OREGON DEPARTMENT OF EMERGENCY MANAGEMENT

THIRA/SPR, Capability Assessment, and State of the State Report

THIRA / SPR / Capability Assessment

- Threat and Hazard Identification and Risk Assessment
  - FEMA three-year process to lay the foundation for determining a community's capability gaps as part of the Stakeholder Preparedness Review (SPR).
- Stakeholder Preparedness Review
  - FEMA annual assessment of current capability levels against the targets identified in the Threat and Hazard Identification and Risk Assessment (THIRA).
- Capability Assessment
  - Oregon annual assessment for state, local and tribal partners of capabilities to inform the annual SPR.

***Figure 1**: The steps of the THIRA and SPR processes.*

Threat and Hazard Identification Risk Assessment (THIRA)

- Do you know what your vulnerabilities are?

- If you're standing in a field what's the worst-case scenario for a ball to come at you?
  - It's dark, raining, and a golf ball is going to come at you from behind.
  - It's hot and sunny and a baseball is coming in direct line of the sun so you can't see it.

- The information that comes out of THIRA are worst case scenarios that are plausible and the potential outcomes of that scenario (capability targets).

Stakeholder Preparedness Review (SPR)

- Do you know what your community is capable of?

- If you're standing on a field and a ball comes at you, how likely are you to catch it?
  - How close can you get to catching it?
  - What resources do you have?
  - What resources to you still need?

- The information that comes out of the SPR assessment are the capabilities of the community.

Planning, Organization, Equipment, Training, and Exercise (POETE)

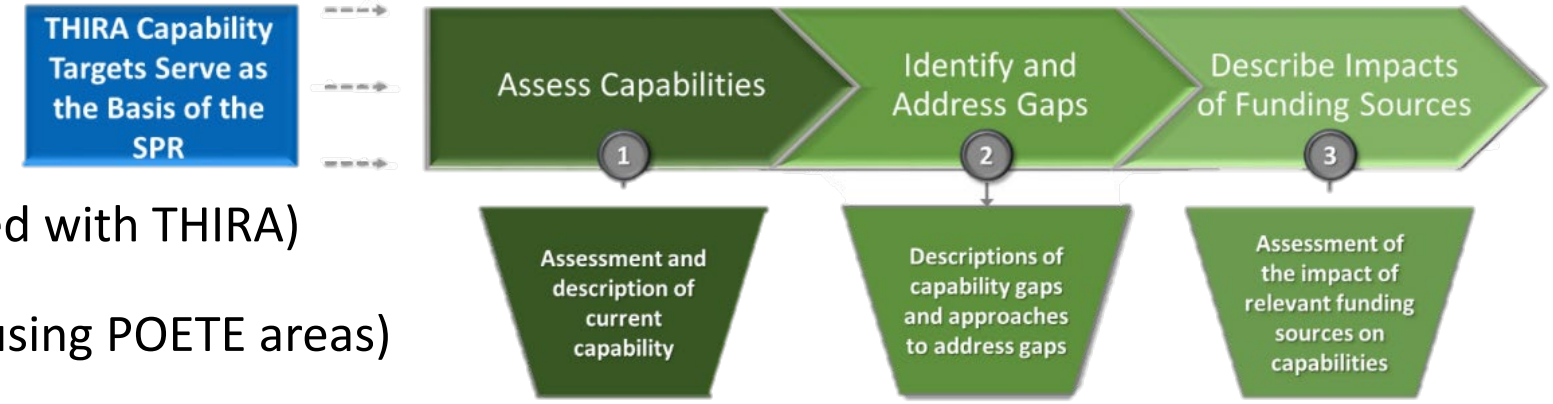
- SPR utilizes POETE areas to assess current and potential capabilities.

