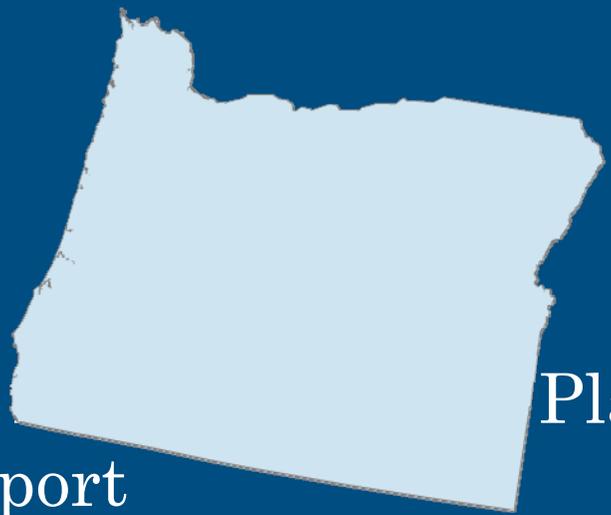


Oregon

Statewide Communication (SCIP) Implementation Report

Plan



July 2009



**Homeland
Security**

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Successes and Challenges

State evaluation of successes and challenges

OEC is required to report to Congress on progress on SCIP implementation and would like to highlight success stories and remaining challenges. In the table below, please highlight three to five SCIP Implementation success stories since your SCIP was approved in April 2008. In addition, please identify two to three challenges. Use as much space as needed to identify and describe the successes and challenges.

Please note that the information you submit on your successes and challenges will be made publicly available, unless this information is sensitive. If you wish to report on progress and/or challenges, but such information might be sensitive, please advise us so that we can consult with you on how it could be redacted from the public. Be advised that only the information contained in this table will be subject to being made available to the public.

Successes (3-5): Identify the success and describe why it is significant or important to overall statewide interoperability efforts.

1. This past year gave us proof that we had reached a new level of effectiveness in communicating the importance of working towards our shared SCIP initiatives. The Governor and his staff, and diverse Legislators and public safety executives from across the state were able to articulate the importance of our key technology initiative, both on a local and a state level. As a direct result, in an economic environment where budgets were being slashed or completely eliminated across the board, the Oregon Wireless Interoperability Network project (OWIN) received authorization and funding to continue into the next biennium. In addition to what we did in state, we reached out to neighboring SIECs and established relationships and held one joint meeting (Washington State was able to attend).

2. We have strengthened the breadth of direct involvement in public safety operability and interoperability. Tribal and transportation representatives became formally committed to our planning process. We have a tribal representative on the State Interoperability Executive Council who is able to regularly attend SIEC meetings and participate as an active member of our Strategic Planning Committee; we have a major transportation representative from the Portland metropolitan area who serves as an officer on our 700 MHz Planning Committee.

3. The OWIN project has forty formal general sharing partnership agreements with local governments and regional entities across the state. The state's largest public utility expanded from being a regional radio partner to a statewide system partner. Tribal organizations who had been partnering with regional radio projects became part of the larger statewide partnership through our 'system of systems' approach. Collaboration and cooperation in upgrading and building out wireless capabilities for public safety reached a new high.

4. Oregon's 700 MHz planning effort moved forward at an accelerated rate and is nearing readiness to share with neighboring states, in fact the OWIN Project plans on using 700MHz as the primary spectrum for the statewide radio system effort.

5. We developed a workable phased plan to complete a statewide TICP. We began the first phase by expanding the Portland UASI region into northern counties. We have a phased approach for addressing the rest of the state and will work with the southwest seven county region in 2009-2010. Related to that work, we received four technical assistance request from OEC and are working on CASM deployment and developing statewide SOPs for using shared interoperable resources.

Challenges (2-3): Identify the challenge and describe how it has/will make SCIP implementation difficult.

1. Gathering the inventory of assets needed for a statewide interoperable resource data base and identifying how it will be maintained remains a major task. This will likely not occur without some outside assistance to ensure that all appropriate resources are accounted for. At a minimum, this impacts our ability to complete the statewide TICP and identify the backup systems/strategies required for Strategic Technology Reserves in a timely manner. We are working on the initial stages to setup CASM, but feel this will require additional technical assistance.

