



## 2017 – 2021 Work Plan

**Introduction:** The following “high level” work plan encompasses all UASI and RDPO grant-funded projects and other major activities and initiatives that align with the 2017-2021 RDPO Strategic Plan. Funding for this period includes nearly \$10.5 million in UASI grants and RDPO project funds (local partner contributions).

UASI Grant Cycle	Amount for RDPO Implementation	Implementation Start	Implementation End	Status
FY’15	\$2,599,060	June 2016	May 2018	Grant Closeout
FY’16	\$2,822,000	June 2017	March 2019	Active – <i>All projects should have started, but some are still in early stages.</i>
FY’17	\$2,496,835	June 2018	March 2020	Just commenced
FY’18	\$2,353,665	June 2019	March 2021	Federal Application Submitted; pass-through amount anticipated but not yet confirmed
<b>TOTAL: \$10,271,560</b>				

RDPO Local Partner *Project Grant Funds* Allocated for the Period: **around \$223K**

[Note: all projects have associated detailed project designs and budgets, available upon request from [RDPO@portlandoregon.gov](mailto:RDPO@portlandoregon.gov). New in 2018: all projects will be plotted on a **consolidated financial and implementation timeline** – available circa late September 2018 after the new Grants Compliance Program Coordinator has started.

Project Status Legend	Completed	On Track	Working to Resolve Issues or Further Develop	Not Moving (May need funds reallocated or other resolution)	Future grant year (e.g., UASI FY’18)

Project Status Legend:

## I. Governance /Administration

**Goal 1:** Strengthen and sustain regional disaster preparedness coordination, collaboration, and governance.

**Objective 1.1:** Implement RDPO organizational changes/enhancements that ensure alignment with this strategic plan and maximize effective execution of the annual work plan.

Project/Initiative Name	Key Objective(s)	Lead /Supported by	Status	Funding (Source/Amount)
<b>1.1.1 Prioritization of RDPO Work among RDPO Member Organizations [On-going]</b>	RDPO members prioritize their staff's time to support implementation of RDPO priorities.	Local agency executives and elected leaders/RDPO Manager		Donated time from member organizations
<b>1.1.2 RDPO Staff Expansion to Drive Critical Regional Work [On-going.]</b>	Secure additional RDPO member contributions to sustain the planning coordinator position and, as available, utilize UASI grant funds and/or secure other funds to hire additional professional staff in high demand functional roles (e.g., Logistics Program Coordinator for the RDPO Resource Management Committee/RMC).	RDPO Manager/RDPO Steering and Policy Committees, RMC		If RDPO local contributed funds are provided for the Planning Coordinator position: \$125,000/annum
				UASI FY'18/\$230,000 (new Logistics Program Coordinator/24 mos.)
<b>1.1.3 RDPO Service Level Agreement between the PBEM and the RDPO [Completed. Monitoring implementation.]</b>	Develop Service Level Agreement between the RDPO and the city of Portland (the Lead Administrative Agency - LAA): outline the responsibilities of the LAA, obligations of the RDPO as it pertains to its relationship with the LAA, and the mutual understandings between the LAA and the RDPO.	RDPO Manager/PBEM Finance and Grants, RDPO Steering and Policy Committees		No cost.
<b>1.1.4: Structural Change Initiatives [Partially completed; some new – see box to right.]</b>	Strategically realign or revitalize work groups to meet strategic objectives and ensure robust participation and effective project execution. [Examples: Grants and Finance Committee reboot (completed); explore forming a Critical Transportation Work Group (on-going); Recovery planning	RDPO Manager/Various partners		No cost.

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	project task force formation; and Fire/EMS Work Group revitalization (completed). Others: REMTEC re-organization and SOP update (completed); Form Mass Shelter Task Force (completed); Explore option of Community Resilience Work Group model (in progress).]			
<b>Objective 1.2:</b> Improve communication and decision-making between RDPO committees.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>1.2.1: RDPO Vertical Interconnectivity [on-going]</b>	Build relationships between Steering Committee discipline representatives and the leader(s) and members of associated discipline work groups to enhance strategic and program/project planning. Hold joint meetings of the Program and Steering Committees. Policy Committee leaders and members engage Steering Committee leaders/members in their meetings for joint learning and decision-making.	Various Committee and Discipline Work Group leaders/RDPO Manager		No cost.
<b>Objective 1.3:</b> Identify, develop, and advocate for priority legislative and regulatory issues.				
Project/Initiative Name	Key Objective(s)	Lead /Supported by	Status	Funding (Source/Amount)
<b>1.3.1: State and Federal Legislative Agenda [confirm for 2018-2019 in August 2018 and prepare detailed work plan]</b>	Generate and advocate for positions on select state and legislative agenda items that advance disaster preparedness/resilience goals, and partner with like-minded agencies, such as the Oregon Seismic Safety Policy Advisory Committee (OSSPAC), Joint Policy Advisory Committee on Transportation, Levee Ready Columbia, Association of Counties, League of Oregon Cities, Oregon Emergency Management Association, et. al., to pursue shared legislative outcomes.	RDPO Policy Committee/RDPO Manager, RDPO Steering Committee and other regional partners		No cost.
<b>1.3.2 SB 850 Mass Displacement/Care Assessment [ends September or October 2018]</b>	The Oregon Seismic Safety Policy Advisory Committee (OSSPAC) is assigned to assess the status of planning and preparedness for mass displacement and the need for mass care services post CSZ Earthquake. RDPO has agreed to	OSSPAC S.B. 850 Task Force / RDPO Manager and Sr. Admin Specialist		No Cost.

