

Office of Emergency Communications

NECP Goal 2 Analysis



State of Oregon

March 2012

NECP Goal 2

National Overview

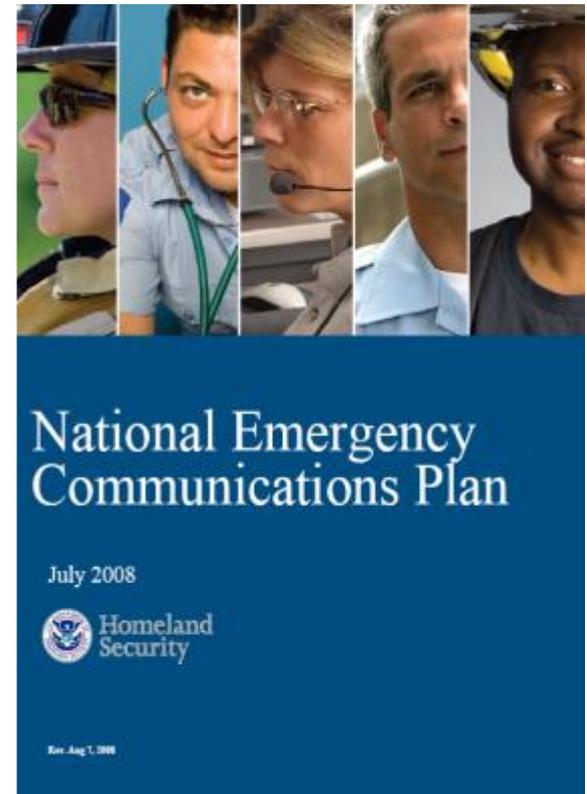
(Excerpt from OEC Presentation at Joint SAFECOM
/ NCSWIC Meeting on Dec. 6, 2011)

NECP Goals

Goal 1: Urban Areas – 90 percent of all high-risk urban areas designated within the Urban Areas Security Initiative (UASI) are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies (2010)

Goal 2: Counties / County Equivalents – 75 percent of non-UASI jurisdictions are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies (2011)

Goal 3: All Jurisdictions – 75 percent of all jurisdictions are able to demonstrate response-level emergency communications within three hours, in the event of a significant incident as outlined in national planning scenarios (2013)



Capability vs. Performance

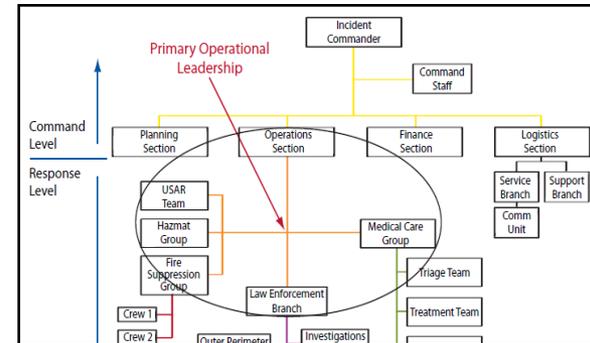
Capabilities

Early

Advanced



Performance



- Generalized descriptions by continuum lane
- Based on SAFECOM Baseline maturity model
- Looks at key factors for consistent interoperability success

- Represents response to a single incident
- Criteria looks across three core areas:
 - 1) policies/procedures;
 - 2) roles & responsibilities;
 - 3) technical quality & continuity

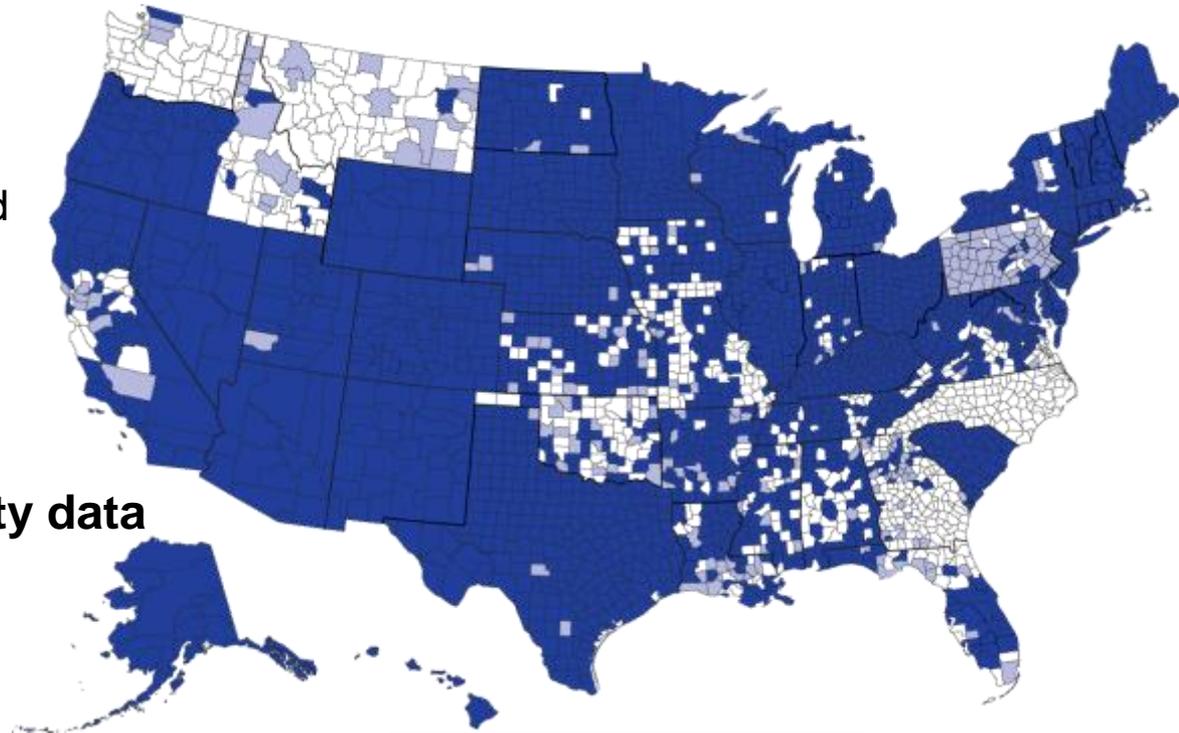
Goal 2 Reporting to Date

Out of 56 States / Territories and 3,224 Counties Nationwide:

- 34 States/Territories submitted over 90% of counties
- 2,519 capability reports submitted (78%) Nationwide
- 2,395 performance reports submitted (74%) Nationwide

OEC continues to accept county data

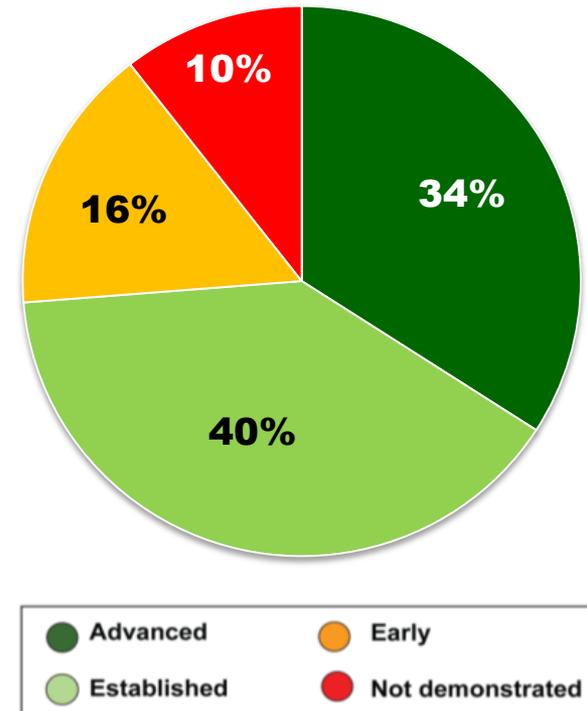
- Webinars / Workshops available
- Entry of paper submissions
- Continued Response Level tool access (www.publicsafetytools.info)
- Direct OEC contact to counties



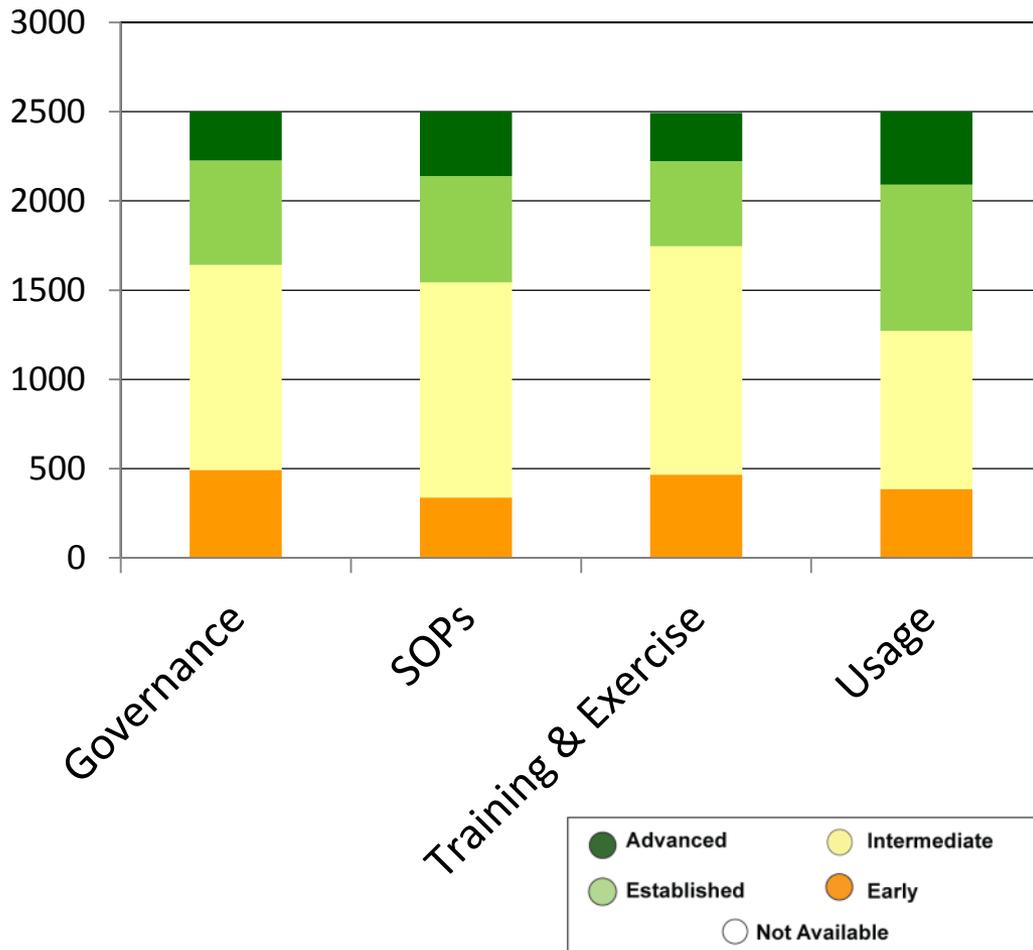
- County has submitted both
- County has submitted one
- County has submitted none

Goal 2 - National Performance Summary

- **Advanced Demonstration**
 - Consistently provide response-level communications during routine incidents and events involving multiple jurisdictions, disciplines and agencies and effectively address a significant incident were it to occur
- **Established Demonstration**
 - Consistently provide response-level communications during routine incidents and events involving multiple jurisdictions, disciplines and agencies
- **Early Demonstration**
 - Communications and coordination were largely ad hoc, with few documented plans or procedures during routine incidents and events involving multiple jurisdictions, disciplines and agencies
- **Not Demonstrated**
 - Did not demonstrate response-level communications due to lack of planning, policies and technical solutions



Goal 2 - Capability Details



Indications of Improvement from 2006 SAFECOM Baseline survey:

- % of jurisdictions at the “advanced” level of governance has doubled from 4%-8%.
- % of jurisdictions indicated that they have only informal interoperability SOPs has dropped from over 40% to 15%.
- % of jurisdictions that regularly achieve interoperability has increased from 66% to 85%

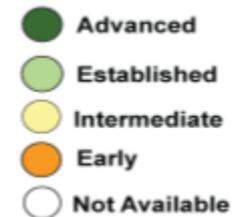
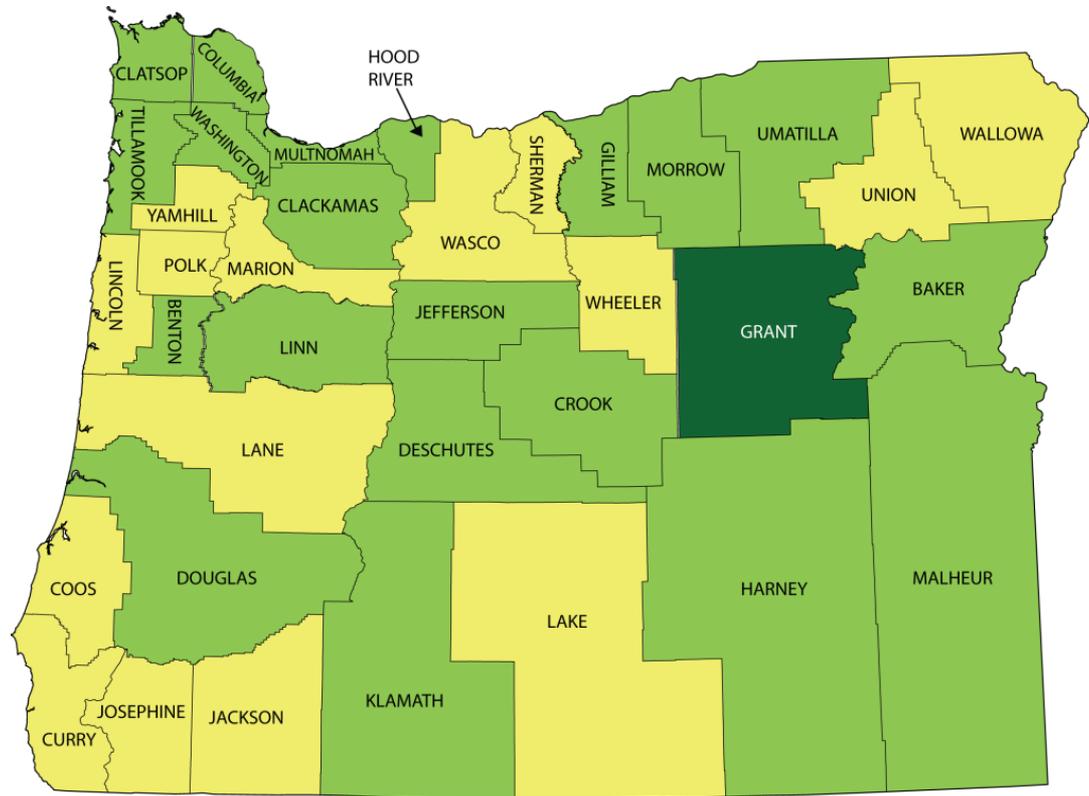
Oregon Capability Data

(Based on submissions as of March 1, 2012)

