

# ENHANCEMENT PLAN COVER SHEET

**STATE: OREGON**

## **Team Member Identification:**

Identify all members who contributed to the development of this Enhancement Plan, including Name, Jurisdiction, Agency, and Sector, as appropriate:

## **Stakeholders Involved in the Program and Capability Review:**

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Abel, Steve	OR National Guard	Military	State
Adams, Jim	OEM	Emerg. Mgmt.	State
Andersen, Larry	Civil Support Team	Military	State
Anderson, Brian	Josephine Co. SO	Law Enforcement	County
Anglemier, Jim	Salem Police	Law Enforcement	Local
Bamberger, Mike	Benton Co. EM	Emerg. Mgmt	County
Bender, Dean	Polk County EM	Emerg. Mgmt	County
Bennett, Rodger	City of Florence	Govt. Admin.	Local
Best, Stephen	Gresham Fire	Fire	Local
Bledsoe, Jason	OSP	Law Enforcement	State
Boro, John	OR Forestry	Forestry	State
Boynton, John	Grant Co. SO	Emergency Mgt.	County
Brooks, David	City of Portland ComNet	Other	Local
Brown, Chris	Douglas Co SO	Law Enforcement	County
Brown, Muriel	Deschutes Co.	Public Health	County
Buchanan, John	Siuslaw Valley Fire	Fire Services	Local
Buckingham, G.	Klamath Co.	Emergency Mgt.	County
Bullock, Steven	Multnomah Co. EM	Emergency Mgt.	Local
Burright, Brian	Columbia River F&R	Fire Services	County
Campbell, Kevin	OACP	Law Enforcement	Other
Cassel, David	OEM	Emerg. Mgmt	State
Chaffin, Chuck	Lake Oswego Fire	Fire	Local
Clemo, Tom	Medford Fire Dept	Fire Services	Local
Coffey, Grant	Portland Fire	Fire Services	Local
Cogburn, Chuck	OR DOJ	Law Enforcement	State
Connor, Dan	Marion Co SO	Law Enforcement	County
Cook, Linda	Lane Co.	Emergency Mgt.	County
Craigsmiles, Kelly	OEM	Emergency Mgt.	State
Crocker, Theresa	Multnomah Co. EM	Public Health	County
Curry, Michael	Jackson Co EM	Emerg. Mgmt	County
Dailey, Rod	Klamath So SO	Law Enforcement	County

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Davidson, Mike	Wasco Co SO	Emerg. Mgmt	County
Decker, Dara	Union Co Emer. Services	Emerg. Mgmt	County
Denny, Ray	Umatilla Co	Emerg. Mgmt	County
DePew, Beth	Jackson Co.	Public Health	County
Dodge, Mark	Clackamas Fire	Fire	Local
Donegan, Kevin	Clackamas Fire Dist #1	Fire Services	County
Doud, Eva	DAS	Govt. Admin.	State
Downing, John	Coos County SO	Law Enforcement	County
Downing, Pat	Coos Co SO	Law Enforcement	County
Dugan, Kerry	Portland EM	Emerg. Mgmt	Local
Duvall, Gillien	OEM	Emerg. Mgmt	State
Duyck, Mike	TVFR	Fire	Local
Edwards, Lucy	City of Ashland CERT	CCP	Local
Eisner, Glen	Portland Fire/UASE Fire	Fire Services	Local
Englet, Lance	OR Military	Military	State
Finseth, Ian	OEM	Emergency Mgt.	State
Folkestad, Mike	Jefferson SO EM	Emerg. Mgmt	County
Gentry, Rose	ODOT	Public Works	State
Govro, Mike	OR Dept Agriculture	Other	State
Grace, Frank	Gladstone PD	Law Enforcement	Local
Graham, Mark	Lane Co. SO	Law Enforcement	County
Greisen, Michael	Scappoose Fire dist	Fire Services	Local
Groat, Tom	CTUIR EM	Emerg. Mgmt	Local
Harguth, Vicki	Columbia Co. EM	Emergency Mgt.	County
Harrington, Cathy	Gresham EM	Emerg. Mgmt	Local
Harrington, David	Portland Transp.	Public Works	Local
Harrison, Deb.	CJSD	Law Enforcement	State
Hathaway, Jody	SORC	Public Safety Comm	Local
Heilman, Pam	Marion Co.	Health	County
Hellman, Roberta	Washington Co. HHS	Public Health	County
Howard, Galen	LCOG	Gov Administration	Local
Howell, James	Linn County SO – EM	Emerg. Mgmt	County
Huntsman, Terry	Tillamook Co SO	Law Enforcement	County
Jay, Kathleen	Oregon Volunteers	Volunteers	Other
Jemelka, Dan	ODA	Public Health	State
Jimenez, Doug	OEM	Emerg. Mgmt.	State
Jones, Jack	Jefferson Co SO	Law Enforcement	County
Jones, Sally	Columbia 911 Comm Dist.	Public Safety Comm	County
Joy, Kathleen	Oregon Volunteers	Volunteer	Other
Kennedy, Neil	Tualatin Water	Public Works	Local
Kershaw, Abby	OEM	Emergency Mgt.	State
Knowlton, Lee	Columbia 911 Comm Dist	Public Safety Comm	

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Kresner, Jeff	American Red Cross	Red Cross	State
Larsen, Ellen	Hood River Co Health	Health Care	County
Lau, Al	OPUC	Public Works	State
Leach, Lei	Linn Co. SO	Emergency Mgt.	County
Leonard, Chuck	Oregon Dept. of Ag	Public Health	State
Lieuallen, Kathy	Umatilla Co Sheriff's 911	Public Safety Comm	
Maca, Bob	Yamhill Co.	Emergency Mgt.	County
Malin, Dan	OSP CJIS OERS/LEDS	Public Safety Comms	State
Manning, Tom	Tillamook Co.	Emergency Mgt.	County
Marheine, Matt	OEM	Emerg. Mgmt	State
McGuire, Michael	Portland EM	Emerg. Mgmt	Local
Merlo, Carmen	Criminal Justice	Gov Administrative	State
Miglioretto, Eliz.	Lane Co.	Public Health	County
Moore, Andrea	Beaverton PD	Law Enforcement	Local
Moorhead, Clay	Portland EM	Emerg. Mgmt	Local
Munro, Terry	PF&R	Fire Services	Local
Murphy, Ken	OEM	Emergency Mgt.	State
Murphy, Michael	Curry Co	Emerg. Mgmt	County
Murphy, Mike	Portland EM	Emerg. Mgmt	Local
Mutchler, Wade	FBI	Law Enforcement	Other
Neff, Keith	Douglas Co Fire Dist #2	Fire Services	County
Newell, Mary	Newberg Police	Law Enforcement	Local
Newell, Nan	State DHS	Public Health	State
Nicholson, Sara	Josephine Co.	Emergency Mgt.	County
Noel, Steve	OR Info Security	Public Safety Comm	State
Norris, Ron	City of Medford	Fire	Local
O'Connell, Terry	CJIS	Law Enforcement	State
Otjen, Sue	OSFM	Fire Services	State
Oxman, Gary	Multnomah Co.	Public Health	County
Paulsen, Laureen	Oregon Emergency Mgt	Emerg. Mgmt	State
Pedersen, Paul	Washington Co 911	Public Safety Comm	County
Peterman, Kevin	OR National Guard	Military	State
Porter, Scott	Washington County	Emergency Mgt.	County
Pricher, Jeff	Cascade Locks Fire	Fire Services	Local
Regan, Eugene	Douglas Co Health Dept	Health Care	Local
Reynolds, Tobie	Prineville PD	Public Safety Comm	Local
Rice, Darren	WVCC	Public Safety Comm	Local
Roberts, Doug	Port of Portland	Transit	Local
Robinson, Dana	Clackamas Co HHS	Public Health	County
Rogers, Seth	OMD	Military	State
Rueben, Ken	OR DOJ	Law Enforcement	State
Saldana, Connie	Rogue Valley COG	Gov. Admin.	Other

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Salle, Steve	St Helens PD	Law Enforcement	Local
Salmon, Scott	Multnomah. Co. EM	Emerg. Mgmt	County
Shankle, Gregg	OSP	Law Enforcement	State
Sigurdson, Steven	OSP-bomb squad	Law Enforcement	State
Smith, Brady	Siletz Tribe	Gov Administrative	Tribal
Stevenson, Roger	City of Salem	Emerg. Mgmt	Local
Stinson, Wayne	Douglas Co.	Emergency Mgt.	County
Stream, April	Jefferson Co. SO	Public Safety Comm	County
Swanson, Eric	Tillamook 911	Public Safety Comm	County
Swinyard, Jim	Benton Co. Sheriff	Law Enforcement	County
Switzer, Jim	Motorola	NGO	NGO
Tardiff, Robert	Newberg PD	Law Enforcement	Local
Thomas, Patricia	Jefferson Co. Health	Public Health	County
Thompson, Bill	Klamath Co Emerg. Services	Emerg. Mgmt	County
Tirabelle, Millie	SORC 911-Jackson Co	Public Safety Comm	County
Turnbull, Phil	Rural Metro FD	Fire	Local
Vanderzanden, J.	Marion County EM	Emergency Mgt.	County
Wampler, Joe	Hood River Co SO	Law Enforcement	County
Watson, Steve	Columbia 911 Comm.	Public Safety Comm	County
Webber, Don	Deschutes Co SO – EM	Emerg. Mgmt	County
Wickman, Kathleen	ODA	Agriculture	State
Wilde, Kristi	Central Lane 911	Public Safety Comm	Local
Wiley, Chris	City of Sherwood	Gov. Admin.	Local
Willeford, Jim	Or Military Dept	Military	State
Wilson, Ed	DEQ	Other	State
Winegar, Scott	Portland	Law Enforcement	Local
Wright, Russ	Crook Co SO	Law Enforcement	County
Zeltvay, Jenny	Josephine Co.	Emergency Mgt.	County

**Initiative List:**

Identify each Initiative included as part of the Enhancement Plan, along with the corresponding National Priority/Capability from the TCL.

Initiative Name	National Priority/Capability
Build a regional system to enhance coordination and operational preparedness for terrorism and all hazard events.	Expand regional collaboration; implementation of NIMS and NRP; Implement the interim NIPP; Strengthen information sharing and collaboration capabilities; Strengthen interoperable communications capabilities; Strengthen CBRNE detection, response, and decontamination capabilities; Strengthen medical surge and mass prophylaxis capabilities
Standardize the statewide strategy and program for continued implementation and enhancement of the National Incident Management System (NIMS) and the National Response Plan (NRP).	Implement the NIMS and NRP; Expand regional collaboration;
Strengthen Interoperable Communications capabilities.	Strengthen interoperable communications capabilities; Expand regional collaboration; Implementation of NIMS and NRP; Implementation of the interim NIPP;
Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection Response, and Decontamination Capabilities	Strengthen CBRNE detection, explosive response and recovery; expand regional collaboration; Implementation of NIMS and NRP
Strengthen Medical Surge and Mass Prophylaxis capabilities.	Strengthen medical surge and mass prophylaxis capabilities; expand regional collaboration; Implement the NIMS and NRP; Strengthen CBRNE detection, explosive response and recovery
Enhance planning infrastructure capabilities to ensure preparedness for terrorism and all hazard events.	Expand regional collaboration; implementation of NIMS and NRP; Implement interim NIPP
Strengthen Information Sharing and Collaboration Capabilities.	Strengthen information sharing and collaboration capabilities; expand regional collaboration; implement the NIMS and NRP

<b>Initiative Name</b>	<b>National Priority/Capability</b>
Increase the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon.	Strengthen information sharing and collaboration; expand regional collaboration; implement the NIMS and NRP; Strengthen CBRNE detection, explosive response and recovery; Strengthen interoperable communications capabilities; Implement the interim NIPP
Establish a critical infrastructure protection program for the State of Oregon.	Implement the interim NIPP; expand regional collaboration; Implement the NIMS and NRP
Enhance and expand Citizen Preparedness and Participation to prevent, protect against, respond to, and recover from all threats and hazards.	Expand regional collaboration; implementation of NIMS and NRP; Implement the interim NIPP; Strengthen information sharing and collaboration capabilities; Strengthen interoperable communications capabilities; Strengthen CBRNE detection, response, and decontamination capabilities; Strengthen medical surge and mass prophylaxis capabilities
Enhance capabilities to assess, repair and restore, manage and sustain critical lifelines.	Implement the NIMS and NRP; expand regional collaboration; Implement the interim NIPP; Strengthen information sharing and collaboration capabilities
Improve statewide EOC operational capacity and interoperability.	Expand regional collaboration; Implement the NIMS and NRP; Implement the interim NIPP; Strengthen information sharing and collaboration capabilities; Strengthen interoperable communications capabilities

## Enhancement Plan Analysis Summary Sheet

- 1. Discuss the Stakeholders involved in Program and Capability Review and Enhancement Plan development, as well as the subject matter, functional, or regional expertise they brought to these processes. Document the method or medium used to capture and incorporate Stakeholders' viewpoints and feedback in the Program and Capability Review and Enhancement Plan development.**

Members from across the state, representing all disciplines at local, county, state, tribal, federal levels of government, and non-government organizations participated in the Program and Capability Review. Included in this large representation of Oregon's first responder capabilities were specialized subject matter experts for Hazardous Materials, Search and Rescue, Bomb Squads, and Public Health.

Participants provided in-depth knowledge of the 10 disciplines, urban, rural, and multi-level of government to the States prevention, protection, response, and recovery capability strengths and weaknesses.

The State of Oregon held a four-day workshop to capture and incorporate stakeholder's viewpoints and feedback. Oregon Emergency Management facilitated this workshop reviewing each of the 15 identified capabilities. This was completed through working sessions to address:

- Overview (Program and Capabilities Review Overview)
- Capabilities Review (identification of strengths and weaknesses)
- Enhancement Plan (identification of priority strengths and weaknesses for initiatives)
- Initiatives Development (Work initiatives based on template)

- 2. List the Target Capabilities and programs on which the State focused its review and analyses, and identify whether they are tied to: the three Program-specific National Priorities; the five Capability-specific National Priorities; the Priority Target Capabilities that align to the five Capability-specific National Priorities; or other Target Capabilities identified as State-specific priorities.**

The State identified 15 capabilities on which to focus its review and analysis.