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	support facilitation of some of the statewide public engagement process, as well as provide writing and editorial services for the final report of findings and recommendations, which is due to the Oregon Legislature/Governor's Office in September 2018. We expect the RDPO Policy Committee to send OSSPAC a letter of support.			
<b>Objective 1.4:</b> Maintain an effective and compliant grant program.				
Project/Initiative Name	Key Objective(s)	Lead by/Support by	Status	Funding (Source/Amount)
<b>1.4.1: Demand-driven Technical Assistance and Training [On-going.]</b>	PBEM Finance and Grants technical assistance and training of project managers, finance staff and other key stakeholders on select finance/grants compliance, procurement, and project management skills.	PBEM Finance and Grants/RDPO Manager		Staff time.
<b>1.4.2: UASI and RDPO Local Contributed Grants Program Standard Operating Procedure Update [Completed. Monitoring implementation.]</b>	Update the standard operating procedure that guides UASI program management under the RDPO to align with the RDPO IGA and the streamlined programming process (i.e., the RPDO Program Pipeline). Migrated 1.4.3 here: Include how to use RDPO partners' project contributions.	RDPO Manager and PBEM Grants Program Coordinator/RDPO GFC		Staff time.
<b>1.4.3 SOP for RDPO Partner Contributions (treated as grants under the City of Portland finance system) [Integrated into 1.4.2. Completed.]</b>	Prepare a standard operating procedure for the use of RDPO partners' project contributions.	RDPO Manager and PBEM Grants Program Coordinator/RDPO GFC		Staff time.
<b>1.4.4. Program monitoring [On-going.]</b>	Enhance program monitoring, as needed, to ensure effective implementation and compliance.	PBEM Grants Program Coordinator/RDPO Manager		Staff time.

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**Objective 1.5:** Seek, develop, and maintain strong connections to and coordination relationships with other regional organizations with a common mission or purpose (e.g., the NW Health Preparedness Organization, SW Washington Homeland Security Region IV, Regional Water Providers Consortium, Portland Dispatch Center Consortium, Area Maritime Security Committee, etc.)

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>1.5.1 Partner Interconnections [on-going]</b>	Ensure avenues for organizations listed under the Objective 1.5 to participate on RDPO work groups and committees.	RDPO Manager		<b>No Cost.</b>

## II. Prevention and Protection Mission Areas

**Goal 2:** Enhance and maintain regional intelligence and information sharing, interdiction, disruption, and detection capabilities to help prevent and/or mitigate terrorism events, including cybersecurity, and other threats.

**Objective 2.1:** Strengthen the TITAN Fusion Center information-sharing network to enhance the Portland metropolitan region's understanding of terrorist and other threats and ability to prepare in a coordinated manner.

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>2.1.1: Oregon TITAN Fusion Center [On-going. Same as 3.1.2 below.]</b>	Fund one criminal intelligence analyst to help achieve improvements in the Oregon TITAN Fusion Center's terrorism risk-threat analysis, information-sharing and outreach practices in the PUA. Strengthen integrated data-gathering and analysis of critical infrastructure and key resources to help public and private sector owners prevent/mitigate adverse impacts to their facilities.	Oregon TITAN Fusion Center/Law Enforcement Work Group		
				UASI FY'15/\$143,500 UASI FY'16/\$130,000
				UASI FY'17/\$132,565 UASI FY'18/\$136,335 Total: \$405,835

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**Objective 2.2:** Enhance surveillance, including bio-surveillance, capabilities and improve analytics in the region.

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>2.2.1: Portland Area Capabilities Exercise (PACE) 2019 [same as 5.3.3, underway]</b>	This project will pay for supplies for the 2019 PACE in support of a regional (5-county) multi-discipline medical counter-measure (MCM) full-scale exercise. The Cities Readiness Initiative (CRI) is the lead for this exercise, which will focus on a bio-terrorism scenario.	Adrienne Donner/CRI		UASI FY'17/\$14,200

**Goal 3:** Enhance the resilience of the region's critical infrastructure systems and facilities.

**Objective 3.1:** Promote improved joint planning for the maintenance and strengthening of regional critical infrastructure (CI) systems, including water, sewer, gas, fuel, telecommunications, electric, etc.

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>3.1.1: Regional Water Interconnections Study Update [Completed.]</b>	Identify critical water supply and distribution points as recommended by the Oregon Resilience Plan; rate interconnections for their level of resiliency. (Project includes a tabletop exercise.)	Regional Water Providers Consortium (RWPC)		UASI FY'15/\$25,000 RWPC/\$18,000
<b>3.1.2: Oregon TITAN Fusion Center [On-going. Same as 2.1.1 above.]</b>	Fund one criminal intelligence analyst to help achieve improvements in the Oregon TITAN Fusion Center's terrorism risk-threat analysis, information-sharing and outreach practices in the PUA. Strengthen integrated data-gathering and analysis of critical infrastructure and key resources to help public and private sector owners prevent/mitigate adverse impacts to their facilities.	Oregon TITAN Fusion Center/Law Enforcement Work Group		UASI FY'15/\$143,500 UASI FY'16/\$130,000
				UASI FY'17/\$132,565
				UASI FY'18/\$136,335 Total: \$542,400

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<b>3.1.3 Cybersecurity Assessment</b> <b>[will soon be launched; same as 4.2.4 below.]</b>	The project is intended to conduct a cybersecurity assessment for eight Public Safety Answering Points (PSAPs) in the Portland Metropolitan Region. The project includes a comprehensive cybersecurity technical risk and vulnerability assessment of the PSAPs' hardware, network, and software-based applications. The assessment will identify current gaps and vulnerabilities and will recommend corrective action and mitigation and prevention actions for the future.	Cheryl Bledsoe/Portland Dispatch Centers Consortium (PDCC)		UASI FY'17/\$350,000  UASI FY'18/\$50,000 Total: \$400,000
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**Objective 3.2:** Support the development and maintenance of continuity of operations plans by the region's critical facility owners/operators.