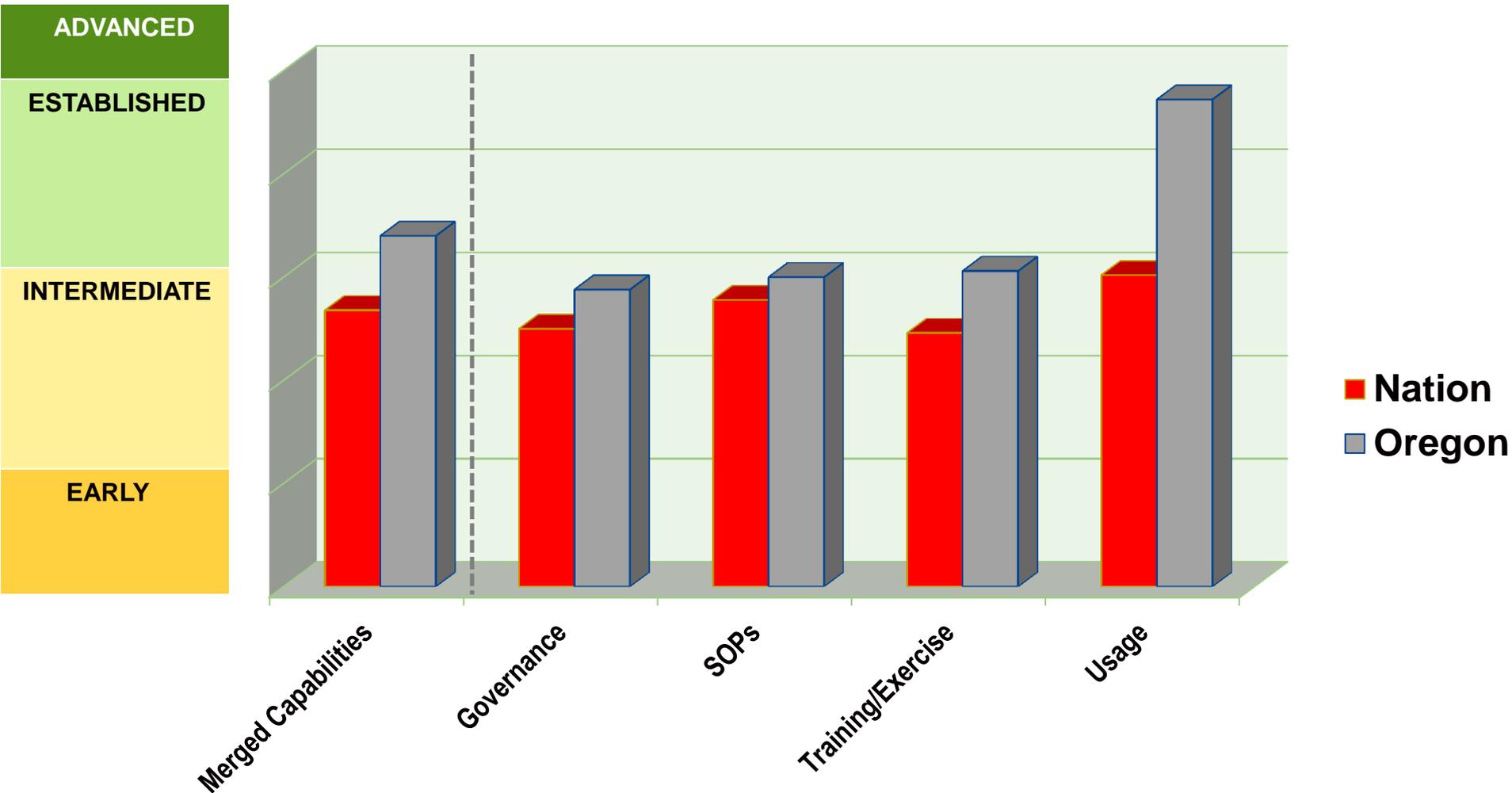
Oregon Overview

Capability Scores:

Represents weighed average of key communications interoperability capabilities within the county (Governance, SOPs, Training, Usage)

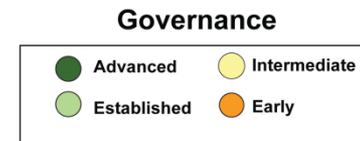
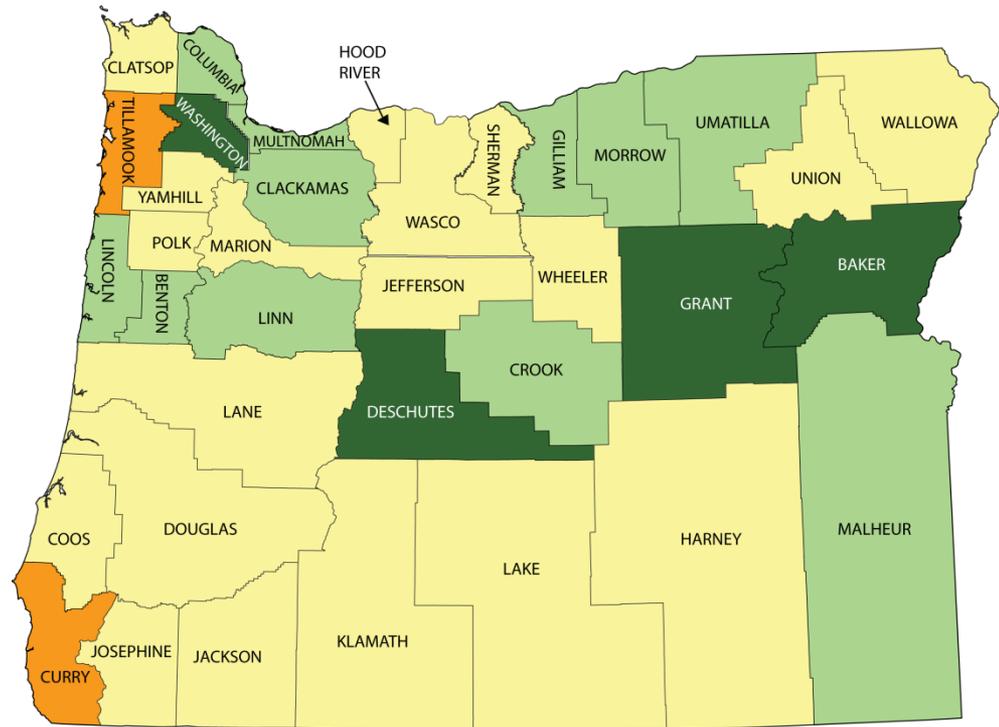


Capability Comparison with Nation



Capabilities Details: Governance

Governance	Early Implementation	County-wide decision-making groups are informal and do not yet have a strategic plan to guide collective communications interoperability goals and funding.
	Intermediate Implementation	Some <i>formal agreements</i> exist and <i>informal agreements</i> are in practice among members of the decision making group for the County. Strategic and budget planning processes are beginning to be put in place.
	Established Implementation	Formal agreements outline the roles and responsibilities of an county-wide decision making group, which has an agreed upon strategic plan that addresses sustainable funding for collective, regional interoperable communications needs.
	Advanced Implementation	County-wide decision making bodies proactively look to expand membership to ensure representation from broad public support disciplines and other levels of government, while updating their agreements and strategic plan on a regular basis.

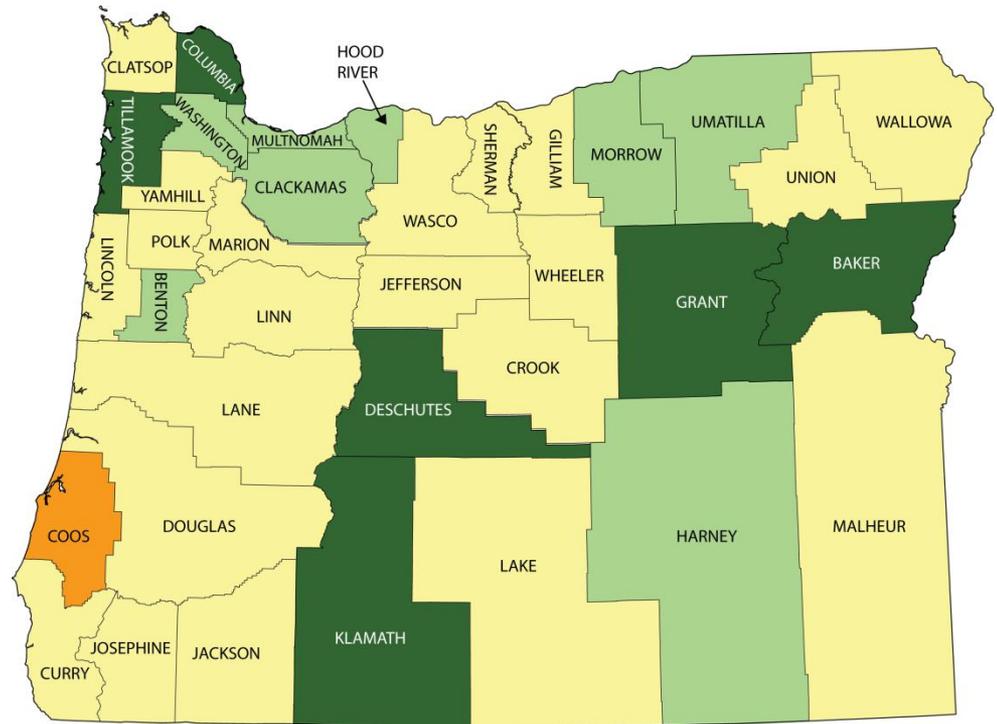


SCIP Initiatives: Governance

Initiative <i>(Name / Purpose)</i>	Gap <i>(Brief Description)</i>	Owner <i>(Agency, Department, and/or POC)</i>	Milestone Date <i>(Month/Year)</i>	Status
NECP Initiatives				
<i>Establish a full-time statewide interoperability coordinator or equivalent position.</i>	n/a	ODOT, Major Projects Branch/SIEC	4/10	Complete
<i>Incorporate the recommended membership into the Statewide Interoperability Governing Body (SIGB).</i>	n/a	State Interoperable Executive Council (SIEC)	2002	Complete
<i>Establish the SIGB via legislation or executive order.</i>	n/a		Established by Executive Order- 2002; in Statute 2005	Complete
Additional State Initiatives				
<i>Identify current interoperability resources by region</i>	n/a	SIEC & SWIC	6 Regions Complete	Complete – work on levels
<i>Use the National Infrastructure and Emergency Communications Plans to Inform & Prepare to meet NECP Goals 1 & 2</i>	n/a	SIEC Strategic Planning Committee, OR APCO/NENA,OEM	All Counties submitted.	Complete
<i>Provide continued leadership and guidance in tracking NECP goal progress and FCC narrow banding compliance</i>	Awaiting OEC final guidance on Goal 3.	SIEC/SWIC	SWIC will work Goal 3 effort.	Planning
<i>Formalize and strengthen relationships with bordering states and Tribal Nations</i>	Engage tribes via quarterly meetings (info share). Schedule joint meeting for neighboring states SIGB's...Washington and Idaho.	SIEC Strategic Planning Committee	New tribal appointment to SIEC. SWIC participates with RECCWG, and the National Statewide Interoperability Coordinators Executive Committee.	On going

Capabilities Details: SOPs

Standard Operating Procedures	Early Implementation	County-wide interoperable communications SOPs are not developed or have not been formalized and disseminated.
	Intermediate Implementation	Some interoperable communications SOPs exist within the county and steps have been taken to institute these interoperability procedures among some agencies.
	Established Implementation	Interoperable communications SOPs are formalized and in use by all agencies within the county. Despite minor issues, SOPs are successfully used during responses and/or exercises.
	Advanced Implementation	Interoperable communications SOPs within the county are formalized and regularly reviewed. Additionally, NIMS procedures are well established among all agencies and disciplines. All needed procedures are effectively utilized during responses and/or exercises.

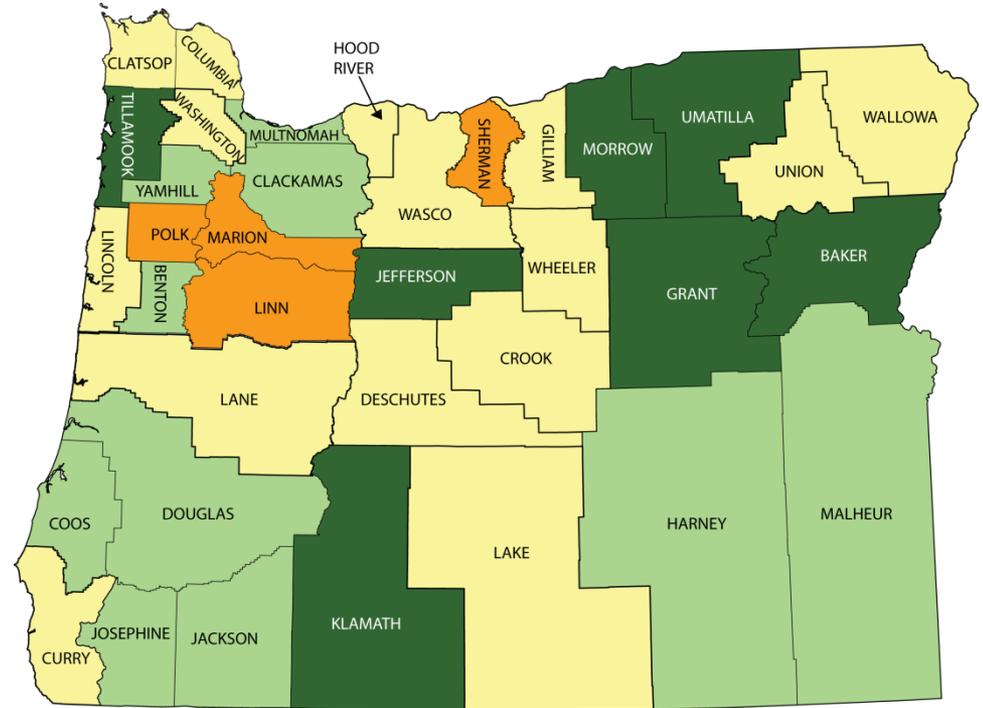


SCIP Initiatives: SOPs

Initiative (Name / Purpose)	Gap (Brief Description)	Owner (Agency, Department, and/or POC)	Milestone Date (Month/Year)	Status
NECP Initiatives				
<i>Tactical planning among Federal, State, local, and tribal governments occurs at the regional interstate level.</i>	700 MHz Planning effort	Region 35 RPC/700 MHz Planning Committee	July 2010	Continued planning
<i>All Federal, State, local and tribal emergency response providers within UASI jurisdictions implement the Communications and Information Management section of the National Incident Management System (NIMS).</i>	Still have public safety agencies that do not meet requirements	OEM		In progress
<i>Incorporate the use of existing nationwide interoperability channels into SOPs.</i>	Need regional SOPs for interoperability resources, including I/O frequencies	Regional Radio Groups/Oregon APCO/NENA	Included in completed TIC Plans 2011	In progress
<i>Complete NECP Goal 2 Requirements for each county of the State by November 1, 2011.</i>		SIEC/SWIC/APCO/NENA	Each county finished in August 2011	Complete
<i>Update SCIP to reflect plans to eliminate coded substitutions throughout the Incident Command System (ICS).</i>	Not established statewide	OR APCO/NENA	Dec 2011	Not started
<i>Define alternate/backup capabilities in emergency communications plans.</i>	Identify STRs by region; prioritize gaps; establish means of accessing resources;	OEM/ODOT;	Dec 2012; Dec 2011; PSAPs have back up plans that are exercised annually	In Progress Established
Additional State Initiatives				
<i>Complete TIC Plans across state on regional basis</i>		SWIC/OR APCO/NENA	6 Regional Plans completed.	Complete

Capabilities Details: Training & Exercise

Training & Exercises	Early Implementation	County-wide public safety agencies participate in communications interoperability workshops, but no formal training or exercises are focused on emergency communications.
	Intermediate Implementation	Some public safety agencies within the county hold communications interoperability training on equipment and conduct exercises, although not on a regular cycle.
	Established Implementation	Public safety agencies within the county participate in equipment and SOP training for communications interoperability and hold exercises on a regular schedule.
	Advanced Implementation	County public safety agencies regularly conduct training and exercises with communications interoperability curriculum addressing equipment and SOPs that is modified as needed to address the changing operational environment.



