Maine
Statewide Communication Interoperability Plan (SCIP)

August 2015

EXECUTIVE SUMMARY

The Maine Statewide Communication Interoperability Plan (SCIP) is a stakeholderdriven, multi-jurisdictional, and multi-disciplinary statewide strategic plan to enhance interoperable and emergency communications. The SCIP is a critical mid-range (three to five years) strategic planning tool to help Maine prioritize resources, strengthen governance, identify future investments, and address interoperability gaps.

The purpose of the Maine SCIP is to:

- Provide the strategic direction and alignment for those responsible for interoperable and emergency communications at the State, regional, local, and tribal levels.

- Explain to leadership and elected officials the vision for interoperable and emergency communications and demonstrate the need for funding.

- Ensure all Maine public safety personnel are equipped to seamlessly interoperate when necessary and as needed.

The following are Maine's Vision and Mission for improving emergency communications operability, interoperability, and continuity of communications statewide.

Vision: The State of Maine will have an established, formally managed, and maintainable communications environment, which will provide a seamless capability to efficiently exchange information during all public safety operations.

Mission: To provide a communications network throughout the State of Maine with the governance needed to support interoperability among all emergency responders and entities.

The following strategic goals represent the priorities for delivering Maine's vision for interoperable and emergency communications.

- <u>Governance</u> – o Reinvigorate the Maine Interoperable Communications Committee (MICC) o Identify standardized training for new public safety communications officials and leaders

- <u>Standard Operating Procedures (SOPs)</u> – o Adopt standardized channel naming conventions

- <u>Technology</u> – o Encourage purchasing agents to meet the minimum SAFECOM public safety standards for technology

    - o Evaluate Next Generation CASM tool features for Maine resource management

    - o Monitor FirstNet activities

- <u>Training and Exercises</u> –
    - o Develop an open-access interoperability training module, to include

CONOPS, national operations, and RegionNet for dissemination o Explore the ability to incorporate interoperable communications training into all responder academies, in-service training, and executive courses

- o Increase participation in the COML Recognition Process o Promote the use of CONOPS and interoperability channels

- Usage – o Work with OEC Coordinator-New England to identify additional users of interoperability coordination notifications

    - o Encourage the use of National Incident Management System (NIMS)compliant plain language for interoperable events

- Outreach and Information Sharing – o Work with partner associations to disseminate the final CONOPS 2.0 Plan

- Life Cycle Funding – o Consider funding to support SCIP Operations (e.g., new training material,

    SWIC position duties, operational meeting costs) o Recommend a set of grant guidelines that includes programming costs, interoperability, and other best practices.

Maine is dedicated to employing strong interoperable communications governance, training, and outreach to provide first responders and the wider public safety community the tools, training, and support needed to ensure the safety and security of the citizens of Maine. The MICC will utilize this SCIP to guide and implement interoperable communications solutions throughout the state in conjunction with federal, state, county, local and association partners. Progress on the SCIP will be reported on an annual basis both to OEC and to the Maine legislature as part of the MEMA Annual Report to ensure open-access to information about the important interoperable communications goals and initiatives outlined in this SCIP.

TABLE OF CONTENTS

1. INTRODUCTION

The Maine Statewide Communication Interoperability Plan (SCIP) is a stakeholderdriven, multi-jurisdictional, and multi-disciplinary statewide strategic plan to enhance interoperable and emergency communications. The SCIP is a critical mid-range (three to five years) strategic planning tool to help Maine prioritize resources, strengthen governance, identify future investments, and address interoperability gaps. This document contains the following planning components:

- Introduction – Provides the context necessary to understand what the SCIP is and how it was developed.

- Purpose – Explains the purpose/function(s) of the SCIP in Maine.

- State's Interoperable and Emergency Communications Overview – Provides an overview of the State's current and future emergency communications environment and defines ownership of the SCIP.

- Vision and Mission – Articulates the State's three- to five-year vision and mission for improving emergency communications operability, interoperability, and continuity of communications at all levels of government.

- Strategic Goals and Initiatives – Outlines the strategic goals and initiatives aligned with the three- to five-year vision and mission of the SCIP and pertains to the following critical components: Governance, Standard Operating Procedures (SOPs), Technology, Training and Exercises, Usage, Outreach and Information Sharing, and Life Cycle Funding.

- Implementation – Describes the process to evaluate the success of the SCIP and to conduct SCIP reviews to ensure it is up-to-date and aligned with the changing internal and external environment.

- Reference Materials – Includes resources that provide additional background information on the SCIP or interoperable and emergency communications in Maine or directly support the SCIP.

Figure 1 provides additional information about how these components of the SCIP interrelate to develop a comprehensive plan for improving interoperable and emergency communications.
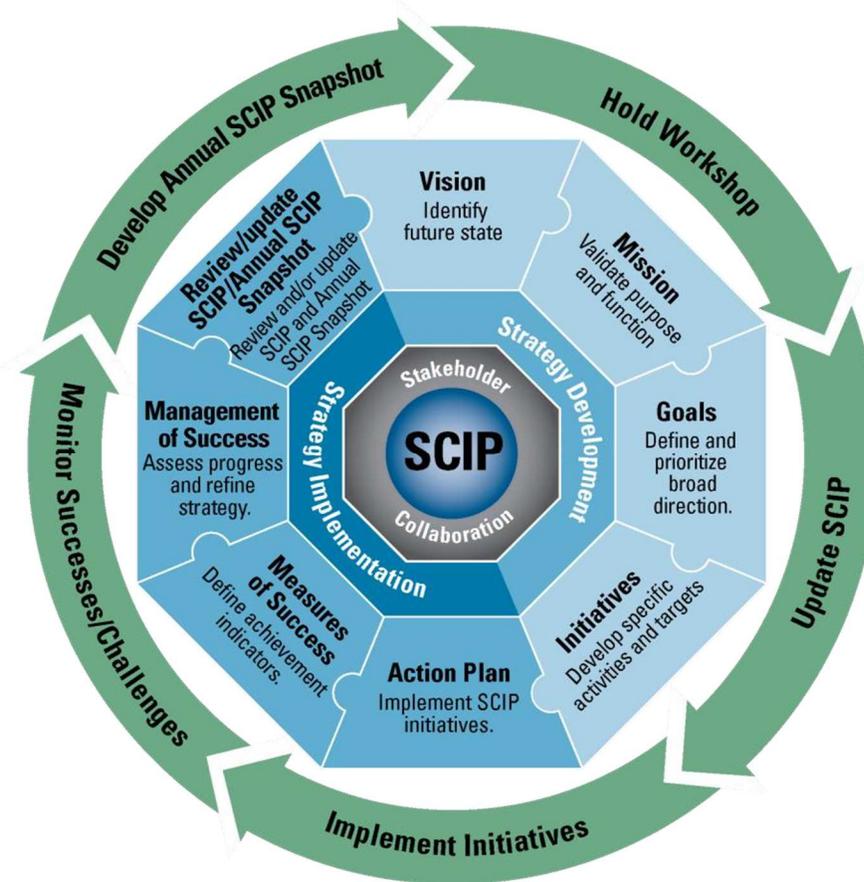
Figure 1: SCIP Strategic Plan and Implementation Components