2. Finding local and/or interoperability SOPs that are documented in writing has been difficult. Our goal remains to develop a set of overarching SOPs for statewide use of assets that local and regional SOPs fold into, much as we currently do with the request for additional assets in the event of major disasters. Due to the shortage of specific written SOPs in this area, capacity to complete this initiative is problematic. We will require additional technical assistance.

3. While the federal grants and partnerships with local funds have been crucial in building out a public safety wireless system of systems, finding the funds to support ongoing operations and maintenance is a huge issue. As an example, our most common model includes minimal subscriber unit monthly fees to support O&M. Due to the hard economic times, it is more common than not for agencies to be unable to find the funds to become part of the upgraded radio systems. Large agencies are not in a position to consistently subsidize participation of other agencies that would benefit from joining. While those other agencies can obtain the proper equipment to use on the system through grants, paying for ongoing O& M to be on the system is not an eligible part of the grant funding. In talking with peers in other states – this is a common problem. If feasible we would like to expand our partnership efforts with IWN and other federal agencies to include the shared use of radio systems – we currently share infrastructure resources and would like to take this partnership effort to the next level.

State Overview

Overview of the State and its interoperability challenges

Oregon is the Nation's ninth largest State, covering 98,386 square miles, with 296 miles of coastline. Oregon is home to approximately 3,641,056 residents, with an estimated 50,000 Native Americans. There are 10 Federally-recognized tribes and five Native American reservations. The majority of the State is rural and includes the Cascade Mountain range; the Willamette Valley; and acres of forest, desert, and waterways. Outside of Alaska, Oregon has more forested acres than any other State.

Oregon is bordered by the Pacific Ocean on the west, Washington State on the north, Idaho on the east, and California and Nevada to the south. The Columbia River, as one of the Nation's most important transportation and energy generating regions, forms a border of over 300 miles between the States of Oregon and Washington.

Oregon has a diverse climate, ranging from high desert plateaus receiving fewer than 10 inches of rain annually, to rain forests collecting well over 100 inches of rain each year. The State has experienced, and continues to be significantly at risk for, earthquakes, tsunamis, floods, landslides, wild land fires, volcanic activity, and windstorms.

Roughly 80 percent of Oregon's population resides within a high risk area for earthquakes. The Cascadia Subduction Zone is an 800-mile earthquake fault line stretching from southwestern British Columbia through Washington and Oregon to northwestern California. The earthquakes in this region have generated more widespread effects than any other earthquakes in the history of the State. Earthquakes of a potentially catastrophic magnitude in this area generally occur on average every 500 years, with the last recorded earthquake taking place on January 26, 1700.

Tsunamis also pose a great threat along this fault line. As tsunamis typically occur as a result of seismic or volcanic activity, the timing and magnitude of each occurrence adds to the difficulty in preparing for the disaster. In the event of an earthquake occurring along the Cascadia Subduction Zone, a tsunami may easily follow within five to 30 minutes. Damage to bridges and roadways from an earthquake may make tsunami evacuation routes unreachable.

Oregon has numerous ports, highways, and rail systems. In the eastern part of the state, Umatilla and Morrow counties house a chemical weapons depot, with an expected end date for destruction of all remaining chemical weapons coming in 2010. Extensive wireless operability and interoperability provided and maintained by the federal government to ensure the safety of the involved communities will have to be integrated into the OWIN Project. OWIN is actively engaged in working with the region to partner on a shared system.

The Oregon Wireless Interoperability Network (OWIN) system is the primary technology solution being developed in the State to link State radio users with regional and local system users. This project is being heavily leveraged to increase both operability and interoperability. Resources in Oregon are limited on all levels. The issue of replacing and upgrading the State's public safety communications network to address operability is the overriding concern. Working to be as efficient as possible, there are currently forty signed partnership agreements between locals, regions and OWIN.

Oregon incorporated concepts and principles of the National Incident Management System (NIMS) and Incident Command System (ICS) characteristics through use of a Multi-Agency Coordination System (MACS) into the State Emergency Plan (EMP). Jurisdictions in Oregon are strongly encouraged to ensure that emergency plans and procedures are developed to be NIMS-compliant and thus integrate with the National Response Plan in accordance with the National Preparedness Goals.

