Oregon Office of Emergency Management
The 2017 Great American Eclipse
Real-world Event
August 17 – September 2, 2017

After-Action Report Plan

05/22/2018

This After-Action Report (AAR) is focused solely on the activities of the Oregon Office of Emergency Management (OEM) and the State Emergency Coordination Center (ECC), in response to the 2017 Great American Eclipse. Strengths to maintain and areas needing improvement were gathered from OEM's ECC team who worked this event, as well as participating Emergency Support Function (ESF) partners identified at the end of this AAR.

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EXECUTIVE SUMMARY

The Oregon Office of Emergency Management (OEM) worked with many state, county, local, and tribal partners to ensure that the solar eclipse was enjoyed, safely by all visitors traveling to Oregon to view the rare event. While in Emergency Management the goal is to prepare for, prevent and mitigate disasters, it is also about having plans in place for major events where large numbers of people are expected to inundate an area in a short period of time. For major events, we are successful when risk is reduced, relationships are refreshed or developed, and the public understands how to participate and enjoy the event safely.

Overall Successes:
- Conducted a unified special events planning effort between local, tribal and state partners in preparation for the solar eclipse.
- Coordinated joint information system among local, tribal, state and federal partners, providing effective messaging before, during, and after the event.
- Promoted safe observation of the eclipse event.
- Coordinated public safety planning (fire service, EMS, law enforcement, public works) and response among local, state, federal, and tribal stakeholders across Oregon.
- Kept the highways safe by developing a responsive highway traffic plan that mitigated the impact of up to a million additional visitors to Oregon.
- Used the eclipse as an opportunity to exercise response capabilities for mass population displacements.
- Successful and sustained activation of local, tribal and state agency operations center and the State Emergency Coordination Center to facilitate agency response should an emergency occur.
- The RAPTOR GIS mapping tool provided exceptional situational awareness for the State ECC and local jurisdictional EOCs.

General Areas of Improvement:
- Special events planning efforts, while coordinated with impacted jurisdictions, did not include peripheral counties with the potential to be impacted.
- A planning assumption of 1 million visitors was utilized, which led to increased expectations of intensive tourism throughout the state, rather than focusing on the expected effects of a large number of visitors.
- There was a high volume of network Internet users within the State ECC, which caused the system to slow down, and in some cases it went down, affecting the ability to effectively monitor the situation across the state.
- The existing EMS contract structure does not permit pre-planning or positioning of EMS resources. It is only designed to respond to an event after it has occurred.
- While an effective JIS was established, it was not co-located with the State ECC, nor did the conference room have all the equipment needed to sustain a long term operation.
- The administrative burden of balancing eclipse as well as fire operations during a State ECC activation exceeded current OEM staffing capabilities.

INCIDENT OVERVIEW

Incident Name	**The 2017 Great American Eclipse**
Incident Dates	**08/16/2017 – 09/02/2017**
Scope	The solar eclipse occurred on Monday, 8/21, beginning at approximately 9:04 am (all times are PST) and ending at 11:46 am.
Mission Area(s)	Protection and Response
Core Capabilities	Planning Mass Care Services Public Information and Warning Critical Transportation Public Health, Healthcare, and Emergency Medical Services Operational Communications
Objectives	1. Conduct a unified special event planning process, including identifying likely ECC/AOC/EOC activation and staffing. 2. Use the eclipse as an opportunity to plan response capabilities for mass population displacements. 3. Establish a joint information system among local, state, federal, and tribal stakeholders, ensuring consistent message distribution and amplification of public messaging. 4. Coordinate public safety planning (fire service, EMS, law enforcement, public works) and response among local, state, federal, and tribal stakeholders across Oregon, including in the areas of resource management, mutual aid assignments, common staging areas, EOC activity, and declarations of emergency. 5. Keep highways safe by developing a responsive highway traffic plan that mitigates the impacts of up to a million visitors using traffic management strategies and equipment, public messaging, incident response crews, and traffic clearance protocols. 6. Prevent and respond to public health consequences of the eclipse and population influx. 7. Through multiple redundant methods establish consistent communication among field response personnel, incident command posts, emergency operations centers, and public safety answering points in anticipation of severe degradation in cellular network service and greatly increased usage on radio nets. 8. Promote safe observation of this rare celestial event.
Threat or Hazard	Stresses related to large population movements and gatherings and other social conditions.
Lead Agency	Oregon Emergency Management
Participating Organizations	Federal, state, local, tribal, and non-governmental organizations. Complete list of participating agencies and descriptions in Appendix B.
Point of Contact	Sonya Andron 3225 State Street #115, Salem OR 97301 503-378-4025 sonya.andron@state.or.us

