Agency Name	Department of Safety
Audit Name	Statewide Radio Interoperability
Audit Period	November 2014
Status Report Date	November 30, 2021

Summary of Audit Observations/Findings					
Number	Observation Title	Status			
		Unresolved	Partially Resolved	Substantially Resolved	Fully Resolved
1	Improve Statewide Interoperability Governance				X
2	Establish a Statewide Interoperable Communications Strategic Plan				X
3	Improve Standard Operating Procedures			X	
4	Develop a Statewide Interoperable Radio Network			X	
5	Consolidate State Agency Radio Network Operations		X		
6	Regularly Conduct Training			X	
7	Regularly Plan, Execute, and Evaluate Interoperability Exercises				X
8	Improve Use of Existing Interoperable Communications Resources			X	
9	Improve Management Control			X	
10	Formalize Organizational Structure, Responsibility, and Authority			X	
11	Consolidate Department Radio Networks, Maintenance, and Dispatch			X	
12	Adopt Incident Command System Administrative Rules and Institutionalize Related Policy and Procedure		X		
13	Improve Channel Matrix Management			X	
14	Improve Radio Network Information Technology Controls			X	

Summary of Audit Observations/Findings					
Number	Observation Title	Status			
		Unresolved	Partially Resolved	Substantially Resolved	Fully Resolved
15	Improve Physical Security Controls		X		
16	Improve Maintenance Management			X	
17	Improve Continuity of Operations Planning			X	
18	Improve Performance Measurement and Evaluation			X	
19	Improve Management of Communications Hardware			X	
20	Improve Oversight of Interoperability-Related Committees and Their Compliance with State Laws				X

Observation 1: **Improve Statewide Interoperability Governance**

Summary of Finding: **The State did not have a formal inter-agency governance structure responsible for establishing coordinated, efficient, and effective interoperable radio communications.**

Current Status: Fully Resolved

The Statewide Interoperability Executive Committee (SIEC) was signed into law by Governor Hassan in 2015. RSA 21P:48 outlines the authority of the SIEC as its membership is representative of State, County, and local; Police, Fire, and EMS; non-governmental organizations; the private sector; and the New Hampshire National Guard. HB 1545 increased the SIEC membership and was signed into law by Governor Sununu on June 18th, 2018. The SIEC is governed by an adopted and approved charter that describes the membership and their responsibilities.

Observation 2: **Establish a Statewide Interoperable Communications Strategic Plan**

Summary of Finding: **During the audit period, the State lacked a functional strategic plan guiding statewide interoperable communications decisions and investments.**

Current Status: Fully Resolved

The Statewide Interoperability Executive Committee (SIEC) through the efforts of the US Department of Homeland Security, Cyber Infrastructure and Security Agency (CISA), Emergency Communications Division (ECD), Technical Assistance (TA) Program conducted workshops in both 2014 and 2018 that created and updated the New Hampshire Statewide Communications Interoperability Plan (SCIP) and is due to be revised on or before the end of 2023. The plan establishes goals and objectives, with expressed due dates, assigned to the SIEC's working groups to address statewide communications interoperability.

In the fall of 2019 through CARES Act Funding the State embarked on a Mutualink Project that equipped the 68 major dispatch centers statewide, hospitals, colleges & universities, NH National Guard, Civil Air Patrol, and critical assets with the ability to interconnect regardless of their communications platform. Both LMR and LTE would communicate through this agnostic network and provide a true sense of interoperability statewide.

Observation 3: **Improve Standard Operating Procedures**

Summary of Finding: **The DOS lacked effective policies and procedures governing DOS-controlled interoperability resource use, management, and deployment.**

Current Status: Substantially Resolved

The Division of Emergency Services and Communications (DESC) has developed a series of policies that include the following: Asset Management, Site Maintenance, Help Tickets, Deployable Assets, Site Security, Password Management, Financial Disclosure Statements and Interoperability Exercises. Other policies are under development.

A formal process relative to the development of an asset control system has begun. This includes obtaining a current inventory of all assets including but not limited to trailers, radios, command vehicles, interoperability radio systems (CradlePoints and trailers).

Work has begun on a process for requesting and vetting requests for communications deployable assets. We have received preliminary information for RFID devices to be installed in our deployable equipment, much like a vehicle Automated Vehicle Location (AVL). This would be a monthly charge and should be properly budgeted.

