



# Emergency Preparedness Advisory Council (EPAC) Agenda

<b>Date:</b>	07.24.23	<b>Location:</b> <b>Virtual Meeting Link:</b> <a href="https://us02web.zoom.us/j/83506473623?pwd=Qy90b1FwZHg1eHorc3U3S2pJWkNXUT09">https://us02web.zoom.us/j/83506473623?pwd=Qy90b1FwZHg1eHorc3U3S2pJWkNXUT09</a> <b>Access Code:</b> 835 0647 3623 & 801870
<b>Time:</b>	1:00 – 3:00pm	
<b>Chairperson:</b>	Jenny Demaris, Lincoln County	
<b>Vice Chair:</b>	Ivonne Mora-Hernandez, ODHS	
<b>Hosting Agency, Recorder:</b>	Debra Wixom, OEM	

#	Agenda Items	Purpose*	Presenter
1.	<b>Call to Order, Welcome, &amp; Introductions:</b> <ul style="list-style-type: none"> <li>• Call to Order – Quorum and public meeting requirements, recorded meeting.</li> <li>• Introductions</li> <li>• Membership – OMD Sharel Pond Retirement (Nov.)</li> </ul>	Informational	Ivonne Mora-Hernandez
2.	<b>Review/Approval Minutes, Additions to Agenda:</b> <ul style="list-style-type: none"> <li>• 04/24/23 Meeting Minutes, attachment 01</li> <li>• Additions to Agenda</li> </ul>	Decision	Ivonne Mora-Hernandez Debra Wixom
3.	<b>State Updates:</b> <ul style="list-style-type: none"> <li>• State Resilience Officer Update/Vacancy Updates</li> <li>• ODEM State of the State Brief, attachment 02</li> </ul>	Informational	Written Update Sarah Puls
4.	<b>Other Agenda Items:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	Discussion	Group
5.	<b>Round Table:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	Informational	Group
6.	<b>Public Comment:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	Informational	Public
7.	<b>Next Meeting:</b> <ul style="list-style-type: none"> <li>• Review Meeting Frequency, QTR, Monthly, Bi-Monthly               <ul style="list-style-type: none"> <li>○ 08.28.23, 1-3pm</li> </ul> </li> </ul>	Discussion	Ivonne Mora-Hernandez
8.	<b>Follow-up Items/Tasks for Next Meeting:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	Informational	Ivonne Mora-Hernandez Debra Wixom
9.	<b>Adjournment:</b>	Informational	Ivonne Mora-Hernandez

\*Agenda Item Purpose – Information, Discussion, Decision

**Oregon – Emergency Preparedness Advisory Council (EPAC)**

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<b>EPAC Information:</b>	
<ul style="list-style-type: none"><li>• <b>Chairperson:</b> Jenny Demaris, Lincoln County, <a href="mailto:vdemaris@co.lincoln.or.us">vdemaris@co.lincoln.or.us</a> (Oct. 2022):</li><li>• <b>Vice Chairperson:</b> Ivonne Mora-Hernandez, Oregon Department of Human Services, <a href="mailto:ivonne.mora-hernandez@dhsosha.state.or.us">ivonne.mora-hernandez@dhsosha.state.or.us</a> (Oct. 2022):</li><li>• <b>Council Recorder/Hosting State Agency:</b> Debra Wixom, OEM, <a href="mailto:debra.wixom@oem.oregon.gov">debra.wixom@oem.oregon.gov</a></li><li>• <b>Council Members:</b> Appointed members by Governor or represented State Agency Director, see roster below.</li><li>• <b>Council Website:</b> <a href="https://www.oregon.gov/oem/Councils-and-Committees/Pages/Emergency-Preparedness-Advisory-Council-(EPAC).aspx">https://www.oregon.gov/oem/Councils-and-Committees/Pages/Emergency-Preparedness-Advisory-Council-(EPAC).aspx</a></li><li>• <b>Oregon Department of Justice – <a href="#">Public Meetings Resource Information</a></b></li></ul>	
<b>Active Workgroups:</b> <ul style="list-style-type: none"><li>• <b>Charter (Dec. 2022)</b> - Demaris, Pond, Mayfield, Wegener, Mora-Hernandez</li><li>• <b>EPAC Areas of Interest Listing (Dec. 2022)</b> – Demaris, Mora-Hernandez, TBD<ul style="list-style-type: none"><li>- Public Power Safety Shut-Offs</li><li>- Community Lifeline Model Alignment with Federal/State/Tribal/Local Government</li><li>- Assigned Region Designation by State Agencies (OHA, ODHS, OEM, ODOT, ODF, etc.)</li><li>- Oregon Fuel Action/Security Plans</li><li>- National Qualification Standards Implementation and State Training Program Availability</li><li>- Review of Prior After-Action Reports/Audits</li></ul></li></ul>	
<b>Future Meeting Dates/Times for 2023</b> <b>4<sup>th</sup> Monday of e/o Month 1-3pm:</b>	<b>Committee Planning Calendar:</b>
<ul style="list-style-type: none"><li>• 03.27.23</li><li>• 04.24.23</li><li>• <del>05.22.23</del></li><li>• <del>06.26.23</del></li><li>• 07.24.23</li><li>• 08.28.23</li><li>• 09.25.23</li><li>• 10.23.23</li><li>• 11.27.23</li><li>• 12.25.23 Holiday</li></ul>	<ul style="list-style-type: none"><li>• <del>February – Draft Bylaws to Council</del></li><li>• June - Re assess frequency of meetings</li><li>• December – Annual review of Bylaws</li><li>• January – Annual report to State Resilience Officer</li><li>• January 2025 – Election of Chair/Vice Chair</li></ul>

**Oregon – Emergency Preparedness Advisory Council (EPAC)**

Agenda – 07.24.23, 1:00 – 3:00pm

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***Council Members – Governor Appointment***

<b>Appointed Position</b>	<b>Name</b>	<b>Term Start/End</b>
Local - Association of Oregon Counties	VACANT	
Local - Emergency Management Organizations	Jenny Demaris	07/2022 - 06/2026
Local - Indian Tribes in Oregon	Danny Martinez	07/2022 - 06/2026
Local - League of Oregon Cities	Kelly Madding	07/2022 - 06/2026
Local - Regional Emergency Mgmt. Organizations	VACANT	
Nonprofit Community - EM Support Functions Responsibility	Denise Everhart	07/2022 - 06/2026
Private Sector	VACANT	
State - Department of Energy	Deanna Henry	07/2022 - 06/2026
State - Department of Forestry	Joy Krawczyk	07/2022 - 06/2026
State - Department of Human Services	Ivonne Mora-Hernandez	07/2022 - 06/2026
State - Department of Justice	Scott Burwash	07/2022 - 06/2026
State - Department of Transportation	Mac Lynde	07/2022 - 06/2026
State - Dept. of Emergency Management	Alaina Mayfield	07/2022 - 06/2026
State - Dept. of Public Safety Standards and Training	Kaylan Kamstra	07/2022 - 06/2026
State - Fire Marshall	Mariah Rawlins	07/2022 - 06/2026
State - Health Authority	Emily Wegener	07/2022 - 06/2026
State - Military Department	COL. Sharel Pond	07/2022 - 06/2026
State - Police	Nathan House	07/2022 - 06/2026



## EMERGENCY PREPAREDNESS ADVISORY COUNCIL (EPAC)

### Minutes

April 24, 2023 | 1:00-3:00pm

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- 1) **Call to Order, Welcome, and Introductions:** Jenny Demaris
  - a) Call to Order – Quorum and public meeting requirements met; this is a recorded meeting.
  - b) Introductions – no new Council Members.
  
- 2) **Review, Approval of Minutes – Additions to Agenda:** Jenny Demaris, Debra Wixom
  - a) 3/27/23 Minutes were approved by the council as submitted.
  - b) Additions to Agenda - No agenda items requested to be added.
  
- 3) **State Updates:** Doug Grafe, Matt Garrett, Alain Mayfield
  - a) State Resilience Officer Update, Vacancy Updates: Doug Grafe
    - i) Vacancies:
      - (1) SRO: This position is currently being worked through the Governor’s office for legislative approval and will be announced once that process is complete. The announcement is expected at the end of this week or beginning of next week.
      - (2) ODEM Director Recruitment: Currently have a third-party contractor that is working through the application pool and should start the 1<sup>st</sup> round of interviews in the next few weeks, once the screening process is finished.
      - (3) EPAC Council Vacancies: There is an opportunity the first week of each month to close the loop of moving appointments to the Governor. Doug feels by the first week of June we should be able to fill the 3 vacancies. Jenny sent request to Association of Counties to select their representative.
    - b) ODEM Update: Matt Garrett
      - i) ODEM had their first round of presentations with the Ways and Means Public Safety Subcommittee, co-chaired by Representative Evans and Senator Solomon. ODEM has their informational presentation before the committee scheduled where they will speak about the partnerships, they have with local emergency management professionals.
      - ii) There is also a push to move forward with the agency’s budget in the first or second week of May. This is the initial budget and depending on the May 17<sup>th</sup> revenue forecast how that presents itself, there may be further conversation.
  - c) ODEM Maturity Model Presentation: Aliana Mayfield and Emmanuel Elizarraga
    - i) Alaina introduced Emanuel who provided a briefing on the 2022 Maturity Model Assessment developed by ODEM, attachment 03. Follow-up questions by council members:
      - (1) Jenny Demaris: What is the State of Oregon doing to ensure more emergency support function (ESF) responsible entities participate in the survey process?
        - (a) Response: Emmanuel stated we want to put an individual on this task. ODEM did not have one in the past due to staffing shortages. Now, with Emmanuel on the team, we realize that there was never technical assistance for the agency to provide for other ESF’s. Just being aware of that fact provides us with an opportunity for growth.
      - (2) Mac Lynde: With all the state agencies working on the COOP Plan, over the next 6 to 9 months, how does that align with the ESF Maturity level?
        - (a) Response: Alaina Mayfield stated COOP is a specific plan intended to cover all the different plans covered by the maturity model. If you don't have a documented process of how you're going to support a cognitive operations incident then the opportunity here is to dig into what those are, whether it’s resources and tools for ODEM to provide in this context, the COOP toolkit and some of

the other things that ODEM has been tasked with supporting agencies to support COOP. Ideally the 2023 Maturity Model will show this growth.

**4) Bylaws Review & Approval:** Jenny Demaris

- a) Bylaws updated version, attachment 02
  - i) Expenses: Prior meeting discussion regarding member compensation and HB 2992.
    - (1) Doug Grafe: For those that desire compensation, there are certain requirements for that. He is working on a fact sheet to help a variety of commissions in this space and will follow up in time with the fact sheet and provide forms that identify current eligibility, etc. and process for those reimbursements.
  - ii) Executive Sessions: Jenny Demaris indicated she modified the executive session to more align with the state website example information vs. detailing when/how/why an executive session may be initiated.
    - (a) Doug Grafe: Suggested using language like “such as” instead of boxing ourselves into just one area.
  - iii) Approval Process: Jenny Demaris recommended moving forward with approval with revisions discussed today. Then at a later date the council can update the Bylaws if more clarification is needed regarding executive session related to reviews/briefings on protected critical information or PCII. Doug Grafe stated the council’s portion of the work can be done and be reviewed by ODEM and DOJ. If there were any adjustments, they would come back to us then.
- b) Bylaws Approval: Jenny Demaris asked for a motion to approve the bylaws, with noted revisions presented today. Mac Lynde gave a motion for approval, COL. Sharel Pond gave a second for approval and motion carried with one abstention by Alaina Mayfield (ODEM).

**5) EPAC Recommendations Referrals:** Jenny Demaris & Group

- a) Jenny Demaris indicated she and Vice Chair Ivonne Mora-Hernandez had discussed how to outline a process for the Councils mission of forwarding recommendations to governing body and the processes by which to do so. Process issue areas include:
  - i) Where do the ideas of things that we are expected to make recommendations on come from? External sources, review of audits/assessments/after action reports and/or directly from council members?
  - ii) Why are we reviewing this item; is the item for the EPAC or should it be transferred to another Council?
  - iii) How do we make a valued assessment of proposals/ideas that are presented to the EPAC?
  - iv) How do we document and track the review of the information/process?
- b) Referral Review Form: Jenny Demaris presented a draft form, attachment 04, for documenting potential recommendations for review, approval and tracking by the council. The initial review of proposed items would be reviewed by the Chair/Vice Chair to ensure enough information is provided to present to the council and/or if the EPAC is the correct council vs. transferring to another council. The process will focus on: what will this recommendation fix, what will it improve or make more resilient if approved?
  - i) Council Members agreed a process including documentation and tracking is needed. Chair and Vice Chair were requested to continue working on the draft form, work with new State Resilience Office and bring back at a future Council Meeting for review again or pilot on first item referred to the council.