The Maine SCIP is based on an understanding of the current and mid-range interoperable and emergency communications environment. Maine has taken significant steps towards enhancing interoperable and emergency communications, including distributing an updated Concept of Operations (CONOPS) plan that contains the seven statewide talk-around channels and forty statewide repeated channels of on-scene interoperability, being a leader among other states in percentage of agencies that have completed the narrow-banding process, and having an established broadband program that is in close contact with national public safety broadband authorities.

However, more remains to be done to achieve Maine's vision. It is also important to note that this work is part of a continuous cycle as Maine will always need to adapt to evolving technologies, operational tactics, and changes to key individuals (e.g., Governor, project champions). In the next three to five years, Maine will encounter challenges relating to operability, interoperability, geography, aging equipment/systems, emerging technologies, changing project champions, and sustainable funding.

Wireless voice and data technology is evolving rapidly and efforts are underway to determine how to leverage these new technologies to meet the needs of public safety. For example, the enactment of the Middle Class Tax Relief and Job Creation Act of

2012 (the Act), specifically Title VI, related to Public Safety Communications, authorizes the deployment of the Nationwide Public Safety Broadband Network (NPSBN). The NPSBN is intended to be a wireless, interoperable nationwide communications network that will allow members of the public safety community to securely and reliably gain and share information with their counterparts in other locations and agencies. New policies and initiatives such as the NPSBN present additional changes and considerations for future planning efforts and require an informed strategic vision to properly account for these changes. Figure 2 illustrates a public safety communications evolution by describing the long-term transition toward a desired converged future.
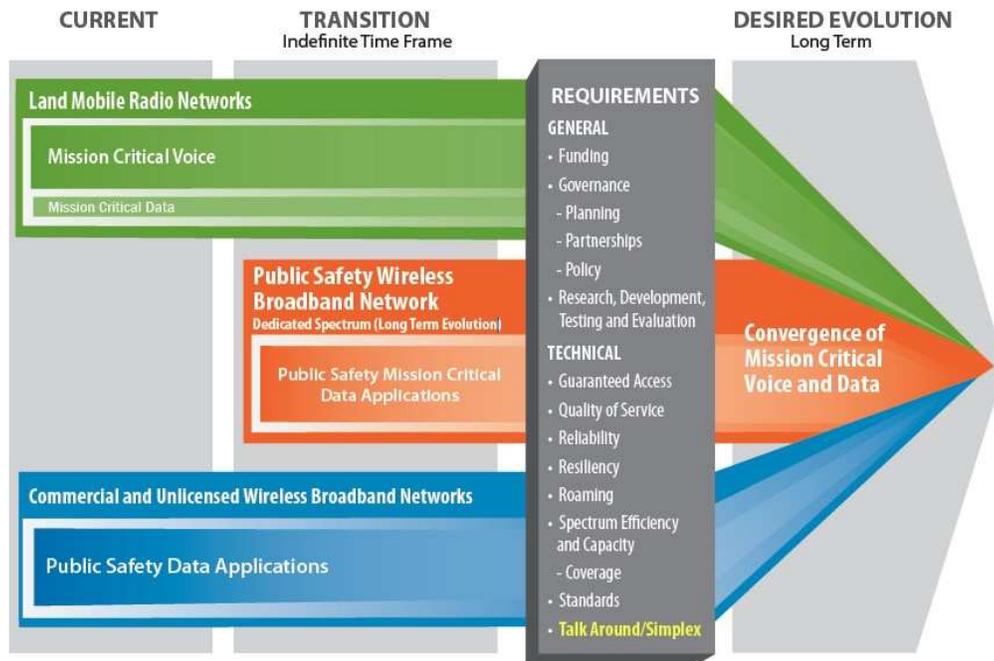
Figure 2: Public Safety Communications Evolution

Integrating capabilities such as broadband provide an unparalleled opportunity for the future of interoperable communications in Maine. It may result in a secure path for information-sharing initiatives, Public Safety Answering Points (PSAP), and Next Generation 911 (NG911) integration. Broadband will not replace existing Land Mobile Radio (LMR) voice systems in the foreseeable future due to implementation factors associated with planning, deployment, technology, and cost. A cautious approach to this investment is needed. Therefore, robust requirements and innovative business practices must be developed for broadband initiatives prior to any implementation.

There is no defined timeline for the deployment of the NPSBN; however, Maine will keep up-to-date with the planning and build-out of the NPSBN in the near and long term in coordination with the First Responder Network Authority (FirstNet). FirstNet is the independent authority within the National Telecommunications and Information Administration (NTIA) and is responsible for developing the NPSBN, which will be a single, nationwide, interoperable public safety broadband network. The network buildout will require continuing education and commitment at all levels of government and across

public safety disciplines to document network requirements and identify existing resources and assets that could potentially be used in the build-out of the network. It will also be necessary to develop and maintain strategic partnerships with a variety of stakeholder agencies and organizations at the national, State, regional, local, and tribal levels and design effective policy and governance structures that address new and emerging interoperable and emergency communications technologies. During this process, investments in LMR will continue to be necessary and in the near term, wireless data systems or commercial broadband will complement LMR. More information on the role of these two technologies in interoperable and emergency communications is available in the Department of Homeland Security (DHS) Office of Emergency Communications (OEC) Public Safety Communications Evolution brochure.[1] Maine designated a full-time FirstNet State Single Point of Contact (SPOC) coordinating Maine's education and outreach program, data collection, and other broadband work. Maine is preparing to release a survey to gather data on how a public safety broadband program would be implemented in Maine and is planning to continue the extensive outreach via public safety and municipal associations. The SPOC works within the Office of Information Technology (OIT), which works closely with the Maine Department of Public Safety (DPS), and the Maine Emergency Management Agency (MEMA) regarding public safety broadband and other matters.

