



Chapter 5

STRATEGY

SAFECOM defines interoperability as “the ability of emergency response agencies to communicate with one another effectively and efficiently during incident response to exchange voice and/or data with one another on demand, in real time, when needed, and as authorized.” While interoperability occurs on a daily basis in Illinois, the formal concept of interoperability demands a defined strategy that includes a far-reaching vision statement, a clearly articulated mission to achieve statewide interoperability, and the goals, objectives, and initiatives that will be used to accomplish interoperability. Illinois’ strategy, presented here, satisfies all these components.

5.1 Interoperability Vision

Interoperability success is defined at the lowest level by its users and is driven by a collaborative commitment by public safety responders to work together to make interoperability the standard, not the exception, for communications. While a utopian state of interoperability is the ultimate goal, Illinois’ strategy to achieve that state begins with its interoperability vision.

OUR VISION . . . By 2016, Illinois will conceptualize, create, foster, and leverage an operating environment in which all public safety responders - regardless of agency size or government/non-government affiliation - will possess the knowledge, technology, and resources to seamlessly communicate through and across disciplines while performing their official duties, thereby ensuring the citizens of Illinois an enhanced quality of life and a maximized degree of protection for their public peace, health, and safety through a coordinated response to emergencies, crimes, and disasters by Illinois’ public safety agencies.

5.2 Mission

Illinois is wholly committed to achieving the highest level of statewide interoperability attainable for its emergency responders. By promoting input from all facets of the user community, Illinois can be assured its interoperable communications mission is focused on the needs of those who will benefit the most from an effective, cross disciplinary communications network: the public safety employees who work tirelessly to protect the people of Illinois from harm and ultimately, the people of Illinois who will be assured of a coordinated, cohesive response in their time of need.

OUR MISSION . . . On behalf of the people of Illinois, the state's public safety agencies and officials will collaboratively work together to develop and implement interoperable communications networks, programs, and standards that will satisfy the operational, technical, and logistical needs of the user community and enable them to respond effectively to the needs of the people they serve while the State of Illinois will provide a cost-effective environment for interoperable communications that promotes open dialogue, welcomes suggestions and recommendations, and encourages participation in planning for the future of statewide interoperable communications in Illinois from and by any concerned citizen, government official, public safety agency, or non-governmental emergency services provider.

5.3 Goals and Objectives

To accomplish its interoperable vision and mission, Illinois has adopted a set of goals crafted to guide the state's progression toward achieving full interoperability. These goals serve as a blueprint for the application of Illinois' SCIP, and the order of listing shown here parallels the prioritization of these goals.

GOAL 1 (Interoperability Continuum: Governance, Technology, and Usage)

Illinois will conduct a statewide study of its interoperable communications systems, inventory resource assets, and identify technology gaps to ensure every public safety agency in Illinois has interoperable communications capabilities.

GOAL 2 (Interoperability Continuum: Governance, Technology, and Usage)

Illinois will judiciously administer all monies allocated for interoperable communications by ensuring their application for the dedicated expansion of the user community; to research, procure, and distribute upgraded technologies on behalf of public safety practitioners; to develop, sustain, and enhance Strategic Technology Reserves (STRs); and to provide field liaison/administrative support related to interoperability issues to both governmental and non-governmental agencies.

GOAL 3 (Interoperability Continuum: Governance, Standard Operating Procedures, and Technology)

Illinois will integrate the Chicago/Cook County Urban Area Security Initiative's Tactical Communications Interoperability Plan into the Statewide Communications Interoperability Plan to increase public safety agency collaboration, expand communications interoperability, and standardize response protocols in the Chicagoland area.

GOAL 4 (Interoperability Continuum: Training and Exercises)

Illinois will validate its interoperable communications plan and systems and expand its training curriculum to include the development of an Interoperable Communications Manager certification program.

GOAL 5 (Interoperability Continuum: Standard Operating Procedures, Technology, and Usage)

Illinois will support the development, expansion, and use of systems that operate in or interoperate with 700/800 MHz bands via voice, data, and/or video signals.

GOAL 6 (Interoperability Continuum: Governance, Standard Operating Procedures, Technology, Training and Exercises, and Usage)

Illinois' Metropolitan Statistical Areas will develop and administer formal Tactical Interoperable Communications Plans.