**6) Other Agenda Items:** Group

- a) We have no other agenda items requested or suggested at this time.

**7) Round Table:** Group

- a) Mac Lynde: In May or early June those impacted by the 2020 Labor Day wildfires may be contacted to discuss topics around the insurance processing side of the work lead by the State. The project team will reach out to legislative members, agencies, and local partners. Mac is hoping to give an update at our June meeting.

**8) Public Comment:** Public

- a) Mark Ferdig introduced himself as the new Managing Director for the Regional Disaster Preparedness Organization (RDPO) and has joined as an observer today. He is planning to apply for the regional council member vacancy.

**9) Next Meeting:** The council decided to cancel the May meeting due to lack of agenda items and reconvene June 24<sup>th</sup>, 1-3pm. It was noted the ODEM facility is still under renovations and the conference room is not available; Chair suggested using the Treasurer building as an alternate meeting location.

**10) Follow-up Items/Tasks for Next Meeting:** Jenny Demaris, Debra Wixom

- a) Alaina will confirm if ODEM will be ready to brief out on the State of the State Report at the June meeting.
- b) Consider Treasurer building for in person meeting location.

**11) Adjournment:** Jenny Demaris

- a) Meeting adjourned at 2:05pm
- 

Respectfully submitted,

*Debra Wixom, Recorder*

Oregon Department of Emergency Management

**04/24/23 – EPAC Meeting Attendance**

A=Not Present, P=Present, R=Represented, V=Vacant Position

#	Representation – Council Members	Attendance	Council Member
10	Local - Association of Oregon Counties	V	Vacant
13	Local - Emergency Management Organizations	P	Jenny Demaris
16	Local - Indian Tribes in Oregon	A	Danny Martinez
11	Local - League of Oregon Cities	A	Kelly Madding
12	Local - Regional Emergency Mgmt. Organizations	V	Vacant
15	Nonprofit Community - EM Support Functions Responsibility	A	Denise Everhart
14	Private Sector	V	Vacant
2	State - Emergency Management	P	Alaina Mayfield
18	State - Energy	P	Deanna Henry
3	State - Fire Marshall	A	Mariah Rawlins
9	State - Forestry	P	Joy Krawczyk
6	State - Health Authority	A	Emily Wegener
17	State - Human Services	P	Ivonne Mora-Hernandez
8	State - Justice	P	Scott Burwash
1	State - Military	P	Sharel Pond, Col.
4	State - Police	P	Nathan House
5	State - Public Safety Standards and Training	P	Kaylan Kamstra
7	State - Transportation	P	Mac Lynde

Representation – State Staff	Attendance	State Personnel
State - Gov. Office - Resilience Officer	P	Interim: Doug Grafe
State - Emergency Management	P	Debra Wixom

Representation – Members of the Public	Attendance	Guests/Public at Large
RDPO Managing Director	P	Mark Ferdig
ODHS ODDS	P	Ash Kane
ODEM	P	Matthew Garrett
ODEM	P	Emmanuel Elizarraga



# **2022 State of the State Oregon Capability Assessment**

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The *State of the State Capability Assessment* is an annual assessment of Oregon counties, select cities, tribal partners and state agencies. Information collected in this assessment is used to complete the annual FEMA *Threat Hazard Identification Risk Analysis (THIRA)* and *Stakeholder Preparedness Report (SPR)*. The results from this assessment identify the progress of emergency management initiatives and support prioritization of future Planning, Organization, Equipment, Training and Exercise (POETE) efforts.

## Executive Summary

The results of the 2022 State of the State Capability Assessment indicate Oregon is sustaining and building capacity across core capabilities. Progress in all areas of emergency management was challenged by the disasters experienced in the most recent years, but these disasters also improved progress by creating solutions, developing new partnerships and testing plans. Despite sustaining and building capability, there's still an opportunity and need for further development. All core capabilities have identified gaps, and no single area has a high overall rating.

## Findings

- Sustaining capability was the trend across 17 core capabilities (sustained is defined as 20% or greater averaged over all POETEs in that capability).
- Oregon built 15 core capabilities in 2022 and built significantly in three core capabilities. This represents a substantial increase in the number of capabilities built from 2021 (built is defined as 20% or greater averaged over all POETEs in that capability).
  - Planning (41%)
  - Public Information and Warning (37%)
  - Cybersecurity (37%)
- Individual capability rating numbers in 2022 were higher than those in 2021.
- 2022 ratings increased, returning to 2019 (pre-COVID) level ratings. Trends from 2019 through 2022 show capabilities rated higher in 2019 overall and decreased year by year to their lowest in 2021.
- The Mitigation mission area rated the highest in capability at 2.8, an increase compared to 2.7 in 2021.
- The Response mission area rated the second highest in capability at 2.5, with no change since 2021.
- The top-ranked capabilities remained similar to 2021.
- Gap data collected shows an opportunity for development in all POETE areas across all core capabilities.
  - Several core capabilities highlighted low capability in supporting inclusion, diversity, equity and accessibility in integrated planning, messaging and available resources and equipment.
- Trends in priority core capabilities showed an increase in medium-priority capabilities and a decrease in high-priority capabilities.
  - Medium priorities: 11 in 2019, 11 in 2020, 12 in 2021 and 20 in 2023.
  - High priorities: 15 in 2019, 14 in 2020, 13 in 2021 and 7 in 2022.
- High-priority statewide strengths from the capability assessment:
  - Public Information and Warning (3.1)
  - Operational Coordination (3.1)
  - Planning (2.8)
  - Fire Management and Suppression (2.8)
- High-priority core capabilities with lowest capability ranking:
  - Public Health, Healthcare and EMS (2.6)
  - Operational Communications (2.5)
  - Mass Care Services (2.3)

- High-priority core capabilities by region:
  - Portland Metro:
    - Public Information and Warning (3.3)
    - Operational Coordination (3.1)
    - Planning (2.9)
    - Cybersecurity (2.9)
    - Operational Communications (2.8)
    - Fire Management and Suppression (2.7)
    - Public Health, Healthcare and EMS (2.4)
    - Mass Care Services (2.0)
  - Northwest:
    - Cybersecurity (3.5)
    - Public Information and Warning (3.2)
    - Planning (3.0)
    - Operational Coordination (2.9)
    - Fire Management and Suppression (2.7)
  - Southwest:
    - Public Information and Warning (3.3)
    - Public Health, Healthcare and EMS (2.9)
    - Operational Coordination (2.8)
    - Fire Management and Suppression (2.7)
    - Planning (2.5)
    - Mass Care Services (2.4)
    - Operational Communication (2.3)
  - Willamette Valley:
    - Operational Coordination (3.4)
    - Public Information and Warning (3.3)
    - Fire Management and Suppression (3.2)
    - Planning (3.0)
  - Cascades:
    - Operational Coordination (3.0)
    - Public Information and Warning (3.0)
    - Planning (2.8)
    - Fire Management and Suppression (2.4)
    - Public Health, Healthcare and EMS (2.2)
    - Operations Communication (2.2)
  - Eastern:
    - Fire Management and Suppression (3.3)
    - Operational Coordination (3.1)
    - Public Health, Healthcare and EMS (2.8)
    - Public Information and Warning (2.5)
    - Operational Communications (2.4)
    - Planning (2.2)
    - Mass Care Services (2.0)
    - Cybersecurity (2.0)

## Recommendations

- Identify strategies to address gaps in the top-priority core capabilities:
  - Increase efforts to incorporate inclusion, diversity, equity and accessibility into all phases of emergency management.
  - Regional priorities should identify opportunities for gap closure at a regional level.
  - Public Information and Warning:
    - Continue to update and develop Standard Operating Procedures (SOP)s or Standard Operating Guidelines (SOG)s and plans regarding public information and warnings to include English as a Second Language (ESL) and Access and Functional Needs populations; and incorporate Inclusion, Diversity, Equity and Access (IDEA).
    - Continue training Public Information Officers (PIO)s.
    - Implement redundant systems and dedicated space for Joint Information Centers (JIC)s.
  - Operational Coordination:
    - Integrate comprehensive incident management and Continuity of Operations (COOP) software, including resource management and incident data tracking.
    - Continue to regularly review and update Emergency Operations Plans (EOP)s with whole community stakeholder input.
  - Planning:
    - Develop and test Emergency Operation Center (EOC) and Emergency Coordination Center (ECC) position descriptions and SOGs. Review and update EOPs with internal and external stakeholder input.
    - Continue work to implement and train whole community stakeholders on community lifelines.
    - Continue to update current plans, SOPs and SOGs, and develop additional plans as gaps are identified.
  - Fire Management and Suppression:
    - Expand All-Hazards Incident Management Team (IMT) participation and training to additional state agencies with qualified personnel.
    - Continue to invest in updated and specialized firefighting equipment.
  - Public Health, Healthcare and EMS:
    - Continue efforts to progressively plan, train and exercise this core capability.
    - Invest in additional equipment and advanced training.
  - Operational Communications:
    - Develop a cadre of auxiliary communications volunteers.
    - Prioritize funding for dedicated staff to develop and maintain communications plans and resources.
    - Expand relationships and mutual-aid agreements with agencies that can supplement and expand existing communications capabilities.
    - Maintain and upgrade existing communications equipment and invest in additional equipment.
    - Maintain an accurate inventory and resource type reference for effective deployment through a comprehensive incident management system.

- Mass Care Services:
  - Continue to develop sheltering and transitional housing plans.
  - Review and update shelter facility agreements.
  - Invest organizationally with staff and time to develop, train and exercise mass care plans.
  - Maintain and update mass care equipment for a sustained large-scale operation.
- Increase training and outreach on gathering information and whole community involvement to increase confidence in assessment responses and provide a better picture of Oregon’s overall capability.
- Increase training and outreach on available mutual-aid agreements and the type of resources that can be utilized.

**Data Disclaimer**

Numbers included in this report are *estimates* and may not reflect a community’s actual current capability. The reader should consider the data included below to be Oregon’s best estimate, based on available information, of its preparedness at the time of the assessment. The reader should use this information primarily as a *starting point* for a more in-depth discussion about the community’s current capability and gaps. As a result of data collection methodology changes in 2018, prior years’ data should not be directly compared. The same methodology was utilized in 2019, 2020, 2021 and 2022; some comparisons can now be drawn between those years.

If you have questions regarding the 2022 State of the State report or data collection process, please contact:

**Sarah Puls**

*Emergency Preparedness Planner*  
*Oregon Department of Emergency Management*  
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## State of the State

### Methodology

A total of 42 tribal, county and city jurisdictions, as well as 22 Oregon Emergency Response System (OERS) Council state agencies, assessed the capacity of 32 core capabilities. Core capabilities are the areas identified in FEMA’s National Preparedness Goal as those required for successful management of all areas before, during and after a disaster. The 32 core capabilities are categorized within the five mission areas representing all phases of emergency management: Prevention, protection, mitigation, response and recovery, Some core capabilities cross multiple mission areas. Planning, Public Information and Warning, and Operational Coordination cross all five mission areas and are known as the cross-cutting core capabilities.

The Five Mission Areas				
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	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 Management	
	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	

The State of the State capability assessment methodology was updated in 2019 to reflect updates in the federal THIRA and SPR reporting requirements. The phased roll out of these updates resulted in specific core capabilities being assessed each year. OEM now has data on every core capability, allowing for comparison of data from year to year. Details of the seven high-priority capabilities as highlighted in the summary are presented in this report.

As part of the capability assessment, respondents were asked to rank the priority of each core capability. As it’s not possible to focus on all areas at all times, capabilities were ranked as low, medium and high priority. Core capabilities rated as high by a majority of respondents were selected as the high priorities overall for Oregon. Medium- and low-priority capabilities were similarly selected.

The state assessed core capabilities in three ways. First, the capabilities were assessed through five categories: Planning, Organization, Equipment, Training and Exercise (POETE) for capability lost, sustained or built, and to determine if an overall gap remained in the core capability. Overall gaps indicate that despite efforts and resources, there's still a challenge in fully performing the core capability as needed based on Oregon's potential threats and hazards.

Following identification of gaps, strategies to address those gaps were identified. Core capabilities were further broken down into their component functional areas and ranked within the POETE to highlight which areas had the highest and lowest capacity. Functional area rankings were based on a 0-5 scale rubric, with 0 indicating no capacity and 5 indicating the highest capacity (see Appendix A).

Second, respondents were asked if mutual-aid agreements existed in each core capability to assist in augmenting the overall capacity, and if yes, how. If mutual aid existed, respondents were also asked how the assistance enhanced their capacity.