Training and Exercise

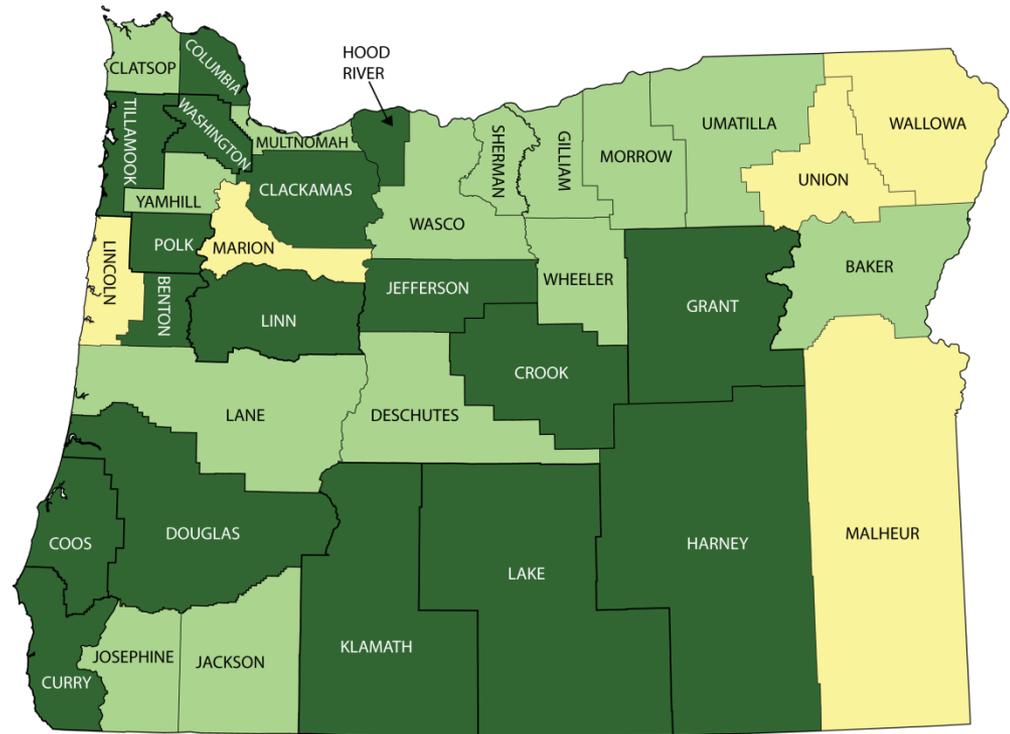


SCIP Initiatives: Training & Exercise

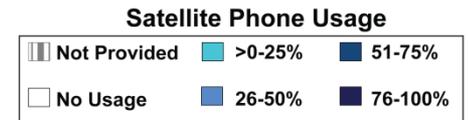
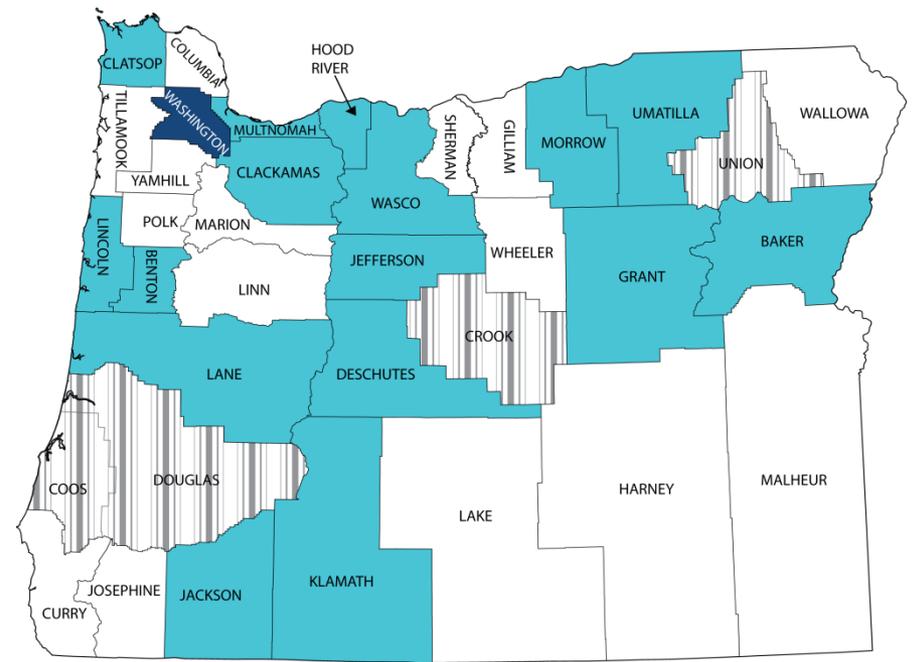
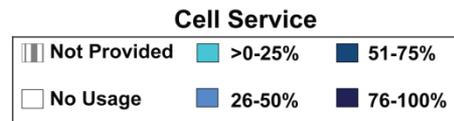
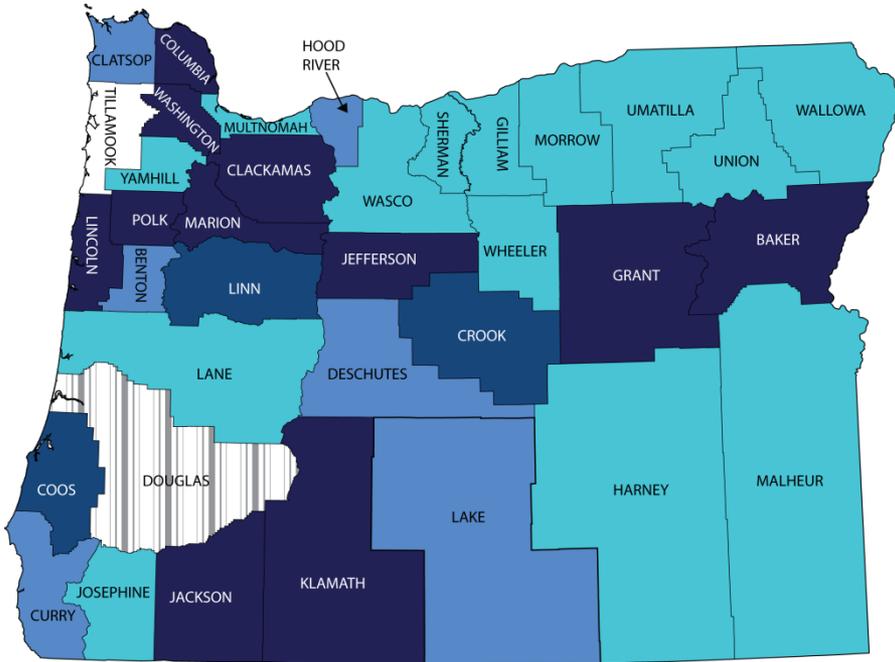
Initiative (Name / Purpose)	Gap (Brief Description)	Owner (Agency, Department, and/or POC)	Milestone Date (Month/Year)	Status
NECP Initiatives				
<i>Incorporate the use of existing nationwide interoperability channels into training and exercises.</i>	Exists on a regional basis; not statewide.			
<i>Complete disaster communications training and exercises.</i>	Coordinated by OEM; COML courses are part of preparation. Scheduled in 2009, 2010, 2011. Disaster exercises are coordinated regionally through OEM, include incorporation of TIC Plans		UASI – Counties Goal 2 Information 2011	Goals completed, but disaster training is continual.
Additional State Initiatives				
<i>Identify who will coordinate current resource request (e.g. regionalized control points).</i>	Regional versus local control points.	Completed initial TICP development and FEMA Region X Communications Plan.	2012-2013	In Progress
<i>Identify partnership and collaboration opportunities</i>	Increase Inter-Regional Interoperability within the State -	Regional Radio System Managers/SIEC Partnership Committee.	2012-2013	In Progress
<i>Provide a template of interoperability resources for statewide and local exercises</i>	Identify funding source.	OEM/SIEC/SWIC	Working on IFOG's 2012	In progress
<i>Encourage outreach efforts</i>	Send a liaison to the broadband council. Continue involvement with ERIC, PSST, and OEC on broadband initiatives.	SIEC/SWIC/Major Projects	OBAC SIEC Chair Appointed – possible SWIC appointment as liaison.	In Progress

Capabilities Details: Usage

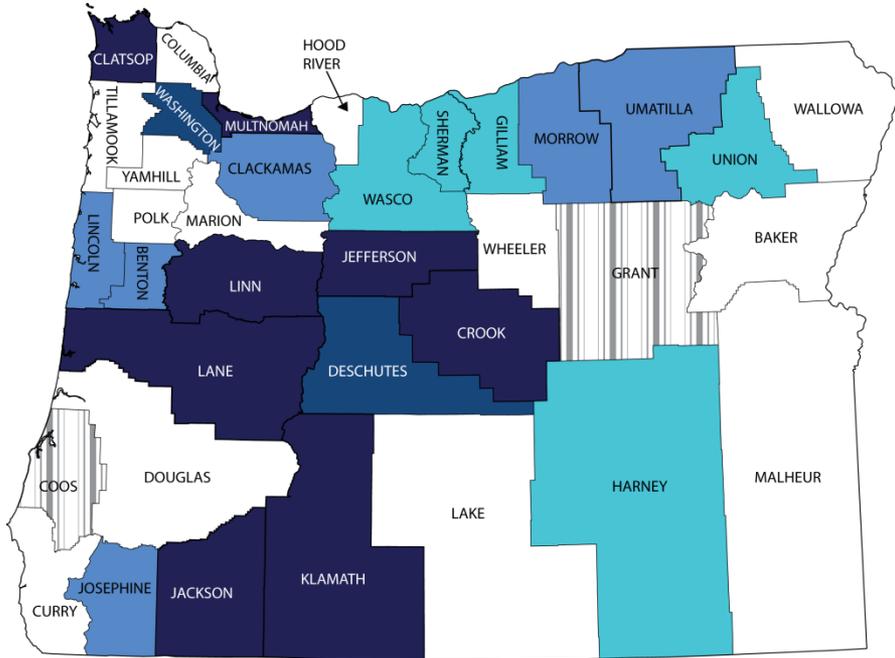
Usage	Early Implementation	First responders across the county seldom use solutions unless advanced planning is possible (e.g., special events).
	Intermediate Implementation	First responders across the county use interoperability solutions regularly for emergency events, and in limited fashion for day-to-day communications.
	Established Implementation	First responders across the county use interoperability solutions regularly and easily for all day-to-day, task force, and mutual aid events.
	Advanced Implementation	Regular use of solutions for all day-to-day and out-of-the-ordinary events across the county on demand, in real time, when needed, as authorized.



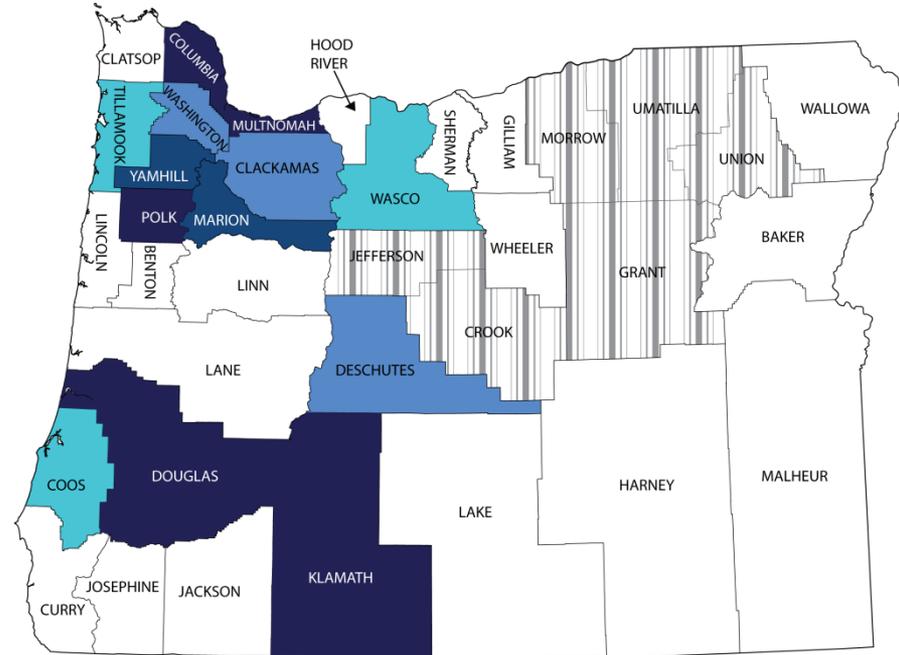
Percentage of Responses Using: *Cell/Sat Phones*



Percentage of Responses Using: *Mobile Data*



**Mobile Data:
Commerical Networks**



**Mobile Data:
Private Networks**

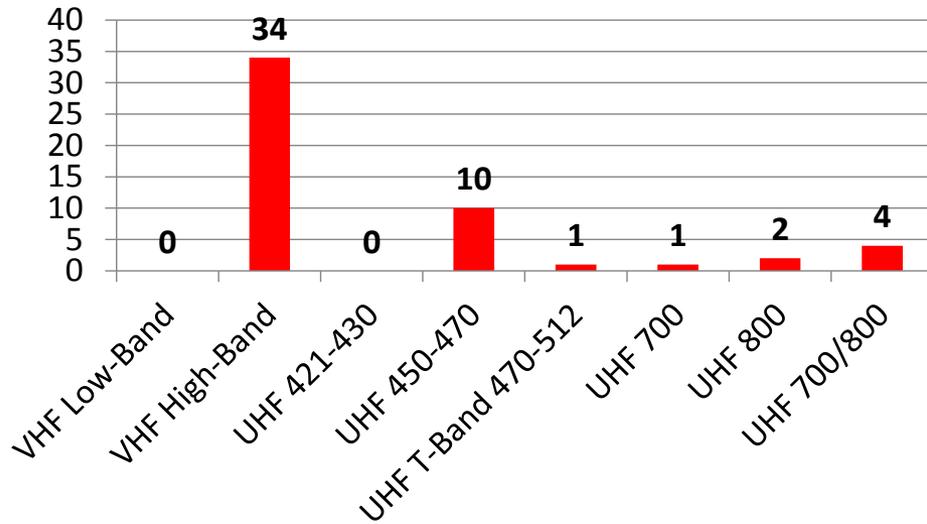


SCIP Initiatives: Usage

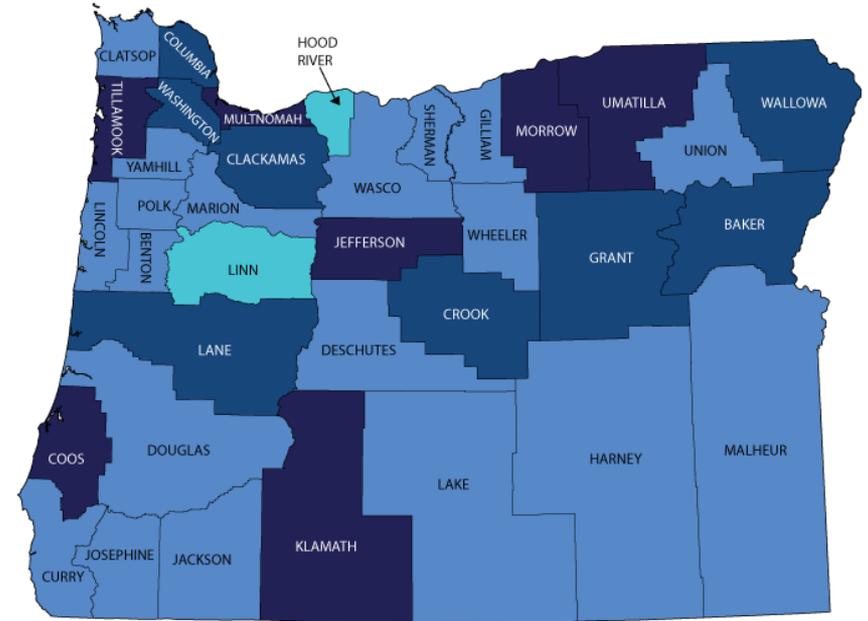
Initiative <i>(Name / Purpose)</i>	Gap <i>(Brief Description)</i>	Owner <i>(Agency, Department, and/or POC)</i>	Milestone Date <i>(Month/Year)</i>	Status <i>(Complete, In Progress, Not Started)</i>
<i>Plan for appropriate future integration of private and other sector users with roles in public safety response (e.g. hospitals, transportation, public broadcasting, Emergency Alerting System).</i>		700 MHz Planning Committee; State Radio Project, SIEC, and State Emergency Communications Committee (broadcasters)	Metro Region Public Transportation key member of 700 MHz planning Committee; 9/11 – OEM completed the integration of Emergency Alerting with state resources.	In progress
Pursue Planning and financing options for a 700MHz LTE Public Safety Broadband system.	State is a waiver jurisdiction – with lease of spectrum from the PSST	State of Oregon – Major Projects Branch – ODOT	Seek information and possible RFI	In Progress