ANALYSIS OF CORE CAPABILITIES

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)
Conduct a unified special event planning process, including identifying likely ECC/AOC/EOC activation and staffing.	Planning		X
Use the eclipse as an opportunity to exercise response capabilities for mass population displacements.	Mass Care Services	X	
Establish a joint information system among local, state, federal, and tribal stakeholders, ensuring consistent message distribution and amplification of public messaging.	Public Information and Warning	X	
Coordinate public safety planning (fire service, EMS, law enforcement, public works) and response among local, state, federal, and tribal stakeholders across Oregon, including in the areas of resource management, mutual aid assignments, common staging areas, EOC activity, and declarations of emergency.	Planning		X
Keep highways safe by developing a responsive highway traffic plan that mitigates the impacts of up to a million visitors using traffic management strategies and equipment, public messaging, incident response crews, and traffic clearance protocols.	Critical Transportation	X	
Prevent and respond to public health consequences of the eclipse and population influx.	Public Health, Healthcare, and Emergency Medical Services		X
Through multiple redundant methods establish consistent communication among field response personnel, incident command posts, emergency operations centers, and public safety answering points in anticipation of severe degradation in cellular network service and greatly increased usage on radio nets.	Operational Communications		X
Promote safe observation of this rare celestial event.	Public Information and Warning	X	

Ratings Definitions:
- Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Core Capability: Planning

Description: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: OEM conducted a unified special event planning process, including identifying likely ECC/AOC/EOC activation and staffing.

Strength 2: OEM planning staff and team lead created an Eclipse Special Events plan that was edited and shared statewide as appropriate.

Strength 3: OEM assisted in coordination of public safety planning (fire service, EMS, law enforcement, public works) and response among local, state, federal, and tribal stakeholders across Oregon, including in the areas of resource management, mutual aid assignments, common staging areas, EOC activity, and declarations of emergency.

Strength 4: Great American Eclipse coordination calls were held monthly starting in April 2017, and increased to weekly beginning in June 2017. Pre-event briefings occurred at regular intervals leading up to the eclipse.

Strength 5: The prepositioning of National Guard aviation and personnel assets allowed for a quicker response to an emergency requiring their assistance. National Guard personnel assisted local jurisdictions in traffic control.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: OEM lacks the staffing resources to manage evolving partnerships, multi-jurisdictional planning efforts, and engage with partners that may also be under-resourced for statewide planning initiatives and corresponding documentation requirements.

Analysis: Continually evolving partnerships, planning direction, and a lack of participation increased the administrative burden of planned document maintenance beyond available OEM staffing capabilities.

Area for Improvement 2: The eclipse planning coordination calls were only open to the core eclipse planning team. The eclipse planning coordination call meeting summaries were distributed to only those jurisdictions that were part of the eclipse core planning team.

Analysis: Invited participants of eclipse initial planning calls were those jurisdictions in the core planning team. Six months pre-event, the planning calls were opened to all jurisdictions.

Analysis: Meeting summaries were distributed to only those invited participants of eclipse planning calls. Draft copies of the eclipse plan were distributed to all jurisdictions.

Area for Improvement 3: JIC/JIS participants and staff needed one location in which to share pertinent documents for planning purposes.

Analysis: During the planning process there was no state approved platform.

Area for Improvement 4: A planning assumption was created for a specific number of visitors.

Analysis: Visitor population estimates were established to provide a basis for preparedness, prevention, protection, response, and recovery planning and not to attempt to forecast actual visitors. There is a need to develop a stronger, more focused scenario planning process. In addition, there is a need for clearer messaging as to why we make planning assumptions.

Area for Improvement 5: ESF Partner roles and responsibilities are not well defined outside of the initial brief that each agency receives upon being welcomed to the OERS Council.

