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To all:

The attached Governance Draft represents a third pass at the preliminary model for CalSIEC governance. It proposes guidelines for membership, meeting frequency, roles and responsibilities, et cetera.

This is intended as a starting point from which a viable governance document can evolve.

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Introduction

One of the prominent issues in public safety communications today is **interoperability**, defined by many as "the ability for public safety first responders to communicate with whom they need to, when they need to, when authorized."

The California Statewide Interoperability Executive Committee (CalSIEC) has been tasked with managing the state and federally designated interoperability governance and spectrum on behalf of all of our public safety first responders.

CalSIEC develops and maintains the agreements that define practices for the use of interoperability governance and channels. It functions as part of the Standardized Emergency Management System (SEMS) / National Incident Management System (NIMS). CalSIEC was established and operates under a Federal Communications Commission charter to the states to administer that portion of the 700 MHz band designated as interoperability spectrum. California had an existing structure in the Governor's Office of Emergency Services to administer other existing state and federally designated interoperability spectrum, within the context of the Master Mutual Aid system. Building on the existing structure, the Director of OES chartered CalSIEC, in 2003, to combine existing efforts and to provide a single committee to administer all interoperability spectrums in California.

CalSIEC's structure follows the model recommended by the FCC. The recommendations recognized California's then-existing methods of administering the state's Mutual Aid channels, such as the California Law Enforcement Mutual Aid Radio System (CLEMARS) Executive Committee, as examples of successful collaborations of local, state, and federal agency representation.

Through subcommittees and working groups, in December 2007, CalSIEC (pronounced "cal-seek") developed a consolidated **Statewide Communications Interoperability Plan**, incorporating California's traditional mutual aid channels with the new interoperability governance and channels; and addressing the changes in protocols required to adapt to today's operational realities following the September 11, 2001 terrorist attacks.

Background In California

During the last four decades, the Governor's Office of Emergency Services (OES) has provided leadership to state and local public safety officials collaborating in the development and operation of interoperability channels in daily emergency operations. These channels include:

- 1960s, the California Law Enforcement Mutual Aid Radio System (CLEMARS)
- 1970s, the "White" Fire interagency channels
- 1980s, the California On-scene Emergency Coordination Channel (CALCORD)
- 1990s, the 800 MHz "International" Calling and Tactical interoperability channels

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Technical and operational protocols for each of these interoperability systems have been developed by advisory bodies to OES, and follow similar templates for operating policies while respecting the requirements of each discipline. Since 1988, the methods used by OES to administer these interoperability frequencies have been cited as interoperability management "best practices" in the recommendations of three advisory committees to the Federal Communications Commission (FCC).

In the Nation

During January 2001, the [FCC adopted](#) rules and regulations outlining technical and operational standards for the use of a portion of the new public safety [700 MHz band](#), including the assignment of responsibility for the [management of the interoperability channels](#) to the states. OES accepted this responsibility for California, as the state's emergency communications coordination agency.

In the January 2001 order adopting these regulations, the FCC acted on a number of the [initial recommendations](#) of the FCC's [Public Safety National Coordination Committee](#) (NCC), including a [recommendation](#) that each state establish a *State Interoperability Executive Committee (SIEC)* to manage the interoperability spectrum. The FCC declined to require the establishment of a SIEC in each state, recognizing that a number of states already had a process to manage this new spectrum in place.

In their July 2003 [final recommendations](#) to the FCC, the NCC stated that the SIECs should be chartered as **Statewide** Interoperability Executive Committees, and that each SIEC should manage all interoperability channels within their respective state.

OES concurred with the NCC's recommendations, and in August 2003 established the **California Statewide Interoperability Executive Committee (CalSIEC)**.