Technology

Frequency by County



Note – Counties may report multiple frequencies in use by public safety in their jurisdiction



Primary Interoperability



SCIP Initiatives: Technology

Initiative (Name / Purpose)	Gap (Brief Description)	Owner (Agency, Department, and/or POC)	Milestone Date (Month/Year)	Status (Complete, In Progress, Not Started)
NECP Initiatives				
<i>Program nationwide interoperability channels into all existing emergency responder radios.</i>	Formal Recommendations from SIEC in place; implementation dependent on build out and reprogramming of both state and regional systems.	SIEC	Policy Actions: 03-2005; 07-006; 08-2006	In progress
Additional State Initiatives				
State Radio Project		December 31, 2012 planned major completion.	Infrastructure build out continues in 2011;	In progress
<i>Ensure that the statewide data system will comply with applicable Federal Communications Commission and OEC standards</i>	No statewide public safety data system available – working toward future LTE/3G solutions.	State of Oregon	700 MHz waiver jurisdiction – PSST Spectrum lease holder.	Seeking alternative funding – working with PSST and other 700 MHz spectrum wavier holders.
<i>Identify, prioritize and design a back up strategy for critical components of interoperable communications across the state.</i>		OEM – Major Projects Branch	9/11 STR purchased and being deployed regionally.	In progress

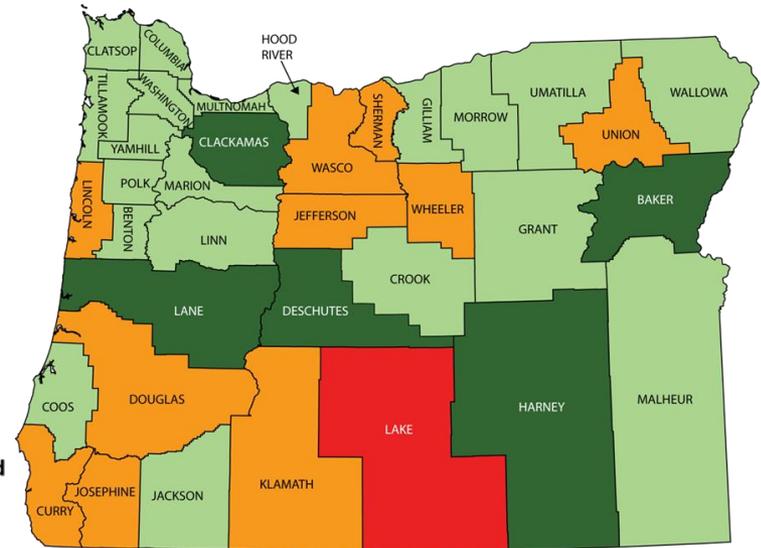
Oregon Performance Data

(Based on submissions as of March 1, 2012)

Performance Overview

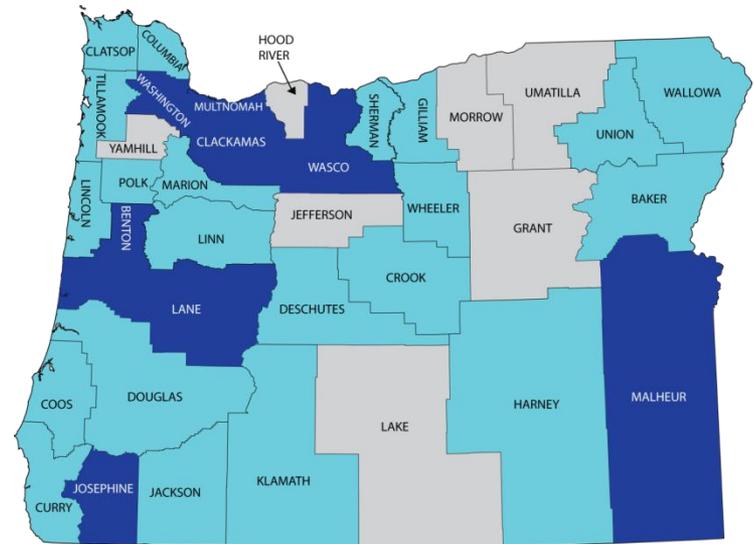
Examples of Incidents Used:

- OSU Homecoming
- Train Derailment
- 2011 Tsunami
- Water Rescue
- Plane Crash
- Fires
- Hostage Situation



Number of Involved Agencies:

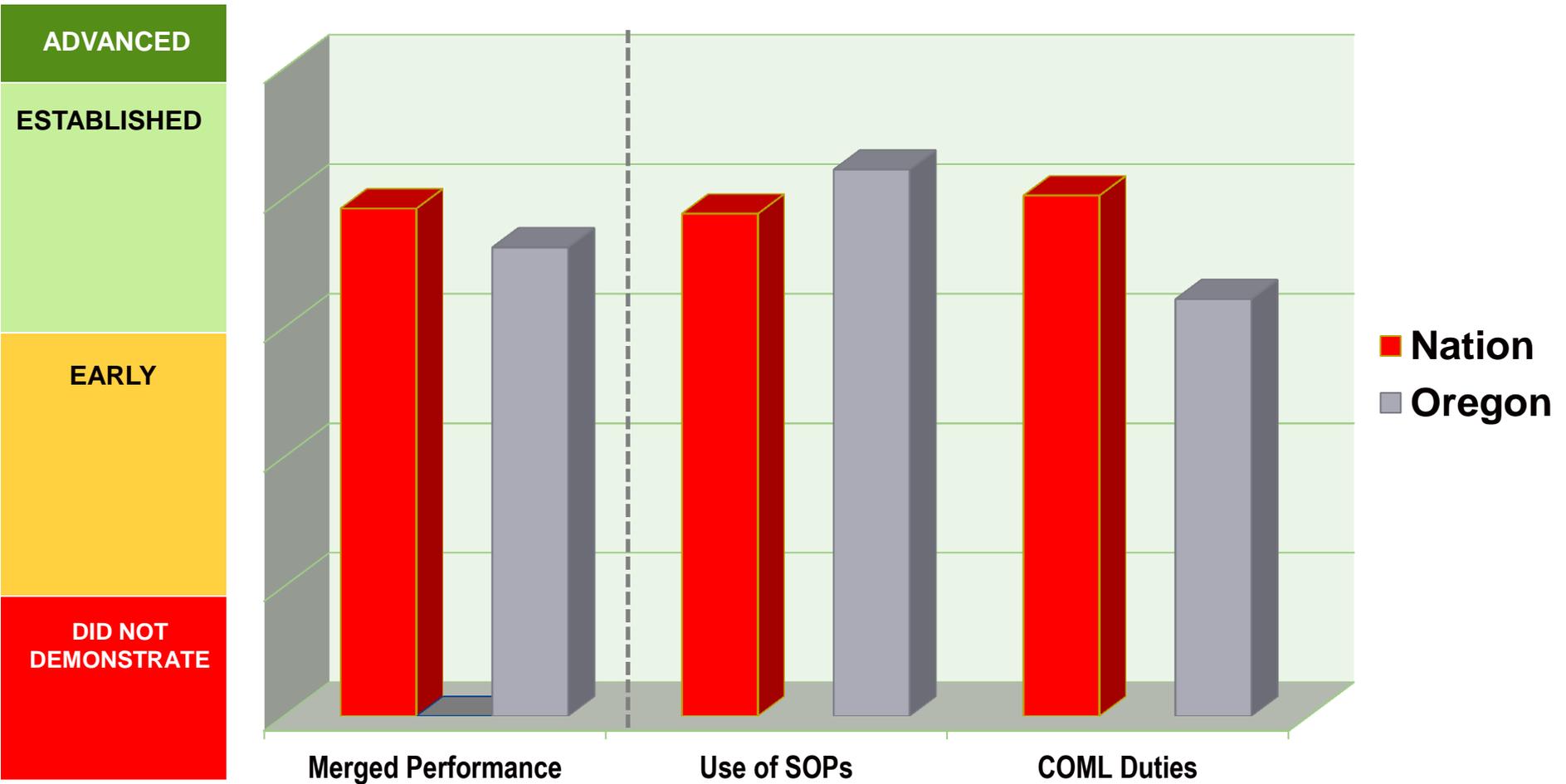
Local: 363
 State: 77
 Federal: 39
NGOs: 89
TOTAL: 568



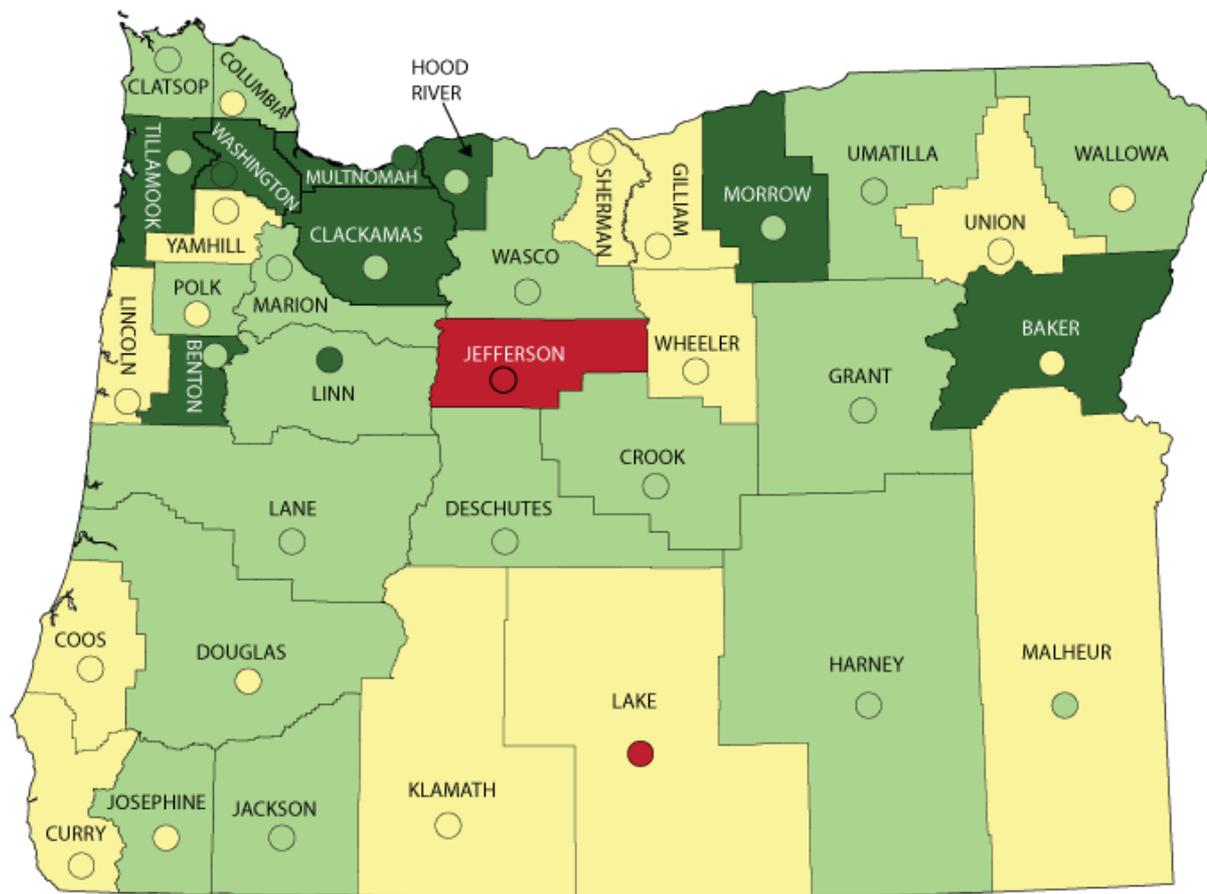
Event Type



Performance Comparison with Nation



Section 1 Results – Existing SOPs

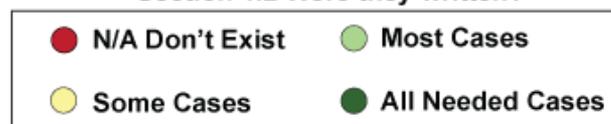


Section 1.1

Did policies and procedures exist for interagency communications between the involved jurisdictions, agencies, and disciplines?



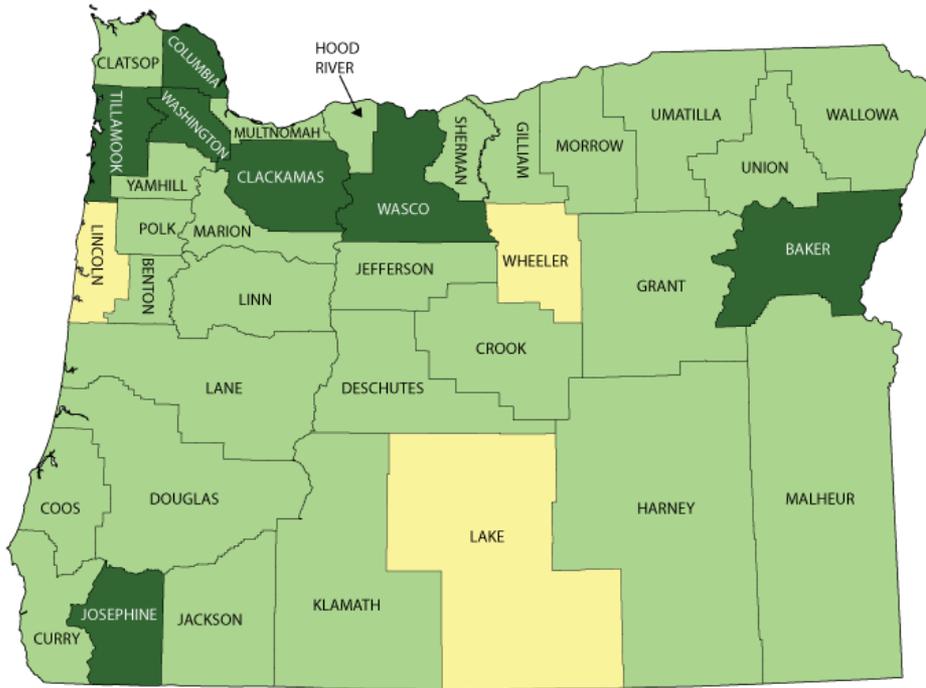
Section 1.2 Were they written?