Vision and Mission

Overview of the interoperable communications vision and mission of the State

Oregon's Statewide Communication Interoperability Plan (SCIP) has a timeframe of **four years (2007 – 2011)**. The scope of the Oregon SCIP is based upon:

- The planned technology enhancements to the OWIN system.
- Strategic initiatives and policy actions approved by the Statewide Interoperability Executive Committee (SIEC) from 2007 through 2009.
- Local requirements identified in regional discussions around interoperability capabilities.
- Continued preparation for Federal Communications Commission (FCC)-mandated narrow-banding to 12.5 kilohertz (kHz) channels by 2013.
- The requirements of the Legislative Assembly to implement the SCIP by 2011.

Vision: By 2011, create an interoperable communications environment that allows the public safety community to communicate on a day-to-day basis and during all hazards, by voice or data, with one another in real time, when needed and authorized to effectively protect Oregon's citizens and interests.

Mission: To improve public safety communication in Oregon through enhanced voice and data communications interoperability by developing and implementing a plan to use existing systems, maximizing current capabilities, and establishing a foundation for development of a comprehensive and resilient standards-based public safety communications network; and maximizing scarce resources and funding by leveraging public safety communication investments, management resources, and system assets to support emergency responders with vital voice and data capabilities through an established interoperability framework that facilitates seamless operations and coordination of public safety communications, thereby allowing responders to more effectively serve the citizens of Oregon.

The following goals were outlined in Oregon's SCIP:

- Create a common understanding of communications interoperability throughout Oregon.
- As appropriate, utilize common language, coordinated protocols, and standards statewide.
- Integrate existing and future interoperable communications systems.
- Facilitate multi-disciplinary training to enhance effective use of communications systems.

In April of 2009, a diverse group of participants gathered in an OEC supported workshop in order to review and update the goals and objectives of the Oregon SCIP and to ensure alignment with the National Emergency Communications Plan (NECP). That work is being incorporated into a proposed SCIP update that will be reviewed and adopted by the SIEC in the fall of 2009. Following adoption, those initiatives and the associated assignments and milestones will be reflected in a future SCIP Implementation Report for Oregon.

Urban Areas

Overview of the Urban Areas in the State and to what extent they are mentioned in the SCIP

Oregon has one Urban Area Security Initiative (UASI) region that consists of the City of Portland, four Oregon counties (Clackamas, Columbia, Multnomah, and Washington), and Clark County, Washington. A Tactical Interoperable Communications Plan (TICP) was prepared for the urban area and validated

through a Department of Homeland Security (DHS)-evaluated exercise in September 2006. The SCIP lists the larger cities and counties in the TICP and identifies a primary and an alternate point of contact; however, it does not identify the jurisdictions, agencies, and disciplines involved in the TICP development.

Two SIEC members are from the UASI area, but are not identified as representing the urban area. Additionally, the SCIP includes information identifying members of the SIEC Strategic Planning and other SIEC subcommittees also involved in the Portland UASI TICP planning effort.

In comparing the TICP Scorecard recommendations to the SCIP initiatives, it was found that most of Oregon's TICP Scorecard recommendations are directly or indirectly addressed in the SCIP. These include goals to ensure involvement of Federal, regional, and local entities in both regional and statewide planning efforts; initiatives to formalize agreements for sharing and maintaining interoperable communications assets; initiatives to develop, test, and exercise standard operating procedures (SOPs), and include local and regional jurisdictions in the development process; initiatives to ensure SOPs and the use of interoperability assets are part of future exercises; and a requirement for all participating first responder agencies to attain and maintain NIMS and ICS compliance.

Governance

Overview of the governance structure and practitioner-driven approaches

The Oregon SIEC was established by a Governor's Executive Order in 2002 and codified by the State Legislature in 2005. The SIEC meets monthly with a diverse group of stakeholders engaged in improving communications, coordination, and cooperation across disciplines and jurisdictions. The SIEC is an "all volunteer" committee that operates without budgeted staff support.

