



Matrix of Trends/Challenges/Opportunities and Gaps/Maintenance Needs Across the Core Capabilities

Core Capability	Definition	Trends/Challenges/Opportunities	Gaps/Maintenance Needs
CROSS-CUTTING			
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.	FEMA's refresh of the National Incident Management System, including the new "Center Management System" approach will especially impact EOCs/ECCs/DOCs and the Regional MAC System. All National Planning Frameworks have been updated. Post-large U.S. disaster realities (e.g., Sandy), legislation and Recovery Framework availability sparking more pre-disaster recovery planning across the U.S. Metro has added the Emergency Transportation routes to the regional transportation plan.	Maintenance: Regional Utility Coordination Plan; RMACS Plan; Various tactical plans (TBD). Potential regional approach to integrating DAFN assessment results into regional planning frameworks. Future planning direction for disaster debris management needed. Do we need regional planning frameworks for mass care, sheltering, volunteer management and donations management? Also need for RMACS ConOps update.
Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.	EQ Early Warning System for West Coast; Smart Phones/Apps; Text-to-911; other rapid technology changes; increased inclusion in messaging (i.e., addressing the needs of people with disabilities and others with access and functional needs - DAFN). Multiple Alert and Warning Systems evolving into an age of "Ubiquitous Alerts". New simulation software for exercises.	Need for more pre-disaster scripted messages; regional coordination of preparedness messages. Continue to provide PIO regular and advanced training. Public Alerts website/brand enhancement/maintenance. Text-to-911: public, first responder and elected leaders' education.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.	FEMA's refresh of the National Incident Management System, including the new "Center Management System" approach will especially impact EOCs/ECCs/DOCs and the Regional MAC System. Text-to-911: new operational challenges	Enhancement and maintenance of: 1) RDPO Structure/Staffing to align with strategic direction/work; EOCs/ECCs/DOCs (greater readiness of staff to perform their duties); RMAC System components (RMAC Group/Support Organization, Health-Medical MACG/Support Organization, Joint Information System/Coordination; interconnection between EOCs and RMAC Group/SO); various specialty teams, public, private and non-profit sector coordination as per select core capabilities. Text-to-911 operational coordination.

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PREVENTION/PROTECTION			
Intelligence and Information Sharing	Provide timely, accurate, and actionable information. . .concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.	Increased domestic and international terrorism threats, active shooter and cyber events.	Maintain/Enhance Oregon TITAN Fusion and all-levels law enforcement coordination. Need for regional tactical planning, training and exercising on multiple IED active shooter and other high impact regional scenarios.
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.	Increased domestic and international terrorism threats, active shooter and cyber events.	Maintenance/Enhancement of regional specialty assets and teams (e.g., MEDU, SWAT, Oregon TITAN Fusion; MEDU). Need for specialized tactical medical training for fire first responders coordinating with law enforcement in hostile environments. Tactical Science Training for Law Enforcement to respond to terrorism, civil disturbance and other hostile events.
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PROTECTION			
Access Control and Identity Verification	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.	Opportunity to learn from multiple U.S.- and foreign-based incidents about methods for building this capability. Private sector would like public sector partners to establish a credentialing system for their workers to access red zones post-earthquake.	Regional coordinated planning and policy development for cordoning off and allowing access to highly impacted areas.
Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, biosurveillance, sensor technologies, or physical investigation and intelligence.	Need for greater coordination among law enforcement and security agencies in the region.	Maintenance/Enhancement of regional specialty assets and tactical teams (e.g., MAST, MEDU, et al.)

Physical Protective Measures	Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.	Not analyzed this planning cycle.	Update Regional CI/KR Protection plan? Continue to coordinate with federal and state partners.
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Mitigation			
Community Resilience	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.	Expanded public awareness of CSZ EQ and increased demand for information, training and capacity-building.	Maintain/Enhance community preparedness/resilience programs and teams in the region; coordinated regional resilience messaging. State, regional and local volunteer management coordination.
Long-term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.	National Mitigation Program strategy development. Oregon Resilience Plan Implementation: opportunity to partner with OSSPAC.	Funding for pre-disaster resilience projects. Need for additional state and federal funding of goals/objectives in Oregon Resilience Plan and other built environment resilience projects.
Risk and Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.	LIDAR technology for enhanced EQ mapping and impact analysis; improved HAZUS modeling; innovative economic resilience assessment methodologies; City of Portland Hazard Mitigation Plan Update (equity lens) and CEI Hub Report/recommendations.	Need for up-to-date all-hazards risk data on threats and hazards from a regional perspective
Threats and Hazard Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.	Integrate into the PUA's THIRA updated data and analysis from state and local Hazard Mitigation Plans, THIRAs, SPRs and CSZ AARs.	Maintained the PUA THIRA (need for inventory data on response and recovery CCs)