Lastly, respondents provided additional context to their answers by ranking their overall confidence in their responses. Confidence was ranked on a 1-5 scale, with 1 indicating not confident and 5 indicating complete confidence.

Responses to the assessment are visualized on an online dashboard to identify trends in capability across Oregon. Analysis of all 32 core capabilities can be found in the [2022 Oregon Capability Assessment Dashboard](#).

## **Overall Results**

The 2022 State of the State looks at the core capabilities that continue to be identified as high priorities, as well as high priorities with low capability. Seven core capabilities ranked as high priority this year. The top four ranked highest in capability were similar to previous years with Operational Coordination and Public Information and Warning increasing to the top at 3.1, followed by Fire Management and Suppression and Planning at 2.8.

Oregon's high-priority list continues with Public Health, Healthcare and EMS ranked 2.6, followed by Operational Communications at 2.5. Mass Care Services ranked as high priority with the lowest capability ranking, indicating the most potential for gap closure within a high-priority capability.

**Table 1: Core Capability and Mission Area Overall Rankings and Priority**

<b>Mission Area</b>	<b>Priority</b>	<b>Overall</b>
Prevention	Medium	2.2
Protection	Medium	2.3
Mitigation	Medium	2.8
Response	High	2.5
Recovery	Medium	2.5
<b>Core Capability</b>	<b>Priority</b>	<b>Overall</b>
Operational Coordination	High	3.1
Public Info & Warning	High	3.1
Fire Management and Suppression	High	2.8
Mass Search and Rescue Operations	Medium	2.8
Situational Assessment	Medium	2.8
Planning	High	2.8
Community Resilience	Medium	2.7
Threat and Hazard Identification	Medium	2.7
Cybersecurity	Medium	2.7
Risk and Disaster Resilience Assessment	Medium	2.7
On-Scene Security, Protection & LE	Medium	2.6
Public Health, Healthcare and EMS	High	2.6
Long-term Vulnerability Reduction	Medium	2.5
Health and Social Services	Medium	2.5
Operational Communications	High	2.5
Critical Transportation	Medium	2.4
Access Control and Identity Verification	Low	2.3
Infrastructure Systems	Medium	2.3
Mass Care Services	High	2.3
Intelligence and Information Sharing	Low	2.2
Logistics and Supply Chain Management	Medium	2.1
Environmental Response/Health and Safety	Medium	2.1
Risk Mgt for Protection Programs & Activities	Medium	2.1
Natural and Cultural Resources	Medium	2.0
Economic Recovery	Medium	2.0
Supply Chain Integrity and Security	Medium	1.9
Fatality Management Services	Medium	1.9
Housing	Medium	1.8
Physical Protective Measures	Medium	1.7
Forensics and Attribution	Low	1.6
Interdiction and Disruption	Low	1.6
Screening, Search and Detection	Low	1.3

**Capability Estimation Rating Scale:** 0-5, with 0 indicating no capability and 5 indicating full capability (see Appendix A).

**Rating Scale Color Key:** 0 1 2 3 4 5

**Capability Estimation Average:** The mean of POETE scores for the core capability.

**Priority:** The priority of the core capability, relative to other core capabilities (e.g., High, Medium, Low) highlighted in gray to indicate high priority.

Over the last four years, capability assessment trends show capacity ranking (0-5 POETE ranking) had only slight changes despite respondents building capacity in core capabilities. The ranking of each core capability fluctuated from year to year without significant capacity built. In 2022, Public Information and Warning and Operational Coordination ranked the highest in capacity at 3.1, an increase for Operational Coordination and a decrease for Public Information and Warning compared to previous years. Mass Care Services significantly built capacity between 2019 and 2020. This core capability remains the lowest-ranked high-priority core capability and had little capacity built since 2020. However, despite minimal individual core capability development, the number of capabilities indicating built capacity increased this year, with 2022 reflecting built capacity in 15 core capabilities. In 2020, Oregon built capacity in 18 of the core capabilities. In contrast, in 2021, only two capabilities showed built capacity.

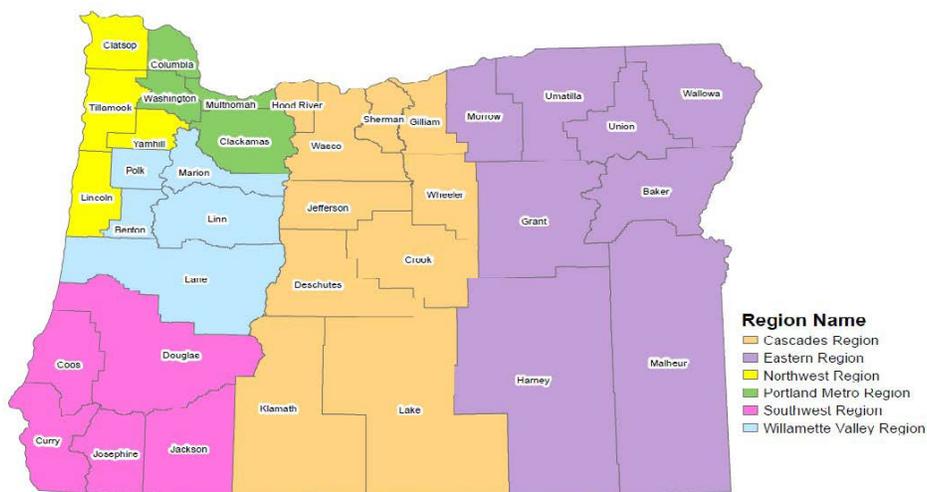
**Table 2: High Priority Core Capability Ranking Trends**

Core Capability	Priority	2022	2021	2020	2019
Operational Coordination	High	3.1	2.8	3.0	2.8
Public Info & Warning	High	3.1	2.8	2.9	3.2
Fire Management and Suppression	High	2.8	2.9	3.0	3.0
Planning	High	2.8	2.6	2.7	2.7
Public Health, Healthcare and EMS	High	2.6	2.5	2.5	2.4
Operational Communications	High	2.5	2.5	2.5	2.5
Mass Care Services	High	2.3	2.2	2.3	1.7

## Regional Trends

Oregon Emergency Management has two regionally focused teams serving as dedicated points of contact across six regions of the state to support local and tribal emergency managers through all areas of emergencies and disasters. The Regional Response and Preparedness (R&P) Coordination Team and the Regional Mitigation and Recovery (MARS) Coordination Team both develop, train and exercise plans; provide technical assistance; and support regional programs and projects as requested. They represent OEM at local meetings, outreach events and in delivering key emergency preparedness programs. They serve as liaisons between local Emergency Operations Centers and the Oregon Emergency Coordination Center. These regions and regional priorities can be used to better close gaps by utilizing regional solutions.

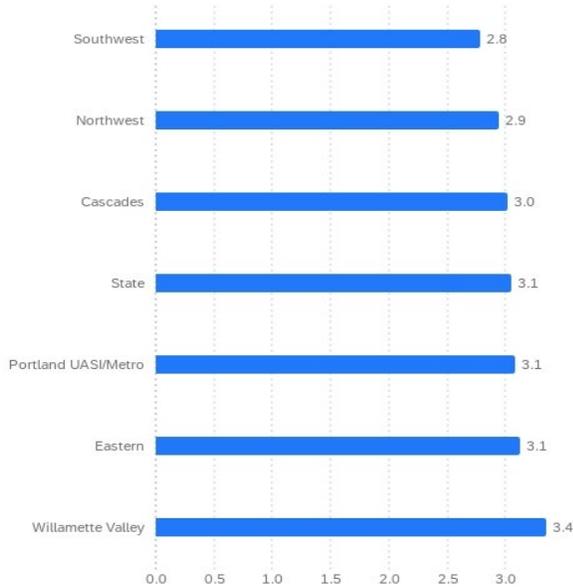
**Figure 1: Oregon Emergency Management Regions**



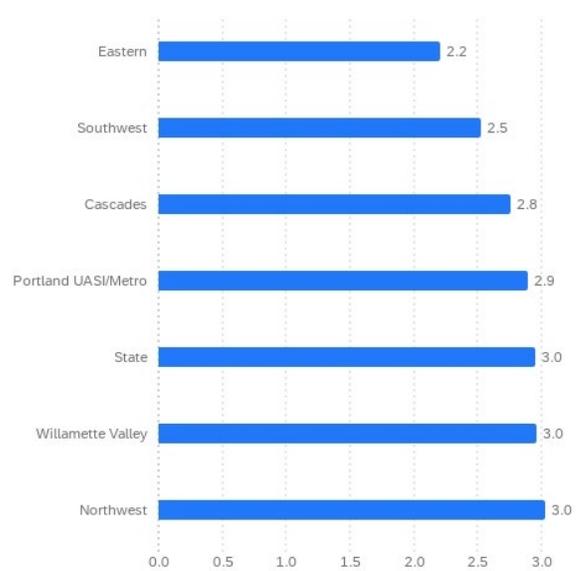
The below tables compare regional ranking data. Note, the state region listed represents OERS Council state agency responses, not the overall statewide average.

In the Operational Coordination core capability, Northwest and Southwest had the lowest ranking, indicating the most potential for gap closure. For the Planning core capability, both Eastern and Southwest Oregon rated lowest, indicating the most potential for gap closure. Cascades and Portland Metro both ranked below 3.0, the desired minimum ranking, showing a potential for focused gap closure.

**Table 3: Operational Coordination Average by Region**

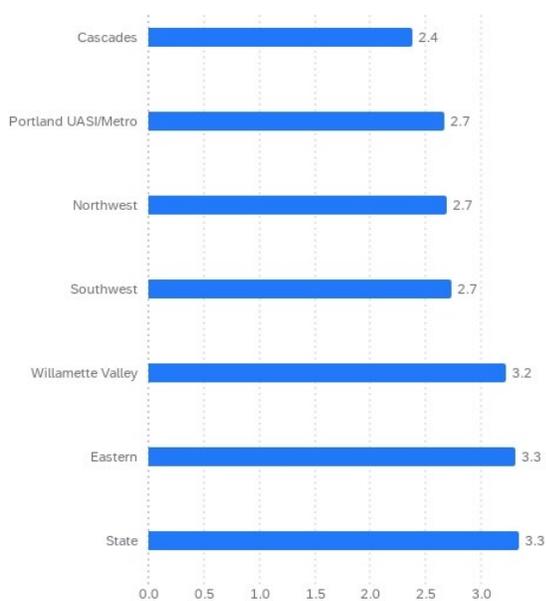


**Table 4: Planning Average by Region**

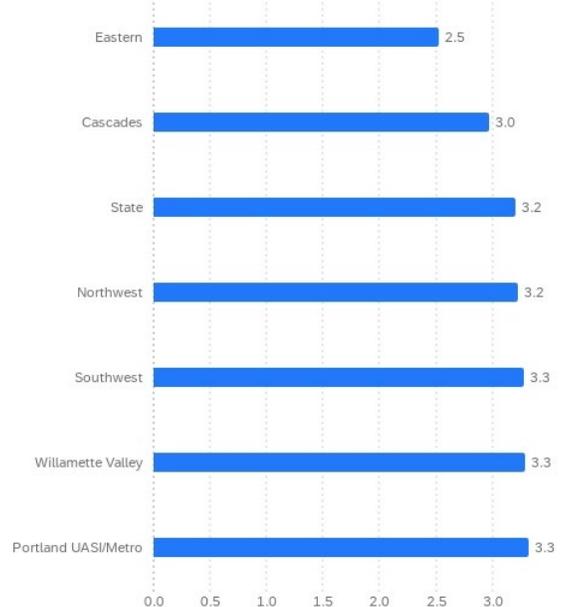


Public Information and warning showed the Eastern region, ranking below 3.0, as the area with the most potential for gap closure. Fire Management and Suppression showed Southwest, Northwest, Portland Metro and Cascades regions having potential for the greatest gap closure.

