

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

## **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 collaborate among state, local, and tribal entities to communicate and coordinate with one another to include private sector, non-governmental entities, and 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 STATE STRATEGY October 27, 2005**

**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 will meet at the lease annually and receive briefings on security matters for which the office is responsible. Advise state agencies and organizations with responsibility for security matters on the future direction of planning, preparedness, response, and recovery activities. The membership of the council will consist 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 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. This committee meets quarterly.

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

**Domestic Preparedness Working Group (DPWG):** The Oregon DPWG is a multidiscipline group developed 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 included representatives from associations that represented LE, EMS, EMA, FS, HM, PW, GA, PSC, HC, and PH. Each representative served as a subject matter expert in their area of expertise and provided ideas on what goals, objectives and implementation step needs and direction would exist based on Oregon's needs assessment. This group meets monthly.

**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 hazardous materials incidents across the state. This was the first state plan of its type in the country. Since that time OERS has become an "all-hazards" system, responding to other types of emergencies (Natural Hazards such as floods, wildfire, earthquakes, Search and Rescue missions, and terrorism/WMD events). OERS operates under Oregon Revised Statute

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

(ORS) 401, Executive Order of the Governor and Oregon Administrative Rules Chapter 104, Division 40. This committee meets on a quarterly basis.

The purpose of OERS is to coordinate on a 24-hour basis access to, and the use of personnel and equipment of all state agencies necessary to assess, alleviate, respond to, mitigate, or recover from conditions caused by an emergency or disaster 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 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, is charged with improving and developing interoperable public safety communication systems in Oregon. Through the Governor, its advisory recommendations will form public safety communication policy in Oregon. This group meets on a quarterly basis.

## **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 of the revisit project provided insight of the risks and vulnerabilities

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

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 US Department of Homeland Security on further aligning the state's strategies with the National Preparedness Goal.

Members of the OHSSAC, HSSC, DPWG, OERS, 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 Core Area. Many of the jurisdictions within Oregon are too small to have resources necessary to respond to many 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 capable 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 SAA level with coordination and program implementation facilitate by Oregon Emergency Management.

### Oregon Jurisdictions:

Baker County	Lane County
Benton County	Lincoln County
Clackamas County	Linn County
Clatsop County	Malheur County
Columbia County	Marion County
Coos County	Morrow County
Crook County	Multnomah County
Curry County	Polk County
Deschutes County	Portland, City of
Douglas County	Sherman County
Gilliam County	Tillamook County
Grant County	Umatilla County
Harney County	Union County
Hood River County	Wallowa County
Jackson County	Wasco County
Jefferson County	Washington County
Josephine County	Wheeler County
Klamath County	Yamhill County
Lake County	

**OREGON HOMELAND SECURITY  
STATE STRATEGY  
October 27, 2005**

**Regionalization and Mutual Aid:**

Oregon is establishing five regions within the state for homeland security coordination. This is a regional approach to building capabilities within the context of collaboration and reflecting the seven national priorities outlined in the National Preparedness Goal. Mutual aid is highly encouraged within Oregon.

**REGION 1 – Central Willamette Valley**

Benton, Lincoln, Linn, Marion, Polk, and Yamhill

**REGION 2 – Northwestern Oregon – 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

In the near future regional coordinators will be assigned to each region to assist local emergency managers and first responders with regional planning, organization, training, exercising, and equipping to respond to all hazard and terrorism/WMD events.

This regional system would address the issues identified in the national priority.

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

## Goal 1: Enhance communications interoperability among public safety agencies.

**National Priority:** *Strengthen Interoperable Communications Capabilities.*

**Objective:** *Strengthen interoperable communications to enable personnel from different disciplines and jurisdictions to communicate effectively during emergencies.*

**Steps:**

1. Conduct communications assessments to identify the communications capabilities and identify service and system failures.
2. Create plans that identify a phased approach to enhancing and repairing communications systems.
3. Identify surrounding jurisdictions, State, and Federal communications capabilities to ensure interoperability is considered.