1. Expand Regional Collaboration
2. Implement the National Incident Management System (NIMS) & National Response Plan (NRP)
3. Implement the Interim National Infrastructure Protection Plan (NIPP)
4. Intelligence/Information Sharing and Dissemination (Prevent Mission Area)
5. Law Enforcement Investigation and Operations (Prevent Mission Area)
6. Interoperable Communications (Common Target Capability)
7. Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection (Prevent Mission Area)
8. Explosive Device Response Operations (Respond Mission Area)
9. WMD/Hazardous Materials Response and Decontamination (Respond Mission Area)
10. Medical Surge (Respond Mission Area)
11. Mass Prophylaxis (Respond Mission Area)

12. Planning
13. Citizen Preparedness and Participation
14. Emergency Operations Center Management
15. Restoration of Lifelines

These capabilities represent the three program-specific National Priorities, the five capability-specific National Priorities; the priority Target Capabilities that align to the five capability-specific National Priorities; and the four Target Capabilities identified as state-specific priorities.

3. **List and describe all of the high-level needs (strengths and weaknesses) that were identified as part of the Program and Capability Review/Step 1 of the Enhancement Plan process. Highlight those areas that were eventually included in an Initiative, and those that were not included in an Initiative.**

Recognized strengths were:

- Regional specialized CBRNE teams
- Strong volunteer involvement in Citizen Corps
- Emergency Management Performance Grant Program
- State collaborated communication interoperability planning
- HRSA
- Statewide collaboration and coordination of training and exercise

Recognized weaknesses were:

- Inconsistent state, county, local guidance and direction
- Lack of personnel resources
- Inconsistent funding for planning, training, and exercises
- Inconsistent statewide collaboration and coordination of planning
- Regional structure, governance, and coordination
- Equipment shortfalls, interoperability, and standards

All of the identified strengths and weaknesses in the above-mentioned areas were included in the initiatives and investment justifications.

4. **Explain the rationale for how the identified needs (strengths and weaknesses) were prioritized. Discuss why those needs are priorities for the State. Describe the processes used to determine State priorities at the program level, how those priorities were put into a regional construct, and how the end-result priorities were agreed upon among the stakeholder group for inclusion in Initiatives.**

In each of the working sessions facilitated during the program and capabilities review the participants focused on the prioritization of the strengths and weaknesses, creation of initiatives, and the initial identification of investments needed to address the priorities.

This information was coordinated and communicated with representative members of the disciplines, all levels of government, and non-government organizations.

The regional construct for the enhancement plan is based on the identified five regional areas that comprise all State, county, and city jurisdictions within the State.

Initiative priorities were reviewed and agreed upon by select members of Oregon Office of Homeland Security, Oregon Homeland Security Advisory Committee, Oregon Emergency Response System, Domestic Preparedness Working Group, and local jurisdictions.

## Regional Collaboration

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Abel, Steve	OR National Guard	Military	State
Anglemier, Jim	Salem Police	Law Enforcement	Local
Bamberger, Mike	Benton Co. EM	Emergency Management	County
Bennett, Roger	Florence	Gov Administrative	Local
Boro, John	OR Forestry	Forestry	State
Brown, Muriel	Deschutes Co.	Public Health	County
Bullock, Steven	Multnomah Co. EM	Emergency Mgt.	Local
Chaffin, Chuck	Lake Oswego Fire	Fire	Local
Cogburn, Chuck	OR DOJ	Law Enforcement	State
Crocker, Theresa	Multnomah Co. EM	Public Health	County
DePew, Beth	Jackson Co.	Public Health	County
Dodge, Mark	Clackamas Fire	Fire	Local
Dugan, Kerry	Portland EM	Emergency Management	Local
Edwards, Lucy	City of Ashland CERT	CCP	Local
Englet, Lance	OR Military	Military	State
Gentry, Rose	ODOT	Public Works	State
Harrington, Cathy	Gresham EM	Emergency Management	Local
Harrington, David	Portland Transp.	Public Works	Local
Hathaway, Jody	SORC	Public Safety Commo	Local
Heilman, Pam	Marion Co.	Health	County
Hellman, Roberta	Washington Co. HHS	Public Health	County
Howard, Galen	LCOG	Gov Administration	Local
Kresner, Jeff	American Red Cross	Red Cross	State
McGuire, Mike	Portland EM	Emergency Management	Local
Merlo, Carmen	Criminal Justice	Gov Administrative	State
Moorhead, Clay	Portland EM	Emergency Management	Local
Murphy, Ken	OEM	Emergency Mgt.	State
O'Connell, Terry	CJIS	Law Enforcement	State
Oxman, Gary	Multnomah Co.	Public Health	County
Peterman, Kevin	OR National Guard	Military	State
Reynolds, Tobie	Prineville PD	Public Safety Commo	Local
Rogers, Seth	OMD	Military	State
Rueben, Ken	OR DOJ	Law Enforcement	State
Smith, Brady	Siletz Tribe	Gov Administrative	Tribal
Stream, April	Jefferson Co. SO	Public Safety Commo	County
Swinyard, Jim	Benton Co. Sheriff	Law Enforcement	County
Switzer, Jim	Motorola	NGO	NGO
Thomas, Patricia	Jefferson Co. Health	Public Health	County
Tirapelle, Millie	SORC	Public Safety Commo	Local
Wickman, Kathleen	ODA	Agriculture	State
Wilde, Kristi	Central Lane 911	Public Safety Commo	Local
Williford, Jim	OR Military	Military	State
Winegar, Scott	Portland	Law Enforcement	Local

# Regional Collaboration

## Strengths

- Initial efforts to regionalize

## Weaknesses

- Planning for how to use and develop resources
- Lack of organization and governance, ensure executive level involvement, ensure tribal, citizens, and private sector are included in process, work to facilitate consensus
- Too many regions statewide
- Lack of staff
- Need to identify responsibilities of the regions
- Identify resources that can be used regionally
- Focused efforts to market regional concept
- Ensure the integration of operations
- Regionally plan for critical infrastructure
- Ensure planning, training, and exercises are coordinated regionally and standards are identified
- Establish statewide guidance and ensure time to integrate
- Educate state on what regional means, (concern of losing jurisdiction identity)
- Ensure long-term participation, enhancement, and maintenance of efforts
- Priorities of regional communications group

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Regional Collaboration

*Initiative:* Build a regional system to enhance coordination and operational preparedness for terrorism and all hazard events.

This initiative will address the identified strengths and weaknesses through the establishment of a regional structure and governance. This will benefit all disciplines by ensuring the highest level of coordination and collaboration possible. This initiative affects all identified capabilities by establishing a regional structure for organizations to plan, prepare, respond, and recover from terrorism and all hazard events.

It is a stakeholder priority that Oregon builds and implements a regional system that is cooperative, integrated, and collaborative to addresses local, regional, and statewide needs and objectives.

The lack of defined governance and clearly identified responsibilities is a primary issue for the majority of the stakeholders. There is a need for a common governing structure for addressing regional issues.

**2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative is constructed of Statewide and Regional elements.

The Statewide element is to facilitate the overall coordination among regions and to provide general guidance and direction.

The regional element is based on the entire state and 36 counties that comprise the following five consolidated regions:

**Region 1 – Central Willamette Valley** (Benton, Lincoln, Linn, Marion, Polk, and Yamhill counties)

**Region 2 – Northwestern Oregon – Urban Area** (Columbia, Clackamas, Clatsop, Multnomah, Tillamook, and Washington counties)

**Region 3 – Southwestern Oregon** (Douglas, Coos, Curry, Jackson, Josephine, and Lane counties)

**Region 4 – Central Oregon** (Lake, Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Sherman, Wasco, and Wheeler counties)

**Region 5 – Eastern Oregon** (Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa counties)

These regions were identified based on population, population density, urban areas, critical infrastructure, transportation routes, and mutual aid structures.

**3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Current staffing is comprised of emergency managers supported by the Emergency Management Performance Grant (EMPG). Additional staff is needed at the state level for coordination, and regional staff is needed to facilitate the collaboration and establishment of the developing regional structure. Contracting services can be used to supplement and assist in the planning, organization, training, and exercising of the regional partners and system. Enhancement of planning, training, and exercises will result from the support of the staffing and establishment of a regional system.

Supplies and Services are needed to support the regional system's web services (Virtual) and video conferencing tools to maximize communication, and coordination efforts and minimize travel burdens. There are no regional facilities for locating staff; these will need to be established as a base for operations.

Support from all levels of government is needed to ensure a well-coordinated regional system. Current efforts are based mainly within the Oregon Office of Homeland Security. We will work with legislators and appointed officials to enhance the regional structure and to establish the commitment needed for long-term involvement at all levels of government. Strategic planning is needed to address the overall enhancement of capabilities statewide and regionally.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

The Oregon Office of Homeland Security through Oregon Emergency Management governs this initiative. The management structure is planned to be coordinated with the Oregon Homeland Security Advisory Committee established in 2005. This group is comprised of State, county, and local representatives to guide and coordinate the enhancement of homeland security capabilities.

Regional governing boards will be established, comprised of key stakeholders, to ensure all discipline-specific concerns and issues are addressed to implement policies and procedures. Decisions made collaboratively will have broader support than those that are made unilaterally.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

The regional structure will become the system that incorporates all aspects of the States Homeland Security Program. Working with all levels of government the regional system will coordinate efforts to enhance the national and state identified priorities into a structure that increases benefit with the least amount of resources.

This initiative crosses all 12 priority capabilities along with the 4 state identified capabilities.

Overall increasing coordination and maximizing resources in planning, organization, equipment, training, and exercising will strengthen management of the states homeland security program.

## Implement the NIMS and NRP

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Boynton, John	Grant Co. SO	Emergency Mgt.	County
Buckingham, G.	Klamath Co.	Emergency Mgt.	County
Cook, Linda	Lane Co.	Emergency Mgt.	County
Craigmiles, Kelly	OEM	Emergency Mgt.	State
Finseth, Ian	OEM	Emergency Mgt.	State
Grace, Frank	Gladstone PD	Law Enforcement	Local
Graham, Mark	Lane Co. SO	Law Enforcement	County
Jemelka, Dan	ODA	Public Health	State
Joy, Kathleen	Oregon Volunteers	Volunteer	Other
Kennedy, Neil	Tualatin Water	Public Works	Local
Kershaw, Abby	OEM	Emergency Mgt.	State
Leach, Lei	Linn Co. SO	Emergency Mgt.	County
Leonard, Chuck	Oregon Dept. of Ag	Public Health	State
Maca, Bob	Yamhill Co.	Emergency Mgt.	County
Manning, Tom	Tillamook Co.	Emergency Mgt.	County
Miglioretto, Eliz.	Lane Co.	Public Health	County
Newell, Mary	Newberg Police	Law Enforcement	Local
Newell, Nan	State DHS	Public Health	State
Nicholson, Sara	Josephine Co.	Emergency Mgt.	County
Norris, Ron	City of Medford	Fire	Local
Porter, Scott	Washington County	Emergency Mgt.	County
Saldana, Connie	Rogue Valley COG	Gov. Admin.	Other
Smith, Brady	Siletz Tribe	Tribal	Local
Stinson, Wayne	Douglas Co.	Emergency Mgt.	County
Turnbull, Phil	Rural Metro FD	Fire	Local
Vanderzanden, J.	Marion County EM	Emergency Mgt.	County
Wiley, Chris	City of Sherwood	Gov. Admin.	Local
Wilson, Ed	DEQ	Other	State
Zeltvay, Jenny	Josephine Co.	Emergency Mgt.	County

# Implement the NIMS and NRP

## Strengths

- Maintain and expand/enhance ICS training, comprehensive approach using existing opportunities
- Maintain and expand NIMS/NRP established training
- Enhance/maintain political networking

## Weaknesses

- Establishment of statewide standards for training/personnel to attend (NIMS, PIO, etc.)
- Lack of staff and funds to accomplish mission
- Establishment of standards for resource typing (inventory)
- Lack/frequency of exercises to utilize training; need more comprehensive higher level involved in exercises
- Institutionalize training; standards, cadres, CEUs, training academies
- JIS/JIC: Need technical assistance for guidelines and standards from feds
- Funds for additional basic PIO training, more opportunities for training
- Comprehensive resource management; need clear understanding of what feds want/need from locals, clearly defined roles and expectations
- NIMS compliant plan. What is it? What does it mean?
- Expand cadre of instructors for NIMS training

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

**Name:** Implement the NIMS and NRP

**Initiative:** Enhance and standardize the statewide strategy and program for implementation of the National Incident Management System (NIMS) and the National Response Plan (NRP)

This initiative consists of two major components: implementation of the federal standards and guidelines, and development and implementation of a comprehensive training and exercise program to support and reinforce the NIMS and NRP standards.

### **NIMS/NRP Implementation Standards and Guidelines**

The state of Oregon will have a standardized statewide strategy and program for implementation of the National Incident Management System (NIMS) and the National Response Plan (NRP) that complies with federal standards and guides and assists state agencies, tribal authorities, and local governments with their implementation efforts.

This initiative will improve consistency in program understanding and implementation at all levels of government in the state and assist other non-governmental organizations seeking to align incident management and response planning efforts with those of state agencies and tribal and local governments. This, in turn, will improve interoperability and facilitate mutual aid.

This initiative will also serve the longer term goal of institutionalizing use of the incident, resource, and information management and emergency planning principles advocated by the NIMS and NRP.

### **NIMS/NRP Training and Exercise Program**

The state of Oregon will have comprehensive and coordinated homeland security training and exercise programs that, at a minimum, support and reinforce the implementation and maintenance of the National Incident Management System (NIMS) and National Response Plan (NRP) concepts and processes at the state, tribal, and local government levels.

This initiative will build upon existing federal, state, regional, local, and private training and exercise programs and opportunities to standardize and solidify a NIMS/NRP training program within Oregon and to compliment and enhance use of the Homeland Security Exercise and Evaluation Program (HSEEP) as a standard for exercise design, conduct, and evaluation. The state's NIMS/NRP training and exercise program will emphasize and support participation by all emergency responder disciplines across all levels of government and encourage and facilitate private sector and non-governmental organization (NGO) participation.

This initiative will also serve the longer-term goal of institutionalizing use of the incident, resource, and information management and emergency planning principles advocated by the NIMS and NRP.

