

COPS Interoperable Communications Technology Program (ICTP)

- Initiated in FY03
- 65 grants have been awarded through FY06, totaling approximately \$250M
- All grantees have been required to attend project kickoff training provided by SEARCH
- Additional, no-cost technical assistance



Leadership



COPS Interoperable Communications Technology Program (ICTP) Grants

ICTP Grants

- FY03
- FY04
- FY05
- FY06



Leadership



COPS ICTP Technical Assistance Program

Technical Assistance methods:

- Conferences, workshops, summits, and other facilitated training
- Publications, including issue briefs, white papers, and guides offering in-depth analysis of technology issues and specific management recommendations
- Onsite and in-house technical assistance on using best practices in technology project governance, planning and project management



Training



TA



Publications

SEARCH National Technical Assistance Program

*Assisting justice and
public safety to develop,
operate, secure and
improve information
sharing and identification
systems.*



www.search.org

Make Technology Work for You
Justice • Public Safety • Homeland Security

COPS ICTP Technical Assistance Program

Kickoff Conferences



- FY2003 Grantees
Washington, D.C.
February 2004
- FY2004 Grantees
Miami, Florida
December 2004
- FY2005 Grantees
Phoenix, Arizona
November 2005

Training



Publications



COPS ICTP Technical Assistance Program

Advanced Workshops

- Denver
April 2005
- Columbus
June 2005
- Charlotte
July 2005



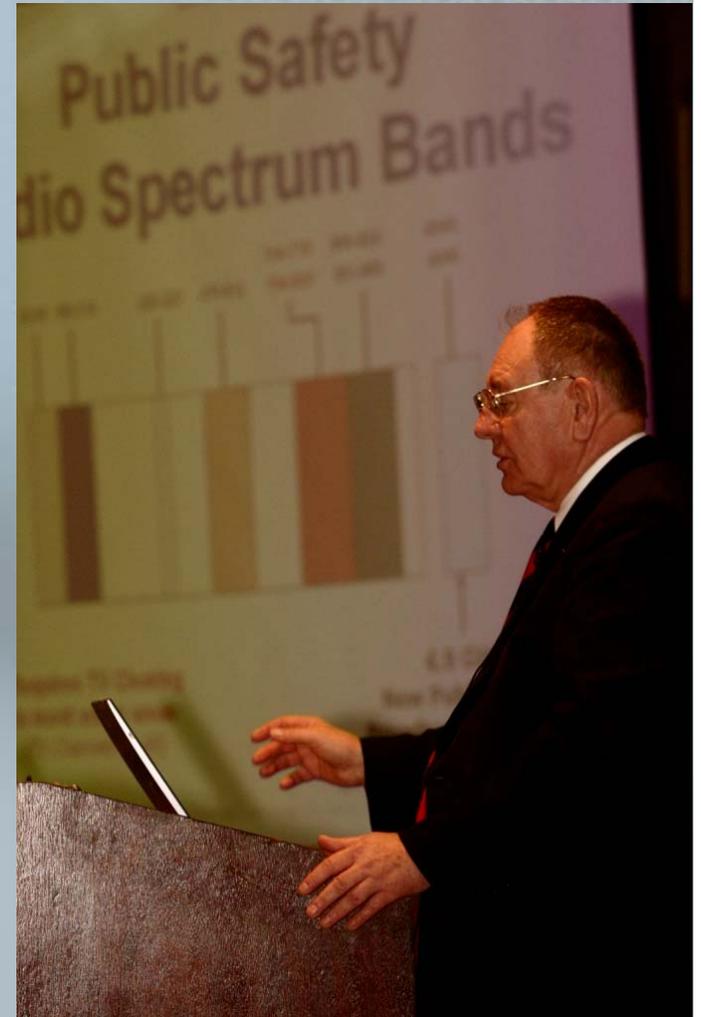
COPS ICTP Technical Assistance Program

National Interoperability Summit

May 24 - 25, 2006
Austin, Texas

Co-sponsored by DOJ & DHS

Approximately 150 persons
representing interagency
communications projects from
state, local, and federal
government.