**National Priority:** *Strengthen Interoperable Communications Capabilities.*

**Objective:** *Purchase and deploy appropriate interoperable communications technologies and equipment as supported by funding resources and performance periods.*

**Steps:**

1. Identify appropriate State, local, and regional communications equipment needs.
2. Prioritize interoperable communications needs.
3. Purchase, install, test, and implement interoperable communications equipment.
4. Conduct regional training / workshops on interoperable communications issues.

**National Priority:** *Strengthen Interoperable Communications Capabilities.*

**Objective:** *Ensure interoperable communications capabilities are exercised and evaluated in all state, local, and regional CBRNE / WMD exercises.*

**Steps:**

1. Coordinate with state, local, and regional exercise teams to ensure interoperable communications is exercised and evaluated.
2. Ensure creation of after action reports and disseminate lessons learned.

**National Priority:** *Strengthen Interoperable Communications Capabilities.*

**Objective:** *Initiate coordination with contiguous states to address interoperability by 12/31/2006.*

**Steps:**

1. Identify contiguous state stakeholders.
2. Work with stakeholders to identify interstate interoperable communications issues.
3. Conduct inventory of contiguous state communications equipment and capabilities.

**National Priority:** *Strengthen Interoperable Communications Capabilities.*

**Objective:** *Implement communications strategy to support interoperability and spectrum planning issues by 02/01/2006.*

**OREGON HOMELAND SECURITY  
STATE STRATEGY  
October 27, 2005**

**Steps:**

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

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

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

**National Priority:** *Strengthen Information Sharing and Collaboration Capabilities.*

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

**Steps:**

1. Ensure plans and strategies are in place and coordinated with State and local surrounding jurisdictions to justify local requests for service and capability enhancements.
2. Provide and fund technology to enable data mining to/from various Oregon law enforcement databases that considers state and surrounding jurisdictions capabilities.
  - a. Fund development, acquisition or reconfiguration of law enforcement agency databases to be compatible with law enforcement data mining connectivity.
3. 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.
4. Identify and fund equipment, vehicles, vessels, and air-support as needed in covert surveillance operations in Oregon criminal terrorism investigations.
5. Provide training funds for law enforcement specialized tactical teams within the State of Oregon relative to anti-terrorism issues.
6. Coordinate, fund, encourage and facilitate inter-program information exchange of Critical Infrastructure / Key Asset assessment programs within the State of Oregon.
7. Foster, encourage, support and fund multi-law enforcement agency efforts in joint domestic and international anti-terrorism task force operations.
8. Foster, encourage, support and fund multi-law enforcement intelligence sharing operations and criminal intelligence gathering related equipment.
9. 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.

**National Priority:** *Strengthen Information Sharing and Collaboration Capabilities.*

**Objective:** Coordinate training and exercise needs of law enforcement organizations to use investigation tools, equipment and resources.

**Steps:**

1. Provide training funds for multi-law enforcement intelligence teams.
2. Provide training funds for multi-agency covert surveillance operations in Oregon criminal terrorism investigations.

**National Priority:** *Implement the Interim National Infrastructure Protection Plan.*

**Objective:** *Achieve the implementation of the Interim National Infrastructure Protection Plan in order to enhance coordinated development of critical infrastructure protection capabilities.*

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

## **Steps:**

1. Update the State of Oregon's critical infrastructure and key assets using OCATS (Oregon Critical Asset Team Survey):
  - a. Using accepted methodology in coordination with OSP, identify threat elements to identified infrastructure and assets.
  - b. Map identified infrastructure and assets using Graphical Interface System (GIS) technology.
2. Using OCATS, conduct site assessments and develop plans pertaining to the US Department of Homeland Security Buffer Zone Protection Program (BZPP).
3. Using OCATS, provide support to the US Department of Homeland Security National Asset Database.

