

Introduction

This Investment Justification Template workbook should be used to develop an Investment Justification to request FY 2006 HSGP funding (SHSP, UASI, LETPP, MMRS, and/or CCP) in order to help achieve the Initiatives outlined in the Program and Capability Enhancement Plan.

Overview

This workbook contains 15 sheets for States/Urban Areas to propose Investments for FY 2006 HSGP funding consideration. Worksheets are provided to propose up to 15 Investments per State/Urban Area. States/Urban Areas may propose less than 15 Investments as appropriate, but cannot propose more than 15 Investments.

Each Investment Justification worksheet is broken out into 4 high-level Categories: Background, Regionalization, Impact, and Funding and Implementation Plan. Each Category contains sub-questions that must be answered for each proposed Investment.

Responses to each question must be contained to the space provided to ensure word limitations are met. Each question must be addressed in order for the application to be considered complete. If an application is not complete, scoring may be impacted.

In addition, a "Summary Sheet" is included at the end of the 15 Investment worksheets. This Summary Sheet will be automatically populated by information entered on the individual worksheets. States/Urban Areas are encouraged to review the Summary Sheet after completing all Investment worksheets to ensure thorough and accurate completion of the Investment worksheets.

Instructions

For detailed instructions on how to navigate the Template, and on how to respond to each Investment Justification, please refer to the Investment Justification Users Manual.

If you have further questions, please contact the Centralized Scheduling and Information Desk (CSID) at askcsid@dhs.gov, 1-800-368-6498. CSID hours of operation are from 8:00 a.m. - 7:00 p.m. (EST), Monday-Friday.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

1

FY 2006 Urban Area Name:

\$3,674,000

Investment Name: Regional Collaboration

I. BACKGROUND

I.A: Provide a summary description of this Investment and its purpose. (Not to exceed 200 words)

This investment will expand the capabilities of the five homeland security regions within the State of Oregon to facilitate and enhance all hazards planning, organization, preparedness, training, and exercises. Through regionalization, the state will maximize specialized capabilities by leveraging resources, spreading costs, and sharing risk across multiple jurisdictions. FY 2006 funding will be used to hire staff at both the state and regional levels to provide infrastructure support to accomplish the missions and goals of the Oregon Homeland Security Strategy, National Preparedness Goal, National Incident Management System (NIMS), National Response Plan (NRP), and the National Infrastructure Protection Plan (NIPP). By embracing a regional approach to building, sustaining, and sharing capabilities, the goal is to implement standardized and improved coordination of POETE capabilities and build resiliency at every level to detect, prevent, and respond to CBRNE / WMD and all hazard events.

I.B: Explain how the Investment will support the implementation of an Initiative(s) from the Program and Capability Enhancement Plan, and the achievement of goals and objectives from your State/Urban Area homeland security strategy(ies). (Not to exceed 300 words)

This investment justification supports all of the initiatives identified in the Enhancement Plan by strategically coordinating prevention, protection, response, and recovery capabilities on a regional level and furthermore, allows for a thoughtful and deliberate implementation of Oregon's Homeland Security Strategy, specifically, its goal to enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazard events.

The lack of personnel resources at both the state and local level has hindered progress in implementing key components of the State Homeland Security Strategy and the national priorities. Adequate staff is needed to oversee the implementation of these critical missions and functions.

I.C: List up to four National Priority(ies) this Investment primarily supports.

Expanded Regional Collaboration

Implement the Interim NIPP

Implement the NIMS and NRP

Strengthen Information Sharing and Collaboration Capabilities

I.D: List up to six Target Capability(ies) from the Target Capabilities List this Investment primarily supports.

Planning

Responder Safety and Health

Critical Infrastructure Protection (CIP)

Citizen Protection: Evacuation and/or In-Place Protection

Intelligence/Information Sharing and Dissemination

Communications

II. REGIONALIZATION

II.A: Describe the geographic and demographic area(s) this Investment covers. (Not to exceed 275 words)

This investment focuses resources across the state via five regions that were identified based on population, population density, urban areas, critical infrastructure, transportation routes, and mutual aid structures: REGION 1 - Benton, Lincoln, Linn, Marion, Polk, and Yamhill Counties, REGION 2 - Columbia, Clackamas, Clatsop, Multnomah (UASI City of Portland), Tillamook, and Washington Counties, REGION 3 - Douglas, Coos, Curry, Jackson, Josephine, and Lane Counties, REGION 4 - Lake, Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Sherman, Wasco, and Wheeler Counties, REGION 5 - Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa Counties.

The 2005 certified population estimate for Oregon is 3,631,440. There are 6 metropolitan statistical areas in the state: The Portland-Vancouver-Beaverton MSA (Clackamas, Columbia, Multnomah, Washington, Yamhill Counties of Oregon, and Clark, Skamania Counties of Washington), Eugene-Springfield MSA (Lane County), Medford MSA (Jackson County), Salem MSA (Marion and Polk Counties), Corvallis MSA (Benton County) and the Bend MSA (Deschutes County). There are 9 federally recognized tribes: Burns Paiute Indian Colony, Confed. Tribes of Coos Lower Umpqua & Suislaw Indians, Coquille Indian Tribe, Cow Creek Band of Umpqua Indians, Grande Ronde Indian Community, Klamath Indian Tribe, Siletz Reservation, Umatilla Reservation, and Warm Springs Reservation. Based on Census 2000 data of Oregon's pop'n by race and ethnicity: approximately 18.7% of all Oregonians were non-White or Hispanic, and an estimated 12.1% spoke a language other than English at home. Approximately 1/2 of the statewide non-White and Hispanic populations were located in the Portland MSA.

INVESTMENT #

State/Territory Name: Oregon

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II.B: Explain how the State/Urban Area is organizing to implement this Investment over the identified geographic area(s).

(Not to exceed 300 words)

The Oregon Office of Homeland Security, through Oregon Emergency Management, will provide the leadership and management of this investment by hiring a state coordinator, and a regional coordinator and planner for each of the five regions. The Plans and Training Section of OEM provides planning, training, exercise and technical assistance to state and local jurisdictions and agencies to enhance emergency preparedness, response and recovery in an all-hazard environment. Current staff include four coordinators for planning, exercising, and training.

New regionally deployed personnel will work with established Health Resource Service Area (HRSA) regional coordinators, other state agency regional coordinators, and all applicable local, state, tribal, and federal stakeholders, as well as private and non-governmental organizations, to implement an effective regional approach for prevention, preparedness, response, and recovery efforts and to increase capabilities in the respective multidisciplinary service areas.

Regional Coordinators will work with stakeholders, establish and maintain workgroups, coordinate regional governance, coordinate and provide training, coordinate and facilitate exercises, assist with regionwide planning needs that ensure statewide collaboration and consistency, and provide guidance to the region. Regional Planners will facilitate workgroups to coordinate planning efforts, prepare guidance documents for NIMS, NRP, NIPP, etc., and work with individual counties to incorporate federal planning requirements.

II.C: Discuss the collaboration process you have, or will establish, with other regions and jurisdictions (inter- and intra-State) within or beyond the geographic/demographic area of this Investment. Discuss when and how you will engage stakeholders from those regions in specific support of this Investment. (Not to exceed 500 words)

This investment will enhance the on-going efforts to solidify robust collaboration and coordination efforts among existing discipline specific regions (HRSA, law enforcement, transportation, hazardous materials, etc.) into a holistic and comprehensive approach to homeland security. Regional coordination will help overcome the fragmented nature of local and agency-specific efforts. Successful implementation of the regional model will result not only in vertical coordination of efforts among federal, state, local, and tribal governments but also in horizontal coordination within regions. The desired outcome is to effectively distribute and align resources and capabilities across jurisdictional boundaries.

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, develop regional response and recovery plans, determine placement of equipment and resources for shared use, and ensure a more coordinated response to CBRNE and natural disaster emergencies. Decisions made collaboratively will have broader support than those that are made unilaterally. Engaging stakeholders will be a daily activity for the regional staff. Workshops and regional conferences will be conducted biannually to encourage and enhance the stakeholders' involvement and commitment.

This investment will further enhance existing mutual aid agreements with the states of Idaho, California, Washington, and Nevada by providing increased and solidified coordination, collaboration and communication.

III. IMPACT

III.A: Discuss anticipated impacts of this Investment and how the requested funding will help attain/achieve expected impacts. Consider the population and areas affected, and other entities (jurisdictions, disciplines) that could leverage the outcomes and impacts of the solution presented by this Investment. (Not to exceed 500 words)

A key tenet of the National Preparedness Goal is regional collaboration. Prevention, protection, response, and recovery missions will require extensive regional collaboration so it is imperative that the state initiates the foundation to increase efforts by state, local, and tribal entities to communicate and coordinate with one another and with private sector and non-governmental entities as well as the general public.

