

*Federal Emergency Management Agency*  
U.S. Department of Homeland Security

## **FY08 HSGP Investment Justification**

**OR - State Submission**

**FINAL - For submission to  
Grants.gov**

## Overall

### Overall Investment Justification

**Describe your understanding of the spectrum of terrorism and natural hazards risks your State/Territory/Urban Area faces. Explain how this understanding influenced development of this Investment Justification. States applying for HSGP funding must also include a description of how they plan to allocate the grant funds to local units of government within 45 days of award. (4,000 Char. Max)**

#### Terrorism Risk: Historical

Both international and domestic related terrorism incidents have occurred in Oregon. During the last 5 years, numerous investigations have occurred involving international terrorism. These investigations have uncovered criminal organizations making both regional and national news. In 2002, 7 suspects were arrested in Portland, Oregon's designated UASI jurisdiction, for conducting training and planning to join Al Qaeda to help fight American forces in Afghanistan. In 2003 and 2004, a plot was uncovered in Bly, Oregon where a group was planning to open a terrorism training center on rural property purchased by the group.

Since the late 1990's, terrorist groups such as the Animal Liberation Front (ALF) and the Earth Liberation Front (ELF) have victimized Oregon businesses and other corporate establishments nationwide. These groups are responsible for at least 428 acts of sabotage and vandalism, over 70,300 animals illegally released from farms and research labs, 42 acts of arson, 5 cases of threats of violence, 3 bomb hoaxes, 3 bombings, 2 cases of violence, and 10 people attacked with butyric acid. Based on documented cases of terrorism incidents, Oregon jurisdictions are more susceptible to a domestic terrorist incident.

#### Natural Hazard Risk: Historical

According to the March 2006 Statewide Hazard Analysis and Enhanced Natural Hazard Mitigation Plan, which reflects the hazard analysis and risk assessment/vulnerability analysis of all 36 counties, the three most potentially catastrophic disasters likely to occur in Oregon are a major subduction zone earthquake, a locally-generated tsunami, or a volcanic eruption.

However, the most likely natural hazards to occur and impact a large number of Oregonians are flooding, windstorms, wildfires and winter storms. This is supported by the history of 377 state level disaster declarations made by the Governors of Oregon between 1970-2007. 86.47% of the disasters were natural hazard: Flood (38%), Wildfire (25%), Drought (12%), and Severe Weather (10%). The remaining 13.53% of state declared disasters represent the low frequency disasters of earthquake, volcanoes, failing levees and bridges structures, economic injury (salmon, West Nile virus), and shipwreck.

### IJ Submission and Funding Allocations

Oregon has an all hazards emergency management plan, which addresses both terrorism and natural hazards faced by our state. Previous grant applications and IJs have been focused almost exclusively on potential terrorism related hazards, based on the federal grant guidance.

The FY08 IJs are written to encompass the dual use of funds, similar to the historical dual use of funds as outlined in the Civil Defense Act of 1950, As Amended. Grant funds may be used for non-terrorism related planning, training, and exercising, such as evacuation planning or ICS training, as long as the activities are consistent with, and do not detract from, terrorism related preparedness activities.

Oregon held a Program and Capabilities Review Workshop involving multi-discipline participants from throughout the state. Oregon's IJs will address the top five priorities established by stakeholders during this Workshop. In priority order:

- Interoperable Communications
- Emergency Preparedness Planning
- CBRNE Detection/Response
- Citizen Preparedness
- Metropolitan Medical Response System

DHS determines the dedicated funding received in CCP and MMRS. Oregon supplements the CCP, as allowable, with SHSP funds to further enhance citizen preparedness.

Oregon plans to continue with the historical trend for awarding funds: approximately 50% Interoperable Communications, 25% Emergency Preparedness and Planning, 20% Special Teams, and 5% Supplemental CCP, with at least 25% of the awarded funds being used towards law enforcement related activities. Additional funding consideration is given to local applications addressing regional coordination involving multiple counties.

### **Management & Administrative Costs**

**Provide a brief overall summary of planned management and administrative (M&A) expenditures that support the implementation of the Investments proposed in this Investment Justification. (2,500 Char. Max)**

Overall management of all Homeland Security funded projects is provided through the State Administrative Agency (SAA), Oregon Emergency Management (OEM).

The 3% M&A costs under SHSP and UASI incurred by OEM will be used for support of grant administrative staff. Following are proposed positions to be funded with the FY08 HSGP M&A allocation: 1 - FTE grant coordinator, 2 - FTE accountants, 1 - FTE admin. assistant, and .5 FTE - systems analyst. Costs included with these positions are state government charges and allocable costs such as phone, office space, office supplies, utilities, etc. Additionally, some minimal travel charges for training and conferences may

be charged to the M&A allocation.

Grant administrative staff monitors all HSGP projects from a State level. Local application instructions and guidelines are developed and distributed by OEM. Once applications and projects are approved for funding, grant agreements are generated and signed by both the SAA and the subgrantee. Each agency awarded funding is required to manage their projects in accordance with local, State and Federal guidelines. If the subgrantee chooses, they may allocate up to 3% of their subaward to allowable administrative costs and must detail these costs in the budget approved by the SAA. Historically, very few subgrantees have chosen to use their funds in this way.

All payments to subgrantees are done on a reimbursement basis after review of required materials by the grant coordinator and accountants to ensure program and budget alignment. Accountants track all payments, using both State and Federal databases, by grant year and expenditure category, for each agency and funding stream. All amendments to projects or budgets must be submitted in writing to the grant coordinator for review and approval by both the coordinator and an accountant prior to further project activity. The grant coordinator documents and tracks all funds by county, agency, expenditure category, and item in addition to review and approval of all narrative progress reports that are submitted on a biannual or more frequent basis, including the ISIP, CAPR, BSIR, etc.

Due to the competitive grant award process in the State of Oregon, and the fact that it takes place after the State's Investment Justifications are submitted, there is no way to know at this time specifically which local agencies may allocate up to 3% of their subaward for M&A costs.

# Investment #1

## Investment Information - Investment #1

**Investment Name:** Interoperable Communications

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

## I. Baseline - Investment #1

### I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

**FY06 Investment name:** OWIN: Oregon Wireless Interoperability Network "Closing the Gaps"

**FY06 HSGP funding:** \$5,285,025

**FY07 Investment name:** Interoperable Communications

**FY07 HSGP funding:** \$3,471,931

### I.B. - Baseline - Purpose Statement

**Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)**

Oregon's grant process involves developing the SPR to identify strengths, weaknesses, targets, and initiatives; submitting the State's Federal application; then accepting local, tribal and state agency applications for a competitive grant process. Once the SAA receives the grant, agencies with projects aligning to the State's investment are allocated funding. Until the subgrantees and their projects are identified, which is after the grant has been awarded to the State, it's impossible to provide specific activities that will be accomplished by this investment.

Overarching activities the State will support are:

- 1) projects that support local and regional operability/interoperability and are aligned with the Statewide Communications Interoperability Plan (SCIP);
- 2) public safety information sharing hardware and software, and enhancement of end user capabilities; and
- 3) filling operability/interoperability gaps that have been identified in local promulgated communications plans.

### **I.C. - Baseline - Description**

**Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

Prior to the application of FY08 grant funding, the State Interoperability Executive Council (SIEC) facilitated the coordination of communications policies and procedures across response entities, warnings, interoperability, compatibility, and data standards. SIEC coordinated the development of the Oregon Statewide Communications Interoperability Plan (SCIP), adopted November 2007.

Oregon Wireless Interoperability Network (OWIN) has completed conceptual design and assessment for the State infrastructure backbone, to include microwave, towers, facilities, radio, and data systems. The conceptual design for OWIN proposes a mixed 700 MHz/VHF P25 conventional system that would expand 700 MHz for both data and voice along the I-5 corridor from the Washington border on the north to the California border on the south (I-5 Corridor Project). The Region 35 Radio Planning Committee (RPC) has been delegated the responsibility of addressing 700 MHz in Oregon, and have a representative on the SIEC.

Communications plans for approximately 50% of Oregon's counties have been completed through a coordinated effort with the State. These counties have moved into phase two, creating an implementation plan.

Oregon's ongoing investment priorities are to create a voice and data interoperable communications environment that allows public safety officials to communicate in real time on a daily basis and during all hazards, to effectively protect Oregon's citizens and interests.

This investment will address the following capability gaps:

- Planning: implementation plans for the solutions identified through the initial planning processes.
- Equipment: infrastructure (towers, repeaters, microwave equipment, base stations, etc.), P-25 compliant radios, and data sharing equipment.
- Training: equipment specific training to enhance daily and all-hazards communications by voice or data.
- Exercises: to validate training and plans, and to identify areas needing improvement.