Section 1 Narrative – Existing SOPs

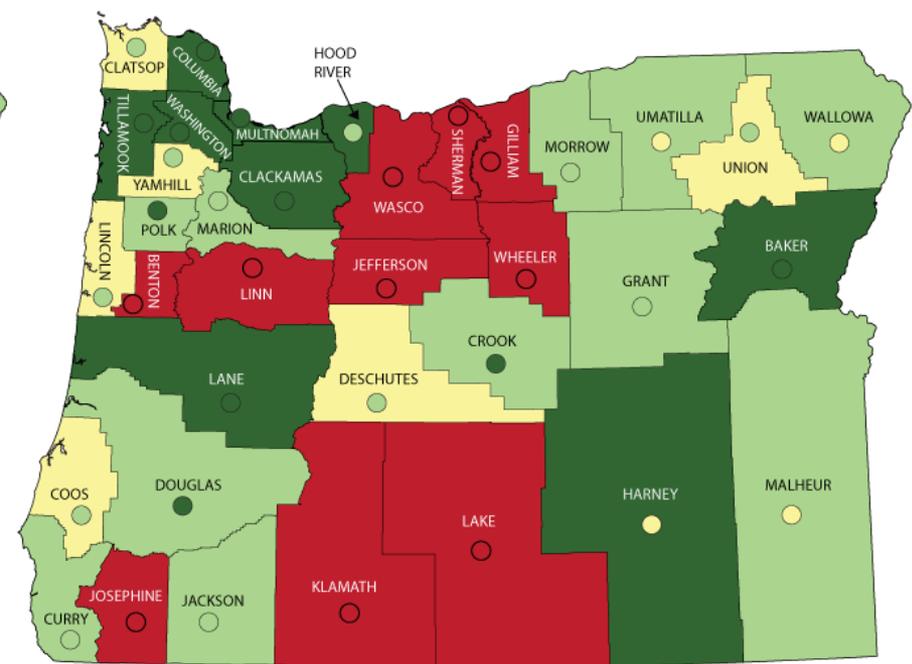
County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Benton		Written policy for communicating with OSU/OSP	Incorporate OSU/OSP communications procedures into CRCC SOP.
Coos	Adequate staff called in to address notification needs. Law enforcement Personnel paired with Fire/EMS/Local for familiarity with community notification no loss of life, no injuries during operation (civilian or responder) danger areas cleared before estimated arrival time	Difficulty reaching agreement between jurisdictions on when/if tsunami sirens should have been set off emergency tone to activate Fire/EMS pagers, not just a tone on frequencies no formal community notification system - had to be door to door notifications, media	single point to activate all sirens along coast better education of evacuation tone vs all clear signal more tsunami sirens needed need community notification system need single point of contact to refer callers for resources
Deschutes	The preplanned usage of the City of Bend and Redmonds EOC to move dispatch operations as well as the Oregon State Police dispatch taking 9-1-1 calls while the county 9-1-1 center was down, made the greatest impact. This coupled with shared radio frequencies helped to lessen the impact of the dispatch center being without power.	Poor data collection from field units made decision making with regards to resources more difficult. Decision to have the County EOC at the dispatch center also hampered some communications.	Better coordination for data collection to ensure informed decisions are made in a timely manner. Written procedures regarding the consolidated dispatch facilities usage during an outage (In progress).
Klamath	1. The perseverance of the comm and dispatch centers to research and locate the involved parties, who could not provide good information due to intoxicants.	1. Multiple dispatch centers were involved. 2. Dispatch had little to no means of communication with the involved California agencies. 3. Varying dispatch centers did not have the means to communicate with field responders that fell under different dispatch centers.	1. Quickly established unified incident command by the field units. 2. The communications centers need to force communications to find out who is in charge of the incident and how it will be handled. 3. Quickly establish access point for coms centers to work with groups across California and Oregon border.
Lake		Legacy policies and procedures exist telling responders how to communicate with one another but these SOPs were not documented as of the time of the exercise.	
Multnomah		Observers were advised in discussions with the Portland Bureau of Police, various sheriff's units, and mutual aid police departments that for multi-agency events, there is an unwritten procedure that units would move to an interoperable channel controlled by the dispatch center for the specific jurisdiction handling the event.	Update the Portland UASI TICP to include all regional communications assets and specific policies and procedures governing the use of those assets. Formalize written procedures for the use of interoperable law enforcement channels.
Sherman		At the present time do not have written protocols for communication with OSP	
Tillamook		Groups were brought in that were not envisioned in preparation to be needed in a mutual aid fashion. Due to this not all policies and procedures were in place and ad hoc procedures had to be established.	
Washington	Well constructed IAP with comms plan		
Yamhill	The new county-wide simulcast radio system worked well for all agencies	Disparate radio systems continue to make interoperability a challenge	Implementation of acquired gateways will help to smooth interoperability issues

Section 2 Results – Use of SOPs



Section 2.1

Were established interagency communications policies and procedures followed throughout the incident, planned event, or exercise?



Section 2.2

Did established policies and procedures exist between responding agencies for request, activation, accountability, deactivation, and problem resolution of deployable interagency communications resources, such as mobile communications centers, gateways, and radio caches?



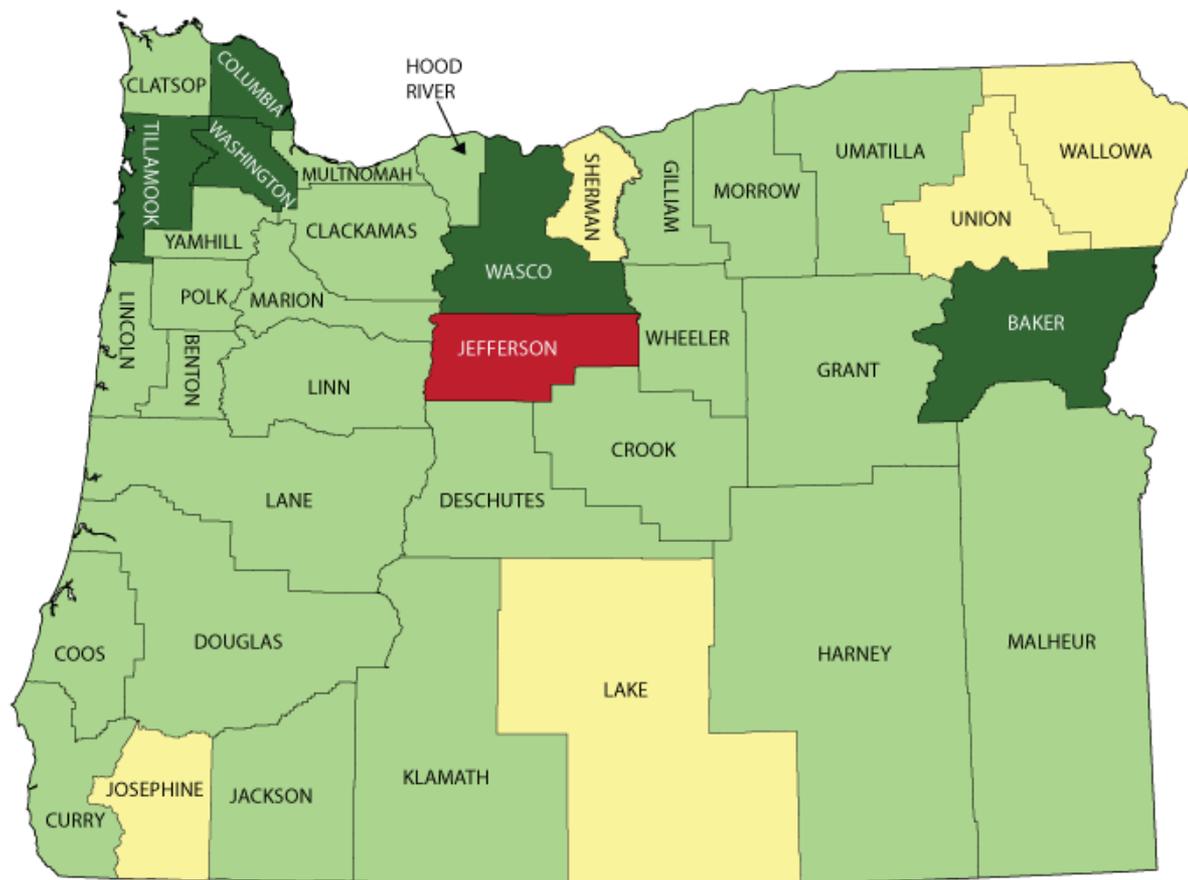
Section 2.3 If so, were they followed?



Section 2 Narrative – Use of SOPs

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Baker	Use of Baker County 9-1-1 Dispatch NIMS Type III MCU and Incident (Tactical) Dispatchers facilitated smooth communications among all responders		
Coos			Develop interagency communications policies further to include all agencies
Deschutes	On-going communications planning and coordination also mitigated many potential issues from the dispatch faculty being down.	Some agencies failing to follow these procedures caused some confusion during the initial phases of setting up the IC.	Update written comm plans coupled with quarterly testing will improve this area.
Grant	Intergovernmental agreements, and our Communications Task force Meetings.		
Klamath	1. We have good interagency policies and procedures within Klamath County	1. Policies and procedures for the request, activation, and problem ID and resolution for communications resources do not exist. 2. We do not have good policies and procedures in place for communications outside Klamath County and for the border areas of the county.	1. Develop policies and procedures for the request, activation, and problem ID and resolution for communications resources do not exist.
Lake	LE responders knew what channels to share and Fire responders knew what channels to share but the hospital branch was not set up to communicate with the field responders.		
Multnomah	Event planners generated a single IAP to support public safety operations for the parade. Observers agreed that participants followed their official IAP, and its associated communications plan, within the confines of this event. At all locations observers visited, the IAP was present.	Several medical events occurred in close proximity to the parade route. Observers noted confusion as to whether regular zone unit or parade unit should respond. Observers also noted that participants operated tactically primarily on individual discipline talkgroups within the Portland Radio system, with back-up interoperability established on 8CALL90. Planned communications redundancies that were developed for the event were not documented in the ICS Form 205. A review of the Organization chart indicates that there were seven talk paths needed for the event. The 205 listed all primary talkgroups available not just the talkgroups being used for the event. Additional talkgroups should be on an ICS 217. The absence of ICS 204 for medical and fire created a gap in understanding the use of the other thirty five talk groups/channels.	1. Ensure that all event documentation is reviewed, revised, and complete prior to distribution. Specifically double check documents to ensure that dates, times, operational periods, and assignments are accurate and current. 2. Consider developing and including in the IAP procedures for day-to-day incidents that occur in the proximity of the event (e.g., fires, heart attacks, etc.) 3. Develop an ICS Form 204 for each operational unit to include EMS, Fire, Communications and other support divisions. 4. Develop an ICS Form 217 for the UASI region. 5. Use the ICS Form 206 to develop and document the medical plan for event personnel. Ensure that it is distributed to all personnel. 6. Ensure that the COML and Planning Section Chief work together to define and review the ICS Form 205 and 204.
Yamhill			Need for greater number of policies to be developed.

Section 3 Results – NIMS Consistent



Section 3.1
Were interagency communications policies
and procedures across responding agencies
consistent with NIMS?



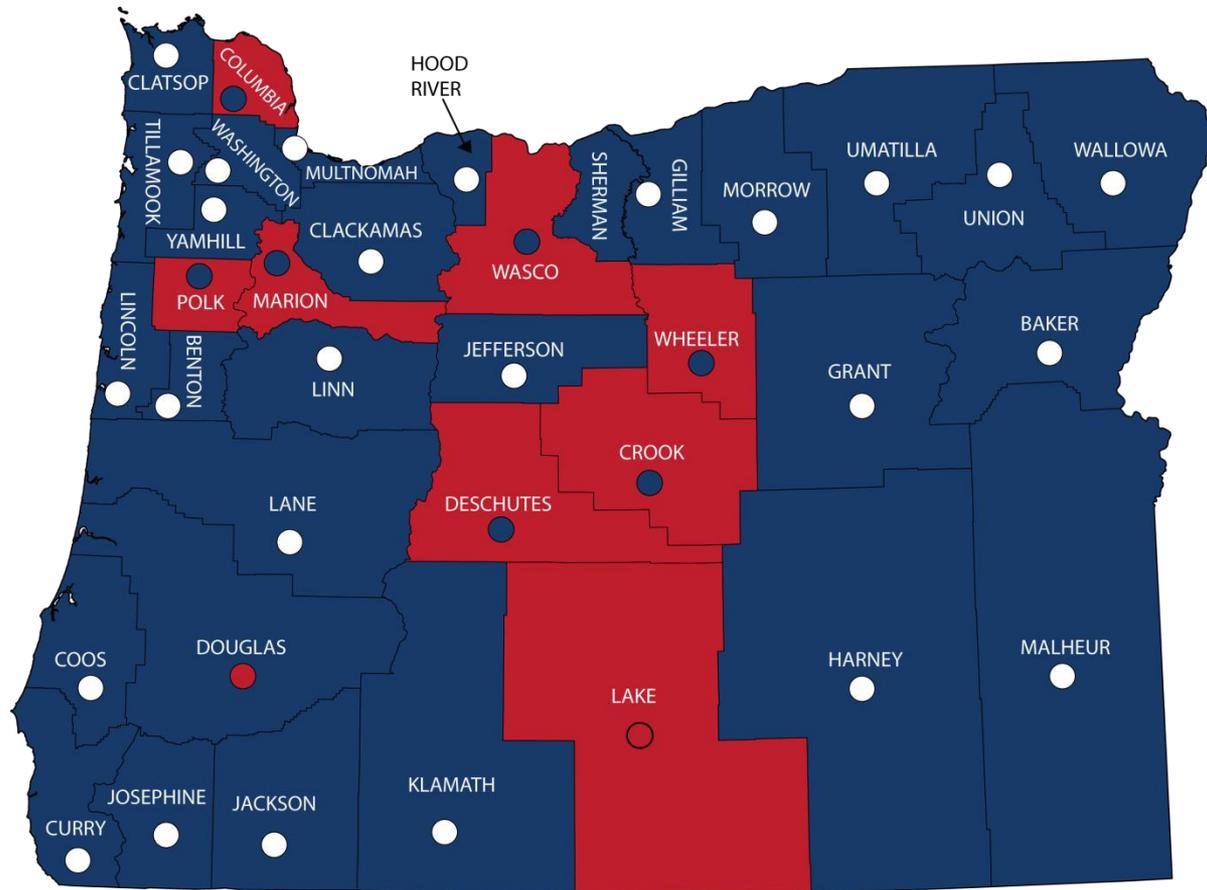
Criteria 3 Narrative – NIMS Consistent

County	Success Factors (Optional)	Challenges (Optional)
Benton		No IAP; Tactical Action Plan (TAP) not developed using ICS forms.
Deschutes	Preplanned communications SOP's helped with regional response to the incident.	Getting police agencies to become early adopters of IC during an incident.
Multnomah		There were three separate briefings for law enforcement based on geographical location. At two of the briefings, units were only provided with the ICS Form 204 for their geographical location. Each of the forms was of a different version and the ICS Form 204 provided at Central contained only unit assignments. The command level staff at each briefing did have a complete copy of the IAP. The ICS Form 204 for the Fire Branch was not included in the IAP.
Yamhill	NIMS training is broad across all organizations. There is a general acceptance of NIMS procedures.	