#### **2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative is statewide in its construct but is intended to enhance and standardize program planning and implementation activities at all levels of government in the state. It will also facilitate the integration of governmental NIMS/NRP implementation efforts with those of private industry and non-governmental organizations.

#### **3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

For the most part, the resources, processes, and tools already exist to implement this initiative. However, they must be leveraged, coordinated, and focused on this effort to ensure its success.

A steering committee or task force that includes multi-agency and multi-discipline participation from around the state should guide the process and be supported by the

state's Domestic Preparedness Working Group and Homeland Security Senior Advisory Committee. The committee will need to coordinate with the state Department of Public Safety Standards and Training (DPSST), Clackamas Community College and other institutions of higher learning, other statewide training organizations, the American Red Cross, Oregon Voluntary Organization Active in Disaster (ORVOAD), InfraGard chapters, the Oregon Continuity Planners Association, and other non-governmental and business-centric associations and organizations to share program implementation strategies and encourage concurrent and complimentary efforts. The committee should also attempt to influence the inclusion of key NIMS and NRP concepts and processes in national accreditation programs and standards affecting public safety, public health, healthcare, and other emergency responder organizations.

Additional professional and administrative staff will be required at the state level to successfully and fully implement this initiative. The staff is needed to provide the nucleus of the steering committee or task force, to facilitate the implementation process, and to handle much of the targeted outreach. Department of Homeland Security, Centers for Disease Control, and/or other federal grants may be needed to fund the additional staff needed for this effort.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

The Homeland Security Senior Advisory Committee, working in concert with the Director of the Oregon Office of Homeland Security, should appoint the implementation steering committee or necessary task force(s) and provide oversight to and support for the implementation process. The Senior Advisory Committee should be accountable to the Governor's Security Council.

**5. Program Management: Explain how this initiative relates to the overall State homeland security program and/or how it helps incorporate the three Overarching National Priorities.**

One of the overarching national priorities is to "Implement the National Incident Management System and National Response Plan." This initiative is a critical component of that overarching priority. And because NIMS/NRP implementation is an overarching priority that touches all emergency response disciplines and organizations, and focuses on enhancing their operability and interoperability locally and regionally, the criticality of this initiative is magnified greatly.

## Interoperable Communications

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Abel, Steve	OR Nat'l Guard	Military	State
Anderson, Brian	Josephine Co SO	Law Enforcement	County
Bender, Dean	Polk County EM	Emergency Management	County
Bennett, Rodger	City of Florence	Govt. Admin.	Local
Boynton, John	Grant Co EM	Emergency Management	County
Brooks, David	City of Portland ComNet	Other	Local
Brown, Chris	Douglas Co SO	Law Enforcement	County
Buchanan, John	Siuslaw Valley Fire	Fire Services	Local
Campbell, Kevin	OACP	Law Enforcement	Other
Clemo, Tom	Medford Fire Dept	Fire Services	Local
Cook, Linda	Lane Co Emerg Mgt.	Emergency Management	County
Curry, Mike	Jackson Co EM	Emergency Management	County
Dailey, Rod	Klamath So SO	Law Enforcement	County
Davidson, Mike	Wasco Co SO	Emergency Management	County
Decker, Dara	Union Co	Emergency Management	County
Denny, Ray	Umatilla Co	Emergency Management	County
Downing, John	Coos County SO	Law Enforcement	County
Englet, Lance	OMD/OOHS	Military	State
Folkestad, Mike	Jefferson SO EM	Emergency Management	County
Gentry, Rose	ODOT	Transit	State
Govro, Mike	OR Dept Agriculture	Other	State
Grace, Frank	Gladstone PD	Law Enforcement	Local
Graham, Mark	Lane CO SO	Law Enforcement	County
Harguth, Vicki	Columbia Co. EM	Emergency Mgt.	County
Hathaway, Jody	Southern Or	Public Safety Communications	County
Howard, Galen	LCOG	Public Safety Communications	Other
Howell, James	Linn County SO – EM	Emergency Management	County
Huntsman, Terry	Tillamook Co SO	Law Enforcement	County
Jones, Jack	Jefferson Co SO	Law Enforcement	County
Jones, Sally	Columbia 911	Public Safety Communications	County
Kershaw, Abby	OEM	Emergency Management	State
Knowlton, Lee	Columbia 911	Public Safety Communications	
Lau, Al	OPUC	Public Works	State
Leach, Lei	Linn Co SO	Law Enforcement	County
Leonard, Chuck	ODA	Emergency Management	State
Lieuallen, Kathy	Umatilla Co Sheriff's	Public Safety Communications	
Malin, Dan	OSP CJIS OERS/LEDS	Public Safety Comms	State
Merlo, Carmen	CJSD	Law Enforcement	State
Moore, Andrea	Beaverton PD	Law Enforcement	Local
Murphy, Michael	Curry Co	Emergency Management	County
Neff, Keith	Douglas Co Fire Dist 2	Fire Services	County
Newell, Mary	Newberg – Dundee PD	Law Enforcement	Local
Nicholson, Sara	Josephine Co EM	Public Safety Communications	County

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Otjen, Sue	OSFM	Fire Services	State
Pedersen, Paul	Washington Co 911	Public Safety Communications	County
Peterman, Kevin	OR Nat'l Guard	Military	State
Pricher, Jeff	Cascade Locks Fire	Fire Services	Local
Regan, Eugene	Douglas Co Health Dept	Health Care	Local
Reynolds, Tobie	Prineville PD	Public Safety Communications	County
Rice, Darren	WVCC	Public Safety Communications	Local
Roberts, Doug	Port of Portland	Transit	Local
Robinson, Dana	Clackamas Co HHS	Public Health	County
Smith, Brady	Siletz Tribe	Tribal	Local
Stinson, Wayne	Douglas CO EM	Emergency Management	County
Stream, April	Jefferson CO SO	Public Safety Communications	County
Swanson, Eric	Tillamook 911	Public Safety Communications	County
Swinyard, Jim	Benton Co SO	Law Enforcement	County
Switzer, Jim	Motorola	Other	Other
Tardiff, Robert	Newberg PD	Law Enforcement	Local
Thompson, Bill	Klamath Co	Emergency Management	County
Tirapelle, Millie	SORC 911	Public Safety Communications	County
Turnbull, Phil	Josephine Co Fire	Fire Services	County
Vanderzanden, John	Marion Co EM	Emergency Management	County
Wampler, Joe	Hood River Co SO	Law Enforcement	County
Watson, Steve	Columbia 911 Comm.	Public Safety Communications	County
Webber, Don	Deschutes Co SO – EM	Emergency Management	County
Wilde, Kristi	Central Lane 911	Public Safety Communications	County
Wiley, Chris	City of Sherwood	Govt. Administration	Local
Willeford, Jim	Or Military Dept	Military	State
Wright, Russ	Crook Co SO	Law Enforcement	County
Paulsen, Lauren	Oregon Emergency Mgt	Emergency Management	State

## Interoperable Communications

### Strengths

- A great number of channels and frequencies are available for use
- SIEC has grown and has representation from a broad level of people, organizations and agencies, however needs to formalize processes and continue to grow with technology and need
- Locals continue to support SIEC – sustaining a broad level of involvement
- A very active Oregon APCO-NENA chapter contributes
- Homeland Security monies have been used to procure a great deal of high tech/P25 compliant equipment where appropriate
- Narrow-banding offers a lot more versatility; however, incomplete reprogramming creates problems
- Flexibility and expertise of people running the systems exists; however, inability to keep up with technology – human and financial
- More people, at different levels are focused on interoperable communication. There is a universal recognition that we have to make it better – commitment must be from top down and also from the bottom up
- Good citizen coordination – ham radio

### Projects - the following projects are noted as strengths:

- County Level Interoperability Planning Project – OEM facilitated effort to ensure county level interoperability and consistency of plans and applications. A contractor has been hired to conduct gap analysis and create interoperable plans for 11 Counties and one 6 County region.
- UASI – 5 metro counties have 3 simultaneous projects underway to enhance interoperability within the UASI area. 1) Hardware for linking CAD systems between PSAPS; 2) Interoperable voice and radio project for Columbia county VHF and 800 voice radio systems; and 3) Interoperable planning for each of 5 counties and 1 regional plan.
- New federal system IWN – is entering Oregon along the 1-5 corridor both from the North into the UASI, East out I-84 and from South into Jackson and Josephine Counties. The goal is to eventually be statewide – *law enforcement only*.
- Representative Peter DeFazio Initiative involves development/enhancement of a 7 county microwave system for law enforcement – \$9 million project involving Lane, Douglas, Curry, Coos, Linn, Benton, and Josephine Counties.
- HRSA region 2 emergency management - Yamhill, Marion, Lincoln, Benton, Polk & Linn
- House Bill 2101
- Oregon Wireless Interoperable/Integrated Network – OWIN – Statewide wireless design melding four state agency backbones/infrastructure network into a vibrant and viable single network.
- Radio networks will be enhanced with OWIN program – When the OWIN project matures

- OWIN is focusing on State agency needs at this time and will offer locals the opportunity to buy in/utilize the system during later phases. This is not a top down mandated system. Participation will be optional. OWIN – will eventually bridge different bandwidths.
- Interoperability is bigger than OWIN on governor list – valuable that interoperability is on legislative radar screen
- CSSEP – Program addresses inter-county and interstate interoperability including linked CAD system in Morrow and Umatilla counties. Wireless communications patching UHF to VHF.
- Collaborated communication links between states with shared borders is underway through CSEPP and UASI, however, further work must be done.

### **Weaknesses**

- A great deal of concern was expressed over changing of priorities both at the federal level and at the State level. Credibility of FCC on 2013 was questioned – what will be the consequences if an agency is unable to meet the mandate?
- We need to address the number of redundant systems that are not coordinated or connected
- We need to invest in technology that links disparate systems
- We need to coordinate infrastructure with private and public entities
- Lack of bridging/coordination between metro and neighboring rural agencies outside of the UASI
- We are investing into already failing systems – systems are failing because there is not enough money locally or federally available to bring these systems up to an acceptable level
- While there are obvious attempts to align these funding streams, more work is required
- Lack of manufacturer/vendor support of technologies

### **Local – Basic issues addressed as weaknesses:**

- Systems still exist that need basic operability – basic needs must be addressed – basic need to TALK to each other
- Difficulty with individual counties becoming interoperable; how will state keep up?
- Small agencies do not have nor are they able to maintain the necessary technical expertise. Overall technical ignorance – inability to keep up with changing technology
- All locals must have political buy in, there is a resistance to change
- The reliability of current systems is a concern for many
- Overwhelming work load – need for TIME, MONEY and STAFF
- Need for continued end user training and exercises
- Better understanding of buy down risk
- Oregon is unique in topography and geography; no one solution will work for everyone
- Planning/oversight – lack of oversight is a weakness
- No centralized coordination/oversight; need coordination - band plan/frequency coordination; oversight board or agency to ensure that all projects will fit into the big scheme
- Need for the basics – plans protocols
- Need for COOP and COG planning at all levels

- Must have development and buy off of communication plans on local, regional and statewide levels
- Need for a complete and accurate inventory of what equipment there is within the state
- Need list of capabilities of stand-alone system – absence of standards list, lack of a comprehensive inventory

### **Strengths to Maintain National Priority**

1. Implementation of House Bill 2101
  - a. Develop Policies and Procedures
  - b. Expand and enhance interoperability for voice and data
  - c. Ensure operability
  - d. Purchase and install infrastructure and hardware to support existing initiatives
    - i. Continue support of County/local level projects
    - ii. Continue support of OWIN
    - iii. Continue support of UASI projects
2. Support continued growth of SIEC

### **Priority Needs/Weaknesses to Address or Capability to Create National Priority**

1. Build and Implement Statewide Oregon Interoperable Communication Plan that is cooperative, integrated, and collaborative, which addresses Statewide, Regional, Tribal and Local needs and objectives as outlined in HB2101
2. Establish a governance structure as outlined in HB2101

### **Initiative**

1. **Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

**Name:** Strengthen Interoperable Communications Capabilities

**Initiative:** Build and implement a statewide interoperable communications plan that is cooperative, integrated, and collaborative, which addresses statewide, regional, tribal, and local needs and objectives in accordance with NIMS and NRP.

This initiative addresses the priority needs and the strengths identified by stakeholders. It emphasizes the need for collaboration with local, tribal, state, and federal stakeholders to improve public safety communications infrastructure to ensure long-term stability by developing plans that provide governance, standard operating policies and procedures, technology guidelines and assistance, training and exercises, and usage protocols to ensure the uninterrupted flow of critical information.

This initiative will establish a common governance structure for resolving interoperability issues that will enable development of policies, processes, and procedures for enhancing communications, coordination, and cooperation among federal, regional, state, local, tribal governments, and agencies as well as voluntary agencies.

The initiative to strengthen interoperable communications capabilities will enhance robust interoperability solutions at the local, regional, and state levels. Oregon will continue to expand and enhance local operability and statewide interoperability for voice and data by purchasing and installing infrastructure and hardware ensuring that communications systems are secure, redundant, and fault tolerant. All communication system infrastructure enhancements must ensure system compatibility across disciplines, mutual aid jurisdictions, and levels of government.

This initiative will also support regionalization efforts outlined in other initiatives by ensuring regional interoperable communications planning and training.

**2. Regional Construct: Briefly describe the geographical context of this initiative.**

Strengthening interoperable communications capabilities is an initiative of statewide construct, intended to enhance the ability of public safety disciplines and jurisdictions at all levels to respond to and protect the citizens and property of the State of Oregon.

**3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Realizing that the state of Oregon must have a comprehensive and coordinated statewide interoperable communications plan, legislation was proposed and during the 73rd Oregon Legislative Assembly, 2005 Regular Session, House Bill 2101 was approved.

