



# RETREAT ON IMPROVING ENERGY RESILIENCE IN THE STATE OF OREGON

December 11-12, 2018

Oregon Public Safety Academy  
Hall of Hero's  
❖  
4190 Aumsville Highway  
❖  
Salem, OR 97317

The state of Oregon, in partnership with the National Governors Association Center for Best Practices (NGA Center), is hosting a retreat on policies and strategies to improve energy resilience. Based on opportunities identified in the NGA Center's *State Resilience Assessment and Planning Tool*, the objectives of this retreat are to assist Oregon leadership in identifying actions that will improve the state's resilience in the event of a prolonged outage of the electric grid. At the end of the retreat, participants will have:

- Learned about current state resilience plans, such as the Cascadia Playbook and Oregon Fuel Action Plan;
- Discussed opportunities to improve resilience for future energy emergencies;
- Identified solutions to improve fuel security for critical, lifeline assets and electricity response and restoration efforts;
- Explored solutions for continuity of governance (COG) and continuity of operations planning (COOP) for state government during energy emergencies; and
- Developed potential recommendations for future actions the governor can pursue.

## Tuesday, December 11, 2018

8:30 a.m. – 9:00 a.m.	<b>Core Team Preview Meeting</b> (Open to NGA staff and Oregon core planning team members)
9:00 a.m. – 9:30 a.m.	<b>Continental Breakfast and Registration</b>
9:30 a.m. – 10:15 a.m.	<b>Welcome, Introductions, and Meeting Goals</b> Representatives from Governor Brown's office and the National Governors Association will welcome attendees, provide context for the meeting, and share an overview of the NGA's <i>State Resilience Assessment and Planning Tool</i> . Participants will also be asked to share their top objective for this meeting. <ul style="list-style-type: none"> <li>• Mike Harryman, State Resilience Officer, Office of Governor Kate Brown</li> <li>• Dan Lauf, Energy Program Director, Environment, Energy, and Transportation, National Governors Association</li> </ul>



10:15 a.m. – 11:15 a.m.	<p><b>Oregon Context: The Threats to Energy Security</b></p> <p>In this session, presenters will describe the threats facing Oregon, such as wildfires and a Cascadia Subduction Zone earthquake and tsunami, and discuss current efforts to mitigate the impacts of those anticipated disasters.</p> <p><i>Moderator: Dan Lauf, Energy Program Director, Environment, Energy, and Transportation Division, National Governors Association Center for Best Practices</i></p> <p>Speakers:</p> <ul style="list-style-type: none"><li>• Althea Rizzo, Geologic Hazards Coordinator, Oregon Office of Emergency Management</li><li>• Adam Schultz, Senior Policy Analyst, Oregon Department of Energy</li><li>• Yumei Wang, Geotechnical Engineer, Oregon Department of Geology and Mineral Industries</li></ul>
11:15 a.m. – 11:45 a.m.	<p><b>Break</b></p>
11:45 a.m. – 12:30 p.m.	<p><b>State Resilience Assessment and Planning Tool: Key Takeaways and Lessons</b></p> <p>Following an overview of the SRAP Tool from NGA, state planning team members will provide an overview their process to complete the tool and a discussion of the results.</p> <p><i>Moderator: Dan Lauf, NGA Center</i></p> <p>Speakers:</p> <ul style="list-style-type: none"><li>• Mike Harryman, State Resilience Officer, Office of Governor Kate Brown</li><li>• Sonya Andron, Operations and Preparedness Manager, Oregon Office of Emergency Management</li><li>• Adam Schultz, Senior Policy Analyst, Oregon Department of Energy</li><li>• Shannon Marheine, Critical Infrastructure Program Coordinator, Oregon Department of Justice Fusion Center</li><li>• Lori Koho, Administrator, Safety, Reliability, and Security Division, Public Utility Commission of Oregon</li></ul>



12:30 p.m. – 1:30 p.m.	<p><b>Working Lunch: Leading and Decision Making in Complex Environments--Ideas for COOP/COG Energy Scenario</b></p> <p>In this session, attendees will learn strategies to make decisions and weigh options in complex environments. Glen Woodbury of the Naval Post Graduate School Center for Homeland Defense and Security will discuss the Cynefin Decision Making Framework as a potential tool that state officials could utilize for weighing complex decision making.</p> <p><i>Introduction: Reza Zomorrodian, Policy Analyst, Homeland Security &amp; Public Safety Division, National Governors Association Center for Best Practices</i></p> <ul style="list-style-type: none"><li>• Glen Woodbury, Director, Center for Homeland Defense and Security, Naval Postgraduate School</li></ul>
1:30 p.m. – 2:45 p.m.	<p><b>Identifying Critical Infrastructure for Prioritized Resilience Investment</b></p> <p>In this session, panelists will discuss how their organizations approach resilience prioritization. The session will explore which assets need investment to become more resilient, how the public and private sector can coordinate on those investments, and strategies to fund and support infrastructure hardening and resilience.</p> <p><i>Moderator: Dan Lauf, NGA Center</i></p> <p>Speakers:</p> <ul style="list-style-type: none"><li>• Allison Pynch, President, American Society of Civil Engineers, Oregon Section</li><li>• Jay Landstrom, T&amp;D Asset Manager, Portland General Electric</li><li>• Chass Jones, Protective Security Advisor – Oregon District, Office of Infrastructure Protection, U.S. Department of Homeland Security</li><li>• Douglas Toomey, Professor, University of Oregon</li></ul>
2:45 p.m. – 3:15 p.m.	<p><b>Break</b></p>



