Louisiana

Statewide Communication Interoperability Plan (SCIP)

January 2016

Executive Summary

The Louisiana Statewide Communication Interoperability Plan (SCIP) is a stakeholder-driven, 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 Louisiana prioritize resources, strengthen governance, identify future investments, and address interoperability gaps.

The purpose of the Louisiana 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 continuing need for sustainable funding.
- Leverage the infrastructure and capabilities of the Louisiana Wireless Information Network (LWIN) to support the deployment of First Responder Network Authority's (FirstNet's) nationwide interoperable public safety broadband network that would allow first responders in the State to quickly utilize the benefits of public safety broadband services;
- Tightly integrate with the efforts of major metropolitan areas within the State to achieve synergies of installed public safety communications systems and maximize the use of funding that supports them;
- Provide a shared interoperable and emergency communications Vision and Mission with mutually supporting and coordinated goals and initiatives;
- Serve as the operational blueprint for the exploration, procurement and usage of interoperable communications funding sources and opportunities.

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

Vision: Louisiana implements and maintains a public safety communications system that provides seamless interoperability among local, State, Tribal, and Federal entities; is consistent with the National Emergency Communications Plan; and is capable of the transmission of voice, data, and critical imagery.

Mission: To provide, through a statewide collaborative effort, an interoperable public safety wireless network of voice and data, using a common architecture that provides seamless communication, by securing funding and sustaining a scalable network.

- Governance –
    - Revitalize and re-engage the Statewide Interoperability Executive Committee (SIEC) Subcommittees
    - Re-establish Regional Interoperability Committees (RICs)

  - Execute State and Local Implementation Grant Program (SLIGP) process
  - Conduct Technical Subcommittee meetings quarterly
  - Enhance interstate communications capabilities and interoperability
- Standard Operating Procedures (SOPs) –
  - Develop a recurring process for SIEC Policy and Planning Subcommittee to review policies and procedures of public safety communications efforts (LWIN, Broadband, Emergency Support Function 2 [ESF-2])
  - Enhance interstate communications capabilities and interoperability
  - Maintain situational awareness of policies and procedures developed by each Parish and region
  - Establish SOPs for statewide interoperable and emergency communications
  - Develop a State Tactical Interoperable Communications Plan (TICP), incorporating regional TICPs
  - Develop regional TICPs
- Technology –
  - SIEC facilitates new technology assessment and knowledge transfer
  - Conduct baseline inventory of statewide communications assets
  - Execute a cyclical LWIN gap analysis process
  - Continue to evaluate system redundancy options
- Training and Exercises –
  - Provide communications training to public safety personnel
  - Conduct yearly statewide exercises to include interoperable and emergency communications injects and challenges
  - Establish a cadre of certified Communications Unit Leader (COML) and Communications Unit Technician (COMT) instructors for statewide training
  - Enhance interstate communications capabilities and interoperability
- Usage –
  - Reinforce Incident Command System (ICS) policy requirements and use of ICS protocols
  - Increase the number of LWIN users to enhance interoperability
- Outreach and Information Sharing –
  - Create a secure website/portal to provide and share regional interoperability SOPs and plans
  - Establish open information sharing process between SIEC and RICs

- Consistent with FirstNet's direction, execute SLIGP broadband outreach
- Educate and inform local and State leadership about public safety communications priorities
- Implement the SCIP

- Life Cycle Funding –
  - Identify funding sources
  - Identify opportunities to contain and reduce costs

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1. INTRODUCTION

The Louisiana Statewide Communication Interoperability Plan (SCIP) is a stakeholder-driven, 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 Louisiana 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 Louisiana.
- 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 Louisiana 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.

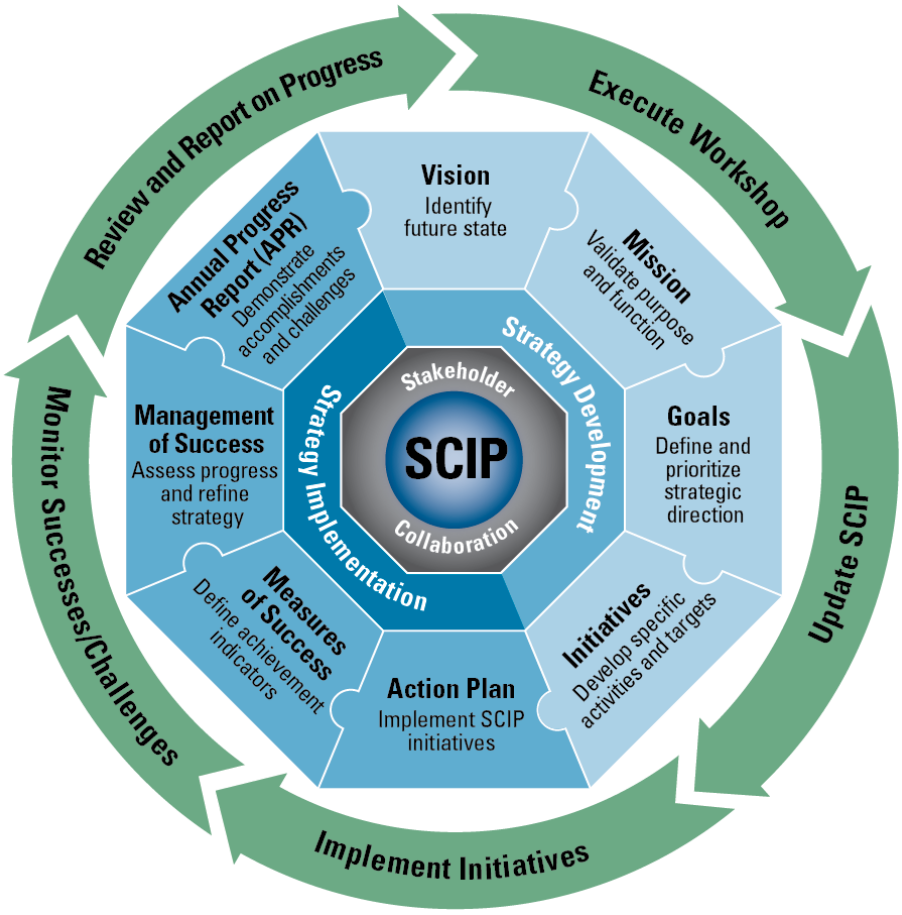


Figure 1: SCIP Strategic Plan and Implementation Components

The Louisiana SCIP is based on an understanding of the current and mid-range interoperable and emergency communications environment. Louisiana has taken significant steps towards enhancing interoperable and emergency communications, including:

- Operating and maintaining a statewide trunked, 700/800 Megahertz (MHz), Project 25 (P25) voice and data communications system with no user fees that supports more than 80,000 public safety users from 500 different agencies;
- Maintaining multiple mobile sites on wheels for capacity/coverage augmentation, as well as disaster recovery satellite backhaul capability, and one disaster recovery "suitcase" site that may be transported to different locations via truck or helicopter;
- Establishing and maintaining a legislatively codified Statewide Interoperability Executive Committee (SIEC) with a charter that includes local and State representation but has a majority membership of local public safety representatives;

- Acquiring and maintaining a Long Term Evolution (LTE) core and eNodeB for potential use during the build-out of the Nationwide Public Safety Broadband Network (NPSBN) infrastructure.

However, more remains to be done to achieve Louisiana's vision. It is also important to note that this work is part of a continuous cycle as Louisiana 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, Louisiana 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 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.