Charter

The OES Communications and Technology Development Branch has been tasked with oversight responsibility, in coordination with the OES Law Enforcement Branch and the OES Fire & Rescue Branch. This oversight includes providing guidance to CalSIEC in its pursuit of:

- Developing, evolving and maintaining the structure and membership of the CalSIEC following guidelines for SIECs established by the FCC, the NCC, and the National Public Safety Telecommunications Council (NPSTC).
- Establishing the technical and operational policies for all current California mutual aid radio frequencies administered by OES, interoperability frequencies in the new 700 MHz band, and any other spectrum recognized as being allocated for mutual aid/interoperability use by the FCC or the public safety community in California.
- Developing an integrated statewide interoperability communications governance plan covering all mutual aid/interoperability channels in order to reduce the number of separate communications plans issued by OES.
- Interoperability-related collaboration with other entities recognized as having responsibility in the public safety communications field.

The following are proposed as **Vision** and **Mission** statements for CalSIEC:

Vision Statement Draft

Ensure all local, regional, tribal, state and federal public safety first-responders and designated public service organizations operating within California are able to communicate in real time, across disciplines and jurisdictions, to respond more effectively during day-to-day operations and major incidents. Note – this last green highlighted deletion is not in the CalSCIP Vision Statement, and seems to be self-evident - especially since it is part of the Mission Statement [WDC]

Mission Statement Draft

To manage the public safety interoperability spectrum by providing a statewide strategic planning framework for an innovative, inclusive, scalable, sustainable, and well-managed interoperability infrastructure that promotes national standards, and is effective in addressing the unique urban and rural requirements of the public safety first responders and designated public service organizations serving the citizens of California.

CalSIEC Governance Interoperability Governance Objectives

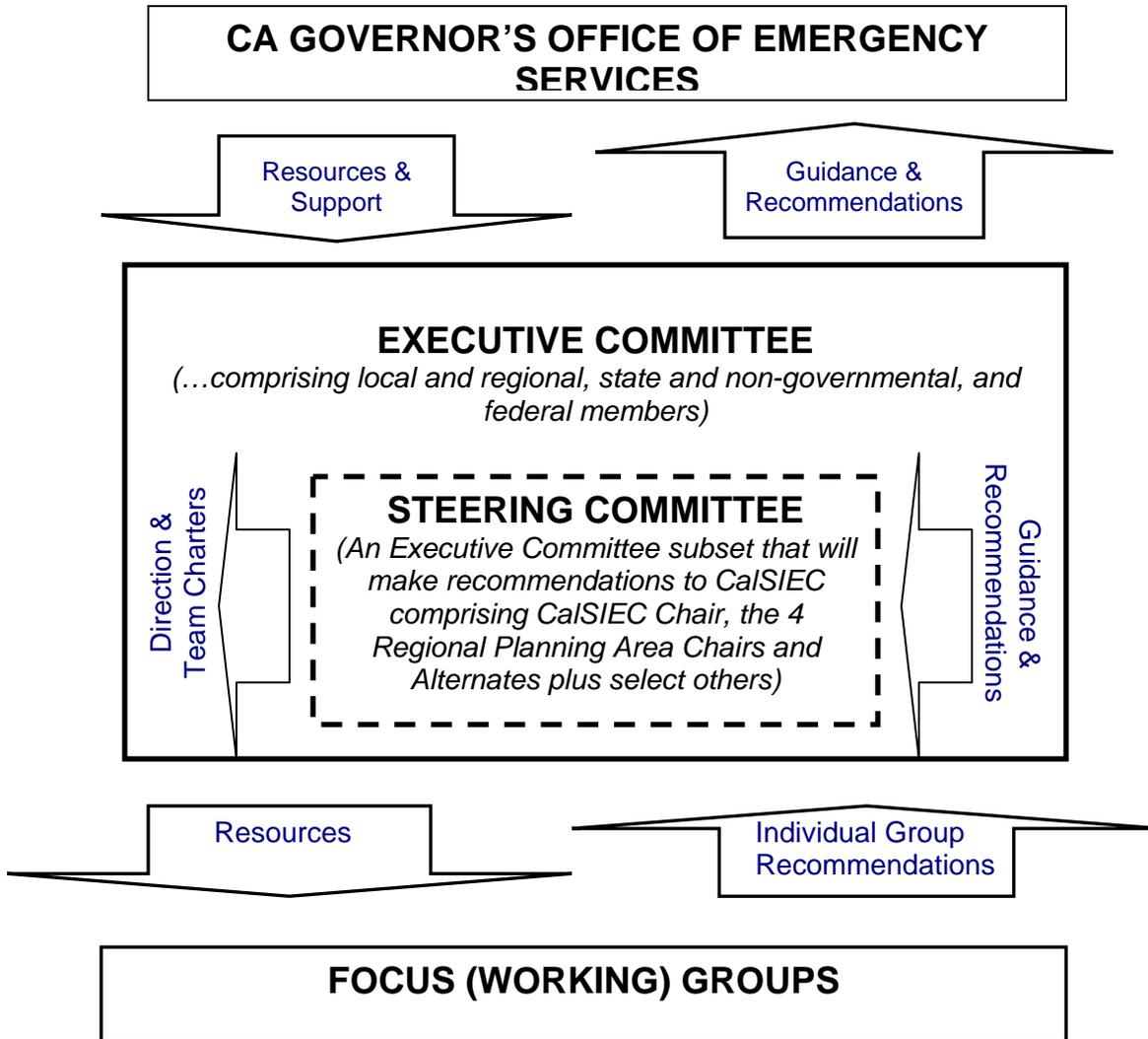
The California Interoperability Governance model relies on two objectives:

