WISCONSIN GOVERNANCE ASSESSMENT

APRIL 24, 2014

Office of Emergency Communications
Interoperable Communications Technical Assistance Program

Workshop Agenda

- Welcome & Introductions
- Summary of Technical Assistance Request
- Methodology of Assessment Data Collection
- Overview of Current Wisconsin Interoperability Governance Structure
- Assessment Findings
  - Review of Governance Documents and Pending Legislation
  - Discussion of the Telephone Interviews Results
  - Discussion of the End-User Survey Results
- Recommendations
- Open Discussion/Next Steps
- Closing Comments

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Welcome & Introductions

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Wisconsin Technical Assistance Request

- Wisconsin asked OEC/ICTAP to perform a governance assessment by providing these services:
  - Review all current governance documents.
  - Examine pending interoperability legislation.
  - Conduct telephone interviews with key interoperability officials to determine the effectiveness and efficiency of Wisconsin's current governance structure.
  - Conduct email survey of public safety end-users to determine their knowledge of state, regional and local interoperability efforts, as well as their knowledge and satisfaction with their representation in interoperability governance.
  - Compile and present final outcomes.

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Data Collection Methodology

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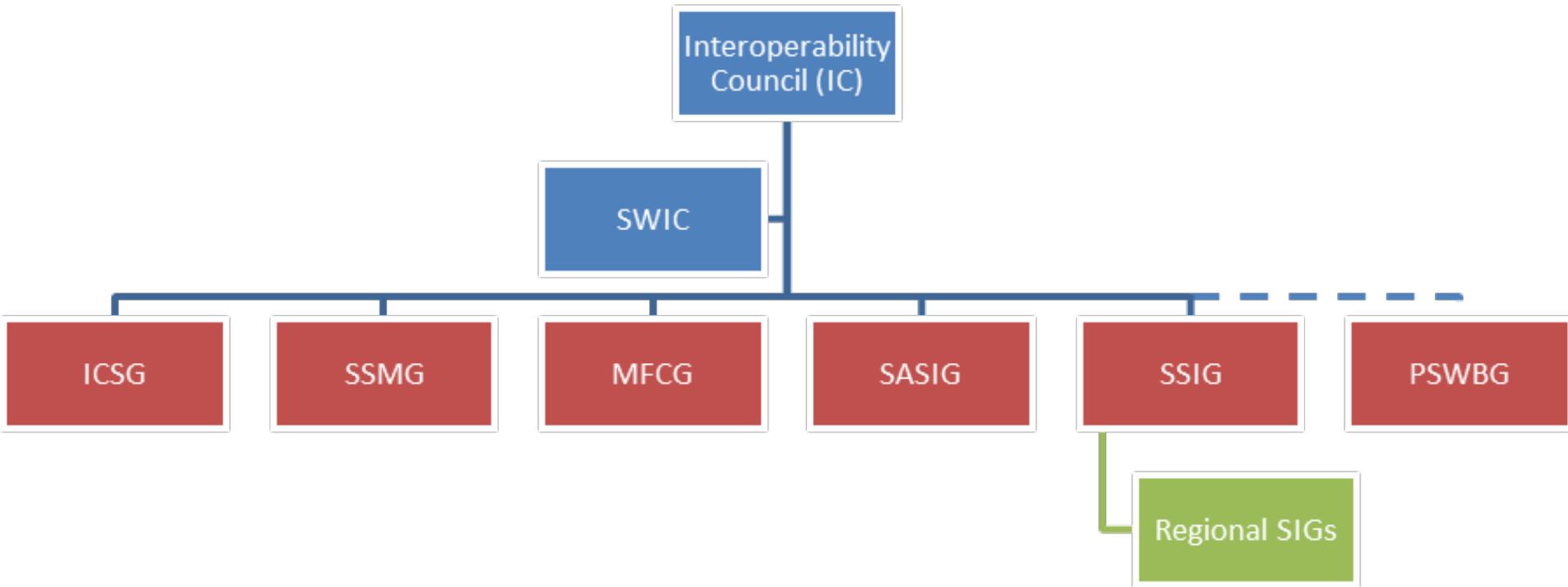# Wisconsin's Current Interoperability Governance Structure

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Wisconsin Governance Structure

Interoperability Council

- Created by Governor's Executive Order
- Members appointed by the Governor
- Authorized under state laws §15.107(18) & §16.9645
- Mission;
  - *Set goals, objectives, and develop a strategy to achieve statewide public safety radio interoperability.*
  - *Advise the State [Office of Justice Assistance] regarding the allocation funding available for this purpose.*
  - *Establish technical and operational standards for interoperable communications*
  - *Establish Certification criteria for persons who operate public safety interoperable communication systems for dispatch centers.*
  - *Establish minimum standards for public safety interoperable communication systems, facilities and equipment used by dispatch centers.*

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Working Groups

All Working Groups were created under the following authority:

"The State Interoperability Council (IC) is empowered through Wisconsin State Statute 15.107 (18) and is authorized to charter subcommittees of the Council."

- Serve as a resource and make recommendations to the IC concerning interoperability issues in Wisconsin

- Provide advice to the IC on interoperability issues, as needed

- Perform other functions as requested by the IC.

- Assist the Statewide Interoperability Coordinator (SWIC) and the IC as a liaison with other entities that perform similar duties for other radio networks in Wisconsin to ensure coordination of efforts.

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Interoperable Communications Standards Group (ICSG)

Mission:

"Assist with technical and operational standards for public safety interoperable communication systems, and guidelines and procedures for using public safety interoperable communication systems consistent with the goals, objectives and policies reflected in the Statewide Communication Interoperability Plan (SCIP)."

Tasks

- Recommend the adoption of Wisconsin Public Safety Technical and Operational Communications Standards for public safety interoperable communication systems, 911 centers/PSAPs.