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RESPONSE			
Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.	Regional Transportation Recovery planning (City of Portland) - eventually expand to the full region. Metro has added the Emergency Transportation routes to the regional transportation plan.	Maintain regional emergency transportation routes plan. Need for greater coordination planning and exercising for regional post-disaster transportation scenarios. Need to address challenges with non-emergency medical transport, especially in multi-jurisdictional events.
Environmental Response/ Health and Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.	Oil train disaster preparedness. Disaster sanitation lessons learned from Christchurch and other major urban-based earthquakes.	Enhance & Maintain specialty teams and equipment for key hazards. Need for coordinated planning and public messaging on post-earthquake disaster sanitation.
Fatality Management Services	Provide fatality management services, including decedent remains and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.	Understanding terrorism as a mass casualty event. Need for greater coordination between partners in MFI, including law enforcement, fire/EMS, emergency management, etc. New technology and methods for enhanced MFI response.	Enhance/Maintain regional fatality management capabilities (equipment and MFI response teams, etc.) Develop family assistance centers models for the region.
Fire Management and Suppression	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.	Potential for greater urban wildland fires; fire-water disciplines coordinating on post-disaster water supply strategies. Need to support new generation of firefighters learning technical skills used post-disaster, such as search and rescue, technical rescue, etc. Need for greater coordination of fire/EMS and law enforcement on lone shooter-mass casualty event planning.	Enhance/Maintain regional specialty teams and equipment (e.g., HAZMAT, CBRNE Squads).
Logistics and Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.	Just-in-time system heavily reliant on efficient transportation and logistics, which can easily become disrupted post-disaster. CEI Hub a big vulnerability to post-disaster regional fuel supply.	Alternate fuel storage and delivery strategies; understanding federal, military and private sector logistics assets and plans. A regional inventory system owned and updated by RDPO members. Maintain Regional Logistics Support Team.

<p>Mass Care Services</p>	<p>Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.</p>	<p>DAFN Assessment data; local (e.g., Multnomah County,) and state (ESF6) organized planning efforts. Opportunity to partner with OSSPAC on advocacy for mass displacement planning task force legislation (Oregon).</p>	<p>State and Regional level planning and coordination of actors to identify regional policies and investments. Assuring DAFN needs are incorporated into plans/facilities. Mass shelter facilities identification.</p>
<p>Mass Search and Rescue Operations</p>	<p>Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.</p>	<p>Opportunity to support formal efforts to train NETs/CERTs in light search and rescue.</p>	<p>Support NET/CERTs* training in Region (*Used in light search & rescue). Enhance/maintain USAR teams. Airshore Rescue System for structural collapse (equipment and training)</p>
<p>On-scene Security, Protection, and Law Enforcement</p>	<p>Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.</p>	<p>Increased active shooter events; availability of FEMA trainings (e.g., JCTWS).</p>	<p>Coordinated regional tactical planning, training and exercising. SWAT team maintenance.</p>
<p>Operational Communications</p>	<p>Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.</p>	<p>Recent bond measures passed in Clackamas and Washington Counties covering most of the 800 MHz forklift in the region. Rapidly changing technology (e.g., NextGen 911); the iDAWG — Intelligent Deployable Augmented Wireless Gateway (an infrastructureless wireless network based on a cognitive radio-based field deployable unit with information sharing/communication capabilities). Increased cybersecurity issues with CAD systems.</p>	<p>Need for more redundancy/back-up communications. Maintain ARES. Need for a prioritization plan for repairs (towers, other shared systems) post-disaster.</p>
<p>Public Health, Healthcare, and Emergency Medical Services</p>	<p>Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.</p>	<p>Declining federal grant funding for Public Health and Health System preparedness programs (PHEP, HPP and CRI). New HPP cooperative agreement soon to be finalized.</p>	<p>Support the roll-out of the trauma surge plan. Need for pediatric surge planning in the region and for patient tracking system. Hospitals seeking to strengthen back-up/alternative communications. Post-disaster behavioral health is still a gap.</p>
<p>Situational Assessment</p>	<p>Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.</p>	<p>Virtual Operations Support Teams/social media crowd-sourcing; new WebEOC regional boards; evolving technology (drones; simulation software/"SimDeck" to support exercises, iDAWG, etc.).</p>	<p>Enhancement/Maintenance of WebEOC and associated regional information-sharing tools/capabilities and bridge to OpsCenter. Integration of MAST resources into situational assessment. Support ATC-20 training; maintain regional bridge damage assessment procedures. Consistent windshield survey procedures around the region.</p>

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RESPONSE / RECOVERY			
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.	National Mitigation Program strategy development. Oregon Resilience Plan.	Need for a coordinated state post-disaster assessment program, including maintaining a roster of ATC-20 trained engineers. Need for more coordination of partners.
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RECOVERY			
Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.	Opportunity to conduct greater analysis of disaster economic impacts, building on the work the RDPO is doing in earthquake impact mapping for the region. Recovery plans available for reference, including form the State of Oregon and Seattle.	Recovery plans are needed across the region, along with a regional recovery framework.
Health and Social Services	Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.	Opportunity to adapt the lessons learned post-Katrina, post-Sandy and from other disasters.	Recovery plans are needed across the region, along with a regional recovery framework.
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.	Opportunity to adapt the lessons learned post-Katrina, post-Sandy and from other disasters.	Recovery plans are needed across the region, along with a regional recovery framework.
Natural and Cultural Resources	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.	Opportunity to adapt the lessons learned post-Katrina, post-Sandy and from other disasters.	Recovery plans are needed across the region, along with a regional recovery framework.