- Performance: contribution to the overall performance and delivery of services to the public safety community and ultimately the larger constituency they serve
- Adherence: commitment to ensuring that requirements of the law, regulations, and community standards of accountability and transparency are met.

OES will act as the lead in California's interoperability efforts; however, a group of key stakeholders representing various disciplines, jurisdictions, and levels of government will play an important role in creating and sustaining partnerships essential to the governance structure. These stakeholders can share knowledge and resources across California and ensure graphic depiction of the high-level flow of information and communications between components of the governance structure (see Figure A).

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Figure A: California Interoperability Governance Structure



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Relationship and Partnership with Public Safety Entities

The public safety community must have a way to provide input into the advising and decision-making processes for any statewide IO communications effort. Public safety personnel will participate in CA IO governance in each of two levels: (1) as members of the Steering and/or Executive Committee; and (2) as members within one or more of the Working Groups.

Achieving IO requires partnerships from all levels of government. The public safety community will be invited to participate primarily through state and national associations. These groups represent the key public decision makers and those with the authority to fund public safety communications initiatives at the local and state levels and achieve a political and geographic balance.

CalSIEC Coordination Office (OES)

Purpose

California OES is responsible for the daily operations of California's Interoperability efforts, including implementing the initiatives outlined in the California Statewide Communications Interoperability Plan (CalSCIP). This includes developing and delivering reports and briefings, coordinating various governmental initiatives related to public safety Interoperability communications, and assisting Focus Working Groups.

Roles and Responsibilities

OES shall:

- Coordinate communications Interoperability initiatives and funding efforts
- Work with the Steering Committee Chair to develop meeting schedules and agendas
- Collaborate with the Steering Committee to establish Focus Groups to accomplish tasks associated with each initiative outlined in the CalSCIP
- Serve as a liaison and consensus builder during meetings
- Act as a conduit between Focus Groups, Executive Committee, and Steering Committee members as appropriate
- Coordinate projects and initiatives across California as appropriate regarding public safety Interoperability communications
- Support the communications needs of the Steering/Executive Committee's constituents
- Provide communications and knowledge management support
- Plan, control, and manage the task(s) to implement the CalSCIP
- Monitor progress, challenges, and accomplishment made on achieving the goals and initiatives outlined in the CalSCIP
- Ensure deliverables are of high quality and address CalSIEC goals
- Solicit input from public safety organizations
- Request resources from OHS, DHS, and others as required
- Brief the status of the initiatives and tasks at the Steering Committee, Executive Committee, and Focus Group meetings when appropriate