- Identify entities seeking recognition of compliance with Wisconsin IC Standards for PSAP facilities and systems.

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Mutual Aid Frequency Coordination Group (MFCG)

Mission:

"Manage the day-to-day use of Wisconsin's statewide mutual aid frequencies and ensure the resource is equitably available to all public safety agency users within Wisconsin consistent with the goals, objectives and policies reflected in the SCIP."

Tasks

- Improve & facilitate interoperability of radio communications in Wisconsin by managing certain radio frequencies in Wisconsin on behalf of the IC.

State Agency SCIP Implementation Group (SASIG)

Mission:

"Foster communication between the IC and state agencies involved in public safety communications. The SASIG is comprised of public safety communications leaders from state agencies who offer input and assist with implementation of the goals, objectives and policies reflected in the SCIP. Implementation strategies include planning, training and exercising."

Tasks

• Improve and facilitate interoperability of state agency radio communications.

• The group will serve as a resource and make recommendations to the IC concerning strategic planning and the SCIP Plan.

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Statewide SCIP Implementation Group (SSIG)

Mission:

- Ensure communication and collaboration among Regional SCIP Implementation Council efforts and between the RSIG, IC and Office of Justice Assistance.

- Provide guidance to local implementers and regional coordinators to ensure compliance with the goals, objectives and policies reflected in the Statewide Communication Interoperability Plan (SCIP).

- Ensure that regional interoperability activities move the State closer to statewide interoperable public safety communications.

- Serve as a resource for, and make recommendations to, the IC concerning strategic issues and implementation of the SCIP Plan.

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Public Safety Wireless Broadband Group (PSWBG)

Proposed as a working group under the SSIG

"The mission of the Public Safety Wireless Broadband Workgroup (PSWBW) is to support the Interoperability Council's (IC) efforts as Wisconsin's designated point of contact for the nationwide Public Safety Wireless Broadband Project as described in IC Policy Statement 5."

Tasks:

- Determine the level of understanding of PSWB and other emerging technologies by local stakeholders.
- Identify a means of outreach and education of local stakeholders regarding PSWB.
- Identifying existing wireless data systems and their capabilities as it relates to PSWB.
- By region, identify PSWB needs and gaps.
- Identify and complete other tasks related to preparing for the NTIA PSWB planning grant.
- Serve as a resource and make recommendations to the IC, as needed
- Provide the IC with a recommendation regarding whether or not to participate in the NPSWBN.

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Statewide System Management Group (SSMG)

Mission:

- Provide **INTERIM** governance of WISCOM [charter].

- Ensure a creation and implementation of a communications infrastructure for statewide interoperability monitor progress, scope and effectiveness of WISCOM.

- Determine the governance structure and technical standards.

- Develop procurement actions.

- Establish policies, procedures, directives, and potential fees relevant to WISCOM operations.

- Review and authorize agencies submitting requests to join the system.

- **Determine the entity that will act as the operational administrator of WISCOM.**

- Identify funding sources and propose funding requests to appropriate participating agencies, and the process for dispersing funds.

Regional SCIP Implementation Groups (RSIG)

Established through Interoperability Initiative Policy Statement #1.

Mission:

- Lead local and regional planning for and implementation of SCIP implementation efforts.

- Coordinate grant applications for OJA funding opportunities to assist regional implementation efforts.

- Assist the Regional SCIP Coordinator in the successful migration to narrow banding of radio communications in the region.

- Conduct at least one meeting of public safety officials and policy-makers in the region to communicate progress in regional SCIP implementation, identify local concerns and potential resolutions, and provide opportunities for great local participation in regional interoperability activities.

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Governance Document Review Findings

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Documents Reviewed

- State Communications Interoperability Plan (SCIP)
- Wisconsin State Statutes §165.25 & §16.9645
- Governor's Executive Order 87
- Charters and By-Laws for all governance groups
    - Draft Charter for the Public Safety Wireless Broadband Group (PSWBG)
- Interoperability Initiative Policy Statements 1-5
- Proposed 2013 Assembly Bills 97, 98, 99, 100, 101, 102, and 186
- Governor's Order designating the Interoperability Council as Wisconsin's coordinator with FirstNet and for the Nationwide Public Safety Broadband Network (NPSBN)

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Document Findings

- All charters and bylaws should be updated to reflect elimination of OJA and the DOJ and WEM's interoperability duties and responsibilities.

- All state-level group charters and bylaws are almost identical and should be revised to reflect the specific activities and functions of each group.

- There are inconsistencies between the charters and the bylaws of most groups in several areas including duties and responsibilities, officers, terms, members/alternates, authority, etc..

- Most charters/bylaws lack Mission and Vision Statements.

  o Missions listed are generally duties and responsibilities.

- The RSIGs should have individual charters as they do by-laws.

- The SSMG charter should be revised to focused on the SSMG, rather than the WISCOM system.

Legislation Findings

- All Assembly Bills, should be updated to remove references to OJA and insert proper Department, i.e. DOJ or WEM.

- Assembly Bill 99 and Assembly Bill 186 contradict each other.

- Assembly Bill 100 does not list who is responsible for liaising with the granting body and submitting required reports.

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Telephone Interview Results

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Methodology

- Conduct background conference calls with Wisconsin state and regional/local representatives.
- Conduct phone interviews with representatives from state and regional interoperability groups and agencies.
  - o Interviews consisted of a series of 16 questions to measure the effectiveness of each group, their members, goals, results.
  - o All questions were vetted and approved by DOJ and a designated regional level representative.
- At the end of each interview, personnel were given the opportunity to provide any additional information they deemed important and relevant.