- If you're standing on a field and a ball comes at you, what resources do you need to be able to catch it?
  - Planning: Do you have a current plan in place for how to catch a ball in theory?
  - Organization: Do you have a trained team? Do you have a coach?
  - Equipment: Do you need a glove or mitt? Do you need cleats because you might have to run on wet grass?
  - Training: Has anyone ever taught you the mechanics of catching a ball?
  - Exercise: Have you ever even tried to stand on a field and catch a ball?

THIRA and SPR Process

- THIRA
  - Threat and Hazard List
    - Ball coming at you
  - Scenarios
    - Rainy and from behind
  - Capability Targets
    - To be able to turn all the way around

- SPR
  - Current Capabilities
    - Can turn halfway around
  - Capability Gaps (when analyzed with THIRA)
    - 50% gap
  - Approaches to address gaps (using POETE areas)
    - Gaps in planning and exercise
  - Impacts of funding used to address gaps
    - funding sources that are used to work towards this capability



32 Core Capabilities

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures		Logistics and Supply Chain Mangement	
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

Core Capability Development Sheets

Mission Area

- Prevention- Prevent, avoid or stop an imminent, threatened or actual act of terrorism.
- Protection-Protect our citizens, residents, visitors and assets against the greatest threats and hazards in a manner that allows our interests, aspirations and way of life to thrive.
- Mitigation-Reduce the loss of life and property by lessening the impact of future disasters.
- Response-Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovery-Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident.

POETE continued….

POETE Areas	
Planning	Development of policies, plans, procedures, mutual aid agreements, strategies, and other publications; also involves the collection and analysis of intelligence and information
Organization	Individual teams, an overall organizational structure, and leadership at each level in the structure
Equipment	Equipment, supplies, and systems that comply with relevant standards
Training	Content and methods of delivery that comply with relevant training standards
Exercises	Exercises and actual incidents that provide an opportunity to demonstrate, evaluate, and improve the ability of core capabilities to perform assigned missions and tasks to standards

Functional Areas

FEMA

THIRA/SPR Functional Area Definitions

Risk and Capability Assessments Division (RCD)
Community Risk and Capability Assessments Branch (CRCAB)

Notes:

Single asterisk* denotes a functional area that States, Territories, UASIs, and Tribes will address in the Additional Functional Area Gaps form.

Double asterisk** denotes a functional area that only Tribes will address in the Additional Functional Area Gaps form.

No asterisk denotes a functional area that is addressed by a standardized target.