Training



Publications



COPS ICTP Technical Assistance Program

National Interoperability Summit

May 24 - 25, 2006 – Austin, Texas

Challenges, lessons learned, best practices,
and recommendations on:

- Establishing governance structures and agreements
- Analyzing and documenting operational needs
- Project planning and management
- Procurement, contracting, and vendor management
- Implementation, operations, and performance measurement

Training



Publications



SEARCH

Technical Assistance Programs

- **COPS Interoperable Communications Technology Program (ICTP)**
 - Interagency communications projects across 2003-2006 grantees (65 grants)
- **COPS Technology Program**
 - Projects of many types across 2003-2006 grantees (~1350 grants)
- **DHS Interoperable Communications Technical Assistance Program (ICTAP)**
 - All DHS grantees are eligible; most assistance is going to tactical interoperable communications planning



TA Focus Areas

Effective governance structures development

Acquisition document development (RFI/RFP)

Systems evaluation

Information exchange analysis

Business process documentation

Technical documentation review

Needs analysis and assessment

Policy and procedure development

Strategic planning

IT procurement planning

Security assessments

Legal, policy and technical research

Infrastructure assessment

Meeting facilitation

Requirements development

Technology planning workshops

Statistical analysis

Standards development (XML, data exchange, functional, performance)

Information security policy development

Computer forensics policy and unit development

Performance measures development

"Very specific, practical and hands-on."

— Terry Speiker,
Intergovernmental
Relations Director,
Ramsey County
(Minnesota)

COPS

Technical Assistance Programs

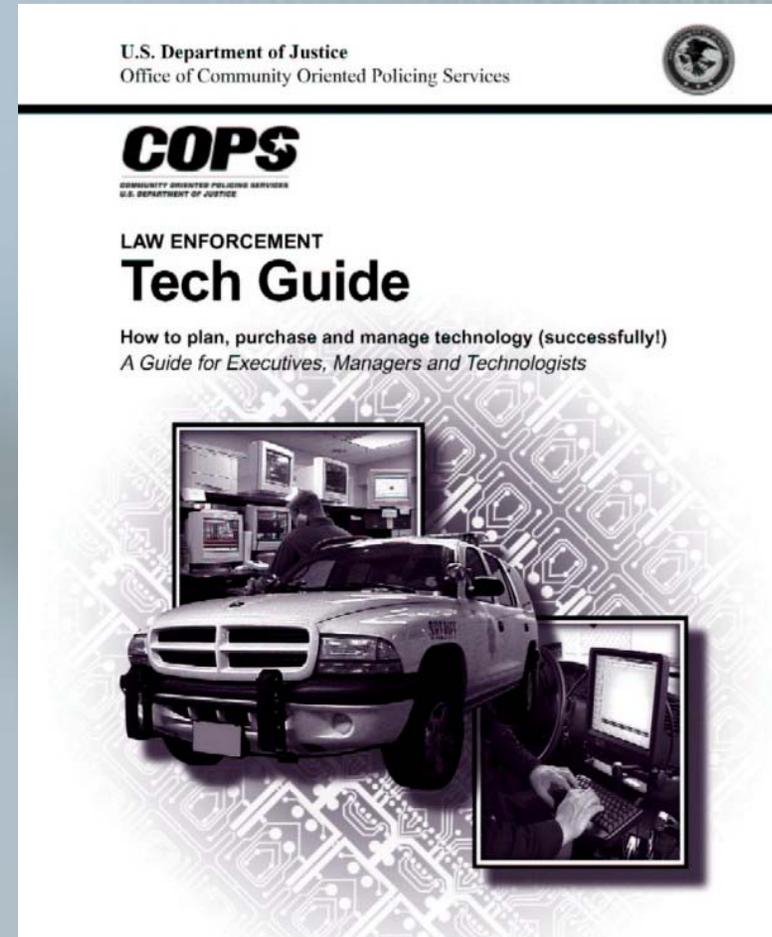
- *Law Enforcement Tech Guide*
 - Published in 2002
 - Approx. 10,000 copies distributed
 - Self-directed guide
 - Text for training