## **II. Strategy - Investment #1**

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports the following initiatives set forth in the State Preparedness Report (SPR):

Page 46: Planning & Governance: As appropriate, complete a plan to utilize common language, coordinated protocols and standards statewide. Design infrastructure with redundancy in mind and identify a disaster recovery system for key components.  
Page 46: Technology: Design and build the OWIN system as the backbone for statewide interoperability. Establish a standards based and scalable voice and data public safety wireless system. Integrate existing and future interoperable communications systems.  
Page 46: Training and Exercise: Facilitate training to enhance and reinforce effective use of communications systems. Exercise systems and protocols on a regular basis at all levels.

The investment will also contribute to reaching the following targets:

- Create communications implementation plans for 15 counties.
- Build the OWIN statewide backbone in accordance with Oregon Revised Statute (ORS) 401.871 through 401.874.
- Improve statewide interoperability between stakeholders.
- Maximize use of voice and data interoperability.
- Establish governance structures to support the system-of-systems.
- Enhanced public safety data interoperability and redundant systems and equipment.

This investment directly addresses all three initiatives and the listed targets from the SPR through continued planning efforts to include local implementation plans for solutions identified in the initial planning processes; through the purchase of communications infrastructure equipment and end-user equipment that supports the integration of public safety systems; and through funding of equipment specific training and required exercises to evaluate effectiveness and implement improvement plans as identified in Homeland Security Exercise and Evaluation Program (HSEEP).

### **II.B. - Strategy - Homeland Security Strategy goals and objectives**

**Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment supports the following Oregon Homeland Security Strategy (OHSS) goals and objectives:

Goal 1: Enhance communications interoperability among public safety agencies. This goal is supported through the purchase of communications equipment and the funding of planning, training, and exercise activities for operable and interoperable communications systems.

Objective 2: Develop and upgrade the interoperable communications infrastructure to meet national and statewide standards. This objective is supported through purchasing equipment to support a mixed 700 MHz/VHF P25 conventional system that will expand 700 MHz for both data and voice along the I-5 corridor, and for purchases supporting local infrastructure (towers, repeaters, microwave equipment, base stations, etc.), P-25 radio systems, and data sharing systems.

Objective 3: Ensure interoperable communications capabilities are exercised and evaluated in state, local, and regional CBRNE/WMD exercises. This objective is supported through required exercises to evaluate effectiveness and implement improvement plans as identified in HSEEP.

Goal 2: Increase the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon. This goal is supported by providing law enforcement agencies with identified technologies that allow for real time sharing of information.

Objective 5: Expand existing technology to alert, warn, and facilitate information sharing to the local jurisdictions. This objective will be supported through purchase of end-user equipment to enhance real time data and intelligence sharing.

### **II.C. - Strategy - Target Capabilities**

**Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.**

**Primary Target Capability:** Communications

#### **Primary Target Capability Narrative:**

This Target Capability is supported by the funding of planning, training, and exercise activities for operable and interoperable communications equipment, as well as the purchase of equipment supporting the I-5 corridor project, infrastructure (towers, repeaters, microwave equipment, base stations, etc.), P-25 radio systems, and data sharing systems.

**Secondary Target Capability 1:** On-Site Incident Management

**Secondary Target Capability 2:** Intelligence and Information Sharing and Dissemination

**Secondary Target Capability 3:** Planning



**II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

- National Priority 1:** Expanded Regional Collaboration
- National Priority 2:** Strengthen Communications Capabilities
- National Priority 3:** Strengthen Information Sharing and Collaboration Capabilities

### III. Implementation - Investment #1

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$300,000				\$300,000	\$1,530,000			\$1,830,000
Organization									
Equipment	\$4,500,000				\$4,500,000	\$10,132,057	\$250,000		\$14,882,057
Training	\$100,000				\$100,000	\$5,000			\$105,000
Exercises	\$100,000				\$100,000				\$100,000
<b>Total</b>	<b>\$5,000,000</b>				<b>\$5,000,000</b>	<b>\$11,667,057</b>	<b>\$250,000</b>		<b>\$16,917,057</b>

**Planning Summary:** Funds will support hiring of contractors for development or update of interoperable communications planning.

**Organization Summary:** N/A

**Equipment Summary:** Funds will be used to purchase equipment including support of the I-5 corridor project, statewide infrastructure (towers, repeaters, microwave equipment, base stations, etc.), P-25 radio systems, and data sharing systems.

**Training Summary:** Funds will support equipment specific communications training.

**Exercises Summary:** Funds will support exercises to evaluate effectiveness of training and systems operability.

**Other Funding Source #1:** PSIC funds will be applied toward equipment identified for the I-5 corridor project and additional identified communications projects in line with the SCIP.

**Other Funding Source #2:** The state of Oregon will fund a statewide digital amateur radio network providing new equipment to each county.

### **III.B. - Milestones**

**Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)**

#### **Milestone 1 (08/01/2008 - 08/15/2008)**

Review project applications to the State grant award and identify those that align with the State Communications Interoperability Plan, the State Preparedness Report and the State Strategy.

#### **Milestone 2 (08/15/2008 - 09/15/2008)**

Generate grant award agreements with jurisdictions for approved projects.

#### **Milestone 3 (10/01/2008 - 09/30/2009)**

Jurisdictions with promulgated communications plans develop Requests for Proposals (RFP) for identified equipment gaps and purchase equipment. Jurisdictions needing planning updates develop RFP and hire contractors.

#### **Milestone 4 (10/01/2008 - 09/30/2009)**

Training and exercise timelines are established at the jurisdictional level, identified in the State's Three-Year Training and Exercise Plan, and are coordinated with the State's training and exercise officers.

#### **Milestone 5 (03/01/2010 - 04/30/2011)**

Planning projects are completed and exercises to assess the plan are scheduled.

#### **Milestone 6 (10/01/2009 - 05/31/2010)**

Equipment specific communications training is conducted and equipment is put in service.

#### **Milestone 7 (04/01/2009 - 05/31/2011)**

Training and exercise programs are implemented to improve capabilities in communications and evaluate systems and plans. Gaps are identified for future training, exercise, and equipment funding needs.

### **III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

Overall management of all Homeland Security funded projects is provided through the State Administrative Agency (SAA), Oregon Emergency Management (OEM).

Initially investment priorities were established through input and output provided by key Oregon stakeholders at a Program and Capability Review workshop. The workshop involved more than 115 participants from throughout the state representing a myriad of disciplines, as well as various urban and rural interests. The stakeholders were brought together to (1) discuss the previous year's capability outcomes; (2) identify strengths and weaknesses within the state's current homeland security program and capabilities in an all hazards context; and (3) establish priority capabilities.

The State Interoperable Executive Council (SIEC) along with stakeholder input developed the State Communications Interoperability Plan (SCIP) which establishes the capability priorities for ongoing efforts by the State to secure appropriate communications funding.

Funding is awarded to subgrantees on a semi-competitive basis through coordinated county applications submitted to the SAA. Project applications must show support of the State or Urban Area strategies, the SCIP, established priority capabilities, State's Investment Justifications, and the State Preparedness Report (SPR), and must include a detailed line item budget for each proposed project. Applications are reviewed and scored by Oregon's Domestic Preparedness Working Group (DPWG) comprised of State and local representatives as well as subject matter experts.

Each agency awarded funding is required to manage their projects in accordance with local, State, and Federal guidelines, and are provided oversight and guidance from the State level. All payments to subgrantees that receive funding are done on a reimbursement basis after review of all required materials by a grant coordinator and accountants to ensure program and budget alignment. Those agencies that cannot provide required materials or documentation, or whose expenditures are not in line with the approved projects or budgets, are denied reimbursement.

Amendments to projects or budgets must be submitted in writing to the SAA grant coordinator for review and approval prior to further project activity. Subgrantees are also required to submit biannual narrative progress reports on all funded projects.

Due to the nature of this competitive process in the State of Oregon, and the fact that it takes place after the State's Investment Justifications are submitted, there is no way to know prior to the review, scoring, and allocation for these projects, specifically which agency will be managing approved projects. Additionally, this is the reason why project management will be similar for each Investment Justification submitted by the State.

#### **III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level**

of impact should it occur (high, medium, low).

**Challenge 1:**

Changing technology and standards.

**Probability:** Medium                    **Impact:** Medium

**Mitigation Strategy:**

Prior to acquiring equipment, research technologies to ensure equipment will meet current and future standards.

**Challenge 2:**

Knowledge gaps on use and integration of acquired equipment.

**Probability:** Medium                    **Impact:** High

**Mitigation Strategy:**

Select vendors that provide user training, or request technical assistance through the State POC. Hire engineers to properly integrate new equipment with existing systems.

**Challenge 3:**

Buy-in and consensus of stakeholders to support the SCIP.

**Probability:** Medium                    **Impact:** High

**Mitigation Strategy:**

Facilitate local community buy-in by providing a standards-based design that includes open architecture for statewide interoperability and access to voice and data communications.

**IV. Impact - Investment #1**

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

Outputs accomplished through this investment:

- Develop communication plans, policies, procedures, and systems that support required communications with all Federal, regional, State, local, and tribal governments and agencies as well as volunteer agencies.
- Identify emergency communications and data requirements for each stakeholder.
- Develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for

response communications.