Additionally, achieving sustainable funding in the current fiscal climate is a priority for Maine. As State and Federal grant funding diminishes, States need to identify alternative funding sources to continue improving interoperable and emergency communications for voice and data systems. Key priorities for sustainable funding in Maine are:

- Ensure that funding is available for new and emerging initiatives that improve interoperability in Maine
- Recommend that grant funding is used on technology and investments that promote interoperability and fully consider the life-cycle funding of operations.
- Continue to support the Office of the SWIC

More information on a typical emergency communications system life cycle, cost planning, and budgeting is available in OEC's System Life Cycle Planning Guide.[2]

The Interoperability Continuum, developed by SAFECOM and shown in Figure 3, serves as a framework to address all of these challenges and continue improving operable/interoperable and emergency communications. It is designed to assist emergency response agencies and policy makers with planning and implementing interoperability solutions for voice and data communications.

---

[1] OEC's Public Safety Communications Evolution brochure is available here: https://www.dhs.gov/sites/default/files/publications/psce_brochure_052014_508_0.pdf

[2] OEC's System Life Cycle Planning Guide is available here: https://www.dhs.gov/sites/default/files/publications/Emergency+Communications+System+Life+Cycle+Planning+Guide-+August+2011.pdf
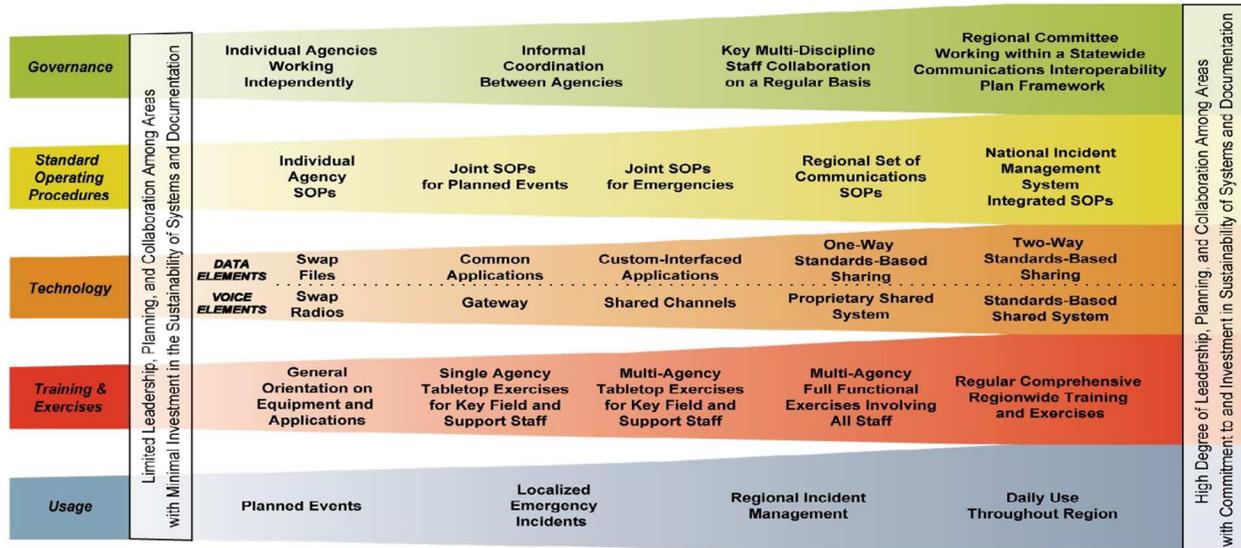
Figure 3: The Interoperability Continuum

The Continuum identifies five critical success elements that must be addressed to achieve a successful interoperable communications solution:

- <u>Governance</u> – Collaborative decision-making process that supports interoperability efforts to improve communication, coordination, and cooperation across disciplines and jurisdictions. Governance is the critical foundation of all of Maine efforts to address communications interoperability.

- <u>SOPs</u> – Policies, repetitive practices, and procedures that guide emergency responder interactions and the use of interoperable communications solutions.

- <u>Technology</u> – Systems and equipment that enable emergency responders to share voice and data information efficiently, reliably, and securely.

- <u>Training and Exercises</u> – Scenario-based practices used to enhance communications interoperability and familiarize the public safety community with equipment and procedures.

- <u>Usage</u> – Familiarity with interoperable communications technologies, systems, and operating procedures used by first responders to enhance interoperability.

More information on the Interoperability Continuum is available in OEC's Interoperability Continuum brochure.[2] The following sections will further describe how the SCIP will be used in Maine and Maine*'s* plans to enhance interoperable and emergency communications.

---

[2] OEC's Interoperability Continuum is available here:
http://www.dhs.gov/sites/default/files/publications/interoperability_continuum_brochure_2.pdf

2. PURPOSE

The purpose of the Maine SCIP is to:

- Provide the strategic direction and alignment for those responsible for interoperable and emergency communications at the State, regional, local, and tribal levels.

- Explain to leadership and elected officials the vision for interoperable and emergency communications and demonstrate the need for funding.

- Ensure all Maine public safety personnel are equipped to seamlessly interoperate when necessary and as needed.

The development and execution of the SCIP assists Maine with addressing the results of the National Emergency Communications Plan (NECP) Goals and the Federal government with fulfilling the Presidential Policy Directive 8 (PPD-8) [3] National Preparedness Goal for Operational Communications.[4]

In accordance with Executive Order 03-FY08/09 (EO), the SCIP is owned and managed by the MICC. The EO directs that the MICC develop "a plan for statewide voice and data communications interoperability to help ensure the safety of all citizens in day-today operations, natural disasters, emergency response scenarios, and terrorist incidents." The MICC has the authority to and is responsible for making decisions regarding the SCIP and for ensuring that it is implemented and maintained statewide. The SWIC serves as a Standing Advisory Member of the MICC, tasked with performing key functions in the coordination and implementation SCIP activities.