GOAL 7 (Interoperability Continuum: Standard Operating Procedures, Technology, Training and Exercises, and Usage)

Illinois will collaborate with other Midwestern states in the development of an interstate mutual fire aid pact (the Mid-America Mutual Aid Consortium, or MAMA-C) that will emphasize interoperable communications among participants and serve as a pilot for application to other public safety disciplines.

GOAL 8 (Interoperability Continuum: Standard Operating Procedures, Technology, Training and Exercises, and Usage)

Illinois will collaborate with federal, regional, and local public safety officials, as well as representatives from the U. S. Olympic Committee and the International Olympic Committee, to provide a secure, interoperable communications environment for the 2016 Summer Olympics in Chicago.

5.4 Strategic Initiatives

Illinois will realize its vision to bring interoperable communications capabilities to every governmental and non-governmental public safety agency in the state by focusing on the incremental strategic initiatives that will shape its efforts in the coming years. These initiatives, listed in prioritized order, complement the goals recorded in Section 5.3 of this plan and correlate with the Interoperability Continuum lanes as noted.

STRATEGIC INITIATIVE 1

Illinois will fund, through grant monies and other available sources of revenue, the expansion of programs, systems, and technologies that operate in and/or with the 700/800 MHz bands via voice, data, or video signals. Funding applications may include, for example, the purchase of additional STARCOM 21 radios, the development of compatible 700 MHz systems, and the placement of EMnet terminals in all public safety agencies and dispatch centers throughout the state.

(SUPPORTS GOALS 2 AND 5 → INTEROPERABILITY CONTINUUM: TECHNOLOGY AND USAGE)

STRATEGIC INITIATIVE 2

Illinois will provide training and support to all public safety agencies participating in the CASM study to ensure data input is timely, relevant, and accurate. Additionally, Illinois will expand the availability of its field liaison support to the Metropolitan Statistical Areas to assist in the development of their formal Tactical Interoperable Communications Plans.

(SUPPORTS GOALS 1, 2, AND 6 → INTEROPERABILITY CONTINUUM: GOVERNANCE, TECHNOLOGY, TRAINING AND EXERCISES, AND USAGE)

STRATEGIC INITIATIVE 3

Illinois will ensure the interoperability capabilities of all local, regional, and state governmental/non-governmental public safety agencies are sustained by purchasing/renewing licenses, brokering partnerships with private industry, expanding participatory training/exercise opportunities, and developing and/or modifying standard operating procedures on behalf of the user community.

(SUPPORTS GOALS 2, 4, AND 5 → INTEROPERABILITY CONTINUUM: STANDARD OPERATING PROCEDURES, TECHNOLOGY, TRAINING AND EXERCISES, AND USAGE)

STRATEGIC INITIATIVE 4

Illinois will develop, sustain, and enhance Strategic Technology Reserves capable of re-establishing communications when critical infrastructure is damaged or destroyed pursuant to a major disaster or terrorist attack. The STRs will include strategic equipment such as land mobile radio systems, cellular and satellite-enabled equipment, backup batteries, generators, fuel, and computers and appropriate resources for senior government officers, key emergency response officials, and state/local personnel. Pre-negotiated contracts for the rapid delivery of the most current technologies available during emergency applications will be executed and will include training for personnel responsible for using the technologies, equipment, and devices delivered pursuant to the emergency acquisitions.

(SUPPORTS GOALS 2 AND 4 → INTEROPERABILITY CONTINUUM: STANDARD OPERATING PROCEDURES, TECHNOLOGY, AND USAGE)

STRATEGIC INITIATIVE 5

Illinois will work cohesively with the Regional Transportation Security work group to integrate the voice and data communications systems used by major public transit providers into Illinois' interoperable platform. Providers will include, but are not limited to, Chicago's public bus, subway, and commuter rail systems (Chicago Transit Authority), Amtrak, and the Illinois International Port District.