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Agencies/Groups Interviewed

- Wisconsin Emergency Management
- Wisconsin Department of Justice
- Interoperability Council (IC)
- Interoperable Communications Standards Group (ICSG)
- Mutual Aid Frequency Coordination Group (MFCG)
- State Agency SCIP Implementation Group (SASIG)
- Statewide/Regional SCIP Implementation Group (SSIG)
- Statewide System Management Group (SSMG)
- Regional SCIP Implementation Groups (RSIGs)
  - East Central Region/Northeast Region/Northwest Region/Southeast Region/Southwest Region/West Central Region

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Frequency of Group Meetings

State/Regional Group	Meets Regularly	Not Met in Last 6 Months
IC	🟩	
ICSG		🟥
SSMG	🟩	
MFCG	🟩	
SASIG		🟥
SISG		🟥
EAST CENTRAL	🟩	
NORTHEAST	🟩	
NORTHWEST	🟩	
SOUTHEAST	🟩	
SOUTHWEST		🟥
WEST CENTRAL	🟩	

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Is Frequency of Meetings Sufficient?

State/Regional Group	YES	NO
IC	🟩	
ICSG		🟥
SSMG	🟨	
MFCG	🟩	
SASIG		🟥
SISG		🟥
EAST CENTRAL	🟩	
NORTHEAST	🟩	
NORTHWEST	🟩	
SOUTHEAST	🟩	
SOUTHWEST		🟥
WEST CENTRAL	🟩	

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Is the Group Functioning Well?

State/Regional Group	YES	NO
IC	🟩	
ICSG	🟩	
SSMG	🟩	
MFCG	🟩	
SASIG		🟥
SISG		🟥
EAST CENTRAL	🟩	
NORTHEAST	🟩	
NORTHWEST	🟩	
SOUTHEAST	🟩	
SOUTHWEST		🟥
WEST CENTRAL	🟩	

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Does the Group Have Current & Clear Goals?

State/Regional Group	YES	NO
IC	**Charter Only**	
ICSG		
SSMG		
MFCG		
SASIG		
SISG		
EAST CENTRAL		
NORTHEAST		
NORTHWEST		
SOUTHEAST		
SOUTHWEST		
WEST CENTRAL		

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Are Members Formally Selected?

State/Regional Group	YES	NO	UNKNOWN
IC	Governor Appoint.		
ICSG			
SSMG			
MFCG			
SASIG			
SISG			
EAST CENTRAL			
NORTHEAST			
NORTHWEST			
SOUTHEAST			
SOUTHWEST			
WEST CENTRAL			

Is The Group Currently Effective?

State/Regional Group	YES	NO
IC	🟩	
ICSG		🟥
SSMG	🟩	
MFCG	🟩	
SASIG		🟥
SISG		🟥
EAST CENTRAL	🟩	
NORTHEAST	🟩	
NORTHWEST	🟩	
SOUTHEAST	🟩	
SOUTHWEST		🟥
WEST CENTRAL	🟩	

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Is Membership Inclusive?

State/Regional Group	YES	NO (GAP/ISSUE)
IC		
ICSG		
SSMG		Group is too Large
MFCG		Police Chief Vacancy
SASIG		
SISG		
EAST CENTRAL		Not all Disciplines
NORTHEAST		Not all Disciplines
NORTHWEST		
SOUTHEAST		
SOUTHWEST		Not Inclusive
WEST CENTRAL		

Need For Group Chair Interaction?

State/Regional Group	YES	NO
IC		
ICSG		
SSMG		
MFCG		
SASIG		
SISG		
EAST CENTRAL		
NORTHEAST		
NORTHWEST		
SOUTHEAST		
SOUTHWEST		
WEST CENTRAL		

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Interviewee
Comments & Recommendations

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Interoperability Council

- Need to review and solidify membership.
- Goals have not been reviewed or updated since the original charter.
- There appears to be little reporting back to the IC.
- There is a perception that the IC has become somewhat disengaged.
- The IC is facing new challenges with NPSBN and FirstNet.
- Lack of State support and funding has had a detrimental effect.
- Burn-out factor since many members belong to multiple working groups.

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Interoperable Communications Standards Group (ICSG)

- Task Driven with primary focus being on signing off task books.

- The group has no current goals.

- Group has not met since Summer of 2013.

- In 2011, ICSG focus was on:
  - o PSAP capabilities.
  - o Statewide PSAP Standards.
  - o Standards for public safety dispatchers.

- All efforts have stalled since the legislative subcommittee was formed to look into standards for telecommunicators.
  - o The IC has done nothing to resolve this issue.

Mutual Aid Frequency Coordination Group (MFCG)

- Very mature group.
- Need to fill vacancy from the Police Chiefs' Association.
- Many MFCG projects stalled due to lack of SWIC and transition to DOJ/WEM.
- Due to irregular meeting schedule, issues are not addressed in a timely manner.
- The MFCG needs to update the policies and procedures section(s) of the Wisconsin SCIP to reflect current status.

State Agency SCIP Implementation Group (SASIG)

- No meetings since January 2013.
- Assumed responsibility for inputting all state agency communications resources into Communications Assets Survey and Mapping Tool (CASM); developing SOPs for multi-agency responses; and coordinating interoperability training for state agencies.
  - None of these tasks have been completed.
- No current goals leading to a lack of interest by member agencies.

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Statewide SCIP Implementation Group (SSIG)

- No meetings since January 2013.

- No current goals.

- Total lack of coordination between state groups and local groups.

- SWIC vacancy and transition to DOJ/WEM has resulted in a loss of momentum.

- Lack of adequate funding resulted in low level of participation and interest.

- No State plan to move counties into WISOM.

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Statewide System Management Group (SSMG)

- The **group is too large** and has continual difficulty obtaining a quorum.
- Some members are not WISCOM users which makes it difficult for them to understand the system's operational and technical issues.
- Need to determine whether the Group should play an operational or advisory role.
- The actions of the SSMG are (not) disseminated.
- Concerns funding will go to Broadband, while the locals remain focused on continuing LMR needs.
- DOJ is the operational agency for WISCOM, but is not a member entity.