The SIEC falls organizationally under the Office of Emergency Management (OEM), a section of the Oregon Military Department. The SIEC is responsible for:

- Recommending strategies to improve wireless interoperability among State and local public safety agencies.
- Developing standards to promote consistent development of existing and future wireless communications infrastructures.
- Identifying immediate short-term technological and policy solutions to tie existing wireless communications infrastructures together into an interoperable communications system.
- Developing long-term technological and policy recommendations to establish a statewide public safety radio system to improve emergency response and day-to-day public safety operations.
- Developing recommendations for legislation and for the development of State and local policies to promote wireless interoperability in Oregon.

The Legislature also specifically directed the SIEC to work with public safety agencies in the State to develop a Public Safety Wireless Infrastructure Replacement Plan and to approve investments by the State in public safety communications systems, subject to approval by the Director of OEM.

While regional radio committees exist in various parts of Oregon, designated statewide committees do not. Efforts to communicate between the existing regional groups and the SIEC have been facilitated in large part by the OWIN outreach for partners.

OWIN falls under the management of Oregon State Police with oversight provided by the SIEC. During the 2007 session, legislation was proposed for an alternate governance structure as an independent

department with oversight by subset of the representation on the SIEC. For a multi-disciplinary and potentially multi-jurisdictional system, Oregon believes there are clear advantages to a change in the current governance structure, primarily because it would promote a greater sense of neutrality for a system crossing various user boundaries and disciplines.

Planning for use of 800 megahertz (MHz) and 700 MHz spectrum is the responsibility of the Region 35 Radio Planning Committee. Members of this committee are actively involved in related statewide conversations through SIEC membership and SIEC Technical Committee participation. Oregon’s efforts and coordination with the newly available 700 MHz channels through FCC rulings have continued in this way. The 700 MHz plan should be ready for review by neighboring states in the fall of 2009.

Information on the SCIP point of contact is below. The point of contact is not a full-time Interoperability Coordinator, as Oregon has not yet identified how a full-time Interoperability Coordinator will fit into the prioritization of critical areas to address public safety communications.

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Governance Initiatives

The following table outlines the strategic governance initiatives, gaps, owners, and milestone dates Oregon outlined in its SCIP to improve interoperable communications.

Initiative	Gap	Owner	Milestone Date	Status (Complete, In Progress, Not Started)
Engage regional coordinators (e.g., Hospital Preparedness Program [HPP]) to assist in regular processing and planning meetings.	Need to facilitate regular forums.	SIEC	Begins September 2007	In progress
Improve statewide interoperability between stakeholders.	Funding needs.	SIEC/OWIN/Local Governments	2007 - 2009	In progress
Establish governance structures to support a system of systems approach.	Coordination & agreements over ongoing O&M costs	SIEC/Local Governments/OWIN	2007 - 2009	In progress
Create a common understanding of communications interoperability throughout Oregon, meeting Federal and State legal requirements, maximizing the efficient use and sharing of public safety spectrum and infrastructure.	Funding issues have hindered this process.	SIEC	2007 - 2009	On going
Identify the SIEC point of contact for each bordering State.	Need to formalize and strengthen relationships with bordering States.	SIEC Chair	2007 - 2011	Complete
Set up an initial meeting with each State to share ideas, concepts, overlaps, and specific issues.	Need to formalize and strengthen	SIEC/OWIN	2007 - 2011	Complete with WA.

Initiative	Gap	Owner	Milestone Date	Status (Complete, In Progress, Not Started)
	relationships with bordering States.			
Establish a regular meeting schedule and/or assign SIEC liaisons between States to attend one another's meetings.	Need to formalize and strengthen relationships with bordering States.	SIEC	2007 - 2011	In progress
Recruit and actively engage tribes in all steps of planning and infrastructure development.	Need to formalize and strengthen relationships with bordering States.	SIEC	2007 - 2011	On going.
Establish relationships with the Commercial Advisory Council. Engage to garner support, perspective on various partnership opportunities including shared sites and system expansion. Include all vendors for wireless entities (e.g., radio, telcos, cellular, network operators, and Internet Service Providers)	Need to identify partnership opportunities with private and non-profit sectors.	SIEC/OWIN/Local Governments	2007 - 2011	In progress. Initiative modified following legal review.
Ensure key non-governmental entities are invited and engaged in the planning effort.	Need to identify partnership opportunities with private and non-governmental entities.	SIEC	2007 - 2011	In progress
Engage transportation and utilities in process.	Need to identify partnership opportunities with private and non-governmental entities.	SIEC/OWIN/Local Governments	2007 - 2011	Complete
Meet Public Safety Interoperable Communications (PSIC) requirements.	Funding needs.	SIEC	2007 - 2010	In progress
Establish a disaster recovery plan for interoperable communications.	No disaster recovery plan for interoperable communication.	SIEC, Technical and Strategic Planning Committees	2008 - 2009	In progress
Review and update the Oregon SCIP.	Stated in plan.	SIEC	Bi-Annually	On going