**Table 5: Fire Management and Suppression Average by Region**

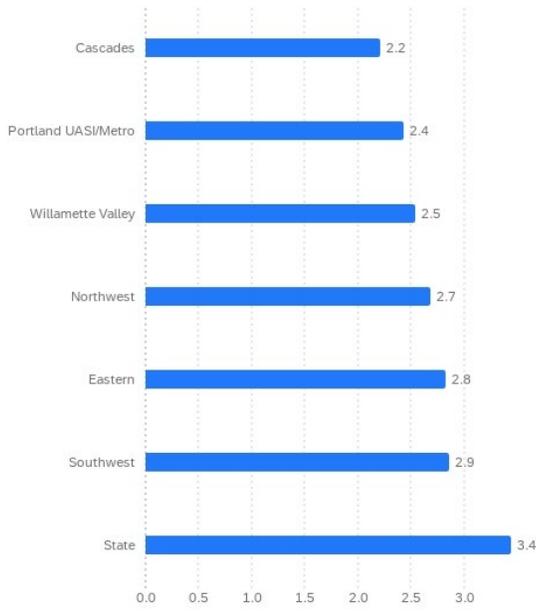


**Table 6: Public Information and Warning Average by Region**

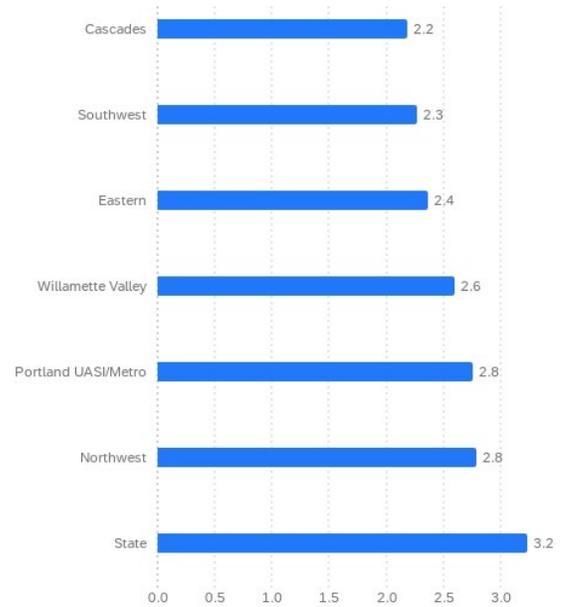


Public Health, Healthcare and EMS rankings and Operational Communications indicate all regions are below the desired minimum ranking of 3.0, indicating a significant gap closure across all regions in the state. Note, the state OERS ranking was higher and demonstrates the work done at the state level these past years in these capabilities as related to ongoing response and recovery operations.

**Table 8: Public Health, Healthcare and EMS Average by Region**



**Table 7: Operational Communications Average by Region**



Mass Care Services was the lowest-ranking high-priority capability. The below rankings indicate most regions, except for the Willamette Valley, are below the desired minimum ranking.

**Table 9: Mass Care Services Average by Region**

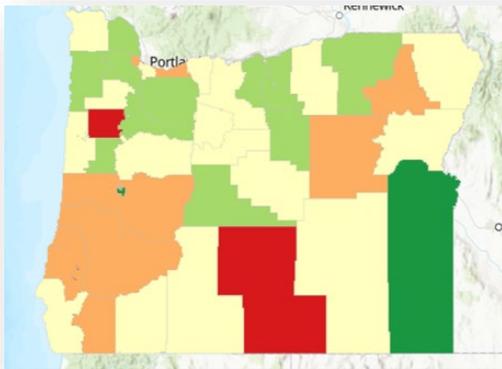


## Planning

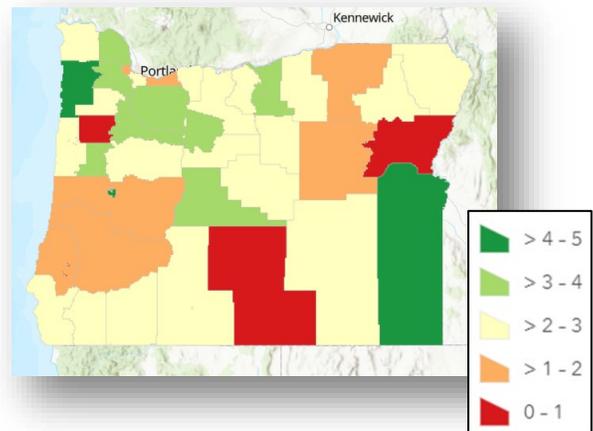
Definition: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Planning was identified as one of the cross-cutting core capabilities because it's necessary for all five phases of emergency management. For Oregon, Planning remains a high priority and was ranked one of the highest in terms of overall capacity. The Operational Planning functional area continues to score the highest capacity within Planning in 2022, as well as in 2021 and 2020. The map below depicts the overall Planning capacity for Oregon.

**Figure 3: 2021 Planning Overall by Jurisdiction**



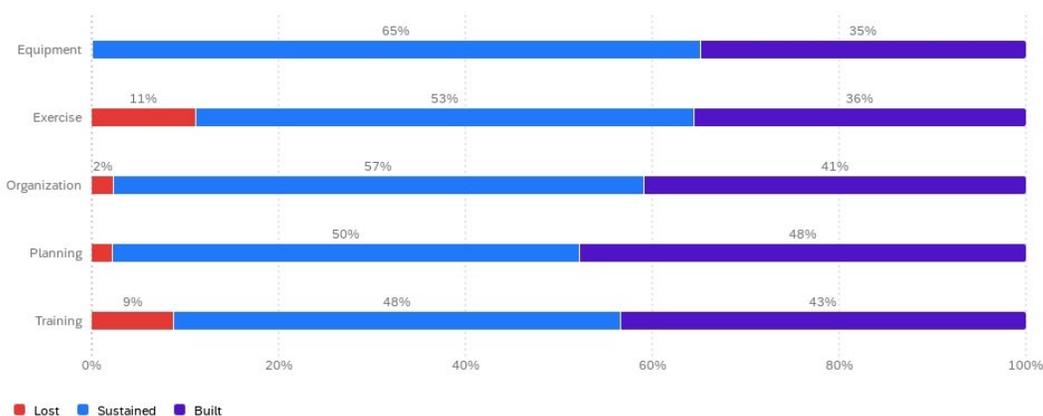
**Figure 2: 2022 Planning Overall by Jurisdiction**



## Planning Development

Overall, capacity in Planning increased across all POETE areas, with the most development occurring in Planning, Organization and Training. Response and steady-state activities allowed jurisdictions to utilize lessons learned to review and update plans, hire and train new staff, purchase equipment, perform exercises and plan for future exercises to further expand capabilities.

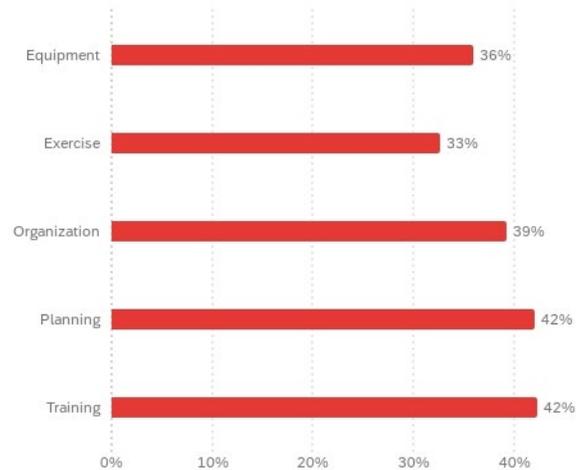
**Figure 4: Planning Development**



## Planning Gaps

Despite improvements in Planning, gaps in capacity still exist. While the Planning POETE area has the most development as shown in the above table, it's also one of the most frequently identified gap areas, as shown in the below table. Many jurisdictions spent much of the year in response and recovery operations. While this allowed for exercising of plans, it also identified Planning gaps and areas needing updates. The training POETE area also showed built capability, as identified in the above table, as a significant gap in the below table.

**Figure 5: Planning Gaps**



**Table 10: Planning Capability Gaps and Approaches to Address Them**

POETE Area	Gap Description	Strategy to Address Gap
Planning	Need to continually update, exercise and improve all plans, including COOP and incorporating Lifeline Planning.	Increase planning efforts and partner involvement in planning process. Continue to use grant funding to update current plans and develop additional plans as needed and as priorities and funding allow.
Organization	Need to continually fill open staff positions, especially related to COOP, and continue to work toward a holistic approach to help address needs.	Invest in additional staff and prioritize staff time for reviewing and updating plans.
Equipment	Need a database of templates of basic plans and annexes for plan development. There is a need for redundancy in response equipment.	Continue to develop and socialize products and tools for informed planning.
Training	Need to identify how best to train staff in the planning section.	Continue to train new and continuing staff. Develop more detailed training plans.
Exercises	Need to conduct larger-scale exercises incorporating additional stakeholders.	Continue to progressively exercise plans. Develop more detailed training and exercise plans.

*The chart captures trends in the narrative responses to identified gaps and proposed solutions. The solutions are not necessarily in progress or planned, but a reflection of what may improve capacity in this area with a prioritization of resources.*

## Planning Functional Areas

The Planning core capability is divided into several functional areas to cover all stages and types of planning efforts. The Operational Planning functional area has the greatest level of capacity, while Including Individuals with Access/Functional Needs has the least. The Continuity Planning functional area shows fluctuations from a rank of 2.5 in 2019 to 2.7 in 2020, then down to 2.6 in 2021, indicating Oregon has prioritized continuity planning with little success over the last four years.

The functional area Including Individuals with Access/Functional Needs still ranks the lowest and has remained the lowest since 2019. This functional area increased in capacity from 2.3 in 2019 to 2.7 in 2022, demonstrating improvement has been made in this functional area over the last four years, but significant gaps still exist. As indicated in the Mass Care capability, greater planning in access and functional needs, including relocation assistance, is imperative to developing capability across the state.

**Table 11: Planning Functional Areas**

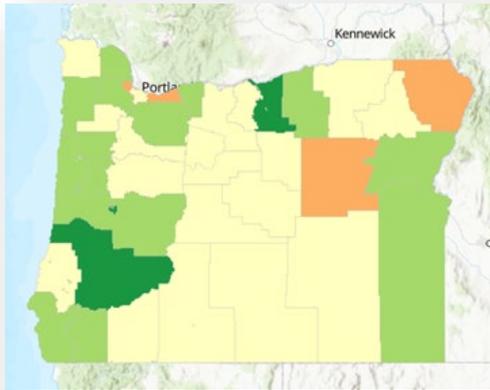
Planning	Planning	Organization	Equipment	Training	Exercise	Overall
Operational Planning	3.2	3.1	2.9	2.9	3.1	3.0
Pre-Incident Planning	2.9	3.1	2.9	2.9	3.0	3.0
Evaluating and Updating Plans	3.2	3.0	2.8	2.7	2.9	2.9
Strategic Planning	2.9	2.9	2.5	2.7	2.8	2.8
Whole Community Involvement and Coordination	2.8	2.8	2.6	2.7	2.8	2.7
Integrating Different Plans	2.9	2.8	2.4	2.6	2.9	2.7
Continuity Planning	2.9	2.7	2.6	2.6	2.7	2.7
Incorporating Risk Analyses	2.9	2.8	2.5	2.6	2.7	2.7
Including Individuals with Access/Functional Needs	2.6	2.7	2.4	2.3	2.6	2.5
<b>Overall</b>	<b>2.9</b>	<b>2.9</b>	<b>2.6</b>	<b>2.7</b>	<b>2.8</b>	<b>2.8</b>

## Public Information and Warning

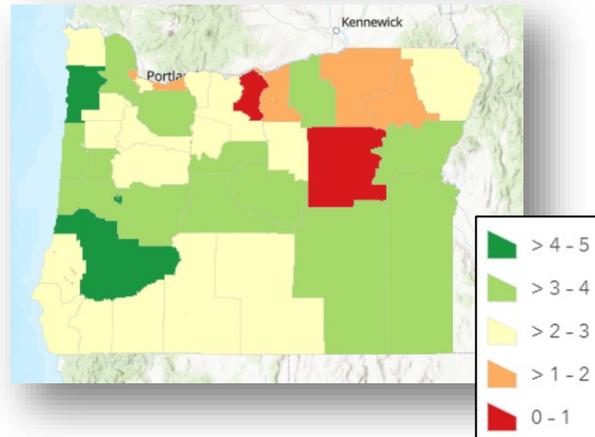
Definition: Deliver coordinated, prompt, reliable and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance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

Public Information and Warning was one of the highest-ranked core capabilities in Oregon. Public Information and Warning was ranked the highest core capability in 2019 at 3.0 and decreased over the next two years. Oregon faced significant challenges in 2020 and 2021 and lost lots of capacity. Oregon has implemented new systems and improvements and has now surpassed its pre-COVID capacity. This capability was built across all POETE areas. Even with ongoing development, there are remaining gaps across all POETE areas indicating future opportunities for improvement.