Rules of Engagement

OES needs to ensure there is broad public safety community input/support prior to issuing a "deliverable". For example, relative to Working Group petitions, OES will help coordinate the document upon the applicable Working Group Chair's request. To accomplish this, there will be multiple layers of reviews as follows:

- Initial drafts will be provided to the Steering Committee for review
- The Steering Committee review shall include a concurrent review by Executive Committee and other relevant organizations
- The Steering Committee in conjunction with OES will then review comments and recommendations
- The draft will be sent back to the appropriate Focus (Working) Group for revisions
- The Steering Committee (in conjunction with OES) will conduct a final review
- Once the OES has given final approval to the Focus Group Chair, it will be released as an official deliverable

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CalSIEC Steering Committee

Purpose

The CalSIEC Steering Committee will serve as the steering group from within the Statewide Interoperability Executive Committee and will evaluate the guidance and recommendations developed by the Executive Committee at large. The Steering Committee will meet in person on at least a quarterly basis to review overall progress and approve the next set of goals and priorities. Between meetings, OES will track projects and provide information to the Steering Committee through email, conference calls and other appropriate means. The Steering Committee will, in turn, distribute the information to the Executive Committee.

Membership

The Steering Committee shall be comprised of Executive Committee members consisting of representatives from the local and state public safety associations and government.

One alternate will be designated for each Steering Committee member in the event that a member is unable to attend a meeting. The alternate must have equal authority to formulate advice and make decisions on behalf of their constituents. Designated alternates will be encouraged to attend all Steering Committee meetings and will be included on all CalSIEC correspondence to ensure familiarity with issues when asked to fulfill the responsibility of the CalSIEC Steering Committee members.

From time to time, representatives from other organizations may be invited to participate in Steering Committee meetings to provide input beyond the members' existing capabilities, or to provide subject matter expertise. In addition, the Steering Committee may schedule additional working sessions to involve a broader representation of interested groups.

Membership Selection Process

OES will assist in selecting Steering Committee members. OES will oversee the initial selection and constitution of the Steering Committee. OES will initially chair the Steering Committee and ensure that the group is constituted in accordance with governmental regulations and practices. Once established, the Steering Committee will elect or nominate the Chair and Vice Chair as well as members and participants as appropriate.

Those designated to be members of the Steering Committee should have the knowledge and authority to formulate advice and make decisions on behalf of their constituents, attend all or most of the pre-scheduled meetings and be available to respond to ad hoc requests from the Chair. The minimum required time commitment is approximately four hours per month as well as attendance at the **quarterly** meetings held alternately in Northern and Southern California. The time commitment includes attendance at conference calls, the semi-annual meetings, and additional group-level meetings scheduled throughout the year. Members who miss two consecutive meetings without representation may be removed from the Steering Committee.

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The membership identified in Figure B aims to represent first responder public safety agencies involved in IO efforts.

Figure B: CalSIEC Steering Committee

OFFICE
CalSIEC Chair
CalSIEC Vice Chair
Northern CA Planning Area Chair
<i>Alternate</i>
Capital/Bay CA Planning Area Chair
<i>Alternate</i>
Central Planning Area Chair
<i>Alternate</i>
Southern Planning Area Chair
<i>Alternate</i>
<i>Other as deemed necessary</i>

Chair Roles and Responsibilities

The Chair shall:

- Be selected by the Steering Committee to serve a one year term
- Preside over all regular and, if required, special Steering Committee meetings
- Ensure a Steering Committee member presides over and oversees coordination of all Executive Committee and Planning Region meetings
- Collaborate with the OES on project and initiative support and funding related to the State’s communications interoperability efforts
- Oversee the coordination of the CalSIEC meetings, including setting the time(s) and location(s)
- Create and distribute an agenda for the CalSIEC meetings two weeks in advance of each meeting date and provide read-ahead material a week in advance
- Be responsible for all records of the CalSIEC including, but not limited to, the original charter, minutes, white papers, correspondence, and current membership enrollment
- **Be a full-time resident in the State of California**

Steering Committee Roles and Responsibilities

The members of the Steering Committee will play a key role in the definition and implementation of the initiatives outlined in the CalSCIP. They will provide substantive guidance to the Executive Committee, and Focus (Working) Groups, as well as recommendations to the OES, drawing upon their experience and knowledge of public safety needs and capabilities.

The Steering Committee members will:

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- Recommend an approach for California interoperability efforts, evaluate progress and approve changes in direction and scope for the overall strategy
- Provide advice, feedback, and support to the OES
- Ensure local and regional interoperability efforts are in alignment with the CalSCIP
- Resolve issues requiring policy, procedural, or other business decisions as needed
- Represent and advocate for interoperable communications at more senior levels of government and among member constituencies
- Participate in periodic, pre-scheduled meetings
- Recommend additional Steering Committee and Executive Committee members
- Prepare appropriate materials for Steering Committee review, as required
- Consider guidance and approve recommendations from the Executive Committee and Focus (Working) Groups
- **Make yearly recommendations to the Executive Committee for the selection of new officers**

Rules of Engagement

Meetings

There will be a standing meeting calendar, maintained by OES, for the Steering Committee. The group will meet a minimum of **once a quarter** and more often when necessary.

There will be an agenda and read-ahead materials for each meeting. The outcomes of each meeting will be documented in writing and communicated as appropriate. Typically, meetings will be held alternately in Mather, California and at announced Southern California locations, and will coincide with Executive Committee meetings when appropriate to minimize travel burdens. In addition, meetings may be scheduled in conjunction with national or regional meetings that attract the participation of most CalSIEC members.

Costs

OES will help reimburse authorized travel expenses incurred while attending Steering Committee meetings.

Decisions

- The Steering Committee will operate by consensus whenever possible. However, there may be times when the group will have to vote on issues. Each organization included in the Steering Committee will have one vote. CalSIEC members can abstain from voting on any issue if they so choose. One member may give another member permission to serve as a proxy on any vote.
- The Steering Committee shall act upon the agreement of a majority of the membership present and voting. Dissenting opinions should be aired and noted in the meeting minutes.
- Only recommendations (documents, policy positions, plans, etc.) that are provided to the CalSIEC Steering Committee members prior to the meeting shall be voted upon.

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- The Chair shall vote when a decision cannot be reached or in the event of a tie.

Statewide Interoperability Executive Committee

Purpose

The Statewide Interoperability Executive Committee (SIEC or Executive Committee) will provide guidance to the Steering Committee. This guidance will incorporate the knowledge and expertise of representatives from the local, regional, state and federal public safety and government practitioner community. The Executive Committee will meet in person on at least a semiannual basis to review overall progress as well as discuss and suggest priorities and initiatives for the Executive and Steering Committees to address. Between meetings, and when appropriate, the Executive Committee members may meet at Focus Group levels. In addition, the OES will track project initiatives and provide input to the SIEC members through email, conference calls and other appropriate means.

Membership

The Executive Committee will include all members of the Steering Committee (including their alternates). In addition, the Executive Committee may include representative of other public safety associations and federal agencies that provide direct and indirect support to the program.

One permanent alternate may be designated for each member in the event a member is unable to attend a meeting. The alternate must have equal authority to formulate advice and make decisions on behalf of their constituents. The membership of the Executive Committee, and their designated alternates, will be subject to review by the Steering Committee.