In addition to this SCIP, Maine will develop an annual SCIP Snapshot that will be shared with OEC and other stakeholders to highlight recent accomplishments and demonstrate progress toward achieving the goals and initiatives identified in the SCIP. More information on the SCIP Snapshot is available in Section 6.4. Maine held a SCIP Revision Workshop in August 2015 to review and update the SCIP to reflect current and future priorities, broadband efforts, and new and emerging technology that affects public safety communications and operations. The SCIP Revision Workshop included 14 representatives from across the public safety field, including: DPS and MEMA leadership, State Police, OIT broadband and radio services officials, 9-[56]-1 officials, associations representing local fire, police, municipalities, regional and statewide healthcare systems, state EMS, the Maine Marine Patrol, and the Maine Warden Service. Participants collaboratively developed goals that address the voice and data needs for all hazards

---

[3] PPD-8 was signed in 2011 and is comprised of six elements: a National Preparedness Goal, the National Preparedness System, National Planning Frameworks and Federal Interagency Operational Plan, an annual National Preparedness Report, and ongoing national efforts to build and sustain preparedness. PPD-8 defines a series of national preparedness elements and emphasizes the need for the whole community to work together to achieve the National Preparedness Goal. http://www.dhs.gov/presidential-policydirective-8-national-preparedness.

[4] National Preparedness Goal – Mitigation and Response Mission Area Capabilities and Preliminary Targets – Operational Communications: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

[5] . Ensure the capacity to communicate with the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, State, and local first responders.

[6] . Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.

response and coordination; including disseminating and integrating the updated CONOPS plan into operations.

3. STATE'S INTEROPERABLE AND EMERGENCY COMMUNICATIONS OVERVIEW

As a densely forested state that has many rural and remote areas, Maine faces many complex challenges to work towards and maintain interoperable emergency communications (e.g., international coordination and natural interference). Maine consistently pursues intra- and inter- state solutions as well as international cooperation with Canada. Maine has worked with its frequency partners (e.g., state agencies, the Federal Communications Commission and Canadian organizations) to identify open frequencies that can be used to establish interoperability. These channels have proven effective, including during a fugitive manhunt and several search and rescue operations. These channels are being rolled out to all state agency-issued radios via OIT and Maine is committed to cooperating with local agencies to assist in reprogramming.

Maine recognizes that successful governance hinges on strengthening and reinvigorating the MICC. The MICC is purposed and authorized to implement the Maine SCIP and oversee related statewide and regional interoperability efforts. Membership represents a cross-section of public safety agencies and communications system end users. The MICC supports MEMA and the SWIC in planning, coordination, and governance including ensuring all statewide planning and coordination is aligned with SCIP objectives. The Director of MEMA chairs the MICC, providing leadership and coordinating activities with MEMA and the SWIC to ensure that the MICC has the resources required to achieve its mission. The MICC, at the direction of the Chair, establishes and maintains Initiative Working Groups (IWGs) to address specific issues and planning needs.[6]

Maine recognizes that LMR continues to be a mission-critical public safety communications method as work on implementing broadband solutions moves forward. The MICC is dedicated to continuing the oversight of the statewide interoperability channels and supporting radio purchase, reprogramming and usage best practices while fully participating in the data collection and future development of a public safety broadband network.

Maine, through OIT and with guidance from the MICC, maintains the Maine State Communications Network (MSCommNet). MSCommNet provides state of the art land mobile radio communications for Maine State Government agencies: the Maine State Police/DPS; Game Wardens/Department of Inland Fisheries and Wildlife; Forest Rangers/Department of Agriculture, Conservation, & Forestry; Marine Patrol/Department of Marine Resources; MEMA; the Department of Environmental Protection; and others. When necessary, interoperability with public safety partners is established via standing Very High Frequency (VHF) Regional Interoperability repeater service (RegionNet). The 40 repeaters enable county and local responders to interoperate with state agencies. A map of the repeaters is available online and the link is contained in the Reference section of this SCIP.

---

[6] Roles and responsibilities Maine Interoperable Communications Committee (MICC) Charter, Version

1.0, adopted June 11, 2009

When the scope of an incident expands, the CONOPS network of simplex and duplex channels are available to any police, fire, EMA and "nontraditional" public safety agencies in order to establish interoperability when needed.[7] The Director of MEMA authorizes the activation of CONOPS when deemed appropriate through the published guidelines or as the situation dictates. Maine is working to distribute the plan for situational awareness and comment as well as encouraging local agencies to program the channels into the radios used by responders. All CONOPS and RegionNet channels are operational, however work remains to be done. Maine is working with federal agencies to sign Memorandums of Understanding to enable federal access to the state's channels. In addition, Maine is committed to developing and implementing a process to fully distribute the CONOPS plan to relevant parties. MEMA continues to work with OIT, which acts as the CONOPS frequency manager.

MSCommNet and the RegionNet repeater system are financially maintained by OIT with advice provided by MEMA. OIT negotiated a long-term contract for infrastructure sharing to reduce the operational costs associated with MSCommNet. OIT services state agency radios and provides technical support. MEMA administers a wide variety of communications-related grants through county emergency management agencies

(EMA[s]) in accordance with Maine's Homeland Security Strategy. Maine is committed to ensuring CONOPS/RegionNet interoperability channels are programmed into local and county radios and will work with local and county agencies to develop a sustainable funding model.

4.   VISION AND MISSION

The Vision and Mission section describes the Maine vision and mission for improving emergency communications operability, interoperability, and continuity of communications statewide.

Maine Interoperable and Emergency Communications Vision:

The State of Maine will have an established, formally managed, and maintainable communications environment, which will provide a seamless capability to efficiently exchange information during all public safety operations.

Maine Interoperable and Emergency Communications Mission:

To provide a communications network throughout the State of Maine with the governance needed to support interoperability among all emergency responders and entities.

