

State Homeland Security Strategy (2011) Oregon

Status: Submitted to FEMA

Introduction

Purpose

This document will serve as the strategy for the State of Oregon. The purpose of this strategy is to provide a common and shared approach to evolving strategies that address terrorism and all hazards preparedness founded on capabilities based planning.

Oregon will apply the resources available from the Department of Homeland Security (DHS) through the Office of Domestic Preparedness to address unique planning, organization, equipment, training and exercise activities to assist in a regional approach to building capabilities to prevent, protect, respond to and recover from terrorist attacks, major disasters, and other emergencies and to support the national priorities outlined in the National Preparedness Goal.

Vision

To enhance collaboration among state, local, and tribal entities through communication and coordination with one another, and to include private sector, non-governmental entities, and the general public to effectively prevent, protect, respond to, and recover from terrorist attacks, major disasters, and other emergencies.

Focus

1. Capabilities based planning
2. Common shared approach to all-hazards preparedness
3. Address the four mission areas of prevention, protection, response, and recovery within the context of collaboration and the Seven National priorities as outlined in the National Preparedness Goal.
 - a. Implement NIMS/NRP
 - b. Expand Regional Collaboration
 - c. National Infrastructure Protection Plan
 - d. Strengthen Information Sharing and Collaboration
 - e. Strengthen Interoperable Communications
 - f. Strengthen CBRNE Detection, Response, and Decontamination
 - g. Strengthen Medical Surge and Mass Prophylaxis

Coordination

To facilitate the coordination efforts the State of Oregon has created the following groups: Oregon Homeland Security Council (OHSC): The Oregon HSC was created by House Bill 2101 in 2005 and placed with in Oregon Emergency Management. This council meets annually for briefings on security matters and advises state agencies and organizations with responsibility for such matters on the future direction of planning, preparedness, response, and recovery activities. The membership of the council

consists of legislature, senate and house representatives, the Governor, Adjutant General, Superintendent of State Police, and the Director of Oregon Emergency Management.

Oregon Homeland Security Senior Advisory Committee (OHSSAC): The Oregon HSSAC meets quarterly and is a committee of senior officials overseeing assistance programs from ODP, CDC, HRSA, and other federal agencies providing homeland security assistance. The purpose of this senior advisory committee is to enhance the integration of disciplines involved in homeland security, including public health and medical initiatives.

Homeland Security Steering Committee (HSSC): The Oregon HSSC meets weekly and is an executive multidiscipline committee developed to guide and enterprise homeland security development and coordination throughout Oregon.

Domestic Preparedness Working Group (DPWG): The Oregon DPWG meets monthly and is a multidiscipline group formed to guide the strategy development process for domestic resource allocation and distribution among emergency responders in the state. When the workgroup was established it was clear each discipline represented would have to focus on state needs in order to strengthen current capabilities. This group includes individuals from associations that represent law enforcement, emergency medical services, emergency management agencies, fire service, HazMat, public works, government agencies, public safety communications, and public health. Each representative serves as a subject matter expert in their area and provides ideas on what goals, objectives, and implementation needs and direction exist based on Oregon's needs assessment.

Oregon Emergency Response System Council (OERS): The Oregon Emergency Response System (OERS) was established in 1972 by the Governor of Oregon to improve communications and coordination between government agencies responding to emergencies and disasters across the state. OERS has become an "all-hazards" system, responding to all types of emergencies (natural hazards such as floods, wildfire, earthquakes, search and rescue missions, and terrorism/WMD events). OERS meets quarterly and operates under Oregon Revised Statute (ORS) 401, Executive Order of the Governor, and Oregon Administrative Rules Chapter 104, Division 40.

The purpose of OERS is to function on a 24-hour basis to access and coordinate the use of all state agency resources necessary to assess, respond to, mitigate, and recover from emergencies or disasters for which resources from one or more state agencies are required.