In the event that the SIEC members encounter subject matter that warrants responsibility or input beyond the group's existing capabilities, the Executive Committee may involve a broader representation of interested parties. Representative from other organizations may be invited to participate in Executive Committee meetings to provide such information. In addition, the Executive Committee may schedule additional working sessions as needed to address task specific issues.

Member Selection Process

Those designated to be SIEC members will have the knowledge and authority to formulate advice and make recommendations on behalf of their constituents, attend all or most of the prescheduled meetings, and be available to respond to ad hoc requests from the Steering Committee Chair and/or OES. The time commitment includes attendance at conference calls, the semiannual meetings, and additional group-level meetings scheduled throughout the year. Members who miss two consecutive meetings without representation may be removed from the Executive Committee. The SIEC member agencies and organizations are identified in Fig C.

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Figure C: California Statewide Interoperability Executive Committee

Service Area	Approving Organization
Local & Regional Members	
• City Police – North	CPCA
• City Police – South	CPCA
• Urban Fire – North	CFCA
• Urban Fire – South	CFCA
• County Sheriff – North	CSSA
• County Sheriff – South	CSSA
• Rural Fire – North	FIRESCOPE
• Rural Fire - South	FIRESCOPE
• General Government – City	LOCC
• General Government - County	CSAC
• CalSIEC North	from SIEC membership
• CalSIEC North (alternate)	from SIEC Membership
• CalSIEC Capital/Bay	from SIEC membership
• CalSIEC Capital/Bay (alternate)	from SIEC Membership
• CalSIEC Central	from SIEC membership
• CalSIEC Central (alternate)	from SIEC Membership
• CalSIEC South	from SIEC membership
• CalSIEC South (alternate)	from SIEC Membership
• APCO Frequency Advisor- North	APCO
• APCO Frequency Advisor - South	APCO
• Region 6 – 700 MHz RPC	R6 – 700 MHz RPC
• Region 6 – 800 MHz RPC	R6 – 800 MHz RPC
• Region 5 – 700 MHz RPC	R5 – 700 MHz RPC
• Region 5 – 800 MHz RPC	R5 – 800 MHz RPC
State & Non-State	
• Emergency Management	OES
o OES Fire & Rescue Coordinator	OES
o OES Law Enforcement Coordinator	OES
• Homeland Security	COHS
• Law	CHP
• Water	DWR
• Forestry Protection	CALFIRE
• Parks and Recreation	DPR
• Fish and Game	DFG
• Corrections	CDCR
• EMS	EMSA
• Transportation	CalTrans
• Communications	DGS-TD
• Finance	DOF
• Narcotics/Task Forces	DOJ
• Public Health – State Government	CDPH

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• Colleges & Universities	CSU or UC
• National Guard	CMD
• Health – Non-Governmental	American Red Cross
* <i>Motor Vehicles</i>	* <i>DMV</i>
<i>Tribal</i>	
• Law – North	
• Law – South	
• Fire – North	
• Fire - South	
<i>Federal</i>	
• Homeland Security	SAFECOM
• Law	FPIC
• Fire	CWCG
• Transportation	Coast Guard
FEMA	FEMA
<i>Members-At-Large</i>	
Los Angeles Regional Interoperability System	RCS BOD
San Diego-Imperial CO Regional Communications System (RCS)	RCS BOD
<i>San Diego-Imperial CO RCS (alternate)</i>	RCS BOD
<i>Northern Counties Rep</i>	<i>Northern Regional Rep</i>
Interagency Communications IO System	ICIS

* California Department of Motor Vehicles is in the process of being added to the PSRSPC.