Criteria 4 Narrative – Priority Order

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Deschutes	While no formal TIC plan was in place, the coordination of communications resources has been practiced and tested previously. So in this event most communications went well.	Available resources were good, but weather conditions made mobilization a challenge.	Additional resources available regionally (Spread out) rather than having to fight the weather.
Grant	In the beginning of the Drill, a working fire call pulled resources that were dedicated to the drill, and the primary channel was tapped. This is typical, and secondary channels were utilized for a time.		
Josephine		Some cases this order is written. In other cases, it is known and implied but not formally documented.	
Lake			Incorporated into TICIP developed for county in 2011
Marion		While there is nothing written or formally established in policy, the agency of jurisdictions channel is typically selected as the primary communications channel.	
Multnomah	During the week of the event a large scale search and rescue mission was undertaken for a missing child in the greater Portland area. The original communication plan for the parade called for the use of two additional 800 MHz mutual aid channels. These two channels were requested by local search and rescue teams. Since the missing child was a priority 2 and the parade was a priority 3 the channels were provided to the search and rescue teams.		None
Yamhill	Radio resources are plentiful and thus the operational need for prioritization doesn't often exist.		Policies should be developed to establish the priority of communications.

Section 5 Results – Primary Talk Path



Section 5.1
 Was a primary interagency communications talk path clearly established by procedures used during the incident, planned event, or exercise?



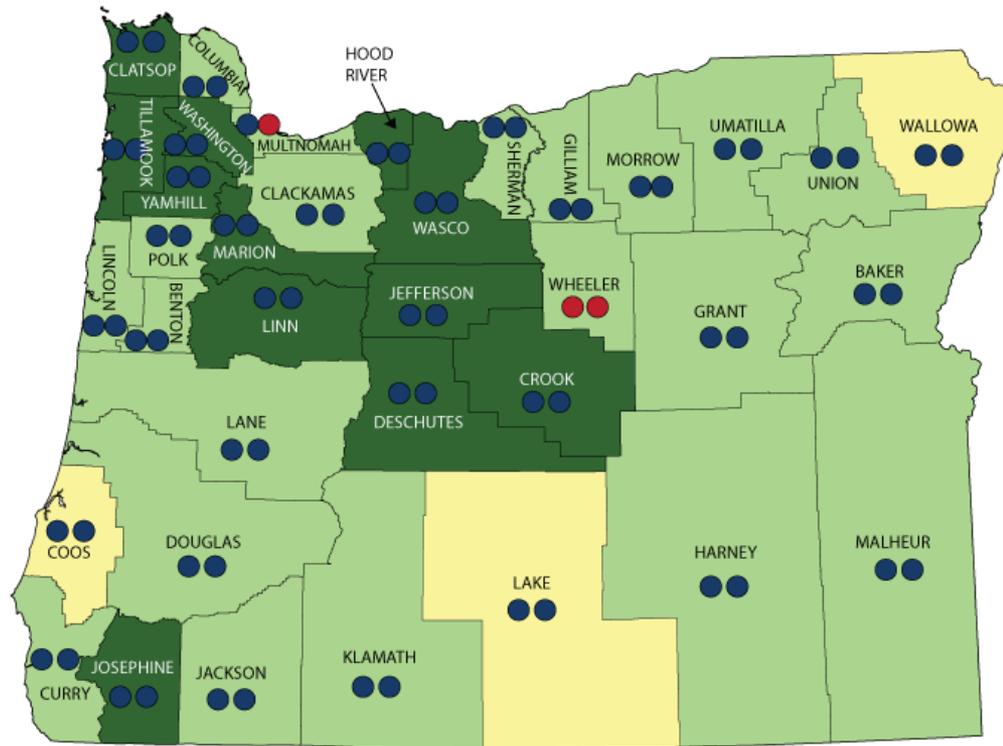
Section 5.2 If not, was such a talk path established ad hoc and communicated to responders early in the incident, planned event, or exercise?



Criteria 5 Narrative – Primary Talk Path

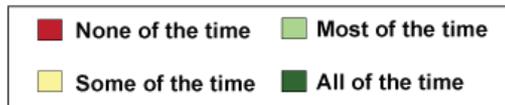
County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Coos	all communications appeared to be adequate between agencies using county radio network	no instant radio communications with cities of coos bay north bend used by command staff, but a common channel was available to comms/responders	protocol to establish a command channel between city/county jurisdictions, separate from the ops channel
Deschutes	As the consolidated dispatch facility was affected by this event, primary communications was done. On hand radio cache was used and an additional cache was brought in early on.	Again weather related issues hampered things. Lack of updated procedures also caused delays.	Update procedures regarding primary communications and usages.
Grant	Grant County maintains a single channel that all responders have access to for initial communications purposes.		
Josephine		Overcame a programming issue where the primary all-hazards channel designated for interoperable use was not programmed into all field responder radios for event. Moved event to primary operational channel and moved primary operations to all hazards channel.	Program all radios with all hazards channel.
Klamath		1. Due to the use of multiple commands there were multiple talk paths established each of which was believed to be primary.	1. Establish a single interagency talkpath for incidents involving both California and Oregon (i.e., national interoperability channels.)
Lake		Three channels established; did not have a command channel but did have branch specific shared channels. Noted as an issued during the hotwash and AAR.	
Marion	The success of the ad hoc is based on the fact that the deputies mobile and portable radios are programmed with the fire department frequencies and as the need arises, they are able to utilize those frequencies.		
Multnomah	A primary interagency talk path (Mult C) was clearly established for all responders prior to the start of the event and included on the ICS Form 205. Observers noted that the talk path was on each of the local public safety agency radios who were involved in the event. In speaking with the COML, observers were advised that this talkgroup was on all the public safety radios in the Portland UASI. While the primary talkpath was available, agencies followed their routine procedures to coordinate multi-agency responses by utilizing their dispatch communications. Observers noted that information relayed to dispatch was entered into CAD and linked to the respective agency. In addition the Incident Command Post, law enforcement and fire dispatch used WebEOC® to also document major incidents and items such as lost/found children and property.		None
Yamhill	The primary talk channels worked well.		

Section 6 Results – Plain Language



Section 6.1

Was plain language used throughout the incident, planned event, or exercise?



Section 6.2

Did any communications problems arise amongst the primary operational leadership due to a lack of common terminology? (on left)



Section 6.3

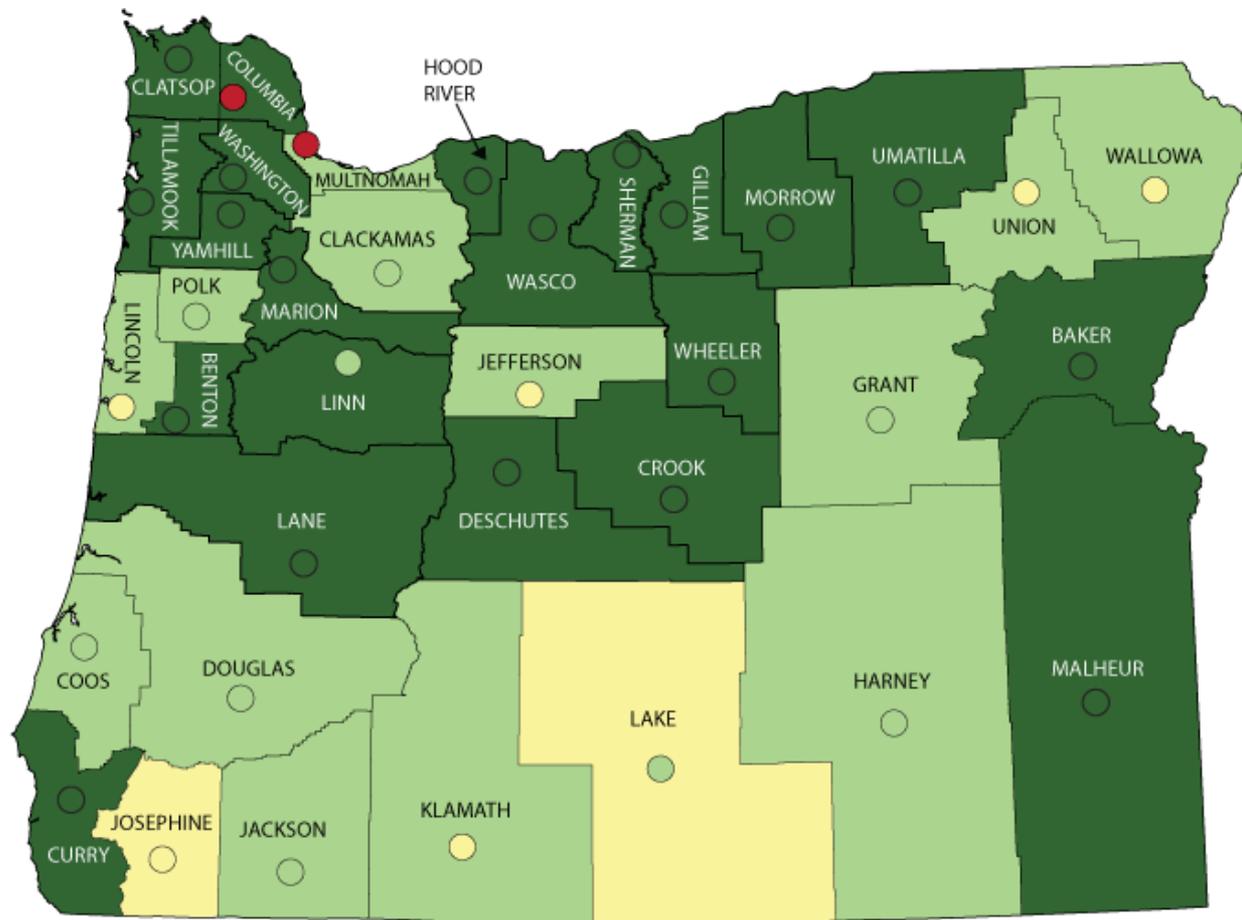
Did any communications problems arise amongst other response-level emergency personnel during the incident, planned event, or exercise due to a lack of common terminology? (on right)



Criteria 6 Narrative – Plain Language

County	Success Factors (Optional)	Challenges (Optional)
Coos		Twelve code use not universal, those who use code day-to-day forgot to switch to plain language when paired with non LE responders.
Deschutes	All agencies involved had gone to clear text communications years ago. This would include both public safety, public works as well as NGO's.	None noted in this area.
Grant	Most all responders use the 12 code, in a limited capacity for efficient, quick communication. Plain language is the primary communication tool.	
Lake	Hospitals not on the public safety frequencies; as such, they were not exposed to (or confused by) any public safety codes.	Codes still exist in the area and were still used throughout the exercise despite thoughts from the participants that they should be dropped in favor of plain language for the exercise.
Multnomah		EMS type codes being used during the event in addition to law enforcement type 10 codes. Fire codes such as AOR (available on radio) were also heard. A Portland police Officer, scuffling with a shoplifter, requested an emergency back-up on the channel being used by law enforcement. Observers heard codes such as “code 4” to indicate that officer was no longer in need of assistance. While all law enforcement and fire agencies in the region use standard codes, if mutual aid was provided by units from outside of the Portland UASI they may not be familiar with the codes. This might lead to operational confusion. During the event, confusion on the parade route. Fire used the term “crossing” to indicate a location where vehicles could cross the parade route. Law enforcement was using the term “bump through”. Fire personnel expressed concern with keeping the crossing open and law enforcement personnel did not realize they were speaking about the “bump through” locations. Fire personnel relayed their concern to the Fire Branch Director. It was determined this was a matter of police and fire using different terminology. This terminology inconsistency caused confusion and discussion among the response level personnel. On the parade map provided in the IAP, the crossing/bump throughs were not noted.
Yamhill	All entities currently use plain-speak.	

Section 7 Results – Clear Unit Identification



Section 7.1
Were clear unit identification procedures used amongst the primary operational leadership?



Section 7.2 **Were clear unit identification procedures used amongst other response-level emergency personnel throughout the incident, planned event, or exercise?**



Criteria 7 Narrative – Clear Unit Identification

County	Success Factors (Optional)	Challenges (Optional)
Deschutes	Unit identification was re-organized in 1985 when the consolidated dispatch facility was formed. This was carried out regionally, so our surrounding counties also use this same pattern.	None noted.
Klamath		1. Due to the different disciplines involved there was an issue with field units determining whether or not there was a incident command and who that command was.
Lake		Three 'incident commanders' all using that title generated confusion.
Multnomah		Primary operational leadership was located in the EOC and conversations were mainly face-to-face with persons being called by name or title (e.g. sergeant, captain, etc.)the term “command” was used by multiple agencies involved in the event. The organization chart indicated the Incident Commander was a captain from Portland Police Bureau.Fire and EMS also used “fire command” and “EMS'command.” It didn't cause any confusion during the event because most of the radio traffic was on the individual agency's tactical talkgroups. If an incident occurred within this event that required increased multi-discipline radio traffic on the same talkgroup there could have been confusion on who was the actual Incident Commander.Unit numbers were used by multiple agencies involved in the event without their agency prefix. Units are supposed to use their agency identifier prior to their call sign if they are not identified in a specific position in the IAP. Some difficulties determining which agencies were transmitting because the unit identification policy was not followed.
Yamhill	Unit IDs are already established and used on a regular basis	