Members of OERS

- Aeronautics
- Attorney General
- Dept. of Administrative Services
- Dept. of Agriculture
- Dept. of Consumer & Business Services
- Office of Energy
- Oregon - OSHA
- Dept. of Corrections
- Dept. of Education
- Dept. of Environmental Quality
- Dept. of Fish and Wildlife
- Dept. of Forestry
- Dept. of Geology & Mineral Industries
- Dept. of Human Services
- Oregon Health Division
- Dept. of Justice
- Dept. of Land Conservation & Development
- Dept. of Parks & Recreation
- Dept. of State Lands
- Dept. of State Police
- Law Enforcement Data Systems
- Office of State Fire Marshal- Oregon Emergency Management
- Dept. of Transportation
- Military Department
- Water Resources Department

State Interoperable Executive Council (SIEC): The Oregon State Interoperability Executive Council (SIEC), created by House Bill 2101 in 2005, meets on a quarterly basis and is charged with improving and developing interoperable public safety communication systems in Oregon. The Governor's advisory recommendations form public safety communication policies in Oregon.

Effort

This strategy was developed based upon the results of the Oregon Needs Assessment completed by designated state jurisdictions in September 2003. During the summer of 2004, each jurisdiction in the State was required to revisit their Needs Assessment input. The result provided insight of the risks and vulnerabilities facing Oregon jurisdictions, the current capabilities, and an accurate assessment of the needs and requirements of Oregon's first responders.

In July 2005 Oregon received Guidance from the US Department of Homeland Security on further aligning the State's strategies with the National Preparedness Goal.

Members of the OHSSAC, HSSC, DPWG, OERS, and SIEC as well as local emergency management agencies were contacted to collaborate on the strategy alignment.

Description of Jurisdictions

Oregon is comprised of 36 counties and 1 Urban Area. Many of the jurisdictions within Oregon are too small or do not have the resources necessary to respond to various emergencies, especially a WMD terrorism incident. They rely on larger jurisdictions to provide resources through mutual aid and inter-agency agreements. A key aspect of the Oregon strategy is assessing the current coverage of those agreements. This strategy will encourage municipalities that currently have capabilities or are developing those capabilities, to expand their current area of mutual-aid/interagency agreement coverage.

Jurisdictions are identified by county borders and the core urban area. Approving authority is maintained at the State Administrative Agency (SAA) level with coordination and program implementation facilitated by Oregon Emergency Management.

Oregon Jurisdictions:

1. Baker County
2. Benton County
3. Clackamas County
4. Clatsop County
5. Columbia County
6. Coos County
7. Crook County
8. Curry County
9. Deschutes County
10. Douglas County
11. Gilliam County
12. Grant County
13. Harney County
14. Hood River County
15. Jackson County
16. Jefferson County
17. Josephine County
18. Klamath County
19. Lake County
20. Lane County
21. Lincoln County
22. Linn County
23. Malheur County
24. Marion County
25. Morrow County
26. Multnomah County
27. Polk County
28. Sherman County
29. Tillamook County
30. Umatilla County
31. Union County
32. Wallowa County
33. Wasco County
34. Washington County
35. Wheeler County
36. Yamhill County
37. City of Portland

Description of Regions

Mutual aid is widely implemented throughout Oregon. For homeland security coordination, five regions have been established. This regional approach will build capabilities within the context of collaboration and reflect the seven national priorities as outlined in the National Preparedness Goal.

The five regions are as follows:

- REGION 1 - Central Willamette Valley Benton, Lincoln, Linn, Marion, Polk, and Yamhill
- REGION 2 - Northwestern Oregon and Urban Area Columbia, Clackamas, Clatsop, Multnomah, Tillamook, and Washington
- REGION 3 - Southwestern Oregon Douglas, Coos, Curry, Jackson, Josephine, and Lane
- REGION 4 - Central Oregon Lake, Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Sherman, Wasco, and Wheeler
- REGION 5 - Eastern Oregon Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa

Goals, Objectives, and Implementation Steps

➤ **Goal 1: Enhance communications interoperability among public safety agencies.**

- **Objective 1:** Initiate and maintain interoperable strategic and tactical communication plans.

National Priority: Strengthen Communications Capabilities

- Step: Develop and sustain local, state, and regional communications organizations.
 - Step: Conduct communications assessments to identify the communications capabilities and identify service and system failures.
 - Step: Create plans that identify a phased approach to enhancing and repairing communications systems.
 - Step: Identify surrounding jurisdiction's State and Federal communications capabilities to ensure interoperability is considered.
- **Objective 2:** Develop and upgrade the interoperable communications infrastructure to meet national and statewide standards.