---

[7] For more information regarding CONOPS, please see the 2015 CONOPS Interoperability Guide in the Reference Documents section of this SCIP

5. STRATEGIC GOALS AND INITIATIVES

The Strategic Goals and Initiatives section describes the statewide goals and initiatives for delivering the vision for interoperable and emergency communications. The goals and initiatives are grouped into seven sections, including Governance, SOPs, Technology, Training and Exercises, Usage, Outreach and Information Sharing, and Life Cycle Funding.

5.1 Governance

The Governance section of the SCIP outlines the future direction of the Maine governance structure for interoperable and emergency communications. Maine's governance board, the MICC, is authorized by Executive Order and supported by a Charter. The MICC Chair (MEMA Director) has the authority to appoint new members as needed and to create Initiative Working Groups (IWG[s]) as needed to address specific issues or areas that require specialized expertise, and may sunset after the completion of assigned work.

Maine recognizes the need for and is committed to reinvigorating the MICC through addressing meeting cadence, revisiting membership, and encouraging more active participation. Although there are no active IWGs, the SCIP identifies specific IWGs the MICC will establish to address identified goals and initiatives, engage members and other subject matter experts.

Table 1 outlines Maine's goals and initiatives related to governance.

Table 1: Governance Goals and Initiatives

Governance Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
1.	Reinvigorate the Maine Interoperable Communications Committee (MICC)	1.1 Assess best manner to ensure Charter meeting frequency is followed	MICC Chair (internal note MEMA Director)	December 2015
		1.2 Review membership to determine if new additions are needed	MICC, MICC Chair	December 2015, annually thereafter
		1.3 Establish and assign members or designees to necessary working groups	MICC, SCIP IWG	October 2015
		1.4 Encourage participation in IWGs	MICC, MICC Chair, SWIC	December 2015, biannually thereafter
2.	Identify standardized training for new public safety communications officials and leaders	2.1 Determine standard level of interoperability training for designated communications related positions	MICC Chair, SWIC	August 2016

Governance Goals and Initiatives

Goal #	Goals	Initiatives	Owner	Completion Date
		2.2 Write a white paper discussing the benefits of the standard onboarding	SWIC	April 2017
		2.3 Work with MEMA to update the All Hazards Plan requirements to incorporate onboarding	MICC Chair	October 2017

5.2 Standard Operating Procedures (SOPs)

The SOPs section of the SCIP identifies the framework and processes for developing and managing SOPs statewide. Maine recently released the 2015 Operations Plan for CONOPS and RegionNet interoperability channels. This document outlines the procedures needed to access the standard interoperability channels and how to activate a CONOPS channel for larger events. In addition, MEMA is moving forward to establish and finalize memorandums of understanding (MOUs) with federal agencies and state
hospitals to access RegionNet and CONOPS.

Maine is committed to ensuring CONOPS interoperability is enabled throughout the state. While there are currently no SOPs supporting the use of these channels, Maine has identified adopting standardized naming conventions as a means to further interoperability among different agencies with different radio equipment.

Table 2 outlines Maine's goals and initiatives for SOPs.

Table 2: Standard Operating Procedures Goals and Initiatives

Standard Operating Procedures Goals and Initiatives

Goal #	Goals	Initiatives	Owner	Completion Date
3.	Adopt standardized channel naming conventions	3.1 Obtain consensus from applicable entities (e.g., fire, police, and municipal associations)	SCIP IWG	October 2016
		3.2 Define standard naming template based on association recommendations, the latest CONOPS plan, and a review of national templates	SWIC, OEC Coordinator-New England	October 2016
		3.3 Disseminate template to radio programming personnel	SWIC, OIT	December 2016

5.3 Technology

The Technology section of the SCIP outlines Maine's plan to maintain and upgrade existing technology; the roadmap to identify, develop, and implement new and emerging technology solutions; and the approach to survey and disseminate information on current and future technology solutions to ensure user needs are met. Maine recognizes that technology is the backbone of interoperability. The state has recently worked with private industry partners to increase availability of Wireless Priority Services (WPS) in the state, in addition to the existing capabilities offered through the Government Emergency Telecommunications Service (GETS), which provides priority calls over landlines during an emergency. WPS provides first responders with priority service over cellular networks during incidents that result in high call volumes The Maine Wardens Service has begun to offer both GETS and WPS services to its personnel and other state agencies are in the process of identifying roll-out strategies. Several state agencies, local and county jurisdictions also utilize GETS capabilities.[8] These services prioritize emergency responder communications during high call volume periods. In addition, Maine has strategic technology reserves, including radio caches and mobile communications vehicles located throughout the state that complements the RegionNet sites.

In order to better identify assets most useful during an emergency, Maine is interested in increase its use and leverage capabilities of the Communications Asset Survey Tool (CASM), which is provided by OEC. This tool allows the state to locate and identify a variety of communications assets for situational awareness. Maine has also identified the need to promote the benefits of purchasing public safety grade equipment that is interoperable with existing infrastructure to local and county agencies. This effort will ensure Maine first responders do not face technical challenges during a response or day-to-day operations.

Table 3 outlines Maine's goals and initiatives for technology.

Table 3: Technology Goals and Initiatives

Technology Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
4.	Encourage purchasing agents to meet the minimum SAFECOM public safety standards	4.1 Provide the link to the guidelines online and on demand[9]	OEC Coordinator-New England, MEMA website administrator	December 2015

---

[8] GETS and WPS are priority telecommunications services offered by the Office of Emergency Communications. More information is available at http://www.dhs.gov/government-emergencytelecommunications-service-gets

[8] The latest grant guidance is available at http://www.dhs.gov/funding /The latest technology guidance documents are located at http://www.dhs.gov/technology

Technology Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
	For technology			
5.	Evaluate Next Generation CASM tool features for Maine resource management	5.1 Attend online CASM webinars	SWIC, OEC Coordinator-New England, Potential Users	October 2015
		5.2 Obtain feedback from webinar attendees	SWIC	April 2017
		5.3 Coordinate with SWIC to enable interested users	SWIC, Potential Users	December 2017
		5.4 Explore additional real-time resource management tools	SWIC, IWG	December 2018
6.	Monitor FirstNet activities	6.1 Maintain regular contact with FirstNet officials	SPOC	December 2018
		6.2 Provide updates to the MICC	SPOC	December 2018
		6.3 Implement the outreach plan	SPOC	December 2018

5.4 Training and Exercises

The Training and Exercises section of the SCIP explains Maine's approach to ensure that emergency responders are familiar with interoperable and emergency communications equipment and procedures and are better prepared for responding to real-world events. Maine has a robust training and exercises program in place. Maine conducts several high level exercises every year which involve responders from all levels of government as well as private industry partners as applicable. MEMA collects After Action Reports (AARs) from these exercises as well as real world incidents. The MICC will work with MEMA to collect AARs involving CONOPS activation to understand and promote lessons learned and best practices for interoperability.