Standard Operating Procedures

Overview of the shared interoperable communications-focused SOPs

Oregon has begun work on statewide communications SOPs with Technical Assistance. The process has confirmed that there are many areas in the State that do not have SOPs. The SIEC has enlisted the

assistance of the Oregon Chapter of the Association of Public-Safety Communications Officials (APCO) and the National Emergency Number Association (NENA) to assist in obtaining existing SOPs, as well as provide assistance in developing needed SOPs. As information is gathered for existing interoperability SOPs, historical information will be included explaining the origination of these procedures as well as which disciplines are involved.

Once local agencies have developed SOPs, the SIEC will assume the lead in developing an SOP for statewide resources. The SOP will focus on delivery of law enforcement, fire, and emergency medical services (EMS) while coordinating with Public Safety Answering Points (PSAPs) and emergency managers.

Progress to date includes the identification of some existing regional SOPs and an initial planning meeting with regional representatives. A plan to develop and expand the overarching statewide SOPs for interoperable assets has been proposed.

Coordination of a set of statewide SOPs is limited to large-scale fire incidents. Documentation of long standing practices is difficult to locate, which is a concern to be addressed as a short-term goal.

Individual agencies and a small number of regions in the State have joint SOPs and regularly use them over mutual aid frequencies. As an interoperable communications network and short-term interoperability solutions become available, additional SOPs will be established to promote smooth operations and minimize interference. SOPs will first focus on delivery of law enforcement, fire, and EMS, while tying coordination through PSAPs and emergency managers together.

The need to document current practices and procedures became evident in the process of drafting the SCIP. This will now be a priority for planning efforts in the 2007 to 2009 biennium. While local SOPs are the responsibility of local agencies, the SIEC will continue to serve as a collection point and resource, and will assume the lead in covering all SOPs.

SOP Initiatives

The following table outlines the SOP strategic initiatives, gaps, owners, and milestone dates Oregon outlined in its SCIP to improve interoperable communications.

Initiative	Gap	Owner	Milestone Date	Status (Complete, In Progress, Not Started)
Collect a sampling of local SOPs.	Staff time to collect information	Oregon APCO/NENA	2008	In progress. Formal process begun in 2009.
Inventory and review current SOPs.	Identify review process	Oregon APCO/NENA	Q1 2009	In progress.
Develop SOPs for statewide resources.	Tie OWIN and local/regional projects	Oregon APCO/NENA	December 2009	In progress
Develop suggested best practices template for SOPs.	Outcome of review process.	Oregon APCO/NENA	December 2009	In progress
Define the SOP process to include development, management, maintenance, and upgrades.	Documentation on long standing practices is difficult to locate.	Oregon APCO/NENA	December 2009	In progress

Technology

Overview of the technology approaches, current capabilities, and planned systems

Oregon's technology approach is aimed at establishing an interoperable network that incorporates standardized sites and equipment that can connect to one another in a system of systems approach. The four State radio system users have been operating on separate systems and do not have State-provided access to mobile data. Oregon public safety agencies primarily operate on the very high frequency (VHF), ultra high frequency (UHF), and 800 MHz frequency bands.

Non-State, regionally-based shared systems in heavily populated areas have increased in both operability and interoperability. For example, the Portland-Vancouver metropolitan area has a shared, proprietary common 800 MHz system and the region encompassing Morrow and Umatilla counties achieve interoperability through a shared 450 MHz system. Both of these regions are now formally part of the OWIN partnership. However, in many areas, basic operability remains a challenge with dispatch relay, radio swapping, and use of mutual aid channels as common approaches for achieving interoperability. The number of partnerships in progress with OWIN is a reflection of effective outreach efforts. Grant funding has provided many opportunities to reconsider geographic boundaries. A core concern for most public safety providers is how they will afford the ongoing costs for operation and maintenance for their radio system.