National Priority: Strengthen Communications Capabilities

- Step: Identify appropriate state, local, and regional communications equipment needs.
 - Step: Prioritize interoperable communications needs.
 - Step: Purchase, install, test, and implement interoperable communications equipment.
 - Step: Conduct regional training/workshops on interoperable communications issues.
- **Objective 3:** Ensure interoperable communications capabilities are exercised and evaluated in state, local, and regional CBRNE/WMD exercises.

National Priority: Strengthen Communications Capabilities

- Step: Coordinate with state, local and regional exercise teams to ensure interoperable communications is exercised and evaluated.
 - Step: Ensure creation of after action reports and disseminate lessons learned.
- **Objective 4:** Initiate coordination with contiguous states to address interoperability.

National Priority: Strengthen Communications Capabilities

- Step: Identify contiguous state stakeholders.
 - Step: Work with stakeholders to identify interstate interoperable communications issues.
 - Step: Conduct an inventory of contiguous state communications equipment and capabilities.
- **Objective 5:** Implement communications strategy to support interoperability and spectrum planning issues by the end of the Federal Fiscal Year.

National Priority: Strengthen Communications Capabilities

- Step: Collaborate with the Region 35 Planning Committee regarding planning for the 700 MHz and 800 MHz bands.
- Step: Conduct a complete inventory of Oregon public safety communications systems.

➤ **Goal 2: Increase the ability to investigate, disrupt, deter, and dismantle international and domestic terrorist efforts in Oregon.**

- **Objective 1:** Coordinate, fund, and encourage the acquisition of law enforcement investigative tools, equipment, and resources.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Step: Ensure plans and strategies are in place and coordinated with State and local surrounding jurisdictions to justify local requests for service and capability enhancements.
 - Step: Provide and fund technology in order to enable first line field law enforcement officers with the ability to conduct wireless data mining from the field.
 - Step: Identify and fund equipment, vehicles, vessels, and air-support as needed in covert surveillance operations in Oregon criminal terrorism investigations.
 - Step: Provide training funds for law enforcement specialized tactical teams within the State of Oregon relative to anti-terrorism issues.
 - Step: Foster, encourage, support and fund multi-law enforcement agency efforts in joint domestic and international anti-terrorism task force operations.
 - Step: Provide funding for Oregon law enforcement agencies to determine, develop, and write strategic plans toward responsible acquisition of equipment, services, and resources to be obtained on available grant funding.
- **Objective 2:** Support the development of a unified information sharing system/fusion center.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Step: Provide and fund technology to enable data mining to/from various Oregon law enforcement databases that considers state and surrounding jurisdictions capabilities.
 - Step: Fund development, acquisition, or reconfiguration of law enforcement agency databases to be compatible with law enforcement data mining connectivity.
 - Step: Foster, encourage, support and fund multi-law enforcement intelligence sharing operations and criminal intelligence gathering related equipment.
 - Step: Coordinate, fund, encourage, and facilitate inter-program information exchange of Critical Infrastructure/Key Resource assessment programs.
 - Step: Provide funds for training and staffing analysts at local, ASI/regional, or state level.
- **Objective 3:** Coordinate training and exercise needs of law enforcement organizations to use investigation tools, equipment, and resources.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Step: Provide training funds for multi-law enforcement intelligence teams.
 - Step: Provide training funds for multi-agency covert surveillance operations in Oregon criminal terrorism investigations.
- **Objective 4:** Include preventative measure components in all state, local, and regional CBRNE/WMD exercises.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Step: Coordinate with state, local, and regional exercise teams to incorporate Citizen Corps Council components into CBRNE/WMD and all hazards exercises.
 - Step: Coordinate with state, local, and regional exercise teams to incorporate lab protocols and information sharing components into CBRNE/WMD and all hazards exercises.
- **Objective 5:** Expand existing technology to alert, warn, and facilitate information sharing to the local jurisdictions.

National Priority: Strengthen Information Sharing and Collaboration Capabilities.

- Step: Coordinate the development of state and local agency and jurisdiction specific action plans for each level of the Homeland Security Advisory System.
 - Step: Research best practices and already developed action plans for response to elevations/de-escalation of homeland security threat levels.
- **Objective 6:** Achieve the implementation of the Interim National Infrastructure Protection Plan in order to enhance coordinated development of critical infrastructure protection capabilities.