By leveraging existing resources the state will maximize limited capabilities. It will do so by regionally assessing, allocating, and evaluating efficiencies for building, sustaining, and sharing emergency preparedness, response, and recovery capabilities. With consensus on regional goals and knowledge of regional capacities, funds could be allocated in a more coherent manner. Federal and state emergency preparedness funds will be better coordinated by each jurisdiction to consider whether assets and resources already exist in neighboring jurisdictions and could be shared. In the past, decisions about those purchases generally were not based on knowledge of the current level of preparedness or requirements to reach a desired regional preparedness level.

It is anticipated that strong regional collaboration will further the state's broad strategic goals of enhancing preparedness, reducing vulnerability, and minimizing damages and recovery from an all-hazard event. Regional collaboration will: (1) promote citizen involvement in preparedness and public / private partnership to protect infrastructure, (2) strengthen multijurisdictional and multidiscipline partnerships to establish a coordinated decision-making process and implement emergency protective measures, (3) enhance mutual aid agreements, (4) coordinate plans for terrorism and all-hazards related training and exercises across the state and (5) build resiliency at every level to detect, prevent, and respond to CBRNE / WMD and all hazards events.

INVESTMENT #

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State/Territory Name: Oregon

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\$3,674,000

Investment Name: Regional Collaboration

III.B: Discuss how the implementation of this Investment will decrease or mitigate risk. (Not to exceed 500 words)

Regional coordination of homeland security preparedness, response, and recovery activities will decrease risk by mitigating overlapping and redundant functions and capabilities, minimizing capability gaps that currently exist, and establishing regional capabilities that would not be available to smaller jurisdictions throughout the state.

The goal is to buy down risk primarily as it relates to saving lives and protecting public and private property. To successfully activate and deploy response resources into an affected area; provide access to and mobility within operations; develop, coordinate, and execute an integrated incident management plan that includes the activities of all response agencies; allocate existing resources in support of the plan, and obtain additional resources that require efforts above and beyond those currently available for many jurisdictions and organizations throughout the state.

III.C: Describe what the potential Homeland Security risks of not funding this Investment are. (Not to exceed 500 words)

Without adequate funding and support, Oregon's already overwhelmed emergency response capabilities cannot meet the identified priorities in the national goal. Fragmented, rather than coordinated efforts, will continue to hinder effective homeland security strategies.

Successfully and meaningfully enhancing homeland security capabilities requires adequate levels of staffing. Without it, we are only making marginal efforts to improve homeland security and comply with state and federal directives.

IV. FUNDING & IMPLEMENTATION PLAN

IV.A: Investment Funding Plan

	FY 2006 Homeland Security Grant Program Request					FY 2006 HSGP Request Total	Other Funding Sources Applied	Grand Total
	SHSP	UASI	LETPP	MMRS	CCP			
Personnel	2,244,000					\$2,244,000		\$2,244,000
Planning	432,000					\$432,000		\$432,000
Organization	125,000					\$125,000		\$125,000
Equipment*								
Training	241,000					\$241,000		\$241,000
Exercises	432,000					\$432,000		\$432,000
M&A	200,000					\$200,000		\$200,000
Total	\$3,674,000					\$3,674,000		\$3,674,000

*If you plan to purchase Interoperable Communications Equipment, your Investment Justification must include discussion on planning, governance, training, policies, procedures, and/or exercises related to the equipment.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

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FY 2006 Urban Area Name:

\$3,674,000

Investment Name: Regional Collaboration

IV.B: Identify potential challenges to the effective implementation of this Investment (e.g., stakeholder buy-in, sustainability, aggressive timelines). (Not to exceed 300 words)

The challenges of implementing this investment are the continued support and buy-in of stakeholders, long-term funding and sustainability, autonomy of local jurisdictions and tribal governments, competing priorities within and among jurisdictions, and multiple and aggressive federal timelines.

IV.C: Explain how the identified challenges will be addressed and mitigated. (Not to exceed 300 words)

Continued support and buy-in of stakeholders will be addressed by actively coordinating and educating public officials, emergency responders, non-government organizations, and citizens of the value in regionalizing resources and capabilities to maximize available funding and preparedness activities. Representation from participating agencies and tribal governments will be solicited to ensure adequate stakeholder investment and involvement. Taking advantage of preexisting working relationships and allowing local jurisdictions the flexibility to pursue suitable working arrangements will facilitate regional coordination. Collaboratively defined funding priorities will be established to ensure regional vs. agency-specific capabilities are maintained.

The impact of aggressive federal requirements and timelines will be lessened by the additional infrastructure capabilities established by the regional infrastructure and maximized coordinated resources.

IV.D: Describe the management team, including roles and responsibilities, that will be accountable for the oversight and implementation of this Investment, and the overall management approach they will apply for the implementation of this Investment. (Not to exceed 300 words)

The Implementation of this investment will be the responsibility of Oregon Emergency Management, who will oversee the state planning and regional coordinators, and work with the Oregon Homeland Security Advisory Council as well as stakeholders in each region over issues of governance, staffing, planning, and coordination.

Regional governing groups will be established to enhance and ensure the collaboration, coordination, and inclusion of all applicable local, state, tribal, and federal stakeholders, as well as private and non-governmental organizations.

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FY 2006 Urban Area Name:

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Investment Name: Regional Collaboration

IV.E: Discuss funding resources beyond FY 2006 HSGP that have been identified and will be leveraged to support the implementation and sustainment of this Investment. (Not to exceed 300 words)

Currently, there are no funding resources to support this Investment beyond the FY 2006 grant period. The requested funding will support the initial implementation of this Investment. Sustaining this Investment is dependent on future Homeland Security Grant funds and will continue to be a priority investment for the state.

IV.F: Provide a high-level timeline, including milestones and dates, for the implementation of this Investment. Possible areas for inclusion are: stakeholder engagement, planning, major acquisitions/purchases, training, exercises, and process/policy updates. Space is provided for up to 10 milestones, but not all 10 spaces may be necessary for the response. ("Milestone" not to exceed 125 characters / approximately 25 words and "Related Activities" not to exceed 500 characters / approximately 100 words)

Table with 5 rows of milestones. Each row includes Milestone #, Milestone description, Start Date, End Date, and Related Activities. Milestone #1: Establish Memorandums of Understanding... Milestone #2: Hire one state level coordinator... Milestone #3: Conduct state and regional workshops... Milestone #4: Establish and implement regional governance... Milestone #5: Identify regional planning needs...

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Milestone #6

Coordinate and conduct regional training and exercises.

Start Date: 6/1/06

End Date: 5/31/08

Related Activities

Create standard regional training and exercise guidance to ensure coordination and collaboration statewide and regionally. Establish and expand regional training and exercise cadres to reduce duplication of effort. Develop and conduct regional training and exercises. Identify regional facilities to conduct training and exercises.

Milestone #7

Standardization and institutionalization of NIMS, NRP, and NIPP implementation.

Start Date: 1/1/07

End Date: 5/31/08

Related Activities

Develop a regional training program consistent with national standards. Expand cadre of qualified NIMS, NRP, and NIPP instructors. Develop methodology and conduct assessments on compliance efforts.

Milestone #8

Start Date:

End Date:

Related Activities

Milestone #9

Start Date:

End Date:

Related Activities

Milestone #10

Start Date:

End Date:

Related Activities

IV.G: Describe the planned duration for this overall Investment. Discuss your long-term sustainability plans for the Investment after your FY 2006 HSGP funds have been expended, if applicable. (Not to exceed 300 words)

This investment will have a long-term impact on the state by maximizing resources, minimizing duplication, and coordinating state, county, local, and tribal entities, and private and non-governmental organization capabilities. The long-term success of this investment is dependent on continuing funding and support from grant or other revenue sources.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

2

FY 2006 Urban Area Name:

\$24,400,000

Investment Name: OWIN: Oregon Wireless Information Network "Closing the Gaps"

I. BACKGROUND

I.A: Provide a summary description of this Investment and its purpose. (Not to exceed 200 words)

The safety of Oregon's population rests on the ability of its first responders to efficiently respond, coordinate, and communicate during major events. The local, state, tribal, and federal public safety community in Oregon currently uses a wide variety of communications systems. Each system was implemented independently and operates on different portions of the radio spectrum. The result is an inability to communicate with one another when needed. Recognizing this problem, the state has enacted legislation establishing a statewide interoperability network: Oregon Wireless Information Network (OWIN). OWIN will build an interoperable communications network and interconnect disparate public safety systems. This investment will (1) bridge a critical interoperability gap existing between three projects along the Interstate 5 (I-5) corridor protecting over 60% of Oregon's population and (2) support statewide interoperable communications by continuing planned enhancements of local systems.