**Figure 6: 2022 Public Information and Warning Overall by Jurisdiction**



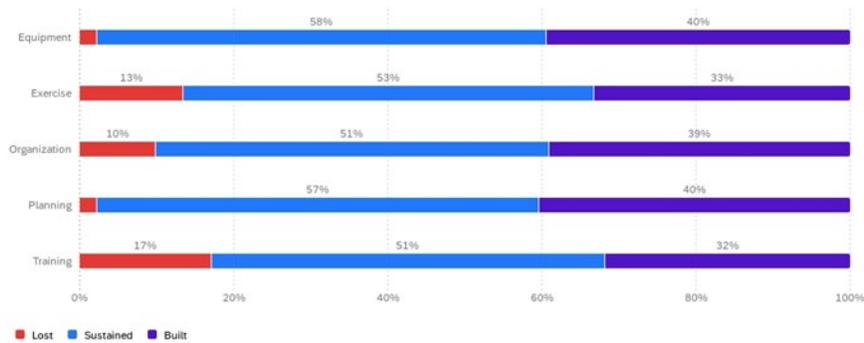
**Figure 7: 2021 Public Information and Warning Overall by Jurisdiction**



### Public Information and Warning Development

Capability was developed across all POETE areas with most development occurring in the Planning and Equipment POETE areas. This development came from Oregon strengthening new communication protocols and revising existing ones. To strengthen the Public Information and Warning capability, Oregon implemented the OR-Alert warning system in 2020 and 2021. OR-Alert is fully operational and currently used in 35 of the 36 counties.

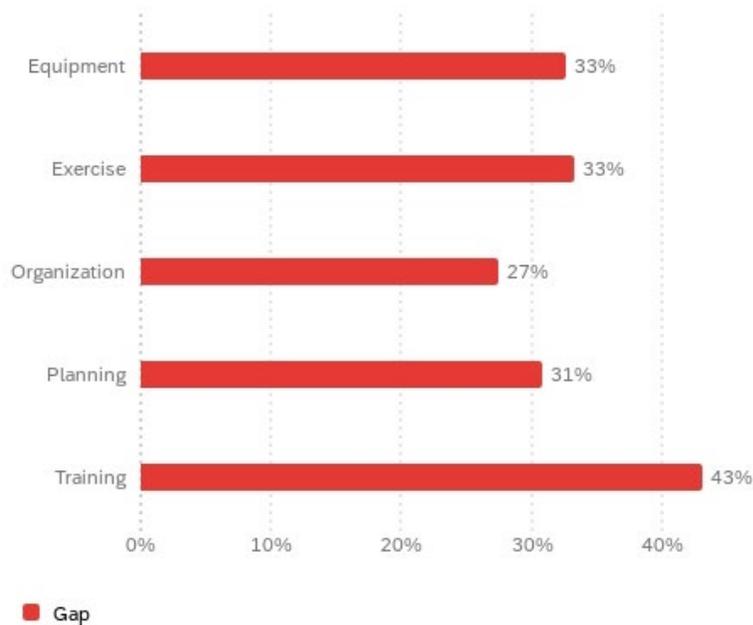
**Figure 8: Public Information and Warning Development**



### Public Information and Warning Gaps

The most frequently identified gap POETE area for Public Information and Warning was Training, followed by Equipment and Exercise. Oregon identifies the need to train current and new staff on warning systems and strengthen language access programs. To close this gap, Oregon is prioritizing training opportunities for Public Information and Warning personnel.

**Figure 9: Public Information and Warning Gaps**



**Table 12: Public Information and Warning Gaps and Approaches to Address Them**

POETE Area	Gap Description	Strategy to Address Gap
Planning	Need more planning to reach English as a Second Language (ESL) and Access and Functional Needs (AFN) populations.	Review and update current SOPs and plans and develop new plans regarding public information and warnings to include ESL, AFN, and IDEA.
Organization	There are limited personnel available with competing priorities. Focus on personnel training in Inclusion, Diversity, Equity and Access (IDEA) to help close the gap.	Continue IDEA work with staff and invest in additional staff and prioritize personnel time for public information and warning.
Equipment	Additional dedicated space for Joint Information Centers (JICs). Need additional back-up systems capacity.	Maintain and upgrade current equipment and increase resilience in interdependent systems.
Training	Training needed for IPAWS, social media usage and advanced PIO. Need to prioritize training for PIO.	Train new and on-going staff; provide additional training on warning systems; and provide advanced level trainings.
Exercises	Need to exercise plans and conduct larger-scale exercises incorporating additional stakeholders.	Continue to progressively exercise this area.

*The chart captures trends in the narrative responses to identified gaps and proposed solutions. The solutions are not necessarily in progress or planned, but a reflection of what may improve capability in this area with prioritization of resources.*

## Public Information and Warning Functional Areas

It's imperative the public receives information that can be easily interpreted and understood to make decisions to prepare and protect themselves during an emergency. One of the largest challenges is ensuring meaningful access to people with limited English proficiency, disabilities and functional needs. The Culturally and Linguistically Appropriate Messaging functional area continues to be ranked the lowest and decreased each year from 2019 to 2021. Oregon faced significant challenges in 2020 and 2021 and lost capacity in this area. Oregon has now surpassed pre-COVID capacity, increasing to 2.7 in 2022.

**Table 13: Public Info and Warning Functional Area Rankings**

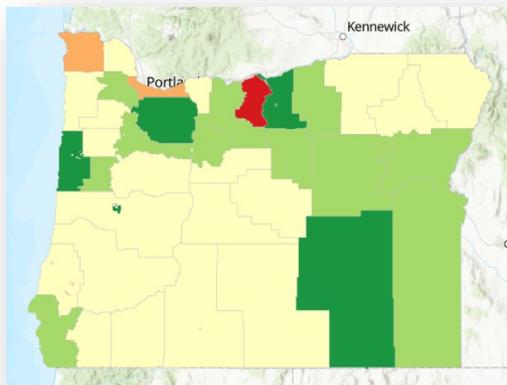
Public Info and Warning	Planning	Organization	Equipment	Training	Exercise	Overall
Alerts and Warnings	3.4	3.4	3.3	3.2	3.3	3.3
Traditional Communications Mechanisms	3.4	3.4	3.1	3.4	3.3	3.3
Protecting Sensitive Information	3.3	3.3	3.1	3.4	3.4	3.3
Developing SOPs for Public Information	3.2	3.3	3.0	3.2	3.2	3.2
Public Awareness Campaigns	3.1	3.2	3.0	3.2	3.2	3.1
Delivering Actionable Guidance	3.1	3.1	2.9	3.0	3.1	3.0
Inclusiveness of the Entire Public	2.9	3.1	2.8	3.1	3.0	3.0
New Communications Tools and Technologies	2.9	2.9	2.9	3.0	2.9	2.9
Culturally and Linguistically Appropriate Messaging	2.8	2.9	2.5	2.6	2.8	2.7
<b>Overall</b>	<b>3.1</b>	<b>3.2</b>	<b>3.0</b>	<b>3.1</b>	<b>3.1</b>	<b>3.1</b>

## Operational Coordination

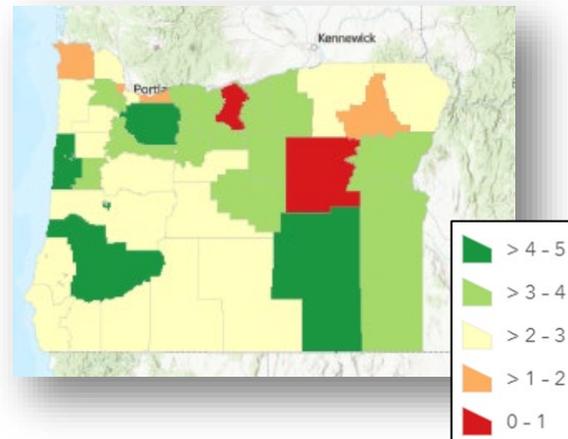
Definition: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

The Operational Coordination core capability was one of the highest ranked for capacity in 2022. Operational Coordination remains the most exercised due to its use during every incident and activation and continues to be a prioritized capability thus leading to its continued high capacity.

**Figure 10: 2022 Operational Coordination Overall by Jurisdiction**



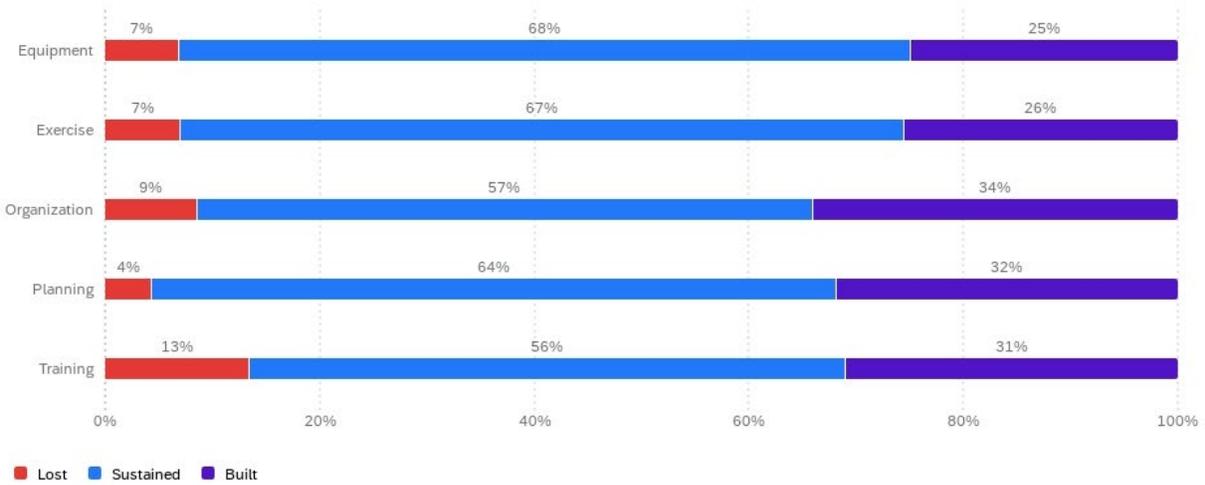
**Figure 11: 2021 Operational Coordination Overall by Jurisdiction**



## Operational Coordination Development

Operational Coordination capacity was developed across all POETE areas with most development in organization. Response operations allowed for the implementation of Emergency Operations Center (EOC) and Emergency Coordination Center (ECC) plans and utilization of command structures including an increased staff experience. The nature of the emergencies also created new partnerships and incorporation of new agencies into EOC and ECC operations.

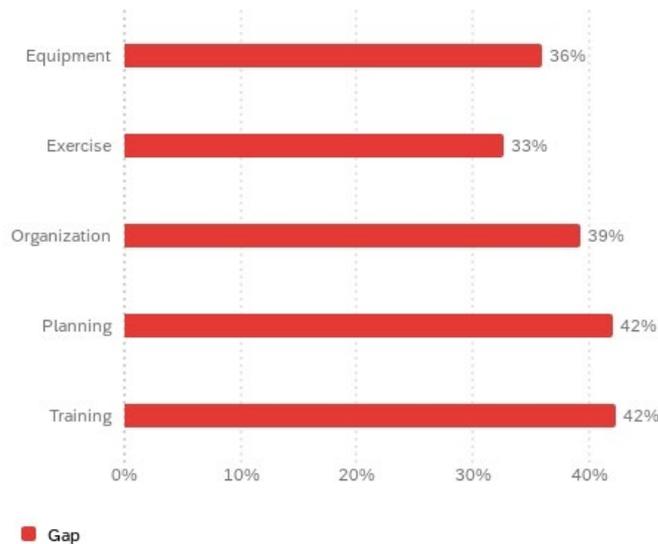
**Figure 12: Operational Coordination Development**



## Operational Coordination Gaps

The most frequently identified gap areas are in Planning and Training. Continued needs are identified for EOC and ECC positions and position descriptions. Additional planning is needed to implement and execute unified command and coordinated operational structure. Additional staffing is needed along with training to sustain longer operations. The National Qualification System currently being developed and implemented in Oregon will assist in closing these gaps by developing position specific task books for EOC and IC positions and working with jurisdictions to implement the NQS program.

**Figure 13: Operational Coordination Gaps**



**Table 14: Operational Coordination Capability Gaps and Approaches to Address Them**

POETE Area	Gap Description	Strategy to Address Gap
Planning	Not all EOC and ECC positions have developed position descriptions or standard operating guidelines. Additional planning is needed in unified command and coordinated operational structure. There were challenges in reviewing and updating plans due to the amount of time in response operations.	Develop and test EOC/ECC PDs and/or SOGs. Review and update EOPs with internal and external stakeholder input.
Organization	There are limited personnel available to fully staff an EOC. Those who are identified have competing priorities. There are insufficient staff to operate the EOC/ECC on a 24/7 activation. Concise performance targets would help enhance the ability to respond to incidents.	Invest in additional staff and prioritize personnel time. Expand utilization of volunteers and volunteer groups. Invest in coordination with other agencies, especially as turnover continues and staffing increases.
Equipment	Need comprehensive incident management and COOP software. Lack needed equipment and dedicated facility space for an EOC. Lack resilient facilities needed to withstand damage and remain operational post impact. Lack ability to share real time updates during incidents.	Maintain and upgrade existing equipment and invest in additional equipment. Maintain an inventory and resource type. A crisis management software solution needs to be reviewed and advanced to handle and address issues identified in after-action reviews. This solution should also include aspects of resources management and incident data tracking.
Training	Need to identify how best to train and train staff identified to fill EOC/ECC positions. Need additional EOC/ICS lifeline training.	Provide training opportunities to staff identified for the EOC, ICS and communications. Current staffing is not adequate for developing a training program that meets the needs of local, tribal, state and federal partners. Continue implementation and integration of NQS.
Exercises	Need to conduct larger-scale exercises incorporating additional stakeholders.	Continue to progressively exercise this area. Current staffing level is not adequate for developing a statewide exercise program while supporting large regional and national exercises.

