

Oregon Office of Emergency Management

February Winter Storm

February 25 – March 7, 2019

After-Action Report and Improvement Plan

06/04/2019



This After-Action Report (AAR) is focused solely on the activities of the Oregon Office of Emergency Management (OEM) and Emergency Support Function Partners (ESFs) for the February 25 – March 7, 2019 February Winter Storm. Strengths to maintain and areas needing improvement were gathered from OEM, ESF, and local county and city staff who worked this event.

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EXECUTIVE SUMMARY

On Monday, February 25, 2019, the Oregon Office of Emergency Management started monitoring events related to a severe winter storm. On Wednesday, February 27, the state Emergency Coordination Center (ECC) activated in support of local communities. The situation was monitored through March 7, 2019. This After-Action Report (AAR) is focused solely on the activities of the Oregon Office of Emergency Management (OEM) and Emergency Support Function Partners (ESFs) for the February 25 – March 7, 2019 February Winter Storm. Highlights of this document include the following:

Overall Successes:

- OEM utilized established processes and procedures for activation.
- The ECC was supplemented with the pairing of experienced ECC staff to mentor inexperienced staff.
- The utilization of an OEM liaison supported increased communications and situational awareness with affected local communities.
- Coordination between Emergency Support Function (ESF) partners enhanced the state response to the event.
- The data displayed and utilized within the RAPTOR mapping application provided awareness of the impacts to local communities during the event.

General Areas of Improvement:

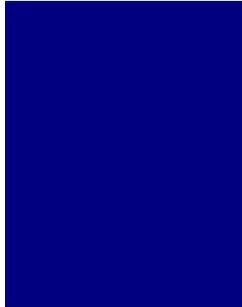
- Refinement of the established ECC activation processes should be conducted, to include the activation checklist, activation notification procedures, and activation setup procedures.
- A formal process for ECC planning section/ESF 5 should be established, to include setting ECC objectives, reporting processes, information analysis, and command staff coordination.
- Executive Duty Officer (EDO) and Support Duty Officer (SDO) coordination should be conducted on an established timeframe to ensure proper information coordination.
- Data related to critical infrastructure status should be available within the RAPTOR mapping application.
- Training related to ECC operations, resource requirements, and liaison roles/responsibilities should be conducted on an ongoing basis.

Bottom Line:

Overall, this incident highlighted an overall need for refined coordination processes and training on those processes to determine ECC activation and the goals/needs/objectives for activation. Additional information sharing is required for adequate situational assessment and decision-making at all levels of the response. Enhancing these areas will provide for greater awareness and direction of state response to all incidents involving ECC activation.

INCIDENT OVERVIEW

Incident Name	February Winter Storm
Incident Dates	02/25/2019 – 03/07/2019
Scope	The Oregon Office of Emergency Management Executive Duty Officers (EDO) and Support Duty Officers (SDO) began monitoring the situation on Monday, February 25, 2019. The State of Oregon Emergency Coordination Center activated on Wednesday, February 27, 2019 through Thursday, February 28, 2019 and returned to EDO/SDO monitoring through Thursday, March 7, 2019. The subsequent governor executive order for support continued through Thursday, March 28, 2019.
Mission Area(s)	Response
Core Capabilities	<ul style="list-style-type: none"> Planning Public Information and Warning Operational Coordination Operational Communications Situational Assessment Mass Care Services Logistics and Supply Chain Management Critical Transportation Mass Search and Rescue Operations
Objectives	<ol style="list-style-type: none"> 1. Establish and maintain situational awareness and common operating picture. 2. Provide ongoing support to affected local jurisdictions. 3. Support active Emergency Support Function (ESF) partners to provide assistance to local jurisdictions. 4. Provide advanced planning to address the dynamic situation.
Threat or Hazard	Severe winter storms
Lead Agency	Oregon Office of Emergency Management
Participating Organizations	<ul style="list-style-type: none"> Bonneville Power Administration Federal Department of Homeland Security Federal Emergency Management Agency Integration Team National Weather Service US Army Corps of Engineers Oregon Department of Administrative Services Oregon Department of Energy Oregon Department of Environmental Quality Oregon Department of Human Services Oregon Department of Transportation Oregon Health Authority Oregon Military Department Oregon Public Utility Commission Oregon State Police Coos County Emergency Management Curry County Emergency Management Deschutes County Emergency Management Douglas County Emergency Management