I.B: Explain how the Investment will support the implementation of an Initiative(s) from the Program and Capability Enhancement Plan, and the achievement of goals and objectives from your State/Urban Area homeland security strategy(ies).

(Not to exceed 300 words)

The ability to support and implement any of the homeland security initiatives is anchored in the ability to effectively communicate. Strengthening interoperable communications capabilities is one of the most important Initiatives for the state identified in the Enhancement Plan and communications interoperability among public safety agencies is the state's first goal from the State Homeland Security Strategy. This investment will facilitate the development of a statewide secure and reliable interoperable communications architecture. It will have the greatest impact on the ability to efficiently and rapidly respond to an act of terrorism and minimize the loss of life and property within the state. The ability to communicate is vital to the ability to set up effective incident command at the scene and is critical to the effectiveness of NIMS. In addition, interoperable communications will enhance the state's ability to quickly recover and mitigate damage from acts of terrorism or natural disasters. Without effective communications, mutual aid and outside resources cannot be adequately deployed. In essence, all prevention, response and recovery efforts are directly and dramatically impacted by the ability of first responders to communicate.

I.C: List up to four National Priority(ies) this Investment primarily supports.

Strengthen Interoperable Communications Capabilities

Implement the NIMS and NRP

Strengthen Information Sharing and Collaboration Capabilities

Expanded Regional Collaboration

I.D: List up to six Target Capability(ies) from the Target Capabilities List this Investment primarily supports.

Communications

Public Safety and Security Response

Firefighting Operations/Support

Intelligence/Information Sharing and Dissemination

Law Enforcement Investigation and Operations

Onsite Incident Management

II. REGIONALIZATION

II.A: Describe the geographic and demographic area(s) this Investment covers. (Not to exceed 275 words)

This investment covers the entire state of Oregon, with focus on the I-5 corridor that includes over 60% of Oregon's population. This geographical coverage is significant and invaluable when considering the ability to coordinate resources required during a major manmade or natural disaster.

The 2005 certified population estimate for Oregon is 3,631,440. There are six metropolitan statistical areas in the state: The Portland-Vancouver-Beaverton MSA (Clackamas, Columbia, Multnomah, Washington, Yamhill Counties of Oregon, and Clark, Skamania Counties of Washington), Eugene-Springfield MSA (Lane County), Medford MSA (Jackson County), Salem MSA (Marion and Polk Counties), Corvallis MSA (Benton County) and the Bend MSA (Deschutes County). There are nine federally recognized tribes: Burns Paiute Indian Colony, Confederated Tribes of Coos Lower Umpqua & Suislaw Indians, Coquille Indian Tribe, Cow Creek Band of Umpqua Indians, Grande Ronde Indian Community, Klamath Indian Tribe, Siletz Reservation, Umatilla Reservation, and Warm Springs Reservation. Census 2000 data offer the most recent measures of Oregon's population by race and ethnicity: approximately 18.7% of all Oregonians were non-White or Hispanic, and an estimated 12.1% spoke a language other than English at home. Approximately 1/2 of the statewide non-White and Hispanic populations were located in the Portland MSA.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

2

FY 2006 Urban Area Name:

\$24,400,000

Investment Name: OWIN: Oregon Wireless Information Network "Closing the Gaps"

II.B: Explain how the State/Urban Area is organizing to implement this Investment over the identified geographic area(s).

(Not to exceed 300 words)

Coordinated at the state level, several regional efforts will work collaboratively to build the interoperable network. This investment bridges a critical interoperability gap that exists between efforts from three existing terrorism and homeland security related projects: (1) Portland Metropolitan area efforts under the Department of Justice High-Risk Metropolitan Area Interoperability Assistance Project and the Portland UASI project, (2) Federal Integrated Wireless Network (IWN) between Salem and Medford along Interstate 5, and (3) existing Lane County project that is part of an Oregon 4th Congressional District Transportation Grant project. Presently, there is little to no interoperability between the 800 MHz radio users in the Portland metro area, the 450 MHz users in the Lane County area, the 150 MHz state and local radio users throughout the rest of Oregon, and other public safety resources that would respond from outside of Oregon in case of a large event. The federal, state, and local public safety community in Oregon is currently using a variety of aged (10-30 year old) unsecured radio communications systems. Each of these systems has been implemented independently and each uses either unsecured, 50 year old analog technologies or different manufacturers' proprietary technology and different portions of the radio frequency spectrum. The result is an inability to communicate with one another when needed.

While the OWIN phases focus on the I-5 corridor, local levels of government will continue to upgrade current systems, connecting to OWIN when appropriate. Local system enhancements include (1) continuing to develop / update interoperable communications plans that incorporate management structures consistent with NIMS and NRP and (2) ensuring communications systems are interoperable, secure, and redundant.

II.C: Discuss the collaboration process you have, or will establish, with other regions and jurisdictions (inter- and intra-State) within or beyond the geographic/demographic area of this Investment. Discuss when and how you will engage stakeholders from those regions in specific support of this Investment. (Not to exceed 500 words)

The following stakeholders have participated in the collaboration / planning process: State Police, Department of Transportation, Oregon Emergency Management, Oregon Military, Federal IWN, Cities of Portland, Salem, Eugene, Albany, Roseburg, Medford, Ashland; Counties of Multnomah, Washington, Clackamas, Marion, Linn, Polk, Benton, Lane, Douglas, Coos, Curry, Jackson, and Josephine.

Interoperability is a complex issue to solve; these efforts must be undertaken locally, regionally and then coordinated at the higher levels of the state. Stakeholders in each of Oregon's homeland security regions are completing the planning process for interoperable communications. All planning efforts and other federally funded projects will support, integrate, and interoperate with the OWIN project.

The goal of OWIN is to connect interoperable stations with the state's disparate public safety systems. This goal will allow each level of government the latitude to continue to upgrade and operate their existing radio systems while ultimately providing the means to effectively connect each of these systems to each other.

Collaborative discussions / planning with local, county, tribal, state, and federal stakeholders for these projects have occurred: the Portland UASI expansion and conversion to the next generation of a secure trunked interoperable voice / data network; the Lane County project (five-county trunked radio system), the State of Oregon and IWN digital microwave system across almost 250 miles of Oregon to support law enforcement communications at the state and federal level, and the 4th Congressional District microwave project that will connect to the OWIN microwave system and provide interoperability throughout a seven-county area of southwest Oregon.

In addition this investment supports the State of Oregon Interoperability Plan as promoted by the Oregon State Interoperability Executive Council.

III. IMPACT

III.A: Discuss anticipated impacts of this Investment and how the requested funding will help attain/achieve expected impacts. Consider the population and areas affected, and other entities (jurisdictions, disciplines) that could leverage the outcomes and impacts of the solution presented by this Investment. (Not to exceed 500 words)

Impaired communications result in ineffective emergency responses, weaken scene management, and place first responders and our public in increased peril. The World Trade Center was a dramatic illustration of the inability to communicate effectively-even within the same city. Lessons learned from Katrina illustrate the impact of communications on the overall ability to effectively deploy mutual aid and resources. Even today, in a small scale event within any city in Oregon, it is not uncommon to find that only steps away available resources are overlooked because of a lack of interoperable communications.

This investment will allow multijurisdictional first responder disciplines to effectively communicate across the state and provide an interim measure of mutual aid interoperable communications. The public expects that we will learn from all of the recent events and provide our first responders with the ability to respond more effectively to save more Oregon lives. This investment has the highest value to the entire state of Oregon i.e., without the ability to communicate effectively, all other capabilities will not be realized. Without the ability to communicate across the various bandwidths, our ability to effectively manage a CBRNE / hazard event will be seriously impaired.

INVESTMENT #

2

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

FY 2006 Urban Area Name:

\$24,400,000

Investment Name: OWIN: Oregon Wireless Information Network "Closing the Gaps"

III.B: Discuss how the implementation of this Investment will decrease or mitigate risk. (Not to exceed 500 words)

This investment will reduce risk and mitigate the consequences of major events by providing the ability to effectively manage the response with efficient / effective prioritization and resource deployment. Additionally, risk will be mitigated by the advanced capability of intelligence and information sharing provided by this high speed data network and the new advanced technologies that can run on this network. Risk will also be mitigated by increased capability to detect and disseminate pre-emptive data through this advanced data network. Lives will be saved and risk mitigated with improved methods of communication and evacuation for natural and terrorist events as provided with this new interoperable communications capability of the network.

This investment provides the increased capability to deploy resources more effectively and reduce response times. Improved resource deployment and effective scene command and control will ultimately save lives and shorten the recovery time for any community. The ability to communicate will improve first responder safety by allowing proper safety instructions to be cross communicated from fire responders to law enforcement responders and vice versa. Interoperable communications allows the simultaneous transmissions of information vital to first responder or community safety rather than losing time by retransmission over disparate networks. This investment, although relatively small, will provide the most value in terms of mitigation of risk, recovery activities, and overall response capability.