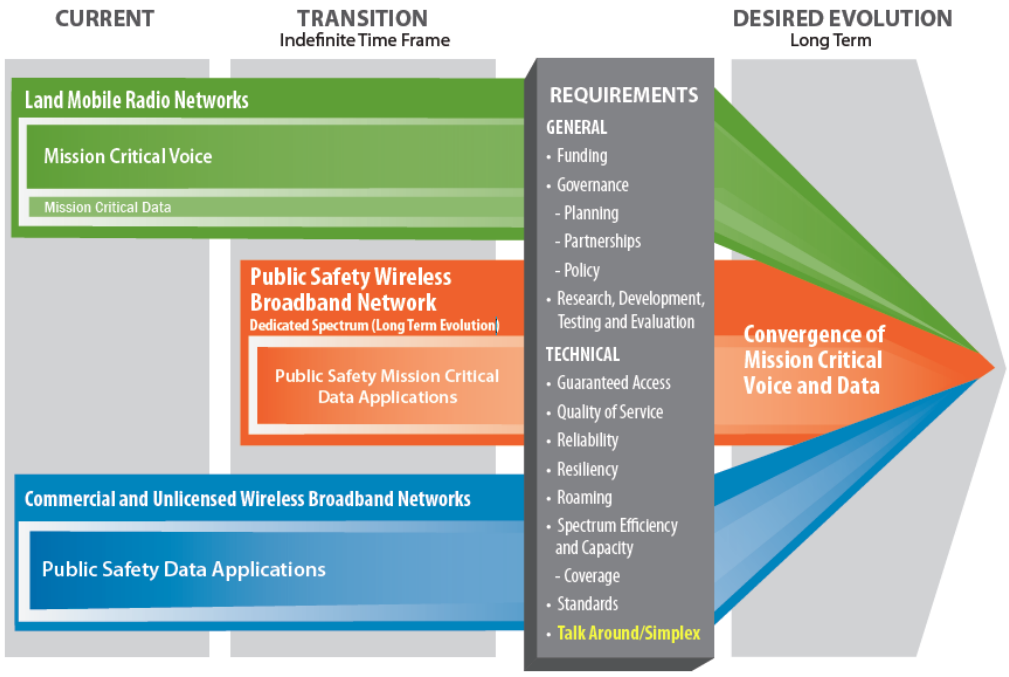


Figure 2: Public Safety Communications Evolution

Integrating capabilities such as broadband provide an unparalleled opportunity for the future of interoperable communications in Louisiana. 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, Louisiana 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 build-out 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.

Louisiana has taken significant steps to prepare for the implementation of the NPSBN and initial public safety broadband efforts in the State began before the establishment of FirstNet. These efforts included the development of a Memorandum of Understanding (MOU) between the State of Louisiana and the cities of New Orleans and Baton Rouge to begin construction on a shared statewide LTE network. The MOU also outlined the terms for the acquisition of an LTE Network Core and eNodeB. Although the equipment is installed and ready to operate, these efforts are now on hold until further direction is received from FirstNet regarding spectrum use and network deployment.

Louisiana continues to use the State and Local Implementation Grant Program (SLIGP) funding opportunity to align statewide efforts and begin the planning, construction, and implementation of the State's Radio Access Network (RAN) supporting the NPSBN. Louisiana appointed the State's single point of contact (SPOC) to FirstNet as well as established a Broadband Subcommittee within the SIEC.

The Broadband Subcommittee is responsible for the assessment of state and regional broadband wireless communications interoperability needs and capabilities. The subcommittee will develop a comprehensive, statewide public safety broadband strategy to improve broadband capabilities for first responders in the State. The Subcommittee will work with FirstNet representatives and the SPOC in matters pertaining to design, planning, build-out and operation of the NPSBN. The subcommittee will support the SPOC with research and planning for broadband, and provide recommendations to the SIEC regarding the State's broadband efforts. In addition to working with FirstNet, the subcommittee will provide coordination with other public and/or private wireless broadband service providers utilized by first responders and public safety personnel. In addition, the State hosted an initial consultation meeting in May 2015 with FirstNet and responders representing various geographic regions and disciplines throughout the state. The agenda for initial consultation focused on roles and responsibilities, users and coverage needs. There were additional discussions regarding expectations for data collection and other state-specific issues. This meeting paved the way for ongoing collaboration and Phase 2 data collection that will ultimately result in FirstNet's development of a unique state deployment plan for Louisiana.

On March 9, 2015, FirstNet provided an initial standard set of data that it requested from State and Local Implementation Grant Program (SLIGP) recipients to assist in the design of the Nationwide Public Safety Broadband Network (NPSBN). They announced that they were allowing data collection activities to be conducted under the Phase 1 SLIGP funding, and would be issuing a special award condition (SAC) after which they would release the Phase 2 SLIGP funding for data collection efforts. The State of Louisiana subsequently submitted a revised project budget which was approved by the grants office and Phase 2 SLIGP funding for data collection efforts was released.

In September 2015 Louisiana submitted the state data collection package to FirstNet consisting of 35 map layers and 18 other documents identifying state coverage objectives in five phases. These phased coverage objectives built on the state baseline coverage objectives

In addition to this data collection funding, outreach and education efforts will also continue to be funded throughout the life of the grant, currently set to expire February 2018. The additional data collection efforts will continue not only through the life of the SLIGP grant, but also as a part of the "iterative process" FirstNet describes as planning and buildout of the NPSBN. The initial data collection requested by FirstNet was initially due back to them July 31, 2015, but that deadline was extended to September 30, 2015, with additional input allowed thereafter. This deadline was to ensure enough time for FirstNet planners to include the insight provided by the states is included in the Request for Proposals (RFP) that is set to be released December, 2015.

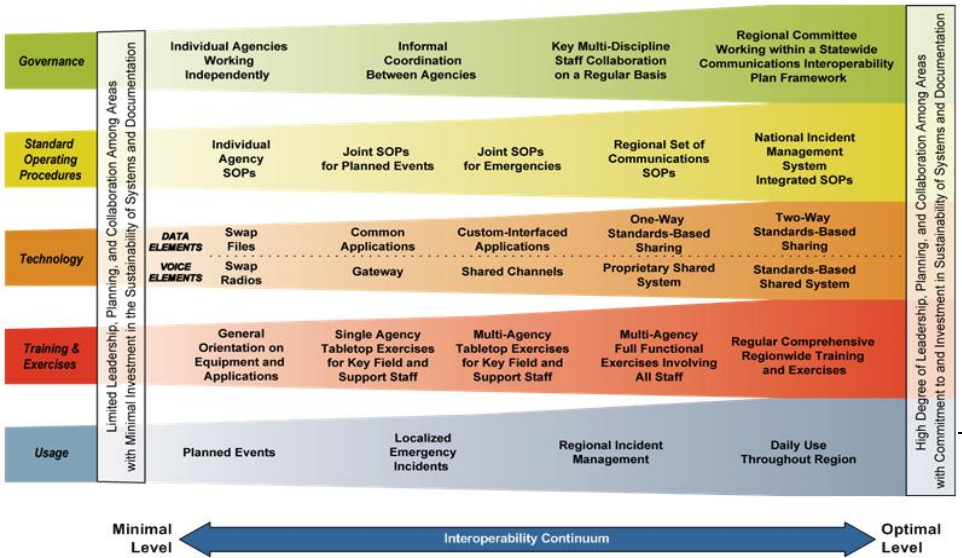
Additionally, achieving sustainable funding in the current fiscal climate is a priority for Louisiana. As State and Federal grant funding diminishes, States need to identify alternative funding sources to continue improving interoperable and emergency communications for voice and data systems. Key priorities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

- Identifying sources of funding for the planning, maintaining, training, and exercising of interoperable communications;
- Ensuring that the Louisiana Statewide Interoperability Coordinator (SWIC) has the resources necessary to continue to improve inter- and intrastate interoperable and emergency communications;
- Establishing alternate, dedicated funding sources for maintaining, upgrading, and future capital replacement expenditures of Louisiana Wireless Information Network (LWIN) and increasing its complement of infrastructure for expanded local use;
- Identifying key opportunities for resource sharing that minimize cost and increase efficiency and effectiveness.