- Coordinate the procurement of communications assets to ensure interoperability.

Outcomes realized through this investment:

- A continuous flow of critical information will be maintained as needed among multi-discipline/multi-jurisdictional emergency responders, command posts, agencies, and governmental officials for the duration of emergency response operations in compliance with National Incident Management System (NIMS).
- Coordinated procurement and placement of technology communication systems based on gap analysis of requirements versus existing capabilities as identified in the SIEC Strategic Plan.
- Communications-specific operational exercises with multi-discipline/multi-jurisdictional participants will have been conducted.
- Information sharing systems across response entities will have been established and maintained.
- Redundant and diverse interoperable communication systems will be available.
- Interoperability systems will be in use during pertinent everyday activities and emergency incidents to ensure system familiarity and functionality.

The outputs and outcomes realized through this investment will mitigate Oregon's risks as outlined in the Overall Investment Justification question by providing robust, redundant, interoperable communications systems which are vital to the prevention of, and response to, hazards threatening the citizens and visitors of the State of Oregon.

Interoperable communications supporting the rapid and real time sharing of information between law enforcement agencies is a necessity to preventing acts of terrorism that target critical infrastructure/key resource sites, people, and/or the environment. Communications will also be critical to the prevention of loss of life following a subduction zone earthquake generated tsunami by providing rapid notification of the need to evacuate.

Redundant and diverse interoperable communications systems are essential to coordinated and timely response actions taken by emergency service providers during any technological, man-made, or natural disaster. This need for redundant interoperable communications systems was demonstrated in December 2007 (Presidential Declaration OR-1733), when primary communication nodes were lost for extended periods of time along the Oregon Coast, hampering the ability to provide a timely and coordinated response.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

The State Interoperable Executive Council (SIEC), along with associated committees, will remain a core part of the collaboration strategy for interoperability planning, implementation, and sustainment in Oregon. Forums, such as the State Program and

Capabilities workshop, and regular dialogue with stakeholders will build consensus and relationships to institutionalize sustainment strategies. The State Communications Interoperability Plan (SCIP) identifies a scalable, upgradeable, and sustainable system for the future.

As part of Oregon's application process, applicants must give details on how they plan to sustain funded projects. If the applicant cannot provide an explanation of the plan for sustainment or cannot give appropriate reasons for not sustaining a capability when grant funding is no longer available, then the project is not considered for funding. By the State establishing this as a mandatory component of the application process, the applicant addresses sustainment before they have been awarded funds.

Once awarded funding, sustainment of communications equipment will be the sole responsibility of the subgrantee agency/jurisdiction. Personnel assigned to equipment will train on the operation/deployment of the equipment to maintain a mission ready status at all times.

All upgrades, updates, repairs and maintenance fees will be the responsibility of the subgrantee agency. All acquired equipment will remain in service until such time it is determined that the equipment is obsolete and should be replaced with emerging technology.

## V. Optional Attachments - Investment #1

### V.A. - Optional Attachments

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

**The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.**

**If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):**

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

**Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99): 0**

(End of Investment #1.)



# Investment #2

## Investment Information - Investment #2

**Investment Name:** Emergency Preparedness Planning  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #2

### I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

**FY06 Investment name:** Planning was a part of each investment under the 06 grant, there was no individual IJ for planning.

**FY06 HSGP funding:** \$1,176,724

**FY07 Investment name:** Planning & NIMS Implementation

**FY07 HSGP funding:** \$1,947,145

### I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

This investment will focus on creating and enhancing emergency operations planning throughout the State. Oregon is implementing a statewide emergency operations and management planning format that will be institutionalized at state, tribal, county, and city levels. This planning format incorporates the National Incident Management System (NIMS), National Response Framework (NRF), and State and Local Guide (SLG) planning requirements and guidance.

Oregon's goal is to create a consistent emergency operations plan/emergency management plan (EOP/EMP) format for state level emergency response agencies, counties, tribal jurisdictions, and over 50 cities.

This investment also will address maintenance and enhancement of NIMS, NRF, communications, critical infrastructure, all hazards, and catastrophic planning needs throughout the State through the support of planning projects submitted during the State's application process.

### **I.C. - Baseline - Description**

**Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

Objectives that have been or will be completed prior to receiving the FY08 funds include:

- The EOP/EMP related planning project completed in five counties and one Tribe using funds from the FY05 grant program.
- Current EOP/EMP planning contract using remaining FY05 grant funding will complete plans for an additional 17 counties, two Tribes, and 17 cities.
- An additional 6 counties and several cities are working at a regional level to complete this process using FY06 funds.

This ongoing investment will address capability gaps in statewide emergency operations planning. Gaps this investment will address include:

- Establishing a standardized planning process/template to be used statewide for remaining jurisdictions.
- Developing a system for updating and maintaining current plans.
- Establishing policies to have plans in place prior to funding further enhancements or development of capabilities.
- Enhancement of Continuity of Operations Plans/Continuity of Government (COOP/COG), special needs, evacuation, pet, and other planning needs identified by jurisdictions.
- Training and exercising of developed plans.

## **II. Strategy - Investment #2**

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report.**

**Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports the following initiatives set forth in the State Preparedness Report (SPR):

Page 83: Further enhance the standard EOP planning format.

Page 83: Maintain and enhance the integration of NIMS and NRF into the planning community throughout the state to include all levels of government and disciplines.

Page 83: Create and enhance all hazards catastrophic plans.

The investment will also contribute to reaching the following targets:

- Complete the EOP planning process for all 36 counties.
- Complete the EOP planning process for the State EOP and all 22 supporting State agencies in the Oregon Emergency Response System (OERS).
- Incorporate the relevant 15 national planning scenarios into local and state plans based on completed hazard analysis.
- Ensure all 36 counties have COOP/COG plans.
- Enhance regional planning, coordination, and management capacity through hiring/maintaining additional planning, project management, and grant administration staff.

This investment directly addresses all three initiatives and the listed targets from the SPR through the hiring of contractors to develop a standardized set of templates for jurisdictions to access when developing or updating emergency operations plans/emergency management plans; by ensuring NIMS and NRF requirements are incorporated into all plans and templates; and through contracting the development of plans for catastrophic events.

**II.B. - Strategy - Homeland Security Strategy goals and objectives**

**Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment supports the following Oregon Homeland Security Strategy (OHSS) goals and objectives:

Goal 4: Enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazards events. This goal is supported through the creation of standardized planning templates and the updating of all-hazards plans.

Objective 9: Develop or update comprehensive state and local emergency operations plans to address CBRNE/WMD vulnerabilities and response capabilities. This objective is supported by standardized planning that will enhance operational activities or response processes during an event.

Objective 10: Ensure planning that allows for coordinated multi-discipline/multi-jurisdictional response that is consistent with the National Response Framework (NRF) and National Incident Management System (NIMS). This objective is supported by the oversight of planning contracts through Oregon Emergency Management to ensure that plans are NIMS/NRF compliant and multi-discipline/multi-jurisdictional in nature when addressing terrorism or all hazards coordinated response.

Goal 5: Ensure emergency management all hazards planning and program infrastructure is maintained and enhanced statewide. This goal is supported by providing contractual assistance to facilitate the planning process.

Objective 1: Provide Emergency Management Performance Grant (EMPG) participating jurisdictions resources to facilitate staff, planning, training, exercises, and other needed emergency management resources. This objective is supported by providing resources to develop or update all hazards plans, then requiring these plans are evaluated through training and exercises.

Objective 2: Maintain an Emergency Operations Plan current within 5 years for all participating jurisdictions. This objective is supported by providing a template jurisdictions may use to review and update existing plans.

Objective 6: Enhance recovery training and planning at the state and local level. This objective is supported through development or updates of COOP/COG plans and the evaluation of those plans through training and exercises.

### **II.C. - Strategy - Target Capabilities**

**Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.**

**Primary Target Capability:** Planning

#### **Primary Target Capability Narrative:**

Target capability will be supported by establishing a standardized planning process/template to be used by State, tribal, and local jurisdictions; developing a system for updating and maintaining current plans; establishing policies to have plans in place prior to funding further enhancements or development of capabilities; enhancement of COOP/COG, special needs, evacuation, pet, and other planning needs identified by jurisdictions; and training and exercising of developed plans.

**Secondary Target Capability 1:** Community Preparedness and Participation  
**Secondary Target Capability 2:** Emergency Operations Center Management

### **II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

**National Priority 1:** Expanded Regional Collaboration

**National Priority 2:** Implement the NIMS and NRP

**National Priority 3:** Strengthen Planning and Citizen Preparedness Capabilities

### III. Implementation - Investment #2

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$2,000,000				\$2,000,000				\$2,000,000
Organization									
Equipment									
Training	\$150,000				\$150,000				\$150,000
Exercises	\$100,000				\$100,000				\$100,000
<b>Total</b>	<b>\$2,250,000</b>				<b>\$2,250,000</b>				<b>\$2,250,000</b>

**Planning Summary:** Support for contractual services and staff assistance to facilitate the planning process. Planning costs may also include meeting and workshop expenses for coordination with involved stakeholders.