III.C: Describe what the potential Homeland Security risks of not funding this Investment are. (Not to exceed 500 words)

Although interoperable communications was identified as a major problem during 9/11, effective statewide interoperable communication systems exists in only one quarter of all states. The recent lessons of Katrina, demonstrate again, that this problem is difficult and costly to solve and not making efforts to solve interoperable communications is unacceptable to the public. The homeland security risks associated with not funding this investment have been recalled after each major natural disaster or other large incident. The consequences of first responders' inability to coordinate and talk to one another across disparate systems and disciplines have been outlined in the 9/11 report and in major news articles across the nation. Without funding this investment towards consolidated interoperable communications the state cannot fully implement reliable interoperable telecommunication and information technology support to federal, regional, state, local and tribal officials and the private sector or comply with NIMS requirements. Without the ability to communicate, all other priorities, objectives, goals and initiatives are in jeopardy of failure or are seriously hampered.

IV. FUNDING & IMPLEMENTATION PLAN

IV.A: Investment Funding Plan

	FY 2006 Homeland Security Grant Program Request					FY 2006 HSGP Request Total	Other Funding Sources Applied	Grand Total
	SHSP	UASI	LETPP	MMRS	CCP			
Personnel								
Planning	\$1,750,000					\$1,750,000		\$1,750,000
Organization								
Equipment*	\$21,500,000					\$21,500,000		\$21,500,000
Training	\$100,000					\$100,000		\$100,000
Exercises	\$200,000					\$200,000		\$200,000
M&A	\$850,000					\$850,000		\$850,000
Total	\$24,400,000					\$24,400,000		\$24,400,000

*If you plan to purchase Interoperable Communications Equipment, your Investment Justification must include discussion on planning, governance, training, policies, procedures, and/or exercises related to the equipment.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

2

FY 2006 Urban Area Name:

\$24,400,000

Investment Name: OWIN: Oregon Wireless Information Network "Closing the Gaps"

IV.B: Identify potential challenges to the effective implementation of this Investment (e.g., stakeholder buy-in, sustainability, aggressive timelines). (Not to exceed 300 words)

Challenges to the effective implementation of any communications project include unforeseen engineering issues at the various radio / network field sites, which could potentially impact the timeline. As with any communications network implementation, the state could encounter a site that would pose a challenge such as one with Native American historical value or a site with seismic risk. Detailed engineering work and dedicated project management will play a major role in effective implementation of this investment. The skills of engineers and the project team will allow for the effective mitigation of unforeseen challenges and allow for alternate plans or actions for effective implementation. Issues of sustainability are mitigated by the legislature and the Governor's plan that have made interoperable communication a priority. Efforts towards successful sustainability have legislative support and are under consideration. The comprehensive planning efforts that have resulted in an interoperable network design that supports all current local and regional efforts will ensure stakeholder buy-in. This plan is a win-win for all local, state, and federal stakeholders and serves as a cost effective model for shared investment into interoperable communications solutions.

IV.C: Explain how the identified challenges will be addressed and mitigated. (Not to exceed 300 words)

A dedicated project team, with demonstrated experience in the implementation of multijurisdictional and complex technical projects will be able to mitigate and address any challenge as discussed above. Additionally, the SIEC, Homeland Security Director and various state associations will be provided with up-to-date communications on the status of the project to ensure stakeholder support, system compatibility and process communication. During the contract process with the vendor, project milestones and accountability measures will be negotiated. Any vendor selected for a project must demonstrate extensive experience, engineering skills and successful implementation capability with similar projects of a statewide magnitude, and demonstrate successful voice / data communications system deployments. Additionally, the Oregon Office of Homeland Security will work towards an effective governance model for this statewide system that will provide effective management and stakeholder input at all stages of implementation and for on-going operational issues.

IV.D: Describe the management team, including roles and responsibilities, that will be accountable for the oversight and implementation of this Investment, and the overall management approach they will apply for the implementation of this Investment. (Not to exceed 300 words)

The Implementation of this Investment will be the responsibility of the Oregon Office of Homeland Security / Oregon Emergency Management, Communications Section, working in concert with all stakeholders in each region over issues of governance, staffing, planning, and coordination.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

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FY 2006 Urban Area Name:

\$24,400,000

Investment Name: OWIN: Oregon Wireless Information Network "Closing the Gaps"

IV.E: Discuss funding resources beyond FY 2006 HSGP that have been identified and will be leveraged to support the implementation and sustainment of this Investment. (Not to exceed 300 words)

The estimated cost to complete the entire OWIN project before January 2013, is approximately \$500 million. The Oregon Office of Homeland Security is researching other funding opportunities from both federal and state resources to complete the full implementation of this endeavor.
The State of Oregon will leverage gasoline tax funds from the Department of Transportation and explore other revenue sources such as cellular and land line telephone fees. The State Police will work towards an expanded governance structure which will provide user and stakeholder input as well as equitable cost recovery or sustainable funding models for future replacement and upgrades / expansions to the system.
Local resources to sustain communications infrastructure and expansion are non-existent. Grant funds will be sought out to further these investments.

IV.F: Provide a high-level timeline, including milestones and dates, for the implementation of this Investment. Possible areas for inclusion are: stakeholder engagement, planning, major acquisitions/purchases, training, exercises, and process/policy updates. Space is provided for up to 10 milestones, but not all 10 spaces may be necessary for the response. ("Milestone" not to exceed 125 characters / approximately 25 words and "Related Activities" not to exceed 500 characters / approximately 100 words)

Table with 5 rows of milestones. Each row includes a Milestone #, a description of the milestone, Start Date, End Date, and Related Activities.
Milestone #1: Obtain stakeholder agreements with Oregon State Police, Military, Transportation and Emergency Management. Start Date: 10/1/06, End Date: 11/1/06.
Milestone #2: Execute stakeholder agreements with all I-5 counties, as well as local governments enhancing existing systems. Start Date: 11/1/06, End Date: 2/1/07.
Milestone #3: Purchase and install microwave equipment between Salem and Portland. Start Date: 10/1/06, End Date: 4/1/07.
Milestone #4: Purchase network and interoperability channel radios the length of I-5 in Oregon. Start Date: 10/1/06, End Date: 9/30/07.
Milestone #5: Phase 2: Purchase upgrade of interoperability radios the length of Interstate 5 in Oregon. Start Date: 10/1/06, End Date: 9/1/07.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

2

FY 2006 Urban Area Name:

\$24,400,000

Investment Name: OWIN: Oregon Wireless Information Network "Closing the Gaps"

Milestone #6

Conduct planning, develop and conduct training and exercises.

Start Date: 11/1/06

End Date: 9/30/08

Related Activities

1) Engage stakeholders 2) Conduct Planning 3) Conduct training 4) Develop exercise scenarios 5) Conduct progressive exercises 6) Prepare after action report and improvement plan.

Milestone #7

Continue upgrades of existing systems.

Start Date: 10/1/06

End Date: 9/30/08

Related Activities

Provide funding to local levels of government to continue to upgrade current radio systems while ultimately providing the means to effectively connect to OWIN.

Milestone #8

Start Date:

End Date:

Related Activities

Milestone #9

Start Date:

End Date:

Related Activities

Milestone #10

Start Date:

End Date:

Related Activities

IV.G: Describe the planned duration for this overall investment. Discuss your long-term sustainability plans for the investment after your FY 2006 HSGP funds have been expended, if applicable. (Not to exceed 300 words)

The planned duration of this overall investment is within the performance period of this grant. The long-term sustainable planning effort is still in progress. Future maintenance and replacement issues, and cost per user issues are still being studied and determined. The governance process will allow for effective sustainability plans to be developed that allow for shared future costs. Other phases of this statewide network will be funded with other federal and state resources.

INVESTMENT #

3

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

FY 2006 Urban Area Name:

\$14,415,904

Investment Name: CBRNE Detection, Response, Decontamination, and Recovery

I. BACKGROUND

I.A: Provide a summary description of this Investment and its purpose. (Not to exceed 200 words)

The purpose of this investment is to: (1) ensure response communities at the state and regional levels are properly equipped with CBRNE detection, response, and decontamination capabilities, (2) establish consistent and standardized planning, equipment, training, and exercise protocols, (3) enhance citizen preparedness, and (4) sustain local capabilities in the MMRS jurisdiction (Portland) to respond to any mass casualty incident. Funding will be utilized to develop standard operating procedures and emergency operations plans that are consistent with the NRP, NIMS, and applicable laws and regulations. Incorporating the enhanced regional model discussed in the first investment justification requires additional equipment and supplies to develop robust regional detection, response, and decontamination capabilities and medical caches. Training and exercise resources will be enhanced to improve Oregon's CBRNE / WMD response and recovery capabilities and citizen preparedness.