*The chart captures trends in the narrative responses to identified gaps and proposed solutions. The solutions are not necessarily in progress or planned, but a reflection of what may improve capacity in this area with prioritization of resources.*

### Operational Coordination Functional Areas

Operational Coordination was ranked the highest core capability in both 2022 and 2021. The highest-ranked functional area was Ensuring Continuity of Government and Essential Services, which was the lowest-ranked functional area in 2020 and 2021. This correlates with the increase in the Continuity Planning functional area and Oregon’s continued focus on Continuity of Operations. The lowest-ranked functional area in 2022 was Allocating and Mobilizing Resources ranking, similar to 2020 and 2021 as this was the second lowest in previous years.

**Table 15: Operational Coordination Functional Area Rankings**

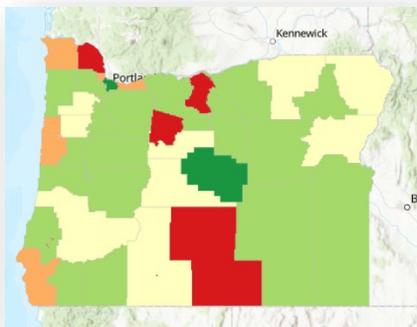
Operational Coordination	Planning	Organization	Equipment	Training	Exercise	Overall
Ensuring Continuity of Government and Essential Services	3.4	3.4	3.2	3.3	3.2	3.3
National Incident Management System (NIMS)/Incident Command System (ICS) Compliance	3.3	3.3	3.2	3.2	3.1	3.2
Stakeholder Engagement	3.3	3.3	3.2	3.1	3.1	3.2
Determining Priorities, Objectives, Strategies	3.3	3.3	3.1	3.0	3.0	3.1
Establishing Roles and Responsibilities	3.2	3.2	3.1	3.1	3.1	3.1
Command, Control and Coordination	3.1	3.1	3.1	3.0	2.9	3.0
Establishing Lines of Communication	3.1	3.1	3.1	2.9	2.9	3.0
Ensuring Information Flow	3.1	3.1	3.0	2.9	2.9	3.0
Establishing a Common Operating Picture	3.0	3.0	3.0	2.9	2.8	2.9
Emergency Operations Center Management	3.1	3.1	2.9	2.8	2.8	2.9
Ensuring Unity of Effort	3.0	3.0	2.9	2.9	2.9	2.9
Allocating and Mobilizing Resources	2.8	2.8	2.6	2.7	2.8	2.7
<b>Overall</b>	<b>3.1</b>	<b>3.1</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.1</b>

## Fire Management and Suppression

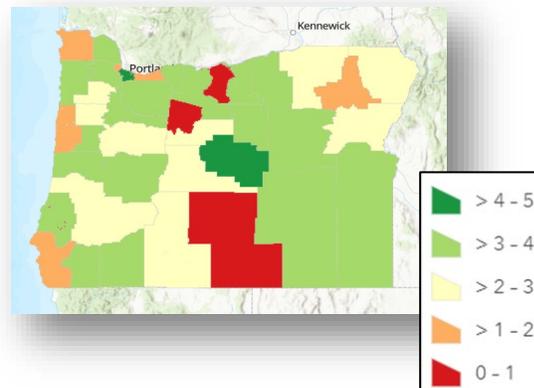
Definition: Provide structural, wildland and specialized firefighting capabilities to manage and suppress fires of all types, kinds and complexities while protecting the lives, property and environment in the affected area.

Fire Management and Suppression remains a high-priority core capability as well as one of the highest areas of capability for Oregon. Oregon responds to wildfires annually and suffered some of the most devastating wildfires in 2020 and 2021. Oregon continued to see severe wildfires in 2022 and anticipates this to be an ongoing trend in future years. State and local agencies have maintained equipment and conducted training, drills and exercises related to this capability. Oregon State Fire Marshall (OSFM) Agency Operations Center was staffed and activated several times in 2022. Oregon Department of Forestry (ODF) staffed and mobilized Incident Management Teams during 2022. OSFM and ODF conduct regular training for staff and works with other agencies to ensure consistent delivery of necessary training to local agencies statewide.

**Figure 14: 2022 Fire Management and Suppression Overall by Jurisdiction**



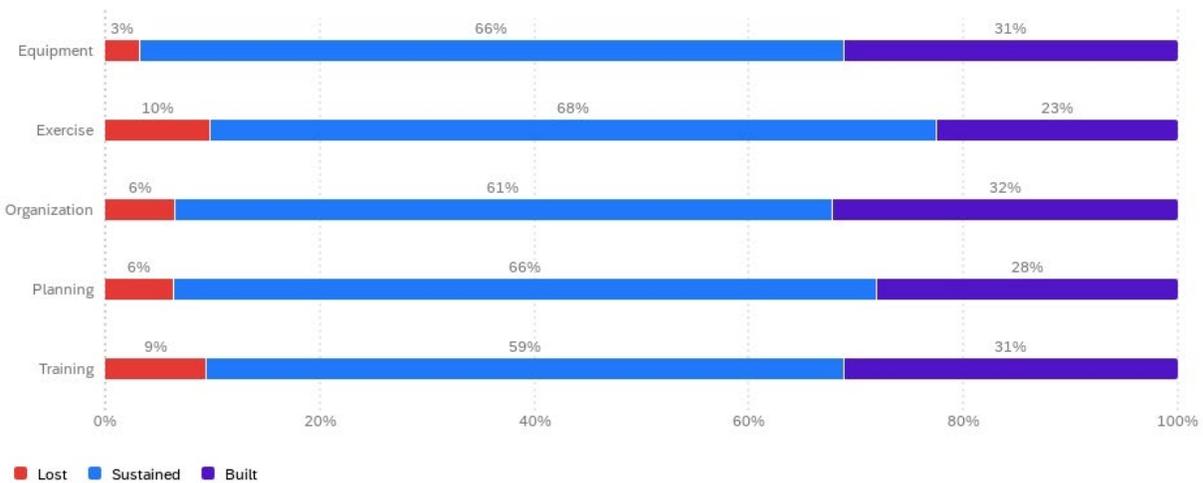
**Figure 15: 2021 Fire Management and Suppression Overall by Jurisdiction**



## Fire Management and Suppression Development

In 2021, Senate Bill 762 passed, providing more than \$220 million to help Oregon modernize and improve wildfire preparedness. Since this legislation passed, the Oregon Department of Forestry (ODF) and the Oregon State Fire Marshall (OSFM) have launched initiatives to improve Fire Management and Suppression in Oregon. Through this bill, OSFM has launched two initiatives: Response Ready Oregon and Fire Adapted Oregon. These investments and programs correlate to the built capacity in this core capability in equipment, organization and training, as highlighted in the table below.

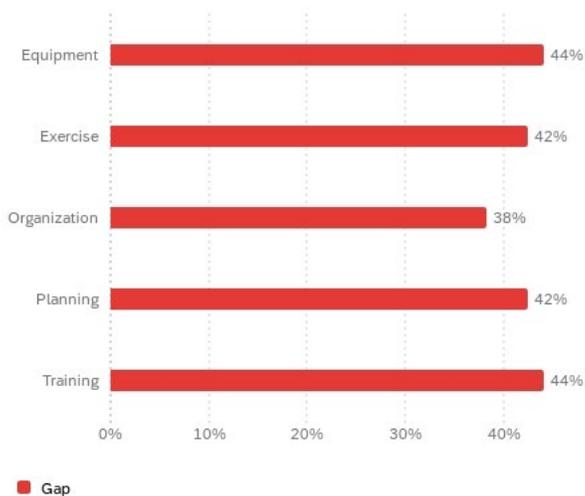
Figure 16: Fire Management and Suppression Development



## Fire Management and Suppression Gaps

Despite the progress in development, the largest POETE gap areas in the Fire Management and Suppression core capability are Equipment and Training. Current gaps in this capacity highlight the continued need for equipment and training. Additional training highlighted included expanding All-Hazards Incident Management Team (IMT) participation and training to additional state agencies with qualified personnel.

Figure 17: Fire Management and Suppression Gaps



**Table 16: Fire Management and Suppression Capability Gaps and Approaches to Address Them**

POETE Area	Gap Description	Strategy to Address Gaps
<b>Planning</b>	Greater detail is needed for plan development to include increased data for analysis, increased validation of resource typing and inventories, and increased documentation.	Review/update current plans and develop new plans as needed. Engage partners and local response agencies to participate in integrated preparedness plan workshops.
<b>Organization</b>	Many fire departments are volunteer agencies with limited staff and competing responsibilities and priorities.	Invest in additional staff (paid and volunteer) and prioritize personnel time.
<b>Equipment</b>	Limited capacity and outdated equipment for multiple concurrent fires. Need for firefighting apparatus around the state.	Maintain and update current equipment, invest in additional equipment and supplies.
<b>Training</b>	Internal and external training programs have been implemented, continued need to increase reach of training program.	Continue to train new and ongoing staff, conduct advanced training and further program development, staffing and analysis to increase reach of the training program.
<b>Exercises</b>	Need to conduct additional and larger-scale exercises incorporating additional stakeholders.	Continue to progressively exercise this area. Engage partners and local response agencies to participate in multi-hazard exercises.

*The chart captures trends in the narrative responses to identified gaps and proposed solutions. The solutions are not necessarily in progress or planned, but a reflection of what may improve capability in this area with prioritization of resources.*

## Fire Management and Suppression Functional Areas

Fire Management and Suppression continues to remain a high-ranked capability across all functional areas. The highest Fire Management and Suppression ranked functional area continues to be Initial Attack Firefighting. Initial attack focuses on suppressing the fire before it becomes larger and more threatening. The Specialized Firefighting functional area continues to rank the lowest in capability, in 2020, 2021 and 2022.

**Table 17: Fire Management and Suppression Functional Area Rankings**

Fire Management and Suppression	Planning	Organization	Equipment	Training	Exercise	Overall
Initial Attack Firefighting	3.1	2.9	3.1	3.1	3.0	3.0
Wildland Firefighting	2.9	2.9	2.8	3.0	3.0	2.9
Structural Firefighting	3.0	2.8	2.9	3.0	2.8	2.9
Extended Attack Firefighting	2.8	2.6	2.7	2.8	2.5	2.7
Specialized Firefighting	2.7	2.5	2.5	2.6	2.5	2.6
<b>Overall</b>	2.9	2.9	2.8	3.0	3.0	2.8

## Public Health, Healthcare and Emergency Management Services

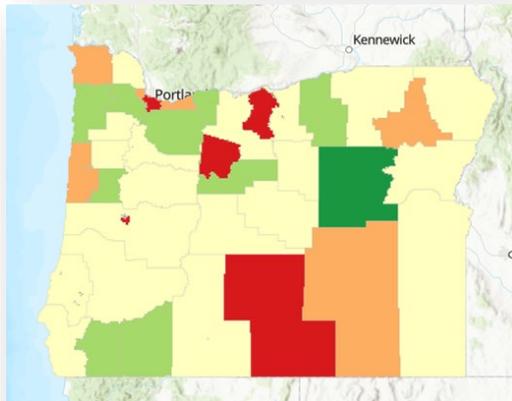
**Definition:** Provide lifesaving medical treatment via Emergency Medical Services (EMS) and related operations and avoid additional disease and injury by providing targeted public health, medical and behavioral health support, and products to all affected populations.

Public Health, Healthcare and Emergency Medical Services continues to be identified as a high priority by respondents. Response to COVID-19 revealed gaps across all POETE areas in this capability, with the most frequently identified gaps being Organization and Planning. Information below indicates minor change across jurisdictions from 2021 to 2022. Even though this capability indicated it did build capacity from 2.5 in 2021 to 2.6 in 2022, it was small, and its immediate effect may yet to be seen in this data collection.