National Priority: Implement the NIPP

- Step: Update the State of Oregon's critical infrastructure and key assets data using OCATS (Oregon Critical Asset Team Survey):
 - Using accepted methodology in coordination with the OSP identify threat elements to recognized infrastructure and assets.
 - Map identified infrastructure and assets using Geographic Information Systems (GIS) technology.
 - Step: Using OCATS, conduct site assessments and develop plans pertaining to the US Department of Homeland Security Buffer Zone Protection Program (BZPP).
 - Step: Using OCATS, provide support to the US Department of Homeland Security National Asset Database.
- **Objective 7:** Increase Port of Entry/Border capabilities to detect CBRNE/WMD agents as supported by funding resources and performance periods.

National Priority: Implement the NIPP

- Step: Conduct vulnerability assessments in coordination with OSP on identified ports and border entry points.
 - Step: Identify and prioritize equipment needs.
 - Step: Purchase and implement identified equipment.
- **Goal 3: Enhance Oregon's capability to recover from CBRNE/WMD and all hazards events.**
- **Objective 1:** Achieve regional collaboration through mutual aid agreements and assistance compacts in order to meet the target levels of capability in the most effective and expedient manner.

National Priority: Expand Regional Collaboration

- Step: Create a regional planning system.
- Step: Establish staff and administrative resources at the state and regional level.
- Step: Create a priority work plan for all regions.
- Step: Create a regional planning system.
- Step: Coordinate inventory of current plans and direction for new planning projects.
- Step: Identify specialty resources located in each region.
- Step: Create regional mutual aid agreements for special teams and capabilities.

- **Objective 2:** Support regional resource management.

National Priority: Expand Regional Collaboration

- Step: Develop an inventory of federal, state, and local recovery resources.
- Step: Identify processes to mobilize/acquire recovery resources in the event of a CBRNE/WMD or all hazards event.
- Step: Ensure written agreements are in place to enable mobilization of recovery resources.

- **Objective 3:** Strengthen medical surge and mass prophylaxis capabilities regionally.

National Priority: Expand Regional Collaboration

- Step: Coordinate with Oregon Health Services on current funding opportunities.
- Step: Develop standards for emergency-ready public health and healthcare entities.

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

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

- Step: Purchase and implement crisis management software.
- Step: Conduct regional training workshops on use of crisis management software.

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

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

- Step: Identify equipment currently on hand in each region.
 - Step: Create equipment needs base and distribution policy.
 - Step: Focus equipment purchases to special teams and mutual aid organizations.
 - Step: Identify and fund specialized vehicles, vessels, and air-support as needed for delivery of Oregon law enforcement specialized tactical teams within the State of Oregon.
 - Step: Identify gaps and provide funding for established teams to acquire explosive disposal tools, vehicles, and protective equipment.
- **Objective 6:** Include response components in all CBRNE/WMD exercises.

National Priority: Expand Regional Collaboration

- Step: Coordinate with state, local, and regional exercise teams to ensure response and applicable recovery plans are exercised and evaluated in all state, local, and regional CBRNE/WMD and all hazards exercises.
 - Step: Coordinate with exercise teams to ensure COOP/COG plans for critical infrastructure are exercised and evaluated in all state, local, and regional CBRNE/WMD and all hazards exercises.
- **Objective 7:** Maintain updated comprehensive state, regional, and local plans to support CBRNE/WMD recovery

National Priority: Expand Regional Collaboration

- Step: Establish a planning team consisting of multidiscipline/multi-jurisdictional responders to review existing recovery plans and develop additional plans as necessary.
- Step: Identify and inventory state, local, and regional support agency recovery plans.
- Step: Conduct regional planning workshops.
- Step: Provide a template for local primary and support agencies to utilize in the development of emergency and recovery plans.
- Step: Incorporate lessons learned from drills and exercises into CBRNE/WMD planning.
- Step: Distribute updated plans.

- **Objective 8:** Implement strategy for critical infrastructure recovery from CBRNE/WMD and all hazards events.

National Priority: Implement the NIPP

- Step: Identify, inventory, and prioritize Oregon critical infrastructure.
- Step: Coordinate the development of Continuity of Operations Plans (COOP)/Continuity of Government (COG) plans for critical infrastructure entities.

- **Objective 9:** Enhance critical facilities to ensure security and continuity concerns are addressed.