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>Portland Area Capabilities Exercise (PACE) 2019 [same as 5.3.3, underway]</b>	This project will pay for supplies for the 2019 PACE in support of a regional (5-county) multi-discipline medical counter-measure (MCM) full-scale exercise. The Cities Readiness Initiative (CRI) is the lead for this exercise, which will focus on a bio-terrorism scenario. [Note: critical infrastructure partners will test their COOP plans during the exercise.]	Adrienne Donner/CRI		UASI FY'17/\$14,200

## III. Mitigation Mission Area

**Goal 4:** Enhance the region's ability to identify and understand local risks, educate and better prepare the public to manage those risks, and foster long-term community well-being.

**Objective 4.1:** Support community-centered resilience building efforts.

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
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<b>4.1.1: Regional Community Preparedness Program and Team Enhancement Project [On-going. Also known as the “Regional Citizen Corps Programs.”]</b>	Strengthen and expand community preparedness programs and teams, including CERTs/NETs, LISTOS, BEECN, MRC, ARES, etc. Build consistency into community preparedness (e.g., Citizen Corps) programming across the region. Strategically invest equipment, supplies, educational materials, training, exercises and other events.	Citizen Corps Sub-Committee of REMTEC		UASI FY’15/\$190,488;
				UASI FY’16/\$152,086; UASI FY’17/\$91,520;
				UASI FY’18/\$264,850 Total: \$698,944
<b>4.1.2: Media/Public Information Campaigns for the roll-out of the DOGAMI EQ Impacts Reports [Phase I completed; Phase II – Spring 2019] and ECONorthwest EQ Economic Impacts Report [Associated with 4.2.2]</b>	Use the occasion of the release of DOGAMI’s EQ Impacts Reports and ECONorthwest’s Economic Impact Report for the RDPO region to advance public education on EQ risk and preparedness messaging.	Regional Mitigation and Recovery Sub-Committee of REMTEC	Phase I	RDPO staff time.
			Phase II	
<b>4.1.3: Clinical Safety-Net Capacity-Building for Emergency Preparedness and Response [on-going. Same as 5.3.2]</b>	Improve disaster preparedness, including continuity of operations planning and participation in health system emergency surge response, among 22 Safety-Net Clinics through a series of training and workshop events.	Coalition of Community Health Clinics/HPO		UASI FY’15/\$30,000;
				UASI FY’18/\$30,000 Total: \$60,000

**Objective 4.2** Lead or commission regional threat and hazard identification, vulnerability and risk assessments, and other research that supports efforts to mitigate risks and address planning and other preparedness gaps.

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>4.2.1: Annual THIRA Update [On-going.]</b>	For threats and hazards of greatest concern in our region, set desired performance outcomes and targets, estimate resource needs, and identify gaps through the lens of the five preparedness mission areas and 32 Core Capabilities.	RDPO Planning Coordinator/Subject Matter Experts, RDPO work groups, et al.	2017	RDPO Coordinator is funded under UASI FY’15, F’Y16, FY’17 & FY’18 @ \$125K/annum
			2018	
			2019	
<b>4.2.2 Regional Enhanced Earthquake Impact Analysis</b>	Complete comprehensive earthquake mapping and impact analysis (damage estimates) for the Region, beginning with	DOGAMI/RDPO Planning Coordinator and Mitigation		UASI FY’15/\$247,440



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<b>[Phase I complete; Phase II /EQ Economic Impact Analysis [both underway].]</b>	Clackamas, Multnomah and Washington Counties (Phase I) and ending with Columbia and Clark Counties (Phase II). [Phase II also includes a five-county an economic impact study.]	and Recovery Sub-Committee of REMTEC		UASI FY'17/\$344,200 Total: \$591,640
<b>4.2.3 Disability, Access and Functional Needs Planning [Same as 5.1.3 below. Complete. Monitoring implementation of recommendations.]</b>	Phase I (DAFN Assessment): Using a technical contractor, determine through stakeholder surveys and interviews how the emergency management programs of Clackamas, Clark, Multnomah and Washington Counties and the City of Portland are meeting the needs of people with disabilities and those with access and functional needs across the full spectrum of program responsibilities and activities, including preparedness, response, recovery, and mitigation.	DAFN Task Force (Scott Porter)/REMTEC		UASI FY'14/\$44,400; Metro/\$6,000; and UASI FY'15/\$55,600 Total: \$106,000
<b>4.2.4 Cybersecurity Assessment [to be launched soon; same as 3.1.3 above]</b>	The project is intended to conduct a cybersecurity assessment for eight Public Safety Answering Points (PSAPs) in the Portland Metropolitan Region. The project includes a comprehensive cybersecurity technical risk and vulnerability assessment of the PSAPs' hardware, network, and software-based applications. The assessment will identify current gaps and vulnerabilities and will recommend corrective action and mitigation and prevention actions for the future.	Cheryl Bledsoe/Portland Dispatch Centers Consortium (PDCC)		UASI FY'17/\$350,000 UASI FY'18/\$50,000 Total: \$400,000
<b>Objective 4.3</b> Develop and implement a prioritized regional natural hazard mitigation action plan (RMAP).				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
None currently.		MitRec Sub-Cmte. of REMTEC		N/A
<b>Objective 4.4:</b> Develop and deliver coordinated public education <u>campaigns</u> on public safety, disaster preparedness, response, and recovery in multiple languages.				
Project/Initiative Name	Key Objective(s)	Lead/Support by	Status	Funding (Source/Amount)