Analysis: ESF Partner Roles and Responsibilities are defined and supported within the State Emergency Operations Plan (EOP), ESF one pagers, and State ECC ESF specific folders. Additional efforts are underway to develop Just in Time Training to add specificity and clarification to the ESF Partner Roles and Responsibilities.

Core Capability: Mass Care Services

Description: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The eclipse was used as an opportunity to exercise response capabilities for mass population displacements.

Core Capability: Public Information and Warning

Description: Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The eclipse planning team established a Joint Information System (JIS) among local, state, federal, and tribal stakeholders, ensuring consistent message distribution and amplification of public messaging.

Strength 2: The JIS met over a period of six months and was integral in planning and operational efforts; the JIC was activated August 17, 2017. JIS staff appreciated JIS meetings and found them to be a great opportunity to network/build relationships, collect/distribute talking points

Strength 3: The JIS and stakeholders developed a consistent set of messages, reporting formats, and communication protocols to ensure consistent and effective efforts during the eclipse as well as to promote safe observation of the eclipse event.

Strength 4: The RAPTOR GIS mapping system received 42,879 views from 8/15 – 8/22. RAPTOR provided exceptional situational awareness for State ECC operations during the Eclipse event. The JIC was also involved in promoting the application and encouraging other state/federal/local partners to share it as well.

Strength 5: Public interest in the Great American Eclipse was widespread, and in addition to having some of the best forecasted viewing, Oregon was the first state in the United States to experience totality. The OEM PIOs, along with ESF Partner PIOs, provided regular media talking points and briefings. OEM hosted multiple media interviews.

Core Capability: Critical Transportation

Description: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The state response demonstrated a proficiency for keeping highways safe by developing a responsive highway traffic plan that mitigated the impacts of up to a million visitors using traffic management strategies and equipment, public messaging, incident response crews, and traffic clearance protocols.

Core Capability: Operational Communications

Description: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Through multiple redundant methods, the state planning team established consistent communication among field response personnel, incident command posts, emergency operations centers, and public safety answering points in anticipation of severe degradation in cellular network service and greatly increased usage on radio nets.

Strength 2: FEMA pre-staged two MERS vehicles in support of communications efforts: one in Salem, at the State ECC, and one in Madras, adjacent to the Central Oregon MACC facility.

Strength 3: The Eclipse Event Upload Utility for RAPTOR and OpsCenter allowed partners to upload their own event information into an online form which provided users with a simple method to provide critical data related to events across the state. This form concept can also be utilized for any other major event where a statewide layer of information may be necessary.

Strength 4: Great American Eclipse coordination calls were held monthly starting in April 2017, and were increased to weekly beginning in June 2017. Pre-event briefings occurred at regular intervals leading up to the Eclipse.

Strength 5: OEM and ESF partners regularly briefed situational updates to local and tribal emergency managers and federal partners during the coordination calls as well as during State ECC activation.

Strength 6: There was excellent daily coordination between ESF Partners, local EOCs, and State ECC staff for fire and eclipse operations, which continues to improve on mission assignments.

Strength 7: OEM deployed three staff in support of communicational and emergency management efforts in jurisdictions that were deemed to be most impacted by the eclipse event. Staff were deployed to Baker, Deschutes and Grant Counties. The liaisons provided regular informational briefs to the State ECC while deployed, while also supporting local emergency management staff in those counties.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: During the State ECC activation, the OEM Internet system ran extremely slowly. Several times throughout the event, users were unable to connect to the internet. The State ECC utilizes OpsCenter to monitor jurisdictional needs as well as RAPTOR for situational assessments, when the internet was slow or went down, these systems were less effective.

Analysis: During State ECC activation there were a high volume of network users.

Area for Improvement 2: The JIC operated out of a room adjacent to OEM's State ECC during the eclipse activation. While this is an improvement from previous spaces, it required extensive set up including additional phone lines, a printer, electrical equipment and enhanced Internet "hot spot."

Analysis: The JIC was established outside of the State ECC to allow additional staff and capability to spread out however it was not assessed completely which left it less than fully equipped. There is a clear need for a permanent, dedicated public information and warning space adjacent to the state ECC.

Area for Improvement 3: The multi-jurisdictional eclipse planning coordination calls occurred at 1500 Pacific Time. Once the State ECC activated, the agency situation reports were due to the Planning Section at 1500 Pacific Time.