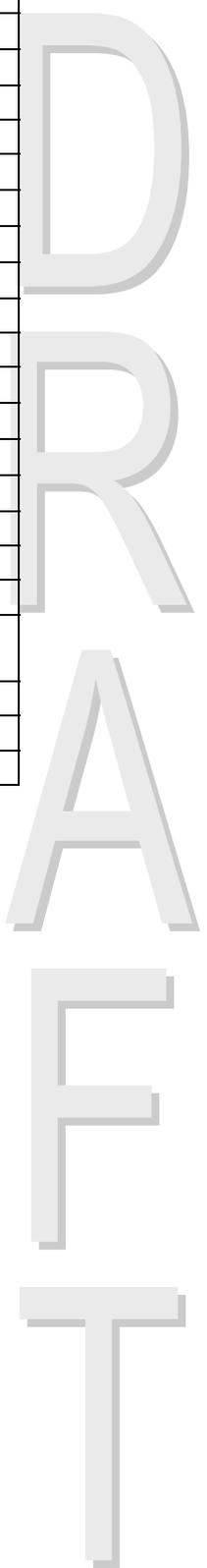
Additional groups and organizations to be considered for membership include: public works, local IT/communications, schools, local transportation, hospitals, amateur radio, and additional EMS, Fire, and Law Enforcements organizations, as well as private sector representation include the California Utilities Emergency Association (CUEA), *California DMV*, and the Cellular Telecommunications Industry Association.

Chair Roles and Responsibilities

A member of the Steering Committee will chair the Executive Committee.

The Chair shall:

- Preside over all regular and, if required, special meetings
- Oversee the coordination of the meetings, including setting the time and location of such meetings
- Create and distribute a draft agenda and read-ahead material a week in advance of each meeting
- Be responsible for all records of the Executive Committee, including but not limited to the original charter, minutes, white papers, correspondence, and current membership enrollment.



Executive Committee Roles and Responsibilities

Drawing upon their experience and knowledge of public safety and local and state needs and capabilities, the SIEC members will play an important role in the general direction and implementation of the initiative outlined in the **CalSCIP**.

The Executive Committee will:

- Provide general guidance and recommendations to the Steering Committee
- Provide advice, feedback and support to the Steering Committee and OES
- Participate in Focus (Working) Groups to develop work products and recommendations as requested by the Steering Committee
- Communicate decisions, plans and results to relevant constituencies
- Participate in periodic, pre-scheduled meetings.

Rules of Engagement

Meetings

There will be a standing meeting calendar for the Executive Committee. The SIEC members will meet at least semi-annually, but may have more frequent meetings as necessary. The Executive Committee will coordinate meetings with two of the Steering Committee quarterly meetings to focus on key initiatives, strategy, prioritization, and accomplishments. The OES will maintain this calendar.

There will be an agenda and read-ahead materials for each meeting. The outcomes of each meeting will be documented in writing and communicated as appropriate.

Meeting Process:

- All CalSIEC meeting agenda items will be marked for “Discussion” or “Action “
- An agenda item must be brought up for discussion before action can be taken on it at a subsequent meeting
- Within 10 days of each CalSIEC meeting “Action items” and a “Pre-Agenda” for the next meeting will be out
- Background/reading material will be sent out as early as possible for each meeting
- All meetings and conference call meetings will be posted on the CalSIEC list server as soon as possible

Costs

The OES will help reimburse authorized travel expenses incurred while attending Executive Committee meetings.

Decisions

- The Executive Committee shall act upon the agreement of a majority of the membership present. Dissenting opinions should be aired and noted in the meeting minutes.

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- Only recommendations (documents, policy positions, plans, etc.) that are provided to the SIEC members prior to the meeting shall be voted upon.

Focus (Working) Groups

Purpose

Working Groups will be established to assist in the implementation of the key goals and supporting initiatives in the CalSCIP. The Working Groups will be established through a detailed charter and timeline to undertake a specific project that will improve public safety interoperable communications across California.

The Working Groups will be directed primarily by, and will leverage the expertise of, the Steering and Executive Committee members as well as local public safety practitioners and others as necessary to accomplish the project objectives.

The results and recommendations that may be developed by Working Group will be presented to the Steering/Executive Committee for consideration. Once approved, the Steering Committee will provide the recommendations to the OES for acceptance.

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