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

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.

Figure 3: The Interoperability Continuum



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

- Governance – 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 Louisiana efforts to address communications interoperability.
- SOPs – Policies, repetitive practices, and procedures that guide emergency responder interactions and the use of interoperable communications solutions.
- Technology – Systems and equipment that enable emergency responders to share voice and data information efficiently, reliably, and securely.
- Training and Exercises – Scenario-based practices used to enhance communications interoperability and familiarize the public safety community with equipment and procedures.
- Usage – 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. The following sections will further describe how the SCIP will be used in Louisiana and Louisiana*'s* plans to enhance interoperable and emergency communications.

2. PURPOSE

The purpose of the Louisiana 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.
- Leverage the infrastructure and capabilities of LWIN to support the deployment of FirstNet's nationwide interoperable public safety broadband network that would allow first responders in the State to quickly utilize the benefits of public safety broadband services;

- Tightly integrate with the efforts of major metropolitan areas within the State to achieve synergies of installed public safety communications systems and maximize the use of funding that supports them;
- Provide a shared interoperable and emergency communications Vision and Mission with mutually supporting and coordinated goals and initiatives;
- Serve as the operational blueprint for the exploration, procurement and usage of interoperable communications funding sources and opportunities.

The development and execution of the SCIP assists Louisiana 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) National Preparedness Goal for Operational Communications.

In addition to this SCIP, Louisiana will develop an Annual Progress Report (APR) 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 APR is available in Section 6.4.

This SCIP is owned and managed by the Louisiana SWIC. The SWIC has the authority to and is responsible for making decisions regarding this plan. The SWIC is also responsible for ensuring that this plan is implemented and maintained statewide. The SCIP was originally developed in 2007 as a stakeholder-driven statewide strategy to prioritize resources, strengthen governance, and address interoperability gaps. The SCIP was updated in 2009. In April 2014, the State hosted a SCIP Revision Workshop with multi-discipline and multi-jurisdictional local, State, and Federal participants to update the SCIP based on revised criteria, national-level objectives, emerging technologies, and lessons learned. Participants revised Louisiana's statewide communication interoperability vision, mission, goals, and initiatives to advance along all lanes of the interoperability continuum, and to integrate planning for broadband technology.

3. STATE'S INTEROPERABLE AND EMERGENCY COMMUNICATIONS OVERVIEW

Louisiana implements an emergency response communications system that allows seamless interoperability among first responders. The system includes the technical equipment and infrastructure, appropriate governance structure through the SIEC, and necessary interagency and inter-jurisdictional procedures for seamless interoperable communications. The State is organized into nine GOHSEP regions where additional resources are available at the local levels of government to foster interagency cooperation and communication. The governing body that oversees interoperable emergency communications efforts in the State is the Louisiana SIEC and consists of representatives from all nine GOHSEP regions in Louisiana, key State agencies, and all first responder disciplines. In 2008, the SIEC was codified into law and was designated the lead governance body to oversee the build-out of LWIN. The SIEC also oversees the Louisiana Interoperability Communications Fund which was established by Louisiana's legislature to fund the development, maintenance, and administration of LWIN. Currently, a top priority for Louisiana is increasing the level of available funding in the Louisiana Interoperability Communications Fund and establishing alternate avenues

for sustainable funding. In addition, Louisiana hopes to use their acquired LTE core to assist in the build-out of infrastructure for the NPSBN, as discussed in the previous section of the SCIP.

The fundamental building block of Louisiana's strategy for public safety communication interoperability is the statewide implementation of LWIN. In addition to providing the opportunity for all public safety agencies to operate on a common communications backbone, LWIN provides a statewide infrastructure of 131 tower locations supporting user agency defined talkgroups, interoperable parish and regional talkgroups, and statewide interoperability talkgroups. In addition to this standards based shared system environment, Louisiana also implemented cross-spectrum interoperability with existing legacy communication systems and non-LWIN systems at a number of levels through shared radios, gateways, and console based patches. The shared standards based system approach and the cross-spectrum interoperability have been applied to address public safety communication interoperability needs with neighboring States, as was accomplished during the 2010 Deepwater Horizon Oil Spill where LWIN was linked to multiple P25 systems including the Mississippi Statewide Wireless Information Network (MSWIN); the Orange Beach, Alabama, municipal public safety system; and several systems in Texas including the Travis County and Harris County systems.

Presently, LWIN supports 131 tower sites that provide reliable communications to 80,000 plus users from 500 different agencies. LWIN provides 95% on-street on hip reliability, supports 256 parish, 36 regional, and 14 state dedicated statewide interoperability channels/talkgroups, 16 dedicated interstate mutual aid channels, multiple mobile sites on wheels backhaul recovery satellite paths, and one disaster recovery suitcase site that may be transported via truck or helicopter to various locations throughout the State.

It allows on-the-scene coordination between tactical units and facilitates decision-making at incident command posts.

LWIN is the command and control resource for all inbound units assigned to a disaster or mutual aid response as well as day-to-day operations for many jurisdictions. While LWIN is a major element of Louisiana's long-term interoperable communications planning, it is not the only element. The State is also actively planning and preparing for the NPSBN and NG911 as outlined in the previous section of this SCIP.

4. VISION AND MISSION

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

Louisiana Interoperable and Emergency Communications Vision:

Louisiana implements and maintains a public safety communications system that provides seamless interoperability among local, State, Tribal, and Federal entities; is consistent with the National Emergency Communications Plan; and is capable of the transmission of voice, data, and critical imagery.

Louisiana Interoperable and Emergency Communications Mission:

To provide, through a statewide collaborative effort, an interoperable public safety wireless network of voice and data, using a common architecture that provides seamless communication, by securing funding and sustaining a scalable network.

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 Louisiana governance structure for interoperable and emergency communications. The governing body that oversees interoperable emergency communications efforts in the State is the Statewide Interoperability Executive Committee (SIEC), a governance body established by Louisiana Revised Statute Title 29 §725.6 to lead the build-out of LWIN system. The SIEC is responsible for:

- Designing, constructing, and assisting in administering and maintaining a statewide communication interoperability plan for first responders with the ability to transport and receive voice, data, imagery, and video information during day-to-day operations, natural disasters, emergency response situations, and terrorist attacks;
- Leveraging the technical expertise of the committee and third-party resources to develop and approve procedural and technical requirements to implement the SCIP for first responders;
- Coordinating interoperability issues with emergency alert services, 9-1-1 services, 2-1-1 services, and integrated criminal justice systems, as well as identifying other systems which may need to be addressed by the committee.

