

Final Report on the Regional Communications Interoperability Pilots



**REPORT TO CONGRESS IN RESPONSE TO
THE INTELLIGENCE REFORM AND TERRORISM PREVENTION ACT OF 2004
PUBLIC LAW 108-458**

**U.S. Department of Homeland Security
Science and Technology Directorate**

May 2006

Table of Contents

Executive Summary	2
Introduction.....	4
Overview.....	5
Phase I: Develop Statewide Plans.....	7
Nevada	7
Kentucky.....	8
Phase II: Conduct Urban Area Projects	9
Clark County, Nevada.....	9
Louisville, Kentucky.....	9
Develop Tools.....	10
Governance	10
Funding Strategy.....	10
Procurement	11
Field Observations	12
Assistance to the Office of Grants & Training	14
Conclusion	15
Appendix A: Comprehensive Framework—the Interoperability Continuum	16
Appendix B: Nevada Background and Roadmap	17
Appendix C: Kentucky Background and Roadmap.....	18
Appendix D: Nevada’s RCIP Tools.....	19
Appendix E: Kentucky’s RCIP Tools.....	20
Appendix F: Abbreviations and Acronyms	21

Executive Summary

Section 7304 of the Intelligence Reform and Terrorism Prevention Act of 2004 (Public Law 108-458) directed the Secretary of the Department of Homeland Security (DHS), acting through SAFECOM,¹ to carry out at least two Regional Communications Interoperability Pilot (RCIP) projects. These pilots will result in tools and best practices to create locally-driven plans to improve public safety communications capabilities that can be used by jurisdictions nationally. As directed by the Act, this is the final RCIP report.

In conducting the RCIP, SAFECOM brought together stakeholders from emergency response and public safety disciplines at all levels of government in the State of Nevada and the Commonwealth of Kentucky. Concurrently, SAFECOM worked with each State to better integrate the urban areas of Las Vegas, Nevada, and Louisville, Kentucky into the respective statewide plans. The input received from emergency responders and policy makers from all levels of government has been incorporated to provide comprehensive plans for Nevada and Kentucky. In addition to assisting these States in strengthening their level of communications interoperability, the data collected by the SAFECOM program through the RCIP led to the creation of essential tools and best practices that may be applied on a National level.

Through the RCIP process, SAFECOM, in coordination with Nevada and Kentucky, has significantly advanced interoperability planning efforts not only for these States, but also for public safety agencies across the Nation. The following outlines the results:

- SAFECOM helped ensure that Nevada and Kentucky have effective statewide strategies in place for public safety interoperable communications. The statewide strategic plans formulated with SAFECOM guidance and assistance will serve as National models to improve interoperability.
- SAFECOM developed guidance documents with Nevada and Kentucky on governance, funding, and procurement—critical elements that must be addressed in planning for interoperability. These will serve as key tools for states and regions across the country to strengthen their own interoperability planning.
- SAFECOM, with Nevada and Kentucky, compiled key observations that must be addressed in any region to improve interoperable communications, including planning, coordination, information sharing and outreach, governance, resources and funding, technology, and standards. These observations and the key lessons learned will greatly improve SAFECOM's ability to assist other states and regions across the country.

¹ SAFECOM is a communications program of the Office for Interoperability and Compatibility (OIC) in the Science and Technology (S&T) Directorate of DHS. SAFECOM provides research, development, testing and evaluation, guidance, tools, and templates on communications-related issues to Federal, State, tribal, and local safety agencies.

- Experience with these States will better inform SAFECOM's Federal partners as they provide assistance to the public safety community. Specifically, the SAFECOM program coordinated its efforts with the DHS Office of Grants and Training (G&T),² and as a result, G&T now has a better understanding of states' needs. This understanding will aid G&T in ensuring that other communities leverage and coordinate their regional and state communications plans.

² The Office of Grants and Training, within the Preparedness Directorate of DHS, provides a broad array of assistance to America's emergency responders, including technical assistance to the Nation's high-risk urban areas.

Introduction

Section 7304 of the Intelligence Reform and Terrorism Prevention Act of 2004 (Public Law 108-458) directed the Secretary of the Department of Homeland Security (DHS), acting through SAFECOM, to carry out at least two Regional Communications Interoperability Pilots (RCIP) projects. As directed by the Act, this is the final RCIP report.