Training



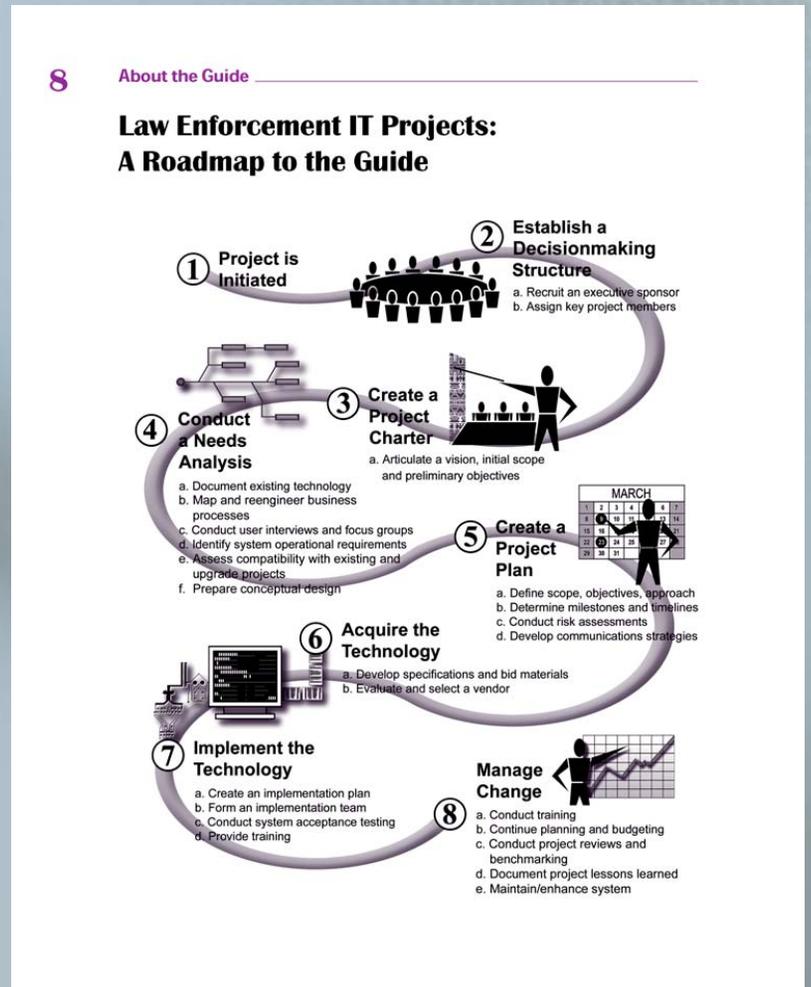
Publications



COPS

Technical Assistance Programs

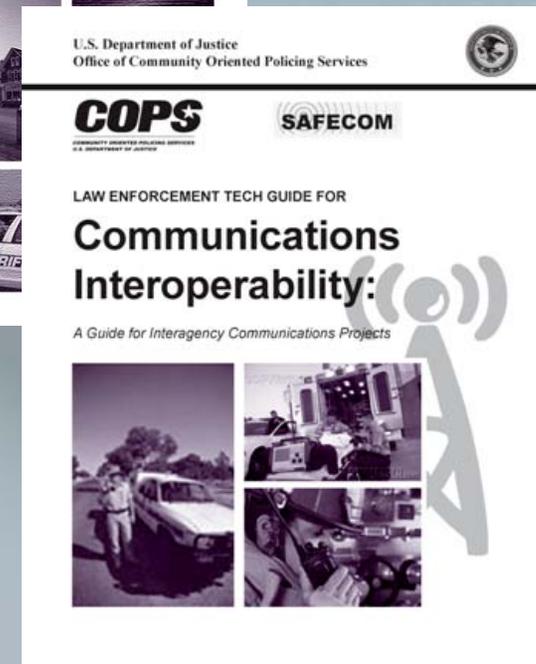
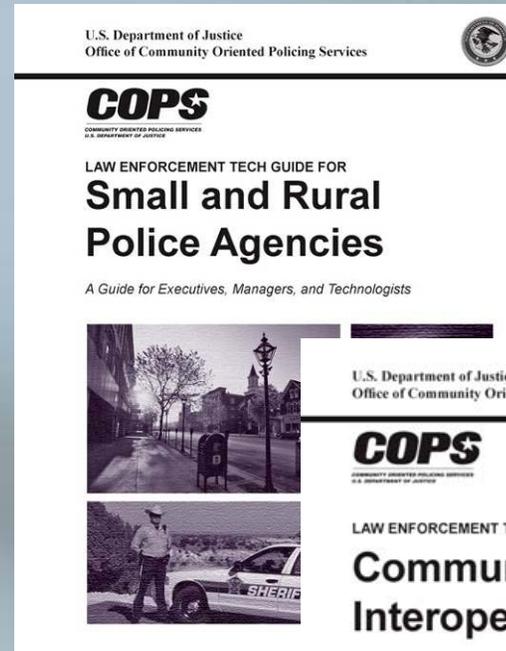
- *Law Enforcement Tech Guide*
 - Staple reference for direct technical assistance provided to agencies
 - Friendly, usable
 - Practical application to public safety projects of all sorts