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Regional SCIP Implementation Groups (RSIG)

- All RSIGs seem to be functioning well with the exception of the Southwest RSIG which has not had a quorum meeting since 2012.

- The regions seem to be effectively functioning and addressing regional interoperability issues, assisting counties in completing their TICPs, and entering information into CASM.

- Some regions are working closely with WISCOM to develop Standard Operating Procedures; Testing Procedures; Roll-Call Procedures.

- Some regions also reaching out to neighboring states and dealing with interoperability issues.

- Regional Interoperability Coordinators have taken on the task of sharing information between the various groups.

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Regional Concerns

- All disciplines are not adequately represented in some regions, especially fire and EMS.

- There is no measurement tool to ascertain if the information being discussed and distributed by the RSIG is actually getting back to all first responders.

- The State should be assisting the regions/counties in examining new technologies.

- Lack of information flow from the State.

- Some Regional Chairs did not know which counties are in their region.

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Online Survey

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Survey Methodology

- Online survey sent via email to 3,800 stakeholders on February 11 and closed on March 14, 2014
- Included demographic, engagement, knowledge, and perception questions about Wisconsin communication governance

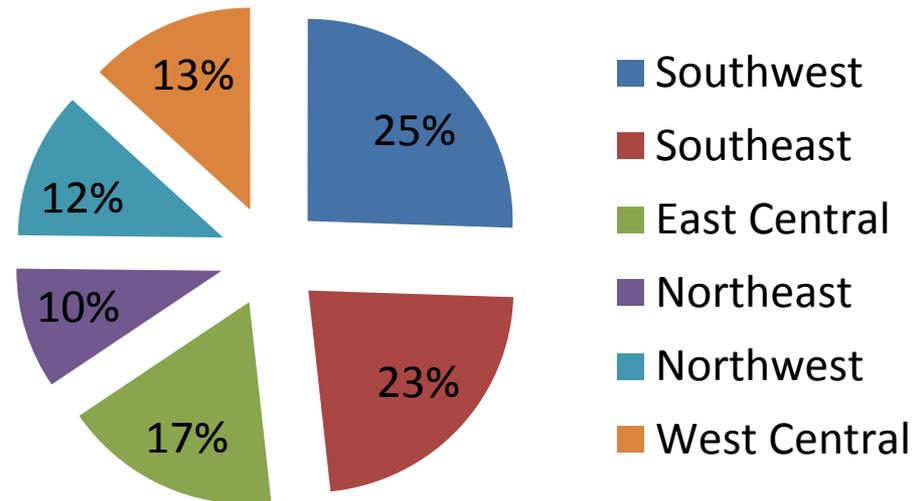|	Count	Percent
Invitations Sent.	3800	
Surveys started	712	19% response rate
Surveys completed	546	14% response rate
Surveys completed, no affiliation reported	401	73% of completed surveys
Surveys containing knowledge data for any group	145	27% of completed surveys

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Response Demographics

- Predominantly (91%) public safety respondents spread across numerous disciplines

- All 6 regions represented

- Most respondents (79%) at the local or county level

- 80% of respondents identified themselves as "administrator" level personnel

- Respondents generally mature in their positions with, on average, more than 22 years in public safety overall and more than 8 years in their current position.

Legend:
- Southwest — 25%
- Southeast — 23%
- East Central — 17%
- Northeast — 10%
- Northwest — 12%
- West Central — 13%

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Key Topics for Discussion

- Stakeholder population for public safety communications

- Stakeholder engagement in communications governance

- Stakeholder knowledge of the chartered responsibilities for the various groups

- Stakeholder perceptions of governance group effectiveness

- Per-group "take-home" messages

Stakeholder Population

- Survey indicates that the true stakeholder population is narrower and/or different than currently envisioned
  - Out of 3,800 invitations sent, a total of 546 respondents (14%) completed the online survey.
  - **401 respondents (73%) reported no affiliation or interaction, either direct or indirect, with any governance group.**
  - These individuals, by definition, would therefore not be considered "stakeholders" of these governance groups.

Bottom line?

Nearly two thirds of individuals who took the survey had no reason to do so.

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Stakeholder Population: Response Rate Tricks of the Trade

- Several scientifically proven ways to improve your survey response rates in the future

- Response rates effected by:
  - Incentives
  - Time
  - Relevant issue (i.e. engaging to stakeholders)
  - Pre-notification
  - Follow-up
  - Invitation

Stakeholder Population cont.

- Many "no affiliation" respondents likely appropriately un-affiliated
- Regional responses are proportionate with the overall response