In selecting urban areas for the performance of pilot projects, Congress required DHS to consider the following criteria from section 7304(c) of the Intelligence Reform and Terrorism Prevention Act of 2004:

1. Level of risk to an area, as determined by DHS
2. Number of Federal, state, tribal, and local law enforcement agencies in the area
3. Number of potential victims from a large-scale terrorist attack
4. Other criteria reflecting a community's risk and vulnerability³

During the RCIP projects, SAFECOM teamed with the urban areas of Las Vegas, Nevada and Louisville, Kentucky as well as their respective state governments to ensure they have effective strategies in place for public safety interoperable communications developed with state and local public safety practitioner input. Additionally, the RCIPs provided data and experience from the urban areas and States to inform tools and models for improving communications and interoperability that take into account the variety of challenges across the Nation. Because over 90 percent of public safety communications infrastructure is owned and operated at the state and local level, the models developed out of the RCIPs will be targeted for the end users in those jurisdictions.

In the initial planning for the RCIPs, Nevada and Kentucky submitted letters of request to SAFECOM and were selected as the RCIP sites based on the congressional criteria above and SAFECOM program criteria, including:

1. Level of stakeholder commitment within the region
2. Articulation of a defined interoperability need by the region
3. Ability of these Pilots to serve as National models

Both States and their urban areas were committed to developing participative and inclusive interoperable communication plans, focusing on both voice and data interoperability, and leveraging other on-going efforts. Additional information on both States as well as the tools developed can be found in Appendices A-E.

As part of the RCIPs, SAFECOM—with its Federal, state, tribal, and local partners—has developed tools that address the following areas for the Nation:

- Governance – Assists jurisdictions in establishing effective organizational structures

³ Intelligence Reform and Terrorism Prevention Act of 2004, Pub. L. No. 108-458, 118 Stat. 3847-48.

- Funding Strategy – Assists jurisdictions in maximizing funding resources as they strengthen interoperable communications
- Procurement – Assists jurisdictions in developing Requests for Proposals (RFPs) when purchasing interoperable communications infrastructure.

All of these tools will be published and available on SAFECOM's website.⁴

Overview

Over the course of 14 months, SAFECOM brought together Federal, state, tribal, and local public safety practitioners to strengthen statewide strategic planning processes, and increased practitioner involvement in implementing the plans in each State. The strategic planning process brought together key decision and policy makers to ensure successful adoption and implementation of public safety communications interoperability initiatives. This process allowed participants to gain a comprehensive picture of communications interoperability needs across their respective State, review the analysis of the data gathered during the interview process, and determine initiatives that fed into the structure and content of the strategic plan.

In Nevada, 162 public safety practitioners participated in the statewide strategic planning process, and in Kentucky there were approximately 250 participants. In Nevada, SAFECOM gathered state and local practitioners to develop strategic recommendations and further refine an already existing state plan. These recommendations were adopted by Nevada in February 2006. Kentucky has already agreed to the draft statewide plan resulting from the RCIP effort.

Measurable progress has also been made in each of the States' high-risk urban areas. In Clark County, Nevada (which includes Las Vegas), SAFECOM partnered with the Clark County Office of Emergency Management to improve communications interoperability within the county and between the county and the State. Interviews and a tabletop exercise involving state and local agencies were conducted to identify critical gaps in communications interoperability. In keeping with coordinated guidance from SAFECOM and the Office of Grants and Training (G&T), state and local practitioners went on to develop solutions to remedy those gaps. Many of the gaps focused on the need to establish standard operating policies and procedures, develop formalized training programs, and conduct additional multi-agency exercises to enhance the use and effectiveness of existing interoperable capabilities.

In Kentucky, SAFECOM partnered with MetroSafe, Louisville's emergency management office, to identify gaps in communications interoperability to improve preparations for the May 6, 2006 Kentucky Derby and related activities. As part of this initiative, SAFECOM, together with key stakeholders, designed and assisted in the conduct of an Interoperability Communications Coordination Session to organize response efforts during Kentucky Derby festivities. This is the

⁴ www.safecomprogram.gov

first time that key public safety stakeholders have met prior to the Derby events to prepare a coordinated response.

Phase I: Develop Statewide Plans

SAFECOM brought together public safety practitioners, including emergency responders, leaders from Federal, state, tribal, and local public safety agencies, and elected and appointed officials for all of the RCIP phases and tasks in Nevada and Kentucky. During the first phase of each pilot, Nevada and Kentucky formulated statewide strategic plans for communications and interoperability based on guidance and assistance provided by SAFECOM.