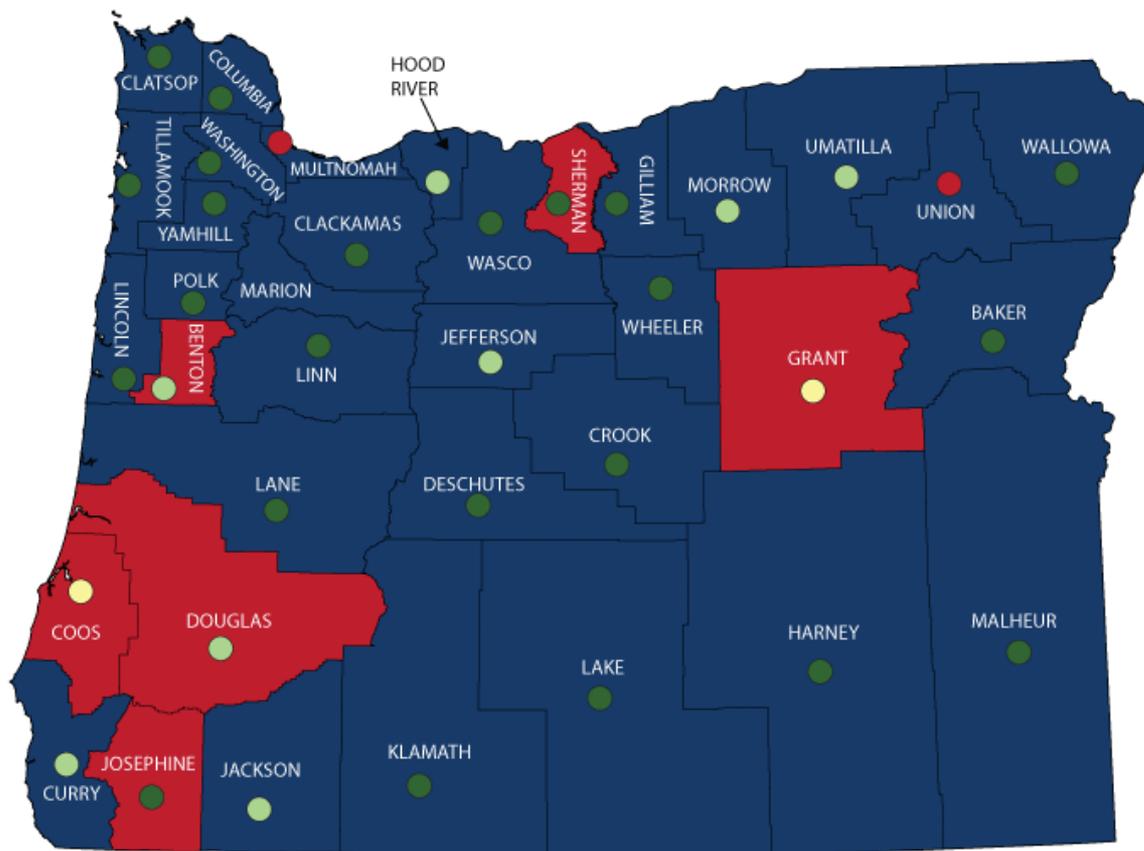
Criteria 8 Narrative – Channel Names

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Coos	all users appeared familiar with channel designators, and moved to the correct channels when directed		confirm that all devices are labled/numbered consistently throughout all departments/division
Deschutes	The fire agencies get together monthly to discuss interoperability and operational procedures. Annually (prior to fire season) they plan out the frequency usage for the tri-county region including the US Forest Service, BLM, and the Oregon Department of Forestry. All county police agencies use two trunked radio systems with shared channels. So this is done daily.	None noted	
Lake		SO channel is called 'Sheriff Local' and 'Sheriff Direct' in various radios...programming issue on the displays. Fire channel called a different name by LE than by FD personnel.	In the process of making consistent now during narrowbanding. National interop channels being programmed now.
Multnomah	Observers noted that during event briefings, many of the law enforcement units working the event had different radio templates based on their daily work assignment. This provided some difficulties for the units during the explanation of where to find the national mutual aid channels. When observers were speaking with the field units, it was apparent that the personnel were very familiar with the local and state mutual aid channels. This also included the ability to use shared mutual aid channels that exist between the State of Washington and Oregon.	Observers noted in reviewing law enforcement radios used during the event that several of the radios were still programmed with ICALL instead of 8CALL90 as listed in the NIFOG. It was explained by the COML that they are in the process of rebanding and that not all radios had received the reprogramming. When completed, all the radios will be programmed with 8CALL90 and 8TAC91, 92, 93 and 94. Observers noted in discussion with field personnel that members of specialty units such as K-9 and SWAT were very familiar with the usage of the 800 MHz National Mutual Aid channels. These channels are used by the regional specialty units to provide multi-agency communications when working mutual aid requests. Patrol units that observers spoke with were not as familiar with the 800 MHz National Mutual Aid channels, as they are not part of their day to day communications.	1. Complete the programming of all radios with National Public Safety Planning Advisory Committee (NPSTC) naming conventions to be consistent with the naming conventions identified for the FCC-designated interoperability channels. 2. Provide additional training in the usage of the NIFOG and the 800 MHz National Mutual Aid channels to all first responders.
Tillamook		We have the old channel naming conventions programmed into the radios and we are waiting for reprogramming or narrowbanding to update to the new convention.	
Wasco	V TAC		

Criteria 9 Narrative – Single Ops Chief

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Benton		Multiple people filled role of Ops Section Chief throughout the event due to staffing constraints.	
Deschutes	None	Due to the nature of the event, for the EOC at the dispatch center no one individual formally assumed the role. The Command centers at the City of Bend and Redmond did have Ops Chief's.	Update procedures and planning for events
Grant		Initial IC was absent due to other events.	
Josephine		Ops Chief formally declared for river activities, another 'event coordinator' identified via the City operations plan but who functioned as an Ops Chief for the rest of the event (note that the City operations plan ID'd the river Ops Chief as 'Marine').	
Klamath		1. There was a challenge establishing a single Unified Command that would have had a single OSC. There were multiple commands established because multiple jurisdictions were involved.	
Lake		Believe the hospital had one and the FD had one so two Ops Section Chiefs.	
Multnomah	The Operations Section Chief responsibilities were carried out by a Sergeant from the Portland Police Bureau. This individual held this position from previous Grand Floral Parades and displayed a strong commitment to the responsibilities of his position, maintained clear lines of communication both to his subordinates and to his peers within the Incident Command structure, and maintained strong situational awareness for staff members within the ICP at all times. Observers agreed that the Operations Section Chief displayed a strong understanding of the types of information he needed to make informed decisions and seemed to know where to go to get that information in all cases. He maintained a strong working "team" atmosphere across the multiple agencies present at the Incident Command post.		None
Polk	Unified command between the different agencies involved in the incident.		
Yamhill	Ops Chief was experienced and performed his job well.		

Section 10 Results – Span of Control



Section 10.1
Did the Operations Section Chief directly manage more than seven subordinates at any time?



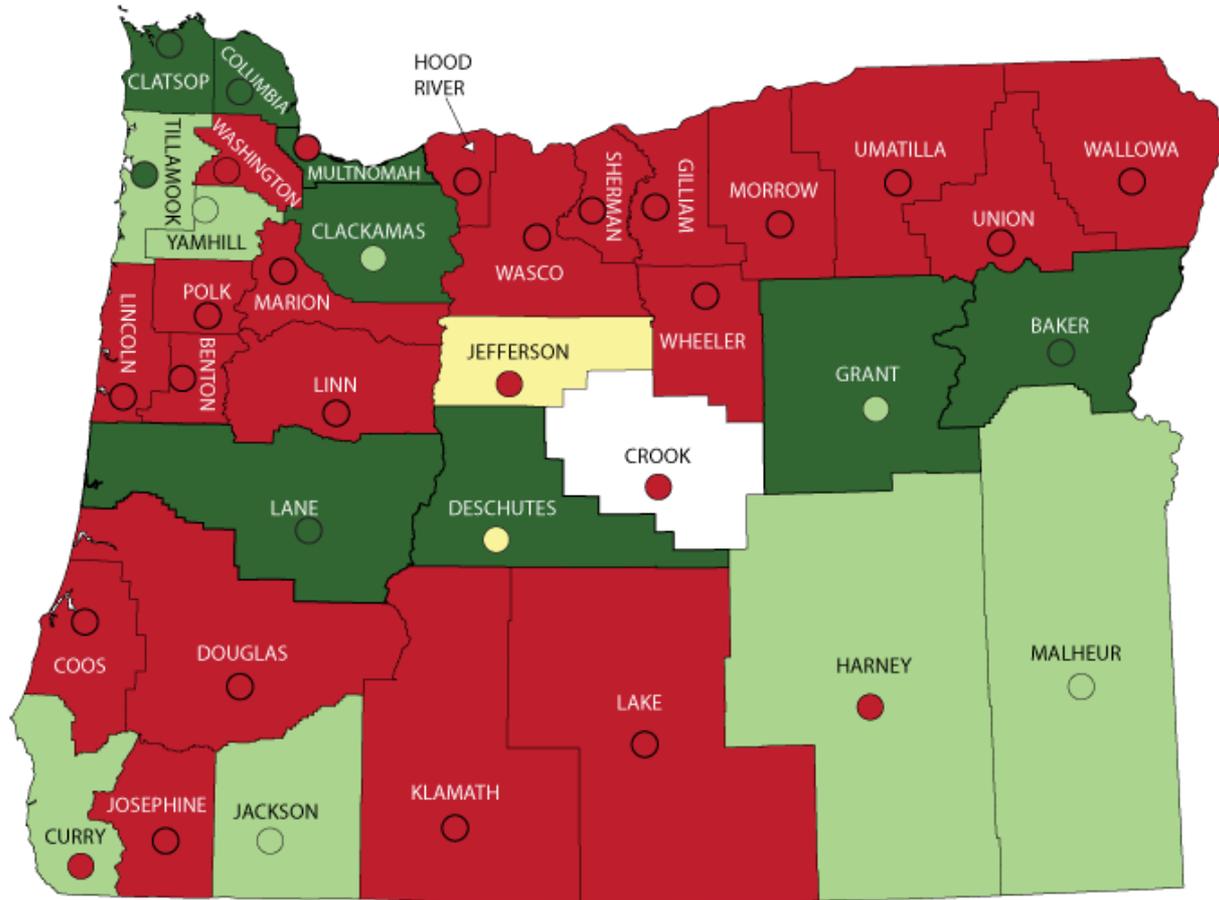
Section 10.2 Did first-level subordinates to the Operations Section Chief directly manage more than seven subordinates at any time?



Criteria 10 Narrative – Span of Control

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Coos	while span of control exceeded recommended levels, incident management seemed adequate for this incident		be aware a more formal structure, with delegated duties may be needed in the future/different incident
Deschutes		Same as section 9	Same as section 9
Josephine		Per the ICS Form 204's, river Ops Chief had not branch directors or division supervisors and had 13 people reporting to him.	
Lake	All maintained good span of control.		
Yamhill	NIMS/ICS training was followed well with organizational structure		Those who don't regularly work with NIMS/ICS need to maintain their knowledge and skills more frequently.

Section 11 Results – COML Duties (Cont.)



Section 11.4
Were necessary communications resources effectively ordered?

None Were	Most Were
Some Were	All Were

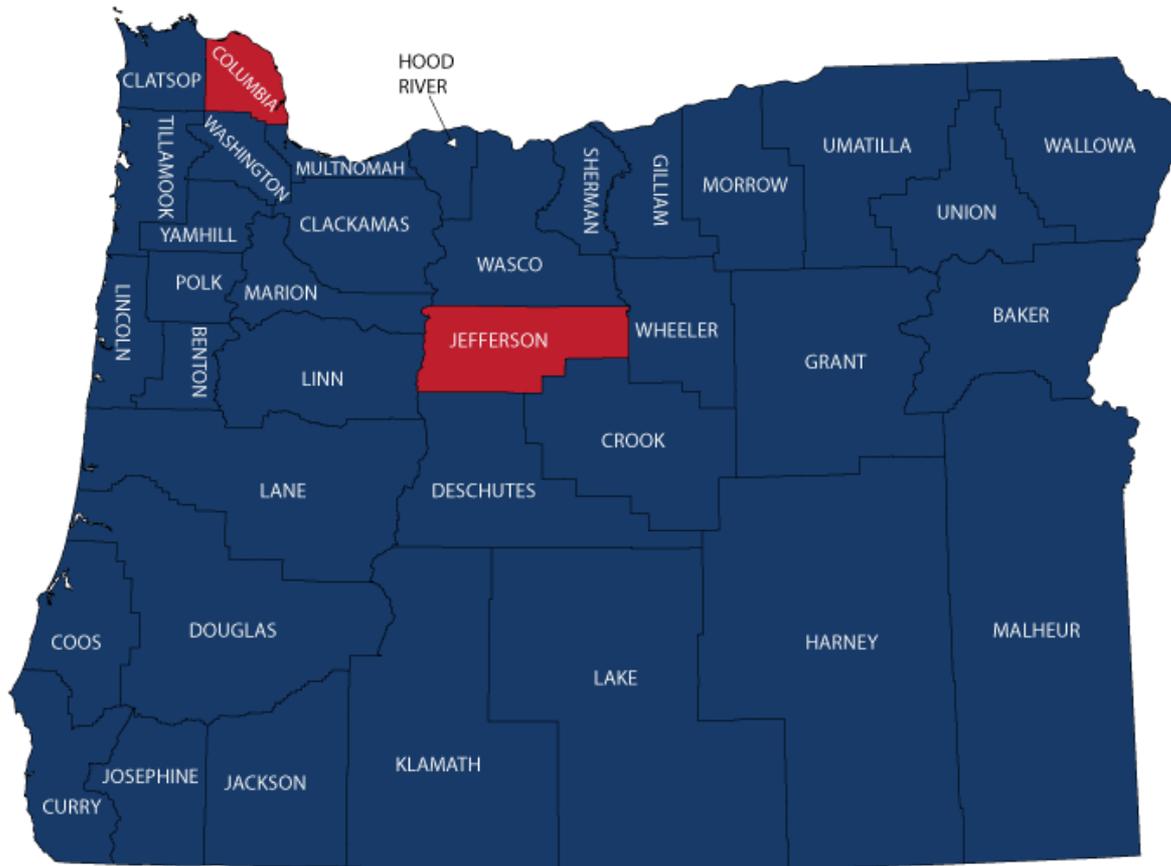
Section 11.5
Were they ordered using documented procedures?

None Were	Most Were
Some Were	All Were

Criteria 11 Narrative – COML Duties

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Deschutes	The communications portion of this event was able to be established early and resources put in place to maintain communications throughout the event.	Minimal challenges were noted but primarily with regards to phone communications	Continue to update procedures and early adoption of TIC plan. Routine testing of all backup systems and resources.
Klamath			1. Had a Comm plan been established there would have been better and more efficient communications for the incident 2. Had a COML been assigned early in the event proper communication coordination could have taken place.
Lake		Major issue learned from the exercise was there was no one coordinating communications issues...forced a lot of free-form communications decisions and 'chasing each other down' to get information.	
Multnomah	The COML position was filled by an employee of Multnomah County who received his COML training from the National Wildfire Coordinating Group. In addition, three people who had just completed the All Hazards COML training class were assigned to the event to assist the COML and work toward completing their task book. During the event these three people were assigned to the BOEC communications center and radio shop to monitor the radio system. Observers agreed that the roles and responsibilities of the COML were carried out by the designated COML from Multnomah County and supported by three COML trainees. Observers noted that the majority of those roles and responsibilities (e.g., developing the ICS Form 205, requesting and deploying the radio cache, establishing the interoperable communications pathways for the event, etc.) occurred prior to our observation period. During the observation period, the COML actively monitored and tested established talk paths, solicited feedback from responders regarding radio function and clarity, distributed cache radios, and troubleshoot problems as they arose. Observers interviewed the COML and COML trainees regarding topics such as gateway operations and how they could respond to various communications contingencies, and received knowledgeable answers from the participants.	In advance of the event the COML, in coordination with other regional COMLs, coordinated communications issues with participating agencies and ensured adequate resources were available and operational. Observers were provided with an ICS Form 205 several days prior to the event. On the evening of the event, the COML developed a new ICS Form 205 because a request was received from local Search and Rescue units performing a countywide search for a young boy. The local Search and Rescue units required several of the region-wide mutual aid channels that had previously been assigned to the parade. Two region-wide 800 MHz mutual aid channels originally assigned to the parade were reassigned to the search mission. The COML used two local mutual aid channels to replace the region-wide channels assigned to search and rescue. No additional communications resources were ordered during the event. Through discussion with units in the field, the observer noted that personnel did not have a spare battery. Personnel advised there were no procedures in place for extra radio batteries to be readily available in the field. If a battery had to be replaced, a unit would have to report back to the station. The IAP lists the use of Nextel® phones as the preferred mode of communications. Observers noted that in conversations with both police and fire personnel this is standard operating procedure for both agencies. In addition to Nextel® phone conversations, text messages were also sent to operational staff to notify them of incidents occurring within the event such as malfunctioning floats and parade delays. The use of Nextel® radios do not allow for recording of conversations or provide resilience to the level recommended in National Fire Protection Association (NFPA 1221).	1. Develop procedures to provide spare batteries and radio accessories for units in the field. Continue to provide training for additional COML candidates and opportunities for COML trained personnel to complete their task books. 1. Develop procedures to provide spare batteries and radio accessories for units in the field. 2. Consider requiring the responders and dispatch personnel to utilize the public safety LMR system to the fullest extent possible. Use telephone communications as a redundancy to the public safety systems.
Tillamook	A COML was not specifically designated for this event because in this event procedures were followed as established and the incident did not escalate in a way that would require a COML to be appointed.		
Wallowa		Communications were good within Wallowa County - challenges existed with communications with Union County.	
Yamhill	Primary communications systems and operations worked well		More written procedures and policies need to be developed.