% Unaffiliated by Discipline

% Unaffiliated by Role

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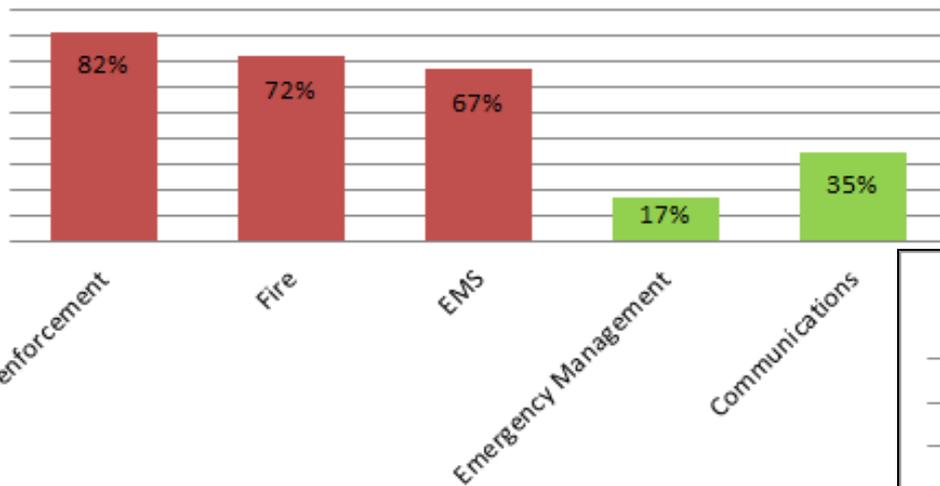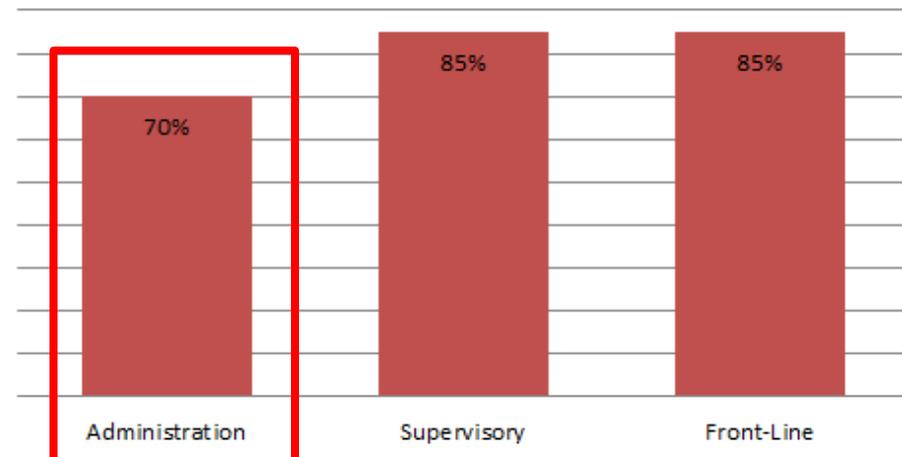
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Stakeholder Population cont.

- 8 survey respondents reported a tribal jurisdiction
  - **None of them reported an affiliation with any governance group.**
- Tribal respondents were from law enforcement, fire, emergency management, government, and NGOs
  - All reasonably expected to have an affiliation with one or more groups
- Four governance groups have designated membership roles for tribal representatives
  - None participated

Bottom line?

Data indicates both a tribal outreach and engagement issue.

Recommendations

1. Review and carefully redefine the stakeholder population relative to public safety communications across Wisconsin.

2. Focus future outreach and engagement efforts on this narrowed stakeholder population, eliminating queries to individuals who are unlikely to have a role in the communications interoperability planning/implementation process.

3. Improve outreach and engagement efforts with public safety professionals in the tribal agencies statewide.

4. Increase outreach to individuals in administrative positions within the relevant organizations who may need to increase their agency's involvement with the governance groups.

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Stakeholder Engagement

- Survey included 18 questions designed to gauge respondents' perspectives on their group(s) effectiveness.

- Respondents had five options to choose from for their answer:
  - Strongly Disagree
  - Disagree
  - Neither Agree nor Disagree
  - Agree
  - Strongly Agree

1	2	3	4	5
Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree

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Stakeholder Engagement, cont.

- Data collapsed across all questions and groups
- 58% of responses offered no opinion (i.e. selected "neither agree nor disagree") while only 42% offered any opinion of any kind

Overall Responses to Perception Questions

42%

58%

- No Opinion
- Opinion

Bottom line?

Regardless of the question asked, more than half of the individuals who took the time to take the survey actually offered no opinion.
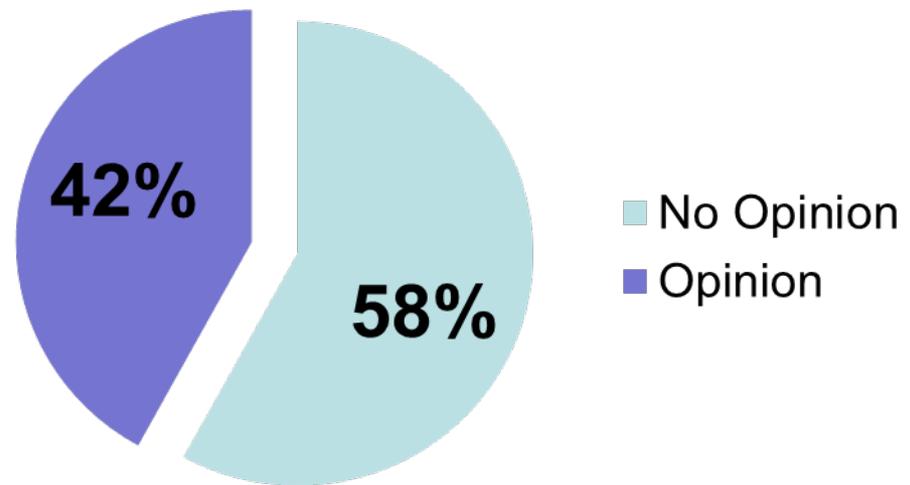
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Stakeholder Engagement, cont.

- There could be several possible reasons for this pattern:
  - Respondents truly had no opinion on these questions.
  - Respondents did not feel they had enough information to form an opinion on these questions.
  - Respondents did not "care" enough to provide their opinion on these questions.
  - The survey queried the "wrong" stakeholders and did not correctly sample engaged stakeholders.

Engagement: Tricks of the Trade

- Increase engagement by…
  - Clarifying and explaining the importance of overall purpose
  - Clarifying specific goals of each group
  - Clarifying role of each group in context of the overall purpose
  - Educating stakeholders as to their role in the process
  - Obtaining leadership buy-in at the department level
  - Personalize interoperability
  - Increasing communication

Bottom Line?

Don't lose the purpose in the bureaucracy

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Recommendations

1. Carefully define the stakeholder community for public safety communications in Wisconsin. Redirect future outreach efforts specifically to that community.

2. Establish clear, consistent outreach mechanisms that empower representatives to provide continued updates to their stakeholders and that allow stakeholders to provide their inputs directly to their representative.