SAFECOM applied the Statewide Communications Interoperability Planning (SCIP) Methodology in the strategic planning process for both States.⁵ The SCIP outlines a step-by-step planning process for developing a locally-driven, statewide strategic plan to enhance interoperable communications.

Nevada

While successfully building upon the SCIP Methodology, Nevada received detailed practitioner-driven recommendations to refine its statewide strategic plan during Phase I. The updated strategic plan was based on the practitioner developed recommendations resulting from the Nevada's Statewide Strategic Planning Session held in September 2005, and these recommendations, in turn, were based upon data gathered from six regional focus groups. The following statewide initiatives will enhance the Nevada plan:

- Establish a governance structure to allow a single point of contact for all interoperability activities
- Conduct a capabilities assessment and gap analysis
 - Use the results of the analyses to maximize existing capabilities, pending the development of improved communications interoperability
 - Increase training and awareness of emergency responders on how to most effectively put current equipment and systems into operation
- Secure consistent funding for ongoing communications development, capital replacement, and maintenance costs, and identify partnerships

⁵ SAFECOM, with support from the National Institute of Justice, partnered with the Commonwealth of Virginia to develop a strategic plan for improving statewide interoperable communications. Based on lessons learned from the Virginia planning process, SAFECOM released the SCIP Methodology for integrating practitioner input into a successful statewide strategic plan. The SCIP Methodology, which is organized into 10 phases, serves as one approach for states to consider as they initiate statewide communications planning efforts. Some of the phases include establishing key relationships, conducting focus group interviews, conducting a strategic planning session, and developing a statewide plan. The SCIP Methodology is available at www.safecomprogram.gov.

- Increase education for the public, elected officials, and policy makers on the requirements and priorities for public safety communications to ensure realistic expectations and appropriate support

All of these initiatives were included in the statewide plan, and Nevada is focused on achieving them as soon as possible.

Kentucky

Kentucky also used the SCIP Methodology to formulate a statewide strategic plan during its Phase I. With SAFECOM assistance from September 2005 through December 2005 Kentucky conducted seven focus groups with emergency responders and convened a statewide strategic planning session. Kentucky's initiatives to strengthen the statewide plan included:

- Achievement of nearly 100 percent statewide coverage for voice and data communications networks for all emergency responders
- Implementation of already planned existing statewide interoperability efforts
- Streamlined 911 dispatch services
- Development of a statewide public safety communications and interoperability infrastructure as a longer-term investment

All of these initiatives were included in the statewide plan, and Kentucky is focused on achieving them as soon as possible.

Phase II: Conduct Urban Area Projects

During the second phase of each RCIP, SAFECOM worked with G&T to partner with stakeholders from urban areas to enhance communications interoperability among the urban areas and the respective States.

Clark County, Nevada

During Phase II of the Nevada RCIP, SAFECOM partnered with the Clark County Urban Area Working Group (UAWG) and representatives from Nevada State agencies to conduct an urban area-specific project. The SAFECOM-Clark County Urban Area Project supported the identification of opportunities for Clark County and the State of Nevada to enhance their planning, coordination, and strategic efforts to improve communications interoperability. The project consisted of two primary tasks. First, SAFECOM conducted interviews with key stakeholders from Clark County and the State. Second, SAFECOM led a tabletop exercise that focused on communications interoperability during a hazardous material incident response. This was a crucial step in understanding the communications gaps between the urban area and the State and what is needed to address these gaps. The tabletop exercise conducted in Nevada will also serve as a tool to help other jurisdictions in practicing their interoperability plans. Tabletop exercise templates will be provided to all public safety agencies later in 2006 via the SAFECOM website.

Louisville, Kentucky

During Phase II of the Kentucky RCIP, SAFECOM partnered with Louisville to strengthen near-term tactical, interoperable communications capabilities in the urban area, with a focus on the preparing interoperable communications for the 2006 Kentucky Derby. During this project, SAFECOM brought together key stakeholders involved in public safety planning efforts for Kentucky Derby events to specifically focus on communications interoperability for the first time. The project focused on prioritizing tangible actions that can close current communication interoperability gaps. This included identifying lead technical and operational coordinators for interoperable communications and discussing each individual agency's communications capabilities, needs, and resources. This effort will enable emergency responders from the urban area and the State to identify and improve their planning efforts. A communications action report for preparing for Thunder Over Louisville, an annual aircraft show and fireworks display in Louisville that is the kickoff event for the Kentucky Derby Festival, was developed and shared with public safety agencies in Kentucky. Thunder Over Louisville participants also completed a resource template about their agencies' communications capabilities, needs, and resources, a template which will help improve effective coordination of technology solutions.