Mission Area	Core Capability	Functional Area	Definition
Cross-Cutting	Planning	Continuity Planning*	Implement, exercise, and maintain plans to ensure continuity of operations.
Cross-Cutting	Planning	Evaluating and Updating Plans*	Lessons learned will be integrated into plans, policies, and procedures as appropriate.
Cross-Cutting	Planning	Including Individuals with Disabilities or Access/Functional Needs*	Integrate planning for the whole community, including individuals with disabilities and others with access and functional needs.
Cross-Cutting	Planning	Incorporating Risk Analyses*	The planning process is a tool to integrate risk analysis.
Cross-Cutting	Planning	Integrating Different Plans*	Integrating planning efforts across sectors, disciplines, and mission areas.
Cross-Cutting	Planning	Operational Planning*	Evaluate current intelligence and coordinate the development of options as appropriate.
Cross-Cutting	Planning	Pre-Incident Planning*	Develop all-hazards response plans prior to incidents.
Cross-Cutting	Planning	Strategic Planning*	Initiate a time-sensitive, flexible planning process that builds on existing plans and incorporates real-time intelligence.
Cross-Cutting	Planning	Whole Community Involvement and Coordination*	Conducting a systematic process that engages the whole community.
Cross-Cutting	Public Information and Warning	Alerts and Warnings	Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).
Cross-Cutting	Public Information and Warning	Culturally and Linguistically Appropriate Messaging	Incorporate data from lessons learned and statistical information to target consideration of populations (such as for people with disabilities or access and functional needs, limited English proficiency populations, and racially, culturally, and ethnically diverse communities).
Cross-Cutting	Public Information and Warning	Delivering Actionable Guidance	Share relevant, timely, and actionable information and analysis with local, state, tribal, territorial, Federal, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.
Cross-Cutting	Public Information and Warning	Developing Standard Operating Procedures for Public Information*	Determine information sharing requirements and processes to address the communication needs of the whole community.
Cross-Cutting	Public Information and Warning	Inclusiveness of the Entire Public	Effective and meaningful inclusiveness generates public awareness and support to reach the common objective of mitigating risk and promoting resilience.
Cross-Cutting	Public Information and Warning	New Communications Tools and Technologies*	Use social media, Web sites (e.g., Ready.gov), and smartphone applications, as well as more traditional mechanisms, such as community meetings, social networks, or diverse media outlets, to inform the public of actions to take to connect preparedness to resilience.
Cross-Cutting	Public Information and Warning	Protecting Sensitive Information*	Protect information so as not to compromise ongoing prevention operations (e.g., intelligence activities and investigations).
Cross-Cutting	Public Information and Warning	Public Awareness Campaigns*	Execute public awareness campaigns to enhance vigilance.
Cross-Cutting	Public Information and Warning	Traditional Communications Mechanisms*	Use traditional community communications systems to provide protective action guidance during pending threat and hazard events (i.e. text messaging, news media broadcast, emergency broadcast systems).
Cross-Cutting	Operational Coordination	Allocating and Mobilizing Resources*	Ensure mechanisms are in place to execute sharing and mobilizing of resources across multi-jurisdictional boundaries
Cross-Cutting	Operational Coordination	Command, Control, and Coordination	Mobilize all critical resources and establish command, control, and coordination structures within the affected community, in other coordinating bodies in surrounding communities, and across the Nation, and maintain as needed throughout the duration of an incident.
Cross-Cutting	Operational Coordination	Determining Priorities, Objectives, Strategies*	Determine incident priorities, objectives and strategies based on principles outlined in the Incident Command System.
Cross-Cutting	Operational Coordination	Emergency Operations Center Management*	Establish command, control, and coordination structures.
Cross-Cutting	Operational Coordination	Ensuring Continuity of Government and Essential Services*	Establish a tiered, integrated succession plan for the continuation of mission essential functions of government service.
Cross-Cutting	Operational Coordination	Ensuring Information Flow*	Facilitate effective intelligence and information sharing.
Cross-Cutting	Operational Coordination	Ensuring Unity of Effort*	Establish tiered, integrated leadership, and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.

THIRA SPR Functional Areas Definitions

Capability Assessment

Qualtrics Survey

- Built capability assessment survey in Qualtrics in 2022
- Imported historic 2021 data from previous state system
- Upgraded web-based platform

Qualtrics Dashboard

- Built dashboard with basic analytics 2022
- Public link to share with all partners
- OR Capability Assessment Dashboard