Maine has a formal Communications Leader (COML) recognition program in place as well as a statewide COML plan. The COML is an essential coordination position within the incident management system and is responsible for integrating communications and ensuring that operations are supported by communications. While the program has been in place for some time and COML courses have been held, more work remains to enable COML students to complete the recognition program and become eligible for deployment. Maine has identified the means to enable this to occur via a strategic goal.

In addition, Maine is dedicated to ensuring that responders at all levels from across all responder disciplines receive interoperable communications training that is easy to understand, practice, and retain. Maine understands that training is the backbone of any

response and that front-line personnel need to quickly and reliably access communications based on training received from the academy and continued via in service training modules. Training on CONOPs/RegionNet and national operations are an important aspect of this, and Maine will work to incorporate more of this information into instruction.

Table 4 outlines Maine's goals and initiatives for training and exercises.

Table 4: Training and Exercises Goals and Initiatives

Training and Exercises Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
7.	Develop an open-access interoperability training module, to include CONOPS, national operations, and RegionNet for dissemination	7.1 Determine base level of understanding needed to interoperate	MICC IWG	March 2016
		7.2 Develop training to address this base level	MICC IWG	June 2016
		7.3 Identify funding sources to implement training	SWIC	December 2016
		7.4 Disseminate training (e.g., JPMA, Maine Municipal Association training, CD production, and other methods as appropriate)	MICC IWG	June 2017
8.	Explore the ability to incorporate interoperable communications training into all responder academies, in-service training, and executive courses	8.1 Determine type of training desired at each level	MICC IWG	June 2017
		8.2 Establish contact with training authority bodies	MICC IWG	June 2017
		8.3 Work with training organizations to implement as needed	MICC IWG	June 2018
9.	Increase participation in the COML Recognition Process	9.1 Develop an exercise for existing non-recognized COML students	SWIC	December 2016
		9.2 Meet with county and metro emergency management to discuss benefits of COML personnel in their area in accordance with the MEMA COML Plan	SWIC	August 2016
		9.3 Schedule COMU classes as need to train more students	SWIC	Ongoing

Training and Exercises Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
10.	Promote the use of CONOPS and interoperability channels	10.1 Coordinate with MEMA to obtain AARs	SWIC	December 2015
		10.2 Promote the submission of CONOPS and interoperability channel AARs	MICC	December 2015
		10.3 Identify communications successes and challenges to inform future training and exercises	SWIC	October 2015
		10.4 Utilize and disseminate the information to inform MICC activities or training and exercise development	SWIC, MEMA Exercise Planner	December 2017

5.4 Usage

The Usage section of the SCIP outlines efforts to ensure responders adopt and familiarize themselves with interoperable and emergency communications technologies, systems, and operating procedures in the State. Regular usage ensures the maintenance and establishment of interoperability in case of an incident. Maine is committed to ensuring that its dispatchers, responders, and other public safety personnel understand and operate using common practices. Due to the unique geographic features of the New England area, Maine works closely with its nearby states and the OEC Coordinator for the region on many interoperable communications issues and projects. Maine will work with the Coordinator to more widely disseminate interoperable communication channel activation notices to reduce interference and ensure a common operating picture among Maine's jurisdictions and the New England states.

It is understood that work remains in the operation of channels during an event that requires interoperability. Maine will work on ensuring plain language is utilized during planned and unplanned interoperable operations to ensure common understanding.

Table 5 outlines Maine's goals and initiatives for usage.

Table 5: Usage Goals and Initiatives

Usage Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
11.	Work with OEC Coordinator-New England to identify additional users of interoperability coordination notifications	11.1 Identify and include appropriate personnel on notification lists	SWIC, OEC Coordinator-New England, Director of DPS Communications	October 2015
12.	Encourage the use of NIMS-compliant plain language for interoperable events	12.1 Continue to utilize grant guidance verbiage in the use of plain language during interoperable events	MICC, SWIC	October 2015
		12.2 Encourage all SOPs and training materials include the use of plain language	MICC, SWIC	October 2015

5.6 Outreach and Information Sharing

The Outreach and Information Sharing section of the SCIP outlines Maine's approach for building a coalition of individuals and emergency response organizations statewide to support the SCIP vision and for promoting common emergency communications initiatives. The MICC plans to leverage the State and county partnerships (e.g. Maine Chiefs of Fire and Police agencies, municipal and hospital associations) that have routine communication to disseminate information regarding interoperable emergency communications, including the final version of the CONOPS Plan with RegionNet information and ongoing updates on the development and deployment of a public safety broadband system.

Maine remains in regular contact with FirstNet and will concurrently work with all relevant public safety partners to provide information regarding the future deployment of the nationwide public safety broadband network. FirstNet Maine will utilize this outreach to distribute the data collection survey and other information that will enable Maine to identify the best path forward for construction of the network within the state.

Table 6 outlines Maine*'s* goals and initiatives for outreach and information sharing.