Analysis: There is a need for a dedicated body of staff whose only responsibility is to State ECC operations. The Situation Report was due at 1500 to allow additional info to be provided during the call or confirm the information that was provided. During event activation the State ECC established the coordination calls in an effort to promote consistency in calls and also meet historical Situation Report delivery schedule.

Core Capability: Public Health, Healthcare, and Emergency Medical Services

Description: Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Prevented and responded to public health consequences of the eclipse and the population influx.

Strength 2: Developed a heath focused preparedness plan to ensure consistent and appropriate service coverage throughout the state.

Strength 3: OHA activated contracts and agreements with ambulance vendors to provide additional staffed ambulances across the state. This was enhanced with the use of focused health based funding to ensure resources were available in the many heavily impacted rural areas.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: The unique nature of the event and the lack of an existing tracking mechanism combined to make it difficult to assess coverage and availability of aero-medical resources throughout the state.

Analysis: Private aero-medical service providers are not required to provide detailed resource tracking information to state agencies.

Area for Improvement 2: The existing Emergency Medical System (EMS) contract structure does not permit state-coordinated pre-planning and/or prepositioning of EMS resources. It is designed only for a response to an event that has already occurred.

Analysis: A process other than the existing EMS contract mechanism must be used in assessing, planning, and prepositioning EMS resources.

EMERGENCY SUPPORT FUNCTION ACTIONS

Lead Agency

ESF 5 – Information and Planning: Oregon Office of Emergency Management (OEM)

- OEM developed a special event plan and coordinated statewide planning for the eclipse. OEM hosted up to weekly planning conference calls with Federal, State, ESF partners, local and tribal emergency managers, and non-profit agencies such as the American Red Cross.
- OEM began working with local and tribal partners in July 2016, and conducted state agency planning meetings since January 2017, establishing a common operating picture about this event and its consequences.
- The 2017 Total Solar Eclipse special event plan collected preparedness and planning information from local, tribal, state and federal partners, and NGOs, and was used to develop numerous additional agency- or jurisdiction-specific documents.
- OEM operational staff also coordinated with local and tribal emergency managers in deploying to affected counties to support emergency managers in their Emergency Operations Center (EOC) operations.
- Supported state Joint Information System planning and staffing

Other Support Agencies

ESF 1 – Transportation: Oregon Department of Transportation (ODOT)

- The 5 ODOT Regions worked in direct partnership with county and municipal agencies to establish unified plans for traffic management on the state transportation system in the days leading up to during and after the eclipse.
- ODOT worked with all state and local law enforcement, fire and EMS agencies to ensure that we were all able to response as quickly and effectively as possible to any situation that might happen.
- Messaging to the public and visitors: ARRIVE EARLY, STAY PUT, LEAVE LATE
- Supported state Joint Information System planning and staffing

ESF 2 – Communications: Department of Administrative Services (DAS) and Public Utility Commission (PUC)

- Representatives from DAS, the Oregon Business Development Department, and the PUC all engaged with telephone network providers to encourage preparation for the event and provide emergency managers with information about network improvements and equipment deployment.
- OEM facilitated amateur radio capabilities in the case alternative communications capabilities were needed.

- State agencies that managed radio systems (ODOT, Oregon Department of Forestry (ODF), Office of State Fire Marshal (OSFM)) conducted planning and assigned staff to prepare for and respond to incidents during the event.
- Local and tribal emergency operations centers (EOCs), state agency operations centers (AOCs), and the State ECC were connected by multiple redundant communications methods, including amateur radio, satellite phones, and two Federal Emergency Management Agency (FEMA) communications vehicles deployed to Oregon.
- Supported state Joint Information System planning and staffing

ESF 4 – Firefighting: Oregon Department of Forestry (ODF) and Office of State Fire Marshal (OSFM), Oregon Parks and Recreation Department (OPRD)

Office of the State Fire Marshal (OSFM)
- Deputy state fire marshals supported local emergency planning activities, assisted with inspections of assembly and residential (hotel and motel) occupancies, and positioned in areas of the state expected to have increased tourism and pre-planned events to assist and guide local resources during fires and emergency situations.
- OSFM worked directly with county fire defense board chiefs (FDBC) to determine availability of firefighting resources during the solar eclipse and developed a statewide plan on how to mobilize them should they be needed
- The OSFM mailed out over 11,000 solar eclipse glasses to fire service and OSP personnel working within the path of totality, along with wildfire and solar eclipse safety and public education materials.
- Created and distributed public information flyers/posters containing wildfire safety information
- Supported state Joint Information System planning and staffing