National Priority: Implement the NIPP

- Step: Create a standard identification process for state, county, tribal, and local critical infrastructure.
- Step: Enhance critical infrastructure with resources to secure facilities to create or expand their ingress and egress, buffer zone, and real time visual assessment capabilities.
- Step: Based on state, county, tribal, and local assessments ensure identified critical infrastructure has the ability to maintain continuity following natural, manmade, or technological incidents.

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

- **Objective 1:** Create a standardized approach to equipping state regional response teams to insure interoperability of equipment across regions.

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

- Step: Develop equipment allocation working groups consisting of multidiscipline/multi-jurisdictional stakeholders.
- Step: Develop regional mutual aid agreements based on equipment resource planning.
- Step: Using NIMS/NRP standards develop CBRNE/WMD equipment/resource lists for distribution to all response agencies.
- Step: Identify compatible and interoperable equipment on state, local, and regional levels.

- **Objective 2:** Increase amount of first responder equipment.

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

- Step: Identify equipment resources necessary to respond to a CBRNE/WMD event.
 - Step: Prioritize response equipment in concert with federal guidelines and state goals for each discipline.
 - Step: Facilitate the purchase of equipment for response teams identified in the completed needs assessment,
 - Step: Support equipment upgrades to satisfy changing requirements.
- **Objective 3:** Procure command and control equipment for CBRNE/WMD response.

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

- Step: Procure command and control systems and devices suitable for field operations on a regional level.
 - Step: Emphasize the purchase of equipment that supports interoperability on a regional level.
 - Step: Procure information technology hardware to support command and control communications.
 - Step: Develop a field operations guide to specifically detail the appropriate Oregon procedures for command and control at incidents.
 - Step: Establish and provide unique uniform clothing and identification credentials for representatives of the consequence management group.
- **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.
- National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities
- Step: Per Homeland Security Exercise and Evaluation Program (HSEEP), identify state resources to be available regionally for exercise needs.
 - Step: Determine exercises required to properly utilize new equipment resources and test new capabilities.
 - Step: Increase collaborative partnerships through regional and state exercises to maximize response relationships and resource sharing.
 - Step: Develop and implement a comprehensive exercise program that encompasses all levels of response to a CBRNE/WMD incident.
 - Step: Recruit outside exercise coordinators.

- Step: Create a multidiscipline exercise planning committee.
- Step: Facilitate the needed exercises.
- **Objective 5:** Continue the effort to identify and build on the informal relationships that exists among public safety entities to promote an effective multidisciplinary response.

National Priority: Expand Regional Collaboration

- Step: Conduct workshops and seminars to clarify the roles, functions, and expectations of public safety entities during CBRNE/WMD terrorist events.
- Step: Establish an interoperability gap analysis between agencies for the basis of consensus building.
- Step: Identify and communicate the beneficial results of interoperability to stakeholder agencies.
- **Objective 6:** Support development/enhancement of regional response teams.

○ National Priority: Expand Regional Collaboration

- Step: Identify and inventory state, local, and regional response assets and capabilities.
- Step: Identify special needs to enhance regional response teams.
- Step: Identify the current level of statewide/regional coverage provided by regional response teams.
- **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.

National Priority: Expand Regional Collaboration

- Step: Review any existing written agreements between state agencies, local agencies, and regional special response teams.
- Step: Perform gap analysis of agreement coverage.
- Step: Initiate effort that encourages all public works agencies to become parties to the Oregon Public Works Cooperative Assistance Agreement.
- Step: Develop a model agreement template and disseminate among state, local, and regional entities.
- **Objective 8:** Establish statewide multidisciplinary, multi-jurisdictional, regional preparedness groups to focus on interoperable, coordinated

planning, preparedness, and response efforts, resource interoperability standards, and spectrum planning and technology usage.