Revised Louisiana Statute Title 29 also directs the Louisiana SIEC to oversee, direct, and manage interoperability programs and efforts identified in the SCIP, and to address critical public safety and emergency response interoperability matters, including communications, spectrum, networks, equipment, training, and other areas as needs are identified. The committee is charged with continuing the efforts of addressing communications challenges experienced in the aftermath of Hurricanes Katrina and Rita by designing and implementing the build-out of a statewide public safety communications system and evaluating and integrating emerging interoperable technology.

The membership of the SIEC is designed to gather input from key local, Tribal, State, and Federal stakeholders to ensure the successful development of a statewide, user-driven approach among all levels of government to provide reliable communications for the entire emergency response community. Therefore, the SIEC consists of multi-disciplined, multi-jurisdictional representatives from the homeland security regions in Louisiana, key State agencies, and all first responder disciplines, who cooperate with, and gather input from, local and tribal authorities and key non-governmental organizations. To identify and address the needs of all public safety entities across the State, the SIEC consists of five representatives from State public safety agencies, six representatives from local public safety agencies, and nine representatives from Louisiana's Homeland Security regions. Other than the five State representatives, all other members of the SIEC represent local public safety agencies; all members focus on emergency response, mutual aid planning, and training and exercise activities.

In addition, the SIEC consists of four subcommittees: Budget and Finance, Policy Planning, Technology, and Broadband; all provide a mechanism for individuals with specialized skills to share best practices and lessons learned to address specific communications and interoperability issues.

- ***The SIEC Budget and Finance Subcommittee*** is responsible for managing the Louisiana Interoperability Communications Fund which was established by Louisiana's legislature to fund the development, maintenance, and administration of LWIN. The Subcommittee is also responsible for maintaining a comprehensive funding strategy that identifies alternative funding sources which will enable the continued build-out and enhancement of LWIN.
- ***The SIEC Policy and Planning Subcommittee*** is responsible for establishing policy for the acquisition, allocation, and management of system resources. This includes developing policies and guidelines which govern the use of voice, data, and imagery capabilities, as well as admission onto LWIN.
- ***The SIEC Technology Subcommittee*** is responsible for overseeing site selection and system build-out issues, and identifying technologies which will enhance LWIN by providing high speed broadband data and image transfer. The Subcommittee also seeks redundant network pathways to ensure reliable communications during critical incidents, and ensures that new technology is utilized to connect disparate public safety systems throughout the State. Additionally, this subcommittee is responsible for spearheading the assessment

of regional communications and interoperability equipment needs, capabilities and shortfalls.

- ***The SIEC Broadband Subcommittee*** is responsible for overseeing the State's efforts in establishing a public safety broadband network that is aligned to the efforts of the NPSBN and FirstNet. The Subcommittee was established in October 2012 and is currently completing their SLIGP application and project paperwork.

In April 2014, the SIEC updated their SCIP to include governance goals and initiatives focused on enhancing participation in the SIEC and its Subcommittees. Louisiana intends to re-establish and revitalize the Regional Interoperability Committees (RICs) throughout the State's nine homeland security regions to ensure that all public safety agencies in Louisiana have equal opportunity to participate in the management and decision-making process for interoperable and emergency communications. The SIEC also plans to strengthen the SIEC Subcommittees by re-engaging with members and establishing a more standardized process for accomplishing goals and initiatives outlined in the SCIP and SLIGP. Furthermore, to ensure interstate relations continue to remain strong, Louisiana intends to work with adjacent States to establish an interstate governance body that addresses interoperability issues that may arise during large-scale emergency incidents. Guided by the governance goals and initiatives listed below, Louisiana will effectively achieve a comprehensive interoperable communications environment for public safety officials throughout the State.

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

Table 1: Governance Goals and Initiatives

Governance Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
1.	Revitalize and re-engage SIEC Subcommittees	1.1 Subcommittee Chairs meet with SIEC Chair during monthly/quarterly meetings 1.2 SIEC Chair assigns tasks with completion dates to Subcommittee Chairs	SIEC Chair, Subcommittees' Chairs, Delegated Subcommittee	November 2014 Quarterly

Governance Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		1.3 Subcommittee Chairs meet with their respective Subcommittee Members to assign tasks to specific individuals	Members	
		1.4 Delegated Subcommittee Members initiate and complete tasks		
		1.5 Subcommittee Chairs complete a task(s) summary/update and send to SIEC Chair		
2.	Re-establish RICs	2.1 SIEC determines specific information to present to RICs (including SLIGP outreach and education)	SWIC, SIEC, RIC Chairs, OTS Radio Communications	December 2014 Annually
		2.2 SWIC contacts RICs' Chairs and schedules annual meeting		
		2.3 SWIC attends meeting with RICs; provides State update on interoperable communications efforts; RIC representative provides regional update		
		2.4 SWIC compiles meeting summary and presents at next SIEC meeting		
		2.5 SIEC meets; reviews and approves subcommittees' recommendations		
		2.6 SIEC discusses new business/updates of the Subcommittees		
		2.7 SIEC outlines tasks and determines Subcommittees responsible		
3.	Execute SLIGP process	3.1 Follow NTIA Guidelines	SPOC, SWIC, GOHSEP and OTS Radio Communications	June 2016
		3.2 Coordinate with Governor's office		
		3.3 Assign roles and responsibilities		
4.	Conduct Technical Subcommittee meetings quarterly	4.1 SIEC tasks the Technical Subcommittee Chair to conduct quarterly meetings	SIEC Chair, Technical Subcommittee	June 2014 Quarterly

Governance Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		4.2 Technical Subcommittee Chair schedules quarterly meetings, develops agenda, and determines tasks for completion	Chair, OTS Radio Communications	
		4.3 Technical Subcommittee meets and assigns specific tasks for the quarter		
		4.4 Technical Subcommittee reviews and communicates future statewide solutions, standards and technologies to local, Tribal, State, Federal emergency service agencies, and government officials		
		4.5 Technical Subcommittee will identify existing and emerging technologies which will enhance communication capabilities		
		4.6 Technical Subcommittee Chair develops and submits meeting summary to SIEC Chair		
5.	Enhance interstate communications capabilities and interoperability	5.1 Create interstate governance body with Louisiana's neighboring States	SWIC	December 2017
		5.2 Develop interstate MOUs		

5.2 Standard Operating Procedures (SOPs)

The SOPs section of the SCIP identifies the framework and processes for developing and managing SOPs statewide.

The SIEC developed policies and procedures to govern the operation of LWIN and plans to develop specific tactical SOPs for LWIN's subscribers. Louisiana is enhancing incident planning and response by enabling communications between the local, State, and Federal governments' emergency responders as well as nongovernmental organizations, all of whom are working towards the national goal of improving preparedness and response of citizens and emergency responders. While the functions and features of Louisiana's interoperability platform are designed to be accessible by its users, it is equally important that the procedures and terminology are compliant with the National Incident Management System (NIMS). In addition to complying with NIMS, the

procedures and terminology will follow the goals of the National Response Framework to promote interoperability on a statewide level, ensure recognized incident management practices, and work towards improved domestic preparedness. The developed procedures are reviewed for compliance with NIMS requirements by the SIEC while the SWIC is responsible for ensuring the procedures are compliant with Louisiana's SCIP. Enforcement of procedures is also accomplished through the comprehensive education and training of first responders and related personnel.