The FCC narrow-banding requirement to 12.5 KHz with subsequent reductions to 6.25 KHz channels will require almost complete replacement of the public radio infrastructure in Oregon. Beyond this requirement, many of Oregon's public safety agencies struggle with operability in general, and in some cases, systems are in danger of imminent failure. Wireless data is not an option in many areas due to insufficient coverage and funding. The State is currently building out a pipeline for public safety agencies to extract mobile data services.

The State is looking to develop and operate a single emergency response wireless communications infrastructure that supports the communication needs of all State agencies and ensures communications interoperability among all Federal, State, local, and tribal public safety agencies. OWIN will consolidate four separate aging radio systems into a single, standards-based, scalable system. The plan is to establish a statewide Internet Protocol (IP) network that rides on the State's digital microwave system that supports statewide, all-agency interoperability. Finally, Oregon intends to adopt the National Public Safety Telecommunications Council's (NPSTC) channel naming.

The following tables list the major systems in Oregon and include those used for solely interoperable communications, large regional systems specifically designed to provide interoperability solutions, and large wireless data networks.

State System Name	Description	Status
Oregon Wireless Interoperability Network (OWIN)	A 700 MHz/VHF P25 scalable trunked backbone system used to integrate public safety systems – Replace the four current State systems – Forestry, State Police, Transportation, and Corrections.	In progress. December 31, 2011 planned completion.
Integrated Wireless Network (IWN)	Federal system of 12 shared buildings and towers and digital microwave that carries State and IWN traffic.	In progress. System complete from Salem to Eugene; in progress for Salem to Medford.
Columbia River Intertribal Fisheries	Shared infrastructure along Columbia	In progress. Completion is estimated by

State System Name	Description	Status
Commission (CRITFC)	River between Portland and Umatilla.	mid 2008.

Regional System Name	Description	Status
Portland-Vancouver UASI	Shared proprietary 800MHz analog trunked system with established shared talk groups	Existing. UASI is considering a digital 700/800 MHz P25 system.
Lane Regional Interoperability Group (LRIG)	Shared wide area 3 site simulcast UHF P25 system in Central Lane County (includes the Eugene/Springfield metro area). Links to IWN and Southwest 7 county system.	Implemented May 2008; IWN connectivity complete; Master site in place for SW 7 County system. Additional users coming on to system in 2009.
Chemical Stockpile Emergency Preparedness Plan(CSEPP)	Shared 450 MHz system for federal, state and local interoperability in Umatilla and Morrow Counties.	Existing. Funding to support system will stop when munitions are destroyed; estimated 2012.
*This table is only a sample representation of shared systems in the State. Regional system projects funded by various federal grant resources are in progress in multiple areas/jurisdictions.		

Technology Initiatives

The following table outlines the technology strategic initiatives, gaps, owners, and milestone dates Oregon outlined in its SCIP to improve interoperable communications.

Initiative	Gap	Owner	Milestone Date	Status (Complete, In Progress, Not Started)
Complete shared infrastructure (digital microwave system) along the Columbia River.	Need to establish infrastructure in this region.	State and Columbia River Intertribal Fisheries Commission)	November 30, 2008	In Progress
Complete inventory of assets.	Determine what is available.	SIEC	December 31, 2008	In Progress
Complete the IWN System from Salem to Medford.	Establish a high speed network.	OWIN	December 31, 2008	In Progress
Complete Statewide TICP.	Need to integrate USAI, regional, and rural plans.	SIEC/Local governments	December 31, 2008	In Progress
Complete inventory of Strategic Technology Reserve (STR).	Current asset capability.	OWIN	July 2009	Not started
Identify a backup strategy for each critical component.	Need to establish backup system capability.	SIEC/911 Centers	December 31, 2011	Not started
Establish priority protocols for the use of statewide, regional, and local system assets.	Need to control the use of a system of systems network.	SIEC, multi-agency, multi-disciplinary groups	December 31, 2011	In Progress