The processes and tools identified in HB2101 clearly define Oregon's enhancement plan for strengthening interoperable communications capabilities. The priority needs and strengths identified through the program and capability evaluation closely mirror the content of the following excerpts from HB2101:

*SECTION 1.*

*(1) The Oregon Legislative Assembly finds that:*

- (a) The public safety communications infrastructure of the State of Oregon is rapidly aging, outdated and at severe risk of failure;*
- (b) The adopted policies and standards and specific deadlines mandated by the Federal Communications Commission will require replacement of statewide public safety communications infrastructure in the State of Oregon;*
- (c) The reliability of mission-critical public safety communications infrastructure during a man-made or natural disaster is crucial to saving lives and property and to protecting the public during an emergency;*
- (d) The deteriorating condition of our public safety radio systems is of immediate concern because it compromises the safety and well-being of the citizens of the State of Oregon who depend upon lifesaving communications systems used by first responders;*
- (e) The majority of the communications systems in the State of Oregon are unreliable, greatly increasing the danger to first responders and law enforcement officers in carrying out their duty to protect the citizens and property of the State of Oregon;*

- (f) *It is in the public interest of Oregonians to plan for improvement of the public safety communications infrastructure to ensure long-term stability; and*
  - (g) *Federal funding for homeland security may be available to facilitate all or part of the development and implementation of a plan for improvement of the public safety communications infrastructure in the State of Oregon.*
- (2) *It is the policy of the State of Oregon:*
- (a) *To develop, finance, maintain and operate a single emergency response wireless communications infrastructure that supports both the communications needs of all state agencies and ensures communications interoperability among all state, local, tribal and federal public safety agencies, thereby maximizing shared use of this invaluable public asset.*
  - (b) *To meet Federal Communications Commission mandates for the conversion of public safety communications frequencies and spectrum allocation by 2013.*

**SECTION 2.**

- (1) *Under the direction of the Governor, the Office of Emergency Management shall coordinate the work of public safety agencies in the state and the State Interoperability Executive Council, created under section 3 of this 2005 Act, to develop a Public Safety Wireless Infrastructure Replacement Plan that:*
- (a) *Guides consolidation of existing radio infrastructure;*
  - (b) *Provides for future management of the infrastructure;*
  - (c) *Details the engineering and technology specifications for replacement and modernization of the public safety communications infrastructure, allowing for alternative options and phased system development; and*
  - (d) *Describes the overall benefits and cost of the system including, but not limited to, specific descriptions of:*
    - (A) *The capability of the system to facilitate interconnections among state, local and federal systems;*
    - (B) *How the system will comply with Federal Communications Commission requirements; and*
    - (C) *Avoided costs the shared system can provide.*
- (2) *The Office of Emergency Management shall:*
- (a) *Submit reports on the progress of plan development to the Emergency Board and the Joint Legislative Committee on Information Management and Technology on or before November 30, 2005, and June 30, 2006.*
  - (b) *Submit the final plan to the Governor, the President of the Senate and the Speaker of the House of Representatives on or before January 12, 2007.*
  - (c) *Concurrent with submission of the final plan, submit to the Legislative Assembly one or more proposals for financing implementation of the plan that include consideration of the following financial resources:*
    - (A) *Federal funding sources;*
    - (B) *Existing or new fee income or excise taxes; and*
    - (C) *Cooperative local and state financing components.*

**SECTION 3.**

- (1) *The State Interoperability Executive Council is created within the Office of Emergency Management. The membership of the council shall consist of:*
- (a) *Two members from the Legislative Assembly, as follows:*

*(A) The President of the Senate shall appoint one member from the Senate with an interest in public safety communications infrastructure; and  
(B) The Speaker of the House of Representatives shall appoint one member from the House of Representatives with an interest in public safety and wireless communications infrastructure.*

*(b) The following members appointed by the Governor:*

*(A) One member from the Department of State Police;  
(B) One member from the Office of Emergency Management;  
(C) One member from the State Forestry Department;  
(D) One member from the Department of Corrections;  
(E) One member from the Department of Transportation;  
(F) One member from the Oregon Department of Administrative Services;  
(G) One member from the Department of Human Services;  
(H) One member from the Oregon Military Department;  
(I) One member from the Department of Public Safety Standards and Training;  
(J) One member of an Indian tribe as defined in ORS 97.740;  
(K) One member from a nonprofit professional organization devoted to the enhancement of public safety communications systems; and  
(L) One member from the public.*

*(c) The following members appointed by the Governor with the concurrence of the President of the Senate and the Speaker of the House of Representatives:*

*(A) One member from the Oregon Fire Chiefs Association;  
(B) One member from the Oregon Association Chiefs of Police;  
(C) One member from the Oregon State Sheriffs Association;  
(D) One member from the Association of Oregon Counties;  
(E) One member from the League of Oregon Cities; and  
(F) One member from the Special Districts Association of Oregon.*

*(2) Each agency or organization identified in subsection (1)(b)(A) to (I) and (1)(c) of this section shall recommend a person from the agency or organization for membership on the council.*

#### **SECTION 4.**

*The State Interoperability Executive Council created under section 3 of this 2005 Act shall:*

*(1) Work with public safety agencies in the state to develop a Public Safety Wireless Infrastructure Replacement Plan as provided under section 2 of this 2005 Act.*

*(2) Develop an Oregon Interoperable Communication Plan. The goal of the plan shall be to achieve statewide interoperability within six years of the effective date of this 2005 Act.*

*In developing the plan, the council shall:*

*(a) Recommend strategies to improve wireless interoperability among state and local public safety agencies;*

*(b) Develop standards to promote consistent development of existing and future wireless communications infrastructures;*

*(c) Identify immediate short-term technological and policy solutions to tie existing wireless communications infrastructures together into an interoperable communications system;*

- (d) Develop long-term technological and policy recommendations to establish a statewide public safety radio system to improve emergency response and day-to-day public safety operations; and*
  - (e) Develop recommendations for legislation and for the development of state and local policies to promote wireless interoperability in Oregon.*
- (3) Approve, subject to approval by the Director of the Office of Emergency Management, investments by the State of Oregon in public safety communications systems.*
- (4) Coordinate state and local activities related to obtaining federal grants for support of interoperability.*
- (5) Develop and provide technical assistance, training and, if requested, appropriate dispute resolution services to state and local agencies responsible for implementation of the Oregon Interoperable Communication Plan.*

#### **SECTION 5.**

- (1) The Director of the Office of Emergency Management shall advise the State Interoperability Executive Council on the implementation of the Oregon Interoperable Communication Plan and coordinate interoperability among all state agencies.*
- (2) State agencies that own or operate public safety communications systems shall coordinate their efforts and investments to achieve the statewide interoperability goal set by the council and implement the Oregon Interoperable Communication Plan approved by the director.*
- (End)*

In association with HB2101, the following processes are either currently underway or in need of development:

Oregon Emergency Management is conducting a Design and Engineering Study regarding the Oregon Wireless Interoperability/Integrated Network (OWIN). This work is phase 1 of a multiphase project and will result in the design and construction requirements, costs, and implementation schedule for a consolidated statewide public safety wireless communications system-of-systems, consisting of local, state, and federal components. This process is being partially funded with FY2005 HSGP monies and is scheduled to be complete by January 2007.

Financial funding is required for additional phases that will include consolidation of existing systems, build out of microwave, radios and facilities, and development of policies, procedures, and protocols to ensure enterprise wide compatibility. This is a phased implementation plan focusing first on State Systems and when complete will ensure communications interoperability among all state, local, tribal and federal public safety agencies. Until the system-of-systems is complete, it will be necessary to continue financial support of local systems providing necessary funds to ensure system reliability. All proposed communication system infrastructure enhancements must be reviewed and approved by the established SIEC governance structure to ensure system compatibility across disciplines, mutual aid jurisdictions, and levels of government.

The State Administrative Agency (SAA) is currently working with 15 counties in the development of county level communications plans that address interoperability within

the individual counties as well as regionally. These plans are to be completed by January, 2007. Additional funding is required to expand this process to encompass all jurisdictions to ensure statewide planning consistency and to develop a statewide inventory and gap analysis of existing systems. This information will contribute to the development of an Oregon Interoperable Communications Plan as outlined in Section 4 of HB2101.

The Portland UASI has three simultaneous projects underway to enhance interoperability within the five-county metro area. The first involves installing hardware for linking CAD systems between Public Safety Answering Points (PSAPS); the second is an interoperable voice and radio project for Columbia county VHF and 800 voice radio systems; and the third project is development of interoperable plans for each of five counties and one regional plan. This process will be integrated with the aforementioned to support regional and statewide interoperable communications planning efforts. The Portland UASI will be submitting investment justifications supporting expansion of interoperable projects.

Leveraging of the SIEC structure to provide the necessary governance, organization, and leadership is vital for this initiative.

Leveraging of the Statewide Wireless Infrastructure Investment Group (SWIIG) to provide technical guidance and expertise to local, regional, and state jurisdictions requiring infrastructure enhancements is required.

Acquiring regional staff to assist local jurisdictions in development of local and regional communications standard operating procedures that conform to NIMS; development of formal agreements between agencies; development of and implementing policies and procedures to ensure information sharing between all levels government who might be involved in an incident; and conducting training and evaluation of all personnel on the use of interoperable communications equipment.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

As outlined in Sections 2, 3 and 4 of HB 2101, under the direction of the Governor, the Office of Emergency Management shall coordinate the work of public safety agencies in the state and the State Interoperability Executive Council to:

*(1) Work with public safety agencies in the state to develop a Public Safety Wireless Infrastructure Replacement Plan as provided under section 2 of this 2005 Act.*

*(2) Develop an Oregon Interoperable Communication Plan. In developing the plan, the council shall:*

*(a) Recommend strategies to improve wireless interoperability among state and local public safety agencies;*

*(b) Develop standards to promote consistent development of existing and future wireless communications infrastructures;*

*(c) Identify immediate short-term technological and policy solutions to tie existing wireless communications infrastructures together into an interoperable communications system;*

- (d) Develop long-term technological and policy recommendations to establish a statewide public safety radio system to improve emergency response and day-to-day public safety operations; and*
- (e) Develop recommendations for legislation and for the development of state and local policies to promote wireless interoperability in Oregon.*
- (3) Approve, subject to approval by the Director of the Office of Emergency Management, investments by the State of Oregon in public safety communications systems.*

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

The initiative to strengthen interoperable communication capabilities supports all three overarching national priorities.

- Implement the National Incident Management System and National Response Plan
- Implement the Interim National Infrastructure Protection Plan
- Expand Regional Collaboration

The initiative also supports the capability specific priority to strengthen interoperable communications capabilities and the following state homeland security strategy goals:

- Goal 1: Enhance communications interoperability among public safety agencies
- Goal 2: Increase the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon
- Goal 4: Enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazards events

## CBRNE Detection

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Andersen, Larry	Civil Support Team	Military	State
Best, Stephen	Gresham Fire	Fire	Local
Burright, Brian	Columbia River F&R	Fire Services	County
Connor, Dan	Marion Co SO	Law Enforcement	County
DePew, Beth	Jackson Co. HRSA	Public Health	County
Donegan, Kevin	Clackamas Fire Dist #1	Fire Services	County
Duyck, Mike	TVFR	Fire	Local
Eisner, Glen	Portland Fire/UASE Fire	Fire Services	Local
Govro, Mike	ODA-Food Safety	Other	State
Greisen, Michael	Scappoose Fire dist	Fire Services	Local
Groat, Tom	CTUIR EM	Emergency Management	Local
Heilman, Pam	Marion Co Health	Health Care	County
Jemelka, Dan	ODA/AHID	Emergency Management	State
Larsen, Ellen	Hood River Co Health	Health Care	County
Maca, Bob	Yamhill Co EM	Emergency Management	County
Miglioretto, Liz	Lane Co.	Public Health	County
Munro, Terry	PF&R	Fire Services	Local
Mutchler, Wade	FBI	Law Enforcement	Other
Newell, Nan	State Public Health	Public Health	State
Otjen, Sue	OSFM	Fire Services	State
Pricher, Jeff	Cascade Locks Fire	Fire Services	Local
Regan, Eugene	Douglas Co Health	Health Care	County
Roberts, Doug	Port of Portland	Transit	Other
Salle, Steve	St Helens PD	Law Enforcement	Local
Turnbull, Phil	Jospehine Co Fire Def Board	Fire Services	County
Wilson, Ed	DEQ	Other	State

## CBRNE Detection

### Strengths

- Maintain 15 regionalized HazMat teams
- Public Health/health care surveillance/information loop
- Access and relationship with FBI
- Maintain and enhance first responder detection capabilities

### Weaknesses

- Consistent training across all 10 disciplines and in every jurisdiction
- Support for emerging technologies for specialized teams and first responders
  - Bio-detection for first responders
  - Recon/sample methodology
- Sustainability
- Consistent and standardized plans: multi-agency/regional/multi-jurisdictions
- Intel and info sharing

## Explosive Device Response Operations

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Best, Stephen	Gresham Fire HM-3	Fire	Local
Burright, Brian	Columbia River F&R	Fire	Local
Clemo, Tom	Medford Fire	Fire	Local
Connor, Dan	Marion Co SO	Law Enforcement	Local
Dailey, Rod	Klamath Co SO	Law Enforcement	Local
Duyck, Mike	TVFR	Fire	Local
Eisner, Glen	Portland Fire/Portland UASI	Fire	Local
Folkestad, Mike	Jefferson Co EM	Emergency Management	County
Govro, Mike	Or Dept Agriculture	Other	State
Greisen, Michael	Scappoose Fire Dist	Fire	Local
Groat, Tom	CTUIR Emgt	Tribal	Local
Harguth, Vicki	Columbia Co	Emergency Mgmt.	County
Jones, Jack	Jefferson Co SO	Law Enforcement	County
Maca, Bob	Yamhill Co EM	Emergency Management	County
McGuire, Michael	Portland EM	Emergency Management	Local
Munro, Terry	PF&R	Fire	Local
Mutchler, Wade	FBI	Law Enforcement	Other
Sigurdson, Steven	OSP-bomb squad	Law Enforcement	State
Stevenson, Roger	City of Salem	Emergency Management	Local

## Explosive Device Response Operations

### Strengths

- Three State Police teams and three local teams (Portland, Salem, Eugene)
- State USAR team

### Weaknesses

- Multi-jurisdictional planning addressing: notification, response, responsibilities, consistency across all disciplines, integration between responders (all disciplines), agencies, jurisdictions, and public notification, to include multiple incidents
- Training for all 10 disciplines in Awareness and ICS
- Support staff
- Exercises
- Equipment enhancements
- Communications: CAD to CAD and between special teams and responders