**Organization Summary:** N/A

**Equipment Summary:** N/A

**Training Summary:** Training on developed plans and specialized plan annexes, and NIMS sustainment and maintenance.

**Exercises Summary:** Exercises to validate developed plans in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines.

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (11/01/2008 - 03/31/2009)

Amend existing contract adding jurisdictions to the State's emergency operations planning project. Agencies outside of the contract may develop requests for proposals (RFP) for planning activities.

**Milestone 2** (12/01/2009 - 05/31/2010)

Hold planning coordination meetings with stakeholders. Create draft plans or work with contractors creating draft plans.

**Milestone 3** (12/01/2009 - 05/31/2010)

Develop training plans to maintain NIMS compliance.

**Milestone 4** (08/01/2010 - 06/30/2011)

Review and provide feedback on draft plans.

**Milestone 5** (08/01/2010 - 06/30/2011)

Conduct training to maintain NIMS compliance.

**Milestone 6** (06/01/2011 - 09/30/2011)

Final plans presented for review and comment.

**Milestone 7** (01/01/2011 - 07/31/2011)

Training and exercising of created plans.

**Milestone 8** (06/01/2011 - 09/30/2011)

Plans adopted and promulgated.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

Overall management of all Homeland Security funded projects is provided through the State Administrative Agency (SAA), Oregon Emergency Management (OEM).

Initially investment priorities were established through input and output provided by key Oregon stakeholders at a Program and Capability Review Workshop. The workshop involved more than 115 participants from throughout the state representing a myriad of disciplines, as well as various urban and rural interests. The stakeholders were brought together to (1) discuss the previous year's capability outcomes; (2) identify strengths and weaknesses within the state's current homeland security program and capabilities in an all-hazard context; and (3) establish priority capabilities.

Consensus-driven stakeholder establishment of capability priorities set the stage for ongoing efforts by the State to secure appropriate all-hazards funding for programs and activities.

Funding is awarded to subgrantees on a semi-competitive basis through coordinated county applications submitted to the SAA. Project applications must show support of the State or Urban Area strategies, the established priority capabilities, the State's Investment Justifications, and the State Preparedness Report (SPR), and must include a detailed line item budget for each proposed project. Applications are reviewed and scored by Oregon's Domestic Preparedness Working Group (DPWG) comprised of State and local representatives as well as subject matter experts.

Each agency awarded funding is required to manage their projects in accordance with local, State, and Federal guidelines, and are provided oversight and guidance from the State level. All payments to subgrantees that receive funding are done on a reimbursement basis after review of all required materials by a grant coordinator and accountants to ensure program and budget alignment. Those agencies that cannot provide required materials or documentation, or whose expenditures are not in line with the approved projects or budgets, are denied reimbursement.

Amendments to projects or budgets must be submitted in writing to the SAA grant coordinator for review and approval prior to further project activity. Subgrantees are also required to submit biannual narrative progress reports on all funded projects.

Jurisdictions interested in participating in the State's planning project to formalize their EOP must coordinate with OEM and may sign a Memorandum of Understanding (MOU) allowing the State to maintain their portion of the local funding allocation. For these agencies, the State will then manage the identified contractor and coordinate with the contractor and the stakeholder to complete the planning project.

Due to the nature of this competitive process in the State of Oregon, and the fact that it takes place after the State's Investment Justifications are submitted, there is no way to know prior to the review, scoring, and allocation for these projects, specifically which agency will be managing approved projects. Additionally, this is the reason why project management will be similar for each Investment Justification submitted by the State.

### **III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).**

#### **Challenge 1:**

Memorandums of Understanding (MOU) to hold funding on behalf of the local or tribal jurisdictions.

**Probability:** Medium

**Impact:** Low



**Mitigation Strategy:**

Identify process and requirements in the application guidelines provided for local and tribal applicants, and communicate these requirements at grant workshops.

**Challenge 2:**

Long contract amendment timeline.

**Probability:** High                    **Impact:** Medium

**Mitigation Strategy:**

Coordinate the amendment process through the State Department of Administrative Services to avoid delays.

**Challenge 3:**

Planning process delays and information shortages.

**Probability:** Medium                    **Impact:** Medium

**Mitigation Strategy:**

Facilitate coordination between the contractor and planning jurisdiction's points of contact. Require there be at least two points of contact identified for each project.

**IV. Impact - Investment #2**

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

Outputs accomplished through this investment:

- Standardized EOP format will be established for the State agencies, counties, tribes, and cities involved in the State planning project.
- Each jurisdiction will be provided a copy of the planning material along with the tools used to create the plan.
- Comprehensive emergency management/preparedness plans will be developed.
- Plan specific training will be conducted.
- Exercises developed to HSEEP standards will be used to evaluate plans.
- After action reports will be reviewed and adjustments made to plans accordingly.

Outcomes realized through this investment:

- Enhanced ability to provide mutual aid throughout the State.
- NIMS and NRF will be consistently applied, institutionalized, and sustained.
- Enhanced understanding of emergency operations plans.

- Response and recovery agencies/organizations will be integrated into the planning process.

The outputs and outcomes realized through this investment will mitigate risks from the Overall Investment Justification question by formalizing the EOP structure, enhancing plans, and increasing preparedness for all hazards that may impact the State. The holistic planning, training, and exercising approach will maximize capabilities and improve mutual aid response and coordination during events.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

This investment will be sustained long-term through the State's Emergency Management Performance Grant (EMPG) mandate. All participating jurisdictions in the State are required to have their plans promulgated every five years. All plans created through this process are the property of the jurisdictions receiving them. Each jurisdiction will, once plans are provided, maintain the information and format as they update the plans.

### **V. Optional Attachments - Investment #2**

#### **V.A. - Optional Attachments**

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

**The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.**

**If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):**

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

**Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99): 0**

(End of Investment #2.)

# Investment #3

## Investment Information - Investment #3

**Investment Name:** CBRNE Detection/Response  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #3

### I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

**FY06 Investment name:** CBRNE Detection, Response, Decontamination, and Recovery

**FY06 HSGP funding:** \$2,974,208

**FY07 Investment name:** Special Teams and First Responder WMD Detection, Response and Decontamination

**FY07 HSGP funding:** \$1,649,508

### I.B. - Baseline - Purpose Statement

**Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)**

Oregon's grant process involves developing the SPR to identify strengths, weaknesses, targets, and initiatives; submitting the State's Federal application; then accepting local, tribal and state agency applications for a competitive grant process. Once the SAA receives the grant, agencies with projects aligning to the State's investment are allocated funding. Until the subgrantees and their projects are identified, which is after

the grant has been awarded to the State, it's impossible to provide specific activities that will be accomplished by this investment.

Overarching activities the State supports:

- improving the capabilities of existing special teams and first responders to detect and respond to CBRNE incidents, through the acquisition of discipline appropriate, proven, CBRNE detection equipment; and
- multi-discipline/multi-jurisdictional training and exercises to further improve the ability of first responders and special teams to detect and respond to CBRNE incidents.

### **I.C. - Baseline - Description**

**Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

Prior to the application for FY08 HSGP funds the current state of Oregon's fielded capabilities includes 15 Regional HazMat Teams, six certified bomb squads (3 local jurisdiction, 3 State Police), a Type I State Urban Search and Rescue (US&R) Task Force divided into two regions with 3 caches of equipment, State Public Health Radiological Detection Team, Urgent Epidemiological Response Team, 61 Laboratory Response Network labs, State Type I Incident Management Teams, State Department of Environmental Quality Lab, State Disaster Medical Assistance Team (DMAT), and local first responder agencies with varying capabilities.

This ongoing investment will address capability gaps in CBRNE detection and response equipment for first responders and selected special teams, with an emphasis on maintaining and/or upgrading the capabilities of teams assigned to explosive device remediation missions.

A concurrent ongoing component of the investment is the sustainment of multi-discipline/multi-jurisdictional training and exercises including primary first responders and teams with specialized capabilities to further enhance CBRNE Response. All training and exercises conducted are in compliance with HSGP requirements.

Multi-discipline/multi-jurisdictional exercises and training are currently the main method of identifying capability gaps for specialized teams. Prior and future exercises such as TOPOFF 4 and other National Level Exercises (NLE) will continue to be a source for identifying gaps in CBRNE response capabilities. Agencies that have identified gaps in this manner will be a priority for funding under this investment.

## **II. Strategy - Investment #3**

## **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports the following initiatives set forth in the State Preparedness Report (SPR):

Page 62: Enhance CBRNE detection capabilities for first responders, Hazmat Teams and Bomb Squads.

Page 63: Maintain and enhance explosive device response operations capability.

Page 63: Enhance CBRNE Response and Decontamination through an upgraded training and exercise program.