Oregon Department of Forestry (ODF)
- Provided for the safety of firefighters, the public and support personnel, as aligned with our agency's mission to prevent and respond to wildfires.
- Pre-positioned resources, such as helicopter and air tankers, where the greatest threat of wildfire existed for full support of initial attack in and near the path of totality ensuring we were prepared to respond to wildfires.
- Provided for continuity of operations in normal fire prevention initiatives, initial attack and large fire support workloads outside the path of totality.
- Working with affiliate Keep Oregon Green, created various wildfire safety materials, ads and messaging

Oregon Parks and Recreation Department (OPRD)

- Monitored more than 4,800 campsites within 30 miles of eclipse totality and instituted campfire bans in central and eastern Oregon from approximately8/16-8/22
- Communicated fire safety, traffic safety and health safety messages to campers
- Supported state Joint Information System planning and staffing

ESF 6 – Mass Care: Department of Human Services (DHS)

- Monitored solar eclipse event activities throughout Oregon
- Maintained situational awareness and monitoring for secondary events, such as fires
- Supported state Joint Information System planning and staffing

ESF 7 – Logistics: Department of Administrative Services (DAS)

- 3 DAS procurement staff and managers were on call/on alert from August 14 – 28.

ESF 8 – Health and Medical: Oregon Health Authority (OHA)

- Detected emerging concerns in healthcare delivery and public health through enhanced disease surveillance, monitoring emergency department and EMS patient data, regional hospital/EMS coordination calls, and automated and direct status reports.
- Supported healthcare and public health surge capacity by providing ambulances, SERV-OR/Medical Reserve Corps volunteers, environmental health inspectors, and disease monitoring and control staff/assistance, as well as legal/regulatory support and technical assistance.
- Supported state Joint Information System planning and staffing

ESF 9 – Search and Rescue: Office of Emergency Management (OEM)

- OEM established relationships and protocols for resource management in the event SAR was needed.
- From Friday, 8/18 to Tuesday, 8/22, the Oregon Department of Aviation (ODA) partnered with the Oregon Civil Air Patrol (CAP) to conduct aerial reconnaissance of the 70 mile path of the eclipse from the Coast to Eastern Oregon.
- Aerial patrol provided:
  - Situational awareness of all airports and state highway within the eclipse path
  - SIT-REP to OEM with photos
  - Identified high populated areas
  - Assessed alternate traveled routes for emergency services

ESF 10 – Hazardous Materials: Department of Environmental Quality (DEQ)

- Supported local planning efforts to identify and develop options for treatment and disposal of increased sewage wastes to campers at special event locations to reduce incidents of dumping or spills to waters of the state and/or public exposure to infectious materials.
- Supported state Joint Information System planning and staffing, county emergency planning and preparedness, and activated their Agency Emergency Operation Center in anticipation of increased spills caused by highway incidents or sewage releases.

ESF 11 – Food and Water: Department of Human Services (DHS)

- Monitored solar eclipse event activities throughout Oregon
- Maintained situational awareness and monitoring for secondary events, such as fires
- Supported state Joint Information System planning and staffing

ESF 12 – Energy: Oregon Department of Energy (ODOE)

- Verified the staging of energy resources throughout service territories to minimize response times in the event of emergencies or major outages.
- Confirmed energy utilities had the capacity to provide service if there are additional demands on their systems with the influx of visitors.
- Worked with the petroleum industry and emergency responders and managers to prepare for the increased demand on fuel supplies.
- The petroleum suppliers increased deliveries to gas stations to ensure available fuel supplies, and continued that strategy through the days following the eclipse. Many emergency response agencies also increased the amount of fuel supplies on hand, and contacted the Oregon Department of Energy should they need to arrange for additional fuel deliveries to support emergency services.
- Supported state Joint Information System planning and staffing

ESF 13 – Military Support: Oregon Military Department (OMD)