Lane County Emergency Management
Marion County Emergency Management
Wheeler County Emergency Management
Confederate Tribes of Warm Springs
Cow Creek Band of Umpqua Tribe of Indians
Amtrak
Union Pacific Railroad
American Red Cross
Oregon Food Bank
Oregon Volunteer Organizations Active in Disaster



Points of Contact

Daniel Stoelb
3225 State Street #115, Salem OR 97301
503-378-3234
daniel.stoelb@state.or.us
Alaina Mayfield
3225 State Street #115, Salem OR 97301
503-378-3233
alaina.mayfield@state.or.us

ANALYSIS OF CORE CAPABILITIES

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Establish and maintain situational awareness and common operating picture.	Planning		X		
	Public Information and Warning		X		
	Operational Coordination		X		
	Operational Communications		X		
	Situational Assessment		X		
Provide ongoing support to affected local jurisdictions.	Planning		X		
	Public Information and Warning		X		
	Operational Coordination		X		
	Operational Communications		X		
	Situational Assessment		X		
	Mass Care Services		X		
	Logistics and Supply Chain Management		X		
	Critical Transportation		X		
	Mass Search and Rescue Operations		X		
Support active Emergency Support Function (ESF) partners to provide assistance to local jurisdictions.	Planning		X		
	Public Information and Warning		X		
	Operational Coordination		X		
	Operational Communications		X		
	Situational Assessment		X		

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
	Mass Care Services		X		
	Logistics and Supply Chain Management		X		
	Critical Transportation		X		
	Mass Search and Rescue Operations		X		
Provide advanced planning to address the dynamic situation.	Planning				X
	Situational Assessment				X
Ratings Definitions: <ul style="list-style-type: none"> Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. Performed with Major Challenges (M): The tasks and activities associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Unable to be Performed (U): The tasks and activities associated with the capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of Core Capability Performance

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

Core Capability: Planning

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

Applicability to Event: The development of planning objectives, tasks assigned to the planning section within the Emergency Coordination Center, and specific planning functions were analyzed based upon how they met this core capability.

Strengths

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

Strength 1: Utilized documented processes for activation of the Emergency Coordination Center (ECC) and set up of coordination calls.

Strength 2: Successful transitions between operational structures (EDO/SDO to ECC Activation and back, EDO monitoring evenings and weekends).

Strength 3: Increased capability and capacity of staff through the pairing of inexperienced staff with more experienced staff through all phases of the incident.

Areas for Improvement

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

Area for Improvement 1: The ECC Activation Checklist was utilized and completed by the SDO and EDO on Tuesday, February 26. However, the ECC was not activated until Wednesday, February 27, nor was there any documentation regarding the decision to (or not to) activate.

Analysis: The EDO and SDO(s) utilized the designated process to determine if an event meets minimum qualifications for an ECC Activation. An additional section should be added to the ECC Activation Checklist should be added to indicate the decision and description from OEM Leadership as to why an ECC Activation would or would not be warranted.

Area for Improvement 2: ECC Activation Set Up and Activation Notification Procedures forms were not followed through to completion.

Analysis: The ECC Activation process has undergone several updates and OEM is in the process of training staff on that process and working to refine the process. Additionally, OEM had several new staff join the organization in the months leading up to February 2019. As such, there was an overall lack of understanding on the process to activate the ECC, tasks taken once it is decided to activate and who performs those tasks. Training on these procedures and processes need to be required on a continual basis to account for staff turnover and updated processes.

Area for Improvement 3: There is a lack of documented ECC processes and procedures designated to identify ECC coordination priorities or assessment of completion of the priorities/de-

escalation triggers to deactivate the ECC, ECC position qualifications and training, and locations of needed templates/documents.

Analysis: Objectives were set at the beginning of the ECC activation, but without a process designated, assessment of what was needed was not conducted and objectives were not re-assessed for completion. There needs to be a documented process to establish objectives for the ECC activation.

Current ECC Position Descriptions should contain information on qualifications, needed accesses and/or reference documentation.

Area for Improvement 4: There is a lack of understanding of the expectations of steady state activities vs ECC activities for activated staff.