Louisiana continues to focus on the development and use of SOPs, and developed policies and plans, which may be found in Section 7, Reference Materials. Louisiana's SCIP goals focus on enhancing the State's current process for developing SOPs while collaborating closely with local Parishes and neighboring States. The SIEC intends to establish a more standardized process for developing, reviewing, and enacting SOPs at both the local and State levels by working with regional representatives to incorporate already developed SOPs and plans into the State's communication plan. In addition, once the SIEC successfully establishes a governance body with adjacent States, as documented in the governance goals,

Louisiana intends to develop a multistate communications plan to ensure the success of interoperable communications operations during large-scale, multistate responses. As depicted in the goals and initiatives listed below, Louisiana will strengthen and standardize interoperable and emergency communications SOPs and doctrine both within the State and with neighboring States to secure an all-encompassing interoperable emergency communications environment.

Table 2 outlines Louisiana's goals and initiatives for the SOP section.

Table 2: Standard Operating Procedures Goals and Initiatives

Standard Operating Procedures Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
6.	Develop a recurring process for SIEC Policy and Planning Subcommittee to review policies and procedures of public safety communications efforts (LWIN, Broadband, ESF-2)	6.1 SIEC assigns tasking to Policy and Planning Subcommittee 6.2 Policy and Planning Subcommittee Chair reviews SIEC policies and procedures, and schedules annual update with SIEC 6.3 Policy and Planning Subcommittee meets with SIEC to review all policies and procedures and determine recommendations for policy updates and development 6.4 Recommendations are provided by Subcommittee	SIEC Policy and Planning Subcommittee Chair, SIEC	December 2014 Ongoing quarterly

Standard Operating Procedures Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		Chair to SIEC		
		6.5 Review SOPs/Policies for NIMS compliance		
7.	Enhance interstate communications capabilities and interoperability	7.1 With adjacent States, develop SOPs and a multistate communications plan for utilization and deployment of communications equipment and systems	SWIC	December 2017
8.	Maintain situational awareness of policies and procedures for each Parish and region	8.1 SIEC establishes regional meetings and training with Parishes and/or regions	SWIC, SIEC, RIC Representatives	November 2014, Ongoing
		8.2 SIEC develops materials for meetings/trainings		
		8.3 SIEC representative conducts meetings and trainings in each Parish/region		
		8.4 SIEC representative provides feedback to the SIEC and develops recommendations		
		8.5 SIEC approves/rejects recommendations		
9.	Establish SOPs for statewide interoperable and emergency communications	9.1 Gather statewide information	Technical Subcommittee, Policy and Planning Subcommittee, OTS Radio Communications	March 2015
		9.2 Review different incident scenarios		
		9.3 Consult with RICs		
		9.4 Explore OEC Technical Assistance offerings		
		9.5 Policy and Planning Subcommittee makes recommendations to SIEC regarding procedures		
		9.6 Disseminate SOPs		
10.	Develop a State Tactical Interoperable Communications Plan (TICP), incorporating regional TICPs	10.1 Implement statewide online communications asset database	SWIC, OTS Radio Communications	December 2018
		10.2 Request asset information from local and State agencies		
11.	Develop regional TICPs	11.1 Identify regional TICPs and assist with development of	SWIC, OTS Radio	May 2019

Standard Operating Procedures Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		TICP if requested	Communications	
		11.2 Hold TICP statewide coordination meeting to assist remaining regions with TICP completion.		

5.3 Technology

The Technology section of the SCIP outlines Louisiana'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. Currently, the LWIN system supports more than 80,000 users that executed over 12 million push-to-talk transmissions per month for the time period of July 1, 2015 to December 1, 2015. It has an on-street reliability of 95% with a Delivered Audio Quality (DAQ) of at least 3.0 (meaning Speech understandable with slight effort. Requires occasional repetition due to noise or distortion) but is limited with its in-building coverage.

Encryption is supported if a user agency desires to obtain the necessary equipment and operate encrypted services on the agency's dedicated talkgroup(s). LWIN is connected via T1 connections between sites and central controllers and some redundant microwave and satellite connectivity is available in the event of a connectivity loss.

The next phase of LWIN is to leverage the capabilities and infrastructure of the network to support an interoperable public safety broadband network. Working with FirstNet Louisiana will begin the deployment of such a network as quickly as possible in the 700 MHz public safety broadband spectrum. The envisioned broadband addition to LWIN would allow first responders in the State to quickly utilize the benefits of public safety broadband services and not rely solely on commercial services or satellite networks which are currently used to access data in the field (i.e., laptops and mobile data computers [MDCs] with AirCards).

Also prior to the establishment of FirstNet, Louisiana acquired an LTE core and eNodeB for the potential early deployment of an LTE evaluation system.

While this early builder system did not come to fruition, the LTE core and eNodeB assets are functional and could be used to support the build-out of Louisiana's Radio Access Network (RAN) which is required for FirstNet's NPSBN deployment in the State.

In addition to LWIN, ultra-high frequency (UHF) and very-high frequency (VHF) systems are primarily in use by small rural jurisdictions that are mostly concentrated in the northern part of the State. The State recognizes that agencies will continue to use their existing systems and may not consider linking to LWIN. To ensure interoperability with Parishes using legacy systems, the State provides tailored gateways to each of the

Parishes to ensure legacy reach-back for voice communications on select talkgroups/channels. Furthermore, the State provides ongoing voice interoperability on select talkgroups/channels between LWIN; Parishes' gateways; and other VHF, UHF, and/or 800 MHz public safety voice systems in each Parish and in the adjoining States in border areas.

The Technology section's goals and initiatives focus on establishing a process for monitoring interoperable and emergency communications equipment throughout the State to ensure functionality. By conducting inventory and capability assessments, periodic gap analysis of LWIN, evaluating and implementing additional redundancy and resiliency capabilities while staying abreast of emerging technologies, Louisiana will have a better understanding of needs and requirements. Louisiana can also prioritize specific projects to address interoperable and emergency communications challenges throughout the State.

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

Table 3: Technology Goals and Initiatives

Technology Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
12.	SIEC facilitates new technology assessment and knowledge transfer	12.1 SWIC contacts appropriate technology vendors and schedules meetings	SWIC, Technology Subcommittee Chair	December 2014
		12.2 SIEC Chair assigns SIEC Member to advertise meetings to RICs		Biannually
		12.3 Publish summary report and recommendations for the SIEC		
13.	Conduct baseline inventory of statewide communications assets	13.1 Contingent on FirstNet guidance, gather the appropriate details	SPOC, SWIC, OTS Radio Communications	December 2017
		13.2 Conduct baseline inventory		Ongoing
14.	Execute a cyclical LWIN gap analysis process	14.1 SWIC gathers monthly LWIN utilization statistics and forwards them to SIEC	SWIC, SIEC	Quarterly at SIEC meeting
		14.2 SWIC identifies and validates gaps		Ongoing
		14.3 SWIC develops proposed solution to gap		
		14.4 SWIC presents findings at quarterly SIEC meetings		
		14.5 SIEC determines funding opportunities		

Technology Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		14.6 SIEC implements the solution		
15.	Continue to evaluate system redundancy options	15.1 Acquire and install infrastructure and backup/redundancy equipment for the expansion of LWIN to include repeaters, backhaul (e.g., T-1 lines, microwaves, satellites) and zone redundancy.	SIEC, OTS Radio Communications	December 2019

5.4 Training and Exercises

The Training and Exercises section of the SCIP explains Louisiana'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.