National Priority: Expand Regional Collaboration

- Step: Identify key players/stakeholders from state and local agencies within designated regions.
 - Step: Identify compatible and interoperable equipment and resources on state, local, and regional levels.
 - Step: Conduct regional workshops that focus on collaborative partnerships that maximize response relationships and resource sharing.
 - Step: Determine/identify roles and responsibilities of key businesses and nongovernmental agency roles in designated regions.
 - Step: Ensure effective disaster management systems that facilitate information coordination regionally, statewide, and locally.
 - Step: Encourage all public works agencies to become parties to the Oregon Public Works Cooperative Assistance Agreement.
 - Step: Ensure involvement of the Oregon Food Task Force into comprehensive planning efforts.
 - Step: Work with state and local agencies as appropriate to maintain the Emergency Highway Traffic Regulation (EHTR) Plan required by the Federal Highway Administration to support military deployments.
- **Objective 9:** Develop or update comprehensive state and local emergency operations plans to address CBRNE/WMD vulnerabilities and response capabilities.

National Priority: Implement the NIMS and NRP

- Step: Identify and inventory state, local, and regional plans that address response to CBRNE/WMD events.
- Step: Establish a multidiscipline, multi-jurisdictional planning team to review existing plans and develop a model guideline for use by state and local agencies.
- Step: Conduct regional planning workshops.
- Step: Develop a directory of agencies capable of responding statewide to a CBRNE/WMD incident.
- Step: Incorporate lessons learned from drills and exercises into CBRNE/WMD planning.
- Step: Review and update the Terrorism Incident Annex to the Oregon State Emergency Management Plan (EMP).
- Step: Require all jurisdictions to have a CBRNE/WMD annex to their EOP that identifies resources, capabilities, and mutual aid agreements.

- Step: Review and update the Chemical Terrorism Appendix to the State EMP, Terrorism Incident Annex.
 - Step: Ensure consistency and linkage between national (NRP), regional (NWACP), State (EMP), and local recovery plans.
 - Step: Distribute updated state plans.
- **Objective 10:** Ensure planning that allows for coordinated multidisciplinary, multi-jurisdictional response that is consistent with the National Response Plan (NRP) and National Incident Management System (NIMS).

National Priority: Implement the NIMS and NRP

- Step: Update the State EOP to include new NIMS and NRP requirements.
- Step: Coordinate regional planning efforts that identify roles and responsibilities for all disciplines (including key business and nongovernmental agencies), executives, management, and elected officials during CBRNE/WMD events.
- Step: Sponsor regional ICS training to provide knowledge base for all disciplines (including key business and non-governmental agencies) executives, management, and elected officials.
- Step: Focus tabletop exercises that emphasize the use of Incident Command and Unified Command for all disciplines (including key business and nongovernmental agencies), executives, management, and elected officials.

➤ **Goal 5: Ensure Emergency Management all hazard planning and program infrastructure is maintained and enhanced statewide.**

- **Objective 1:** Provide EMPG participating jurisdictions resources to facilitate staff, planning, training, exercises, and other needed emergency management resources.

National Priority: Not Applicable

- Step: Establish an annual work plan for all participating jurisdictions with quarterly milestones.
 - Step: Hold annual EMPG workshop to provide jurisdictions guidance on program goals and direction.
 - Step: Establish quarterly reporting requirements.
- **Objective 2:** Maintain an Emergency Operations Plan current within 5 years for all participating jurisdictions.

National Priority: Not Applicable

- Step: Conduct plan reviews as required by new programs and program updates.
 - Step: Update plans and procedures required by new technology and as the result of exercise and real event after action reviews.
- **Objective 3:** Develop and execute an annual training program

National Priority: Not Applicable

- Step: Develop a four-year training plan.
 - Step: Conduct training locally and include state sponsored mandatory training.
- **Objective 4:** Develop and execute an annual exercise program.

National Priority: Not Applicable

- Step: Develop a four-year exercise plan.
 - Step: Conduct a functional or full-scale exercise annually
- **Objective 5:** Develop and promulgate an Enhanced Natural Hazard Mitigation Plan.

National Priority: Not Applicable

- Step: Complete revisions necessary to meet FEMA Criteria.
 - Develop and implement the Threat Hazard Identification and Risk Analysis (THIRA) planning throughout the State.
 - Step: Governor promulgates and FEMA approves plan.
- **Objective 6:** Enhance recovery training and planning at the state and local level.