Observation 4: **Develop a Statewide Interoperable Radio Network**

Summary of Finding: **The State lacked a statewide interoperable radio network or a unified system of local and regional radio networks to achieve seamless interoperable communications statewide.**

Current Status: Substantially Resolved

The DESC is in process of installing new equipment and updating the LMR Network. It is estimated that the entire state has the current capability to be interoperable. However, training and practice will be needed to make it totally functional. The system will be robust and redundant once fully operational. The process to update all of the non-DOS stakeholders will take time to complete.

The installation of the new P25 equipment on the LMR Network is nearing completion. Some new vulnerabilities have surfaced particularly in those areas where there are shared resources with DNCR. Those issues have been identified and are being mitigated. A meeting with DNCR to discuss those specific issues is scheduled for January.

Since February 2020, there has been significant coordination with the Department of Natural and Cultural Resources (DNCR). DESC now monitors all DNCR generator operations to include weekly load

tests, fuel levels, HVAC operation and preventative maintenance. We also monitor devices that can affect the P25 radio system.

DESC is also working with DNCR to absorb their radio infrastructure into the larger P25 radio system to improve interoperability at the dispatch level. Additionally the same conversation is occurring with Hillsboro, Belknap, Grafton, and Cheshire counties. Five radio sites had consolette radios installed, with the capability of monitoring, transmitting on, and patching local and county radio resources as requested by local responders. Once merged, local and county agencies, have access to these resources.

Observation 5: **Consolidate State Agency Radio Network Operations**

Summary of Finding: **State agencies lacked a cohesive, strategic approach to radio network operations. This has led to the proliferation of radio networks in State government, and resulted in duplicative networks, functions, and, potentially, costs.**

Current Status: Partially Resolved

The DESC has been working with other State Agencies that share infrastructure in the LMR arena to better coordinate functionality, reduce duplication and improve coordination. The primary agencies include DNCR and DOT along with DOS. We have identified areas of mutual concern to identify where cost savings are possible but more importantly to where we can "piggy back" and improve service and operational efficiency. Additionally, the DESC has started an LMR Advisory Group of all State LMR users. That includes Fish & Game, Liquor Enforcement, Department of Corrections (DOC), DOT, DNCR, Fire Safety, State Police, Homeland Security and Emergency Management (HSEM) and DESC. The goal is to improve the quality of service, identify areas of improvement and to share resources where possible. The group has already identified two areas: security and training that need immediate attention.

During the past year DESC has met with representatives of DNCR and the Department of Transportation (DOT) to discuss consolidation of LMR functions under the one authority DOS. The concept was embraced, however the next step is to make a presentation to all of the participating Commissioners and to establish a framework to move forward. This was planned for spring of 2020.

This was well underway prior to House Bill 2 (HB2) passage. HB2 includes provisions for the DESC radio team to support and manage all radio assets regardless of the agency using them. Upon the passage of in HB2, DESC has been meeting regularly with DNCR and DOT in the spirit of the language. The communication consolidation in HB2 did not include any financial or human resources to meet the obligation. DESC is working with DNCR to facilitate a capital budget request to upgrade their radio system infrastructure that leverages the investment in the statewide P25 radio system upgrade.

Observation 6: **Regularly Conduct Training**

Summary of Finding: **The DOS lacked comprehensive, ongoing communications and radio training for responders statewide.**

Current Status: Substantially Resolved

The Statewide Interoperability Coordinator, along with representatives from the SIEC have negotiated with both the Police Standards Training Council and the New Hampshire Fire Academy establishing a four-hour training curriculum on Interoperability Communications at the recruit level. Developed in concert with the recruit level training is a one-hour online Interoperability Communications training curriculum for *in*-service personnel specifically designed for Police, Fire, EMS, and dispatchers.

Our personnel in the Bureau of Interoperability have begun coordinating with FSTEMS and PSTC to update the on-line training available. This training is mandatory for any agency who is expecting to receive funding for radio reprograming of their radios to include the "H" Zone, Interoperability Matrix.

In accordance with this initiative, we have also established a Technical Assistance platform through the US Department of Homeland Security, CISA, Emergency Communications Division (ECD) to provide Communications Leader (COML) training, Communications Technician (COMT) training, and Communication Unit Exercise (COMU) to test their individual knowledge.