**National Priority:** *Implement the Interim National Infrastructure Protection Plan.*

**Objective:** *Increase Port of Entry / Border capabilities to detect CBRNE / WMD agents as supported by funding resources and performance periods.*

## **Steps:**

1. Identify ports and border entry points.
2. Conduct vulnerability assessments in coordination with OSP on identified ports and border entry points.
3. Identify and prioritize equipment needs.
4. Purchase and implement identified equipment.

**National Priority:** *Strengthen Information Sharing and Collaboration Capabilities.*

**Objective:** *Ensure preventative measure components are exercised and evaluated in all state, local, and regional CBRNE / WMD exercises.*

## **Steps:**

1. Coordinate with state, local, and regional exercise teams to incorporate Citizen Corps Council components into CBRNE / WMD and all hazards exercises.
2. Coordinate with state, local, and regional exercise teams to incorporate lab protocols and information sharing components into CBRNE / WMD and all hazards exercises.

**National Priority:** *Implement the Interim National Infrastructure Protection Plan.*

**Objective:** *Maintain the process for acquisition, analysis, and distribution of investigative and intelligence information pertaining to homeland security.*

## **Steps:**

1. Overlay updated OCATS assessment with GIS technology.

**National Priority:** *Strengthen Information Sharing and Collaboration Capabilities.*

**Objective:** *Expand existing technology to alert, warn, and facilitate information sharing to the local jurisdictions by 12/31/2006.*

## **Steps:**

1. Coordinate the development of state and local agency and jurisdiction specific action plans for each level of Homeland Security Advisory System.

**OREGON HOMELAND SECURITY  
STATE STRATEGY  
October 27, 2005**

2. Research best practices and already developed action plans for response to elevations/de-escalation of homeland security threat levels.

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

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

**National Priority:** *Expand Regional Collaboration.*

**Objective:** *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.*

**Steps:**

1. Create planning region system by 12/31/05.
2. Establish staff and administrative resources at state and regional level.
3. Create a priority work plan for all regions.
4. Establish regional working groups and meeting schedules.
5. Coordinate inventory of current plans and direction for new planning projects.
6. Identify list of specialty resources located in each region.
7. Create regional mutual aid agreements for special teams and capabilities.

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *Purchase and deploy appropriate incident management resources and equipment to assist in recovery efforts for CBRNE / WMD and all hazards events as supported by funding resources and performance period.*

**Steps:**

1. Purchase and implement crisis management software.
2. Conduct regional training workshops on use of crisis management software.

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *Purchase and deploy appropriate chemical, biological, radiological, nuclear, and explosive (CBRNE) detection, response, and decontamination capabilities as supported by funding resources and performance period.*

**Steps:**

1. Identify equipment currently on hand in each region.
2. Create methodologies for hazard assessments to identify appropriate protections for responders performing these duties
3. Create equipment needs base and distribution policy.
4. Focus equipment purchases to special teams and mutual aid organizations.
5. 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.
6. Identify gaps and provide funding for established teams to acquire explosive disposal tools, vehicles and protective equipment.

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *Include response components in all CBRNE / WMD exercises.*

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

## **Steps:**

1. 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 exercise.
2. 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.

**National Priority:** *Expand Regional Collaboration.*

**Objective:** *Support regional resource management by 12/31/2006.*

## **Steps:**

1. Develop an inventory of federal, state, and local recovery resources
2. Identify processes to mobilize / acquire recovery resources in the event of a CBRNE / WMD incident.
3. Ensure written agreements are in place to enable mobilization of recovery resources.

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *Develop or update comprehensive state, regional, and local plans to support CBRNE / WMD recovery by 12/31/2006.*

## **Steps:**

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

**National Priority:** *Implement the Interim National Infrastructure Protection Plan.*

**Objective:** *Implement strategy for critical infrastructure recovery from CBRNE / WMD and all hazards events by 12/31/2006.*

## **Steps:**

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

**National Priority:** *Expand Regional Collaboration.*

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

## **Steps:**

1. Coordinate with Oregon Health Services on current funding opportunities.

**OREGON HOMELAND SECURITY  
STATE STRATEGY  
October 27, 2005**

2. Develop standards for emergency-ready public health and healthcare entities.

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

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

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *Create standardized approach to equipping state regional response teams to insure interoperability of equipment across regions by 12/31/2006.*

**Steps:**

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

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *Increase amount of first responder equipment by 20 percent by 12/31/2006.*

**Steps:**

1. Identify equipment resources necessary to respond to a CBRNE / WMD event.
2. Prioritize response equipment in concert with federal guidelines and state goals for each discipline.
3. Facilitate the purchase of equipment, as funds are available for response teams as identified in the completed needs assessment, encouraging purchase of interoperable equipment.