Louisiana recognizes that statewide communications training and exercises provides stakeholders with a means of practicing, validating, and improving their communications capabilities. In conducting its training and exercise program, the State strives to develop and enhance communications with Federal, State, Tribal, and local agencies to ensure interoperable communications will be maintained during all-hazards incidents or events. Communications-specific elements are integrated into all State planned exercises to test existing technology, communications plans, and protocols and procedures. Several statewide exercises are listed below according to the exercise type.

Discussion-based exercises typically highlight existing plans, policies, mutual-aid agreements, and procedures and include seminars, workshops, and tabletop exercises. Below are examples of discussion-based exercises conducted in the State of Louisiana:

- Louisiana Hurricane Preparedness Exercise (Tabletop Exercise)
- Unified Command (Tabletop Exercise)
- National Incident Management System (Workshops)

Operations-based exercises are used to validate plans, policies, agreements, and procedures solidified in discussion-based exercises.

Operations-based exercises include drills, functional exercises, and full-scale exercises. Below are examples of operations-based exercises conducted in the State of Louisiana:

- GOHSEP Hurricane Preparedness Exercise (Functional Exercise)

- GOHSEP Ice Storm (Functional Exercise)
- Riverbend Nuclear Power Plant (Full Scale Exercise)

Finally, the State has traditionally held a communications exercise with the Louisiana National Guard in which both military and civilian communication methods are utilized and successfully integrated to validate critical interoperability. This exercise is also done in conjunction with local, State, and Federal partners and serves as a model for future State communications exercises.

The Louisiana training and exercise goals focus on establishing a resilient and recurring training and exercise program to ensure new and existing public safety personnel have access to recurring annual training and statewide exercises. To begin development of a statewide training program, Louisiana aims to increase its cadre of Communications Unit Leader/Communications Unit Technician (COML/COMT) instructors by hosting annual training events. Once certified, COML/COMT instructors will assist the State in providing regular training opportunities to Louisiana public safety personnel. In addition, Louisiana will work with adjacent States to develop an annual multistate exercise to ensure all public safety personnel in the Gulf Coast region understand how to manage interoperable and emergency communications efforts during large-scale emergencies. Through continued training and collaboration with other States, Louisiana will ensure that communications efforts run seamlessly and avoid many of the challenges faced during prior large-scale emergencies.

Table 4 outlines Louisiana'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
16.	Provide communications training to public safety personnel	16.1 SIEC develops training materials and reaches out to instructors	SIEC, OTS Radio Communications	December 2016 Ongoing
		16.2 SIEC publishes scheduled training opportunities on LWIN website		
		16.3 SIEC instructors conduct training and develop training summary		
		16.4 SIEC reassesses training needs annually		
17.	Conduct yearly statewide exercise to include interoperable and emergency communications injects and challenges	17.1 Develop and post a statewide multi-year training and exercise calendar to document and leverage existing courses/events for cross-training and joint	GOHSEP	December 2015

Training and Exercises Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		training and exercises		
		17.2 Review existing After Action Reports (AARs) for areas of improvement to identify needed training and exercises		
		17.3 Develop a list of interoperable and emergency communications scenarios and/or injects to incorporate into exercises		
18.	Establish a cadre of certified COML and COMT instructors for statewide training	18.1 Determine how many COMLs/COMTs are needed in Louisiana	SWIC	December 2017
		18.2 Research and secure funding opportunities		
		18.3 Develop training materials and identify instructors		
		18.4 Conduct training		
		18.5 Develop AAR or training summary and submit to SIEC		
		18.6 Update training materials with lessons learned		
		18.7 Schedule annual COML/COMT training		
19.	Enhance interstate communications capabilities and interoperability	19.1 Develop multistate exercise plan	SWIC	December 2018
		19.2 Exercise multistate capabilities annually		

5.5 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 successful establishment of interoperable emergency communications during emergency response situations. Various methods to use and promote interoperability on a daily basis are in place throughout the State.

At the lowest level, responders from multiple disciplines in a single jurisdiction use compatible equipment, either P25-compliant or locally owned legacy equipment, or use a console patch to connect different systems in accordance with standard operating

procedures within the jurisdiction. At the next level, two or more jurisdictions will provide mutual aid in accordance with memoranda of agreement that govern these arrangements. They communicate with compatible systems or console patches for daily operations. Ultimately, the State intends for all jurisdictions to see the benefit of participation in the statewide shared standards based system. An important obstacle to this is the cost of LWIN subscriber units for the smaller jurisdictions. Jurisdictions that choose not to migrate to LWIN can still access the statewide system through gateway devices at local communications centers and through LWIN command and control radios provided by the SIEC.

Although Louisiana has made great progress in usage-related activities, the State is focused on better understanding how interoperable and emergency communications are used in the State. The State is working with stakeholders to ensure proper usage and understanding of interoperable and emergency communications assets while also considering methods to better track how these resources are used throughout the State.

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

Table 5: Usage Goals and Initiatives

Usage Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
20.	Reinforce Incident Command System (ICS) policy requirements and use of ICS protocols	20.1 Re-communicate existing policy of using the ICS-205 (Incident Radio Communications Plan)	SIEC, OTS Radio Communications	December 2016 Ongoing
		20.2 Utilize ICS (ICS 300, 400) training programs to reeducate public safety personnel on proper usage techniques and completion of ICS-205		
		20.3 Conduct recurring training with new and existing personnel		
		20.4 Document results for inclusion in SCIP APR		
21.	Increase the number of LWIN users to enhance interoperability	21.1 Develop materials illustrating LWIN's benefits	SIEC, OTS Radio Communications, DOA, GOHSEP, RICs	December 2014 Ongoing
		21.2 Communicate benefits of LWIN system to elected officials		
		21.3 RICs distribute information regionally		
		21.4 LWIN outreach		
		21.5 Assist with procurement of subscriber devices to operate		

Usage Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
		on LWIN		

5.6 Outreach and Information Sharing

The Outreach and Information Sharing section of the SCIP outlines Louisiana'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. Critical to the success of the SCIP is the ability to communicate the success of current initiatives to the statewide public safety community, to policy makers, to key stakeholders, and Louisiana citizens. In order to accomplish this, and seek input from stakeholders, the SIEC and OTS, are developing an outreach program designed to educate stakeholders of its ongoing efforts.

As part of the outreach program, the SIEC established a website to distribute information directly related to the development and implementation of the SCIP and to provide meeting times and locations, and minutes from previous sessions. OTS Communications, on behalf of the SIEC, also facilitates regional interoperable communications meetings and gives briefings to continually educate, gain input, and gain buy-in from local jurisdictions on interoperable and emergency communications-related goals and initiatives. Finally, the SIEC's charter requires a semi-annual report to the Governor and Unified Command Group to inform them and other interested parties about the progress of the statewide system and its governing procedures.

Louisiana's outreach and information sharing goals focus on establishing a secure statewide information portal or website to ensure local and regional public safety personnel and elected officials have access to information regarding Louisiana's interoperable and emergency communications efforts. This secure portal will be linked to the LWIN website and will require anyone accessing it to have the required credentials. The initiatives for the outreach and information sharing goals outline how the State will develop the portal, information that will be included on the portal, and the development for establishing an authorization/credentialing process.