The investment will also contribute to reaching the following targets:

- Non-Hazmat first responders will have the capability to detect CBRNE materials, with the training and exercise background to react appropriately.
- HazMat and Bomb Squads will field upgraded CBRNE detection technologies.
- Appropriately sized regional sites will be identified and secured for training and exercise activities.
- Increased opportunities for multi-discipline/multi-jurisdictional training and exercising of first responders, Hazmat and bomb squads.

This investment directly addresses all three initiatives and the listed targets from the SPR by providing for the systematic acquisition of discipline specific and proven detection/response technologies and allowing for the sustainment of specialized teams (bomb squads and Hazmat). It also supports a comprehensive training and exercise program, with an overarching goal of identifying gaps and improving CBRNE detection and response capabilities. While investment in any one of the three initiatives would improve CBRNE detection/response, an investment in all three initiatives provides for the greatest overall improvement in capabilities.

## **II.B. - Strategy - Homeland Security Strategy goals and objectives**

**Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment supports the following Oregon Homeland Security Strategy (OHSS) goals and objectives:

Goal 4: Enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazards events. This goal is supported through the acquisition of CBRNE detection equipment and the training and exercising of first responders and specialized teams.

Objective 1: Create a standardized approach to equipping state regional response teams to insure interoperability of equipment across regions. This objective is supported through the systematic acquisition of discipline specific and proven detection equipment that is broadly trained and exercised regionally to ensure compatibility.

Objective 2: Increase amount of first responder equipment. This objective is supported through the systematic acquisition of discipline specific and proven detection equipment throughout the state.

Objective 4: Conduct CBRNE/WMD exercises for at least twelve counties annually for all disciplines with an emphasis on regional response as described in Oregon's three-year exercise plan. This objective is supported through coordinated exercise activities incorporating multi-discipline/multi-jurisdictional response to CBRNE/WMD incidents.

Objective 5: Continue the effort to identify and build on the informal relationships that exist among public safety entities to promote an effective multidisciplinary response. This objective is realized when funds are used to promote regional planning, training, and exercising which identify and formalize relationships among response organizations.

Objective 6: Support development/enhancement of regional response teams. This objective enhances the capabilities of existing regional response teams by upgrading equipment and allowing for robust training and exercise opportunities.

Objective 7: Ensure Mutual Aid Agreements (MAA)/Intergovernmental Agreements (IGA) are in place to facilitate an effective, coordinated response by state, local, and regional agencies to a CBRNE/WMD or all hazards event. This objective is supported through the funding of multi-discipline/multi-jurisdictional training and exercise programs that encourage the development or updating of MAAs and IGAs. Identification of the need for development will occur with the realization of the significant response which will be required to effectively handle a CBRNE or catastrophic event.

Objective 10: Ensure planning that allows for coordinated multi-discipline/multi-jurisdictional response that is consistent with the National Response Framework (NRF) and National Incident Management System (NIMS). This objective is supported through the obligation of all training and exercise programs to incorporate relevant NRF and NIMS requirements and the successful demonstration of these during exercises or response to actual events.

### **II.C. - Strategy - Target Capabilities**

**Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.**

**Primary Target Capability:** CBRNE Detection

#### **Primary Target Capability Narrative:**

CBRNE Detection is supported through this investment by the systematic acquisition of discipline specific and proven detection technologies, and multi-discipline/multi-

jurisdictional training and exercising activities that improve upon CBRNE detection and response capabilities.

**Secondary Target Capability 1:** Explosive Device Response Operations  
**Secondary Target Capability 2:** WMD and Hazardous Materials Response and Decontamination

**II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

**National Priority 1:** Expanded Regional Collaboration  
**National Priority 2:** Implement the NIMS and NRP  
**National Priority 3:** Strengthen CBRNE Detection, Response, & Decontamination Capabilities



### III. Implementation - Investment #3

#### **III.A. - Funding Plan**

**Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:**

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning									
Organization									
Equipment	\$1,200,000				\$1,200,000				\$1,200,000
Training	\$250,000				\$250,000				\$250,000
Exercises	\$300,000				\$300,000				\$300,000
<b>Total</b>	<b>\$1,750,000</b>				<b>\$1,750,000</b>				<b>\$1,750,000</b>

**Planning Summary:** N/A

**Organization Summary:** N/A

**Equipment Summary:** Acquisition of discipline specific, proven CBRNE detection/response technologies, with a priority for maintaining or upgrading explosive device remediation equipment.

**Training Summary:** Support for multi-discipline/multi-jurisdictional training, and training activities that incorporate regional specialized teams working in concert with, or supported by, first response agencies. Support for first responder personnel to attend FEMA approved training opportunities.

**Exercises Summary:** Support for exercises that allow for multi-discipline/multi-jurisdictional involvement, and incorporate the capabilities of regional specialized teams working closely with first responders.

#### **III.B. - Milestones**

**Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should**

**reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)**

**Milestone 1** (08/01/2008 - 08/15/2008)

Review local jurisdiction project applications and identify those that align with the State's investments and the CBRNE detection and response priorities as identified in the State Preparedness Report and OHSS.

**Milestone 2** (08/15/2008 - 09/15/2008)

Generate grant award agreements with local jurisdictions for approved projects.

**Milestone 3** (10/01/2008 - 09/30/2009)

Local jurisdictions develop Requests for Proposals (RFP) for identified equipment gaps, and acquire equipment.

**Milestone 4** (10/01/2008 - 03/31/2009)

Training and exercise timelines are established at the local level, identified in the State's Three-Year Training and Exercise Plan, and are coordinated with the State's training and exercise officers.

**Milestone 5** (10/01/2009 - 05/31/2010)

Equipment specific training is conducted and equipment is put in to service.

**Milestone 6** (04/01/2009 - 05/31/2010)

Training and exercise programs are implemented to improve capabilities in CBRNE detection and response. Gaps are identified for future training, exercise, and equipment funding needs.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

Overall management of all Homeland Security funded projects is provided through the State Administrative Agency (SAA), Oregon Emergency Management (OEM).

Initially investment priorities were established through input and output provided by key Oregon stakeholders at a Program and Capability Review Workshop. The workshop involved more than 115 participants from throughout the state representing a myriad of disciplines, as well as various urban and rural interests. The stakeholders were brought together to (1) discuss the previous year's capability outcomes; (2) identify strengths and weaknesses within the state's current homeland security program and capabilities in an all-hazard context; and (3) establish priority capabilities.

Consensus-driven stakeholder establishment of capability priorities set the stage for ongoing efforts by the State to secure appropriate all-hazards funding for programs and activities.

Funding is awarded to subgrantees on a semi-competitive basis through coordinated county applications submitted to the SAA. Project applications must show support of the State or Urban Area strategies, the established priority capabilities, the State's Investment Justifications, and the State Preparedness Report (SPR), and must include a detailed line item budget for each proposed project. Applications are reviewed and scored by Oregon's Domestic Preparedness Working Group (DPWG) comprised of State and local representatives as well as subject matter experts.

Each agency awarded funding is required to manage their projects in accordance with local, State, and Federal guidelines, and are provided oversight and guidance from the State level. All payments to subgrantees receiving funding are done on a reimbursement basis after review of all required materials by a grant coordinator and accountants to ensure program and budget alignment. Agencies that cannot provide required materials or documentation, or whose expenditures are not in line with the approved projects or budgets, are denied reimbursement.

Amendments to projects or budgets must be submitted in writing to the SAA grant coordinator for review and approval prior to further project activity. Subgrantees are also required to submit biannual narrative progress reports on all funded projects.

The State has a competitive grant application process which takes place after the State's Investment Justifications are submitted. Due to this timing, there is no way for the Oregon SAA to know prior to the review and scoring of local, tribal or other State agency grant applications, specifically which agency will be managing approved projects. For this reason, project management narrative will be similar for each Investment Justification submitted by the State.

### **III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).**

#### **Challenge 1:**

Evolving equipment technologies and standards.

**Probability:** Medium                      **Impact:** Medium

#### **Mitigation Strategy:**

Review all equipment gaps to ensure that equipment acquisitions will meet current and future standards.

**Challenge 2:**

Personnel availability to participate in training and exercises.

**Probability:** High                    **Impact:** High

**Mitigation Strategy:**

Develop training and exercise programs that can be delivered frequently enough so as to allow maximum participation by first responders. Whenever feasible, training and exercise activities will be rotated through jurisdictions to allow wide involvement.

**Challenge 3:**

User and maintenance knowledge gaps on acquired equipment.

**Probability:** Medium                    **Impact:** High

**Mitigation Strategy:**

Endeavor to select vendors that provide complete user and maintenance training, or request technical assistance through the State POC.

**IV. Impact - Investment #3**

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

Outputs accomplished through this investment:

- Plans and processes for CBRNE detection and communications operations will be developed and maintained.
- Regional CBRNE coordination plans or activities involving all stakeholders will be developed.
- Equipment acquisition and certification standards for each CBRNE agent will be developed and implemented.
- Coordination and/or MAAs with external CBRNE detection and alarm resolution capabilities will be established.
- Training programs to support CBRNE detection and communication will be developed and maintained.
- Training to enable first responders to recognize the presence of CBRNE materials will be developed and implemented.
- CBRNE support equipment and threat device handling training for operational and investigation personnel will be developed.