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *Procure command and control equipment for CBRNE / WMD response as supported by funding resources and performance period.*

**Steps:**

1. Procure command and control systems and devices suitable for field operations on a regional level.
2. Emphasize the purchase of equipment that supports interoperability on a regional basis.
3. Procure information technology hardware to support command and control communications.
4. Develop a field operations guide to specifically detail the appropriate Oregon procedures for command and control at incidents.
5. Establish and provide unique uniform clothing and identification credentials for representatives of the consequence management group.

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

**National Priority:** *Strengthen CBRNE Detection, Response, and Decontamination Capabilities.*

**Objective:** *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 as supported by funding resources and performance periods.*

**Steps:**

1. Per Homeland Security Exercise and Evaluation Program (HSEEP), identify state resources to be available regionally for exercise needs.
2. Determine exercises required to properly utilize new equipment resources and test new capabilities.
3. Increase collaborative partnerships through regional and state exercises to maximize response relationships and resource sharing.
4. Develop and implement a comprehensive exercise program that encompasses all levels of response to a CBRNE / WMD incident.
5. Recruit outside exercise coordinators.
6. Create a multidiscipline exercise planning committee.
7. Facilitate the needed exercises.

**National Priority:** *Expand Regional Collaboration.*

**Objective:** *Initiate the effort to identify and understand the informal relationships that exist among public safety entities to promote an effective multidisciplinary response by 12/31/2006.*

**Steps:**

1. Conduct workshops and seminars to clarify the roles, functions, and expectations of public safety entities during CBRNE / WMD terrorist events.
2. Establish an interoperability gap analysis between agencies for the basis of consensus building.
3. Identify and communicate the beneficial results of interoperability to stakeholder agencies.

**National Priority:** *Expand Regional Collaboration.*

**Objective:** *Support development / enhancement of regional response teams as supported by funding resources and performance period.*

**Steps:**

1. Identify and inventory state, local, and regional response assets and capabilities.
2. Identify special needs to enhance regional response teams.
3. Identify the current level of statewide / regional coverage provided by regional response teams.

**National Priority:** *Implement the National Incident Management System and National Response Plan.*

**Objective:** *Develop or update comprehensive state and local emergency operations plans to address CBRNE/WMD vulnerabilities and response capabilities by 12/31/2006.*

**Steps:**

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

1. Identify and inventory state, local, and regional plans that address response to CBRNE/WMD events.
2. Establish a multidiscipline, multi-jurisdictional planning team to review existing plans and develop a model guideline for use by state and local agencies.
3. Conduct regional planning workshops.
4. Develop a directory of agencies capable of responding statewide to a CBRNE / WMD incident.
5. Incorporate lessons learned from drills and exercises into CBRNE / WMD planning.
6. Review and update the Terrorism Incident Annex to the Oregon State Emergency Management Plan (EMP).
7. Require all jurisdictions to have a CBRNE / WMD annex to their EOP that identifies resources, capabilities, and mutual aid agreements.
8. Review and update the Chemical Terrorism Appendix to the State EMP, Terrorism Incident Annex.
9. Ensure consistency and linkage between national (NRP), regional (NWACP), State (EMP), and local recovery plans.
10. Distribute updated state plans.