Observation 7: **Regularly Plan, Execute, and Evaluate Interoperability Exercises**

Summary of Finding: **The DOS lacked a cohesive, systematic approach to planning, conducting, and evaluating communications interoperability exercises.**

Current Status: Fully Resolved

In February of 2018 DOS adopted a policy for Interoperability Exercises, DOS Policy: 18-001. The policy mandates the SWIC and the Director of the HSEM to conduct a minimum of two multi-disciplinary exercises with statewide or regional partners in addition to including all DOS users of the LMR system.

Additionally, the policy requires each DOS Director, whose Division utilizes the LMR system, to conduct two reviews of actual incidents or events that involved communications interoperability and to identify successes, failures and lessons learned.

In 2019, we conducted AAR's on the NASCAR race preparation and execution well as the response to the Bow Power Plant / Coal protests where not only our assets but our personnel (CommL and CommT) were deployed to assist in communications support. We also conducted an exercise facilitated by the CISA through DHS to explain to the Directors at the Department of Safety their roles regarding

Communications and Interoperability during major incidents.

During Covid-19 DESC provided interoperability communication plans and 150+ mobile radios to the National Guard to enable radio communication capabilities at all of the state operated vaccination sites. During SuperVax events at the NH Motor Speedway, substantial LMR radio resources and communication plans were deployed by the DESC throughout the duration of the events, which included the deployment of 50 cache radios each day for SuperVax events. Most recently, our communications plan development and equipment deployment at the Pease airshow provided effective interoperable radio communications between the state, local police and the National Guard.

Observation 8: **Improve Use of Existing Interoperable Communications Resources**

Summary of Finding: **Use of DOS controlled interoperability resources was limited during SFY 2014.**

Current Status: Substantially Resolved

The position of the SWIC has created the necessary groups within the SIEC to increase awareness and use of interoperability assets. The underlying need is for training at all levels and exercises that increase proficiency. They have made substantial progress. The use of Zone "H" (Interoperability zone) has also been a priority but progress has been slow. Zone "H" requires both training and the addition of available repeaters to ensure it can be used over a larger area. DESC is making strides for these improvements.

DESC maintains two caches of portable radios, one for Lawnet and the other for FireEMSnet. The caches are deployed with the Command Vehicles so that they are always available at an incident. Although they are available, most public safety users have their own P25 radio that has the required capabilities.

The Embassy switch has been replaced with what is called the MCORE switch. It has dual capabilities and is redundant. Currently it is only used by DOS, in Phase II of the P25 project the system will be available to all public safety dispatch centers. Training will accompany that implementation. It is an IP based system that will allow for easy deployment.

In June 2020, the H Bank radio frequencies will be available to all public safety agencies and their dispatch centers. There is a lack of training and awareness about the H Bank although the Fire service uses and trains regularly with it. Law enforcement does not rely on it as much, in part because many police related incidents are short term in nature and don't utilize an ICS system. However education and training is on the SIEC agenda for 2020.

The integration of DESC technical staff (Communication Unit Leaders COM-L's) into event operational planning along with the statewide deployment of interoperability channels through all NHSP radios has improved the utilization of the H bank radio frequencies.

Observation 9: **Improve Management Control**

Summary of Finding: **The Department of Safety (DOS) lacked management controls sufficient to ensure effective and efficient radio network operations and related to interoperability functions for which it was responsible.**

Current Status: Substantially Resolved

The existing management controls are not perfect but progress has been made. For instance, the consolidation of the communication maintenance function has significantly improved controls over asset management. It has allowed for better training of technicians, documentation of maintenance, monitoring of lifecycle and improved security at all sites. The introduction of the Communications Asset Manager (CAM) system puts needed information into the hands of those who need it. Once the Help Tickets are implemented it will provide better metrics to manage time and equipment.

Each vehicle/personal radio related service with DOS radio equipment is logged in the RadioShop Bay Activity Database (BAD) by Agency and DOS Equipment Number. Remote site visits continue to be logged in CAM with notes and pictures pertinent to the site visit.

Observation 10: **Formalize Organizational Structure, Responsibility, and Authority**

Summary of Finding: **The DOS lacked a formal organizational structure, responsibilities, and delegations of authority to centrally manage and control internal radio operations and statewide interoperability functions.**

Current Status: Substantially Resolved

This year there were more adjustments to the organizational structure at DESC to better manage internal network operations. A full time Admin IV has been added to the Communications Maintenance Unit to better coordinate immediate and strategic operational goals. Also to coordinate more efficiently with the SWIC and the SIEC.

