# Portland Urban Area Homeland Security Strategy



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# **Portland UASI Points of Contact (UAPOC)**

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Carmen Merlo, City of Portland

Dana Robinson, Clackamas County

Cheryl Bledsoe, Clark County

Mike Greisen, Columbia County

Dave Houghton, Multnomah County

Scott Porter, Washington County

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#### **PURPOSE**

This document is the Portland Urban Area Homeland Security Strategy (PUAHSS) for the region encompassing six primary jurisdictions; the City of Portland, Clackamas, Columbia, Multnomah, and Washington Counties in Oregon and Clark County in Washington. The PUAHSS establishes strategic direction for enhancing regional capabilities and capacities to prepare for, prevent, protect against, respond to and recover from chemical, biological, radiological, nuclear and explosive (CBRNE) events and other incidents likely to impact the Portland Urban Area (PUA). This is a complex mission that requires regional coordination and collaboration from government agencies at the local, state and federal levels, the private and non-profit sectors and the community.

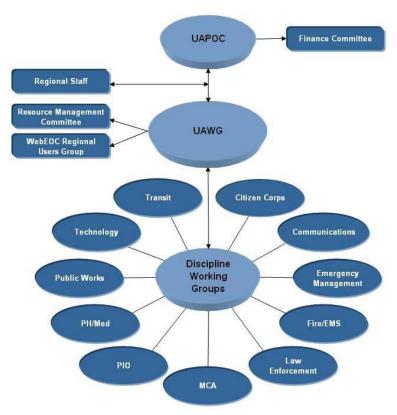
This strategy was first developed in 2003 and revised in 2005, 2007 and 2010.

#### COORDINATION

Regional coordination for strategy development and implementation involves the following groups:

- <u>Urban Area Points of Contact</u> (UAPOC) a designated member from each of the six primary jurisdictions.
- <u>Urban Area Working Group</u> (UAWG) the chair of each of the discipline working groups and the UAPOC.
- <u>Discipline Working Groups</u> (DWGs) representatives of each of the following disciplines: Citizen Corps, Communications, Emergency Management, Fire/Emergency Medical Services (EMS), Law Enforcement, Maritime and Civil Aviation (MCA), Public Health and Medical (PH/Med), Public Information Officers (PIO), Public Works, Technology and Transit.

With the UAPOC as the lead, all three groups play a role in the development, implementation and maintenance of the PUAHSS. Additional support is provided through regional staff, committees and subcommittees established to carry out specific regional projects, initiatives or tasks.



## **GOALS, NATIONAL PRIORITIES & TARGET CAPABILITIES**

The following goals serve as a roadmap to build the capabilities needed to reduce the risk of terrorism, natural disasters and other hazards threatening the PUA.

- 1. The urban area will establish a coordinated and integrated approach to enhance the region's preparedness for CBRNE and other incidents.
- 2. The urban area will enhance and sustain its abilities to investigate, deter, and disrupt terrorism and related criminal activity, and to gather, analyze and share information with appropriate public and private entities.
- 3. The urban area will develop and maintain a capability to protect its critical infrastructure, including physical, technological and human resources, from deliberate acts and unintentional incidents.
- 4. The urban area will expand and maintain local, county and regional capabilities necessary to ensure a coordinated response to and recovery from CBRNE and other incidents.
- 5. The urban area will develop and maintain a robust and integrated communications infrastructure.

The PUA's homeland security goals are based on an all-hazards approach and purposely align with the eight Homeland Security National Priorities. Each regional strategic goal includes additional objectives to further guide efforts and help measure progress. The intersection of the National Priorities and the PUAHSS is provided in the following table.

Homeland Security National Priority		Goal				
Homeland Security National Phonty	1	2	3	4	5	
Expand regional collaboration	Х	Х	Х	Х	Х	
Implement the National Incident Management System and National Response Framework				Х		
Implement the National Infrastructure Protection Plan	X		Х	X	Х	
Strengthen information sharing and collaboration capabilities		Х		Х		
Strengthen interoperable and operable communications capabilities					Х	
Strengthen CBRNE detection, response and decontamination capabilities				Х		
Strengthen medical surge and mass prophylaxis capabilities				X		
Strengthen planning and citizen preparedness capabilities	Х			Х		

The U.S. Department of Homeland Security has developed the Target Capabilities List (TCL) to define the specific capabilities that all communities, the private sector and all levels of government should collectively work towards in order to respond effectively to disasters, including terrorist attacks. A capability is achieved by appropriate combinations of planning, organization, equipment, training and exercises. The intersection of the TCL and the PUAHSS is provided in the following table.