Develop Tools

During the RCIPs, SAFECOM worked with both States to provide guidance documents on governance, funding, and procurement. These documents address needs identified by the States and can be used by and applied to work across all states and regions as multi-disciplinary bodies broach the same issues. The tools, which are currently being completed and will be published on the SAFECOM website⁶ pending approval, align with the Interoperability Continuum (see Appendix A), which is the basis of much of SAFECOM's work as it provides a clear path towards improving interoperable communications. What SAFECOM learned working with the States will, in turn, be incorporated in revised materials for use by other states and regions. A full list of tools is included in Appendices D and E.

Governance

A formal governance structure is critical to the success of interoperability planning because it ensures that the right stakeholders are involved in the communications planning and operations processes. A clearly articulated governance structure also strengthens a jurisdiction's policies, processes, and procedures by providing a framework for decision making across jurisdictional and disciplinary boundaries. SAFECOM worked with both Nevada and Kentucky to improve their governance structures.

Nevada built on its existing communications governance model and focused on identifying who is responsible for implementation of the statewide plan; recruiting new Nevada Communications Steering Committee (NCSC) members; determining responsibilities for all members in the operation of the NCSC; and developing working groups to collaborate with the State's major public safety communications systems. Recommendations for Kentucky included: setting up a state interoperability program office; launching a governance body empowered to develop standards; influencing funding decisions; and offering specialized technical assistance on communications and interoperability to public safety agencies across the State.

Both governance structures can serve as models to other states and will encourage transparency, accountability, and collaboration by employing the following means: leadership that represents a broad range of local-level emergency responders; participatory decision making; relationship building at the Federal, state, tribal, local, and regional levels; and outcome-based strategic planning.

Funding Strategy

It is imperative that states and agencies maximize existing resources by developing partnerships with Federal, state, tribal, local, and private entities. Accordingly, SAFECOM collaborated with Nevada and Kentucky to identify specific actions that both States must take to improve their funding strategies. Specific items included: establishing a working group to better coordinate funding initiatives; estimating and prioritizing the funding needs of state agencies and localities; identifying available and attainable funding sources; and exploring partnerships with Federal, state, tribal, local, and private entities to leverage resources and maximize cost savings.

⁶ www.safecomprogram.gov

These recommendations will allow both RCIP sites to maximize resources as they improve interoperable communications planning efforts. The recommendations will also serve as guidance for other states facing similar funding impediments.

Procurement

The procurement process for goods and services to promote interoperability is often cumbersome and complex. While working with Nevada, SAFECOM formulated best-practice guidelines for developing procurement Requests for Proposals (RFPs), which are key tools in soliciting vendor services and equipment that meet public safety's needs for improved interoperability. These best-practice guidelines are included in a report on RFPs which provides detailed guidelines and key considerations for Nevada and other communities aiming to develop RFPs for desired vendor solutions. That report is currently under review and upon approval will be posted on the SAFECOM website.

The Nevada RFP report will serve as the basis for a future SAFECOM RFP tool intended for use by other public safety communities across the Nation. This tool is currently under development and will be released in the coming months.

Field Observations

SAFECOM's observations from the RCIPs noted a variety of areas that must be addressed in order to improve interoperable communications nationwide. These areas include planning, coordination, information sharing and outreach, governance, resources and funding, and technology and standards. The following are some of the key observations:

- Communities are allocating their limited funds primarily for the procurement of new equipment. Most are not accounting for the costs of developing standard operating procedures (SOPs), conducting maintenance, increasing staffing, or providing training on the new equipment.
- State and local public officials must be educated on the multiple issues affecting communications interoperability (e.g. governance, SOPs, and usage), and must understand that improvements to interoperability will require concentrated effort to achieve the desired efforts.
- Procurement practices, as well as incident response among local agencies and between local and state agencies, often, are not coordinated.
- Most communities do not have access to independent, unbiased technical expertise—a deficiency that makes them vulnerable to sometimes incomplete sales pitches, resulting in poor purchasing decisions.
- Some communities want mandated standards to guide equipment purchases. There is fear of using their limited funds to make costly purchases of equipment that do not meet future standards.
- Achieving communications interoperability requires dedicated staff time, yet in most cases full-time public safety practitioners have to take on additional, interoperability-related responsibilities.
- Rural areas and smaller communities often are not considered or included in interoperability planning. In some cases, these groups cannot qualify for grants due to not meeting population requirements or not having matching funds, yet these groups provide a significant part of the response capability for most urban areas.
- Many leaders in the public safety community who are currently directing efforts to address communications interoperability are nearing retirement. Succession planning is not being addressed.
- Additional training is required in operating communications technology, which is increasingly complex and is exceeding the current skill levels of many public safety practitioners.