**National Priority:** *Expand Regional Collaboration.*

**Objective:** *Ensure Mutual Aid Agreements (MOUs) / Intergovernmental Agreements (IGAs) are in place to facilitate an effective, coordinated response by state, local, and regional agencies to a CBRNE / WMD event by 12/31/2008.*

**Steps:**

1. Review any existing written agreements between state agencies, local agencies, and regional special response teams.
2. Perform gap analysis of agreement coverage.
3. Initiate effort that encourages all public works agencies to become parties to the Oregon Public Works Cooperative Assistance Agreement.
4. Develop a model agreement template and disseminate among state, local, and regional entities.
5. Ensure statewide coverage.

**National Priority:** *Implement the National Incident Management System and National Response Plan.*

**Objective:** *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) by 9/30/2006.*

**Steps:**

1. Update the State EOP to include NIMS and NRP material by 09/30/06.
2. 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.

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

3. Sponsor regional ICS training to provide knowledge base for all disciplines (including key business and non-governmental agencies) executives, management, and elected officials.
4. 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.

**National Priority:** *Expand Regional Collaboration.*

**Objective:** *Establish statewide multidisciplinary, multi-jurisdictional regional preparedness groups to focus on interoperable, coordinated planning, preparedness and response efforts, resource interoperability standards, spectrum planning and technology usage as supported by funding resources and performance period.*

**Steps:**

1. Identify key players / stakeholders from state and local agencies within designated regions.
2. Identify compatible and interoperable equipment and resources on state, local, and regional levels.
3. Conduct regional workshops that focus on collaborative partnerships that maximize response relationships and resource sharing.
4. Determine / identify roles and responsibilities of key businesses and nongovernmental agency roles in designated regions.
5. Ensure effective disaster management systems that facilitate information coordination regionally, statewide, and locally.
6. Encourage all public works agencies to become parties to the Oregon Public Works Cooperative Assistance Agreement.
7. Ensure involvement of the Oregon Food Task Force into comprehensive planning efforts.
8. 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.

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

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

**National Priority:** *Not Applicable.*

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

**Steps:**

1. Establish an annual work plan for all participating jurisdictions with quarterly milestones.
2. Hold annual EMPG workshop to provide jurisdictions guidance on program goals and direction.
3. Establish quarterly reporting requirements.

**National Priority:** *Not Applicable.*

**Objective:** *Maintain an Emergency Operations Plan current within 5 years for all participating jurisdictions.*

**Steps:**

1. Conduct plan reviews as required by new programs and program updates.
2. Update plans and procedures required by new technology and as the result of exercise and real event after action reviews.

**National Priority:** *Not Applicable.*

**Objective:** *Develop and execute an annual training program.*

**Steps:**

1. Develop a four-year training plan.
2. Conduct training locally and state sponsored mandatory training.

**National Priority:** *Not Applicable.*

**Objective:** *Develop and execute an annual exercise program.*

**Steps:**

1. Develop a four-year exercise plan.
2. Conduct a functional or full-scale exercise annually.

**National Priority:** *Not Applicable.*

**Objective:** *Develop and promulgate an Enhanced Natural Hazard Mitigation Plan*

**Steps:**

1. Complete revisions necessary to meet FEMA Criteria.
2. Governor promulgates and FEMA approves plan.

**National Priority:** *Not Applicable.*

**Objective:** *Enhance recovery training and planning at the state and local level.*

**Steps:**

1. Provide training on Public Assistance, Hazard Mitigation Grant Program and Individual Assistance Programs to state and local agencies.

**OREGON HOMELAND SECURITY  
STATE STRATEGY  
October 27, 2005**

2. Work on long term recovery planning at the state, concentrating on temporary housing.

**OREGON HOMELAND SECURITY  
STATE STRATEGY  
October 27, 2005**

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

**National Priority:** *Not Applicable.*

**Objective:** *Establish a State Citizen Corps Committee by 12/31/05.*

**Steps:**

1. Establish membership.
2. Establish Meeting schedule.
3. Create and maintain quarterly news letter
4. Enhance recognition program for local CC programs statewide.

