results they want, not how to do the work and then measure whether or not the results are achieved. Ingenuity provides very divergent methods for meeting agency objectives. This approach represents one of the most promising ways to achieve accountability and maintain agency autonomy simultaneously, while meeting the Governor's objectives.

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Mission

The mission of the PSECGC (Council) is to leverage the resource needs for state and statewide public safety and education communications in Idaho. The Council is responsible to develop sustainable investment strategies and to provide oversight of the infrastructure. The Council will establish priorities, approve system development and investments. The Council will set policy based on the specific requirements for delivering public safety and education communications services.

Vision

Complete operational coordination of a statewide information infrastructure that provides timely and reliable telecommunications for public safety and education, constructed and supported in a manner that best serves the citizens of the state of Idaho; and specifically meeting education's requirements for scalable high-bandwidth connectivity, Internet access and inter-active video classroom capability.

Core Functions/Statutory Authority

Executive Order No. 2008-01 Establishing the Public Safety Communications Governance Council.

Council Overview

The mission of the Council is to leverage the resource needs for state and statewide public safety and education communication needs in Idaho.

The Council's responsibilities shall be:

- Make decisions regarding public safety and education communications network architecture, network capacity and the management of that capacity.
- Deal with crisis communications requirements.
- Set levels of access during emergencies.
- Develop innovative funding solutions to maintain and grow infrastructure as required.
- Oversee the investment program status.
- Sign service-level agreements with agencies that have been approved to use the systems.
- Coordinate and manage relationships with partner agencies.
- Set management priorities.

Governance

Voting membership shall include a chair and the directors of the following State entities:

- Adjutant General, Idaho Military Division (chair);
- Idaho State Police;

- Department of Administration;
- Idaho Transportation Department;
- Department of Health and Welfare;
- Department of Education; and
- Others as determined by the Chair.

Non-Voting members shall include the following.

- Executive Office of the Governor;
- State Communications (EMS/ITD Dispatch);
- Bureau of Homeland Security;
- Public Safety Communications (Microwave Services);
- Emergency Communications Commission;
- Statewide Interoperability Executive Council;
- Information Technology Resource Management Council; and
- Others as determined by the Chair.

All members shall serve at the pleasure of the Governor.

Scope

The scope of the Council’s responsibilities encompasses overseeing of planning and implementation of all statewide communications components, such as but not limited to wide area and local area network connectivity, wireless communication, microwave, 2-way radio communication, traditional computer communications and interactive video conference system components.

Public safety communications is defined as; communication infrastructure, equipment and adequate bandwidth in support of emergency management and public safety services in Idaho; and is defined as those services, systems, functions and facilities identified in the State of Idaho’s Emergency Operation Plan and the National Emergency Communications Plan July 2008.

Education is defined as; communication infrastructure, equipment and adequate bandwidth in support of public education services in Idaho; and is defined as those services, systems, functions and facilities identified as supporting the state’s education system encompassing the 117 schools districts, 760 school buildings, 250,000 students, and 7 universities/colleges with 60,000 students.

Stakeholders

Stakeholders are defined as “individuals or organizations that stand to gain or lose from the success or failure of a system.” Stakeholders are those who are impacted by (or have an impact on) the network, their perspectives need to be taken into account in order for any consolidation or collaborative effort to be successful. The stakeholders of the Council and the public safety and education network can be categorized into “Communities of Interest” as follows:

- State agencies
- Local governmental entities;

- K-12 Education;
- Higher Education.

Strategic Objectives

The Council is responsible to develop sustainable investment strategies and to provide oversight of the infrastructure. The Council will establish priorities, approve system development and investments. The Council will set public safety communications policy based on the specific requirements for delivering public safety communications services.

Three strategic goals have been identified that, if accomplished, will advance PSECGC in the desired direction.

Goal 1: Network Optimization - Council will design, implement and maintain high quality, secure network services, for all State entities with primary emphasis on public safety and education issues.

Objective 1.1: Assure a high quality network and communication system

Objective 1.2: Assure a secure network and system

Objective 1.3: Plan for the needs of the Idaho Education Network (IEN)

Goal 2: Partnership - Council will promote collaboration and cooperation, and develop partnerships that advance communications capabilities in the State.