- Oregon National Guard (ORNG) deployed soldiers and airmen in support of 6 different counties, Baker, Grant, Clackamas, Jefferson, Lincoln and Marion). They assisted the counties with traffic assistance in various locations as determined by the county EOCs.
- Prepositioned multiple aircraft throughout the state to ensure efficient and effective response to resource transport, medical services, or SAR operations.
- Supported state Joint Information System planning and staffing

ESF 14 – Public Information: Oregon Emergency Management (OEM)

- Beginning in March, 2017, coordinated a Joint Information System with partner agencies in the state, counties, tribes and municipalities in the path of totality to ensure consistent and unified messaging to residents and visitors.
- Compiled, collected and distributed talking points as they pertained to public safety, security, disaster preparedness, disaster response and tourism.
- Conducted Joint Information Center training with partner agencies in preparation for the eclipse
- Activated a state Joint Information Center beginning Thursday, 8/17, through Tuesday, 8/22, in which JIC staff monitored social media, responded to media inquiries, provided public information messaging regarding all aspects of eclipse planning (e.g., transportation, health, wildfire safety, etc.)

- Through the state JIC, coordinated messaging and communications with three other regional JICs (coast, valley, central/eastern Oregon)
- Coordinated a social media campaign with state agency partners to share key messages
- Coordinated a 2-1-1 eclipse call center to handle eclipse related inquiries

ESF 16 – Law Enforcement: Oregon State Police (OSP)

Department of Corrections (DOC)
- Prepared for impacts to the roads due to increased traffic. Planned for transport to facilities, releases and trips.
- Institutions developed and reviewed plans for limited visibility, control of inmate movement, and accountability.
- OSP deployed all staff throughout the state to ensure the highest level of service available.

Department of Public Safety Standards and Training (DPSST)
- DPSST provided logistical support to OEM and ODF for the eclipse and were ready to assist with other requests as needed.
- Supported federal partners lodging and support needs in the Salem area.
- Supported state Joint Information System planning and staffing

ESF 18 – Business and Industry

- Monitored solar eclipse event activities
- Maintained situational awareness and monitor for secondary events
- Supported state Joint Information System planning and staffing

DRAFT APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Oregon Emergency Management as a result of The 2017 Great American Eclipse from 08/16/2017 – 09/02/2017.

Issue	Core Capability	Recommendation	POETE Element	Responsible ESF	Timeframe
1: Administration of special events planning	**Planning**	Increase staffing to manage the administrative burden of a State ECC activation and event planning. This should include stand-alone staffing for regional liaisons, tribal liaison, incident management coordinators and staff with specific State ECC management roles. Continue to evolve special event planning program to maintain consistency and incorporate lessons learned. Incorporate the existing OEM special events tactical plan previously developed with updated materials. Integrate the special events plan with the JIC communications plan at the beginning of the planning process. Identify milestones for document progress with dates to mark the special events plan FINAL prior to the event occurring.	**Planning**	**ESF 5/OEM**	**Q 4, 2018** **Ongoing** **Ongoing**
2: Scope of the eclipse planning calls		Open the coordination calls to interested local, tribal, federal, and ESF partners interested in the special events planning process and distribute coordination call meeting summaries to local and tribal emergency managers, federal, and ESF partners.	**Planning**	**ESF 5/OEM**	**Q 4, 2018**
3: JIS planning documentation		OEM to work with IT in supplying one location to share documents during emergency planning and operations.	**Planning**	**ESF 5/OEM**	**Q 4, 2018**
4: Visitor population estimates		Create a clearer planning assumption in order to avoid implying a false sense of accuracy and creating an interest in the process by which that number was determined, rather than the expected effects of the visitors.	**Planning**	**ESF 5/OEM**	**Ongoing**
5: ESF Roles and Responsibilities		Continue to enhance State ECC training materials and guidance while also developing Just-In-Time training solutions. Incorporate ESF roles and responsibilities training during exercises and other non-emergency events and add specificity and clarification to the ESF Partner Roles and Responsibilities.	**Planning**	**ESF 5/OEM**	**Ongoing**