National Priority: Not Applicable

- Step: Provide training on Public Assistance, Hazard Mitigation Grant Program, and Individual Assistance Programs to state and local agencies.
 - Step: Work on long-term recovery planning at the state level, concentrating on temporary housing.
- **Objective 7:** Provide Oregon jurisdictions resources to enhance EOC capabilities

National Priority: Not Applicable

- Step: Develop an assessment process to evaluate EOC capabilities and gaps.
- Create plans and procedures that enhance EOC capabilities and system needs.
- Step: Purchase equipment to address gaps and enhance EOC capabilities to facilitate all hazard disaster response and recovery.
- Step: Develop and implement a training and exercises program to enhance EOC capabilities and implementation of ICS.

➤ **Goal 6: Enhance Oregon's Citizen Corps (CC) and Voluntary Organization based programs statewide.**

- **Objective 1:** Expand equipment to Citizen Corps programs that is consistent with their mission.
- National Priority: Not Applicable
 - Step: Create a workgroup to discuss equipment standards.
 - Step: Establish equipment lists eligible for purchase with grant funding.
 - Step: Create a list of vendors that provide CCP/CERT related services.
- **Objective 2:** Develop a public awareness campaign to increase citizen interest statewide in Citizen Corps Programs and foster citizen participation.

National Priority: Not Applicable

- Step: Coordinate with Citizen Corps Councils to identify and provide necessary public awareness training.
- Step: Coordinate the development of a State Citizen Corps Council website.
- Step: Coordinate the creation of individual programs within Citizen Corps Councils.
- Step: Create a public awareness brochure and advertisement materials for CCP and WMD awareness.
- Step: Coordinate an annual statewide Citizen Corp workshop to increase networking between volunteers, state, and federal participants.
- **Objective 3:** Increase the number of trained organized citizen volunteers.

National Priority: Not Applicable

- Step: Establish lists of training available in the State.

- Step: Provide volunteer train-the-trainer courses regionally.
- **Objective 4:** Incorporate citizen participation into local training and exercises.

National Priority: Not Applicable

- Step: Establish lists of available training and exercise events.
- Step: Recruit volunteers to assist in the development, conduct, and evaluation of exercises.
- **Objective 5:** Develop and implement guidelines for credentialing volunteers.

National Priority: Not Applicable

- Step: Develop working groups to establish criteria and standards for each of the Citizen Corp Programs.
- Step: Draft policy to incorporate citizens in credentialing program.
- Step: Ensure that credentialing is in line with HSPD-12 and established Federal standards.

➤ **Goal 7: Enhance cyber security capabilities.**

- **Objective 1:** Enhance protection of information assets through implementation of information security policies, processes, and systems.

National Priority: Not Applicable

- Step: Identify critical information assets.
- Step: Conduct comprehensive risk and vulnerability assessments on a semi-annual basis.
- Develop strategic and tactical security plans based on National Standards such as the National Institute of Standards and Technology (NIST), United States Computer Emergency Preparedness Team (US-CERT), and International Standard Organization 17799.
- Step: Establish plans to address cyber vulnerabilities on an enterprise and agency level.
- Step: Purchase, install, test, and implement information security systems to mitigate vulnerabilities.
- Step: Develop enterprise information security policies, standards, and processes.
- Step: Monitor compliance and validate that vulnerabilities are remedied.
- Step: Plan and exercise information protection security scenarios.

- Step: Establish metrics and reporting systems to measure improvements in security posture.
- **Objective 2:** Develop, implement, and exercise multi-jurisdictional incident response systems for information assets.

National Priority: Not Applicable

- Step: Identify critical information assets and/or infrastructure shared by multiple jurisdictions.
- Step: Establish a planning team consisting of multi-jurisdictional stakeholders.
- Step: Design incident response models to provide alerts, track, monitor and respond to incidents affecting the identified information assets and systems.
- Step: Create and implement intergovernmental agreements and memorandums of understanding that govern cyber incident response capabilities, roles, and responsibilities.
- Step: Implement and exercise information security and cyber incident response teams.

➤ **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 1:** Train and educate healthcare professionals from all sectors to respond as part of the statewide medical response capability.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

- Step: Implement the public health Learning Management System.
- Step: Continue and improve coordination of public health and healthcare training with the State Office of Homeland Security and Oregon Emergency Management.
- Step: Partner with the Northwest Center for Public Health Practice for identification of emergency preparedness standards and competencies for public health and healthcare.
- Step: Continue to refine and implement activities described in the U.S. Centers for Disease Control and Health Resources and Services Administration cooperative agreements.
- Step: Develop a strategic plan and communication plan for education, training, and emergency exercises based on CDC Performance Indicators.
- Step: Develop an education, training, and exercise assessment process.