COPS

Technical Assistance Programs

- *Law Enforcement Tech Guides – The Series*
 - *Original Tech Guide*
 - *Small & Rural*
 - *IT Security Policies*
 - *Performance Measures*
 - *Communications Interoperability*



COPS

Technical Assistance Programs

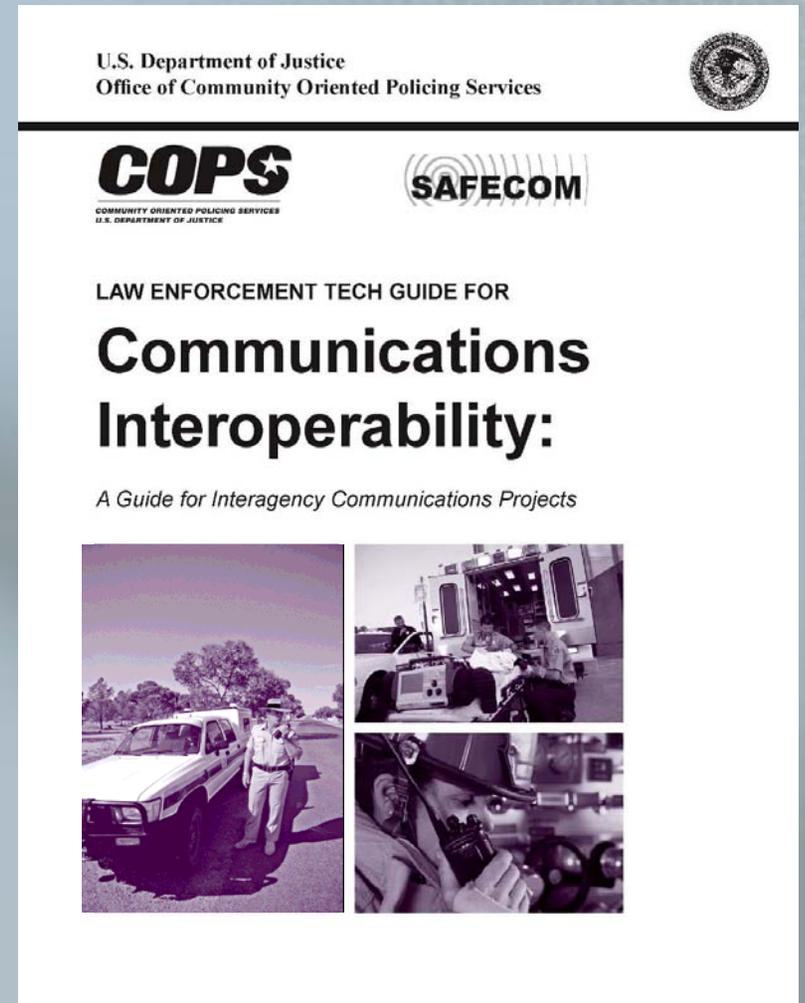
- Companion to the Law Enforcement Tech Guide
- For interagency communications projects of all disciplines
- August 2006 Publication