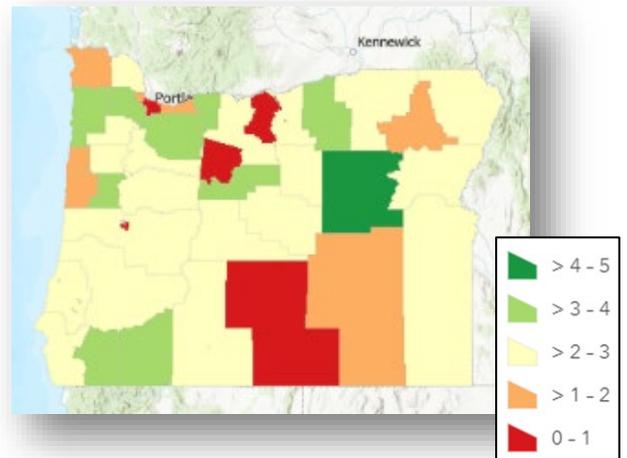
## Public Health, Healthcare and EMS Development

The development in this capability was in Equipment, with 41% of respondents indicating built capacity in Equipment, followed by Planning. Oregon Health Authority (OHA) Health Security, Preparedness and Response (HSPR) purchased equipment and medical supplies to augment Oregon Medical Station (OMS) needs following after-action reviews of the COVID response and the OMS and identified supply gaps. Planning for this capability included the Regional Resource Hospital (RRH) collaborative and the Oregon Medical Coordination Center (OMCC) to facilitate patient transfer to medical surge incidents. Local jurisdictions reported building in Equipment, Planning and Personnel, including a local jurisdiction acquiring its own public health department.

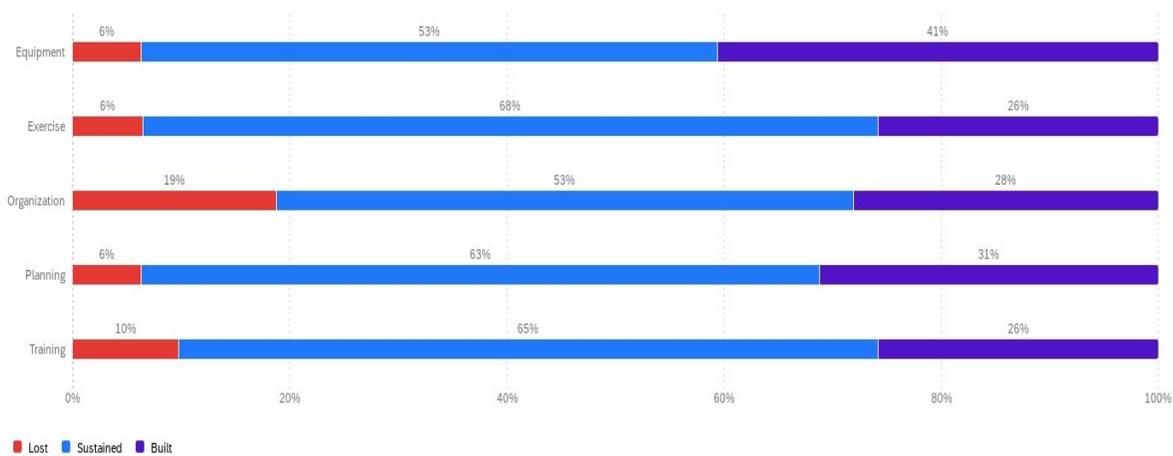
**Figure 19: 2021 Public Health, Healthcare and EMS Overall by Jurisdiction**



**Figure 18: 2022 Public Health, Healthcare and EMS Overall by Jurisdiction**



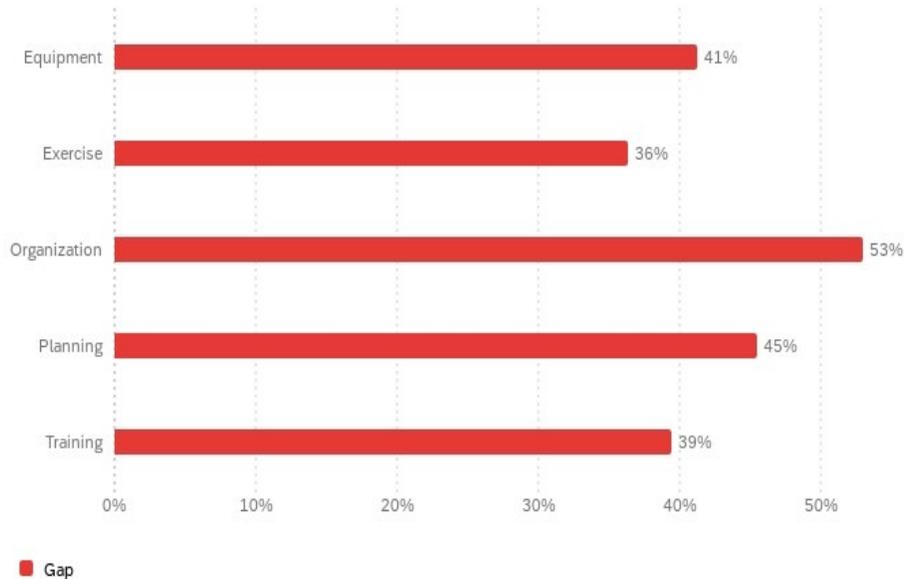
**Figure 20: Public Health, Healthcare and EMS Development**



## Public Health, Healthcare and EMS Gaps

Organization was the area most frequently identified as a gap, followed by Planning. Locally, there is a shortage in emergency medical services and public health personnel. At the state level, more development is needed in organization to better establish regional leadership to assist in operational and tactical response. Additionally, better coordination between state agencies on medical sheltering support is needed moving forward. OHA is working toward integrating a regional approach to patient movement planning. The table below identifies the most common gaps and strategies identified to address them.

**Figure 21: Public Health, Healthcare and EMS Gaps**



**Table 18: Public Health, Healthcare and EMS Gaps and Approaches to Address Them**

POETE Area	Gap Description	Strategy to Address Gap
Planning	Not all areas of public health and healthcare are covered in plans.	Review and update current plans, develop new plans as needed.
Organization	There are limited personnel available with competing priorities.	Invest in additional staff and prioritize personnel time.
Equipment	Lack of equipment to handle large scale event.	Maintain and upgrade current equipment, invest in additional and new equipment.
Training	Limited trained personnel.	Train new and ongoing staff and conduct advanced training.
Exercises	Need to conduct additional and larger-scale exercises incorporating additional stakeholders.	Continue to progressively exercise this area.

*The chart captures trends in the narrative responses to identified gaps and proposed solutions. The solutions are not necessarily in progress or planned, but a reflection of what may improve capability in this area with prioritization of resources.*

## Public Health, Healthcare and EMS Functional Areas

In the table below, the lowest-ranking areas include clinical laboratory testing, definitive care and medical surge, which can all be tied back to the Organization gap identified above to improve these functional areas by investing in additional staff and prioritizing personnel time to help close these gaps. The POETE in the table below shows the lowest rankings in Equipment and Exercise. These area gaps identify the need to continue to obtain equipment for large scale events and exercise on this equipment.

**Table 19: Public Health, Healthcare and EMS Functional Area Rankings**

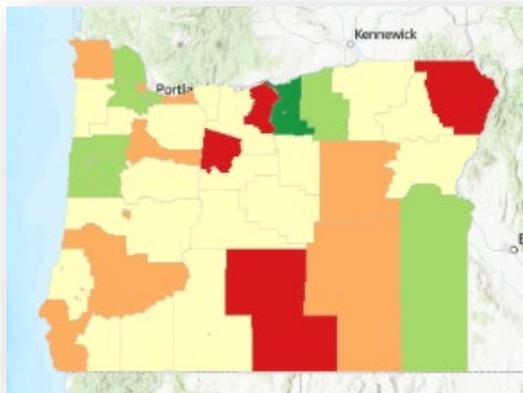
Public Health	Planning	Organization	Equipment	Training	Exercise	Overall
Disease Prevention	3.3	2.9	2.7	3.0	2.6	2.9
Triage and Initial Stabilization	2.8	2.8	2.7	2.9	2.6	2.8
Emergency Medical Services	2.8	2.7	2.6	2.7	2.6	2.7
Public Health Interventions	2.8	2.8	2.6	2.7	2.5	2.7
Medical Countermeasures	2.7	2.7	2.6	2.7	2.6	2.7
Health Assessments	2.7	2.7	2.6	2.7	2.5	2.6
Medical Surge	2.4	2.4	2.4	2.5	2.4	2.4
Definitive Care	2.5	2.4	2.3	2.4	2.3	2.4
Clinical Laboratory Testing	2.3	2.3	2.2	2.3	2.2	2.3
<b>Overall</b>	<b>2.7</b>	<b>2.6</b>	<b>2.5</b>	<b>2.7</b>	<b>2.5</b>	<b>2.6</b>

## Operational Communications

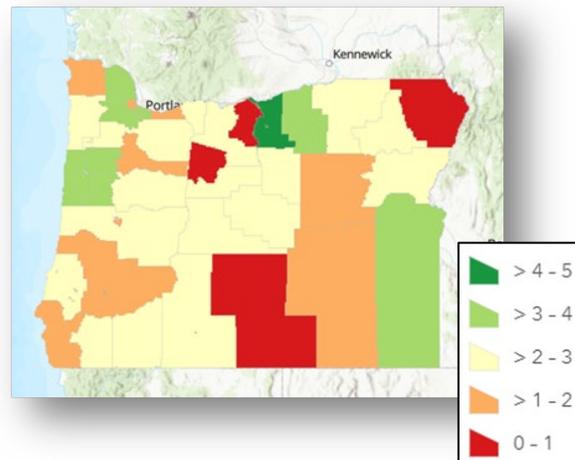
Definition: Ensure the capacity for timely communications in support of security, situational awareness and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Operational Communications was identified as a high priority by respondents. Despite the level of priority for a majority of jurisdictions, Operational Communications only ranks at 2.6 in overall capability. The most frequently identified gap in Operational Communications was Equipment. Equipment was also the POETE area of most development. Southern and Northeast Oregon had the least overall Operational Communications capability, particularly in the largely rural counties.

**Figure 23: 2022 Operational Communications Overall by Jurisdiction**



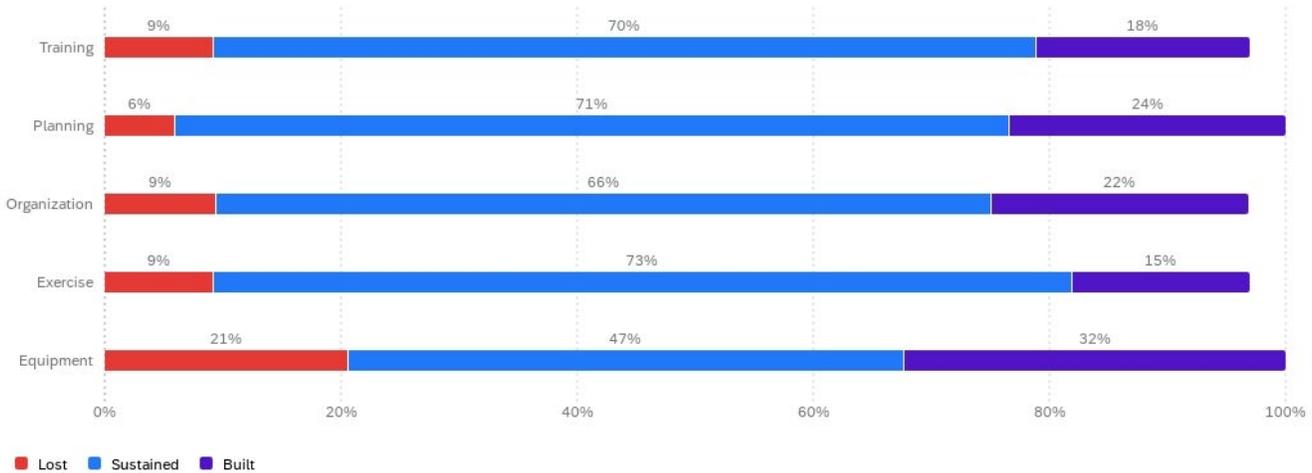
**Figure 22: 2021 Operational Communications Overall by Jurisdiction**



## Operational Communications Development

The Operational Communications responses show sustained current functions in this core capability rather than built capacity. The development in this capability was mostly in Equipment, followed by Planning. Progress has been made in organizing Auxiliary Communications Units throughout the state, but more work is needed as not all jurisdictions have an Auxiliary Communications Unit. To strengthen the Operational Communications capability, Oregon implemented the OR-Alert warning system in 2020 and 2021. OR-Alert is fully operational and currently used in 35 of the 36 counties.