I.B: Explain how the Investment will support the implementation of an Initiative(s) from the Program and Capability Enhancement Plan, and the achievement of goals and objectives from your State/Urban Area homeland security strategy(ies).

(Not to exceed 300 words)

This investment supports the state's initiatives of strengthening CBRNE detection, response, decontamination, and recovery; enhancing and expanding citizen preparedness and participation to prevent, protect against, respond to, and recover from all threats and hazards; and strengthening medical surge and mass prophylaxis capabilities as identified in the Enhancement Plan. This investment further supports seven of the state's goals from the Oregon Homeland Security Strategy:

- 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 hazards planning and program infrastructure is maintained and enhanced statewide.
Goal 6: Enhance Oregon's Citizen Corps and Voluntary Organization based programs statewide.
Goal 7: 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 investment will address identified deficiencies in planning, training, equipment, and exercise capabilities in support of the enhanced regional model.

I.C: List up to four National Priority(ies) this Investment primarily supports.

- Strengthen CBRNE Detection, Response, & Decontamination Capabilities
Implement the NIMS and NRP
Expanded Regional Collaboration
Strengthen Emergency Operations Planning and Citizen Protection

I.D: List up to six Target Capability(ies) from the Target Capabilities List this Investment primarily supports.

- CBRNE Detection
WMD/Hazardous Materials Response & Decontamination
Community Preparedness and Participation
Urban Search & Rescue
Explosive Device Response Operations
Responder Safety and Health

II. REGIONALIZATION

II.A: Describe the geographic and demographic area(s) this Investment covers. (Not to exceed 275 words)

This investment will have statewide benefit. There are 15 regional hazmat teams, three of which are located in the UASI Portland metro area, six regional bomb squads, one USAR task force with three equipment caches strategically located across the state, a National Guard Civil Support Team, and several Incident Management Teams located throughout the state. All teams are available to respond to incidents statewide. Through interstate mutual aid agreements these teams can also be deployed to assist the states of Nevada, Washington, Idaho, and California during a CBRNE incident.

With the exception of the larger metropolitan cities, the majority of Fire / EMS agencies in Oregon are staffed by volunteers. Maintaining basic certification of volunteer members is difficult for many local agencies - making them unable to support the additional specialized response capabilities.

Registered Citizen Corps Councils are located throughout the state, providing support to approximately 60% of the state's population and responder capabilities.

The MMRS region (Portland) will enhance multijurisdictional capabilities among emergency responders, medical treatment resources, and public health officials throughout the UASI region.

INVESTMENT #

3

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

FY 2006 Urban Area Name:

\$14,415,904

Investment Name: CBRNE Detection, Response, Decontamination, and Recovery

II.B: Explain how the State/Urban Area is organizing to implement this investment over the identified geographic area(s).

(Not to exceed 300 words)

The Oregon Office of Homeland Security (OOHS) will oversee grant funding in support of planning, training, equipment, and exercises. The OOHS has five divisions: Office of State Fire Marshal (OSFM), Oregon State Police (OSP) Office of Public Safety and Security (OPSS), Office of Emergency Management (OEM), Criminal Justice Services Division (CJSD), and Oregon National Guard / 102nd Civil Support Team (CST). OSFM oversees 15 regional HazMat Teams strategically located to provide technician level response statewide. OSFM provides specialized response equipment, vehicles, training, and cost recovery for the teams. Local public safety agencies provide the personnel on a 24-hour basis. In several team locations, multiple jurisdictions have partnered to provide response. Most teams consist of 18 members who are career or volunteer firefighters, law enforcement, or public works employees. Oregon Urban Search and Rescue (USAR) Task Force provides highly specialized, technical rescue services to local jurisdictions that are overwhelmed by natural and / or manmade disasters. The USAR Task Force is authorized to respond at the request of the Governor or through mutual aid agreements between participating agencies. OSP is responsible for three regional bomb squads located in Salem, Medford, and Pendleton, providing statewide response. The cities of Salem, Portland, and Eugene also maintain bomb squads with the same capabilities and mission. CJSD administers federal grant programs on behalf of the state, including the State Homeland Security Grant. On an annual basis CJSD monitors over 170 homeland security subgrantees and is responsible for the fiscal and programmatic reporting requirements associated with the grant. OEM coordinates the State Citizen Corps Council.

II.C: Discuss the collaboration process you have, or will establish, with other regions and jurisdictions (inter- and intra-State) within or beyond the geographic/demographic area of this investment. Discuss when and how you will engage stakeholders from those regions in specific support of this investment. (Not to exceed 500 words)

The program and capability review workshop that lead to this investment involved ten first responder disciplines from local, county, state, tribal, and federal organizations. Through their combined input on capability strengths and weaknesses, a similar pattern emerged highlighting the need for an integrated, regional framework in support of enhanced CBRNE detection, explosives device response operations, and WMD / HazMat response and decontamination capabilities.

With support provided to this investment, stakeholders will be engaged in the development of: coordinated plans and upgrading response capabilities, standardized training, and comprehensive exercises under the support and direction of the Oregon Office of Homeland Security.

Oregon has established a State Citizen Corps Council to coordinate and collaborate with stakeholders statewide. County and local programs are in continual communications with stakeholders within their jurisdictions to enhance the programs and to expand citizen preparedness with the support of homeland security grant program funding.

The Portland MMRS / UASI concept of operations for a medical surge / mass prophylaxis involves six regional CBRNE support squads with personnel to provide logistical and medical support for one medical surge / mass prophylaxis site or one mass casualty Incident site resulting from a CBRNE or natural disaster event. The Portland MMRS region works closely with the Multnomah County Emergency Service Medical Director and Region 1 Health Preparedness Organization to achieve targeted capabilities to respond to a mass casualty event.

III. IMPACT

III.A: Discuss anticipated impacts of this investment and how the requested funding will help attain/achieve expected impacts. Consider the population and areas affected, and other entities (jurisdictions, disciplines) that could leverage the outcomes and impacts of the solution presented by this investment. (Not to exceed 500 words)

This investment supports the state's efforts to create regional prevention, protection, response and recovery capabilities including: coordinated planning involving all first responder disciplines at every level of government; equipment enhancements and upgrades to improve response capabilities; standardized training for all first responders; and a comprehensive exercise program. The 15 regionalized HazMat teams are working in concert with select health care providers in the HRSA regions throughout the state to establish and enhance their decontamination capabilities. The MMRS / UASI region integrates funding to ensure each CBRNE support squad is uniformly equipped and trained.

This investment will have an immediate and long-term impact on citizen preparedness across the state and will support all existing disaster preparedness organizations. Emergency services agencies will also benefit from highly skilled, trained, and equipped volunteers to support their preparedness, response, and recovery efforts.

Additionally, Oregon is having success in establishing ODP approved training programs in community colleges and within the Department of Public Safety Standards and Training. These programs are providing training to all first responder disciplines, especially those that are just beginning their professional careers. With continued support, these efforts can be expanded, thereby increasing the reach of ODP approved training programs.

INVESTMENT #

3

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

FY 2006 Urban Area Name:

\$14,415,904

Investment Name: CBRNE Detection, Response, Decontamination, and Recovery

III.B: Discuss how the implementation of this Investment will decrease or mitigate risk. (Not to exceed 500 words)

Investment in CBRNE / WMD / HazMat capabilities combined with enhanced regional coordination of homeland security preparedness, response, and recovery activities will decrease risk by mitigating overlapping and redundant functions and capabilities, minimizing capability gaps that currently exist, and establishing regional capabilities that would not be available to smaller jurisdictions throughout the state.

Regional abilities to (1) deploy systems that ensure the early detection of CBRNE substances, (2) recognize potential CBRNE threats through equipment, training, and effective protocols, (3) identify, contain and fully decontaminate sites, victims, responders and equipment, and manage site restoration, and (5) fully utilize a trained and equipped citizen corps, and (5) respond to a mass casualty event are fragmented. Jurisdictions are not uniformly equipped, trained, or exercised. This investment will ensure funds sustain the development and maintenance of these regional capabilities.

III.C: Describe what the potential Homeland Security risks of not funding this Investment are. (Not to exceed 500 words)

Currently state and local jurisdictions struggle to maintain capabilities, utilizing limited resources and budgets that restrict planning efforts, equipment purchases, training and exercise capabilities.

Failure to fund this investment will limit Oregon's ability to provide the optimum level of protection and state of the art equipment necessary to provide response and recovery capabilities for CBRNE / WMD / HazMat incidents. Lack of funding will limit the expansion of coordinated planning, training, and exercises. Additionally, public preparedness education and information will continue to be piecemeal. New Citizen Corps Councils may not be created and existing Citizen Corps programs will not be able to maintain and enhance their current levels of service.