Table 6: Outreach and Information Sharing Goals and Initiatives

Outreach and Information Sharing Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
13.	Work with partner associations to disseminate the final CONOPS 2.0 Plan	13.1 Identify an Outreach Initiative Working Group to attend meetings with the SWIC and OIT if possible	MICC Chair	July 2016
		13.2 Meet with association representatives.	Outreach IWG	September 2016
		13.3 Partner with FirstNet Maine to create a unified presentation for meetings	SWIC, Outreach IWG, OIT	September 2016
		13.4 Attend meetings (e.g., present to the group and distribute hard-copy Plans) at district or county meetings for first responder disciplines	Outreach IWG	March 2017

5.5 Life Cycle Funding

The Life Cycle Funding section of the SCIP outlines Maine's plan to fund existing and future interoperable and emergency communications priorities. Like many states, Maine relies on critical grant funding to complement and increase communications interoperability projects throughout the state. MEMA oversees the distribution of grant money and provides guidance on best practices for communications funds. The MICC will work with MEMA to further develop this guidance to ensure interoperability remains a key priority for all agencies that use grant funding.

In addition, the MICC will examine further ways to support the operations outline within this SCIP to ensure the implementation of important initiatives is conducted in a timely manner.

Table 7 outlines Maine's goals and initiatives for life cycle funding.

Table 7: Life Cycle Funding Goals and Initiatives

Life Cycle Funding Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
14.	Consider funding to support SCIP	14.1 Identify working group members with financial	MICC Chair, MICC	August 2016

Life Cycle Funding Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
	Operations (e.g., new training material, SWIC position duties, operational meeting costs)	planning expertise		
		14.2 Create materials that identify hard costs (e.g., existing training tools, number and cost of radio reprogramming, cost of fully interoperable radios)	Financial IWG, SWIC, other MICC IWGs as needed	February 2017
		14.3 Utilize public safety funding expertise to identify potential funding opportunities	Financial IWG	February 2017
		14.4 Promote the funding plan to MEMA grant officials and legislative appropriators via budget data call	MICC Chair	August 2017
15.	Recommend a set of grant guidelines that includes programming costs, interoperability, and other best practices.	15.1 Identify accounting best practices for radio operations (e.g., programming costs, replacement costs, batteries)	MICC	July 2017
		15.2 Identify measurable guidelines that include best practices to evaluate grants	SWIC	July 2017
		15.3 Submit guidance recommendation to MEMA Director and grant staff for review and possible implementation	SWIC	July 2017

6. IMPLEMENTATION

6.1 Action Plan

The Action Plan section of the SCIP describes the process Maine will use to determine a plan to execute the initiatives in the SCIP. The SCIP was discussed and ratified at the October 2015 MICC meeting. The SCIP will be considered final with the sign-off of the MICC Chair. The SCIP provides a roadmap of possible IWGs that will enable Maine to further operable and interoperable emergency communications and will be reviewed and approved by the MICC Chair, who is the sole authority for creating IWGs. IWG members do not have to be sitting MICC members, which enables Maine to leverage expertise in pursuit of specific goals and initiatives. These IWGs provide flexibility and can be disbanded upon the completion of a task, and formed as new issues

are identified. The SCIP has identified an outreach plan that will enable coordination and information sharing between the state, county, and local levels.

6.2 Measures of Success

The Measures of Success section of the SCIP defines the measures that Maine will use to monitor progress and indicate accomplishments toward achieving the vision for interoperable and emergency communications. Measures of success are used to meaningfully assess the outcomes and impacts of program functions and processes in meeting strategic goals. Table 8 outlines these measures for Maine. More information on how these measures are managed is included in Section 6.3.

Table 8: SCIP Measures of Success

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
1. *1*	Reinvigorate the Maine Interoperable Communications Committee (MICC)	The MICC does not meet on a regular basis with the full membership	MICC meets regularly with full membership and IWG representatives	December 2015	MICC, MICC Chair
2.	Identify standardized training for new public safety communications officials and leaders	Training is not provided in a consistent manner across disciplines	Base level of training identified and strategy for deployment developed	April 2017	MICC Chair, SWIC
3.	Adopt standardized channel naming conventions	Maine CONOPS and national channels are not programmed consistently in radios across levels of government or public safety disciplines	A template of standardized naming conventions is developed and distributed to radio programming personnel	December 2016	SWIC, IWG, OIT

Measures of Success

Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
4.	Encourage purchasing agents to meet the minimum SAFECOM public safety standards for technology	Purchasing agents may not have access to the SAFECOM standards	Link to the SAFECOM guidance documents are posted to MEMA's website and regularly updated	December 2015	MEMA (website administrator)
5.	Evaluate Next Generation CASM tool features for Maine resource management	CASM was utilized previously but has not been maintained	Interested users have attended CASM webinar and are provided access to the system to update information	SWIC, OEC Coordinator, Potential Users	December 2017
6.	Monitor FirstNet activities	Contact is regular and data collection has been planned	Contact is maintained sufficiently and outreach and data collection has commenced	SPOC	December 2018
7.	Develop an open-access interoperability training module, to include CONOPS, national operations, and RegionNet for dissemination	Interoperability training is not standardized	Base level of training determined by consensus and training materials have been disseminated	MICC IWG, SWIC	June 2017
8.	Explore the ability to incorporate interoperable communications training into all responder academies, in-service training, and executive courses	Training on interoperability is not monitored at any level	Types of training are determined for all levels and contact with training authorities is established to work on implementation	June 2018	MICC IWG

Measures of Success

Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
9.	Increase participation in the COML Recognition Process	Many COML students have not completed the Recognition Process	Exercise developed to enable COML students to be recognized by Maine as deployable; local and county emergency management aware of the benefits of having staff COMLs	August 2016	SWIC
10.	Promote the use of CONOPS and interoperability channels	AARs are not analyzed for CONOPS successes or challenges	MEMA provides AARs which the MICC analyzes with the results being disseminated and utilized for training and exercise development	December 2017	SWIC
11.	Work with OEC Coordinator-New England to identify additional users of interoperability coordination notifications	Interoperability notifications are distributed to limited listservs	Coordinator has a distribution list that covers all applicable jurisdictions	October 2015	SWIC, OEC CoordinatorNew England
12.	Encourage the use of NIMS-compliant plain language for interoperable events	Plain language is not monitored and enforced during events	Authors of SOPs and training materials for responders are aware of the NIMS mandate for plain language	October 2015	MICC, SWIC
13.	Work with partner associations to disseminate the final CONOPS 2.0 Plan	Partner associations do not receive regular MICC updated	SWIC, OIT and MICC outreach regularly attend and update partner associations	March 2017	Outreach IWG