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<b>4.4.1: Regional Disaster Sanitation Public Education [Phase I technical input and communication tools completed; Phase II technical planning underway. Same as 7.3.1 below.]</b>	Determine the operational assumptions for post-disaster sanitation methods and develop a communications plan and multi-lingual/-cultural messages/educational tools to educate the public pre- and post-disaster. (Contractor hired for the communications components.)	Regional Disaster Sanitation Task Force/Regional Disaster Preparedness Messaging Task Force		UASI FY'15/\$69,900
<b>4.4.2: Text-to-911 Public Education [Completed.]</b>	Produce video ads to inform the public how to use the new Text-to-911 capability in the region. Purchase media air time to air the video ads.	Portland Dispatch Centers Consortium		UASI FY'15/\$20,000
<del><b>4.4.3: Hazard Mitigation Public Outreach [Removed from work plan.]</b></del>	<del>Hire a contractor to develop a hazard mitigation public outreach tool kit that can meet Hazard Mitigation Plan outreach requirements and be paired with existing public outreach programs (e.g., disaster preparedness, public health, community planning and sustainability).</del>	<del>Hazard Mitigation and Recovery Planners Group/REMTEC</del>	<b>\$75,000 to be reallocated?</b>	<del>UASI FY'16/\$75,000</del>
<b>4.4.3: Media/Public Information Campaigns for the roll-out of the DOGAMI EQ Impacts Reports [Phase I complete; Phase II – Spring 2019] and ECONorthwest EQ Economic Impacts Report [Associated with 4.2.2]</b>	Use the occasion of the release of DOGAMI's EQ Impacts Reports and ECONorthwest's Economic Impact Report for the RDPO region to advance public education on EQ risk and preparedness messaging.	Regional Mitigation and Recovery Sub-Committee of REMTEC	Phase I Phase II	RDPO and regional partners' staff time/integrated into UASI FY'15 and FY'17-funded contracts.

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<b>4.4.4: Portland Ready Hazard Education and Preparedness Online Tool</b>	<p>PortlandReady (exact name TBD) is a regional implementation of a natural hazard education and preparedness tool developed by HazardReady, LLC. The tool is currently implemented in Missoula, MT (<a href="https://hazardready.org/missoula/">https://hazardready.org/missoula/</a>) and Seattle, WA (<a href="https://hazardready.org/seattle/">https://hazardready.org/seattle/</a>) in collaboration with local emergency managers. The tool is designed based on best-practices in hazard assessment and hazard communication, and provides address-specific information about likely and "worst-case" hazards, historical occurrence, and preparedness measures. The website's purpose is to build community resilience by informing residents and visitors about specific risk exposure and mitigation measures, as well as to increase general hazard awareness among the public. The PortlandReady implementation will be integrated into an ongoing NSF-funded project hosted at Boise State University to systematically assess changes in individual attitudes toward hazard preparedness from different interventions.</p>	<p>Multnomah County EM/REMTEC</p>		<p>RDPO FY'18--'19/\$35,000</p>
<b>4.4.5: ShakeAlert/EEWS Public Rollout Phase 1</b>	<p>Design and implement strategic projects to support the early rollout of ShakeAlert. Specifically, the RDPO is participating in efforts to engage emergency managers around the state – just one of the targeted groups -- in several projects that will ensure their involvement and the production of tools (e.g., communication/public alerts playbook) that will advance the system's implementation.</p>	<p>Oregon Committee on Communication, Education and Outreach (ORCCEO) /RDPO Manager</p>		<p>RDPO Manager's Time</p>

## IV. Response and Recovery Mission Areas

**Goal 5:** Build and maintain regional response capabilities necessary to save lives, meet basic human needs, and protect property and the environment during an emergency or disaster.

**Objective 5.1:** Develop and maintain comprehensive regional and local emergency response plans inclusive of the whole community and addressing the needs of people with disabilities and others with access and functional needs.

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Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>5.1.1: Regional Utility Coordination Plan Update</b> [Postponed. Funding reallocated.]	Update the 2005 Regional Utility Coordination Plan to incorporate elements of the Regional Multi-Agency Coordination System (RMACS) Concept of Operations Plan and to reflect advances in regional capabilities (e.g., new tools for coordination and communication).	RDPO Planning Coordinator and Scott Porter, Washington County EMC/REMTEC	Funding was reallocated	UASI FY'15/\$15,000
<b>5.1.2: Regional Fuel Contingency Planning [TTX completed. Some after actions being implemented.]</b>	Phase I: Conduct a regional tabletop fuel management exercise to 1) test the ability of regional partners and regional response structures (e.g., RMACS) to prioritize and allocate fuel resources in at least two scenarios (e.g., fuel system failure and multi-system failure); and 2) engage state and private sector partners in a test of fuel distribution protocols. Phase II: Support emergency fuel contingency planning in Clackamas, Multnomah, Columbia and Clark Counties (contributes to a 2018-2019 SHSP Project).	RDPO Planning Coordinator, Scott Porter, Nancy Bush and Chris Voss	Elements of the AAR continue to be implemented in coordination with ODOE	UASI FY'16/\$50,000
				UASI FY'18/\$50,000
<b>5.1.3: Disability, Access and Functional Needs Planning [Also listed above as 4.2.3] [Completed. RDPO is monitoring implementation of report recommendations.]</b>	Phase I (DAFN Assessment): Using a technical contractor, determine through stakeholder surveys and interviews how the emergency management programs of Clackamas, Clark, Multnomah and Washington Counties and the City of Portland are meeting the needs of people with disabilities and those with access and functional needs across the full spectrum of program responsibilities and activities, including preparedness, response, recovery, and mitigation.	DAFN Task Force (Scott Porter)/REMTEC	Jurisdictions implementing recommendations	UASI FY'14/\$44,400 (closed); Metro/\$6,000; and UASI FY'15/\$55,600 [Total: \$106,000]