Recently an Administrator II position was created to assist in the operations management for the radio team. This position will serve as a backup to the department manager. Additionally the person in this position is responsible for all technical decisions, directions, and system architecture.

Observation 11: **Consolidate Department Radio Networks, Maintenance, and Dispatch**

Summary of Finding: **The DOS operated at least three radio networks, two supporting maintenance functions, two full-time and six part-time or intermittent dispatch functions, and retained infrastructure for two additional dispatch facilities as of June 2014. Consolidating networks and dispatch functions can increase efficiency, improve emergency communications, standardize procedures, and simplify maintenance and training.**

Current Status: Substantially Resolved

The LMR Advisory group, which consists of all state law enforcement, is developing policies to have improved management and accountability to the users of the state's LMR. Participants include Liquor Enforcement, Fire Safety, Fish and Game, Corrections, and State Police. The group meets at least semi-annually and has made progress in improving collaboration.

The DESC manages all physical/operational aspects of the NH Fish and Game radio resources except the purchasing of equipment. We provide the same services and level of support to DNCR. We also provide radio programming and reprogramming for state agencies when requested.

As part of the new radio system two geographically-separate cores have been established. One is located at the IPOC and the other at the Laconia PSAP facility. State Police dispatch also has geographically separated dispatch facilities, with locations at the IPOC at Troop "F" in Twin Mountain, NH., and the capability to dispatch out of the Laconia PSAP, providing for redundancy for failures and for situations such as the COVID19 pandemic. The State Police can dispatch to all locations from any of the sites.

Observation 12: **Adopt Incident Command System Administrative Rules and Institutionalize Related Policy and Procedure**

Summary of Finding: **The DOS has not established a statewide Incident Command System (ICS) and the DSP has not operationalized ICS.**

Current Status: Partially Resolved

The Department of Safety has developed a policy whereby exercises that involve Department of Safety personnel, equipment, or coordination, will, wherever practical, use the NIMS (National Incident Based Management System) during planning, executing and evaluating exercises relating to interoperability of the Land Mobile Radio (LMR) system. This will further reinforce the use of and familiarization of ICS/NIMS within our Department.

Rule Saf-C 3900 provides for response to "release of hazardous substances" and needs to be expanded for all related responses to threats / disasters, generally. Work will commence to address this in rulemaking. NIMS / ICS training for First Responders occurs as a function of recruit training for Police Officers and Firefighters, and will be part of joint DOS –involved exercises pursuant to our SOP

Work is currently underway between the Department of Safety Legal Division as well as the Division of Homeland Security / Emergency Management & Fire Standards and Training regarding the revision of the rules relative to implementation of ICS for HazMat response – we are monitoring progress. Wherever possible, DESC and NHSEM utilize the ICS system. For planned events, such as SuperVax, NASCAR, and requests from local agencies for assistance, the ICS is used. When the EOC is activated, the ICS is part of that process.

Observation 13: **Improve Channel Matrix Management**

Summary of Finding: **The DOS did not establish controls over, or provide guidance to, stakeholders on managing statewide channel matrices. Additionally, the DOS did not ensure federal guidance or local input were considered when creating and updating statewide channel matrices.**

Current Status: Substantially Resolved

The Statewide Interoperability Executive Committee (SIEC) through its Radio Frequency Working Group has developed a standardized Matrix of Code Plugs approved by the SIEC. The New Hampshire Department of Safety through its Grant Managements Office and in collaboration with the SWIC's Office has established grant opportunities for every public safety agency in New Hampshire to have their radios reprogrammed (approximately 14,000 radios) to the statewide approved Radio Matrix. The reprogramming effort will take place over a two-year period beginning in October 2019.

Work is underway to provide the channel matrix via a web site so local officials and radio vendors can review it and make requests based on it. Initial discussions are focused on making this available via the WebEOC application.

Observation 14: **Improve Radio Network Information Technology Controls**

Summary of Finding: **The DSP's mission-critical radio network lacked formalized information technology (IT) controls to help deter, prevent, and detect intrusion. A robust IT control system helps ensure a network is safe and secure; weaknesses and risks are identified and mitigated; intrusions are detected and resolved in a timely manner; and the data contained therein are reliable.**

Current Status: Substantially Resolved

Progress has been made in this area including enhancing physical security at our controlled sites. Additionally, we are identifying equipment that should require password protection and have an administrator oversee *it*. Of the 50 sites that the LMR utilizes, DOS is only in control of 20% of those sites and as a result any changes in security has to be negotiated.