Analysis: When the ECC is activated, ECC activation tasks are the priority work during ECC activation. There should be clear documented expectations for fulfilling roles within the ECC. The priority of other duties for normal day-to-day work will transition to other staff or will be completed at a later date.

Area for Improvement 5: There is no documented process for creation and dissemination of the ECC Situation Report (SitRep). OpsCenter has multiple areas for collecting situation report data, with some counties and ESF partners submitting information in different locations, not at all, or via email. There is no guidance on how information should be submitted to the planning section, what information should be included and how ESF 5 will interpret the information. Additionally, there is no consistency in the reporting of ESF actions on the situation report (No report vs. no significant activity).

Analysis: The ECC should have documented processes on the required reporting for the situation report for ESF leads that incorporates what type of information is needed, where to report that information, and how it will be utilized by the ECC planning section. Additionally, there should be documented processes for the planning section on development of the situation report, dissemination of the report, and reporting status for ESF actions.

Core Capability: Public Information and Warning

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

Applicability to Event: The coordination and delivery of information to the whole community were analyzed based upon how they met this core capability.

Strengths

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

Strength 1: The Oregon Virtual Operations Support Team (VOST) was activated and utilized to support social media monitoring.

Strength 2: Pre-scripted messaging templates were available and utilized for social media messaging.

Areas for Improvement

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

Area for Improvement 1: The state declaration press release was disseminated to the media prior to notifying response partners.

Analysis: There should be a documented process for sharing of information to the ECC and relevant ESF and local/tribal partners prior to dissemination to media outlets.

Area for Improvement 2: There are no pre-scripted messaging templates for all hazards.

Analysis: There should be pre-scripted messaging templates available for all hazards identified in the state comprehensive emergency management plan.

Core Capability: Operational Coordination

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

Applicability to Event: The coordination between the ECC, ESFs and local and tribal organizations to execute core capabilities was analyzed based upon how they met this core capability.

Strengths

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

Strength 1: Deployment of an OEM Liaison to the Lane County EOC increased coordination, communication and situational awareness.

Strength 2: ESFs coordinated on utility and roadway impacts and communicated those impacts to response partners.

Strength 3: Communication and coordination between OERS and the OEM EDO of new incidents was timely.

Areas for Improvement

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

Area for Improvement 1: There was a lack of coordination between EDO(s) and SDO(s), to include change of EDO staffing and coordination of information received by various EDOs working the event.

Analysis: There should be an established process for indicating the assigned EDOs and SDOs, to also include notification to SDOs assigned for that work-week. Additionally, the assigned EDOs and SDOs should coordinate on an established timeframe to facilitate information sharing for situational assessment and common operating picture. Consideration should be given to staffing a backup EDO for assistance in escalating events.

Area for Improvement 2: Public Information Officers were not pulled into assist EDOs/SDOs and/or establish a Joint Information System.

Analysis: There should be documented guidance for increased EDO/SDO monitoring or identified incident thresholds to pull in the Public Information Officers to support EDO/SDO monitoring.

Area for Improvement 3: There is no documented guidance and therefore lack of understanding of the reporting structure for non-traditional requests for assistance and the status of the request.

Analysis: There is an established protocol for requesting state assistance that should be communicated with relevant partners, to include private and non-profit entities. Additionally, the EDO and SDO should be following up with the request to ascertain the status and completion of the request for assistance.

Core Capability: Operational Communications

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

Applicability to Event: The establishment of communications among impacted jurisdictions was analyzed based upon how they met this core capability.

Strengths

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

Strength 1: There was clear communication of timelines for meetings, deadlines and coordination calls.

Areas for Improvement

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

Area for Improvement 1: There is no inventory of known radio operators and/or available radio assets/resources.

Analysis: There should be an inventory of radio operators, available radio assets, and resources to also include radio equipment needs at particular sites.

Core Capability: Situational Assessment

Description: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Applicability to Event: The communications sent between staff, leadership, and local agencies for supporting the state response were analyzed based upon how they met this core capability.

Strengths

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

Strength 1: Staff deployment to Lane County increased situational awareness and coordination with the State Emergency Coordination Center.

Strength 2: GIS data display on RAPTOR from Lane County indicated status of infrastructure.