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Stakeholder Knowledge

- The online survey queried respondent knowledge of the responsibilities of each governance group by asking each respondent to read a series of group responsibilities and identify which of those responsibilities came from the charter of that specific group.

- In each case, all chartered responsibilities for that group were choices and the pick list also included the chartered responsibilities of *other* groups as the "incorrect" answers.

- Set a 75% (i.e. a "C" average grade) correct threshold as realistic for any given group.

  - Exceeding this value would indicate that, on average, stakeholders could identify their own group's responsibilities **two thirds of the time**

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Stakeholder Knowledge, cont.

Group	Average Percent Score	Minimum	Maximum	Number
IC	74%	29%	100%	97
SSMG	71%	9%	91%	65
ICSG	60%	40%	80%	37
MFCG	69%	40%	100%	47
SASIG	63%	20%	100%	54
SSIG	64%	17%	100%	53
RSIC	66%	33%	100%	69
PSWBG	82%	67%	100%	24
Across all groups*	68%	18%	100%	145
Respondents with a score for all 8 groups				14

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Stakeholder Knowledge, cont.

Group	Average Member	Average Non-Member but affiliated
IC	74%	74%
SSMG	77%	70%
ICSG	67%	59%
MFCG	76%	69%
SASIG	72%	62%
SSIG	67%	64%
RSIC	67%	65%
PSWBG	89%	81%

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Stakeholder Knowledge, cont.

- These results may indicate a few issues:
  - Stakeholders (both group members and non-members alike) are not fully familiar with the responsibilities assigned to each governance group.
  - Mistakes could indicate too much similarity between group responsibilities or overlap between the perceived "swim lanes" of the various groups.
  - Most charters are 5 or more years old. Group responsibilities may have evolved over time away from how they were defined in the original group charter. Respondents may have been reporting their currently perceived responsibilities instead of their chartered responsibilities.

Stakeholder Knowledge: Tricks of the Trade

- Increase role knowledge by…
  - Clearly delineating "swim lanes"
  - Including the group responsibilities on all (or most) communications from that group
  - Periodically evaluating each group's responsibilities to ensure they are still relevant and being met
  - Improve outreach / communication efforts to stakeholders that include details about that group's responsibilities and *why* those responsibilities are important
    - Create a graphic that simplifies the responsibilities of different groups ("at-a-glance" detail, fact sheet, etc.)

Recommendations

1. Define the roles and responsibilities of the IC and revised IC subcommittees to be clear and distinct from one another.

2. Require all appointed members of each governance group to be fully knowledgeable in the roles and responsibilities of their assigned group.

3. Include group roles and responsibilities in all initial outreach material to group stakeholders.

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Brainstorming: Ways to Improve Outreach

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Per Group "Take Home" Findings

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Stakeholder Perceptions of Effectiveness

- Surveyed perceptions on the effectiveness of each group on topics such as
  - How well the group accomplishes its goals
  - How well the group members engage and represent their constituents
  - How well the group solicits inputs from and communicates with their stakeholders
  - How efficient, productive, and effective the group is
  - How participating in the group has benefitted the respondent

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Interoperability Council (IC)

Discipline	#
Law enforcement	29
Communications	20
Fire	14
Emergency Management	13
Emergency Medical Services	8
Government / Administration	6
Private Enterprise	2
Public Health	2
Hospital	1
Transportation	1
Non-governmental Organization	1

- Opinions on effectiveness overwhelmingly positive
- Challenges communicating with subcommittees & perceived inaction on issues
- Perceived issues with timeliness of decision process
- Lack of charter and bylaws
- Transition from OJA to WEM/DOJ

Since 01/2010...	%Yes
Do you know who your representative to this group is?	63%
Have you spoken directly with designated representative?	68%
... participated directly in the group?	45%
... brought issues or needs to the attention of the group?	42%
... received information requests from the group?	59%
... received progress reports from the group?	70%
... seen resolution to a public safety communication initiative because of the efforts of this group?	44%

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IC, cont.

- Recommendations
  - Develop and finalize a charter and bylaws for the IC.
  - Define the roles and responsibilities of the IC in the "care and feeding" of public safety interoperability statewide. Charter this group to define the policy, legal, and funding actions required to sustain public safety interoperability statewide.
  - Identify State funding for IC members to encourage their travel to/from IC meetings.
  - Define the advisory and reporting responsibilities of the IC to other state entities.
  - Recruit and employ additional DOJ staff to support IC activities and efforts.

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IC, cont.

- Recommendations
  - Define a consistent reporting mechanism for all subcommittees under the IC. Ensure that each subcommittee reports to the IC at least quarterly.
  - Document the IC process for receiving and addressing subcommittee and working group recommendations/input. Ensure that all stakeholders know what action the IC is taking on their recommendations or, if no action is taken, document why the IC has chosen not to act at this time.
  - Set a standing in-person meeting at least once a year for information sharing among the Chairs of the various IC Subcommittees. Augment this meeting with quarterly teleconferences among the Chairs.

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Discipline	Number
Law Enforcement	12
Communications	12
Emergency Management	7
Fire	3
Emergency Medical Services	3

Interoperable Communications Standards Group (ICSG)

- Membership is stable, members enjoy the group, and group is knowledgeable

- Overall, stakeholders are disengaged

- Has not met since Summer 2013; roles assumed by a legislative subcommittee

- Stakeholders not fully familiar with defined responsibilities of ICSG

Since 01/2010...	%Yes
Do you know who your representative to this group is?	27%
Have you spoken directly with designated representative?	27%
... participated directly in the group?	22%
... brought issues or needs to the attention of the group?	22%
... received information requests from the group?	24%
... received progress reports from the group?	22%
... seen resolution to a public safety communication initiative because of the efforts of this group?	24%

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Discipline	Number
Law Enforcement	23
Communications	14
Emergency Management	10
Fire	9
Emergency Medical Services	5
Government / Administration	2
Public Health	1
Transportation	1