Outcomes realized through this investment:

- There will be an increased ability to rapidly detect and characterize chemical, biological, radiological, nuclear and/or explosive materials.
- There will be an enhanced ability to conduct threat assessments, render safe explosive and/or hazardous devices, and clear areas of hazards.
- On-scene priorities will include ensuring public safety; safeguarding officers on scene (including bomb technicians); collecting and preserving evidence; protecting and preserving public and private property; and restoring public services.

The outputs and outcomes realized through this Investment Justification will mitigate risks from the Overall Investment Justification question by providing for the equipment, training and exercises that will enhance Oregon's capabilities to respond to CBRNE incidents. Professional relationships developed through multi-agency/multi-jurisdictional training and exercises will also improve response capabilities involving natural, man made and technical disasters.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

As part of Oregon's application process, applicants must give details on how they plan to sustain funded projects. If the applicant cannot provide an explanation of the plan for sustainment or cannot give appropriate reasons for not sustaining a capability when grant funding is no longer available, then the project is not considered for funding. By the State establishing this as a mandatory component of the application process, the applicant addresses sustainment before they have been awarded funds.

Once awarded funding, sustainment of equipment acquired to enhance CBRNE response capabilities will be the sole responsibility of the subgrantee agency/jurisdiction. Personnel assigned to equipment will train on the operation/deployment of the equipment to maintain a mission ready status at all times.

All upgrades, updates, repairs and maintenance fees will be the responsibility of the subgrantee agency. All acquired equipment will remain in service until such time it is determined that the equipment is obsolete and should be replaced with emerging technology.

Sustainment of capabilities realized through training will be accomplished by the utilization of agency-assigned certified trainers that will continue CBRNE Response training programs within their agencies and jurisdictions.

Sustainment of training and exercise programs in support of CBRNE capabilities will be an emphasized priority and will continue beyond the grant period.

#### **V. Optional Attachments - Investment #3**

**V.A. - Optional Attachments**

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

**The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.**

**If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):**

- The file name**
- The file extension (e.g., .jpg, gif)**
- The relevancy this attachment has to this Investment**

**Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99): 0**

(End of Investment #3.)

# Investment #4

## Investment Information - Investment #4

**Investment Name:** Citizen Preparedness

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

## I. Baseline - Investment #4

### **I.A. - Baseline - Previous HSGP Request Name and Funding**

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

**FY06 Investment name:** CBRNE Detection, Response, Decontamination and Recovery

**FY06 HSGP funding:** \$283,574

**FY07 Investment name:** Community Preparedness and Participation

**FY07 HSGP funding:** \$374,829

### **I.B. - Baseline - Purpose Statement**

**Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)**

Oregon's grant process involves developing the SPR to identify strengths, weaknesses, targets, and initiatives; submitting the State's Federal application; then accepting local, tribal, and state agency applications for a competitive grant process. Once the SAA receives the grant, agencies with projects aligning to the State's investment are allocated funding. Until the subgrantees and their projects are identified, which is after the grant has been awarded to the State, it is impossible to provide specific activities that will be accomplished by this investment.

Overarching activities the State will support for established Citizen Corps Council (CCC) organizations are:

- engaging the public, to include special needs populations, through community education and outreach;
- providing education and training for the public on community preparedness; and
- enhancing capabilities of CCC organizations through increased training, drills, and exercises.

### **I.C. - Baseline - Description**

**Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

The ongoing Citizen Corps Program (CCP) investment includes Community Emergency Response Teams (CERT), Neighborhood Watch (NHW), Volunteers in Police Service (VIPS), Fire Corps (FC), and Medical Reserve Corps (MRC), and covers approximately 90% of the State's population.

Objectives that have been, or will be, completed prior to receiving the FY08 CCP funds include:

- a four-state regional CCP conference sponsored by Oregon with representation from all disciplines, levels of government, and core programs, providing a platform for guidance, training, and networking;
- Fire Corps and VIPS programs added to established Citizen Corps programs;
- six of the 52 Oregon coastal communities participating in the Tsunami Ready program;
- "Are You Ready" program institutionalized on a Statewide level;
- community preparedness pilot program initiated for "Map Your Neighborhood"; and
- funds allocated for basic allowable equipment.

This ongoing investment will address capability gaps in citizen preparedness throughout the state, while continuing to support and enhance existing Citizen Corps Councils and programs.

Specific gaps the investment will address include:

Capacity:

- local Citizen Corps Council program management and sustainment;
- promoting all core CCP components within existing Councils;
- sustaining and strengthening CCP State Advisory Committee to provide direction and support to local councils; and
- increasing delivery of Train-the-Trainer courses.

Citizen Corps Volunteer Support:

- ongoing training and exercising; and



- equipment and supplies for CCP components.

Community Preparedness:

- promotion of “National Preparedness Month” and “National Night Out”; and
- expanding and initiating other programs to include “Map your Neighborhood” and “Are You Ready”.

## II. Strategy - Investment #4

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports the following initiatives set forth in the State Preparedness Report (SPR):

Page 83: Provide support to maintain the current CCP coverage and program capability.

Page 84: Maintain the five core Citizen Corps Programs (CERT, NHW, VIPS, FC, and MRC) efforts in planning, training, exercise, equipment, and public education and information.

Page 84: Enhance and create new program initiatives within the volunteer programs coordinating with CCP.

The investment will also contribute to reaching the following target:

Enhanced regional planning, coordination, and management capacity through hiring/maintaining additional planning, project management, and grant administration staff.

This investment directly addresses all three initiatives and the listed target from the SPR through coordinated planning with the Citizen Corps State Advisory Committee and existing local programs to share information, tools, and resources for establishing sustainable programs statewide; by providing funding to facilitate the core program training, equipping, exercising, and planning needs to sustain and enhance existing programs; and through planning and coordination among the existing core programs and other volunteer organizations.

### **II.B. - Strategy - Homeland Security Strategy goals and objectives**

**Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment supports the following Oregon Homeland Security Strategy (OHSS) goals and objectives:

Goal 6: Enhance Oregon's Citizen Corps (CC) and Voluntary Organization based programs statewide. This goal is supported through continued training, exercising, and equipping of established CCP groups throughout the state.

Objective 1 - Expand equipment to Citizen Corps programs that is consistent with their mission. This objective is supported through the continuation of equipping new and existing CCP components to a level commensurate to their responsibility in response to a disaster.

Objective 2 - Develop a public awareness campaign to increase citizen interest in Citizen Corps Programs and foster citizen participation. This objective is supported through acquisition of public education and outreach materials with an emphasis surrounding "National Preparedness Month" and materials for fairs, civic events, etc. that occur throughout the year.

Objective 3 - Increase the number of trained and organized volunteers. This objective is supported through an increase in Train-the-Trainer opportunities to provide a sustainable local training program. This may include, but is not limited to, "Map Your Neighborhood" and CERT basic training.

Objective 4 - Incorporate citizen participation into local training and exercises. This objective is supported through coordination of the core programs (CERT, NHW, VIPS, FC, and MRC) into local training and exercise events.

### **II.C. - Strategy - Target Capabilities**

**Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.**

**Primary Target Capability:** Community Preparedness and Participation

#### **Primary Target Capability Narrative:**

This capability is supported by the investment through the ongoing training, exercising, and equipping of locally established CCP core groups. Public education and outreach will be supported by this investment by increasing public awareness and knowledge of all hazards and related protective measures, and the skills and supplies an individual will need to prepare for these events.

**Secondary Target Capability 1:** Planning  
**Secondary Target Capability 2:** Citizen Evacuation and Shelter-in-Place  
**Secondary Target Capability 3:** Volunteer Management and Donations

**II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

**National Priority 1:** Expanded Regional Collaboration

**National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities

### III. Implementation - Investment #4

#### **III.A. - Funding Plan**

**Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:**

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$75,000			\$100,000	\$175,000				\$175,000
Organization									
Equipment	\$75,000			\$50,000	\$125,000				\$125,000
Training	\$50,000			\$50,000	\$100,000				\$100,000
Exercises	\$25,000			\$17,269	\$42,269				\$42,269
<b>Total</b>	<b>\$225,000</b>			<b>\$217,269</b>	<b>\$442,269</b>				<b>\$442,269</b>

**Planning Summary:** Planning funds will include education and outreach materials related to “Map Your Neighborhood”, CERT, “Are You Ready”, and “National Preparedness Month”. Additionally this category may include costs for program coordinators and conferences.

**Organization Summary:** N/A

**Equipment Summary:** Funds will be used to provide equipment to new CERT team members as well as equipping VIPS, MRC, NHW, and FC to a level commensurate with their responsibility in response to a disaster.

**Training Summary:** Funds will support continuation of CERT basic training for new members, NIMS required course maintenance, and Train-the-Trainer courses to enhance sustainment capabilities of local CCP groups.