- Information on channel and frequency usage is not shared or managed among the public safety agencies, either regionally or within the state. This critical deficiency must be corrected.

Based on the findings, SAFECOM developed recommendations for planning, coordination and collaboration, information sharing and outreach, and governance, addressing all of the issues listed above.

The SAFECOM philosophy for improving communications interoperability is based on experience with many states and localities. It emphasizes:

- Following a locally based, practitioner-driven approach
- Leveraging existing resources
- Applying a standards-based system of systems approach⁷ to connect existing infrastructures and to create migration paths for incorporating future technologies.
- Incorporating grant funding into plan principles
- Conducting an effective outreach program to educate stakeholders and the general public on the value of communications and interoperability investments
- Establishing a collaborative planning process that will lead to enhanced regional coordination
- Basing actions on a clear set of repeatable methodologies and criteria, which can be used nationally

⁷ A system of systems environment provides product choice while ensuring equipment and system compatibility for emergency responders through the use of standards.

Assistance to the Office of Grants & Training

SAFECOM's efforts in Nevada and Kentucky were coordinated with the G&T work in the same regions. G&T is providing technical assistance to all 77 Urban Area Security Initiative (UASI) areas for interoperable communications planning through their Tactical Interoperable Communications Plan initiative. Experience assisting the states in developing effective statewide plans will better inform SAFECOM, G&T, and other Federal partners providing assistance to the greater public safety community. As a result of the Nevada and Kentucky pilots, SAFECOM and G&T have a better understanding of the complex needs and requirements of both States and urban areas and how to address urban area needs and requirements in a statewide communications plan.

To continue to support other regional communications planning initiatives, G&T will share the tools developed from the RCIPs with the other UASI sites across the Nation so that each UASI site will be able to use these tools in future planning efforts. Urban areas will also be able to adapt the recommendations from Clark County and Louisville to their needs while working to develop their own statewide interoperable communications plans.

Conclusion

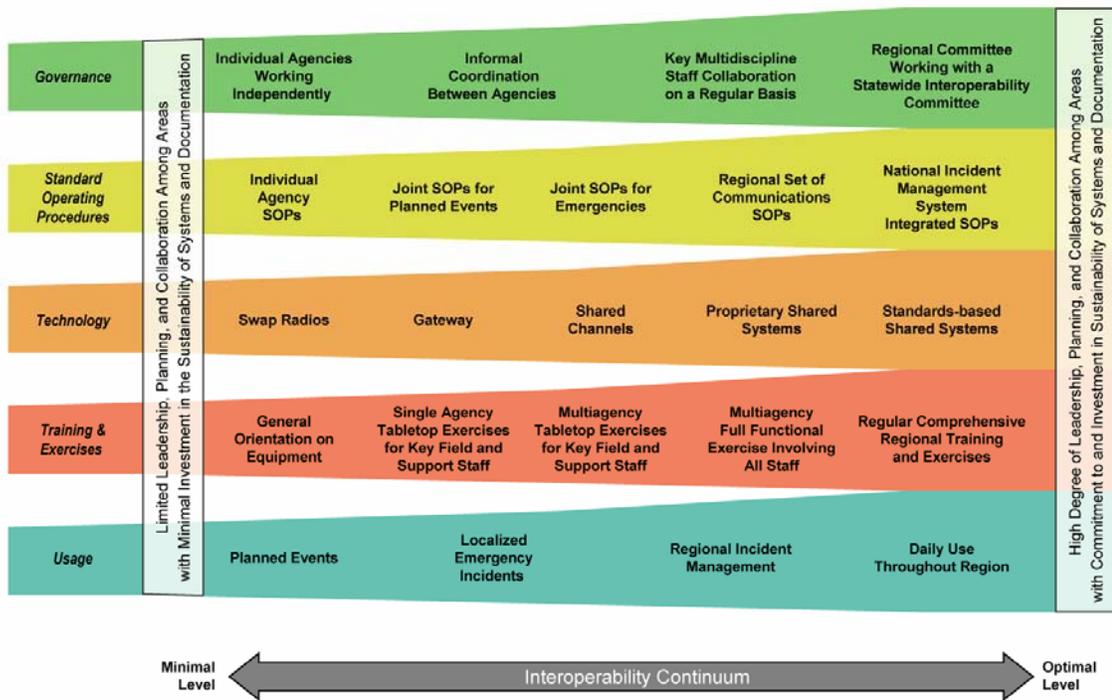
The Nevada and Kentucky pilots have supported both States in improving their statewide communications and interoperability plans and will lead to a significant enhancement of communications interoperability. Most importantly, the pilots led to the creation of guidance documents and collection of new insights to develop tools and policies to enhance the ability of emergency responders to communicate during critical events.