Issue	Core Capability	Recommendation	POETE Element	Responsible ESF	Timeframe
1: OEM Internet system	**Operational Communications**	Assess capabilities and need to work with OEM Information Technology (IT) to enhance capabilities and to increase user capacity.	**Organizing**	**ESF 5/OEM**	**Q 4, 2018**
		Review and potentially stagger the State ECC/multi-jurisdictional coordination calls and Situation Report due times to accommodate those agencies that are participating in the calls but also need to complete a Situation Report.	**Equipping** **Organizing**		**Q 1, 2019** **Q 1, 2019**
2: JIC activation space		There is a clear need for a permanent, dedicated public information and warning space adjacent to the State ECC.	**Equipping**	**ESF 5/OEM**	**Q 1, 2019**
3: Eclipse planning team coordination and deliverables		There is a need for a dedicated body of staff whose only responsibility is to State ECC operations to coordinate required planning communications and deliverables.	**Equipping**	**ESF 5/OEM**	**Q 1, 2019**
1: Aero medical resource availability	**Public Health, Healthcare, and Emergency Medical Services**	Establish a tracking mechanism to assess coverage and availability of aero-medical resources throughout the state.	**Planning**	**ESF 8**	**Q 4, 2018**
2: EMS contract structure		Review and make the applicable changes to the current Emergency Medical System (EMS) contract structure to allow for pre planning and/or prepositioning of EMS resources.	**Planning**	**ESF 8**	**Q 4, 2018**

APPENDIX B: INCIDENT PARTICIPANTS

Participating Organizations
Federal
Federal Emergency Management Association
U.S. Army Corps of Engineers
U.S. Bureau of Land Management
U.S. Coast Guard
U.S. Department of Homeland Security
U.S. Forest Service
State
Oregon Department of Administrative Services
Oregon Department of Agriculture
Oregon Department of Aviation
Oregon Department of Corrections
Oregon Department of Energy
Oregon Department of Environmental Quality
Oregon Department of Geology and Mineral Industries
Oregon Department of Human Services
Oregon Department of Justice
Oregon Department of State Police
Oregon Department of Transportation
Oregon Governor's Office
Oregon Health Authority
Oregon Military Department
Oregon Office of Emergency Management
Oregon Office of the State Fire Marshal
Oregon Parks and Recreation Department
Oregon State Department of Forestry
Oregon State Marine Board
Oregon Tourism Commission
Oregon Travel Experience
Travel Oregon
Counties
Baker
Benton
Clackamas
Crook
Deschutes
Grant

Harney
Jefferson
Lincoln
Linn
Malheur
Marion
Multnomah
Polk
Tillamook
Union
Wheeler
Yamhill
Tribal Nations
Burns-Paiute Reservation
Confederated Tribes Coos Lower Umpqua Siuslaw Indians
Confederated Tribes of Grande Ronde
Confederated Tribes of Siletz Indians
Confederated Tribes of the Umatilla Indian Reservation
Confederated Tribes of Warm Springs
Coquille Indian Tribe
Cow Creek Band of Umpqua Tribe of Indians
Klamath Tribes
Non-governmental Organizations
2-1-1 Oregon
American Red Cross (ARC)
Civil Air Patrol (CAP)
Oregon Association of Counties
Oregon Titan Fusion Center
Oregon Volunteers Active in Disaster (ORVOAD)
SAIF

ACRONYMS

AAR	After Action Report
ARC	American Red Cross
CAP	Civil Air Patrol
DEQ	Department of Environmental Quality
DOC	Department of Corrections
DHS	Department of Human Services
DPSST	Department of Public Safety Standards and Training
ECC	Emergency Coordination Center
EOC	Emergency Operations Center
ESF	Emergency Support Function
FDBC	Fire Defense Board Chief
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
IT	Information Technology
JIC	Joint Information Center
JIS	Joint Information System
MACC	Multi Agency Coordination Center
MERS	Mobile Emergency Response System
ODA	Oregon Department of Agriculture
ODA	Oregon Department of Aviation
ODF	Oregon Department of Forestry
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OHA	Oregon Health Authority
OMD	Oregon Military Department
ORNG	Oregon National Guard
ORVOAD	Oregon Voluntary Organizations Active in Disasters
OSFM	Office of State Fire Marshal
OSP	Oregon State Police
PIO	Public Information Officer
PUC	Public Utility Commission
RAPTOR	Real-time Assessment and Planning Tool for Oregon