## WMD Hazardous Materials Response and Decontamination

### Stakeholders

Name	Agency	Discipline	Jurisdiction
Anderson, Larry	Civil Support Team	Military	State
Best, Stephen	Gresham Fire HM-3	Hazardous Materials Resp.	Local
Bullock, Steven	Mult. Co. EM	Emergency Management	County
Burright, Brian	Columbia River Fire	Fire Services	Local
Coffey, Grant	Portland Fire	Fire Services	Local
Connor, Dan	Marion Co. SO	Law Enforcement	County
Davidson, Mike	Wasco Co. SO	Law Enforcement	County
Donegan, Kevin	Clackamas Fire	Fire Services	Local
Duyck, Mike	TVFR	Fire Services	Local
Eisner, Glen	Portland Fire	Fire Services	Local
Greisen, Michael	Scappoose Fire Dist.	Fire Services	Local
Groat, Tom	CTUIR EM	Emergency Management	Local
Harrison, Deborah	CJSD	Government Administrative	State
Larsen, Ellen	Hood River Co. Health	Public Health	County
Munro, Terry	Portland Fire	Fire Services	Local
Murphy, Michael	Curry County	Emergency Management	County
Mutchler, Wade	FBI	Law Enforcement	Other
Otjen, Sue	OR State Fire Marshal	Fire Services	State
Pricher, Jeff	Cascade Locks FD	Fire Services	Local
Salle, Steven	St. Helens Police	Law Enforcement	Local
Salmon, Scott	Mult. Co. EM	Emergency Management	County
Stevenson, Roger	City of Salem	Emergency Management	Local
Tardiff, Robert	Newberg PD	Law Enforcement	Local
Wright, Russ	Crook Co. SO	Law Enforcement	County

# WMD Hazardous Materials Response and Decontamination

## Strengths

- Regional teams
- Morrow & Umatilla counties have decon capability
- Less than 2-hour response time in most areas of the state
- Local fire departments trained for initial response
- HazMat outreach program
- Civil support team
- Pockets of increased capabilities
- State Fire Marshal's office provides local risk assessments
- Central point of contact
- Experts available 24/7
- State health lab available for analysis
- Growing number of reverse 911 systems for public notification
- Decon training progressing throughout the state
- HRSA providing decon funds for hospitals
- Decon capabilities increased from recent grants
- High-end technology available

## Weaknesses

- Fewer funds available for consumables and equipment maintenance
- Volunteer training and recruitment is difficult
- Lack of technical expertise in procurement
- Unsure of local planning
- Notification procedures sometimes insufficient
- Responder hand-off to clean-up/restoration agencies difficult
- Lack of training equipment
- Working relationship between law enforcement and fire frequently strained
- Law enforcement needs training with response and decon
- Need more instructors
- Lack of consistent training and on-going maintenance for existing equipment
- Shortage of funds for planning
- Lack of listing for local capabilities
- Not all areas have reverse 911
- Lack of multi-discipline coordination
- No coordination between USPS Bio-Detection System and HazMat teams
- Lack of funds for large-scale training exercises
- Drills and exercises don't include all needed players
- Need for identifying replacements for existing technology
- Lack of standardized equipment lists
- Need to enhance on-site decon capabilities

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Strengthen CBRNE capabilities

*Initiative:* Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities

This initiative will enhance the existing capabilities of 15 regional HazMat teams, six regional bomb squads, a state Urban Search and Rescue (USAR) team and first responders at local/county levels. The initiative enhances the identified strengths of existing regional teams by addressing weaknesses in planning, training, exercising, and equipment.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

Oregon currently has 15 regional HazMat teams that can respond as a single team or as multiple teams throughout the state. Three of the HazMat teams are within the five-county UASI area, while the other 12 teams are located strategically throughout the state. Of the six existing bomb squads, three are regionally located and under the command of the Oregon State Police, while the other three are under the command of the Portland Police Bureau, Salem Police Department, and the Eugene Police Department. All six bomb squads can respond to incidents anywhere in the state. The state USAR team is made up of law enforcement, fire service, emergency medical service and other first responders from throughout the state, and is under the supervision of the State Fire Marshal's Office with a statewide response capability.

- 3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

All 15 regional HazMat teams are fully equipped, manned, and capable of responding to a wide variety of HazMat/WMD incidents. Each HazMat team also provides outreach training to fire departments throughout the state, thereby increasing the number of personnel that could be effective in responding to a HazMat/WMD incident. All six bomb squads are fully equipped, to include robots, and can respond to single or multiple incidents. The state USAR team is establishing regional caches of equipment to support the deployment of the team to any region of the state.

To maintain and enhance the capabilities of the regional HazMat teams, regional bomb squads and state USAR teams, funding is needed for upgrading equipment for specialized teams and for continued training of first responders that will need to determine if a specialized team will need to respond. Communication between local agencies and specialized teams is a concern. Upgrades for existing equipment could be completed in

one year, while acquiring new equipment for first responders lacking detection equipment could be accomplished in two years.

The key to the procurement of enhanced equipment is funding to support the development of multi-jurisdictional, cross-discipline planning that addresses shortcomings in: notification, response, responsibilities, and first responder integration during the detection, response, or decontamination phase of any CBRNE event. This activity could be accomplished in two years.

While on going in-state and residence programs for awareness, performance defensive, performance offensive and planning/management training have been effective, additional support is needed for backfill/overtime to support the training needs of all first responders at every level of responsibility in CBRNE detection, response, and decontamination. As training is an on-going concern, there is no timeframe for this activity.

WMD/Terrorism exercises in Oregon are being conducted within every region. Issues of concern are the complexity of a WMD/Terrorism event and the inability of local first responder agencies to participate due to budgetary shortfalls. Funding to support planning, backfill/overtime, and training expendables used during exercises will improve Oregon's WMD/Terrorism response capabilities.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

Oregon Emergency Management should oversee funding in support of planning, training, and exercises. Updating and acquiring new equipment for existing specialized teams should be the responsibility of the Oregon State Fire Marshal, Oregon State Police, and the cities of Portland, Salem, and Eugene. Equipment purchased for other first responders should be the responsibility of the agency or jurisdiction selected based upon threat, risk, and vulnerability.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

This combined initiative supports the following Oregon Homeland Security Goals:

- **Goal 1:** Enhance communications interoperability among public safety agencies
- **Goal 2:** Increase the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon
- **Goal 3:** Enhance Oregon's capability to recover from CBRNE/WMD and all hazards events
- **Goal 4:** Enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazards events
- **Goal 5:** Ensure Emergency Management all hazard planning and program infrastructure is maintained and enhance statewide

- **Goal 8:** Enhance Oregon’s state and local public health and healthcare capabilities to respond to chemical, biological, nuclear, explosive terrorism incidents and other public health emergencies, including natural disasters

This combined initiative supports the following Overarching National Goals:

- Implement the NIMS/NRP
- Expand Regional Collaboration
- Implement the National Infrastructure Protection Plan

## Medical Surge/Mass Prophylaxis

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Anderson, Brian	Josephine Co EM	Emergency Management	County
Bamberger, Mike	Benton Co	Emergency Management	County
Boro, John	Forestry	Other	State
Buckingham, George	Klamath Co EM	Emergency Management	County
Chaffin, Chuck	Lake Oswego Fire	Fire Services	Local
Cook, Linda	Lane Co.	Emergency Management	County
Crocker, Theresa	Multnomah Co EM	Emergency Management	County
Curry, Michael	Jackson Co EM	Emergency Management	County
Decker, Dara	Union Co. EM	Emergency Management	County
DeLavernne-Brown, Muriel	Deschutes Co Health Dept	Public Health	County
DePew, Beth	HRSA	Public Health	Other
Dodge, Mark	Clackamas Co Fire Dist4	Fire Services	County
Edwards, Lucy	City of Ashland CERT	Law Enforcement	Local
Groat, Tom	CTUIR	Emergency Management	Local
Harrington, David	Portland Transportation	Transit	Local
Heilman, Pamela	Marion Co HD	Public Health	County
Hellman, Roberta	Washington Co HHS	Public Health	County
Howell, James	Linn County SO, EM	Emergency Management	County
Jemelka, Dan	ODA	Other	State
Kresner, Jeff	American Red Cross	Health Care	Other
Larsen, Ellen	Hood River Co Health	Public Health	Local
Manning, Tom	Tillamook Co. EM	Emergency Management	County
Miglioretto, Elizabeth	Lane Co Public Health	Public Health	County
Neff, Keith	Douglas Co Fire	Fire Services	County
Newell, Nan	State DHS	Public Health	State
Oxman, Gary	Multnomah Co Health	Public Health	County
Porter, Scott	Washington Co EM	Emergency Management	County
Regan, Eugene	Douglas Co.	Public Health	County
Saldana, Connie	Rogue Valley COG	Govt. Admin	Other
Smith, Brady	CTSI	Tribal	Local
Thomas, Patricia	Jefferson County HD	Public Health	County
Webber, Don	Deschutes Co EM	Emergency Management	County
Zeltvay, Jenny	Josephine Co EM	Emergency Management	County

# Medical Surge/Mass Prophylaxis

## Strengths

- State/Local/Regional planning
- MMRS
- Hospital capacity website
- SNS planning and exercise
- Good public support
- Joint Hospital Commission
- PSAP/CAD tracking
- Alternate care sites identified
- Local collaboration between EM and Public Health
- CDC/HRSA grant funds
- Local clinics have lots of practice via shot clinics
- Health/Transportation/Law enforcement collaboration
- Public Health/Agriculture collaboration
- High end technology being used
- Capable of high volume for mass prophylaxis
- Political and public awareness and support
- Continuous updates of plans and procedures
- Disaster planning institutionalized into day-to-day business
- Tasks are well defined
- Large cadre of volunteers for mass prophylaxis
- Mutual aid agreements in place
- Healthcare worker registry

## Weaknesses

- Responsible Federal agencies not coordinated
- Difference between ICS and HEICS
- No formalized management at regional level
- Lack of citizen volunteer coordination for medical surge
- Lack of planning for non-event surges
- Staff shortages for surge
- Lack of coordination with first responder plans
- No control over non-governmental partners
- Event chain of command not clear
- Shelter coordination
- Resource coordination
- Trans/traffic coordination
- Lack of catastrophic planning
- Lack of special needs sheltering
- Shortage of security staff at local level
- Local funding
- Vendor managed inventory coordination
- Volunteer laws

- Local/Federal agency cross-talk
- SNS inventory not published locally
- Unified command not practiced
- Volunteer coordination
- Public info/JIC not planned or practiced
- Large-scale planning lacking
- No regional plan coordination (mass prophylaxis)
- MOUs/IGAs lacking (mass prophylaxis)
- Public Health staff shortages
- Non-aligned HRSA/Homeland Security regions

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Enhance Medical Surge and Mass Prophylaxis

*Initiative:* Enhance and standardize statewide, regional, tribal, and local Medical Surge and Mass prophylaxis programs.

This initiative consists of two major components: Medical Surge and Mass Prophylaxis. These two components share many common goals and objectives and are highly integrated in many respects. This initiative will address the needs in planning, organization, equipment, training, and exercise by building on the strengths of each program as well as improving on the weaknesses combining common programs and creating new programs to enhance both programs as a whole.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative is statewide in its construct, it is intended to enhance and standardize program planning and implementation activities at all levels of government in the state. It will also facilitate the integration of governmental Public Health efforts with those of the private health care industry and non-governmental organizations.

- 3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Current resources are tracked at various levels of government throughout the state, as well as by private industry and non-governmental organizations. This effort needs to be coordinated and moved to a central access point to allow all shareholders to report available assets as well as identify where resources may be acquired in the event of major catastrophe. Technology, as well as program and administrative staff and Public Health staff, will be required to attain the desired level of coordination.

Planning needs to be coordinated at all levels to ensure that all shareholders are aware of their own and other's capabilities and responsibilities. Planning will also need to be coordinated with agencies and organizations outside the Public Health system in order to support this initiative. Security/law enforcement, transportation, volunteers, special needs populations, public information and media, and agriculture have roles in the implementation of these programs and should be partners in the planning process. Creation of a steering committee or task force consisting of multi-agency and multi-discipline members will guide the integrated planning process to a successful conclusion. Additional program and administrative staff will be required to coordinate this planning effort.

Training and exercise programs are not coordinated from the federal level down to the local level. The need to leverage all training and exercise programs into a combined program at state, regional, and local levels will enhance inter-agency cooperation and provide a greater understanding of the abilities and resources system wide. Program and administrative staffing as well as funding to conduct training and exercises will be required to achieve this function.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

Oregon Department of Human Services, Office of Health Services working in conjunction with Oregon Emergency Management should lead governance of this initiative. Statewide working groups should be formed from state, regional, tribal, and local level health care professionals as well as private industry and non-governmental organizations to insure that all levels are working together towards a common goal.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

This combined initiative supports the following Oregon Homeland Security Goals:

- **Goal 3:** Enhance Oregon's capability to recover from CBRNE/WMD and all hazards events
- **Goal 4:** Enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazards events
- **Goal 5:** Ensure Emergency Management all hazard planning and program infrastructure is maintained and enhance statewide
- **Goal 8:** Enhance Oregon's state and local public health and healthcare capabilities to respond to chemical, biological, radiological, nuclear, and explosive terrorism incidents and other public health emergencies, including natural disasters

This combined initiative supports the following Overarching National Goals:

- Implement the NIMS/NRP
- Expand Regional Collaboration

# Planning

## Stakeholders

Name	Agency	Discipline	Jurisdiction
Anglemier, Jim	Salem PD	Law Enforcement	Local
Bamberger, Mike	Benton Co EM	Emergency Management	County
Bender, Dean	Polk Co EM	Emergency Management	County
Boro, John	Forestry	Other	State
Boynton, John	Grant Co SO	Law Enforcement	County
Brown, Chris	Douglas CO. SO	Law Enforcement	County
Campbell, Kevin	OR Assoc. of COP	Law Enforcement	State
Cassel, David	OEM	Emergency Management	State
Cogburn, Chuck	DOJ	Law Enforcement	State
Crocker, Theresa	MCEM	Emergency Management	County
Davidson, Mike	Wasco Co SO	Law Enforcement	County
Denny, Ray	Umatilla Co EM	Emergency Management	County
DePew, Beth	HRSA Region 5 Jackson CO	Health Care	County
Englet, Lance	Or Nat'l Guard	Military	Other
Folkestad, Mike	Jefferson SO EM	Emergency Management	County
Groat, Tom	CTUIR	Tribal	Local
Harguth, Vicki	Columbia County	Emergency Mgmt.	County
Hathaway, Jody	SORC	Public Safety Comm	County
Howard, Galen	LCOG	Govt. Admin	Local
Howell, James	Linn Co SO EMA	Emergency Management	County
Huntsman, Terry	Tillamook Co SO	Law Enforcement	County
Jones, Sally	Columbia 911 Comm Dist	Public Safety Comm	County
Kershaw, Abby	OEM	Emergency Management	State
Knowlton, Lee	Columbia 911 Comm Dist	Public Safety Comm	County
Kresner, Jeff	American Red Cross	Other	Other
Leach, Lei	Linn Co SO EM-Volunteer	Volunteer	County
Leonard, Chuck	ODA	Other	State
Lieuallen, Kathy	Umatilla Co SO 911	Public Safety Comm	County
Malin, Dan	OSP CJIS	Law Enforcement	State
Manning, Tom	Tillamook EM	Emergency Management	County
McGuire, Mike	Portland EM	Emergency Management	County
Moorhead, Clay	CDA/POEM/UAPOC	Emergency Management	County
O'Connell, Terry	OSP CJIS	Law Enforcement	State
Peterman, Kevin	Or Nat'l Guard	Military	Other
Reynolds, Tobie	Prineville PD	Public Safety Comm	County
Rogers, Seth	Mil Dept	Military	Other
Rueben, Ken	DOJ	Law Enforcement	State
Stream, April	Jefferson Co 911	Public Safety Comm	County
Tirabelle, Millie	SORC 911-Jackson Co	Public Safety Comm	County
Watson, Steve	Columbia 911 Comm Dist	Public Safety Comm	County
Webber, Don	DCSO Emergency Services	Emergency Management	County
Wilde, Kristi	Central lane 911/Eugene PD	Emergency Management	County
Winegar, Scott	Portland Police	Law Enforcement	Local
Wright, Russ	Crook Co SO EM	Emergency Management	County

# Planning

## Strengths

- Available resources for planning
- Group projects (EOP and Communication planning)
- EMPG institutionalized planning of hazard analysis and EOP (5 yr)
- Enhanced consensus and relationships
- Emergency management planning institutionalized
- Examples of regional coordination/collaboration efforts (REMG, UASI, other)

## Weaknesses

- Need standard statewide planning template/process
- Need planning staff
- Need to ensure maintenance of planning
- Lack of NGO participation
- Lack of public officials participation
- Need to focus more on all hazards
- Need to establish planning as priority for all capability enhancements
- Need to integrate planning statewide and all levels of government
- Need to enhance planning understanding of all 10 disciplines role
- Need to enhance the exercising of plans
- Concerned about federal rapid changes (deadlines, requirements)
- Enhance hazard analysis template
- Work with legislature on planning issues
- Established planning standards
- Create planning review process window shorter than 5years
- Create planning update guidance and process
- Create planning definitions to identify what a plan is
- Enhance training and exercises of current plans
- Enhance legislation to broaden the requirements of planning statewide
- Ensure greater stakeholder participation in planning efforts
- Ensure all state organizations are included in planning
- Expand critical infrastructure planning
- Create statewide mutual aid plans
- Create strategy for planning and review/evaluate annually
- Enhance volunteer plans statewide
- Create NIMS planning training
- Ensure catastrophic event planning includes responders, NGOs, etc.
- Ensure state establishes guidance and leadership in planning projects
- Ensure state/local interaction
- Cross training of state and locals to enhance understanding
- Establish planning committee to review/evaluate local plans adequacy
- Create State TA for planning efforts
- Establish regional position to assist with regional planning issues

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Planning Enhancement

*Initiative:* Enhance planning infrastructure capabilities to ensure preparedness for terrorism and all hazard events.

This initiative will address the strengths and weaknesses through the enhancement of the planning infrastructure. In coordination with all of the capabilities identified nationally and the four additional state identified capabilities the planning initiative is the basis for the enhancement of capabilities statewide.

This initiative will allow the State to coordinate planning efforts statewide and regionally to address terrorism and all-hazard events both administratively and operationally.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative is focused to enhance statewide planning by establishing resources for the planning system regionally to ensure the largest impact.

- 3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

This initiative addresses the priority needs and the strengths identified by stakeholders. It emphasizes the need for staffing resources regionally to improve planning infrastructure and to ensure long-term stability.

The EMPG and local funding make current staff possible. Staff consists of Emergency Managers that are heavily over tasked and in dire need of assistance to enhance the total planning infrastructure of the State.

Contract organizations and service providers are currently used when grant funding is available. This capability should be supplemented to allow more regional, standard, and coordinating planning projects.

This initiative will heavily support the regional collaboration initiative.

Supplies and services for staff such as office space, web services, and other basic needs are minimal and will be leveraged to enhance capabilities regionally.

The establishment of statewide direction, coordination, consistency, standards, and review structures will occur through the creation of work groups to include state, county, regional, and local representatives.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

This initiative is statewide in its construct but is intended to enhance and standardize program planning activities at all levels of government in the state, with a heavy focus on regional collaboration in these efforts. It will also facilitate the integration of NIMS/NRP/NIPP/regionalization implementation efforts with those of government, private industry, and non-governmental organizations.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

Planning is the basis for all of the identified 12 national and four state identified priorities. This initiative incorporates all concepts of regional collaboration, NIMS, NRP, and NIPP implementation.

## Intelligence/Information Sharing and Dissemination

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Anglemier, Jim	Salem PD	Law Enforcement	Local
Bender, Dean	Polk Co EM	Emergency Services	County
Bledsoe, Jason	OSP	Law Enforcement	State
Brooks, David	City of Portland Comm	Emergency Services	Local
Brown, Chris	Douglas Co So	Law Enforcement	County
Bullock, Steven	Mult Co OEM	Emergency Management	County
Campbell, Kevin	OACP	Law Enforcement	Other
Cogburn, Chuck	DOJ	Law Enforcement	State
Denny, Ray	Umatilla Co	Emergency Management	County
Downing, John	Coos Co SO	Law Enforcement	County
Dugan, Kerry	Portland Off of EM	Emergency Management	Local
Grace, Frank	Gladstone PD	Law Enforcement	Local
Harrington, Cathy	City of Gresham	Emergency Management	Local
Harrison, Deborah	CJSD	Law Enforcement	State
Huntsman, Terry	Tillamook Co SO	Law Enforcement	County
Jones, Sally	Columbia 911 Comm District	Public Safety Communications	County
Joy, Kathleen	Oregon Volunteers	Volunteers	Other
Kennedy, Neil	Tualatin Valley Water Dist	Utilities	Local
Knowlton, Lee	Columbia 911 Comm District	Public Safety Communications	County
Lau, Al	OPUC	Other	Other
Lieuallen, Kathy	Umatilla Co SO 911	Public Safety Communications	County
Malin, Dan	OSP CJIS	Law Enforcement	State
Moore, Andrea	Beaverton PD	Law Enforcement	Local
Moorhead, Clay	CDA/UASI/POEM	Emergency Management	County
Mutchler, Wade	FBI	Law Enforcement	State
Norris, Ron	City of Medford Fire	Fire Services	Local
O'Connell, Terry	OSP, CJIS	Law Enforcement	State
Pedersen, Paul	Wash Co 911	Public Safety Communications	County
Regan, Eugene	Douglas Co Health	Health Care	Local
Roberts, Doug	Port of Portland	Transit	Local
Robinson, Dana	Clackamas Co Homeland Sec.	Law Enforcement	Local
Rogers, Seth	Mill Dept	Military	State
Rueben, Ken	Oregon Dept of Justice	Law Enforcement	State
Salle, Steve	St Helens PD	Law Enforcement	Local
Salmon, Scott	MCEM	Emergency Management	County
Shankle, Gregg	OSP	Law Enforcement	State
Smith, Brady	Siletz Tribe	Tribe	Local
Swanson, Eric	Tillamook 911 Dist	Public Safety Communications	County
Swinyard, Jim	Benton Co. SO	Law Enforcement	County
Thompson, Bill	Klamath Co Emerg Services	Public Safety Communications	County
Wampler, Joe	Hood River Co SO	Law Enforcement	County
Watson, Steve	Columbia 911 Comm District	Public Safety Communications	County
Watson, Steve	Columbia 911 Comm	Public Safety Comm	Local
Wickman, Kathleen	ODA	Other	State
Wilson, Ed	DEQ	Other	State
Winegar, Scott	Portland	Emergency Management	Local

# Intelligence/Information Sharing and Dissemination

## Strengths

- Terrorism Intelligence Threat Assessment Network (TITAN)
- Oregon State Information Network (OSIN)
- Information center
- LEDS/OERS
- JTTF/OPSS
- Military information
- Health information process (JIC, health systems and examples)
- Critical infrastructure information system
- Classified data sharing (law, military systems very clear)
- Look to National Data exchange in FY 2008
- Klamath County intelligence sharing and distributing group
- TOPOFF

## Weaknesses

- Lack of Organization to receive, analyze, and distribute intelligence (process and system)
- No fusion center
- Establish distribution and points of flow
- Ensure inclusion on all disciplines
- Establish statewide system and process
- Ensure NIMS is used in intelligence and information sharing procedures
- Work with legislative and executives to create institutional systems and mandate process
- Educate disciplines to understand importance of data communication
- Establish info advancement process
- Need security clearance protocols
- Enhance the system to provide information to the public
- Incorporate intelligence systems statewide
- Establish information classification and definition of classified and non-classified
- Establish PIO workgroup/network
- Need Staff
- Need tools to transfer information
- Institutionalize training for information sharing in all disciplines
- Need cyber security protocols and abilities
- Communication security awareness (equipment, systems)
- Public education (indicator, critical infrastructure, who do you call)
- Incorporate federal programs (assess programs in the state)
- Need to ensure commitment from all levels of government
- Ensure all partners are included in exercises

## Initiatives

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Law Enforcement Information Sharing

*Initiative:* Strengthen Information Sharing and Collaboration Capabilities

This initiative consists of enhancing the information sharing capabilities of law enforcement organizations and their coordination and collaboration capabilities with all other responder disciplines. This initiative will establish standardization among public safety disciplines for information and dissemination with an all crimes approach.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

The geographical context of this initiative is statewide to include all public safety disciplines at the state, tribal, regional, county, and municipal levels.

The state of Oregon's geographical diversity and population density creates unique needs and limitations statewide. The public safety agencies in Oregon have diverse staffing levels that also increase limitations. For this reason this initiative focuses on regional resources to enhance the capabilities statewide.

- 3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

This initiative emphasizes the need for staffing and planning resources regionally to improve the intelligence-sharing infrastructure and to ensure long-term stability. Staff consists of law enforcement agencies that are heavily over tasked and in dire need of assistance to enhance the intelligence-sharing infrastructure statewide.

There is currently no one center in the state with responsibility to receive, analyze, and distribute intelligence material. Information is fragmented across several organizations with differing operational responsibilities and goals. Consolidation and coordination are needed to properly compile information from all disciplines and levels of government statewide. In addition, there are also equipment needs for hardware, software, and redundant systems with appropriate security measures in place to enable timely and accurate information sharing.

Contractors and consultants have been used in the past with grant funding. These efforts need to be supported to allow organizations the ability to contract for review and planning of intelligence systems.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

A multi-discipline committee or workgroup to coordinate efforts and enhancements are needed to ensure information-sharing systems address the needs of the state, region, county, local, tribal levels of government, and non-government organizations.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

This initiative is related to regional collaboration, planning, NRP, interoperable communication, NIPP, and NIMS priorities. With the enhancement of intelligence and information sharing there will be an increase in the functionality of detection, deterrence, response, and recovery operations.

## Law Enforcement Investigation and Operations

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Anglemier, Jim	Salem PD	Law Enforcement	Local
Bender, Dean	Polk Co EM	Emergency Management	County
Bledsoe, Jason	OSP	Law Enforcement	State
Brown, Chris	Douglas Co. SO	Law Enforcement	County
Campbell, Kevin	OACP	Law Enforcement	Other
Cogburn, Chuck	DOJ	Law Enforcement	State
Connor, Dan	Marion Co SO	Law Enforcement	County
Downing, Pat	Coos Co SO	Law Enforcement	County
Eisner, Glen	Portland Fire	Fire Services	Local
Lau, Al	OPUC	Utilities	Local
Moore, Andrea	Beaverton Police Dept.	Law Enforcement	Local
Munro, Terry	Portland Fire	Fire Services	Local
Mutchler, Wade	FBI	Law Enforcement	Other
Norris, Ron	Medford PD	Law Enforcement	Local
O'Connell, Terry	OSP/CJIS	Law Enforcement	State
Regan, Eugene	Douglas Co Health	Health Care	County
Rueben, Ken	DOJ	Law Enforcement	State
Salle, Steve	St Helens PD	Law Enforcement	Local
Shankle, Gregg	OSP	Law Enforcement	State
Swinyard, Jim	Benton Co SO	Law Enforcement	County
Tardiff, Robert	Newberg PD	Law Enforcement	Local
Wampler, Joe	Hood River Co SO	Law Enforcement	County
Watson, Steve	Columbia 911/Clastkanie PD	Law Enforcement/Public Safety Communications	County
Winegar, Scott	Portland Police	Law Enforcement	Local

# Law Enforcement Investigation and Operations

## Strengths

- Joint Terrorism Task Force (JTTF)
- Office of Public Safety and Security (OPSS)
- Law enforcement Working Groups (Metro)
- Terrorism Intelligence Threat Assessment Network (TITAN)
- COPLINK
- Law Enforcement Data System (LEDS)
- UASI concept of teams capability
- Specialty teams (OSP, UASI, Other)
- Mutual aid between Multnomah and Clark County
- Regional FBI workgroup

## Weaknesses

- Need training for first responders on who can investigate
- Need to establish statewide procedures on investigation progression
- Work with legislature to establish mandates/policies
- Work to change self sufficiency mentality
- Review RMS capabilities and coordinate statewide collaboration
- Address multiple systems and create statewide direction
- Enhance crime lab capabilities
- Enhance computer forensics tools and capabilities
- Institutionalize AWR 160 and crime scene needs training
- Create regional investigation capabilities
- Work with legislature on crime lab funding and maintenance
- Establish Statewide mutual aid
- Ensure NIMS is institutionalized
- Increase exercises
- Need law enforcement version of conflagration mutual aid organization structure
- Lack of capability to analyze data
- Staffing needs
- Institutionalize investigation courses

## Initiatives

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

**Name:** Law Enforcement Investigation/Operations

**Initiative:** Increase the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon.

This initiative will enhance the current capabilities of law enforcement to investigate and operate within terrorism and all hazard events statewide. By enhancing the current

capabilities statewide, regionally, and locally we will increase coordination, communication, and interoperability among law enforcement agencies to complete investigations that progress at all levels of government.