3:15 p.m. – 4:15 p.m.	<p><b>Ensuring Fuel Security for Expedited Recovery</b></p> <p>During a natural disaster, emergency response and power restoration efforts rely on fuel to move personnel and equipment to where they are needed. Presenters in this panel will discuss liquid fuel infrastructure vulnerabilities in Oregon, specifically the threats to Oregon’s <a href="#">Critical Energy Infrastructure Hub</a>, and possible solutions to improve the resilience of liquid fuels in Oregon.</p> <p><i>Introduction: Reza Zomorrodian, NGA Center</i></p> <p>Speakers:</p> <ul style="list-style-type: none"><li>• Deanna Henry, Emergency Preparedness Manager, Oregon Department of Energy</li><li>• Jill Nordstrom, Data &amp; Programs Section Supervisor Washington State Department of Commerce</li><li>• Suzanne Lemieux, Manager, Midstream and Industry Operations, American Petroleum Institute</li></ul>
4:15 p.m. – 5:00 p.m.	<p><b>Group Discussion and Feedback: Resilience Prioritization</b></p> <p>Participants will be asked to share their takeaways from the day’s sessions and offer actions and recommendations to improve resilience of critical infrastructure. Questions to Address include:</p> <ul style="list-style-type: none"><li>• What ideas did you hear today that resonated?</li><li>• What challenges remain that limit critical infrastructure resilience?</li><li>• What actions can the state of Oregon pursue to improve critical infrastructure resilience and coordinate investments?</li></ul> <p><i>Facilitator: Dan Lauf, NGA Center</i></p>
5:00 p.m.	<p><b>Adjourn</b></p>



<b>Wednesday, December 12, 2018</b>	
8:30 a.m. – 9:00 a.m.	<b>Continental Breakfast</b>
9:00 a.m. – 10:00 a.m.	<p><b>Continuity of Government (COG) and Continuity of Operations Planning (COOP) for a Severe Energy Emergency</b></p> <p>In this session, attendees will learn about strategies to improve the resilience of Oregon state government and allow the government to continue operating during a severe energy emergency. Strategies that will be discussed include facility resilience measures, personnel preparedness, and developing agency-level continuity of operations plans.</p> <p><i>Introduction: Reza Zomorrodian, NGA Center</i></p> <p>Speakers:</p> <ul style="list-style-type: none"><li>• Erik Rau, Emergency Management Planner, Oregon Office of Emergency Management</li><li>• Brigadier General William B. Richy, Director, Idaho Office of Emergency Management and Director, Joint Staff, Idaho Joint Force Headquarters</li><li>• Mike Harryman, State Resilience Officer, Office of Governor Kate Brown</li></ul>
10:00 a.m. – 10:30 a.m.	<b>Break</b>
10:30 a.m. – 11:15 a.m.	<p><b>COOP and COG State Agency Spotlights</b></p> <p>Selected state agencies will share their experience in COOP and COG planning, strategy development, and expectations for their agency/organization in a catastrophic event and energy emergency. Presenters will also highlight existing vulnerabilities and opportunities for improved COOP and COG planning.</p> <p><i>Moderator: Dan Lauf, NGA Center</i></p> <p>Agency Presenters:</p> <ul style="list-style-type: none"><li>• Lori Koho, Administrator, Safety, Reliability, and Security Division, Public Utility Commission of Oregon</li><li>• David McKay, COOP Coordinator, Oregon Department of Energy</li><li>• Qing Liu, COOP Coordinator, Public Utility Commission of Oregon</li></ul>



11:15 a.m. – 12:15 p.m.	<p><b>Group Discussion and Feedback: Discussion of COOP and COG Priorities of Attendees</b></p> <p>Participants will be asked to share their takeaways from the day’s sessions and offer actions and recommendations to improve resilience of critical infrastructure. Questions to Address include:</p> <ul style="list-style-type: none"><li>• What ideas did you hear today that resonated?</li><li>• What challenges remain that limit the ability for government to operate during an energy emergency?</li><li>• What priorities for COOP and COG would you need cooperation on if they are to be successful in a disaster scenario?</li><li>• How do people / organizations outside of government expect to interact with state government during an energy emergency?</li><li>• How do the priorities you have for ensuring the continuity of your services in an emergency overlap with efforts the state will take to ensure continuity? Or, how do they not?</li><li>• What actions can the state of Oregon pursue to ensure continuity of government and state operations during an energy emergency?</li></ul> <p><i>Facilitator: Reza Zomorrodian, NGA Center</i></p>
12:15 p.m. – 12:30 p.m.	<p><b>Next Steps and Meeting Adjourn</b></p> <p>Speakers:</p> <ul style="list-style-type: none"><li>• Mike Harryman, State Resilience Officer, Office of Governor Kate Brown</li><li>• Dan Lauf, Energy Program Director, NGA Center</li></ul>
12:30 p.m. – 1:30 p.m.	<p><b>Core Team Preview Meeting – Action Planning</b></p> <p><i>(Open to NGA staff and Oregon core planning team members; boxed lunches will be provided)</i></p>