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<b>5.1.4: Regional Post-Disaster (Catastrophic) Incident Facility Allocation [Most of original project is complete; additional phase underway; connected to 5.8.2 below.]</b>	Hire a contractor to implement an assessment and gap analysis of facilities and other physical locations (e.g., parks, parking lots) identified for post-disaster response activities. The RDPO Resource Management Committee (RMC) will review the contractor's finding and recommendations for "facility/site best use" and determine specific facilities and sites for key emergency response work, as well as potential gaps.	RMC (Courtney Patterson, PBEM)	Follow-on project tasks will be implemented under the UASI FY'18-funded Logistics Coordinator	UASI FY'15/\$65,000
<b>5.1.5 Regional and Local Disaster Debris Management Planning</b>	Continue to convene a regional task force to work on key elements of regional disaster debris planning, including debris forecasting, temporary debris site selection and management, and pre-event contracting.	Daniel Nibouar, METRO, Regional Disaster Debris Management Task Force/RDPO Planning Coordinator	Getting back on track. Training and meeting coming up. Waiting for results of Metro's audit for more guidance.	Metro funds and other funds to be determined.
<b>5.1.6 Regional Mass Shelter Assessment and Planning [2018 timeframe]</b>	Assess the baseline capabilities for mass sheltering events and produce a set of recommendations for the region to build these capabilities; assess the shelter planning needs of local jurisdictions, especially smaller cities, and provide a tool kit and training.	RDPO Mass Shelter Task Force/RDPO Sr. Admin Specialist		RDPO and Partners' Staff time
<b>5.1.7: Emergency Transportation Routes [will commence circa February 2019.]</b>	This project will update the ETR's for the five-county area, which were identified and mapped in 2006. These routes are designated to facilitate all-hazards emergency response activities, including those of medical, fire, law enforcement, and disaster debris removal in the immediate aftermath of a terrorism, earthquake or other major event. The project will include applying a seismic lens to help identify and plan for variable impacts to bridges and roads resulting from ground shaking/deformation. landslides, and liquefaction.	Laura Hanson/METRO and regional partners		UASI FY'18/\$162,000

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**Objective 5.2:** Build-up and maintain regional tactical response and special or other teams' capabilities through equipment investments, training and exercises.

Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>5.2.1: CBRNE Project [Completed.]</b>	Replace and/or enhance select CBRNE equipment at its end of life or usefulness. Includes patient isolation bags, CBRNE respirator filter cartridges, personal chemical and radiation detectors/dosimeters, etc.	Portland Fire & Rescue (PFR) and Clackamas Fire District #1 (CFD1)		UASI FY'15/\$143,200
<b>5.2.2: Large Incident Command Training [Completed.]</b>	Enhance the command and control decision-making skills of 30 firefighters from fire agencies in the region for large incidents and enable them to understand the interrelationship of the operational function to hazard preparedness, mitigation, response and recovery.	Portland Fire & Rescue		UASI FY'15/\$75,000 [\$25K underspent.]
<b>5.2.3: Emergency Water Equipment and Supplies: <i>Mobile Water Treatment Systems and Personal Use Water Bags; and Portable Water Pipeline</i></b> [Some equipment and supplies purchased; some to be purchased in next grant cycles.]	Continue to build the capability to provide alternate potable water in the event of municipal water disruptions by purchasing four (4) mobile water treatment plants (1 for City of Gresham; 1 for City of Milwaukee; 1 for the South Fork Water Board; and 1 for the City of St. Helens); 27,000 reusable personal use water bags (Portland Water Bureau); and a portable water pipeline for the City of Gresham.	Public Works Work Group/Regional Water Providers Consortium		UASI FY'15/\$130,000 UASI FY'16 and RDPO Local Partner Contributed Funds/\$164,000 FY'17/\$135,015 FY'18/112,400 Total: \$541,415
<b>5.2.4: Technology Enhancements for the Metropolitan Air Support Team (MAST) planes in the Region [On-going. Same as 5.6.2 below.]</b>	Enhance air-to-ground relay of live video feed to EOCs/ECCs and first responders during incident response by installing ARS Moving Map Systems, Air Support Wescam and Video Downlink equipment, GPS navigation, and software into Metropolitan Air Support Team planes (e.g., Portland Police Bureau, Multnomah County Sheriff's Office, and Washington County Sheriff's Office).	MAST/Law Enforcement Work Group		UASI FY'15/\$180,000 UASI FY'16/\$634,000 UASI FY'17/\$473,000 UASI FY'18/\$220,675 Total: \$1,507,675

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<b>5.2.5: Regional Mass Fatality Incident Morgue Operations and Field Operations Equipment [Project #1 complete; Project #2 will soon be in procurement process. ]</b>	1. Project #1: This project invests in specialized 3-D imaging/x-ray equipment to increase the response capabilities of the Medical Examiner's Regional Response Team and the Disaster Mobile Morgue Unit. 2. Project #2: purchase of whole body digital scanner to enhance the effectiveness of the Medical Examiner's Regional Response Team and Disaster Portable Morgue.	Medical Examiner's Office/Public Health Work Group		UASI FY'16/\$167,000;  UASI FY'17/\$450,000  Total: \$617,000
<b>5.2.6: Multi-Gas Detection Kits [Completed]</b>	Purchase a multi-gas detection system kit for Washington County, to be part of the regional shared equipment inventory.	Washington County Public Works/RDPO Public Works Work Group (PWWG)		UASI FY'15/8,500 [underspent by \$7,163]
<b>5.2.7: Back-up Power to Support Disaster Response [Completed]</b>	Purchase a 250 KW portable generator that will support a wide range of end users including necessary life protection and life-saving facility operations (e.g., potable water plants, wastewater plants, fire and rescue emergency services facilities and police stations) during disaster response.	City of Clatskanie/PWWG		UASI FY'15/\$130,000
<b>5.2.8: Variable Messaging Sign Boards [Completed]</b>	As part of the Public Works Work Group's long-standing regional shared equipment project, purchase four variable messaging sign boards for various water agencies and other partners in Clackamas County.	Clackamas River Water, Sunrise Water Authority/PWWG		UASI FY'15/\$80,000
<b>5.2.9: Shipboard Security Threat and Emergency Response [Project is in its final stage – prep. of final report.]</b>	Through assessment/gap analysis and exercises, a contractor will help law enforcement and fire partners in the region establish gaps in response capabilities (plans, training and equipment) for potential shipboard threats in our region.	Steve Eldred, Vancouver Fire/RDPO Law Enforcement Work Group and Fire/EMS Work Group	Final steps	UASI FY'15/\$100,000 UASI FY'16/\$100,000 Total: \$200,000
<b>5.2.10: Tactical Medic/TECC [Initial planning.]</b>	Train 60 regional fire and police personnel in Tactical Emergency Medical Support capabilities that can be applied to a wide range of incidents and emergencies pre-hospital (e.g., at mass shooting sites).	Portland Fire and Rescue/RDPO Fire-EMS Work Group		UASI FY'16/\$77,159