The primary concern of the stakeholders is the lack of statewide coordination and guidance to address data systems, working group participation, training, and exercises. This initiative will focus on the enhancement of these systems to ensure structure and organization is established to facilitate collaboration of investigation activities.

**2. Regional Construct: Briefly describe the geographical context of this initiative.**

The geographical context is statewide, regional, and local to include all public safety disciplines at the state, county, and municipal levels, keeping in mind that the state of Oregon's geographical diversity and population density is varied and creates unique needs and limitations for every area.

This initiative is intended to enhance and standardize investigation and operations at all levels of government in the state, with a heavy focus on regional collaboration.

**3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Many of the resources, processes, and tools already exist to implement this initiative. However, they must be leveraged, coordinated, and focused on this effort to ensure its success.

Training and trainers are needed to enhance the current training programs and to provide standard material statewide. Statewide direction to include planning, training, and exercises are needed to enhance and establish regional systems, marketing, and protocols. Technology enhancements are needed to maximize the coordination and improvement of planning and training capabilities. Standard equipment is needed to allow those capable organizations to complete investigations correctly and the ability to establish regional resources for those areas that are not capable.

Currently there are multiple options for data mining systems in the state. A review and consolidation of those capabilities is needed to facilitate statewide intelligence and investigative information sharing. Support should be contracted to complete assessments of current capabilities and identify gaps.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

A steering committee or task force that includes multi-agency and multi-discipline participation from around the state should guide the process and be supported by the Director of the Oregon Office of Homeland Security, working in concert with the Oregon Emergency Response System Council and the Domestic Preparedness Working Group.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

This initiative relates to Intelligence Sharing, Planning, NIMS, NRP, NIPP and Regional Collaboration.

This initiative helps to establish standardization among public safety disciplines in Oregon in the areas of investigation, as it relates to international and domestic terrorism, protocol, training, and public awareness on terrorism indicators.

## Implement the NIPP

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Abel, Steve	Oregon Military Dept.	Military	State
Brooks, David	City of Portland	Public Safety Comm	Local
Bullock, Steven	Mult. Co. EM	Emergency Mgt.	County
Clemo, Tom	Medford Fire	Fire	Local
Decker, Dara	Mult. Co. EM	Emergency Mgt.	County
Doud, Eva	DAS	Govt. Admin.	State
Downing, Pat	Coos Co. SO	Law Enforcement	Local
Gentry, Rose	ODOT	Transit	State
Grace, Frank	Gladstone PD	Law Enforcement	Local
Graham, Mark	Lane Co. SO	Law Enforcement	Local
Harrington, David	Portland Transp.	Transit	Local
Harrison, Deb.	CJSD	Law Enforcement	State
Lau, Al	OPUC	Public Utilities	State
Merlo, Carmen	CJSD	Law Enforcement	State
Moore, Andrea	Beaverton Police	Law Enforcement	Local
Neff, Keith	Douglas Co. Fire	Fire	Local
Newell, Mary	Newberg PD	Law Enforcement	Local
Noel, Steve	OR Info Security	Public Safety Comm	State
Norris, Ron	City of Medford	Govt. Admin.	Local
Pederson, Paul	Washington Co. 911	Public Safety Comm	County
Porter, Scott	Washington Co. Em	Emergency Mgt.	County
Rice, Darren	WVCC	Public Safety Comm	Local
Salmon, Scott	Multnomah Co. EM	Emergency Mgt.	County
Shankle, Gregg	OSP	Law Enforcement	State
Swanson, Eric	Tillamook 9-1-1	Law Enforcement	Local
Swinyard, Jim	Benton Co. Sheriff	Law Enforcement	County
Tardiff, Robert	Newberg PD	Law Enforcement	Local
Thompson, Bill	Klamath Co. EM	Emergency Mgt.	County
Wampler, Joe	Hood River Co. SO	Law Enforcement	Local
Williford, Jim	Oregon Military Dept.	Military	State
Winegar, Scott	Portland Police	Law Enforcement	Local
Paulsen, Laureen	Oregon Emergency Mgt.	Emergency Mgt.	State

# Implement the NIPP

## Strengths

- UASI – RFP out for bid now – Identify public and private but prioritize public
- Oregon Critical Asset Team Survey (OCATS)
- Software for vulnerability assessment – Sandbox
- Buffer Zone Protection Plan –USDHS Program
- EPA grants for water service provider RAM vulnerability assessments and ERP's
- ODOT has identified and prioritized state owned bridges (developed security plans)
- Guard – facilities and risk assessment identified funding program
- UASI dollars have provided site security at 4 out of 5 communication sites (80% covered sites)
- DAS is focusing on State level cyber security
- TRriMet has gone thru the TSA System Security Evaluation
- State Department of Ag and Public Health are working on plans (Response and COOP/COG)
- Information sharing among law enforcement agencies
- Oregon Infragard
- Local fire pre-plans
- HazMat pre-plans

## Weaknesses

- Focused on protection of national assets
- Need a central fusion center to receive and disseminate information
- Network communication weak
- Conflicting definitions for critical infrastructure (CI)
- Center on points rather than whole, i.e., a critical bridge vs. entire railroad line
- A lot of focus on terrorism but need for protective plans for flood, earthquake etc,
- No baseline methodology to compare – methods are not the same – need abbreviated baseline assessment for comparison purposes
- Lack application and assessment training
- National plan works with private, not public
- 85 percent of CI is privately held – proprietary
- Confidentiality of information is a concern
- Lack of willingness for public/private collaboration
- Lacking connectivity between facilities, need system approach
- No methodology for enterprise approach
- Need strategic enterprise wide plan for implementation
- Criticality vs. vulnerability
- Lacking focus on technology assets – system wide
- No statewide cyber attack response plan
- Education of people in field
- Business continuity planning COOP/COG
- Federally mandated security levels
- Get response from federal officials

- Lack Credentialing guidelines
- Adding protective measures takes a significant financial commitment
- Plans to mitigate all risks – expensive
- Need partnerships across jurisdictions and across disciplines
- Catalogue for protection standards for different types of infrastructure

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Establish a critical infrastructure protection program for the state of Oregon.

*Initiative:* Develop and implement a comprehensive statewide Critical Infrastructure/ Key Resource (CI/KR) plan that facilitates business and government continuity that recognizes the need for one comprehensive standard baseline assessment tool; stresses the importance of BCP, COOP, COG and standardizes CI/KR definitions and inventories while allowing flexibility in implementation.

This initiative will provide the necessary direction for public and private entities in Oregon to develop and implement comprehensive plans to prepare and protect both physical and virtual systems and assets critical to the well being of the citizens of Oregon.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative is statewide in its construct but is intended to enhance and standardize program planning and implementation activities for the private sector and at all levels of government in the state, with a heavy focus on regional collaboration in these efforts.

- 3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Critical Infrastructure Protection encompasses both physical and virtual systems and assets. The Program and Capability Review process revealed a number of processes in progress at this time; however, there is no manner of standardization to ensure that a consistent methodology is applied across sectors. It is evident that the magnitude of the scope of critical infrastructure protection is larger than the resources, processes, and tools currently available within Oregon.

Development of a central coordination center is needed for CI/KR related issues and information. As noted previously, several processes are under way however there is no one repository or single means of access to that information. There is a need to consolidate disparate information and create a comprehensive list of CI while protecting proprietary and sensitive information. This information could be co-located with a law enforcement fusion center, also outlined in the State of Oregon's Enhancement Plan.

Funding is needed for security specialist staffing to assist state, local, tribal and private sector entities with identifying, assessing, prioritizing, and implementing protective measures for CI/KR that is consistent.

Required staffing would be incorporated with regionalization efforts also outlined in the State of Oregon's Enhancement Plan. Regional staff would also be tasked to assist with Business Continuity Planning, Continuity of Operations Planning, and Continuity of Government Planning, which have been outlined as a priority for improving infrastructure protection. These planning projects are labor intensive and require dedicated staff to ensure completeness, consistency, and accuracy.

Cyber security issues and concerns were expressed by the majority of the stakeholders participating in the review. Basic user awareness to potential problems is needed at all levels, as is the maintaining of technical system expertise, software, and hardware to deter exploitation of virtual capacities.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

The Homeland Security Senior Advisory Committee, working in concert with the Director of the Oregon Office of Homeland Security, should appoint the implementation steering committee or necessary task force(s) and provide oversight to and support for the implementation process. The Senior Advisory Committee should be accountable to the Governor's Security Council.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

This initiative supports three overarching national priorities.

- Implement the National Incident Management System and National Response Plan.
- Implement the Interim National Infrastructure Protection Plan
- Expand Regional Collaboration

Also supported is the capability specific priority to strengthen information sharing and collaboration, and the following State homeland security strategy goals:

- Goal 2: Increase the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon
- Goal 7: Enhance cyber security capabilities

## Citizen Preparedness and Participation

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Anderson, Brian	Josephine County SO	Law Enforcement	County
Bennett, Rodger	City of Florence	Govt. Admin.	Local
Brown, Chris	Douglas Co. SO	Law Enforcement	County
Buchanan, John	Suislaw Valley Fire	Fire	Local
Buckingham, G.	Klamath Co.	Emergency Mgt.	County
Chaffin, Chuck	Lake Oswego Fire	Fire	Local
Curry, Mike	Jackson Co. EM	Emergency Mgt.	County
Dodge, Mark	Clackamas Fire	Fire	Local
Dugan, Kerry	Portland EM	Emergency Mgt.	Local
Edwards, Lucy	Ashland Cert	Volunteer	Local
Finseth, Ian	OEM	Emergency Mgt.	State
Harrington, Cathy	Gresham EM	Emergency Mgt.	Local
Jones, Jack	Jefferson Co. SO	Law Enforcement	County
Joy, Kathleen	Oregon Volunteers	Volunteer	State
Kennedy, Neil	Tualatin Valley Water	Public Works	Local
Murphy, Michael	Curry Co.	Emergency Mgt.	County
Nicholson, Sara	Josephine Co. EM	Emergency Mgt.	County
Saldana, Connie	Rogue Valley COG	Govt. Admin.	Other
Smith, Brady	Siletz Tribe	Tribal	Local
Stevenson, Roger	City of Salem	Emergency Mgt.	Local
Stinson, Wayne	Douglas Co. EM	Emergency Mgt.	County
Switzer, Jim	Motorola	Other	Other
Thomas, Patricia	Jefferson Co.	Public Health	County
Wiley, Chris	City of Sherwood	Emergency Mgt.	Local
Zeltvay, Jenny	Josephine Co. EM	Emergency Mgt.	County
Robinson, Dana	Clackamas Co.	Emergency Mgt.	County

## **Citizen Preparedness and Participation**

### **Strengths**

- Public awareness; Y2K was noted as a good model, maybe because the message was consistent and the timeline was definitive
- Many dedicated retired people with lots of time, expertise, and good intentions
- Volunteers training and managing volunteers (peer group that isn't government)
- Church-based organizations; service organizations
- Are You Ready? Program
- VOAD/COAD is both a strength and a weakness
- Having volunteers do outreach. Extensive outreach programs, emergency preparedness fairs, etc.

### **Weaknesses**

- Consistent core message broadcast more often is needed, especially a message that comes from the state level
- Perception that the state and federal governments failed during Katrina; FEMA becoming an emergency response agency
- Need consistent ongoing training program to help local governments develop plans and procedures for managing emergent volunteers
- Lack of ongoing training and engagement
- Lack of notifying the public about the risk in the Pacific NW, especially the terrorist cells that exist in the region
- Need multicultural awareness and resources – same issue with special needs populations
- Need for dedicated funding
- Volunteers need constant management/coordination
- Pervasive apathy
- Resources for low-income households to assemble 72 hours kits
- Cultural and linguist differences between the emergency management and citizens
- Poor web-based information specific to Oregon
- No consistency around the state in what various CERTs do
- No emergent/spontaneous volunteer program
- No consistent training program for CERT
- Need more involvement in disaster preparedness month
- Need statewide certification/credentialing of volunteers
- Need statewide/regional training cadre, facilities

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Citizen Preparedness and Participation

*Initiative:* Enhance and expand Citizen Preparedness and Participation to prevent, protect against, respond to, and recover from all threats and hazards.

This initiative consists of two major components: a focus on increasing individual public preparedness to reach the President's goal of 100% individual preparedness nationwide, and expanding and enhancing volunteer participation through Citizen Corps Programs for providing assistance to first responders.

### **Public Preparedness**

The state of Oregon will expand and enhance a statewide program for public education and outreach, including the areas of prevention, protection, response, and recovery for all threats and hazards, including special needs populations to lessen the burden and impact on emergency service providers.

### **Volunteer Participation for Assistance to First Responders**

The state of Oregon will expand and enhance local, state, tribal, and statewide Citizen Corps programs in a statewide program to facilitate standardization for training in all Citizen Corp program areas, credentialing, and incorporating existing programs into a regional collaborative effort for training and response to assist emergency service providers in times of emergency.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative is statewide in its construct but is intended to enhance and standardize program implementation activities at all levels of government in the state. It will also facilitate the integration of governmental citizen preparedness implementation efforts with those of private industry and non-governmental organizations, with a heavy emphasis on regional collaboration.

- 3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Many resources, processes, and tools already exist to implement this initiative. However, they must be leveraged, coordinated, and focused on this effort to ensure its success.

A steering committee or task force that includes multi-agency and multi-discipline participation from around the state should guide the process and be supported by the

state's Domestic Preparedness Working Group and Homeland Security Senior Advisory Committee. The committee will need to coordinate with existing Citizen Corps programs, existing volunteer organizations such as the Red Cross and Salvation Army, faith based organizations, the private sector, and other non-governmental organizations.