Capability Assessment

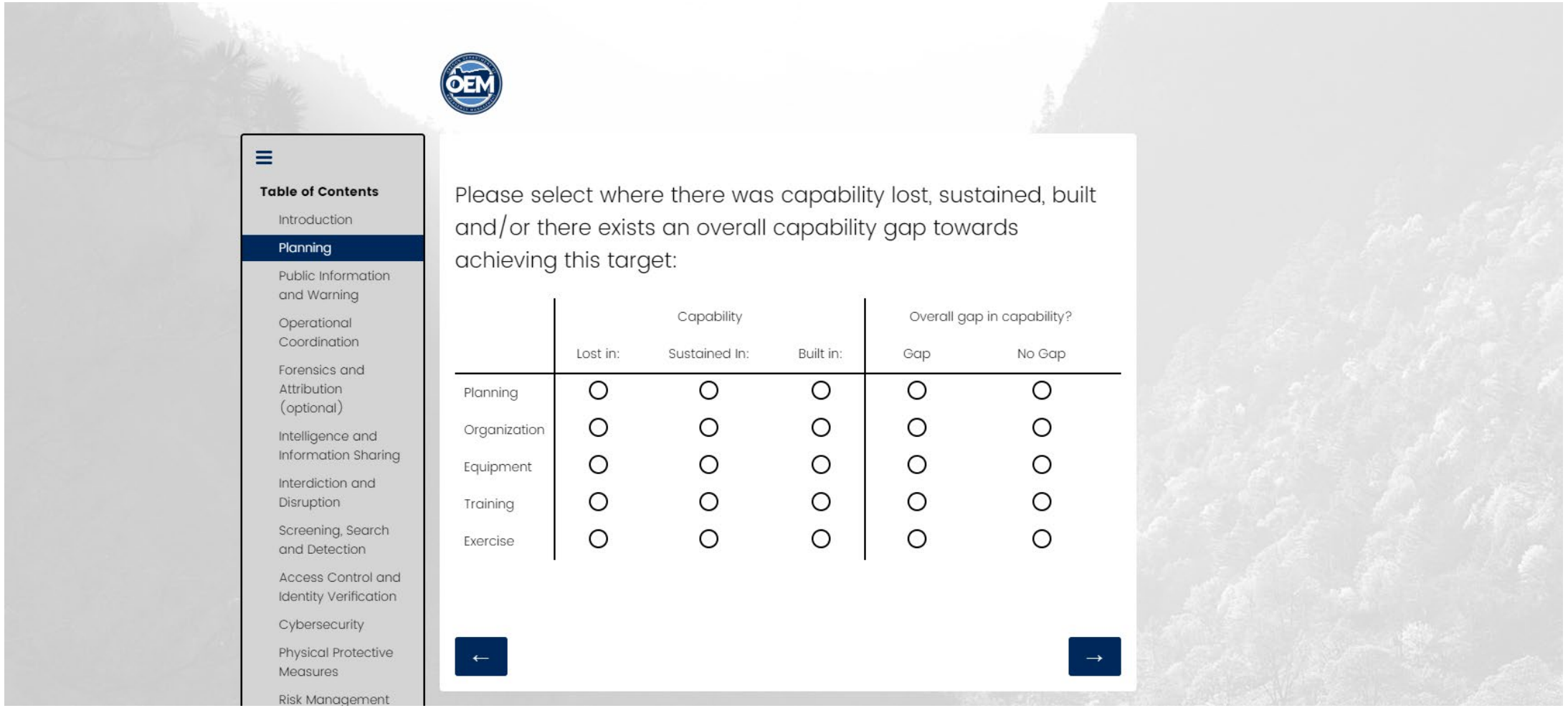


Table of Contents

- Introduction
- Planning
- Public Information and Warning
- Operational Coordination
- Forensics and Attribution (optional)
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search and Detection
- Access Control and Identity Verification
- Cybersecurity
- Physical Protective Measures
- Risk Management

Please select where there was capability lost, sustained, built and/or there exists an overall capability gap towards achieving this target:

	Capability			Overall gap in capability?	
	Lost in:	Sustained In:	Built in:	Gap	No Gap
Planning	○	○	○	○	○
Organization	○	○	○	○	○
Equipment	○	○	○	○	○
Training	○	○	○	○	○
Exercise	○	○	○	○	○

← →

Capability Assessment

Functional Areas:

Hover over the functional area name to view a definition

	Planning	Organization	Equipment	Training	Exercise
Continuity Planning					
Evaluating and Updating Plans					
Including Individuals with Disabilities or Access/Functional Needs					
Incorporating Risk Analyses					
Integrating Different Plans					
Operational Planning					
Pre-Incident Planning					
Strategic Planning					
Whole Community Involvement and Coordination					