Table 6 outlines Louisiana*'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
22.	Create a secure website/portal to provide and share	22.1 Determine credentialing process for access to website/portal	GOHSEP and OTS Radio Communications	January 2018

Outreach and Information Sharing Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
	regional interoperability SOPs and plans	22.2 Develop content to be distributed on portal		
		22.3 Solicit content (lessons learned, best practices)		
		22.4 Publish content		
		22.5 Review and amend content periodically		
23.	Establish open information sharing process between SIEC and RICs	23.1 Develop statewide information sharing process	SIEC, RICs, OTS Radio Communications	December 2018
		23.2 Determine outreach opportunities and share information with RICs		
		23.3 RICs disseminate information throughout their respective regions		
		23.4 RICs document efforts in quarterly update to SIEC		
24.	Consistent with FirstNet's direction, execute SLIGP broadband outreach	24.1 Collaborate with FirstNet to determine information to be disseminated	SWIC, SIEC, RICs, OTS Radio Communications	December 2019
		24.2 Disseminate information to RICs		
		24.3 RICs conduct regional broadband outreach		
25.	Educate and inform local and State leadership about public safety communications priorities	25.1 Determine how to execute outreach and information sharing; specifically, determine how to engage existing resources that conduct regular external affairs/outreach (such as public safety Public Information Officers (PIOs)	SIEC, GOHSEP, SWIC, OTS Radio Communications	December 2018
		25.2 Leverage connections that already exist between the PIO and State and local leadership		
		25.3 Include interoperable and emergency communications messaging as a component of broader agency messaging		
		25.4 Create an LWIN promotional video		

Outreach and Information Sharing Goals and Initiatives				
Goal #	Goals	Initiatives	Owner	Completion Date
26.	Implement the SCIP	26.1 Develop partnerships with local, Tribal, State, Federal and private entities to raise awareness	SWIC	May 2015
		26.2 Disseminate the SCIP to stakeholders and elected officials		
		26.3 Solicit feedback from stakeholders		
		26.4 Request support from stakeholders and elected officials to address goals and initiatives		
		26.5 Conduct annual review		

5.7 Life Cycle Funding

The Life Cycle Funding section of the SCIP outlines Louisiana's plan to fund existing and future interoperable and emergency communications priorities. As a result of Hurricanes Katrina and Rita, the development and funding of a statewide interoperable communications system became a top priority for the State to strengthen its emergency response program; however, the State's efforts continue to be hampered by a lack of funding. Agencies using LWIN do not pay any user fees to participate but must acquire their own user equipment. The State extends opportunities for LWIN user agencies to acquire equipment, at lower cost, through established State cooperative purchasing agreements. While this funding model has been quite successful in expanding the use and drawing new users to LWIN it does induce complications and complexities for LWIN.

As other Parish and municipal systems reach end of life and then opt to join LWIN the funding must be available to ensure that the LWIN infrastructure continues to expand to meet these additional needs. The SIEC oversees the Louisiana Interoperability Communications Fund which was established by the Louisiana legislature to establish, design, develop, acquire, construct, administer, operate, and maintain an interoperability communications system to serve State and local emergency first responders and to meet the NIMS' communications requirements.

The legislature continues to appropriate funds each year for recurring maintenance and operational costs of LWIN.

While this funding is essential for maintaining LWIN, the SIEC continues to prepare Congressional earmark requests for communication systems enhancement and expansion, while identifying areas for savings and/or to avoid costs by establishing public/private partnerships and leveraging use of limited State and local appropriation

funding. Louisiana's life cycle funding goals focus on identifying potential new funding streams while also continuing the State's efforts in identifying opportunities to reduce costs. Louisiana's end goal is to ensure sustainable funding for LWIN and all interoperable and emergency communications efforts throughout the State.

Table 7 outlines Louisiana'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
27.	Identify funding sources	27.1 Research funding streams to sustain and refresh LWIN	SIEC	December 2015 Ongoing
		27.2 Identify potential funding streams and submit for approval to legislature		
		27.3 Find potential grant opportunities for interoperable and emergency communications		
		27.4 Analyze costs associated with maintenance, bonding, and reinvestment for a statewide communication system		
28.	Identify opportunities to reduce costs	28.1 Identify avenues for resource sharing that minimize costs	SIEC, OTS Radio Communications	December 2015 Ongoing
		28.2 Identify and evaluate partnerships		
		28.3 Implement new or improved technology		

6. IMPLEMENTATION

6.1 Action Plan

The Action Plan section of the SCIP describes the process Louisiana will use to determine a plan to execute the initiatives in the SCIP. Louisiana plans to use its

quarterly SIEC meetings to work closely with the Subcommittees assigned specific SCIP goals and initiatives to determine progress.

As a result, monthly reporting to the SIEC by relevant stakeholders, through the SWIC office, on their assigned goals and initiatives is anticipated throughout the year to ensure success of these efforts. Each SIEC Subcommittee will be assigned ownership of their respective subsection of the SCIP to complete the identified goals and initiatives.

Each year, the SIEC produces an Annual Report that demonstrates Louisiana's achievements and challenges in public safety communications interoperability. This report will contain updates on the goals and initiatives of the SCIP and will be submitted to the Louisiana legislature and responsible committees.

6.2 Measures of Success

The Measures of Success section of the SCIP defines the measures that Louisiana 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 Louisiana. 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.	Revitalize and re-engage SIEC Subcommittees	Subcommittees exist but have not met.	Tasking is received from SIEC and executed by the Subcommittees	Quarterly	SIEC Subcommittee Chair, Subcommittee Chairs, Delegated Subcommittee Members
2.	Re-establish Regional Interoperability Committees (RICs)	All regions do not have active RICs	All regions have active RICs	December 2014 Annually	SWIC, SIEC, RIC Chairs, OTS Radio Communications
3.	Execute SLIGP process	Not started	Satisfy all grant requirements	June 2016	SPOC, SWIC, GOHSEP, OTS Radio Communications

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
4.	Conduct Technical Subcommittee meetings quarterly	Technical Subcommittee does not meet regularly	Technical Subcommittee meets quarterly	June 2014 Quarterly	SIEC Chair, Technical Subcommittee Chair, OTS Radio Communications
5.	Enhance interstate communications capabilities and interoperability	Limited interstate interoperability exists with Arkansas, Mississippi, Texas, and Alabama. SOPs and exercise plans do not exist	Permanent network level interoperability exists between systems and includes SOPs and exercise plans that are executed annually	December 2018	SWIC
7.	Enhance interstate communications capabilities and interoperability				
19.	Enhance interstate communications capabilities and interoperability				
6.	Develop a recurring process for the SIEC Policy and Planning Subcommittee to review policies and procedures of public safety communications efforts (LWIN, Broadband, ESF-2)	Policies exist but no cyclical processes	Recurring life cycle process exists to review and update policies and procedures	December 2014 Ongoing quarterly	SIEC Policy and Procedure Subcommittee Chair,
8.	Maintain situational awareness of policies and procedures for each Parish and region	Limited interstate interoperability awareness exists but there are no SOPs or a secure portal to share information	Interstate SOPs with adjacent States and information portal/website for information sharing	January 2018	SWIC, SIEC Regional Representatives, GOHSEP, OTS Radio Communications
22.	Create a secure website/portal to provide and share regional interoperability SOPs and plans				