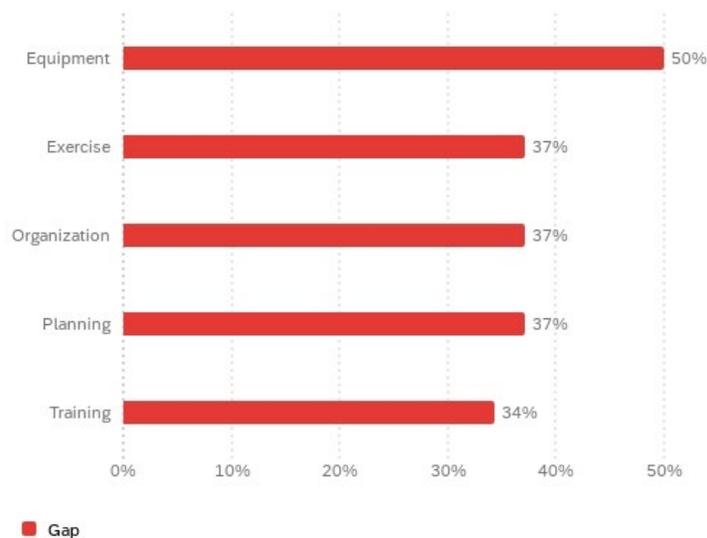
Figure 24: Operational Communications Development



## Operational Communications Gaps

Although Equipment was the area of most development, it was also the area most frequently identified as a gap. There were still equipment needs, including redundant equipment, in the event of primary communication systems failure. Additionally, updates in technology necessitate continual updates of equipment, sometimes causing incompatibility with older systems. The table below identifies the most common gaps and strategies to address them.

Figure 25: Operational Communications Gaps



**Table 20: Operational Communications Gaps and Approaches to Address Them**

POETE Area	Gap Description	Strategy to Address Gap
Planning	Not all areas have communications plans.	Review and update current plans, develop new communications plans as needed.
Organization	There are limited personnel available with competing priorities. Large reliance on voluntary HAM operators.	Invest in additional staff (paid and voluntary) and prioritize personnel time.
Equipment	Lack of equipment in some areas and redundant equipment in others; lack of infrastructure; life span of equipment is limited and newer equipment not always compatible with older versions.	Maintain and upgrade current equipment, invest in new and redundant equipment. Invest in development of infrastructure.
Training	Limited trained staff.	Train new and ongoing staff.
Exercises	Need to conduct additional and larger-scale exercises incorporating additional stakeholders.	Continue to progressively exercise this area.

*The chart captures trends in the narrative responses to identified gaps and proposed solutions. The solutions are not necessarily in progress or planned, but a reflection of what may improve capacity in this area with prioritization of resources.*

## Operational Communication Functional Areas

The two lowest-ranked functional areas in Operational Communications were Re-establishing Critical Information Networks and Re-establishing Communications Infrastructure. Although Communication Between Responders and the Affected Population ranked as having the highest capability, communications cannot occur without re-establishing communications infrastructure and networks.

**Table 21: Operational Communication Functional Areas**

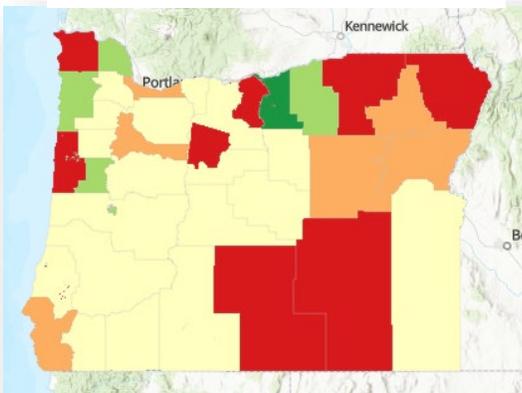
Operational Communications	Planning	Organization	Equipment	Training	Exercise	Overall
Communication Between Responders and the Affected Population	2.8	2.7	2.5	2.6	2.5	2.6
Interoperable Communications between Responders	2.7	2.7	2.5	2.7	2.5	2.6
Data Communications	2.7	2.6	2.4	2.4	2.4	2.5
Voice Communications	2.6	2.6	2.5	2.4	2.3	2.5
Re-establishing Critical Information Networks	2.5	2.5	2.2	2.3	2.2	2.3
Re-establishing Communications Infrastructure	2.4	2.4	2.1	2.3	2.1	2.3
<b>Overall</b>	<b>2.6</b>	<b>2.6</b>	<b>2.4</b>	<b>2.5</b>	<b>2.3</b>	<b>2.5</b>

## Mass Care Services

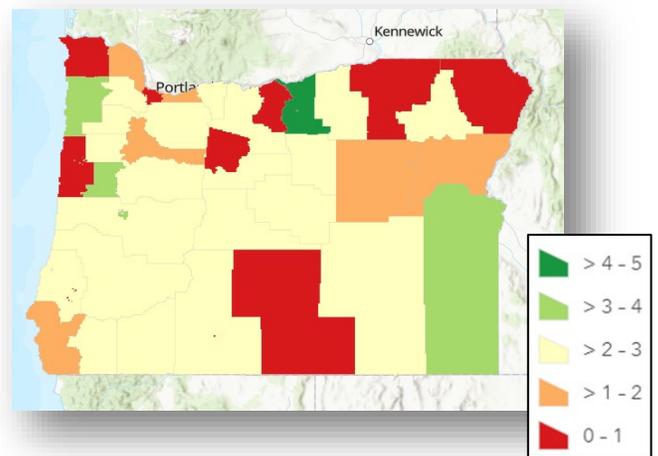
**Definition:** Provide life-sustaining and human services to the affected population, including hydration, feeding, sheltering, temporary housing, evacuee support, reunification and distribution of emergency supplies.

Mass Care Services was the lowest-ranked high-priority capability identified in Oregon. Significant gaps were also identified across all areas. Oregon’s area of greatest need for improvement in Mass Care Services was the relocation assistance functional area. Those who cannot relocate themselves are often also those with access and functional needs. As indicated by the Planning core capability, greater planning in Access and Functional Needs, including Relocation Assistance, is imperative to developing capability across the state. Based on the map below, areas of low mass care capability can be seen in red; those shown represent more rural counties across the northern part of the state and in south-central Oregon.

**Figure 27: 2021 Mass Care Services Overall by Jurisdiction**



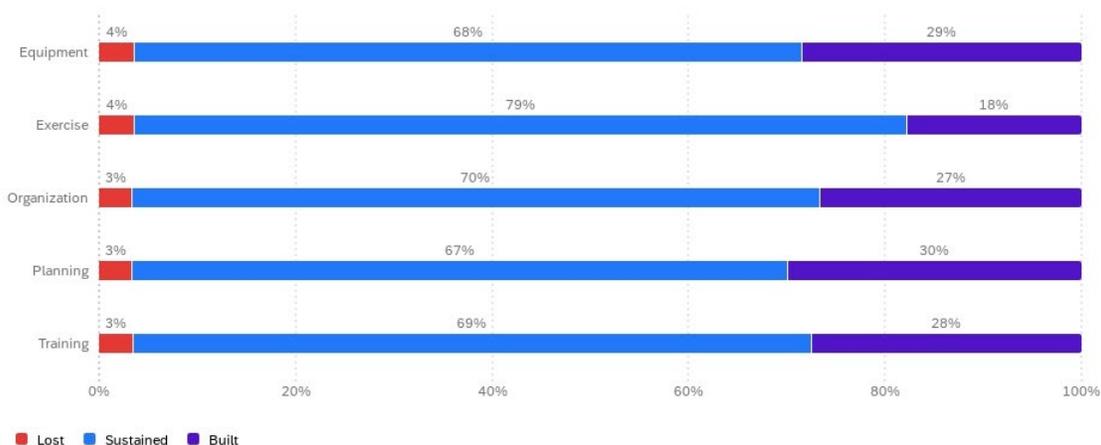
**Figure 26: 2022 Mass Care Services Overall by Jurisdiction**



## Mass Care Services Development

Development in this capability was identified highest in Planning, followed by Training, Organization and Equipment. Planning for Mass Care Services included local jurisdictions working together regionally utilizing grant funding to create a plan framework to use for updating or creating their own Mass Care and Shelter Plan. Equipment development included identifying and acquiring locations for mass care services and increased caches of supplies and equipment.

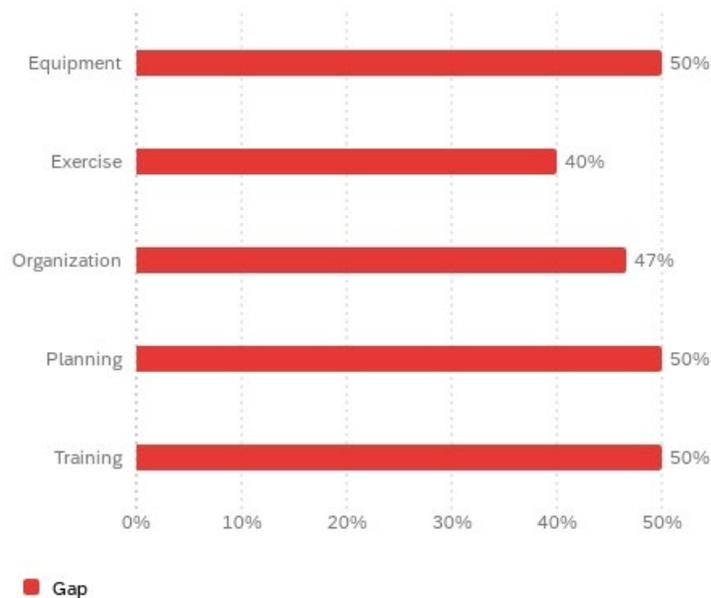
**Figure 28: Mass Care Services Development**



## Mass Care Services Gaps

The most frequently identified gap areas for Mass Care Services are Planning, Training and Equipment. A large-scale event necessitating Mass Care Services would require pre- and post-incident mass care needs and substantial amounts of equipment and commodities. Pre-event planning for storage of commodities causes challenges in space, equipment inventory and rotation of perishable items. Additionally, equipment includes facilities. Mass Care relies heavily on facility-use agreements in the event of a disaster. The table below identifies the most common gaps and strategies identified to address them.

**Figure 29: Mass Care Services Gaps**



**Table 22: Mass Care Services Capability Gaps and Approaches to Address Them**

POETE Area	Gap Description	Strategy to Address Gaps
Planning	Not all areas of mass care are currently addressed by plans.	Review/update current plans, develop new mass care plans as needed.
Organization	There are limited personnel available with competing priorities. Mass care services are largely reliant upon volunteer organizations, which also lack appropriate staffing levels.	Invest in additional staff and prioritize personnel time and partnerships to increase staffing levels.
Equipment	Limited equipment and housing facilities for a sustained large scale mass care operation.	Maintain and update existing equipment and invest in additional equipment.
Training	Limited trained personnel and limited personnel trained beyond basic levels.	Train new and continuing staff and conduct advanced training.
Exercises	There is a lack of expertise in how to best exercise relocation assistance. Need to conduct additional and larger-scale exercises incorporating additional stakeholders.	Continue to develop and to progressively exercise this area.

*The chart captures trends in the narrative responses to identified gaps and proposed solutions. The solutions are not necessarily in progress or planned, but a reflection of what may improve capability in this area with prioritization of resources.*

## Mass Care Services Functional Areas

The highest-ranked functional area for the Mass Care Services core capability was Pets, Hydration and Ensuring Access. During 2021 and 2022 wildfires, the Oregon Department of Agriculture moved quickly to establish animal shelters and request additional resources to meet needs. One of the most complicated areas of mass care is Relocation and Relocation Assistance as shown below as the functional area of least capability similar to 2021. Relocation Assistance requires working with access and functional needs populations, a challenging area to plan. As indicated by the Planning core capability, greater planning in Access and Functional Needs, including Relocation Assistance, is imperative to developing capability across the state.

**Table 23: Mass Care Services Functional Area Gaps**

Mass Care Services	Planning	Organization	Equipment	Training	Exercise	Overall
Pets	2.6	2.5	2.2	2.3	2.4	2.4
Hydration	2.5	2.5	2.3	2.4	2.2	2.4
Ensuring Access	2.4	2.5	2.3	2.3	2.3	2.4
Feeding	2.5	2.5	2.2	2.3	2.3	2.4
Resource Distribution	2.5	2.5	2.1	2.2	2.3	2.3
Sheltering	2.6	2.5	2.1	2.2	2.2	2.3
Family Reunification	2.1	2.3	2.0	2.1	2.3	2.2
Relocation Assistance	2.1	2.2	2.0	2.0	2.0	2.1
<b>Overall</b>	2.4	2.4	2.2	2.2	2.2	2.3

## Appendices

### Appendix A – POETE Rubric

	<b>Planning</b>	<b>Organization</b>	<b>Equipment</b>	<b>Training</b>	<b>Exercises</b>
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.