Additional professional and administrative staff will be required at the state level to successfully and fully implement this initiative. The staff is needed to provide the nucleus of the steering committee or task force, to facilitate the implementation process, and to handle much of the targeted outreach. Possible sources of funding include DHS grants, service organizations, faith based organizations, United Way, foundations, state funds, local governments, the private sector (including insurance companies), and individuals. Department of Homeland Security, Centers for Disease Control, and/or other federal grants may be needed to fund the additional staff needed for this effort.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

The Homeland Security Senior Advisory Committee, working in concert with the Director of the Oregon Office of Homeland Security, should appoint the implementation steering committee or necessary task force(s) and staff, and provide oversight to and support for, the implementation of a regional and statewide public preparedness campaign.

**5. Program Management: Explain how this initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

This Initiative supports all elements of the State Homeland Security Program and supports all National priorities. The involvement of citizens and organized volunteer programs in disaster preparedness, response, and recovery lessens the burden on all levels of government during an emergency or disaster.

## Restore Lifelines

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Best, Stephen	Gresham Fire HM-3	Fire Services	Local
Buchanan, John	Suislaw Valley Fire	Fire Services	Local
Buckingham, George	Klamath Co	Emergency Management	County
Burright, Brian	Columbia River F&R	Fire Services	Local
Burright, Brian	Columbia River Fire	Fire	Local
Clemo, Tom	Medford Fire	Fire Services	Local
Decker, Dara	Union Co Emerge Svcs	Emergency Services	County
Decker, Dara	Union Co. EM	Emergency Management	County
DeLaVergne-Brown, Muriel	Deschutes	Public Health	Local
Donegan, Kevin	Clackamas Fire Dist #1	Fire Services	County
Eisner, Glen	Portland Fire	Fire	Local
Gentry, Rose	ODOT	Transit	State
Greisen, Michael	Scappoose Fire Dist	Fire Services	Local
Harrington, Cathy	Gresham EM	Emergency Management	Local
Harrington, David	Portland Transportation	Transit	Local
Hathaway, Jody	Southern OR Reg Comm	Public Safety Comm	County
Howell, James	Linn Co SO EM	Emergency Management	County
Jay, Kathleen	Oregon Volunteers	Volunteers	Other
Jemelka, Dan	ODA/AHID	Other	State
Jones, Sally	Columbia 911 Comm Dist	Public Safety Comm	County
Kennedy, Neil	Tualatin Valley Water Dist	Public Works	Local
Knowlton, Lee	Columbia 911 Comm Dist	Public Safety Comm	County
Lieuallen, Kathy	Umatilla Co SO 911	Public Safety Comm	County
Malin, Dan	OSP CJIS	Law Enforcement	State
Manning, Tom	Tillamook OR EM	Emergency Management	County
Merlo, Carmen	CJSD	Law Enforcement	State
Miglioretto, Eliz.	Lane Co. Health	Public Health	County
Murphy, Michael	Curry Co	Emergency Management	County
Neff, Keith	Douglas Co Fire Dist #2	Fire Services	County
Otjen, Sue	OSFM	Fire	State
Pricher, Jeff	Cascade Locks Fire	Fire Services	Local
Regan, Eugene	Douglas Co. Health	Public Health	County
Reynolds, Tobie	Prineville PD	Law Enforcement	Local
Smith, Brady	Siletz Tribe	Tribal	Other
Stevenson, Roger	City of Salem	Emergency Mgmt.	Local
Stream, April	Jefferson Co	Public Safety Comm	County
Webber, Don	DCSO Emerg Srvc	Emergency Management	County
Wilson, Ed	DEQ	Other	State

# Restore Lifelines

## Strengths

- Existing teams and organizations within counties and state agencies that are cataloging and identifying critical infrastructure, and have the demonstrated ability to restore lifelines. (ODOT and county Public Works)
- Knowledge and experience base at local, county, and state levels
- Sustainability within some state and county agencies
- Critical infrastructure identification and risk assessments already underway or completed

## Weaknesses

- Coordinated planning at all levels and jurisdictions addressing: assessment, repair and restoration, management, COOP, and COG
- Training and exercise
- Public Education
- Mitigation

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Restoration of Lifelines

*Initiative:* Enhance capabilities to assess, repair and restore, manage, and sustain critical lifelines.

This initiative will enhance the existing capabilities of state, county, and local agencies with responsibility for the management of clearing and restoration activities associated with critical lifeline damage following a terrorism or natural disaster event. This initiative enhances present capabilities by supporting existing teams and organizations with well-developed, coordinated plans for restoring lifelines that include identification and risk assessment, repair and restoration, management, and sustainability.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative will involve existing state, local, county, and private teams and organizations with restoration of lifelines missions in the UASI city of Portland, and the five Homeland Security Regions of the state. The priority of effort going to the UASI city of Portland, and then the other regions of the state based upon threat, risk, and vulnerability.

**3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created, or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Several state and county agencies, along with most private companies, have identified critical infrastructure for which they're responsible, and have plans in place to repair and restore critical lifelines damaged or destroyed by a terrorist event or natural disaster. Additionally, the state's Emergency Management Plan includes a detailed Relief and Recovery plan.

Funding in support of this initiative would provide for the resources, processes, and tools dedicated to completing the identification and assessment of critical infrastructure throughout the state; a well-developed restoration of lifelines plan that is coordinated between state, county, local agencies, and private stakeholders; and mitigation activities.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

State responsibility and authority based upon formalized channels of cooperation and collaboration from local and regional stakeholders.

**5. Program Management: Explain how this initiative relates to the overall State Homeland Security program, and/or how it helps incorporate the three Overarching National Priorities.**

Goals from the state strategy that are in line with this initiative:

- **Goal 1:** Enhance communications interoperability among public safety agencies
- **Goal 3:** Enhance Oregon's capability to recover from CBRNE/WMD and all hazard events
- **Goal 4:** Enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazard events
- **Goal 5:** Ensure Emergency Management all hazard planning and program infrastructure is maintained and enhanced statewide

This initiative supports the three Overarching National Priorities by updating Restoration of Lifelines planning to be in compliance with NIMS/NRP; by approaching identification, assessment, planning and mitigation activities through regional collaboration; and by state implementation of the national Infrastructure Protection Plan.

## EOC Management

### Stakeholders

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Abel, Steve	Oregon Guard	Military	State
Anderson, Brian	Josephine Co. SO	Law Enforcement	County
Bamberger, Mike	Benton Co. EM	Emergency Mgmt.	County
Bennett, Rodger	City of Florence	Govt. Admin.	Local
Boro, John	OR Dept. of Forestry	Other	State
Boynton, John	Grant Co. SO	Law Enforcement	County
Brooks, David	City of Portland	Public Safety Comm	Local
Brooks, David	City of Portland	Public Safety Comm	Local
Bullock, Steven	Multnomah Co. EM	Emergency Mgmt.	County
Chaffin, Chuck	Lake Oswego Fire	Fire	Local
Cook, Linda	Lane Co. SO	Emergency Mgmt.	County
Craigmiles, Kelly	OEM	Emergency Mgmt	State
Crocker, Theresa	Multnomah Co. EM	Emergency Mgmt.	County
Curry, Mike	Jackson Co. Em	Emergency Mgmt.	County
Dailey, Rod	Klamath Co. Sheriff	Law Enforcement	County
Davidson, Mike	Wasco Co. SO	Law Enforcement	County
Denny, Ray	Umatilla Co. Em	Emergency Mgmt.	County
DePew, Beth	Jackson Co. HRSA	Public Health	County
Dodge, Mark	Clackamas Fire	Fire	Local
Dugan, Kerry	Portland EM	Emergency Mgmt.	Local
Edwards, Lucy	Ashland CERT	Volunteer	Local
Englet, Lance	Oregon Military	Military	State
Finseth, Ian	OEM	Emergency Mgmt.	State
Folkestad, Mike	Jefferson Co. EM	Emergency Mgmt.	County
Govro, Mike	ODA Food Safety	Public Health	State
Grace, Frank	Gladstone PD	Law Enforcement	Local
Graham, Mark	Lane Co. SO	Emergency Mgmt.	County
Groat, Tom	CTUIR EM	Tribal	Local
Harguth, Vicki	Columbia Co. EM	Emergency Mgmt.	County
Harrison, Deb.	CJSD	Gov. Admin.	State
Heilman, Pam	Marion Co. Health	Public Health	County
Hellman, Roberta	Washington Co. HHS	Public Health	County
Howard, Galen	LCOG	Govt. Admin.	County
Huntsman, Terry	Tillamook Co. SO	Law Enforcement	County
Jones, Jack	Jefferson Co. SO	Law Enforcement	County
Kresner, Jeff	American Red Cross	Public Health	Other
Larsen, Ellen	Hood River Co. Health	Public Health	County
Leach, Lei	Linn Co. EM	Emergency Mgmt.	County
Leonard, Chuck	ODA	Public Health	State
Maca, Bob	Yamhill Co. EM	Emergency Mgmt.	County
McGuire, Mike	Portland EM	Emergency Mgmt.	Local
Moorhead, Clay	Portland EM	Emergency Mgmt.	Local
Murphy, Mike	Portland EM	Emergency Management	Local

<b>Name</b>	<b>Agency</b>	<b>Discipline</b>	<b>Jurisdiction</b>
Newell, Mary	Newberg PD	Law Enforcement	Local
Nicholson, Sara	Josephine Co. EM	Emergency Mgmt.	County
Pedersen, Paul	Washington Co. 9-1-1	Public Safety Comm	County
Peterman, Kevin	ONG	Military	State
Porter, Scott	Washington Co. EM	Emergency Mgmt.	County
Regan, Eugene	Douglas Co. Health	Public Health	County
Roberts, Doug	Port of Portland	Transit	Local
Robinson, Dana	Clackamas Co. HS	Emergency Mgmt.	County
Rogers, Seth	Oregon Military	Military	State
Saldana, Connie	Rogue Valley COG	Govt. Admin.	Other
Salmon, Scott	Multnomah Co. Em	Emergency Mgmt.	County
Stinson, Wayne	Douglas Co. EM	Emergency Mgmt.	County
Switzer, Jim	Motorola	Public Safety Comm	Other
Thomas, Patricia	Jefferson Co. Health	Public Health	County
Thompson, Bill	Klamath Co. EM	Emergency Mgmt.	County
Tirapelle, Millie	SORC 911	Public Safety Comm	Other
Turnbull, Phil	Josephine Co. Fire	Fire Services	County
Vanderzanden, J.	Marion County EM	Emergency Mgmt.	County
Wickman, Kathleen	ODA Lab	Public Health	State
Wilde, Kristi	Central Lane 9-1-1	Public Safety Comm	County
Wiley, Chris	City of Sherwood	Govt. Admin.	Local
Willeford, Jim	Oregon Military Dept.	Military	State
Wright, Russ	Crook Co. SO	Emergency Mgmt.	County
Zeltvay, Jenny	Josephine Co. EM	Emergency Management	County

# EOC Management

## Strengths

- Staffing/funds – leverage EMPG/others. Expand/enhance use of ICS in EOCs.
- Enhance knowledge of FUNCTION vs. location, portability, virtual EOCs.
- Regional approach to EOC exercises, portability, virtual EOCs, shared resources, IMTs, seasoned staff

## Weaknesses

- Maintain/expand USFS/ODF resource mobilization model. Consider/adopt the model as a template; develop more competencies in EOC management, functions, and people. Need to enhance public education of functions for disciplines, define basic functions of local, regional, state, MACC, MACE roles and responsibilities as well as those of other agencies.
- Develop region wide/statewide public information system, protocols for communication (both internal and external), information management coordination, and education of media, media relations, portable/virtual JIC.
- Develop primary and secondary interoperable communications, redundant systems within a jurisdiction, cross-jurisdictional, and regional.
- Establish/enhance cyber security for EOC.
- Need funds to develop dedicated primary and alternate EOCs to include building/facility, equipment, and technology.

## Initiative

- 1. Provide the name of this initiative. Describe how this initiative will address the priority needs and strengths identified through the program and capability evaluation, and prioritization analysis.**

*Name:* Improve statewide EOC operational capacity and interoperability

*Initiative:* Improve statewide EOC operational capacity and interoperability by developing and implementing a standardized statewide training and exercise program for EOCs.

- 2. Regional Construct: Briefly describe the geographical context of this initiative.**

This initiative is statewide in its construct but is intended to enhance and standardize program planning and implementation activities at all levels of government in the state, with a heavy focus on regional collaboration in these efforts. It will also facilitate the standardization in EOC operations, training, and exercises, consistent with NIMS/NRP implementation. Standardization in EOC operations will enhance interoperability of EOC functions and staff that would allow for creation and deployment of local incident management teams in support of disasters across the state.

**3. Resources, Processes, and Tools: Identify the resources, processes and tools that already exist, and those that will need to be leveraged, created or acquired for this initiative. Briefly consider how these resources, processes, and tools may be attained.**

Many of the resources, processes, and tools already exist to implement this initiative. However, they must be leveraged, coordinated, and focused on this effort to ensure its success.

A steering committee or task force that includes multi-agency and multi-discipline participation from around the state should guide the process and be supported by the Director of the Oregon Office of Homeland Security, working in concert with the Oregon Emergency Response System Council and the Domestic Preparedness Working Group.

Oregon will need to leverage the existing Oregon Department of Forestry ICS “shadow team” program, the Office of State Fire Marshal Incident Management Team program, other existing highly functioning mobilization plans/programs, the HSEEP exercise doctrine, and existing training programs on ICS functions as outlined in NIMS.

Additional professional and administrative staff will be required at the state and regional level to successfully and fully implement this initiative. The staff is needed to provide the nucleus of the steering committee or task force, to facilitate the standardization process, and to handle much of the targeted outreach for training and exercises locally and regionally. Department of Homeland Security, Centers for Disease Control, and/or other federal grants may be needed to fund the additional staff needed for this effort.

**4. Governance Structure: Describe the high-level governance structure (e.g., management plan, stakeholder involvement) required for successful implementation of this initiative.**

The Director of the Oregon Office of Homeland Security, working in concert with the Oregon Emergency Response System Council and the state’s Domestic Preparedness Working Group, should appoint a steering committee or necessary task force representative of the stakeholder disciplines to provide oversight to the development and implementation of the process.

**5. Program Management: Explain how this initiative relates to the overall State homeland security program, and/or how it helps incorporate the three Overarching National Priorities.**

Tenants of NIMS are utilized in EOC management. The integration and implementation of NIMS and the NRP would occur through local, regional, tribal, and state EOCs.