SAFECOM has made significant progress towards its goal of collecting and sharing information for the development of future tools and models that can be used by states and localities across the Nation to improve interoperable communications planning.

SAFECOM will continue to meet the public safety community's needs by developing the new tools needed to serve as nationwide models to improve communications interoperability.

Appendix A: Comprehensive Framework—the Interoperability Continuum

The Office for Interoperability and Compatibility (OIC) and SAFECOM are working with the public safety community to encourage a shift from a technology-centric approach to a comprehensive focus on all critical success elements for interoperability. To help spur this shift, SAFECOM worked with public safety practitioners and local communities to develop a framework for addressing the current interoperability challenges, called the Interoperability Continuum (see below).



The Interoperability Continuum was designed to help public safety practitioners and Federal, state, tribal, and local policy makers address critical elements for success as they plan and execute interoperability solutions.⁸

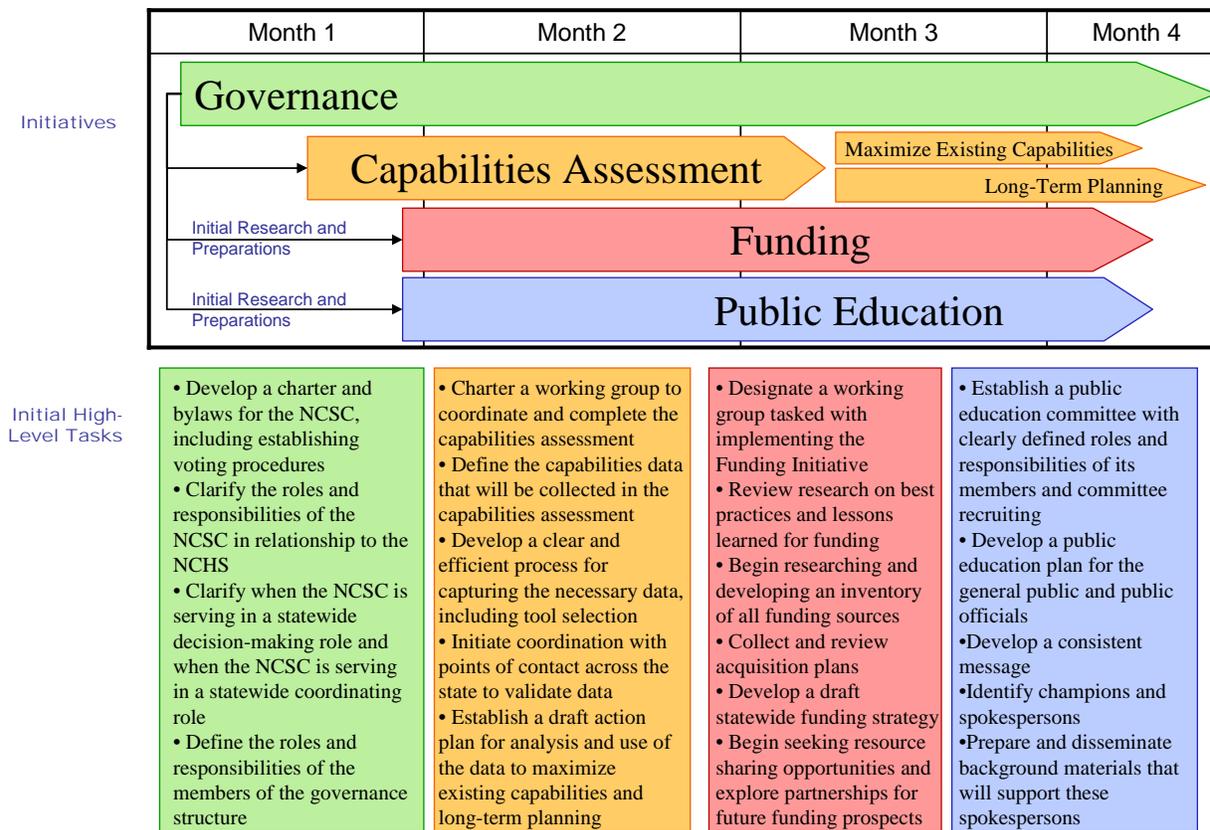
⁸ The optimal level for standard operating procedures along the Interoperability Continuum calls for National Incident Management System (NIMS) integration. Throughout the pilots, SAFECOM supported Nevada and Kentucky in following NIMS compliance through the use of the Interoperability Continuum. Both states were already drafting comprehensive plans that would incorporate NIMS as they continued to work to improve communications interoperability. SAFECOM will also integrate NIMS compliance as it develops national models.