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<b>5.2.11: Urban Search and Rescue (USAR) Operations Training [Initial planning.]</b>	Approximately 120 front line fire fighters will be trained to rapidly and efficiently prepare for, respond to, mitigate, and recover from significant emergencies requiring USAR capabilities (e.g., locate, provide initial medical treatment and extricate victims of incidents requiring specialized search and rescue operations).	Portland Fire and Rescue/RDPO Fire-EMS Work Group		UASI FY'16/\$369,947
<b>5.2.12: Just In-Time Shelter Training Kits [commences summer 2018]</b>	This project will hire a contractor to develop Just-in-Time training modules and materials for spontaneous volunteers to use on-site at brick-and-mortar shelters, open air shelters, animal shelters, etc. to support large-scale shelter operations following a major incident (e.g., earthquake). The project will ensure inclusion of considerations for people with access and functional needs.	Multnomah County EM		UASI FY'17/\$82,400
<b>5.2.13 Emergency Response Remotely Operated Vehicle [commences summer 2019]</b>	The project will purchase for the region one VideoRay Mission Specialist Defender remote operated vehicle (ROV), with sonar, navigation, GPS and other capabilities, closing the gap between a small remotely operated vehicle in use by Multnomah County Sherriff's Office but unsuitable for larger waterways in the Portland Metropolitan Region (e.g., the Columbia and Willamette Rivers). The equipment is intended to enhance a range of law enforcement capabilities, including water-based search and rescue, terrorism interdiction and disruption, underwater crime scene investigation, etc. Since underwater visibility in the larger rivers is often low, sonar capabilities inherent in the intended ROV will increase the safety of law enforcement divers and aid them in underwater infrastructure assessment, evidence collection, and crime scene survey. In addition, the ROV is capable of rapidly searching ships' hulls for mines and improvised explosive devises.	Multnomah County		UASI FY'18/\$227,990
<b>5.2.14 Disaster Debris Management Equipment (Grapple Truck) [commences summer 2019]</b>	With support funding from Metro, this project utilizes \$150,000 in UASI FY'18 funds to purchase one (1) grapple truck to be based in Clackamas County/Oregon City Public Works, which can be deployed anywhere in the region during an emergency warranting such an asset. These assets have proven to be versatile and can be used to address numerous debris	Martin Montalvo, Oregon City PW/PWWG		UASI FY'18/\$150,000 (plus \$33K from Metro)



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	generating events such as: wind storms, landslides, ice storms, but also building collapses and USAR where debris is associated. They are also effective for supporting security related activities such as deploying / retrieving jersey curbs or other security related barriers.			
<b>5.2.15 Law Enforcement Tactical Science Class [commences summer 2019]</b>	This law enforcement field command training is intended to improve the capabilities of 50 law enforcement (LE) supervisors, managers, and tactical team members around the Portland Urban Area to more effectively respond to and manage terrorism, civil disturbance, and other incidents. Washington County Sheriff's Office is the coordinating agency for this project, part of a larger effort to reach hundreds of LE officers around the PUA and State of Oregon with this specialized training. The 40-hour course centers on the fundamental doctrinal principles from which tactics are derived. It defines and describes concepts such as tempo, initiative, density, deconfliction, fog, and friction, and their impact on successful resolutions for tactical operations of all types. The course also covers methods for conducting a terrain analysis, envisioning and achieving an end state, developing and employing asymmetric strategies, and building a tactical response.	WCSO/LEWG		UASI FY'18/\$40,000
<b>Objective 5.3:</b> Enhance and maintain regional health system, public health, and behavioral health capabilities to effectively respond to mass casualty events or other health threats.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>5.3.1: Pediatric Surge Planning [Phase I completed; Phase II underway]</b>	1) Produce a pediatric surge plan and provide training on the plan to better prepare the healthcare system in the region to meet the needs of the pediatric population in a trauma surge event; and 2) produce a set of recommendations and action steps for the creation of a patient tracking system that meets the needs of stakeholders in the region.	Northwest Oregon Health Preparedness Organization (HPO) Planning Staff / HPO Steering Committee		RDPO contributions to NWHPO: UASI FY'15/\$54,000; UASI FY'17/\$58,000; UASI FY'18/\$70,000