Training



Publications



COPS

Technical Assistance Programs

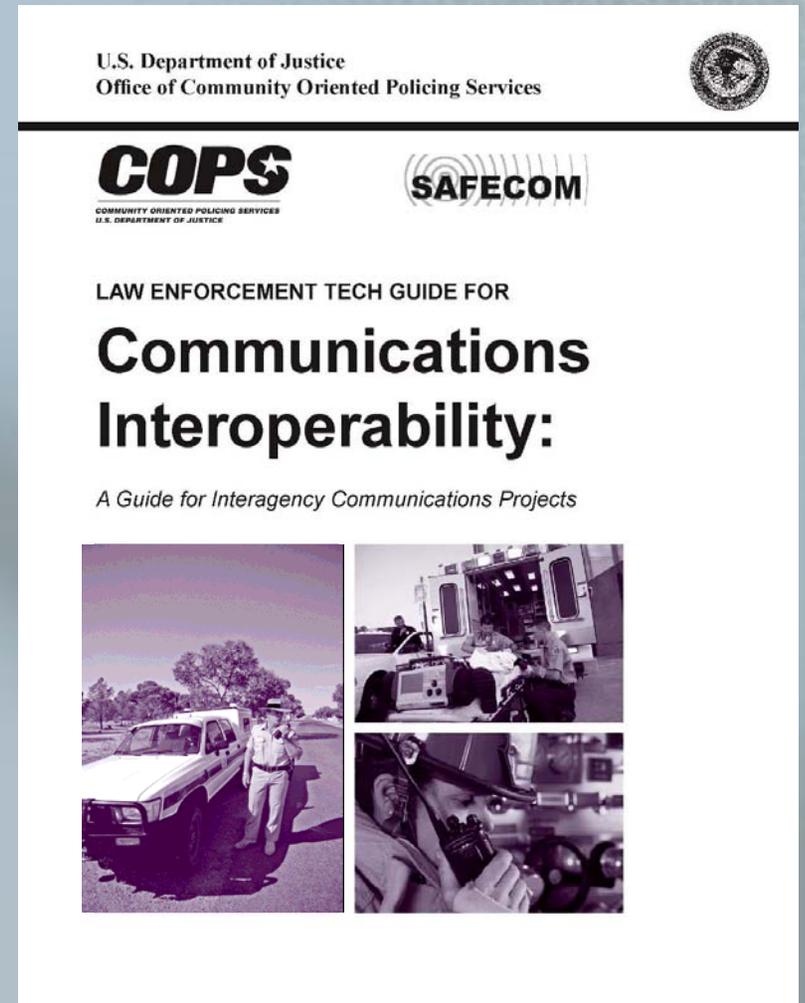
- Review Committee
 - Harlin McEwen
 - Joe Noce
 - John Powell
 - Steve Proctor
 - Marilyn Ward
- Further review
 - DOJ, DHS, Global