(SUPPORTS GOALS 3 AND 5 → INTEROPERABILITY CONTINUUM: GOVERNANCE, STANDARD OPERATING PROCEDURES, TECHNOLOGY, TRAINING AND EXERCISES, AND USAGE)

STRATEGIC INITIATIVE 6

Illinois will conduct annual, full-scale statewide exercises to validate the SCIP, the participants' interoperable communications capabilities (including knowledge of standard operating procedures, familiarity with equipment, and

usage techniques), and Illinois' current placement on the five lanes of the Interoperability Continuum. Post-exercise evaluations will be used to assess strengths and weaknesses identified during the drills and will serve as the basis for developing improvement strategies that will be tested during future exercises.

(SUPPORTS GOAL 4 → INTEROPERABILITY CONTINUUM: GOVERNANCE, STANDARD OPERATING PROCEDURES, TECHNOLOGY, TRAINING AND EXERCISES, AND USAGE)

STRATEGIC INITIATIVE 7

Illinois will develop an Interoperable Communications Manager certification program to enhance and sustain professional standards within the interoperable communications field. The program will recognize individuals who successfully complete the required training curriculum at both the entry (basic user) and advanced (manager) levels.

(SUPPORTS GOAL 4 → INTEROPERABILITY CONTINUUM: STANDARD OPERATING PROCEDURES, TECHNOLOGY, TRAINING AND EXERCISES, AND USAGE)

STRATEGIC INITIATIVE 8

Illinois will actively promote all facets of interoperability usage in the state on a routine, daily basis to include the use of such items as EMnet terminals, NIMS policies and forms, interoperable frequencies, ITECS suites, and STARCOM 21 radios during workday applications.

(SUPPORTS GOAL 5 → INTEROPERABILITY CONTINUUM: GOVERNANCE, STANDARD OPERATING PROCEDURES, TECHNOLOGY, AND USAGE)

STRATEGIC INITIATIVE 9

Illinois will work with contiguous states to develop mutually-acceptable, coordinated standards of interoperability that will promote interstate collaboration and facilitate mutual aid responses. Specific topics which will be discussed include the use of standardized equipment, development of mutual aid agreements, adoption of standardized response protocols, and integration of preprogrammed frequencies in communications equipment.

(SUPPORTS GOAL #7 → INTEROPERABILITY CONTINUUM: GOVERNANCE, STANDARD OPERATING PROCEDURES, TECHNOLOGY, TRAINING AND EXERCISES, AND USAGE)

STRATEGIC INITIATIVE 10

Illinois will work with the Chicago/Cook County Urban Area Security Initiative to achieve the seamless integration of preparedness, response, and communications standards between the Chicago/Cook County UASI and the State of Illinois. Primary focus will be placed on the development and implementation of coordinated exercises, the use of 700 MHz channels for increased interoperability, and standardization of operating procedures.

(SUPPORTS GOAL #3 → INTEROPERABILITY CONTINUUM: GOVERNANCE, STANDARD OPERATING PROCEDURES, TECHNOLOGY, TRAINING AND EXERCISES, AND USAGE)

STRATEGIC INITIATIVE 11

Illinois will monitor announcements related to the ongoing competition to host the Games of the XXXI Olympiad and will comply with requests, within

statutory authority and pursuant to security restrictions, for information posed by the U. S. Olympic Committee and/or the International Olympic Committee.

(SUPPORTS GOAL #8 → INTEROPERABILITY CONTINUUM: GOVERNANCE, STANDARD OPERATING PROCEDURES, AND TECHNOLOGY)

5.5 National Incident Management System (NIMS) Compliance

Mindful of Homeland Security Presidential

Directive 5 and Illinois Gubernatorial Executive Order Number 12, Illinois programmatically adopted the National Incident Management System, or NIMS, as the standard for emergency planning, unified command, and response to emergencies and disasters by all state agencies.

By virtue of the gubernatorial mandate for NIMS usage within the State of Illinois, NIMS is an inherent part of the disaster response planning process. Its tenets are ingrained in response protocols, mutual aid pacts, and training exercises used by Illinois public safety agencies. Conversely, Illinois' interoperability communications plan embraces those same tenets and ascribes to NIMS' criterion for the use of the Incident Command Structure (ICS), forms, and communications standards.

5.6 Review and Update Process

Responsibility for updating Illinois' SCIP rests with the Illinois Emergency Management Agency. After-action debriefings will include an assessment of the SCIP's applicability to the event, and suggestions for inclusions or changes to the plan will become a standard feature of all after-action reports. The SIEC will exercise sole authority for approving all modifications to the plan.