	Measures of Success				
Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
14.	Consider funding to support SCIP Operations (e.g., new training material, SWIC position duties, operational meeting costs)	No standard funding materials or plan exist	Funding plan is developed with corresponding promotional materials for MEMA officials and legislators	February 2017	MICC, Financial IWG
15.	Recommend a set of grant guidelines that includes programming costs, interoperability, and other best practices.	Grant guidance doesn't take into account full life cycle costs	Guidelines that include lifecycle costs (e.g. programming, replacement) have been submitted to the MEMA Director and grant staff	June 2017	SWIC

6.3 Management of Success

The Management of Success section describes the iterative, repeatable method Maine will follow to add, update and refine the measures of success. As the MICC creates and adds working group members to the IWGs, progress will be reported to the MICC via regularly scheduled meetings and as needed to the MICC Chair. As needed the MICC Chair has the authority to create new IWGs to address emerging issues. IWG membership is not limited to MICC members, allowing outreach to enlist personnel with specialized skills (e.g., financial expertise, technical skills). The SWIC, as an advisor to the MICC, will serve as a point of contact and coordinator as directed.

6.4 Strategic Plan Review

The Strategic Plan Review section outlines the process Maine will use to conduct reviews of the SCIP to ensure it is up to date and aligned with the changing internal and external interoperable and emergency communications environment as well as to track and report progress against the defined initiatives and measures of success.

Maine will conduct a comprehensive strategic review of the SCIP every two-to-three years as need determines. At the end of every calendar year, the SWIC will provide an annual SCIP Snapshot to OEC. This Snapshot allows OEC to coordinate with Maine and provide technical assistance and other support to further interoperability goals as outlined in the SCIP. The SWIC and regional OEC Coordinator, regional SWICs and SWICs around the country via the National Council of Statewide Interoperability Coordinators (NCSWIC) will continue to communicate regularly to ensure that Maine's work complements the work of other New England states.

7. REFERENCE MATERIALS

The Reference Materials section outlines resources that contribute additional background information on the SCIP and interoperable and emergency communications in Maine. Table 9 includes the links to these reference materials.

Table 9: SCIP Reference Materials

Title	Description	Source/Location
Executive Order 03-FY08/09	Executive Order establishing the Maine Interoperable Communications Commission	https://votesmart.org/public-statement/279333/governor-signs-executive-order-creating-the-maine-interoperable-communications-committee#.WZHLXStRbsY
MICC Charter	The MICC governing document	MICC Charter 6 11 09.doc *Also available in the MEMA Document Library*
2015 CONOPS Interoperability	Guide outlining the operation of CONOPS interoperability channels	http://www.maine.gov/tools/whatsnew/attach.php?id=22705&an=3
RegionNet Repeater Map	Map detailing the location of the 40 repeater stations connecting state digital channels to local and county agencies when needed.	http://www.maine.gov/oit/services/radio/mscommnet/MsCommNetSitesMap11012014.pdf

APPENDIX A: MAJOR SYSTEMS

List all existing major interoperable and emergency communications systems in the table below. As the State updates the SCIP, note if and how major systems have been updated or if new systems have been developed. If this information is already documented elsewhere, the State may provide the source document or link instead of completing the table.

Table A-1: Major Systems, Updates, and New Systems

Major Systems Information						
System Type / Coverage Area	System Name	System Owner(s)	System Description	# Subscribers and Agencies	Users' Level of Government	Status and Changes/Updates
From the drop down menu below, choose the item that most accurately describes the system type [This column should contain a drop down menu with the following options: -Shared statewide system	*Insert the name of the system* [This column should contain a free form text box]	*Insert the organization(s) or governing body responsible for the system* [This column should contain a free form text box]	*From the drop-down menus below, choose all of the appropriate descriptions for the system* [This column should contain the drop down menu and categories below] 800MHz Non-P25 Chose make Choose make Choose digital/analog Choose trunked/conventional Choose encryption level	*Insert the estimated number of subscribers as well as the number of agencies on the system* [This column should contain a free form text box]	*From the drop down menu below, identify the levels of government for which there are users on the system* [This column should contain a drop down menu with the following options: - Federal	*From the drop down menu below, select the item that best describes the system's status* [This column should contain a drop down menu with the following options: -Decommissioned System -New System -No change -Updated System and a free form text box for

Major Systems Information

System Type / Coverage Area	System Name	System Owner(s)	System Description	# Subscribers and Agencies	Users' Level of Government	Status and Changes/Updates
-State agency(ies) system -Regional system -Local system			*Choose Primary Usage:* Voice [This row in the system description column should contain a free form text box for other and number of sites]		-State -Regional -Local -Tribal]	the end user to enter additional information] Additional Information:
			Other: Number of Sites:			

APPENDIX B: LIST OF ACRONYMS

In this section, list the acronyms used throughout the document.

AAR	After Action Report
AUXCOMM	Auxiliary Communications
COML	Communications Unit Leader
COMT	Communications Unit Technician
CONOPS	Concept of Operations for Incident Communications Interoperability
DHS	U.S. Department of Homeland Security
DPS	Maine Department of Public Safety
EMA	Emergency Management Agency
FCC	Federal Communications Commission
FirstNet	First Responder Network Authority
IP	Internet Protocol
IWG	Initiative Working Group
MHz	Megahertz
LMR	Land Mobile Radio
MEMA	Maine Emergency Management Agency
MICC	Maine Interoperable Communications Committee
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSCommNet	Maine State Communications Network
NCSWIC	National Council of Statewide Interoperability Coordinators
NSCP	National Emergency Communications Plan
NG911	Next Generation 911
NIMS	National Incident Management System
NPSBN	Nationwide Public Safety Broadband Network
NTIA	National Telecommunications and Information Administration
OEC	Office of Emergency Communications
OIT	Maine Office of Information Technology
PPD	Presidential Policy Directive
PSAP	Public Safety Answering Point
RECCWG	Regional Emergency Communications Coordination Working Group
RegionNet	Regional Network Interoperability Service
SCIP	Statewide Communication Interoperability Plan
SOP	Standard Operating Procedure
SWIC	Statewide Interoperability Coordinator
TICP	Tactical Interoperable Communications Plan
VHF	Very High Frequency