Training



Publications



COPS

Technical Assistance Programs

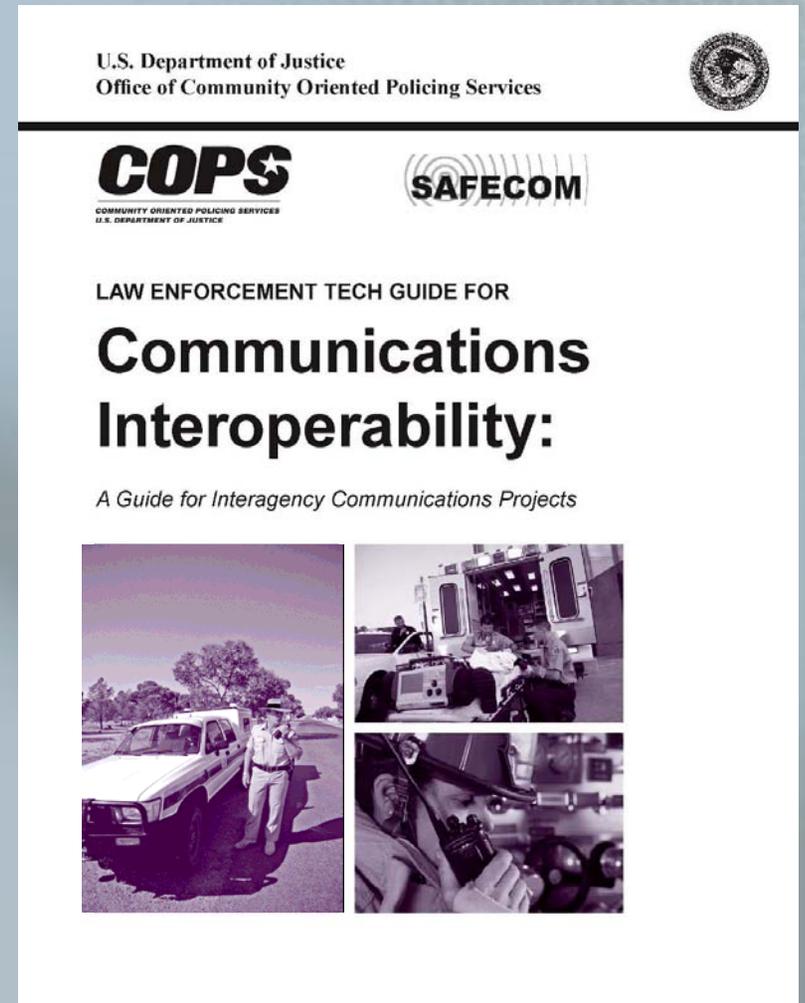
- How will it be used?
 - Self-directed Guide
 - Project managers
 - Toolkit
 - Technical assistance providers
 - Common reference for interoperability projects



Training

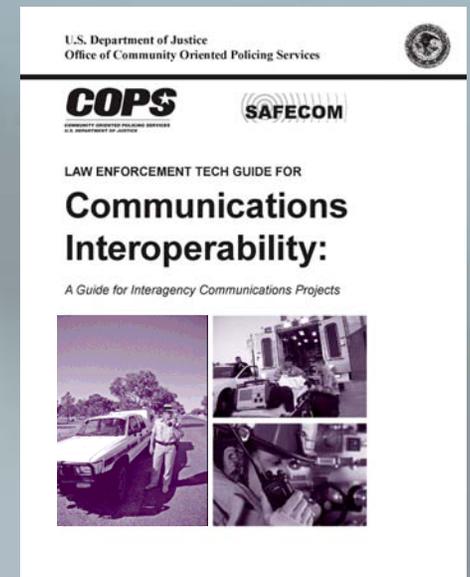


Publications



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
- Exploring the Technologies
- Appendices



IO Tech Guide - Contents

- What is Interoperability?
 - 1. Introduction: A Changing Environment
 - 2. Key Challenges and Critical Elements
 - 3. Operability – Job #1
 - 4. Interoperability and the Integrated Enterprise
- How is Interoperability Achieved?
- Exploring the Technologies
- Appendices



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
 - 5. Build an Interagency Foundation
 - 6. Conduct a Needs Analysis
 - 7. Scope the Work to be Done
- Exploring the Technologies
- Appendices



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
 - 8. Create a Project Plan
 - 9. Acquire the System Components
 - 10. Implement the System
- Exploring the Technologies
- Appendices



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
 - 11. Transition to Long-Term Governance
 - 12. Develop Policies and Procedures
 - 13. Train and Exercise
- Exploring the Technologies
- Appendices



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
 - 14. Maintain the Technology
 - 15. Measuring Interoperability
- Exploring the Technologies
- Appendices



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
- Exploring the Technologies
 - 16. Voice Communications
 - 17. Data Communications
- Appendices



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
- Exploring the Technologies
- Appendices
 - A. Sample Agreements
 - B. SOP Examples
 - C. ICS Communications Position Duties
 - D. Interoperability Assessment Scorecard



IO Tech Guide - Contents

- What is Interoperability?
- How is Interoperability Achieved?
- Exploring the Technologies
- Appendices
 - E. Bibliography
 - F. Glossary
 - G. SAFECOM Interoperability Continuum



Sources: Tech Guides

■ Online

- COPS: Publications are available at <http://www.cops.usdoj.gov/default.asp?Item=118>
- SEARCH: Complete versions of the larger documents can be found as single files at <http://www.search.org/services/publications/>