IV. FUNDING & IMPLEMENTATION PLAN

IV.A: Investment Funding Plan

	FY 2006 Homeland Security Grant Program Request					FY 2006 HSGP Request Total	Other Funding Sources Applied	Grand Total
	SHSP	UASI	LETPP	MMRS	CCP			
Personnel					\$60,000	\$60,000		\$60,000
Planning	\$600,000		\$200,000		\$51,500	\$851,500		\$851,500
Organization					\$25,000	\$25,000		\$25,000
Equipment*	\$8,000,000		\$2,000,000	\$232,330	\$75,000	\$10,307,330		\$10,307,330
Training	\$525,000		\$500,000		\$60,000	\$1,085,000		\$1,085,000
Exercises	\$1,100,000		\$500,000		\$574	\$1,600,574		\$1,600,574
M&A	\$315,000		\$160,000		\$11,500	\$486,500		\$486,500
Total	\$10,540,000		\$3,360,000	\$232,330	\$283,574	\$14,415,904		\$14,415,904

*If you plan to purchase Interoperable Communications Equipment, your Investment Justification must include discussion on planning, governance, training, policies, procedures, and/or exercises related to the equipment.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

3

FY 2006 Urban Area Name:

\$14,415,904

Investment Name: CBRNE Detection, Response, Decontamination, and Recovery

IV.B: Identify potential challenges to the effective implementation of this Investment (e.g., stakeholder buy-in, sustainability, aggressive timelines). (Not to exceed 300 words)

Challenges of addressing this investment justification include continued support of stakeholder involvement, inadequate funding and staffing, lack of organization and governance, lack of standards and maintenance of capabilities for planning, training, exercise, equipment, organization, and ensuring citizen and private business participation.

IV.C: Explain how the identified challenges will be addressed and mitigated. (Not to exceed 300 words)

Stakeholders will be engaged regularly through the establishment of the regional infrastructure and through regular meetings and workshops. The continued support of stakeholders will be addressed by actively coordinating and educating public officials, emergency responders, non-government organizations, and citizens, of the value in regionalized resources and capabilities to maximize available funding and preparedness activities.

Maintenance of capabilities will be achieved through the collaborative efforts of the regions and the statewide direction and protocols to enhance planning, training, and exercise standards for specialized CBRNE / WMD capabilities. Funding priorities will be established to ensure regional capabilities are maintained.

IV.D: Describe the management team, including roles and responsibilities, that will be accountable for the oversight and implementation of this Investment, and the overall management approach they will apply for the implementation of this Investment. (Not to exceed 300 words)

The Oregon Office of Homeland Security will oversee funding in support of statewide enhancement of planning, training, and exercise capabilities. Funding in support of updated and new equipment for specialized teams will be coordinated with the Oregon State Fire Marshal, which has oversight of the 15 regional HazMat teams and the USAR Task Force and Oregon State Police, which has oversight of three regional bomb teams. Equipment purchased for other first responders will be coordinated regionally and with the UASI / MMRS region to assess gaps and overlaps in funding. The Criminal Justice Services Division will oversee the administration of all grants awarded under the FY 2006 State Homeland Security Grant Program. Oregon Emergency Management, working with and through a coordinator and planner in each region, will engage all stakeholders over issues of governance, staffing, planning, and coordination. The overall approach will be to foster a sense of ownership by all stakeholders.

INVESTMENT #

3

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

FY 2006 Urban Area Name:

\$14,415,904

Investment Name: CBRNE Detection, Response, Decontamination, and Recovery

IV.E: Discuss funding resources beyond FY 2006 HSGP that have been identified and will be leveraged to support the implementation and sustainment of this Investment. (Not to exceed 300 words)

The 15 regional HazMat teams are funded by the Office of the State Fire Marshal and the hosting agencies. Support for this investment justification provides for needed planning, training, exercising and equipment upgrades.

Of the six regional Bomb Squads, three are funded through Oregon State Police, with the remaining three funded by the cities of Portland, Salem and Eugene. Support for this investment justification provides for needed planning, training, exercising and equipment upgrades. Without additional funds, the HazMat teams and Bomb Squads would continue to provide statewide service, but not at desired levels of enhancement.

There is limited local governmental and private foundation support provided to existing Citizen Corps Councils, with the majority of the funding coming through the CCP grant. Without additional federal CCP funds, there will be little to no expansion of the existing programs, which are designed to educate the general populace in emergency preparedness and provide support to local emergency responders.

Additional funds for the MMRS capability are available through the CDC and other public health funding streams. The combination of dedicated MMRS funds, along with the public health community funds, provides for the expansion of the existing MMRS capability in the City of Portland.

IV.F: Provide a high-level timeline, including milestones and dates, for the implementation of this Investment. Possible areas for inclusion are: stakeholder engagement, planning, major acquisitions/purchases, training, exercises, and process/policy updates. Space is provided for up to 10 milestones, but not all 10 spaces may be necessary for the response. ("Milestone" not to exceed 125 characters / approximately 25 words and "Related Activities" not to exceed 500 characters / approximately 100 words)

Milestone #1	Coordinated planning	Start Date: 10/1/06
		End Date: 5/31/08
Related Activities	Funding to support the development of multi-jurisdictional, cross-discipline planning that address shortcomings in: notification, response, responsibilities, and first responder integration during the detection, response or decontamination phase of any CBRNE event.	
Milestone #2	Equipment upgrades	Start Date: 10/1/06
		End Date: 5/31/08
Related Activities	Funding is needed for upgrading detection equipment for specialized teams and first responders that will need to make the initial determination that specialized teams are needed to respond. A specific equipment concern involves local agencies being able to communicate with specialized teams.	
Milestone #3	Training and Exercise	Start Date: 10/1/06
		End Date: 5/31/08
Related Activities	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. Funding to support planning, backfill/overtime, and training expendables used during exercises is needed to improve Oregon's WMD/Terrorism response capabilities. Continued support of existing institutionalization efforts brings ODP approved programs to a wider first responder audience.	
Milestone #4	Incorporate CCP into 10 disciplines and five regions	Start Date: 7/1/06
		End Date: 5/31/08
Related Activities	Statewide planning / public education, enhance training and equip CCP	
Milestone #5	Strengthen MMRS capabilities	Start Date: 10/1/06
		End Date: 1/1/08
Related Activities	Allocate digital / analog repeaters and crank-up antennas to be deployed at each medical surge / mass prophylaxis site together with portable radios to provide tactical operational communications. Provide ten ventilators at each of the six medical surge/mass prophylaxis sites to manage ventilator-dependent patients. Purchase antidotes that need replacement.	

INVESTMENT #

3

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

FY 2006 Urban Area Name:

\$14,415,904

Investment Name: CBRNE Detection, Response, Decontamination, and Recovery

Milestone #6

[Empty box for Milestone #6 description]

Start Date:

End Date:

Related Activities

[Empty box for Milestone #6 Related Activities]

Milestone #7

[Empty box for Milestone #7 description]

Start Date:

End Date:

Related Activities

[Empty box for Milestone #7 Related Activities]

Milestone #8

[Empty box for Milestone #8 description]

Start Date:

End Date:

Related Activities

[Empty box for Milestone #8 Related Activities]

Milestone #9

[Empty box for Milestone #9 description]

Start Date:

End Date:

Related Activities

[Empty box for Milestone #9 Related Activities]

Milestone #10

[Empty box for Milestone #10 description]

Start Date:

End Date:

Related Activities

[Empty box for Milestone #10 Related Activities]

IV.G: Describe the planned duration for this overall investment. Discuss your long-term sustainability plans for the investment after your FY 2006 HSGP funds have been expended, if applicable. (Not to exceed 300 words)

Equipping, training, and exercising emergency responders will be an on-going effort. Unfortunately, state and local agencies are dependent on grant funds for equipment procurement to both sustain and enhance current capability levels. Once equipment is procured, maintaining the equipment is the responsibility of the owning agency. Improved efforts to leverage all the grant funding streams coming into the state will alleviate the burden on any one grant program.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

4

FY 2006 Urban Area Name:

\$3,600,000

Investment Name: Intelligence/Information Sharing, Investigation and Operations

I. BACKGROUND

I.A: Provide a summary description of this Investment and its purpose. (Not to exceed 200 words)

The purpose of this investment is to: (1) enhance the current capabilities of all levels of law enforcement to detect, investigate, and conduct operations related to potential terrorist activities and (2) strengthen intelligence / information sharing and dissemination capabilities regarding terrorism and all hazard events statewide.