Strength 3: Input of data from the Oregon Department of Environmental Quality regarding hazardous materials incidents on RAPTOR was beneficial to determine impacts of the road network infrastructure.

Areas for Improvement

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

Area for Improvement 1: Staff and local partners were unclear of where to obtain information from existing systems.

Analysis: Documented process, data feeds, and proper locations for critical data should be communicated to all users of both the OpsCenter and RAPTOR applications. Additionally, reminders should be sent to partners on a regular basis to ensure they are able to access and display relevant information about ongoing incidents. For data not in existence within RAPTOR, determine if data exists, and if so, incorporate those data into the application.

Area for Improvement 2: Lack of utilization of existent OEM information sharing systems lead to a lack of common operating picture/situational awareness assessment.

Analysis: Utilizing disparate systems is not conducive to developing common operating picture. When a situation has required state ECC activation, it is recommended that all partners utilize both OpsCenter and RAPTOR for indicating current activities, supplying situation report information, and updating relevant response efforts.

Area for Improvement 3: There was a lack of coordination and situational assessment between the coordination section chief, planning section chief, those not involved in the ECC activation (non-activated local, tribal and ESF partner organizations), Emergency Support Function partners,

and local and tribal partners for effective management of situation awareness and common operating picture.

Analysis: Instituting a consistent process for information sharing and gathering, planning meetings, and section meetings across partners will ensure proper coordination amongst general and command staff within the state ECC. Normalizing the sharing of the information points will continue to enhance situational awareness and common operating picture.

Area for Improvement 4: There was a lack of understanding on what communities did not have access to utilities or critical infrastructure.

Analysis: Currently, there is no access to critical utility status information on the RAPTOR mapping system. When an event occurs, data regarding status of utilities should be found and/or displayed on the RAPTOR mapping system through coordination with relevant ESF partners. Based upon the information gathered, data should be analyzed to determine potential impacts within an established planning process.

Area for Improvement 5: There was a lack of clarity on what is internal information versus what is external information (what can and can't be shared). There was a lack of knowledge of secure confidential critical facilities and infrastructure (and related infrastructure systems) across the state and what is required to keep those sites operating (ie in the case that things go bad, what do they need and when do they need it and what consequences will happen if something does/doesn't happen) and ownership.

Analysis: In an ECC operating environment, information pertinent to decision-making needs to be shared that is different than what is publically available information. These data should be collected and disseminated using a proper planning process.

Area for Improvement 6: There was a lack of knowledge on cell on wheels (COW) equipment network requirements.

Analysis: In order to provide effective response, an inventory of available assets and what requirements those assets need should be created.

Core Capability: Mass Care Services

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

Applicability to Event: Coordination of services between ESFs and other partners to provide Mass Care was analyzed based upon how they met this core capability.

Strengths

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

Strength 1: National Shelter System (NSS) data displayed in RAPTOR provided information on open shelters.

Strength 2: Mass care and feeding operations were established in impacted areas despite local infrastructure damage.

Areas for Improvement

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

Area for Improvement 1: NSS data feeds do not include all needed information for decision making, to include visitors to shelters and operating organization.

Analysis: There should be a developed reporting and/or data collection mechanism to gather additional shelter information for situation reporting and documentation.

Core Capability: Logistics and Supply Chain Management

Description: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Applicability to Event: The delivery of commodities (propane) and services was analyzed based upon how they met this core capability.

Strengths

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

Strength 1: Small containers of propane were successfully delivered to impacted communities.

Areas for Improvement

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

Area for Improvement 1: There was a lack of understanding of the potential impacts of fuel transportation, to include how to properly transport specific types of fuel and replenishment of that fuel.

Analysis: Training should be conducted with local and state partners on the specific requirements for obtaining fuel for impacted communities and sites, to include refueling and supply chains.

Area for Improvement 2: Tracking of deployed assets was inconsistent.

Analysis: Training on the established procedures and processes for tracking deployed OEM assets need to be required on a continual basis to account for staff turnover and updated processes.

Core Capability: Critical Transportation

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

Applicability to Event: The missions and actions for ensuring proper access to critical transportation routes/methods were analyzed based upon how they met this core capability.

Strengths

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

Strength 1: Road closure information was automated through the RAPTOR mapping application, providing for greater awareness of current transportation impacts.