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<b>5.3.2 Patient Tracking System Development [postponed until FY'2020-2021]</b>	Phase I: produce a set of recommendations and action steps for the creation of a patient tracking system that meets the needs of stakeholders in the region.	Northwest Oregon Health Preparedness Organization (HPO) Planning Staff / HPO Steering Committee		Same as above (funds a portion of Sr. Program Specialist costs)
<b>5.3.2: Clinical Safety-Net Capacity-Building for Emergency Preparedness and Response [on-going.]</b>	Improve disaster preparedness, including continuity of operations planning and participation in health system emergency surge response, among 22 Safety-Net Clinics through a series of training and workshop events.	Coalition of Community Health Clinics/HPO		UASI FY'15/\$30,000; UASI FY'18/\$30,000
<b>5.3.3: Portland Area Capabilities Exercise (PACE) 2019 [underway; same as 5.4.1]</b>	This project will pay for supplies for the 2019 PACE in support of a regional (5-county) multi-discipline medical counter-measure (MCM) full-scale exercise. The Cities Readiness Initiative (CRI) is the lead for this exercise, which will focus on a bio-terrorism scenario.	Adrienne Donner/CRI		UASI FY'14/\$14,200
<b>5.3.4: Infant Feeding in Emergencies Guidebook</b>	Several United Nations organizations have extensive guidance regarding infant and young child feeding in emergencies, collectively providing infant feeding in emergency (IFIE) best practice guidelines. The United States lags in the adoption of these guidelines or in the development of emergency feeding protocols for the most vulnerable of residents. Recognizing the need to address this gap in the face of a CSZ earthquake, the Public Health Work Group utilized the donated services of a graduate fellow to develop contextually relevant guidelines and produce a draft IFIE guidebook and planning tools for use by public health practitioners in the field.	Public Health Work Group	Nearly complete.	No Cost
<b>Objective 5.4:</b> Increase regional epidemiological (Epi) response and medical counter measures (MCM) capabilities.				
<b>Project/Initiative Name</b>	<b>Key Objective(s)</b>	<b>Lead/Supported by</b>	<b>Status</b>	<b>Funding (Source/Amount)</b>
<b>5.4.1: Portland Area Capabilities Exercise (PACE)</b>	This project will pay for supplies for the 2019 PACE in support of a regional (5-county) multi-discipline medical counter-measure (MCM) full-scale exercise. The Cities Readiness Initiative (CRI) is	Adrienne Donner/CRI		UASI FY'14/\$14,200

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2019 [same as 5.3.3; underway]	the lead for this exercise, which will focus on a bio-terrorism scenario.			
<b>Objective 5.5:</b> Enhance communications operability, interoperability, and redundancy in the region.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>5.5.1: Communications Study/Gap Analysis</b>	Conduct a comprehensive communications study and gap analysis and produce an interoperable communications plan for Clackamas River Water, Sunrise Water Authority and interdependent partners in Clackamas County.	Donn Bunyard (CRW)/RDPO Manager		UASI FY2015/\$60,000
<b>Objective 5.6:</b> Enhance situational awareness and common operating picture capabilities in the Region.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>5.6.1: Regional Information Sharing Enhancements [on-going]</b>	This project aims to identify and fund a suitable replacement for the Regional Enterprise Service Bus, which supports confidential digital-based PSAP-to-PSAP (CAD-to-CAD) information-sharing.	Cheryl Bledsoe & PDCC		UASI FY'15/\$500,000
				UASI FY'16/\$500,000
				UASI FY'18/\$250,000
<b>5.6.2: Technology Enhancements for the Metropolitan Air Support Team (MAST) planes in the Region [On-going; same as 5.2.4 above.]</b>	Enhance air-to-ground relay of live video feed to EOCs/ECCs and first responders during incident response by installing ARS Moving Map Systems, Air Support Wescam and Video Downlink equipment and software into Metropolitan Air Support Team planes (e.g., Portland Police Bureau, Multnomah County Sheriff's Office, and Washington County Sheriff's Office).	MAST/Law Enforcement Work Group		UASI FY'15/\$180,000
				UASI FY'16/\$634,000 UASI FY'17/\$473,000
				UASI FY'18/\$220,675 Total: \$1,507,675
<b>5.6.3 Cybersecurity Assessment [Same as 4.2.4 above.]</b>	The project is intended to conduct a cybersecurity assessment for eight Public Safety Answering Points (PSAPs) in the Portland Metropolitan Region. The project includes a comprehensive cybersecurity technical risk and vulnerability assessment of the	Cheryl Bledsoe/Portland Dispatch Centers Consortium (PDCC)		UASI FY'17/\$350,000 UASI FY'18/\$50,000

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	PSAPs' hardware, network, and software-based applications. The assessment will identify current gaps and vulnerabilities and will recommend corrective action and mitigation and prevention actions for the future.			
<b>5.6.4 Windshield Survey Procedures [UNDER REVIEW.]</b>	This project seeks to develop standardized and coordinated procedures across the region for the rapid visual assessment of impacts (A.K.A., windshield or drive-by surveying) to critical facilities following a damaging earthquake. Multnomah, Clackamas, and Washington Counties and the City of Portland have committed to participate in this project. (Clark and Columbia Counties have declined.) The project is intended to build upon the procedures developed by Washington County, which include standard definitions of critical facilities, identification and mapping of the facilities, assignment of specific facilities to agencies for assessment, and reporting forms and processes. It will go beyond Washington County's Windshield Survey Procedures by also developing forms and/or processes for sharing key survey results across the region.	REMTEC (needs a project manager; Scott Porter is not the PM)/Decide if project is still a go or if resources will be used on another project.		UASI FY'17/\$137,333
<b>5.6.5 ATC-20/45 and SAP Training [will commence summer 2019]</b>	This project will execute a 1.5-day training for 150 students in the PUA on 1) ATC-20 Post-Earthquake Safety Evaluation of Buildings (Second Edition), including Cal/EMA Safety Assessment Program (SAP); and 2) ATC-45 Safety Evaluation of Buildings after Windstorms and Floods. In the absence of a formal state SAP, these courses meet a standing regional need, supporting the goal of creating a trained cadre of professionals capable of conducting post-earthquake/windstorm and flood building safety evaluations. These same trained professionals could also be used in assessing the safety of buildings impacted by an explosive terrorism event.	Nora Yotsov (Clackamas Disaster Management) and Courtney Patterson (PBEM)/Regional EOC Training Sub-Cmte.		UASI FY'18/\$22,000
<b>Objective 5.7:</b> Develop and sustain a Regional Multi-Agency Coordination System (RMACS) to provide effective regional coordination and resource allocation.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)