Specifically, this investment will enhance the existing local information sharing infrastructure through the creation of a statewide system to receive, analyze, and distribute intelligence information. This will include: (1) establishing a statewide fusion center that coordinates locally and regionally to ensure adequate resources and appropriate levels of staffing and training are in place for investigative operations and (2) organizing information / intelligence sharing working groups to establish guidance for common terminology, policies and protocols, data systems, training, and exercises on a statewide and regional level.

I.B: Explain how the Investment will support the implementation of an Initiative(s) from the Program and Capability Enhancement Plan, and the achievement of goals and objectives from your State/Urban Area homeland security strategy(ies).

(Not to exceed 300 words)

This investment supports the state's initiatives to strengthen: law enforcement investigations and operations, information and collaboration capabilities, and implement the NIPP, which are all part of the state's Enhancement Plan. This investment additionally supports two goals from Oregon's Homeland Security Strategy: increasing the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon and enhancing Oregon's statewide ability to plan, prepare for, and respond to CBRNE / WMD and all hazard events. Oregon's Homeland Security Strategy goals will be supported with enhanced communications among public safety agencies and increased abilities to investigate international and domestic terrorism efforts in Oregon. Implementation of the NIPP will be supported through specialized training combined with an understanding of vulnerabilities to deter threats and minimize the consequences of attacks.

In support of these goals will be the creation of a fusion center in the Portland urban area that will leverage pre-existing data gathering systems such as the Terrorism Intelligence Threat Assessment Network (TITAN) and the Oregon State Intelligence Network (OSIN). Establishing the fusion center will require statewide and regional collaboration for the development of operational policies, procedures, protocols, and guidance. The fusion center will provide the means by which agencies at all levels and all disciplines will have access to the real-time collaborative flow of data. This investment will also support the strategic and collaborative enhancement of regional and local planning, training, and exercise capabilities.

I.C: List up to four National Priority(ies) this Investment primarily supports.

Strengthen Information Sharing and Collaboration Capabilities

Expanded Regional Collaboration

Implement the Interim NIPP

Implement the NIMS and NRP

I.D: List up to six Target Capability(ies) from the Target Capabilities List this Investment primarily supports.

Info Gathering & Recognition of Indicators & Warnings

Law Enforcement Investigation and Operations

Intelligence Analysis and Production

Public Safety and Security Response

Intelligence/Information Sharing and Dissemination

Critical Infrastructure Protection (CIP)

II. REGIONALIZATION

II.A: Describe the geographic and demographic area(s) this Investment covers. (Not to exceed 275 words)

This investment has statewide benefit. The ability to integrate and disseminate intelligence data and other information (including threat assessment, public safety, law enforcement, public health, social service, and public works) will ensure that the appropriate people have access to timely and actionable information so as to anticipate, identify, and prevent and / or monitor a CBRNE / WMD or all-hazard events on a statewide, regional, or local level.

The 2005 certified population estimate for Oregon is 3,631,440. There are six metropolitan statistical areas in the state: The Portland-Vancouver-Beaverton MSA (Clackamas, Columbia, Multnomah, Washington, Yamhill Counties of Oregon, and Clark, Skamania Counties of Washington), Eugene-Springfield MSA (Lane County), Medford MSA (Jackson County), Salem MSA (Marion and Polk Counties), Corvallis MSA (Benton County) and the Bend MSA (Deschutes County). There are nine federally recognized tribes: Burns Paiute Indian Colony, Confederated Tribes of Coos Lower Umpqua & Suislaw Indians, Coquille Indian Tribe, Cow Creek Band of Umpqua Indians, Grande Ronde Indian Community, Klamath Indian Tribe, Siletz Reservation, Umatilla Reservation, and Warm Springs Reservation. Census 2000 data offer the most recent measures of Oregon's population by race and ethnicity: approximately 18.7% of all Oregonians were non-White or Hispanic, and an estimated 12.1% spoke a language other than English at home. Approximately 1/2 of the statewide non-White and Hispanic populations were located in the Portland MSA.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

4

FY 2006 Urban Area Name:

\$3,600,000

Investment Name: Intelligence/Information Sharing, Investigation and Operations

II.B: Explain how the State/Urban Area is organizing to implement this Investment over the identified geographic area(s).

(Not to exceed 300 words)

State (Oregon State Police / Office of Homeland Security, Office of Public Safety and Security and the Oregon Department of Justice), UASI, and other local resources will be used to coordinate the fusion center and integrate the use of Emergency Operations Centers (EOCs) or Joint Operations Command Centers (JOCCs) for large-scale incidents as complementary points for processing and managing intelligence during an emergency response.

The creation and / or enhancement of statewide and regional workgroups will ensure that multidisciplinary, government and non-governmental organizations are consulted for intelligence / investigative planning, training, equipment, and exercise concerns. Additionally, participation in intelligence sharing groups (such as the Joint Terrorism Task Force and TITAN) and networks (Homeland Security Information Network) will improve the implementation of this investment.

II.C: Discuss the collaboration process you have, or will establish, with other regions and jurisdictions (inter- and intra-State) within or beyond the geographic/demographic area of this Investment. Discuss when and how you will engage stakeholders from those regions in specific support of this Investment. (Not to exceed 500 words)

The state will work with various agencies at the federal, local, and tribal level to create a steering committee or task force supported by the Director of the Oregon Office Homeland Security that ensures multidisciplinary participation. Aside from the previously mentioned collaborations, outreach efforts will be made to liaise with the Oregon Emergency Response System Council, the Domestic Preparedness Working Group, and most importantly, with the Urban Area POC group and the Fusion Center Board of Governors. Additionally, this investment will complement existing efforts underway in the urban area for a Terrorism Early Warning system.

Establishing a cohesive governance structure will ensure that participating agencies and users have ownership in the decision-making process. Fostering a collaborative environment for the exchange and analysis of information will build trust among participating agencies, strengthen partnerships, and expand local and state capacities.

III. IMPACT

III.A: Discuss anticipated impacts of this Investment and how the requested funding will help attain/achieve expected impacts. Consider the population and areas affected, and other entities (jurisdictions, disciplines) that could leverage the outcomes and impacts of the solution presented by this Investment. (Not to exceed 500 words)

The principle outcomes of this investment are: (1) leveraging information and intelligence to support the immediate identification of crime / terrorism patterns that may be indicative of an emerging trend, (2) identifying the nexus between crime and other suspicious activities and terrorist threats, (3) developing formal information and intelligence processes that establish an all-hazards and all-crimes approach to defining information collection, analysis, and dissemination, and (4) establishing mechanisms for analyzing and disseminating data into a synthesized product that can best guide and inform CBRNE / WMD and all hazard events.

In order to build intelligence capabilities, methods for analyzing and synthesizing information must be put into place. Top officials must have access to this data so that they may effectively incorporate this information in their decision-making process. Support for this investment will enhance the existing information sharing infrastructure by consolidating and redefining the systems to receive, analyze, and distribute intelligence information in a timely manner and between all disciplines.

The Oregon Office of Homeland Security will work with the Oregon Department of Justice and the UASI region to appoint a multidisciplinary oversight committee or workgroup that will coordinate statewide, regional and local efforts and enhancements to support project implementation including training and exercise development, resource allocation, response planning, and mitigation and protective measures.

With support of this investment, law enforcement's ability to determine information credibility and significance and to match this information with threat vulnerabilities and potential targets will be significantly enhanced between state, federal, local and tribal agencies statewide. Existing entities that have some ability to analyze this information such as the JTTF and TITAN will play a role in the coordination and consolidation of information into the statewide fusion center for information and intelligence gathering and dissemination. The coordination of state, regional, and local intelligence information data systems will aid in the overall ability to share and distribute pertinent information to relevant organizations statewide.

INVESTMENT #

4

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

FY 2006 Urban Area Name:

\$3,600,000

Investment Name: Intelligence/Information Sharing, Investigation and Operations

III.B: Discuss how the implementation of this Investment will decrease or mitigate risk. (Not to exceed 500 words)

The fusion of intelligence information is a key part of Oregon's homeland security efforts. Presently, critical information that could assist all levels of law enforcement and other agencies in detecting potential terrorist activities is disseminated in a piece-meal fashion, often not getting down to, or up to, the organizations that could be key in disrupting, deterring, or dismantling a terrorism plot. Support for this investment will provide for the resources, processes, and tools necessary for correcting and improving upon the intelligence / information sharing, investigations and operations missions in Oregon.

The implementation of a state fusion center will enhance the information and investigation systems by providing a central location to receive, analyze, and distribute critical information throughout the state.

The strategic enhancements of regional and local capabilities and the integration of state guidance will bring local resources into position to support all levels of government and ensure intelligence and operation systems are united.

III.C: Describe what the potential Homeland Security risks of not funding this Investment are. (Not to exceed 500 words)

Without support for this investment, detection and deterrence capabilities will continue to be fragmented and may potentially result in otherwise avoidable life threatening situations. Without the appropriate development and sharing of intelligence and information, investigations of potential terrorist activities, threat assessments of critical infrastructure / key resources, and incident response plans will be less effective.