Areas for Improvement

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

Area for Improvement 1: There was a lack of clarification of the proper authority for train-involved events.

Analysis: In order to effectively respond to train events, proper points of contact should be determined. It is recommended that the ECC have a list of relevant points of contact for events that involve trains or rail infrastructure.

Core Capability: Mass Search and Rescue Operations

Description: Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Applicability to Event: The missions and actions for search and rescue operations were analyzed based upon how they met this core capability.

Strengths

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

Strength 1: Search and rescue operations followed established processes for notification to the Oregon Emergency Response System (OERS).

Areas for Improvement

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

Area for Improvement 1: Standalone search and rescue missions associated with the main event received their own incident number without being reference to the main statewide incident.

Analysis: While the established protocol is for all incidents related to search and rescue was followed, there should be an awareness of how these incidents are related to the statewide incident. To ensure proper awareness, these should be monitored by the search and rescue coordinator and recommended to the planning section within the ECC to nest or relate it to the statewide incident within the OpsCenter crisis management application.

EMERGENCY SUPPORT FUNCTION ACTIONS

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

- ODOT crews conducted debris clearance (including contracting for tree removal services) to re-open critical transportation routes, including Oregon Highway 58, US Highway 101, Interstate 5
- ODOT rail division coordinated with Amtrak and Union Pacific Railroad to move the train stranded in Oakridge safely to Eugene and out of state
- Sent letter of intent to National Transportation Highway Administration for request to cover highway recovery needs

ESF 2 – Communications: Oregon Public Utility Commission (PUC)

- Coordinated with communications providers to determine cellular network impacts
- Supplied briefings to the EDO/ECC on communications issues

ESF 3 – Public Works: United States Army Corps of Engineers (USACE)

- Deployed liaison to the OEM ECC in order to provide awareness of impacted dams in the region
- Supplied situation briefings to ECC staff regarding status of dams, prioritization of dams impacted, and critical needs for staff deployed to dams and the infrastructure

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

- Coordinated contact information to Lane County regarding relevant points of contact for state ESF 1 partners
- Deployed OEM staff to support the Lane County emergency operations center
- OEM conducted coordination calls daily to determine current status of impacted jurisdictions
- OEM staff participated in aerial overflight of Lane County for assessment of impacts to jurisdiction

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

- DHS held coordination calls with the Red Cross, Oregon Food Bank, local food bank partners, OEM, ORVOAD, DHS child welfare and aging and people with disability, and OHA to coordinate mass care response.

ESF 7 – Resource Support: Oregon Department of Administrative Services (DAS)

- Assisted USACE with local vendor list for heavy equipment
- Provided Douglas County with primary point of contact for Verizon Wireless

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

- OHA deployed public health emergency preparedness liaison to Lane County emergency operations center to support ESF 8 activities.
- Monitored emergency department visits for potential health impacts
- Supplied public information regarding carbon monoxide
- Coordinated with drinking water systems and counties affected during outages
- Supplied affected counties with empower data regarding vulnerable populations
- Coordinated with all 9 tribal nations to support resource requests or health messaging requests
- Supplied medication and oxygen delivery to Oakridge

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

- Coordinated coast guard search and rescue request

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

- Responded to multiple hazardous material spills on transportation infrastructure
- Supplied information to the RAPTOR mapping application regarding locations of spills on transportation infrastructure

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

- Coordinated with Lane County and volunteer organizations to supply food to Drain and Oakridge

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

- Coordinated with fuel haulers, Curry County Emergency Management, and Oregon Fuels Association to ensure unleaded and diesel deliveries to the City of Brookings
- Coordinated delivery of fuel to communications site in Lane County

ESF 12 – Energy: Oregon Public Utility Commission (PUC)

- Coordinated with local and regulated utilities to determine impacts to their services

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

- OMD planned for possible movement of generator fuel if required and necessary
- OMD conducted flight for assessment of areas impacted in Lane County

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

- Coordinated public information with Lane County, ODOT regional PIOs, NWS, and OHA.
- Sent governor's declaration with press release
- Activated the VOST to support social media monitoring and messaging in Lane County

ESF 15 – Volunteers and Donations: Oregon Office of Emergency Management (OEM)

- Coordinated with local county organizations active in disaster and ORVOAD for assistance during the event

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Oregon Office of Emergency Management as a result of February 25 – March 7, 2019 February Winter Storm.