Objective 2.1: Coordinate and manage relationships with partner agencies

Objective 2.2: Develop and promote standards to facilitate infrastructure consolidation, collaboration and integration

Objective 2.3: Collaborate and coordinate with the IT Resource Management Council (ITRMC) and Office of the CIO on public safety communications technology strategies

Objective 2.4: Collaborate and coordinate with the Statewide Interoperability Executive Council (SIEC) and Idaho Emergency Communications Commission (ECC)

Goal 3: Cost-effective and Affordable - Council will ensure stable funding for long-term operations and growth.

Objective 3.1: Develop innovative funding solutions to maintain and grow infrastructure as required

Objective 3.2: Identify and implement methods to reduce and contain communications expenditures

Objective 3.3: Aggressively pursue new funding opportunities

Appendix A - Short-term Projects and Performance Indicators

Goal 1: Network Optimization

Goal 1: Council will design, implement and maintain high quality, secure network services, with primary emphasis on public safety and education operations.

Objective 1.1: Assure a high quality network and communication system

Activity 1.1.1: Make decisions regarding public safety communications architecture, network capacity and the management of that capacity

Activity 1.1.2: Establish processes to inventory and validate telecommunications components and circuits

Activity 1.1.3: Identify and support crisis communications requirements

Activity 1.1.4: Oversee the state's Bureau of Homeland Security (BHS) investment strategy

Activity 1.1.5: Partner agencies' investment in and business requirements of the current network will be considered in Council decisions.

Objective 1.2: Assure a secure network and system

Activity 1.2.1: Manage architecture and capacity planning

Activity 1.2.2: Set management priorities and levels of access during emergencies

Activity 1.2.3: Develop and test a business continuity plan (BCP) for the network

Objective 1.3: Plan for the needs of the Idaho Education Network (IEN)

Activity 1.3.1: Conduct a needs assessment of the IEN

Activity 1.3.2: Create a multi-phased implementation for IEN

Activity 1.3.3: Identify start-up, short-term and long-term operational and financial requirements for IEN

Performance Indicators:

- Approved Network Operations Plan
- Approved Network Management Plan
- Approved network design and ownership demarcation zones

Goal 2: Partnership

Goal 2: Council will promote collaboration and cooperation, and develop partnerships that advance communications capabilities in the State.

Objective 2.1: Coordinate and manage relationships with partner agencies

Activity 2.1.1: Ensure effective and open coordination and cooperation with all state agencies, partner entities, and all statewide governmental entities

Activity 2.1.2: Sign service-level agreements agencies that have been approved to use the systems

Objective 2.2: Develop and promote standards to facilitate infrastructure consolidation, collaboration and integration

Activity 2.2.1: Produce the State Strategic Interoperable Public Safety Communications Plan

Activity 2.2.2: Coordinate technology strategies and policies that maximize value of the State's investments and ensure a cohesive approach to enterprise technology capabilities

Objective 2.3: Collaborate and coordinate with the IT Resource Management Council (ITRMC) and Office of the CIO on public safety communications technology strategies

Activity 2.3.1: Ensure policies fit within the larger framework of state IT policies set forth by ITRMC

Objective 2.4: Collaborate and coordinate with the Statewide Interoperability Executive Council (SIEC) and Idaho Emergency Communications Commission (ECC)

Performance Indicators:

- Appointment of full-time network coordinator
- Appointment of full-time operations manager
- Signed agreements establishing partner roles and responsibilities

Goal 3: Cost-effective and Affordable

Goal 3: Council will ensure stable funding for long-term operations and growth.

Objective 3.1: Develop innovative funding solutions to maintain and grow infrastructure as required

Activity 3.1.1: Maximize the value of the state's Bureau of Homeland Security (BHS) investment strategy funding

Activity 3.1.2: Develop and promote public-private partnership opportunities

Activity 3.1.3: Develop new sources of state funding to support continuing operations

Objective 3.2: Identify and implement methods to reduce and contain communications expenditures

Activity 3.2.1: Leverage public-private partnerships

Activity 3.2.2: Identify integration and consolidation opportunities

Objective 3.3: Aggressively pursue new funding opportunities

Activity 3.3.1: Research E-rate opportunities

Activity 3.3.2: Apply for federal and state grants whenever possible

Performance Indicators:

- Approved and funded 5-year operating budget
- Approved 5-year capital investment strategy
- Approved standards for network equipment and software
- Established state contracts for supply and service
- Appointment of inter-agency grant coordinator