Statewide System Management Group (SSMG)

- Generally positive opinions on effectiveness
- Stakeholders generally engaged
- Charter is about roles of WISCOM, not the roles of SSMG
- Stakeholders not fully familiar with defined responsibilities

Since 01/2010…	%Yes
Do you know who your representative to this group is?	62%
Have you spoken directly with designated representative?	57%
… participated directly in the group?	37%
… brought issues or needs to the attention of the group?	35%
… received information requests from the group?	43%
… received progress reports from the group?	57%
… seen resolution to a public safety communication initiative because of the efforts of this group?	46%

Discipline	Number
Law Enforcement	13
Fire	11
Communications	11
Emergency Management	6
Emergency Medical Services	4
Government / Administration	1
Prosecution	1

Mutual Aid Frequency Coordination Group (MFCG)

- Mature group with clear goals
- Effectively managing MARC channels
- Transition to DOJ/WEM rough
- Stakeholders not fully familiar with defined responsibilities

Since 01/2010…	%Yes
Do you know who your representative to this group is?	53%
Have you spoken directly with designated representative?	49%
… participated directly in the group?	23%
… brought issues or needs to the attention of the group?	32%
… received information requests from the group?	43%
… received progress reports from the group?	40%
… seen resolution to a public safety communication initiative because of the efforts of this group?	43%

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Discipline	Number
Communications	16
Law Enforcement	15
Fire	9
Emergency Management	8
Emergency Medical Services	4
Public Health	1
Government / Administration	1

State Agency SCIP Implementation Group (SASIG)

- Gave state agencies an initial engagement route in the SCIP
- Has not met since 2013
- Could not articulate a reason to meet
- Group is functionally dormant

Since 01/2010...	%Yes
Do you know who your representative to this group is?	44%
Have you spoken directly with designated representative?	43%
... participated directly in the group?	28%
... brought issues or needs to the attention of the group?	28%
... received information requests from the group?	35%
... received progress reports from the group?	44%
... seen resolution to a public safety communication initiative because of the efforts of this group?	31%

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Discipline	Number
Law Enforcement	15
Communications	14
Fire	11
Emergency Management	7
Emergency Medical Services	5
Government / Administration	1

Statewide/Regional SCIP Implementation Group (SSIG)

- Gave local agencies an initial engagement route to SCIP
- Provided an initial coordination body for the RSICs
- Has not met since 2013
- No evidence it currently coordinates the RSICs

Since 01/2010...	%Yes
Do you know who your representative to this group is?	53%
Have you spoken directly with designated representative?	49%
... participated directly in the group?	40%
... brought issues or needs to the attention of the group?	32%
... received information requests from the group?	43%
... received progress reports from the group?	43%
... seen resolution to a public safety communication initiative because of the efforts of this group?	32%

Discipline	Number
Law Enforcement	20
Fire	12
Emergency Medical Services	8
Emergency Management	12
Communications	15
Government / Administration	2

Region	Number
Southwest	16
Southeast	14
Northwest	11
Northeast	10
East Central	10
West Central	8

Regional SCIP Implementation Councils (RSICs)

- Opinions overwhelmingly positive; group perceived as effective and valuable
  - Some challenges with SW
- No direct input mechanism to IC

Since 01/2010…	%Yes
Do you know who your representative to this group is?	74%
Have you spoken directly with designated representative?	70%
… participated directly in the group?	59%
… brought issues or needs to the attention of the group?	45%
… received information requests from the group?	61%
… received progress reports from the group?	67%
… seen resolution to a public safety communication initiative because of the efforts of this group?	45%

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RSICs, cont.

- Recommendations
  - Retain the RSICs as the regional-level governance structures in Wisconsin.
  - Designate the SWIC as the official RSIC representative to the IC.
  - Update each RSIC charter/bylaws to more specifically represent the efforts/concerns of that region. Ensure each region documents a vision and mission statement for their RSIC, documents RSIC membership requirements, and an appointment, vetting and approval process for members.
  - Investigate additional state and/or federal funding options to sustain RSIC and RIC efforts. Provide funding for members to attend group meetings and to engage in group tasking, as needed.
  - Develop consistent outreach efforts from each RSIC to their regional stakeholders to encourage participation and engagement in interoperability efforts.

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Public Safety Wireless Broadband Group (PSWBG)

- Recommendations
  - Officially charter the PSWBG as a Subcommittee to the IC responsible for advising the IC on issues related to the Nationwide Public Safety Broadband Network (NPSBN). Include details such as representative participation, expectations, and reporting mechanisms.
  - Support this Subcommittee with task-oriented ad hoc working groups, as needed.
  - Define the role of the Wisconsin Single Point of Contact (SPOC) to FirstNet on this Subcommittee.

Discipline	#
Law Enforcement	6
Communications	5
Government / Administration	5
Emergency Medical Services	3
Emergency Management	2
Private Enterprise	2
Fire	1

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PSWBG, cont.

- Recommendations
  - Evaluate and define the stakeholder population of this Subcommittee. Focus future outreach efforts on this stakeholder group.
  - Carefully consider membership in this new group to include local, regional, and state agency participation. Define the constituency of each appointed member and define the vetting and approval process for each appointment.
  - Extend voluntary membership (either voting or advisory only) to key federal and/or military partner agencies.
  - Provide a written copy of the charter, bylaws, and all defined tasking to appointed members of any future PSWBN Subcommittee. Ensure that members have a consistent and perfect knowledge of the subcommittee's purview.

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Overall Recommendations

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Governance Structure Issues

- Over time, the governance structure responsible for coordinating interoperable communications in Wisconsin has become unnecessarily complex, cumbersome, and difficult to sustain.

- IC subcommittees present the most challenges.

  - Rely on many separate groups, often with the same or similar membership and the same or similar tasking, operating independently of one another without sufficient coordination.