Appendix B: Nevada Background and Roadmap

Nevada was the first Regional Communications Interoperability Pilot (RCIP) project site. Due to diverse geography and demographics, critical infrastructure, and its strong commitment to advancing statewide interoperability, Nevada provided SAFECOM an invaluable opportunity to serve as a National model for communications interoperability. The State has a range of potential vulnerabilities, from high-profile Las Vegas and numerous, sensitive Federal installations to vast tracts of open, unprotected lands. Nevada’s progress towards statewide interoperability is exemplified by the creation of the Nevada Commission on Homeland Security (NCHS) and the Nevada Communications Steering Committee (NCSC).

Below is a high-level roadmap that SAFECOM constructed to help carry out the Nevada RCIP project:

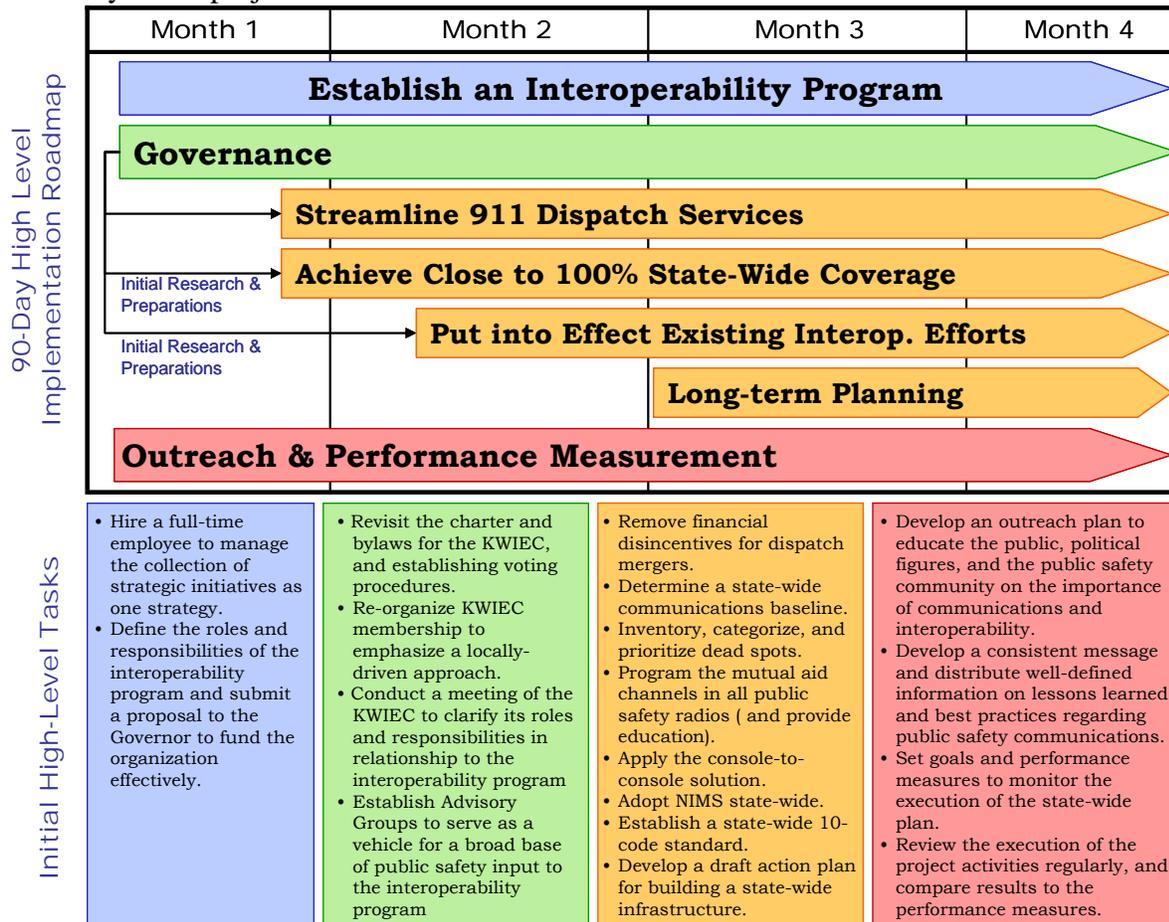
Roadmap



Appendix C: Kentucky Background and Roadmap

The Commonwealth of Kentucky was the second Regional Communications Interoperability Pilot (RCIP) site. Kentucky’s diverse geography, critical infrastructure, and commitments to funding and advancing statewide interoperability made it an advantageous RCIP site. In Kentucky, most public safety responders cannot communicate across jurisdictions and disciplines during day-to-day operations and large-scale incidents. Incident response communications between Federal, state, local and regional public safety organizations are often limited to cell phones and runners to convey information. Some areas within Kentucky had already begun to address communications and interoperability, thus laying a foundation for further progress. The Kentucky Office of Homeland Security requested SAFECOM’s assistance in its ongoing, statewide planning efforts. Kentucky’s efforts to enhance communications interoperability began prior to SAFECOM’s involvement when the Commonwealth Assembly created the Kentucky Wireless Interoperability Executive Committee (KWIEC), which advises and makes recommendations regarding strategic wireless initiatives to achieve public safety voice and data communications interoperability in Kentucky.

The following is a high-level roadmap that SAFECOM constructed to help carry out the Kentucky RCIP project:



Appendix D: Nevada’s RCIP Tools

During the Nevada RCIP, SAFECOM and Nevada developed a set of “tools” to strengthen interoperable communications. Some of these tools are specific to Nevada while others can be applied to the Nation. The following documents will be posted on the SAFECOM website⁹ pending final approval:

- ***Enhancing Statewide Communications Interoperability: SAFECOM Assessment and Recommendations on the Status of Governance in the State of Nevada*** – Provides recommendations for strengthening the Nevada Communications Steering Committee (NCSC), which is charged with developing a statewide communications plan, by developing working groups, determining members responsibilities, and recruiting new members.
- ***Enhancing Communications Interoperability: General Guidance and Recommendations for Interoperability-Related Governance*** – Provides general recommendations for communities across the country to establish empowered multi-agency communications interoperability committees.
- ***SAFECOM Guidelines for Developing Requests for Proposals (RFPs)*** – Provides a reference for developing public RFPs for solutions, equipment, or services tailored to meet public safety practitioner needs.
- ***SAFECOM Recommendations on a Funding Strategy for the State of Nevada*** – Provides a suggested process for developing strategies to secure sustainable funding streams for Nevada’s communications interoperability model.

⁹ www.safecomprogram.gov

Appendix E: Kentucky’s RCIP Tools

The following documents are tools the Nation can use to strengthen interoperable communications. They are currently under development but will be posted on the SAFECOM website¹⁰ upon final approval:

- ***Kentucky State-Wide Strategic Plan for Communications and Interoperability*** – Provides a strategic plan for Kentucky based on a locally-driven approach that draws on the knowledge and needs of local emergency responders in developing initiatives to strengthen emergency response. This document also includes governance recommendations for Kentucky.
- ***SAFECOM Recommendations on a Funding Strategy for the Commonwealth of Kentucky*** – Provides SAFECOM’s suggested strategy to secure sustainable funding streams for Kentucky’s communications interoperability model.
- ***Thunder Over Louisville Interoperable Communications Planning Report*** – Identifies key actions for response agencies to enhance interoperable communications capabilities at Thunder Over Louisville, an annual aircraft show and fireworks display in Louisville that is the kickoff event for the Kentucky Derby Festival.

¹⁰ www.safecomprogram.gov

Appendix F: Abbreviations and Acronyms

DHS	Department of Homeland Security
G&T	Office of Grants and Training
KWIEC	Kentucky Wireless Interoperable Executive Committee
NCHS	Nevada Commission on Homeland Security
NCSC	Nevada Communications Steering Committee
NIMS	National Incident Management System
OIC	Office for Interoperability and Compatibility
RCIP	Regional Communications Interoperability Pilots
RFP	Requests for Proposals
S&T	Science and Technology Directorate
SCIP	Statewide Communications Interoperability Planning
SOP	Standard Operating Procedures
UASI	Urban Area Security Initiative
UAWG	Urban Area Working Group