0
1
2
3
4
5

Core Capability POETE Scale Rubric

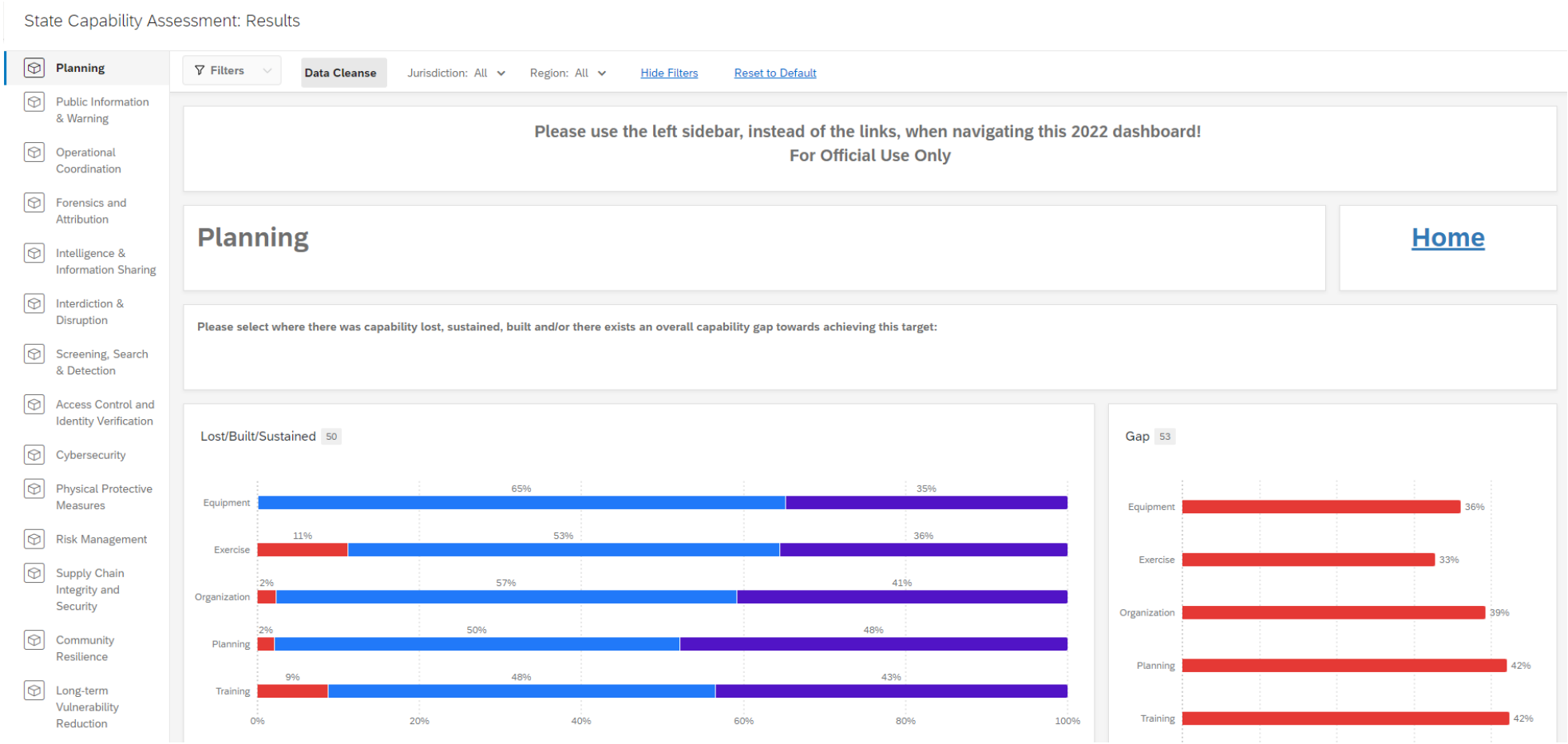
State of the State Capability Assessment Rubric Supplemental Guidance