  - Subcommittees vs. Working Groups

  - Standing but idle subcommittees

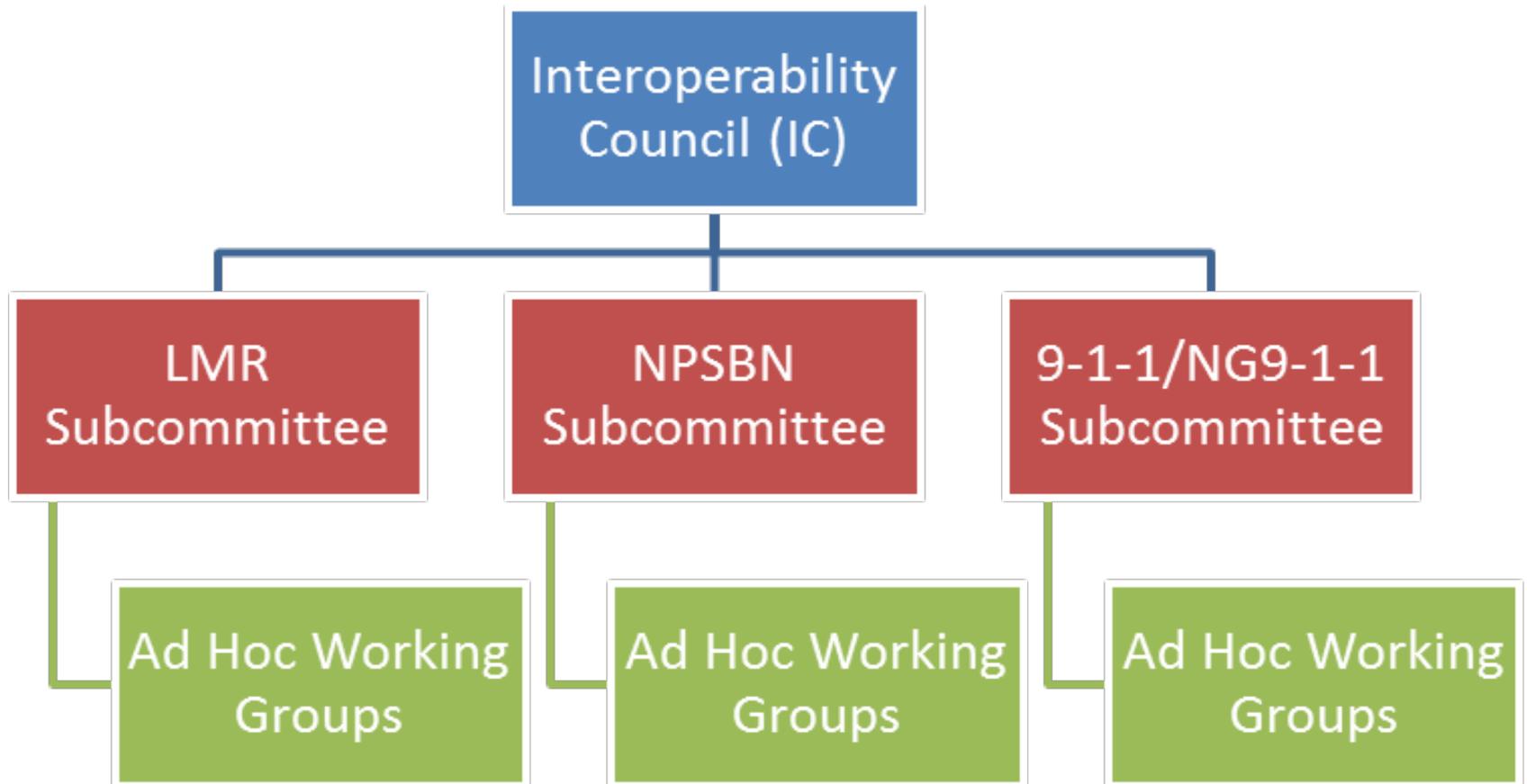   - Active subordinate groups under idle superordinate groups

Proposed Governance Structure

Interoperability Council (IC)

LMR Subcommittee | NPSBN Subcommittee | 9-1-1/NG9-1-1 Subcommittee

Ad Hoc Working Groups | Ad Hoc Working Groups | Ad Hoc Working Groups

Recommendations

- Clarify and define the role of the IC in setting public safety communication policy statewide. Task the IC with sustaining public safety communications across Wisconsin by including LMR, broadband (FirstNet), and 9-1-1 communication under their purview.

- Conclude the current subcommittees and working groups of the IC and consolidate their functions into three standing subcommittees. Charter those subcommittees as advisory groups to the IC (on LMR, PSWBN, and 9-1-1/NG9-1-1 topics, respectively) and task them with implementing policy decisions from the IC.

- Support each subcommittee with task-specific ad hoc working groups, as needed.

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Recommendations

- Retain the RSICs as the governance structure at the regional level in Wisconsin. Task the SWIC as the representative for the RSICs, and RICs, to the IC.

- Redefine membership in all groups to clearly identify member roles, responsibilities, and constituencies. Limit individual membership to one committee or subcommittee while allowing agencies/entities to be represented on more than one committee or subcommittee.

- Carefully define the stakeholder community for public safety communications in Wisconsin. Redirect future outreach efforts specifically to that community.

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Recommendations

- Establish clear, consistent outreach mechanisms that empower representatives to provide continued updates to their stakeholders and that allow stakeholders to provide their inputs directly to their representative.

- Outline priority tasking that includes formalizing charters for the IC and each subcommittee.   Define clear mission and vision statements for each subcommittee. Ensure all revised charters document the roles and responsibilities of both State DOJ and WEM.

- Revise the Wisconsin SCIP, once the revised governance structure is established. Engage the IC and its revised subcommittees toward achieving the stated interoperability initiatives contained in the revised SCIP.

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Questions?

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