**National Priority:** *Not Applicable.*

**Objective:** *Expand equipment to Citizen Corps programs that is consistent with their mission as supported by funding resources and performance period.*

**Steps:**

1. Create a workgroup to discuss equipment standards.
2. Establish equipment lists eligible for purchase by grant.
3. Create a list of vendors that provide CCP/CERT related services

**National Priority:** *Not Applicable.*

**Objective:** *Develop a public awareness campaign to increase citizen interest in Citizen Corps Programs, CBRNE / WMD terrorism awareness, and foster citizen participation by 12/31/2006.*

**Steps:**

1. Coordinate with Citizen Corps Councils to identify and provide necessary public awareness training.
2. Coordinate the development of a State Citizen Corps Council website.
3. Coordinate the creation of individual programs within Citizen Corps Councils.
4. Create a public awareness brochure and advertisement materials for CCP and WMD awareness.

**National Priority:** *Not Applicable.*

**Objective:** Increase citizen volunteers trained.

**Steps:**

1. Establish lists of training available in the State.
2. Provide volunteer train-the-trainer courses regionally.

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

## Goal 7: Enhance cyber security capabilities.

**National Priority:** *Not Applicable.*

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

**Steps:**

1. Identify critical information assets.
2. Conduct comprehensive risk/vulnerability assessments on a semi-annual basis.
3. Develop strategic and tactical security plans based on National Standards such as National Institute of Standards and Technology (NIST), United States Computer Emergency Preparedness Team (US-CERT), International Standard Organization 17799.
4. Establish plans to address cyber vulnerabilities on an enterprise and agency level.
5. Purchase, install, test and implement information security systems to mitigate vulnerabilities.
6. Develop enterprise information security policies, standards, and processes
7. Monitor compliance and validate that vulnerabilities are remedied.
8. Plan and exercise information protection security scenarios.
9. Establish metrics and reporting systems to measure improvements in security posture.

**National Priority:** *Not Applicable.*

**Objective:** *Develop, implement, and exercise multi-jurisdictional incident response systems for information assets.*

**Steps:**

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

# **OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005**

**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.**

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

**Objective:** *Train and educate healthcare professionals from all sectors to respond as part of the state wide medical response capability.*

**Steps:**

1. Implement the public health Learning Management System
2. Continue and improve coordination of public health and healthcare training with the state Office of Homeland Security and Emergency Management.
3. Partner with the Northwest Center for Public Health Practice for identification of emergency preparedness standards and competencies for public health and healthcare.
4. Continue to refine and implement activities described in the U.S. Centers for Disease Control and Health Resources and Services Administration cooperative agreements.
5. Develop a strategic plan and communication plan for education, training and emergency exercises based on CDC Performance Indicators.
6. Develop education, training and exercise assessment process.
7. Identify ongoing costs for emergency preparedness education, training and exercise programs.
8. Based on cooperative agreement changes, reassess and revise implementation steps as required.

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

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

**Steps:**

1. 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.
2. 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.
3. Develop the online volunteer healthcare provider registry.
4. 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.
5. Support personnel and obtain services, equipment and supplies to meet or exceed CDC-identified performance measures.
6. Develop plans and procedures to improve capacity to deliver public health emergency services to special populations, including agencies serving American

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

Indian tribes, the mentally ill, disabled persons and the elderly in assisted living facilities.

7. Continue purchase of training and equipment to meet identified hospital surge requirements.
8. Begin work with local public health agencies to incorporate regional hospital plans into public health emergency plans.
9. Incorporate DOD/ONG assets into planning, training, and exercise events.

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

**Objective:** *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.*

**Steps:**

1. 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.
2. To decrease the time for the Oregon State Public Health Laboratory to safely identify the cause of an infectious disease, establish full biosafety laboratory three capacities in a new Oregon Public Health Laboratory building.
3. Develop training materials to improve statewide first responder procedures to acquire and deliver appropriate sample material for testing.