- Step: Identify ongoing costs for emergency preparedness education, training, and exercise programs.
 - Step: Based on cooperative agreement changes, reassess, and revise implementation steps as required.
- **Objective 2:** Optimize medical surge and mass prophylaxis distribution capacity for victims of terrorism, major disasters or other emergencies.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

- Step: Develop a statewide public health emergency mutual aid system, including county-to-county mutual aid agreements and state-level procedures to coordinate, track and support local emergency response.
 - Step: Continue improvement of state capacity to receive, stage, store, and distribute Strategic National Stockpile pharmaceuticals and other emergency healthcare assets and local agency capacity to treat the state's population affected by a bioterrorism attack.
 - Step: Develop the online volunteer healthcare provider registry.
 - Step: Obtain emergency preparedness equipment, services, and supplies by hospitals and other healthcare facilities to implement HRSA-identified critical benchmarks, including capacity to isolate patients with highly infectious respiratory symptoms from the general hospital population.
 - Step: Support personnel and obtain services, equipment, and supplies to meet or exceed CDC-identified performance measures.
 - Step: Develop plans and procedures to improve capacity to deliver public health emergency services to special populations, including agencies serving American Indian tribes, the mentally ill, disabled persons, and the elderly in assisted living facilities.
 - Step: Continue purchase of training and equipment to meet identified hospital surge requirements.
 - Step: Begin work with local public health agencies to incorporate regional hospital plans into public health emergency plans.
 - Step: Incorporate DOD/ONG assets into planning, training, and exercise events.
- **Objective 3:** Enhance statewide health and medical laboratory capacity for early detection of a terrorism attack or other public health emergency by building a statewide laboratory response network.
- National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Step: Improve the state Laboratory Response Network to ensure integrated emergency response procedures among local health

- departments, local health department laboratories, clinical labs, out-of-state laboratories, and public safety agencies, as appropriate.
 - Step: To decrease the time for the Oregon State Public Health Laboratory to safely identify the cause of an infectious disease, establish full bio-safety laboratory three capacities in a new Oregon Public Health Laboratory building.
 - Step: Support training to improve statewide first responder procedures to acquire and deliver appropriate sample material for testing.
- **Objective 4:** Develop statewide containment and isolation capacities to respond to chemical and bioterrorism attacks and other public health emergencies.
- National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
 - Step: Develop the Isolation and Quarantine appendix of the Public Health and Medical Services Annex to the State of Oregon Emergency Operations Plan.
 - Step: Define local and state roles related to quarantine and isolation actions.
 - Step: Complete an assessment of local, regional, and state capacity to activate and operate isolation or quarantine facilities.
- **Objective 5:** Build statewide hospital chemical/bioterrorism decontamination capabilities and capacity.
- National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
 - Step: Oregon acute care hospitals will obtain decontamination capacity, as appropriate, and hospital staff protection equipment in order to handle contaminated patients.
 - Step: Train hospital staff on use of decontamination equipment.
 - Step: Exercise and maintain the decontamination equipment and procedures.
- **Objective 6:** Fully integrate public health and emergency medical services into the statewide emergency management system through development of plans and procedures that are part of comprehensive local and state emergency management plans, regularly tested through an emergency exercise program.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

- Step: Complete revision of the Public Health and Medical Services Annex to the State of Oregon Emergency Operations Plan.
- Step: Local health departments complete revisions of local public health and medical services annexes to county emergency management plans.
- Step: State and local public health agencies participate in state and community emergency exercises.

Evaluation Plan

The Oregon SAA Oregon Homeland Security Senior Advisory Committee will conduct biannual meetings in order to review the strategic goals, objectives, and implementation steps of the Oregon State Strategy. This committee will evaluate achievements and identify pending objectives that remain incomplete.

The group will identify those revised goals and objectives through the standardized reporting format designated by the Office for Domestic Preparedness. The report will ear mark those goals and objectives which have been revised and provide supporting information regarding their measurements and assigned deadlines for completion.

Overall program success will be evaluated through training and exercising. Adjustments will be made based on recommendations from the after action reviews and subsequent reviews and recommendations by the Domestic Preparedness Working Group.