The POETE Rubric is a supplemental guidance document to the State of the State Capability Assessment. The POETE Rubric is intended to help rank each core capability functional area by standardized levels. For additional information on completing the State of the State Capability Assessment see the Capability Assessment Guidance or reach out to the Oregon Department of Emergency Management Emergency Preparedness Planner Sarah Puls at sarah.puls@oem.oregon.gov

Core Capability POETE Scale Rubric

	Planning	Organization	Equipment	Training	Exercises
0	The jurisdiction does not have a plan associated with this functional area.	There is no organizational support for this functional area from the jurisdiction.	The jurisdiction does not have the necessary equipment and/or supplies to conduct or implement this functional area.	The jurisdiction does not have baseline training in this functional area of the core capability.	The jurisdiction has not exercised nor participated in an exercise designed to test this area.
1	There is a plan in process or in draft form for this functional area of the core capability.	There is some specific organizational staff identified to support this functional area.	The needed equipment has been identified and there is a plan to obtain it.	The jurisdiction has a plan for new and continuing staff to receive baseline training in this area.	The jurisdiction has a progressive exercise plan that includes this functional area.
2	There is a plan but it does not cover all identified necessary areas.	There is some organizational support for this functional area, but not sufficient staff to engage external stakeholders.	The jurisdiction has the minimum needed equipment to conduct or implement this functional area.	The jurisdiction has 1 or more staff trained in this area and a plan for new and continuing staff to receive training in this functional area.	The jurisdiction has exercised or participated in a basic exercise (TTX or workshop) that tested this functional area.
3	There is a plan developed that covers this functional area, or this area is encompassed as part of a larger plan.	There is sufficient organizational support and a plan to engage external stakeholders in this functional area.	The jurisdiction has the equipment and/or supplies to conduct or implement this functional area as well as the training and ability to maintain the equipment.	The jurisdiction has 2 or more staff trained in this area and a plan for staff to receive advanced training in this functional area (as available or appropriate).	The jurisdiction has exercised or participated in a larger exercise (drill or full-scale) that tested this functional area.
4	There is a plan developed that covers this functional area and there is a plan to exercise it, or it has been exercised.	External stakeholders have been engaged in workshops and/or planning mechanisms for this functional area.	The jurisdiction has redundant equipment and/or supply systems to allow for partial (50% or less, 72 hours or less) continued service during disaster conditions (loss of power, loss of communications etc.)	The jurisdiction has 1 or more staff trained to an advanced level in this functional area.	The jurisdiction exercised or participated in an exercise that tested this functional area (whether TTX, drill or full-scale) and included internal and external stakeholders (as appropriate).
5	There is a plan developed that covers this functional area that has been exercised and trained to. Exercises and real world events are regularly used to make on-going improvements.	The whole community has been engaged in planning, training and exercises relevant to this functional area.	The jurisdiction has redundant equipment and/or supply systems to allow for almost complete (50% or more, 72 hours or more) continued service during disaster conditions (loss of power, loss of communications etc.)	The jurisdiction has a robust training program including both baseline and advanced level training for new and continuing staff. Advanced level staff may be certified to train staff and local partners.	The jurisdiction has a progressive exercise program that tests all areas, includes internal and external stakeholders, and makes improvements as necessary.

Capability Assessment Dashboard



- [Capability Assessment Dashboard]

State of the State Report

- Annual aggregate report
- Highlighting high priorities
- Regional Trends
- Identifying and making recommendations for addressing gaps

How do we use this Data

- Identify program priorities across OEM Divisions
- Used to inform state and regional Integrated Preparedness Planning and Workshops
- Grant Priorities
  - HSGP use for state grant investment justifications
  - EMPG use for state priority identification
- Provide data back to stakeholders to use for project and program justifications
  - Use for grant applications to justify project funding
  - Use for budget discussion in your jurisdiction
  - Use for project and program awareness of gaps and needs

Questions?

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