Initiative	Gap	Owner	Milestone Date	Status (Complete, In Progress, Not Started)
Design and build the OWIN system as the backbone for statewide interoperability.	Need to establish a statewide public safety communications network.	OWN/Local governments	December 31, 2013	In progress
Establish a standards-based and scalable voice and data public safety wireless system.	Need for a standards-based system.	OWIN/Local governments	2013	In Progress
Integrate existing and future interoperable communications systems.	Need to integrate existing and future systems.	All Public Safety entities, led by standards established by the SIEC	2013	In Progress

Training and Exercises

Overview of the diversity, frequency, and inter-agency coordination of training and exercises

Oregon's Department of Public Safety Standards and Training (DPSST) is the centralized body for coordinating and tracking training for emergency responders. DPSST conducted job task analyses and needs assessments to establish basic academy and continuing education requirements for each discipline. DPSST handles statutory certification for public safety disciplines, and tracks instructor requirements and certifications.

DPSST has experience in meeting the training needs of the emergency response community and may lead the effort in identifying new requirements and courses of study that will meet the State's need for Communications Unit Leader (COML) training. In the interim, a COML course was sponsored regionally via the Oregon APCO/NENA chapter in 2009. A request to host another in the near future has been made.

OEM conducts regular earthquake exercises and coordinates State grant awards to promote both regional and local training and exercise. The SIEC has a goal of developing a twice-yearly plan for statewide exercises from 2007 through 2009.

Oregon has identifiable and varied resources for training and exercises using Federal Emergency Management Agency (FEMA) courses. Templates are available on the OEM Web site to use when applying for grant funds. OEM, in conjunction with the Oregon Emergency Managers Association, works to identify training needs in various counties and regions and schedules them throughout the year. Other coursework is completed through a combination of methods such as online training, classroom, train-the-trainer regional classes, and a range of tabletop to full-scale exercises.

All full-scale exercises are required to have a communications element that will be evaluated in accordance with the State Multi-Year Training and Exercise Plan. OEM requires all exercises conducted within the State and using Federal funds to be cross-disciplinary and cross-jurisdictional, with the exception of operationally-focused training.

Training and Exercises Initiatives

The following table outlines the training and exercises strategic initiatives, gaps, owners, and milestone dates Oregon outlined in its SCIP to improve interoperable communications.

Initiative	Gap	Owner	Milestone Date	Status (Complete, In Progress, Not Started)
Conduct regional exercises to test usefulness and effectiveness of inventory, SOPs, and training.	Funding	Oregon Emergency Management	First exercise 2008	In Progress - ongoing
Develop a twice yearly plan for statewide exercises.	Need to coordinate system use.	SIEC/OEM	December 2009	In Progress
Facilitate training to enhance and reinforce effective use of communications systems.	Funding	DPSST	July 2009	In Progress
Prioritize outreach and training so that key stakeholders understand options for interoperability, know how to use those options, and are working in concert with others to enhance the system of systems approach.	Operational Knowledge.	Public Safety entities led by SIEC/OEM	July 2009	In Progress
Establish core objectives on interoperable communications for use in local training and exercises.	Need for multi-disciplinary training.	SIEC/Local government	September 2010	In Progress
Provide a template for statewide, regional, and local exercises of interoperable resources.	Need for multi-disciplinary training.	SIEC/OEM	September 2010	Not started

Usage

Overview of the testing of equipment and promotion of interoperability solutions

Although technology in Oregon is limited, interoperability is required for day-to-day public safety operations. Often this is accomplished through dispatch relay, swapping radios, or using mutual aid channels. Implementation of the Oregon SCIP will ensure regular usage of the equipment and SOPs needed for statewide interoperability at a minimum, through planning for annual exercises. The SIEC encourages ongoing, regional, and tribal functional communications exercises to ensure proper knowledge and deployment of interoperable communications.

Usage Initiatives

The following table outlines the usage strategic initiatives, gaps, owners, and milestone dates Oregon outlined in its SCIP to improve interoperable communications.

Initiative	Gap	Owner	Milestone Date	Status (Complete, In Progress, Not Started)
Exercise systems and protocols on a regular basis at all levels.	Lack of technology and SOPs.	All agencies	Ongoing	In progress