Section 12 Results – 1 in 10 Transmissions



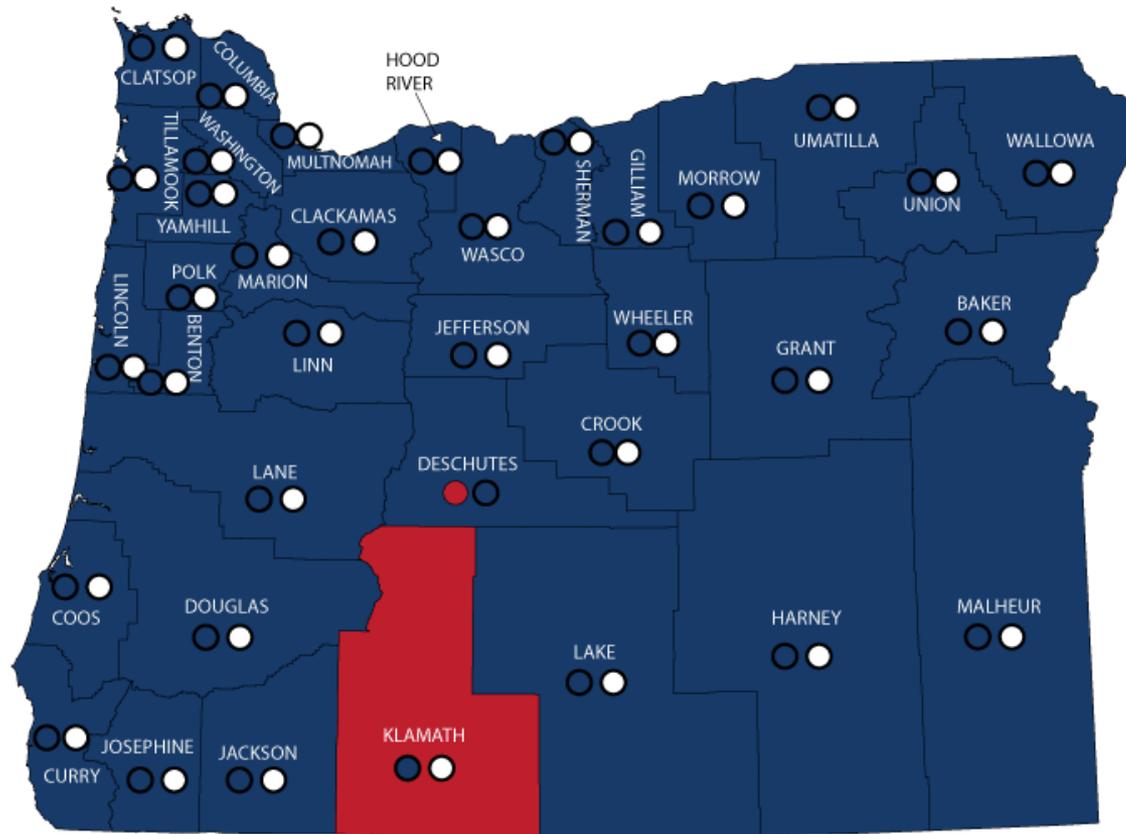
Section 12.1
Were more than one out of every 10 transmissions repeated due to failure of initial communications attempts amongst the primary operational leadership?



Criteria 12 Narrative – 1 in 10 Transmissions

County	Success Factors (Optional)	Challenges (Optional)
Deschutes	Once established, communications covered all resources during this event.	
Multnomah	Observers using cache radios were able to monitor radio communications for the event from 7:00 AM until approximately 2:00 PM. Observers were present at key locations where radio Communications could be monitored including the Incident Command Post, BOEC, and both law enforcement and Overall, The majority of communications transmissions were clear, intelligible, and understood by each recipient.	Most communications between the primary operational leadership were done face-to-face or via Nextel® phones. While not expressly problematic during this event, use of a public cellular network such as Nextel® to support public safety operations could present operational and/or safety issues to responders if a larger incident had occurred within the confines of this event.
Yamhill	Primary system worked dependably with good quality.	

Section 13 Results – System Backup



Section 13.1

Was a back-up resource available for communications amongst the primary operational leadership in case of failure of the primary mode?



Section 13.2

Did the primary mode fail during the incident, planned event, or exercise at any time? (on left)



Section 13.3

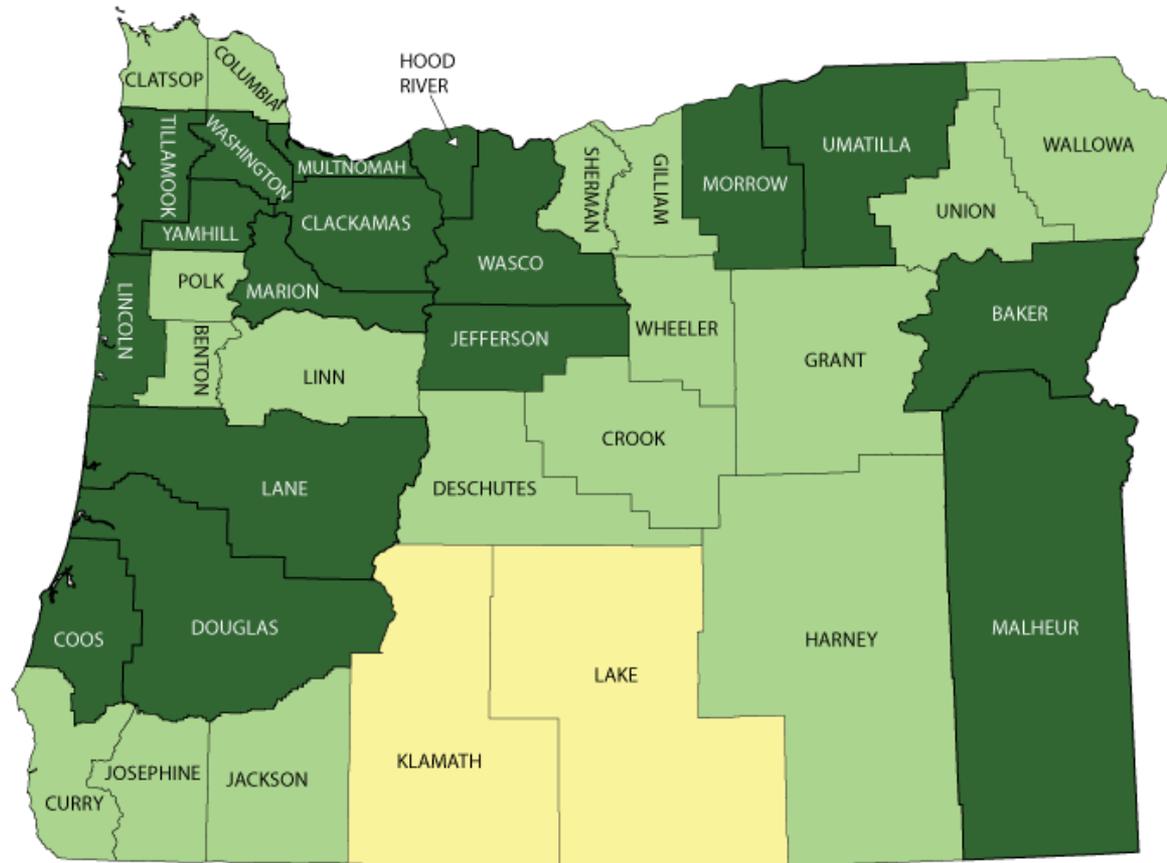
If so, was a back-up effectively provided? (on right)



Criteria 13 Narrative – System Backup

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Deschutes	Onsite radio cache was used for this event and mitigated communication down time.		Maintain updated procedures and early adoption of TIC plan.
Grant	Medical was able to overcome challenge by having available secondary communications device on primary channels.	Responding Medical had radio issues, a improper tone added to a newly programmed radio.	
Lake	Ham radio system at the hospital could have been used		
Multnomah	The region has a mobile communications vehicle called MC9. It is equipped with cache radios, a gateway, and portable repeaters with a phone, mobile radio, and Computer Aided Dispatch.	The ICS Form 205 did not contain any documented back-up plan or contingency communication options. Observers were verbally informed of backup procedures by the COML, the BOEC Supervisor and the Incident Commander. The procedures consisted of the use of the 800 MHz National Mutual Aid channels. If a failure was to occur, all units would switch to the 8CALL90 and dispatch would direct them to the proper 800 MHz National Mutual Aid tactical channel. While this process was not documented on the ICS Form 205, it was listed in the BOEC SOP.	Include all identified RF redundancy and/or contingency communications mechanisms on the communications plan for an incident or event. Clearly denote the emergency function of that talk path in the comments field of an ICS Form 205. 1. Consider deploying the MC9 at preplanned events as a backup for event communications. 2. Consider utilizing the MC9 as the primary communications system for an exercise or planned event to provide training on the system for the communications unit and Incident Command.
Yamhill	A partial failure of the primary system was simulated with ease.	A vendor with a commercial solution tried to provide backup service to the simulated outage. The proposed solution did not work.	Explore other alternatives to a partial or complete failure of our primary system.

Section 14 Results – Operational Leadership



Section 14.1

Overall, was the primary operational leadership able to communicate adequately to manage resources during the incident, planned event, or exercise?



Criteria 14 Narrative – Operational Leadership

County	Success Factors (Optional)	Challenges (Optional)	Recommendations (Optional)
Deschutes	Once established leadership for each team was able to communicate with all resources. Regional EOC's also greatly aided in a quick recovery.	A slow start to the IC structure caused some confusion for staff.	Establish, update, review and practice procedures.
Grant	Small area where responders are in contact on a near daily basis.		
Lake		Bridge between the hospital and first responders wasn't fully established and hindered resource management, etc.	
Multnomah	Observers felt that the Planning Section Chief, the Incident Commander and the Operations Section Chief were well prepared for the event and that the use of a standard IAP format provided clear coordination for all aspects of the event.		1. Incorporate developing complete IAPs and communications plans into future event planning, training, and exercise opportunities. 2. Ensure that a broad group of regional communications personnel are capable of developing communications plans in support of incidents or events, as needed. 3. Provide training on all facets of WebEOC® software to ensure that staff understands and can use the full capability of the software.
Yamhill	Leadership was well trained, and fully in charge of the exercise.		

County By County Results

(Based on submissions as of March 1, 2012)

		Capabilities				Technology Usage					
County	Performance	Governance	SOPs	Usage	Training and Exercise	Frequency Bands	Primary Method	Cellular Voice	Commercial Mobile Data	Private Mobile Data	Satellite Phone
Baker	Established					VHF	Proprietary Shared System	95%	5%	0%	0%
Benton	Established					VHF, 700	Shared Channels or Talk Groups	50%	10%	40%	0%
Clackamas	Established					VHF, UHF	Proprietary Shared System	90%	5%	50%	50%
Clatsop	Established					VHF	Shared Channels or Talk Groups	40%	5%	80%	0%
Columbia	Established					VHF, UHF	Proprietary Shared System	85%	0%	0%	100%
Coos	Early					VHF	Standards-Based Shared System	65%	N/A or Do Not Know	N/A or Do Not Know	25%
Crook	Established					VHF	Proprietary Shared System	60%	N/A or Do Not Know	N/A or Do Not Know	85%

		Capabilities				Technology Usage					
County	Performance	Governance	SOPs	Usage	Training and Exercise	Frequency Bands	Primary Method	Cellular Voice	Commercial Mobile Data	Private Mobile Data	Satellite Phone
Curry	Established					VHF	Shared Channels or Talk Groups	50%	0%	0%	0%
Deschutes	Established					VHF, UHF	Shared Channels or Talk Groups	45%	5%	65%	35%
Douglas	Established					VHF, UHF	Shared Channels or Talk Groups	N/A	N/A	0%	85%
Gilliam	Established					VHF	Shared Channels or Talk Groups	10%	0%	25%	0%
Grant	Advanced					VHF	Proprietary Shared System	90%	5%	N/A	N/A
Harney	Established					VHF	Shared Channels or Talk Groups	10%	0%	5%	0%
Hood River	Established					VHF, UHF	Gateways	30%	5%	0%	0%
Jackson	Early					VHF	Gateways	100%	5%	85%	0%

		Capabilities				Technology Usage					
County	Performance	Governance	SOPs	Usage	Training and Exercise	Frequency Bands	Primary Method	Cellular Voice	Commercial Mobile Data	Private Mobile Data	Satellite Phone
Jefferson	Established					VHF	Standards-Based Shared System	100%	5%	100%	N/A
Josephine	Early					VHF	Shared Channels or Talk Groups	10%	0%	50%	0%
Klamath	Established					VHF	Standards-Based Shared System	90%	5%	80%	80%
Lake	Early					VHF	Shared Channels or Talk Groups	30%	0%	0%	0%
Lane	Early					VHF, UHF	Proprietary Shared System	15%	5%	80%	0%
Lincoln	Early					VHF	Shared Channels or Talk Groups	100%	20%	50%	0%
Linn	Established					VHF, UHF	Gateways	75%	0%	100%	0%
Malheur	Established					VHF, UHF	Shared Channels or Talk Groups	5%	0%	0%	0%

		Capabilities				Technology Usage					
County	Performance	Governance	SOPs	Usage	Training and Exercise	Frequency Bands	Primary Method	Cellular Voice	Commercial Mobile Data	Private Mobile Data	Satellite Phone
Marion	Early					VHF, UHF, 700/800	Shared Channels or Talk Groups	90%	0%	0%	70%
Morrow	Established					VHF, UHF	Standards-Based Shared System	10%	5%	50%	N/A
Multnomah	Established					VHF, 700/800	Standards-Based Shared System	20%	10%	80%	100%
Polk	Early					VHF	Shared Channels or Talk Groups	100%	0%	0%	80%
Sherman	Early					VHF	Shared Channels or Talk Groups	5%	0%	10%	0%
Tillamook	Established					VHF, UHF	Standards-Based Shared System	0%	0%	0%	10%
Umatilla	Established					VHF, UHF	Standards-Based Shared System	20%	5%	50%	N/A

		Capabilities				Technology Usage					
County	Performance	Governance	SOPs	Usage	Training and Exercise	Frequency Bands	Primary Method	Cellular Voice	Commercial Mobile Data	Private Mobile Data	Satellite Phone
Union	Early					VHF	Shared Channels or Talk Groups	20%	N/A	10%	N/A
Wallowa	Early					VHF	Proprietary Shared System	25%	0%	0%	0%
Wasco	Early					VHF	Shared Channels or Talk Groups	10%	5%	20%	20%
Washington	Established					800	Proprietary Shared System	100%	65%	70%	30%
Wheeler	Early					VHF	Shared Channels or Talk Groups	10%	0%	25%	0%
Yamhill	Early					UHF, 800	Shared Channels or Talk Groups	20%	0%	0%	70%