**Exercises Summary:** Funds will support Citizen Corps participation and integration of CCP components into local exercises. These funds may also support Citizen Corps based exercises to evaluate training and preparedness.

#### **III.B. - Milestones**

**Provide descriptions for up to 10 milestones and the associated key activities that**

lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (08/01/2008 - 08/15/2008)

Review local jurisdiction project applications to the State grant award and identify those that align with Citizen Preparedness.

**Milestone 2** (08/15/2008 - 09/15/2008)

Generate grant award agreements with local jurisdictions for approved projects.

**Milestone 3** (01/01/2009 - 09/30/2009)

Local groups develop purchasing plans for identified equipment gaps. Equipment is purchased.

**Milestone 4** (01/01/2009 - 09/30/2009)

Training and exercise timelines are established at the local level. Train-the-Trainer courses will be identified and announced statewide to maximize participation.

**Milestone 5** (03/01/2009 - 09/30/2011)

Training courses held throughout the state.

**Milestone 6** (03/01/2009 - 09/30/2011)

Local outreach and education campaigns continued throughout the grant cycle.

**Milestone 7** (03/01/2009 - 09/30/2011)

Equipment provided to members. Training evaluated through local exercises.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

Overall management of all Homeland Security funded projects is provided through the State Administrative Agency (SAA), Oregon Emergency Management (OEM).

Initially investment priorities were established through input and output provided by key Oregon stakeholders at a Program and Capability Review Workshop. The workshop involved more than 115 participants from throughout the state representing a myriad of disciplines, as well as various urban and rural interests. The stakeholders were brought together to (1) discuss the previous year's capability outcomes; (2) identify strengths and

weaknesses within the state's current homeland security program and capabilities in an all-hazard context; and (3) establish priority capabilities.

Consensus-driven stakeholder establishment of capability priorities set the stage for ongoing efforts by the State to secure appropriate all-hazards funding for programs and activities. The Citizen Corps State Advisory Council was instrumental in developing and writing the investment justifications for the FY07 and FY08 CCP grant funds.

Funding is awarded to subgrantees on a semi-competitive basis through coordinated county applications submitted to the SAA. Project applications must show support of the State or Urban Area strategies, the established priority capabilities, the State's Investment Justifications, and the State Preparedness Report (SPR), and must include a detailed line item budget for each proposed project. Applications are reviewed and scored by Oregon's Domestic Preparedness Working Group (DPWG) comprised of State and local representatives, as well as subject matter experts.

Each agency awarded funding is required to manage their projects in accordance with local, State, and Federal guidelines, and are provided oversight and guidance from the State level. All payments to subgrantees receiving funding are done on a reimbursement basis after review of all required materials by a grant coordinator and accountants to ensure program and budget alignment. Agencies that cannot provide required materials or documentation, or whose expenditures are not in line with the approved projects or budgets, are denied reimbursement.

Amendments to projects or budgets must be submitted in writing to the SAA grant coordinator for review and approval prior to further project activity. Subgrantees are also required to submit biannual narrative progress reports on all funded projects.

The State has a competitive grant application process which takes place after the State's Investment Justifications are submitted. Due to this timing, there is no way for the Oregon SAA to know prior to the review and scoring of local, tribal or other State agency grant applications, specifically which agency will be managing approved projects. For this reason, project management narrative will be similar for each Investment Justification submitted by the State.

### **III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).**

#### **Challenge 1:**

Shortage of staff in voluntary organizations to manage programs.

**Probability:** High                      **Impact:** Medium

#### **Mitigation Strategy:**

Facilitate the sharing of resources to lessen organizational impact of managing

programs.

**Challenge 2:**

Volunteer management, to include maintaining interest and increasing recruitment.

**Probability:** High                    **Impact:** Medium

**Mitigation Strategy:**

Continue established program activities, support volunteer recognition, increase public outreach, and institute a volunteer management system.

**Challenge 3:**

Program funding shortage.

**Probability:** High                    **Impact:** High

**Mitigation Strategy:**

Identify local (private) resources to supplement grant funds and provide a sustainable resource for continued growth.

**IV. Impact - Investment #4**

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

Outputs accomplished through this investment:

- Establish statewide guidance through direction of the CCP State Advisory Committee to sustain programs.
- Sponsor CCP program Train-the-Trainer courses.
- Purchase identified basic equipment to support local program missions.
- Hold a State Citizen Corps workshop.
- Provide public education resources to local councils.

Outcomes realized through this investment:

- There will be a structure in place for ongoing sustainment and growth within existing groups.
- Volunteers will be educated and trained in the core mission areas, including leadership.
- Outreach and community education programs will be established or expanded.
- There will be an increased capacity for training and exercises.

The outputs and outcomes realized through this investment will mitigate the risks

outlined in the Overall Investment Justification question by providing a well trained cadre of volunteers that are able to respond to natural, man-made, and technological disasters, providing assistance to citizens and first responders. This investment also provides for the education of community members to prepare for disasters so they may sustain themselves with minimal assistance in the first hectic hours and days following an event.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

The long-term approach to sustaining this capability is to require each Oregon Council to establish a business plan demonstrating the council's ability to become self-sustaining in the absence of grant funding.

Qualified personnel will be encouraged to take Train-the-Trainer (TTT) courses and deliver the training within their organization and/or region to maintain capabilities.

Resource sharing between local CCP Councils will be initiated to maximize coverage in areas that may lack capabilities.

The SAA and State Advisory Council will continue to provide guidance and direction in the support of statewide Citizen Corps related activities by providing outreach materials, holding workshops, and assisting in training coordination to enhance Citizen Preparedness (CERT, VIPS, NHW, FC, and MRC) capabilities.

### **V. Optional Attachments - Investment #4**

#### **V.A. - Optional Attachments**

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

**The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.**

**If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):**

**- The file name**



- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

**Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99): 0**

(End of Investment #4.)

# Investment #5

## Investment Information - Investment #5

**Investment Name:** Oregon Metropolitan Medical Response System

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

## I. Baseline - Investment #5

### I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

**FY06 Investment name:** CBRNE Detection, Response, Decontamination, and Recovery

**FY06 HSGP funding:** \$232,330

**FY07 Investment name:** Medical Surge and Mass Prophylaxis

**FY07 HSGP funding:** \$555,801

### I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

Procurement of the following equipment and pharmaceuticals will support a regional approach for building capabilities to respond to and recover from terrorist attacks, major disasters, and other emergencies.

The purchase of tents will fulfill a basic operational need during a large medical or rescue event. Tents will be utilized at Medical Care Points (MCP) as patient treatment

areas, providing portable shelter and victim isolation during CBRNE/WMD incidents.

Pharmaceuticals are necessary for life-support of medical and disaster patients. The purchase of pharmaceuticals under this investment will include Mark I Auto-Injectors, Advanced Life Support (ALS) medications, and Tamiflu, providing medical countermeasures for chemical/biological agents and pandemic flu.

Ventilators purchased will provide critical respiratory support for patients with acute respiratory injury or illness, including pandemic flu, as well as the movement of Intensive Care Unit (ICU) patients.

### **I.C. - Baseline - Description**

**Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

The objectives and outcomes that have been achieved through this ongoing investment include:

- Mark 1 auto-injectors on every first line fire apparatus.
- Eight Medical Care Point (MCP) tents.
- Limited amount of ventilators with each CBRNE squad.
- Increased radiological response capabilities by providing fire first responders with personal dosimeters and purchasing software to maintain the equipment.
- 120 Powered Air-Purifying Respirators (PAPR) were purchased and distributed to CBRNE squads.
- Radios were purchased and are carried by the CBRNE squads to provide redundancy and interoperability with regional, State, and Federal partners.

The capability gaps this investment will address include:

- Additional tents allowing CBRNE squads to be self-sufficient in establishing and operating a MCP. The goal is for each squad to have four tents.
- Increased amount of ventilators available for use by the regional CBRNE squads for the treatment of patients requiring critical respiratory support or for the transport of ICU patients.
- Pharmaceuticals to provide medical countermeasures for chemical/biological agents and pandemic flu.
- Funding for meeting and training expenses.

## **II. Strategy - Investment #5**

## **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports the following initiatives set forth in the State Preparedness Report (SPR):

Page 63: WMD/Hazardous Materials Response and Decontamination Capability.

Page 71: Mass Prophylaxis Capability.

Page 71: Medical Surge Capability.

The investment will also contribute to reaching the following targets:

- Improved Fire/EMS capability to triage and treat mass casualty victims through procurement of medical surge equipment.
- Influenza Vaccination Clinics.
- Point of Dispensing (POD) site/security assessments for local jurisdictions.
- Regional Mass Prophylaxis trainings for local jurisdictions.
- Expansion of interoperable technologies, development and facilitation of required training, and ongoing exercise and evaluation.

This investment directly addresses all three initiatives and the listed targets in the SPR by providing for acquisition of tents, pharmaceuticals for both critical patient and responder treatment, as well as ventilators for patients requiring critical respiratory support for biological and/or chemical agents, and potential movement of Intensive Care Unit (ICU) patients.