Issue	Core Capability	Recommendation	POETE Element	Responsible ESF	Timeframe
1: Activation Checklist	Planning	Update activation checklist to include decision and description from OEM Leadership as to why activation would or would not be warranted.	Planning, Training, Exercise	SDO/EDO/OEM	Q4, 2019
2: Activation Setup/Notification Procedures		Training on these procedures and processes need to be required on a continual basis to account for staff turnover and updated processes.	Planning, Training, Exercise	SDO/EDO/OEM	Q4, 2019
3: Identification of ECC Coordination Priorities		There needs to be a documented process to establish objectives for the ECC activation. Current ECC Position Descriptions should contain information on qualifications, needed accesses and/or reference documentation.	Planning, Organizing, Training, Exercise	ESF 5/OEM	Q4, 2019
4: ECC Activation Duties		There should be clear documented expectations for fulfilling roles within the ECC.	Organizing	OEM	Q4, 2019
5: ECC Situation Report Process		The ECC should have documented processes on the required reporting for the situation report for ESF leads that incorporates what type of information is needed, where to report that information, and how it will be utilized by the ECC planning section. Additionally, there should be documented processes for the planning section on development of the situation report, dissemination of the report, and reporting status for ESF actions.	Planning, Training, Exercise	ESF 5/OEM	Q2, 2020
1: Press Release Dissemination	Public Information and Warning	There should be a documented process for sharing of information to the ECC and relevant ESF and local/tribal partners prior to dissemination to media outlets.	Planning, Training, Exercise	ESF 14/OEM	Q3, 2020
2: Pre-scripted Messaging		There should be pre-scripted messaging templates available for all hazards identified in the state comprehensive emergency management plan.	Planning, Equipment, Training	ESF 14/OEM	Q3, 2020
1: EDO/SDO Coordination	Operational Coordination	There should be an established process for indicating the assigned EDOs and SDOs, to also include notification to SDOs assigned for that work-week. Additionally, the	Planning, Training, Exercise	EDO/SDO/OEM	Q4, 2019

Issue	Core Capability	Recommendation	POETE Element	Responsible ESF	Timeframe
		assigned EDOs and SDOs should coordinate on an established timeframe to facilitate information sharing for situational assessment and common operating picture. Consideration should be given to staffing a backup EDO for assistance in escalating events.			
2: Public Information/EDO/SDO Coordination		There should be documented guidance for increased EDO/SDO monitoring or identified incident thresholds to pull in the Public Information Officers to support EDO/SDO monitoring.	Planning, Training, Exercise	EDO/SDO/ESF 14/OEM	Q4, 2019
3: Non-traditional Requests for Assistance		There is an established protocol for requesting state assistance that should be communicated with relevant partners, to include private and non-profit entities. Additionally, the EDO and SDO should be following up with the request to ascertain the status and completion of the request for assistance.	Planning, Training, Exercise	EDO/SDO/OEM	Q4, 2019
1: Radio Resources Inventory	Operational Communications	There should be an inventory of radio operators, available radio assets, and resources to also include radio equipment needs at particular sites.	Planning, Equipment	ESF 2/OEM	Q1, 2020
1: Information Gathering Location	Situational Assessment	Documented process, data feeds, and proper locations for critical data should be communicated to all users of both the OpsCenter and RAPTOR applications. Additionally, reminders should be sent to partners on a regular basis to ensure they are able to access and display relevant information about ongoing incidents. For data not in existence within RAPTOR, determine if data exists, and if so, incorporate those data into the application.	Planning, Training, Exercise	ESF 5/OEM	Q2, 2020
2: Alternate Info-Sharing Systems		When a situation has required state ECC activation, it is recommended that all partners utilize both OpsCenter and RAPTOR for indicating current activities, supplying situation report information, and updating relevant response efforts.	Planning, Training, Exercise	ESF 5/OEM	Q2, 2020
3: Coordination of Command Staff		Instituting a consistent process for information sharing and gathering, planning meetings, and section meetings across partners will ensure proper coordination amongst general and command staff within the state ECC. Normalizing the sharing of the information points will continue to enhance situational awareness and common operating picture.	Planning, Training, Exercise	ESF 5/OEM	Q4, 2020