The P25 Radio System has an IT core which controls the LMR resources. It contains multiple layers of security and is protected by a Motorola system upgrade agreement (SUA) and a network intrusion detection system. The radio system is further monitored by DESC Communications Staff with the Motorola Unified Event Manager (UEM) for component level system health. The IT backhaul portion of the radio system is managed centrally by DESC through Ceragon radio monitoring equipment and other networked devices to monitor power outages, data packet loss, generator scheduled tests, shelter door entry and shelter temperature.

Observation 15: **Improve Physical Security Controls**

Summary of Finding: **The DOS lacked a formal approach to physical security of radio network assets.**

Current Status: Partially Resolved

DOS received a Homeland grant to move toward digital locks at radio sites we control. The goal is to tie the system into the existing IPOC and PSAP locations as well as the Radio Maintenance facility.

This was completed in July 2021 for DESC owned communication sites. More work needs to be done with partner agencies where DESC has communication equipment.

Observation 16: **Improve Maintenance Management**

Summary of Finding: **DOS controls over radio network maintenance lacked the necessary oversight, policies, procedures, and agreements to ensure its maintenance program was cohesive and efficient.**

Current Status: Substantially Resolved

DOS has developed a comprehensive web application, CAM (Communications Asset Manager) to track all aspects of the communications infrastructure and maintenance. The database architecture provides specific data storage related to property, tower, antennas, buildings, radio equipment, generators and fuel status to include many date driven elements such as component installation, warranty expiration, other end of support/end of life dates as well as regular maintenance tracking with an automated mobile device inspection application. DOS personnel are currently migrating existing paper based information into the system as well as inputting new site visit and maintenance activities as they occur. The application has been extended to other statewide communications stakeholders for improved statewide visibility of communication resource.

This system is in use and has been modified to store site lease agreement expiration and tower structural analysis documentation.

Observation 17: **Improve Continuity of Operations Planning**

Summary of Finding: **The DSP lacked operational continuity of operations plans (COOP) at the end of June 2014.**

Current Status: Substantially Resolved

The New Hampshire Department of Safety, through the Division of Emergency Services and Communications is currently in the process of rolling out its updated P25 Radio system. This system is replacing an aged, end-of-life radio system that had, by design, no redundancy, and relied upon existing maintenance to remain operational. The new Motorola system, is designed to have quadruple fail-over built into its core, meaning, that four separate internal systems would have to fail in the core before radio communications ceased on the DOS network. This system is designed around two (2) geo-diverse cores. One located in Concord at the IPOC and one located in Laconia at the DESC PSAP. Radio Communications for NHSP are being established at the dispatch center at the IPOC as well as at the Laconia PSAP. This design provides redundant backup of both the critical radio infrastructure (2 quadruple-redundant cores) and two separate locations where critical communications can be maintained for NHSP and other entities utilizing the radio system. Once the system is tested and accepted, specific training of dispatch personnel on the new consoles will be undertaken. Motorola-specific training for the radio technicians charged with maintaining the system is currently on-going. These training sessions are/will be conducted by Motorola trained technicians on the new system. Failover plans for COOP purposes will be developed once the system is completely tested and accepted.

The Motorola provided training has been completed. Testing of mobile dispatch consoles was done frequently during the quarantine and social distancing period of Covid-19. While the technical functions of the mobile dispatch consoles has been repeated many times, formal concept of operations still needs to be developed in concert with the NHSP Communications leadership.

DESC considers the COOP plan a living document. It is updated on a regular basis to adjust for new or retired technologies and changes in the organizations involved.

Observation 18: **Improve Performance Measurement and Evaluation**

Summary of Finding: **The DOS lacked agency-wide and subdivision-specific strategic and operational plans related to radio operations or interoperability. The DSP lacked performance metrics related to its radio network, such as up time and user satisfaction. The DSP network contained known problems and coverage issues for extended periods, despite a series of external evaluations detailing the extent of the problems and an assessment of interoperability issues.**

Current Status: Substantially Resolved

Loss of primary electrical power is the most frequent cause of communication outages, DOS has implemented semi-annual professional generator service maintenance and inspection for all 9 sites with backup generator ownership. Date tracking of expiring components such as batteries and database flags of components requiring repairs or follow up are being tracked through the CAM application described in Item 16. A generator site refueling plan is under implementation with two sites actively monitored with remote fuel monitors and automatic delivery, four sites are slated to be monitored remotely this fiscal year with automatic delivery, and the remaining three where physical access is difficult, will be undergoing site evaluations through an RFI/RFP process to implement a more reliable refueling and monitoring system. Additional data transmission and network monitoring systems are being reviewed to further improvements in this area.