Specifically, the purchase of pharmaceuticals and ventilators provide the immediate life-saving measure of ALS antidotes and respiratory support to a CBRNE/WMD or pandemic event. The distribution of tents will support patient treatment areas for all medical and rescue operations during a large scale CBRNE/WMD or all hazards events, including both mass prophylaxis and medical surge.

The stockpiling of Tamiflu, purchased through the State, will enable our region to treat its first responders (Fire, Law Enforcement, Emergency Management) which will maintain 24/7 emergency and operational response. First responder staffing will be critical to support response to additional public needs during an outbreak, such as a pandemic, where mass prophylaxis and medical surge will be required.

## **II.B. - Strategy - Homeland Security Strategy goals and objectives**

**Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment request supports the Oregon Homeland Security Strategy (OHSS)

through the following goals and objectives:

Goal 3: Enhance Oregon's capability to recover from CBRNE/WMD and all hazards events.

Objective 3: Strengthen medical surge and mass prophylaxis regionally.

Objective 4: Purchase and deploy appropriate incident management resources and equipment to assist in recovery efforts for CBRNE/WMD and all hazards events.

Objective 5: Purchase and deploy appropriate chemical, biological, radiological, nuclear, and explosive (CBRNE) detection, response, and decontamination capabilities.

Goal 4: Enhance Oregon's statewide ability to plan, prepare for, and respond to CBRNE/WMD and all hazards events.

Objective 2: Increase amount of first responder equipment.

Goal 8: Enhance Oregon's state and local public health and healthcare capabilities to respond to chemical, biological, nuclear, explosive terrorism incidents and other public health emergencies, including natural disasters.

Objective 2: Optimize medical surge and mass prophylaxis distribution capacity for victims of terrorism, major disasters or other emergencies.

Each of these Goals and Objectives are supported or achieved through the procurement of medical supplies (ALS medications, Mark 1 Auto-Injectors, and ventilators) necessary for life support of acute patients of CBRNE/WMD, or all hazards events. Tamiflu is necessary to treat responders, providing medical countermeasures for biologic agents, including a pandemic, and maintain the ability to assist the public for emergency response. Tents also support each of the above Goals and Objectives through achievement of a base of operations for all medical and rescue operations, including medical surge.

The combination of equipment/supplies is necessary to sustain a comprehensive regional all hazards mass casualty incident response capability during the first crucial hours of an incident, and further enhance transition into a successful recovery mode.

## **II.C. - Strategy - Target Capabilities**

**Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.**

**Primary Target Capability:** Medical Surge

### **Primary Target Capability Narrative:**

This investment allows for the expanded capacity of the existing healthcare system in response to an event that results in increased need of support functions (laboratories and radiological), physical space (beds, alternate care facilities) and logistical support (clinical and non-clinical equipment and supplies). This is accomplished by providing the capability to establish multiple Medical Care Points (MCP), with increased capabilities for triage, mass prophylaxis, patient care, and shelter.

**Secondary Target Capability 1:** Emergency Triage and Pre-Hospital Treatment  
**Secondary Target Capability 2:** Mass Prophylaxis

**II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

**National Priority 1:** Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**National Priority 2:** Strengthen Medical Surge and Mass Prophylaxis Capabilities

### III. Implementation - Investment #5

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning			\$11,221		\$11,221				\$11,221
Organization									
Equipment			\$310,000		\$310,000	\$433,625			\$743,625
Training									
Exercises									
<b>Total</b>			\$321,221		\$321,221	\$433,625			\$754,846

**Planning Summary:** Provides for travel costs directly associated with quarterly MMRS meetings, and the annual National Disaster Medical Services Conference. Personnel costs to be covered through the supporting agency.

**Organization Summary:** N/A

**Equipment Summary:** Purchase Mark 1 Auto-Injectors, ALS medications, and Tamiflu, as necessary life saving treatments. Outfit each regional CBRNE Squad with four tents, required for use as patient treatment in all medical/rescue operations. Purchase ventilators for regional CBRNE squads to provide critical respiratory support for pandemic flu and movement of ICU patients.

**Training Summary:** N/A

**Exercises Summary:** N/A

**Other Funding Source #1:** \$433,635 of Portland UASI funding will provide additional support for pre-hospital medical surge supplies.

#### III.B. - Milestones

**Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)**

**Milestone 1** (09/01/2008 - 03/31/2009)

Begin bid collection for equipment/pharmaceuticals.

**Milestone 2** (04/01/2009 - 09/30/2009)

Begin procurement and receiving through inventorying/recording equipment/pharmaceuticals prior to disbursement to regional partners.

**Milestone 3** (10/01/2009 - 01/31/2010)

Disburse equipment/pharmaceuticals to appropriate agencies.

**Milestone 4** (02/01/2010 - 10/31/2010)

Conduct training/review protocols to personnel of all agencies receiving equipment/pharmaceuticals.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

The MMRS Steering Committee consists of the following individuals representing Fire, Health, Law Enforcement, and Emergency Management:

Division Chief Jim Beery, Portland Fire & Rescue

Deputy Chief Glen Eisner, Portland Fire & Rescue

Deputy Chief Special Operations, Brannen Bates, Portland Fire & Rescue

Battalion Chief Erin Janssens, Portland Fire & Rescue

Dr. Jon Jui, Multnomah County Health Department

Asst. Chief Lynnae Berg, Portland Police

Director, Carmen Merlo, Portland Office of Emergency Management (POEM)

Each person serves as a subject matter expert in their respective field (including policy and operational) with specific individuals representing UASI Working Groups (Fire, Law Enforcement, Health), therefore coordinating with discipline partners.

POEM Director Carmen Merlo serves as a direct liaison to the UASI Point of Contact (UASI-POC) representatives, which combined with other lead members of working groups, provides strong and consistent regional coordination.

While Fire will oversee all purchases and manage inventories, the Steering Committee will assure regional compliance of all training through existing established partnerships



at the Bureau/Director level, as well as through the Urban Area Working Group disciplines.

The MMRS agency is required to manage their projects in accordance with local, State, and Federal guidelines, and will be provided oversight and guidance from the UASI-POC and the SAA. All payments will be done on a reimbursement basis after review of all required materials by a grant coordinator and accountants to ensure program and budget alignment. Amendments to projects or budgets must be submitted in writing to the SAA grant coordinator for review and approval prior to further project activity. Subgrantees are also required to submit biannual narrative progress reports on all funded projects.

### **III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).**

#### **Challenge 1:**

Implementation of a pharmaceutical replacement strategy.

**Probability:** High                      **Impact:** High

#### **Mitigation Strategy:**

Seek sustainment funding; allocate replacement funding into overall budget.

#### **Challenge 2:**

Potential loss of pharmaceuticals necessary for saving lives due to drug expiration.

**Probability:** High                      **Impact:** High

#### **Mitigation Strategy:**

Procure antidotes with longest shelf life; Identify and implement shelf life extension programs.

## **IV. Impact - Investment #5**

### **IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

Outputs accomplished through this investment:

- The development of a pharmaceutical replacement strategy.
- Develop a local pharmaceuticals management system that captures current inventory of Metropolitan Medical Response System.
- Increased medical surge and mass prophylaxis supplies/equipment such as pharmaceuticals, MCP tents, and ventilators.

Outcomes realized through this investment:

- Ability of each first responder to treat themselves and up to three patients exposed to a chemical incident requiring Mark I Auto-injectors.
- Ability of the Portland region to provide responders from Fire, Law Enforcement, Emergency Dispatch, and Emergency Management medical counter-measures in the event of biological/chemical agents or a pandemic event.
- Ability of first responders responsible for a regional CBRNE squad to store, load, and successfully deploy tents necessary for patient treatment in a medical/rescue operation.
- Increased coordination and collaboration within the Portland, Oregon region toward full achievement of the regional Concept of Operations.
- A local pharmaceuticals management system will be in place that tracks the dispensing of pharmaceuticals during an incident.

The outputs and outcomes realized through this Investment Justification will mitigate risks from the Overall Investment Justification question by providing an increased medical surge capability during response missions for all hazards and terrorism events, especially catastrophic events that result in a large amount of casualties. The purchase of medical equipment provides additional resources for supporting health care facilities experiencing patient overflow and will increase the ability of squads to relocate critical patients. The investment also increases the capability for mass prophylaxis through pharmaceutical acquisitions. This supports the planning and preparation for a response to chemical, biological, or pandemic emergencies.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

Once awarded funding, sustainment of equipment acquired to enhance MMRS response capabilities will be the sole responsibility of the subgrantee agency/jurisdiction. Personnel assigned to equipment will train on the operation/deployment of the equipment to maintain a mission ready status at all times.

The MMRS agency will seek sustainment funding and identify and implement shelf-life extension programs to support the mass prophylaxis capability.

## V. Optional Attachments - Investment #5

### V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99): 0

(End of Investment #5.)