Issue	Core Capability	Recommendation	POETE Element	Responsible ESF	Timeframe
4: Access to Critical Data		When an event occurs, data regarding status of utilities should be found and/or displayed on the RAPTOR mapping system through coordination with relevant ESF partners. Based upon the information gathered, data should be analyzed to determine potential impacts within an established planning process.	Planning, Training, Exercise	ESF 5/OEM ESF 2/12 PUC/ODOE	Q2, 2020
5: Internal vs. External Information		In an ECC operating environment, information pertinent to decision-making needs to be shared that is different than what is publically available information. These data should be collected and disseminated using a proper planning process.	Planning, Training, Exercise	ESF 5/OEM	Q2, 2021
6: Resource Requirements		In order to provide effective response, an inventory of available assets and what requirements those assets need should be created.	Planning, Equipment, Training, Exercise	ESF 7/OEM	Q4, 2022
1: NSS Data	Mass Care Services	There should be a developed reporting and/or data collection mechanism to gather additional shelter information for situation reporting and documentation.	Planning, Training, Exercise	ESF 6 OEM/DHS	Q4, 2019
1: Fuel Transportation	Logistics and Supply Chain Management	Training should be conducted with local and state partners on the specific requirements for obtaining fuel for impacted communities and sites, to include refueling and supply chains.	Training, Exercise	ESF 12 OEM/ODOE	Q2, 2020
2: Resource Tracking		Training on the established procedures and processes need to be required on a continual basis to account for staff turnover and updated processes	Training, Exercise	ESF 7/OEM	Q4, 2019
1: Train-involved Incident Authority	Critical Transportation	In order to effectively respond to train events, proper points of contact should be determined. It is recommended that the ECC have a list of relevant points of contact for events that involve trains or rail infrastructure.	Planning, Training, Exercise	ESF 1 ODOT	Q4, 2020
1: OERS Incident Numbers	Mass Search and Rescue Operations	To ensure proper awareness, OERS incidents that are search and rescue incidents should be monitored by the search and rescue coordinator and recommended to the planning section within the ECC to relate it to the statewide incident within the OpsCenter crisis management application.	Planning, Training, Exercise	ESF 9 OEM	Q4, 2019

APPENDIX B: INCIDENT PARTICIPANTS

Participating Organizations
Federal
Bonneville Power Administration
Federal Department of Homeland Security
Federal Emergency Management Agency Integration Team
National Weather Service
United States Army Corps of Engineers
State
Oregon Department of Administrative Services
Oregon Department of Energy
Oregon Department of Environmental Quality
Oregon Department of Human Services
Oregon Department of Transportation
Oregon Health Authority
Oregon Military Department
Oregon Office of Emergency Management
Oregon Public Utility Commission
Oregon State Police
Counties
Coos
Curry
Deschutes
Douglas
Lane
Marion
Wheeler
Tribes
Confederated Tribes of Warm Springs
Cow Creek Band of Umpqua Tribe of Indians
Private Organizations
Amtrak
Union Pacific Railroad
Non-Governmental Organizations
American Red Cross
Oregon Food Bank
Oregon Volunteer Organizations Active in Disaster

ACRONYMS

AAR	After Action Report
BPA	Bonneville Power Administration
DAS	Oregon Department of Administrative Services
DEQ	Oregon Department of Environmental Quality
DHS	Oregon Department of Human Services
EAP	Event Action Plan
ECC	Emergency Coordination Center
EDO	Executive Duty Officer
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FIT	FEMA Integration Team
GIS	Geographic Information Systems
IP	Improvement Plan
NWS	National Weather Service
ODOE	Oregon Department of Energy
ODOT	Oregon Department of Transportation
OEM	Oregon Office of Emergency Management
OHA	Oregon Health Authority
OMD	Oregon Military Department
ORVOAD	Oregon Volunteer Organizations Active in Disaster
OSP	Oregon State Police
PIO	Public Information Officer
PUC	Oregon Public Utility Commission
RAPTOR	Real-time Assessment and Planning Tool for Oregon
SDO	Staff Duty Officer
USACE	United States Army Corps of Engineers
USDHS	Federal Department of Homeland Security