Two of the nine sites, in addition to the two configured for monitoring and automatic delivery have been up fitted with new gas piping and failover switch valves which has increased the available gas supply. Reserve propane tanks for remote access sites have been purchased and are filled in a ready reserve status. Proactive winter fuel maintenance has been coordinated on behalf our landlords to improve generator reliability at some of our most critical mountain top sites. Additional fuel supply stabilization and monitoring is planned for the spring/summer of 2020 under a new statewide refueling contract.

Nine sites are currently monitored via cellular modem and automatic delivery is in place where it is physically feasible. Proactive generator maintenance with DNCR owned sites and load testing has resulted in greater reliability and confidence of backup generator operation keeping systems on line. A proactive and staggered battery replacement plan across all DC power plants such as UPS devices and microwave radios at communication shelters began in FY 2021 further improving power resiliency.

Observation 19: **Improve Management of Communications Hardware**

Summary of Finding: **The DOS spent federal grant money on at least 97 radio communications-related devices valued at almost $682,000, with no defined purpose or plan, and they remained unused for between seven and 16 years.**

Current Status: Substantially Resolved

The Department of Safety, through the Division of Emergency Services and Communications has conducted a comprehensive up-to-date inventory of related Communications equipment, owned by the Department of Safety. The purpose was to determine what equipment we could deploy to enhance communications and what equipment is no longer useful, given the roll out of the upgraded P25 radio. As a result, we have undergone a complete assessment of our interoperable equipment including our IMV, Command Trailer, Interoperable Communications Deployable trailers, and Cradlepoint solutions. Much of the older, outdated equipment following the inventory has been removed from the inventory

according to the recommendation and marked as surplus. A radio cache of reserve radios has also been created for ease of deployment if needed for an emergency. Much of the reserve equipment is stored in locked storage containers or in the radio shop. Some supplies that are used for maintenance purposes are stored locally for replacement to maintain emergency communications, while larger expenditures are bought per a plan outlining the need for long-term replacement.

Progress related to deployable assets and communications equipment, including, but not limited to inventory assessment and control; policy development; and determining future needs, is in progress through the Division's Bureau of Interoperability which involves both the SWIC and members of the Radio Communications Team. This is a high priority for the Division as we identify what capabilities we have as well as what the needs are for our public safety partners within and outside of State Government. The reserve radios have been fully serviced and updated with the latest radio channels for an increased level of interoperability readiness. Additional up fitting and servicing of existing equipment is underway validating the grant funded purchases. This equipment has been deployed in the last six months for training, exercises and actual events bridging communications between state, regional and local public safety agencies.

This observation will be on-going.

Please see Observation 7 comments for detail

Observation 20: **Improve Oversight of Interoperability-Related Committees and Their Compliance With State Laws**

Summary of Finding: **During the audit period, the State lacked a formal committee sufficiently empowered to effect statewide interoperability. The DOS formed several variously-named committees to address aspects of decision-making related to interoperability. Their creation was neither legislatively mandated nor chartered or sanctioned by executive action, until 2011 when legislation obligated the Governor to recognize three of them formally to continue their existence.**

Current Status: Fully Resolved

It was widely recognized that New Hampshire benefitted for years from an assortment of committees that were engaged on issues surrounding interoperability communications. In 2015 when the Statewide Interoperability Executive Committee (SIEC) was created, it brought all these various committees into a single committee with a single direction. Established by RSA 21P:48 and under the direction of the Commissioner of Safety and coordinated by the Statewide Interoperability Coordinator (SWIC), who acts as an officio member of the SIEC, the SIEC addresses statewide issues as they relate to interoperable communications. In compliance with RSA 21P:48, the SIEC has oversight responsibility to statewide interoperability, maintaining three Working Groups i.e. the Data Communications Working Group that has oversight on FirstNet activities statewide; the Operations Working Group which creates policy and

procedure as it pertains to SIEC activities; and the Radio Frequency Working Group which has oversight and created the Statewide Radio Frequency Matrix. Each of these Working Groups have sub-committees assigned based on the subject matter being explored.