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<b>5.7.1 RMACS Development Project – Phase III [completed]/ Maintenance Phase I [underway]</b>	Develop/maintain the various components of the RMACS, including the RMAC Group, the Health-Medical MAC Group, the RMACS Support Organization, the Joint Information System, Regional Logistics Support Team, etc. Strengthen the connection between the RMACS and the County EOCs/ECC, as well as develop/enhance tools used for such tasks as incident prioritization; revise the RMACS ConOps Plan, as needed; etc.	RMACS Task Force Regional Staff and 3 County EM Directors/RDPO Steering Committee	<div></div> <div>Project revisions are being made to best align activities and objectives with needs.</div>	UASI FY'15/\$75,000 Metro (RDPO Contribution)/\$13,000; UASI FY'17/\$25,000  UASI FY'18/\$25,000  Total: \$138,000
<b>Objective 5.8:</b> Support the enhancement of local Emergency Operations/ Coordination Center readiness across the region.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>5.8.1 Resource Ordering and Tracking [Resource Request Management Handbook Completed; Implementation of handbook underway. Related to 5.8.2 below.]</b>	Assess current needs, gaps, and best practices in automated and manual resource requests/ordering and tracking, and then develop specific standardized procedures. Individual agencies will be able to adapt these procedures to meet their specific policy or administrative requirements. Procedures will then be reinforced through the development of both manual tools, such as forms and job aids, as well as automated tools.	Resource Management Committee (of REMTEC)		UASI FY'15/\$50,000
<b>5.8.2 Regional Logistics Planning and Coordination [will launch in late 2018 or early 2019]</b>	This project will fund a 1.0 FTE Logistics Program Coordinator for 24 months to support the RDPO Regional Resource Management Sub-Committee in the implementation of projects, including follow-on phases of the Resource Request Management Handbook, the Post-Disaster Facilities Project, the Regional Logistics Support Team (planning, training, and exercising), etc.	RDPO Manager/RMC		UASI FY'18/\$230,000

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<b>5.8.3 Shared/Stranded Workers' Agreement [IGA completed; Implementation underway. Additional IGA signatories sought.]</b>	<p>With great leadership from Robin Holm, Multnomah County Public Health EM, engaging partners across the region, an inter-governmental agreement (IGA) was created for the following purposes: to authorize, facilitate and establish conditions and provisions for the sharing of qualified EOC Personnel amongst the Parties to the IGA during emergencies where transportation routes are disrupted and EOC Personnel are unable to report to their normal work locations. The next step is to finalize the signatory process among partners and operationalize the IGA, including develop SOPs.</p>	RDPO Manager/Points of Contact from the Parties to the IGA		RDPO Manager and regional partners' time
<b>Goal 6:</b> Build and maintain core capabilities necessary to assist affected communities, as well as the whole region, to recover effectively from major emergencies and disasters.				
<b>Objective 6.1</b> Conduct whole community pre-disaster recovery planning across the region, which defines post-disaster planning structures and successful recovery outcomes, critical timelines and priorities for key sectors.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>6.1.1: Regional Recovery Planning Framework [Underway.]</b>	Develop a recovery planning framework for the Portland metropolitan region's five counties that the five counties can use to guide their own pre- and post-disaster recovery planning. [Contracted services.]	Regional Recovery Planning Core Group/RDPO Planning Coordinator		UASI FY'16/\$240,000
<b>Goal 7:</b> Enhance and maintain regional capabilities to prepare and deliver coordinated, prompt, reliable and actionable information to the whole community before, during and after disasters.				
<b>Objective 7.1:</b> Maintain the Regional Joint Information System and ensure that local information systems are prepared to feed into the regional system.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by		Funding (Source/Amount)
<b>7.1.1 RMACS Development Project – Phase III [completed]/</b>	Continue to develop/maintain the various components of the RMACS, including the RMAC Group, the Health-Medical MAC Group, the RMACS Support Organization, the Joint Information	<del>RMACS Task Force</del> Regional Staff and 3 County EM		UASI FY'15/\$75,000 Metro (RDPO Contribution)/\$13,000;

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<b>Maintenance Phase I [same as 5.7.1 above; underway]</b>	System, Regional Logistics Support Team, etc. Strengthen the connection between the RMACS and the County EOCs/ECC, as well as develop/enhance tools used for such tasks as incident prioritization; revise the RMACS ConOps Plan, as needed; etc.	Directors/RDPO Steering Committee		UASI FY'17/\$25,000; UASI FY'18/\$25,000 Total: \$138,000
<b>Objective 7.2:</b> Enhance and maintain regional capacity to produce consistent preparedness and community resilience messaging (in coordination with state and federal agencies).				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>7.2.1 Regional Messaging Task Force</b>	Maintain a group of subject matter experts in the region that work together on regional preparedness and community resilience messaging, as needed.	RMTF/RDPO staff	Potential merger with CCWG to create the Community Resilience Work Group	No cost.
<b>Objective 7.3:</b> Produce regionally agreed upon (pre-scripted) response and recovery public messaging, ensuring inclusion of people with access and functional needs.				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>7.3.1 Regional Disaster Sanitation Public Education [Phase I technical input and communication tools complete; Phase II technical planning underway. Same as 4.4.1 above.]</b>	Determine the operational assumptions for post-disaster sanitation methods and develop a communications plan and messages/educational tools to educate the public pre- and post-disaster. (Contractor will be hired for the communications components.)	Regional Disaster Sanitation Task Force/Regional Disaster Preparedness Messaging Task Force		UASI FY'15/\$69,000
<b>Objective 7.4:</b> Strengthen the ability of local governments to deliver emergency messages to the public through systems such as Public Alerts, Wireless Emergency Alerts (WEA), Emergency Notification Systems (ENS), and the Emergency Alert System (EAS).				
Project/Initiative Name	Key Objective(s)	Lead/Supported by	Status	Funding (Source/Amount)
<b>7.4.1 PublicAlerts Website Enhancement and Program Promotion [In process.]</b>	Enhance the organization and content of the PublicAlerts.org website, including adding a section on disaster preparedness; implement PublicAlerts.org sign-up drives.	Public Alerts Steering Committee		UASI FY'17/\$30,000