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

**Objective:** *Develop statewide containment and isolation capacities to respond to chemical and bioterrorism attacks and other public health emergencies.*

**Steps:**

1. Develop the Isolation and Quarantine appendix of the Public Health and Medical Services Annex to the State of Oregon Emergency Operations Plan.
2. Define local and state roles related to quarantine and isolation actions.
3. Complete an assessment of local, regional and state capacity to activate and operate isolation or quarantine facilities.

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

**Objective:** *Build statewide hospital chemical/bioterrorism decontamination capabilities and capacity.*

**Steps:**

1. Oregon acute care hospitals will obtain decontamination capacity, as appropriate, and hospital staff protection equipment in order to handle contaminated patients.
2. Train hospital staff on use of decontamination equipment.
3. Exercise and maintain the decontamination equipment and procedures.

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

**OREGON HOMELAND SECURITY**  
**STATE STRATEGY**  
**October 27, 2005**

**Objective:** *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.*

**Steps:**

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

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

## 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.

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

Overall program success will be evaluated through training and exercising.

## **Additional Priorities**

The Interim National Preparedness Goal and the National Preparedness Guidance were issued on March 31, 2005. The Goal establishes a vision for a National Preparedness System and provides a common framework for a systems-based approach to build, sustain and improve national preparedness for a broad range of threats and hazards. The National Preparedness Guidance discusses the key building blocks for that system, including the National Planning Scenarios, Universal Task List, seven National Priorities, and the Target Capabilities List. A number of the 36 target capabilities are addressed in the National Priorities. However, it is recognized that each state may have unique priorities in addition to the National Priorities. To help the nation identify future national priorities, states should identify those capabilities that are priorities to the state.

Please check 3-5 of the capabilities listed below. (Note that the seven capabilities that are already checked are those that align to the Capability-Specific National Priorities only.) If the capabilities listed do not adequately describe capabilities that are priorities to your state, please check the "Other" box below and briefly describe.

## **Common-Target Capabilities**

- Planning
- Interoperable Communications

## **Prevent Mission Area-Target Capabilities**

- Information Collection and Threat Recognition
- Intelligence Fusion and Analysis
- Information Sharing and Collaboration
- Terrorism Investigation and Intervention

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

- CBRNE Detection

## Protect Mission Area-Target Capabilities

- Risk Analysis
- Critical Infrastructure Protection
- Food and Agriculture Safety and Defense
- Public Health Epidemiological Investigation and Laboratory Testing
- Citizen Preparedness and Participation

## Respond Mission Area-Target Capabilities

- On-Site Incident Management
- Emergency Operations Center Management
- Critical Resource Logistics and Distribution
- Volunteer Management and Donations
- Worker Health and Safety
- Public Safety and Security Response
- Animal Health Emergency Support
- Environmental Health and Vector Control
- Explosive Device Response Operations
- Firefighting Operations / Support
- WMD / Hazardous Materials Response and Decontamination
- Citizen Protection: Evacuation and/or In-Place Protection
- Isolation and Quarantine
- Search and Rescue
- Emergency Public Information and Warning
- Triage and Pre-Hospital Treatment
- Medical Surge
- Medical Supplies Management and Distribution

# OREGON HOMELAND SECURITY STATE STRATEGY October 27, 2005

- Mass Prophylaxis
- Mass Care (Sheltering, Feeding, and Related Services)
- Fatality Management

## Recover Mission Area-Target Capabilities

- Structural Damage Assessment and Mitigation
- Restoration of Lifelines
- Economic and Community Recovery

## Extent of Strategy Updates

Please indicate the extent to which this strategy has been changed from the most recently approved strategy.

Extent of change:

- slight (0-20%)
- slight to moderate (21-40%)
- moderate (41-60%)
- moderate to significant (61-80%)
- significant (81-100%)

Please indicate the nature of the updates:

- Aligned existing objectives to the seven National Priorities.
- Created new goals / objectives to address one or more of the National Priorities.
- Achieved previous goals / objectives.
- Added new goals / objectives to meet state priorities.
- Updated the purpose, vision, and / or focus sections of the strategy.
- Modified strategy to address regionalization or other structural changes.