■ Hard Copy:

- Distributed by the COPS Office. Contact the COPS Office Response Center 800-421-6770 or by email at askCOPSRC@usdoj.gov



Communications Interoperability: Leading the Way

Presenter:

Dennis Cobb, Deputy Chief
Las Vegas Metropolitan PD



***Positions presented in this briefing do not necessarily represent those of the LVMPD, and are solely the opinion of the speaker.**

Beyond Connections: 4 'Flavors' of Interoperability & Information Sharing

- **Voice**
- **Data**
- **Logistics**
- **Procedures**

"Whether it is in the personal realm of the individual warrior, or in the public domain of an entire nation or culture, the essence of the swordless art is to make resourcefulness your resource."

Thomas Cleary,

1977

The Japanese Art of War,



Voice Interoperability

■ Two “Necessary & Sufficient” Elements:

- **Connection**

- Technical necessity, but not the whole answer.

- **Communication**

- Transfer of meaning — “Understanding”
- Requires knowledge of others’ perspectives and needs.

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НЕ СНИМИТЕ

“I may lose a battle; I will never lose a minute.” Napoleon



LVMMPD Radio XXI

- **7800 square mile coverage**
- **700/800 MHz bands**
 - Some 700MHz available in Nevada
 - 800MHz needed for full operability
- **TDMA**
 - Future spectral efficiency

Our goal is not merely to prepare for challenges we *can* anticipate, but rather to provide a foundation to meet challenges we *cannot* anticipate.



LVMMPD Radio XXI

- **“2nd Parachute” Redundancy**
 - Perhaps unique to Southern Nevada
 - Closely aligned separate systems
 - “Graceful” failure curve



“To flourish and grow in the many-sided, uncertain, and ever-changing world that surrounds us suggests that we must make intuitive within ourselves those many practices we need to meet the exigencies of that world.”

—John R. Boyd, A Discourse on Winning & Losing

Data Interoperability

- **Nevada Shared Information Technology Project.**

- Goals of improved resilience, recovery capability, efficiency and flexibility.
- State, County, City & Agency participation.

- **Initial sharing of physical space.**

- Constrained risks.
- Later virtual space

- **Outside feasibility study is next.**



Data Interoperability Fundamentals

- **“Sharing before shopping”**
- **Security is crucial.**
 - Physical
 - Virtual
- **Enhanced flexibility.**
- **Enhanced efficiency.**



Logistical Interoperability

- **Offers agility in crises of unanticipated severity or effect.**
- **Some “pieces” of emergency services network standing after disasters.**

- Can be connected to create some services.
- Degraded services better than NO services!

“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

Dwight D. Eisenhower



Logistical Interoperability

■ **Logistical “Networks”**

- Diversity adds resilience.

■ **Emergency logistics “super nodes”**

- Can support resources from other failed nodes to maintain capabilities.



Procedural Interoperability

■ **Mutual Trust**

- Shared motive & proven capability.

■ **Intuitive Expertise**

- "Fingertip feel."

■ **Directed Focus**

- "Dibs!"

■ **"Mission Orders"**

- Intent and leadership contract.



Communications Interoperability: Leading the Way

- **Voice Interoperability is crucial.**
 - Requires more than mere connection; must enable understanding.
- **Data Interoperability is important.**
 - Must not create overload; should be agile, flexible and secure.
- **Logistical Interoperability is valuable.**
 - Undeveloped area; Potentially enormous return on investment; Local opportunities largely untapped.
- **Procedural Interoperability is FUNDAMENTAL.**
 - We will only be able to do during crises those things we have practiced together intensely & often.
 - Improvisation **WILL** be required.



Further Reading

- **Beyond Fear: Thinking Sensibly About Security in an Uncertain World.** Bruce Schneier, 2003
- ***Certain to Win.*** Dr. Chet Richards (2004)
- ***Boyd: The Fighter Pilot Who Changed the Art of War.*** Robert Coram (2004)
- **www.belisarius.com** - website on Colonel John Boyd's work and its use in business.
- **www.d-n-i.net** - website with many of Colonel John Boyd's works



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