Areas of risk if this investment is not funded include: lack of organization to receive, analyze, and distribute intelligence; lack of statewide data collection and dissemination; reduced regional investigative capabilities; reduced consequence management capabilities – i.e., critical intelligence information will not be available to coordinate and inform resource allocation, response operations, and recovery plans.

IV. FUNDING & IMPLEMENTATION PLAN

IV.A: Investment Funding Plan

	FY 2006 Homeland Security Grant Program Request					FY 2006 HSGP Request Total	Other Funding Sources Applied	Grand Total
	SHSP	UASI	LETPP	MMRS	CCP			
Personnel			\$500,000			\$500,000		\$500,000
Planning			\$500,000			\$500,000		\$500,000
Organization			\$30,000			\$30,000		\$30,000
Equipment*			\$2,000,000			\$2,000,000		\$2,000,000
Training			\$300,000			\$300,000		\$300,000
Exercises			\$100,000			\$100,000		\$100,000
M&A			\$170,000			\$170,000		\$170,000
Total			\$3,600,000			\$3,600,000		\$3,600,000

*If you plan to purchase Interoperable Communications Equipment, your Investment Justification must include discussion on planning, governance, training, policies, procedures, and/or exercises related to the equipment.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

4

FY 2006 Urban Area Name:

\$3,600,000

Investment Name: Intelligence/Information Sharing, Investigation and Operations

IV.B: Identify potential challenges to the effective implementation of this Investment (e.g., stakeholder buy-in, sustainability, aggressive timelines). (Not to exceed 300 words)

Potential challenges to implementing this investment are current fragmentation of intelligence systems and responsibilities throughout the state, shortage of trained personnel to staff the fusion center without burdening local public safety, lack of statewide direction and protocols, and the insufficient training and exercising of state, regional, and local capabilities.

In addition, the creation of a state fusion center will require dedicated coordination and communication among all disciplines and all levels of government, agreements between the UASI jurisdiction, State Police, Oregon Department of Justice, county sheriffs, chiefs of police, and all other disciplines are needed to ensure procedures benefit all involved.

IV.C: Explain how the identified challenges will be addressed and mitigated. (Not to exceed 300 words)

The identified challenges will be addressed by coordinating the planning, organization, equipment, training, and exercise capability enhancements through the establishment of statewide direction and coordination between all disciplines.

Dedicated staff will be hired to provide stable resources and increase consistency. Location of the fusion center in the Portland area will be conducive to fusion center membership and buy-in for all levels of participants. The inclusion of statewide membership and participation will mitigate identified challenges for cohesive protocols, procedures, and guidance.

IV.D: Describe the management team, including roles and responsibilities, that will be accountable for the oversight and implementation of this Investment, and the overall management approach they will apply for the implementation of this Investment. (Not to exceed 300 words)

The management team accountable for the oversight and implementation of the fusion center will consist of stakeholder leadership such as a board of governors or similar group. This group will have the oversight of an internal supervisory team that, along with the Oregon Department of Justice, will be responsible for identifying daily operations of the staff analysts and other pertinent staff. Regional and local enhancements will be coordinated through the creation of a statewide multijurisdictional committee.

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

4

FY 2006 Urban Area Name:

\$3,600,000

Investment Name: Intelligence/Information Sharing, Investigation and Operations

IV.E: Discuss funding resources beyond FY 2006 HSGP that have been identified and will be leveraged to support the implementation and sustainment of this Investment. (Not to exceed 300 words)

General fund dollars will be sought out to sustain the on-going implementation of this project; however, reliance on general fund dollars has been the problem with large-scale intelligence / information sharing in the past and is the reason this high level fusion center project has not been successfully funded.

IV.F: Provide a high-level timeline, including milestones and dates, for the implementation of this Investment. Possible areas for inclusion are: stakeholder engagement, planning, major acquisitions/purchases, training, exercises, and process/policy updates. Space is provided for up to 10 milestones, but not all 10 spaces may be necessary for the response. ("Milestone" not to exceed 125 characters / approximately 25 words and "Related Activities" not to exceed 500 characters / approximately 100 words)

Milestone #1	Identify participating personnel for the Board of Governors	Start Date: 7/1/06
		End Date: 10/1/06
Related Activities	The state will identify personnel to be on the Board of Governors which will design the expectations of the fusion center and its practices.	
Milestone #2	Planning to incorporate state level systems	Start Date: 9/1/06
		End Date: 12/31/06
Related Activities	State level systems such as the Terrorism Intelligence Threat Assessment Network (TITAN) will be incorporated into the planning of the fusion center development to provide for statewide capabilities of information sharing.	
Milestone #3	Develop Agreements	Start Date: 10/1/06
		End Date: 12/31/06
Related Activities	Develop MOUs to specify the level of commitment and participation involved at the state level as well as the fusion center level.	
Milestone #4	Establish the connections between TITAN and fusion center	Start Date: 9/1/06
		End Date: 12/31/06
Related Activities	Establish the relationship and connection between the fusion center and the 25 statewide TITAN members to ensure appropriate lateral data flow.	
Milestone #5	Identify personnel	Start Date: 3/1/07
		End Date: 5/31/07
Related Activities	Identify personnel for assignment to the fusion center to work in either an analytical or investigative role on either a full or part-time basis. Oregon Department of Justice will be directly involved in the hiring of qualified personnel for these positions.	

INVESTMENT #

State/Territory Name: Oregon

FY 2006 HSGP Funding Request:

4

FY 2006 Urban Area Name:

\$3,600,000

Investment Name: Intelligence/Information Sharing, Investigation and Operations

Milestone #6

Provide training or workshops to locals

Start Date: 1/1/08

End Date: 5/31/08

Related Activities

Develop workshops to present the methods for accessing and providing data through the fusion center.

Milestone #7

Begin establishment of alternate funding sources for future fusion center support.

Start Date: 1/1/08

End Date: 5/31/08

Related Activities

Supply information and expertise to the legislature supporting the operation of the fusion center and the importance of continued funding through general funds.

Milestone #8

Develop and provide training for all end users. Develop and conduct exercises.

Start Date: 1/1/07

End Date: 5/31/08

Related Activities

Conduct regional planning, training and exercises to ensure all levels of law enforcement/end user agencies are able to access and share necessary intelligence information

Milestone #9

Start Date:

End Date:

Related Activities

Milestone #10

Start Date:

End Date:

Related Activities

IV.G: Describe the planned duration for this overall investment. Discuss your long-term sustainability plans for the investment after your FY 2006 HSGP funds have been expended, if applicable. (Not to exceed 300 words)

The benefits of this investment will extend well beyond the current grant award period. Currently, the start-up for this investment is dependent upon FY 2006 grant funding. Beyond 2006, commitment from participating agencies will have to be sought through general fund dollars. Support for this effort will be made by means of legislative outreach and education, utilizing anticipated success stories in first year operations to bolster support and generate additional funding at the State level. Additionally, continued application for funding through Homeland Security grant streams will be made as a means to sustain the project even further.

Summary Sheet for FY 2006 HSGP Investment Justifications

State/Territory Name: Total FY 2006 HSGP Request:

FY 2006 Urban Area Name:

INVESTMENT SUMMARY INFORMATION

#	Investment Name	FY 2006 HSGP Request
1	Regional Collaboration	\$3,674,000
2	OWIN: Oregon Wireless Information Network "Closing the Gaps"	\$24,400,000
3	CBRNE Detection, Response, Decontamination, and Recovery	\$14,415,904
4	Intelligence/Information Sharing, Investigation and Operations	\$3,600,000
5		
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STATE/TERRITORY-WIDE FUNDING PLAN SUMMARY FOR ALL INVESTMENTS

	FY 2006 Homeland Security Grant Program Request					FY 2006 HSGP Request Total	Other Funding Sources Applied	Grand Total
	SHSP	UASI	LETPP	MMRS	CCP			
Personnel	\$2,244,000		\$500,000		\$60,000	\$2,804,000		\$2,804,000
Planning	\$2,782,000		\$700,000		\$51,500	\$3,533,500		\$3,533,500
Operations	\$125,000		\$30,000		\$25,000	\$180,000		\$180,000
Equipment	\$29,500,000		\$4,000,000	#REF!	\$75,000	#REF!		#REF!
Training	\$866,000		\$800,000		\$60,000	\$1,726,000		\$1,726,000
Exercises	\$1,732,000		\$600,000		\$574	\$2,332,574		\$2,332,574
M&A	\$1,365,000		\$330,000	#REF!	\$11,500	#REF!		#REF!
Total	\$38,614,000		\$6,960,000	#REF!	\$283,574	#REF!		#REF!