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
9.	Establish SOPs for statewide interoperable and emergency communications	No formal statewide SOPs exist	Formal statewide SOPs are developed and published	March 2015	Technical Subcommittee, Policy Subcommittee, OTS Radio Communications
10.	Develop a State TICP, incorporating regional TICPs	No statewide TICP exists	Statewide TICP is developed and published	December 2018	SWIC, OTS Radio Communications
11.	Develop regional TICPs	Not all regions have TICPs	Regional TICPs are developed and published	May 2019	SWIC, OTS Radio Communications
12.	SIEC facilitates new technology assessment and knowledge transfer	No regular meetings with vendors occur to evaluate new technologies	Recurring meetings established and summaries published	December 2014 Biannually	SWIC, Technology Subcommittee Chair
13.	Conduct baseline inventory of statewide communications assets	No baseline inventory of statewide communications assets exist	Baseline inventory of statewide communications assets exist	December 2017 Ongoing	SPOC, SWIC, OTS Radio Communications
14.	Execute a cyclical LWIN gap analysis process	Have not completed gap analysis since March 2010	Identified and validated gaps	Quarterly at SIEC meeting Ongoing	SWIC, SIEC
15.	Continue to evaluate system redundancy options	Interconnection between zones but zones are not redundant for each other	Zone redundancy between established system wide through the deployment of Dynamic Systems Resilience (DSR)	December 2019	SIEC, OTS Radio Communications
16.	Provide communications training to public safety personnel	Statewide DHS grant funded training has ceased	Statewide training program resumes and is accomplished	December 2016 Ongoing	SIEC, OTS Radio Communications

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
17.	Conduct yearly statewide exercises to include interoperable and emergency communications injects and challenges			December 2015	GOHSEP
18.	Establish a cadre of certified COML and COMT instructors for statewide training	State has COMLs and COMTs but not instructors	Train 6 COML Instructors Train 2 COMT Instructors in the State	December 2017	SWIC
20.	Reinforce ICS policy requirement and use of ICS protocols	Limited compliance among agencies	Increased compliance	December 2016 Ongoing	SIEC, OTS Radio Communications
21.	Increase the number of users on LWIN to facilitate interoperability	74,000 plus	Continued growth	December 2014 Ongoing	SIEC, GOHSEP, RICs, OTS Radio Communications
23.	Establish open information sharing process between SIEC and RICs			December 2018	SIEC, RICs, OTS Radio Communications
24.	Consistent with FirstNet's direction, execute SLIGP broadband outreach	Waiting for SLIGP award and specific direction from FirstNet	Actively providing broadband outreach	December 2019	SWIC, SIEC, RICs, OTS Radio Communications
25.	Educate and inform local and State leadership about public safety communications priorities	No outreach and information sharing program exists	Outreach and information sharing program exists and is utilized	December 2018	SIEC, GOHSEP, SWIC, OTS Radio Communications
26.	Implement the SCIP	2009 SCIP version is approved and available	2014 SCIP version approved, available, and utilized	May 2015	SWIC

Measures of Success					
Goal #	Strategic Goal(s) Supported	Initial State	Target Measurement	Measure Completion Date	Owner or Source
27.	Identify funding sources	Maintenance funding is provided annually via general fund	Perpetual sustaining source(s) of emergency communications program funding	December 2015 Ongoing	SIEC
28.	Identify opportunities to reduce costs	Infrastructure sharing is ongoing; partnerships between Parishes exist	Increased infrastructure sharing and develop new partnerships	December 2015 Ongoing	SIEC, OTS Radio Communications

6.3 Management of Success

The Management of Success section describes the iterative, repeatable method Louisiana will follow to add, update and refine the measures of success. The SIEC will review the SCIP annually during its quarterly meeting in [*January* and as part of the Action Planning process, the SWIC will monitor the progress of the goals and initiatives monthly. The SWIC will post goal and initiative updates on the LWIN website each quarter. SIEC members will use the annual [*January*] meeting to specifically compare goal and initiative accomplishments to the measures of success to determine status, share best practices, obtain further support for initiative challenges, and update relevant sections of the SCIP. Upon final review, the updated SCIP will be distributed to stakeholders throughout the State as well as published on the LWIN website.

6.4 Strategic Plan Review

The Strategic Plan Review section outlines the process Louisiana will use to conduct future reviews of the SCIP. The SIEC and its associated subcommittees will provide an annual review of the SCIP in [*January*] (as noted in Section 6.3), to ensure it is up to date and aligned with the changing internal and external interoperable and emergency communications environment. As part of this process, the SWIC will also track and report progress against the defined initiatives and measures of success based upon feedback from goal and initiative assignments. Once the annual review is complete, the updated SCIP is provided to the SIEC for approval and dissemination. If elements of the SCIP are not being addressed according to planned timelines, the SWIC shall make recommendations to the SIEC to adjust the priority of goals and initiatives and what resources should be focused upon these adjusted priorities moving forward.

7. REFERENCE MATERIALS

The Reference Materials section outlines resources that contribute additional background information on the SCIP and interoperable and emergency communications in Louisiana.

Table 9 includes the links to these reference materials.

Table 9: SCIP Reference Materials

Title	Description	Source/Location
Louisiana 2007 SCIP	First SCIP submission	Louisiana 2007 SCIP
Louisiana 2009 SCIP	Previously submitted SCIP updated in 2009	Louisiana 2009 SCIP
Louisiana 2011 SCIP Implementation Report	Annual progress report on SCIP goals and initiatives from 2011	Louisiana 2011 SCIP Implementation Report
Louisiana 2012 SCIP Implementation Report	Annual progress report on SCIP goals and initiatives from 2012	Louisiana 2012 SCIP Implementation Report
Louisiana 2012 SCIP Implementation Workshop Report	Overview of Louisiana's February 2012 LTE/Broadband SCIP Workshop	Louisiana 2012 SCIP Implementation Workshop Report

APPENDIX A: MAJOR SYSTEMS

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
Shared statewide system	Louisiana Wireless Information Network (LWIN)	Louisiana Statewide Interoperability Executive Committee	700/800MHz700/800MHz P25 CompliantP25 Compliant MotorolaMotorola DigitalDigital TrunkedTrunked Not EncryptedNot Encrypted Other: 124 fixed sites and six mobile sites *Choose Primary Usage:* VoiceVoice Other: Number of Sites: 124	74,000 subscribers - 457 agencies	All levels of government	-Decommissioned System -New System -No change -Existing System Additional Information:

APPENDIX B: LIST OF ACRONYMS

AAR	After Action Report
APR	Annual Progress Report
COML	Communications Unit Leader
COMT	Communications Unit Technician
DHS	U.S. Department of Homeland Security
ESF-2	Emergency Support Function 2
FirstNet	First Responder Network Authority
GIS	Geographic Information System
GOHSEP	Governor's Office of Homeland Security and Emergency Preparedness
ICS	Incident Command System
IP	Internet Protocol
LMR	Land Mobile Radio
LTE	Long Term Evolution
LWIN	Louisiana Wireless Information Network
MDC	Mobile Data Computer
MHz	Megahertz
MOU	Memorandum of Understanding
MSWIN	Mississippi Wireless Information Network
NECP	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
PIO	Public Information Officer
PPD	Presidential Policy Directive
PSAP	Public Safety Answering Point
P25	Project 25
RAN	Radio Access Network
RIC	Regional Interoperability Committee
SCIP	Statewide Communication Interoperability Plan

SIEC	Statewide Interoperability Executive Committee
SLIGP	State and Local Implementation Grant Program
SOP	Standard Operating Procedure
SPOC	State Point of Contact
SWIC	Statewide Interoperability Coordinator
TICP	Tactical Interoperable Communications Plan
UHF	Ultra High Frequency
VHF	Very High Frequency