Toward Comphility	Goal				
Target Capability	1	2	3	4	5
Common Mission Area			<del>'</del>		
Planning	Х	Х	Х	Х	Х
Communications					Х
Risk management			Х		
Community preparedness and participation	Х			Х	
Intelligence and information sharing and dissemination		Х			
Prevent Mission Area					
Information gathering and recognition of indicators and warnings		Х			
Intelligence analysis and production		Х			
Counter-terror investigation and law enforcement		Х		Х	
CBRNE detection				Х	
Protect Mission Area	<u>,                                    </u>	•			
Critical infrastructure protection			Х		
Food and agriculture safety and defense		Х			
Epidemiological surveillance and investigation		Х			
Laboratory testing		Х			
Respond Mission Area					
On-site incident management				Х	
Emergency operations center management	Х			Х	
Critical resource logistics and distribution	Х			Х	
Volunteer management and donation	Х			Х	
Responder safety and health				Х	
Emergency public safety and security response	Х			Х	
Animal disease emergency support					
Environmental health		Х			
Explosive device response operations				Х	
Fire incident response support				Х	
WMD and hazardous materials response and decontamination				Х	
Citizen evacuation and shelter-in-place	Х			Х	
Isolation and quarantine	Х			Х	
Search and rescue (land-based)	Х			Х	
Emergency public information and warning	Х			Х	
Emergency triage and pre-hospital treatment	Х			Х	
Medical surge				Х	
Medical supplies management and distribution					
Mass prophylaxis	Х			Х	
Mass care (sheltering, feeding and related services)	Х			Х	
Fatality management X					
Recover Mission Area					
Structural damage assessment	Х			Х	
Restoration of lifelines			Х	Х	
Economic and community recovery	Х	1		Х	

## STRATEGIC GOALS & OBJECTIVES

These strategic goals and objectives were developed based on input from regional stakeholders, but not everyone will act on all of the goals and objectives in the same way. However, all regional homeland security activities, projects and programs should be able to support the goals and objectives in some capacity. Although these goals and objectives are collective efforts for the most part, some agencies may have more specific responsibilities than others.

Goal 1 – Preparedness		
The urban area will establish a coordinated and integrated approach to enhance the region's preparedness for CBRNE and other incidents.		
National Prioritie	<ul> <li>Expand regional collaboration</li> <li>Implement the National Incident Management System and the National Response Framework</li> <li>Implement the National Infrastructure Protection Plan</li> <li>Strengthen CBRNE detection, response and decontamination capabilities</li> <li>Strengthen medical surge and mass prophylaxis capabilities</li> <li>Strengthen planning and citizen preparedness capabilities</li> </ul>	
Target Capabilition	Planning Community preparedness and participation Emergency operations center management Critical resource logistics and distribution Volunteer management and donation Emergency public safety and security response Citizen evacuation and shelter-in-place Isolation and quarantine Search and rescue (land-based) Emergency public information and warning Emergency triage and pre-hospital treatment Medical surge Medical supplies management and distribution Mass prophylaxis Mass care (sheltering, feeding and related services) Fatality management Structural damage assessment Economic and community recovery	
Objective 1.01	Establish and maintain a multi-agency, multi-discipline governance structure to guide and coordinate regional homeland security and emergency preparedness efforts.	
Objective 1.02	Develop a regional Multi-Agency Coordination System Concept of Operations (MACS ConOps).	
Objective 1.03	Develop and maintain plans supporting the MACS ConOps and other regional response and recovery functions.	

Objective 1.04	Develop medical surge and mass prophylaxis plans at the regional and county levels in concert with U.S. Department of Health and Human Services and Centers for Disease Control and Prevention guidance, programs and initiatives.
Objective 1.05	Develop a comprehensive resource management strategy and system.
Objective 1.06	Develop Continuity of Operations (COOP) plans for public and private sector emergency response organizations in the urban area.
Objective 1.07	Revise or develop mutual aid and cooperative assistance agreements to implement the MACS ConOps and other adopted plans.
Objective 1.08	Develop a regional framework for long-term recovery.
Objective 1.09	Enhance individual and community preparedness.
Objective 1.10	Expand and maintain Citizen Corps programs (CERT/NET, MRC/HRC, VIPS, Fire Corps, and Neighborhood Watch).
Objective 1.11	Develop training standards and recommendations.
Objective 1.12	Develop and maintain a capability for delivery and tracking of authorized training.
Objective 1.13	Develop and maintain an exercise program to test and evaluate plans, agreements, equipment and training.

## Goal 2 – Prevention

The urban area will enhance and sustain its abilities to investigate, deter and disrupt terrorism and related criminal activity, and to gather, analyze and share information with appropriate public and private entities.

National Prioriti	<ul> <li>Expand regional collaboration</li> <li>Strengthen information sharing and collaboration capabilities</li> </ul>	
Target Capabilit	<ul> <li>Planning</li> <li>Intelligence and information sharing and dissemination</li> <li>Information gathering and recognition of indicators and warnings</li> <li>Intelligence analysis and production</li> <li>Counter-terror investigation and law enforcement</li> <li>Food and agriculture safety and defense</li> <li>Epidemiological surveillance and investigation</li> <li>Laboratory testing</li> <li>Environmental health</li> </ul>	
Objective 2.01	Enhance capabilities to investigate, deter and disrupt terrorism and related criminal activities.	
Objective 2.02	Operate an urban area facility to monitor and enhance situational awareness and promote information sharing.	
Objective 2.03	Develop capabilities to gather and analyze criminal intelligence information and to share analyzed information.	

Objective 2.04	Enhance capability and capacity to collect, analyze and share epidemiologic information related to communicable disease, environmental health and other public health activities.
Objective 2.05	Develop regionally coordinated plans and agreements for epidemiological investigation, disease control and incident-related data collection and processing, including communicable disease and environmental health.
Objective 2.06	Train field responders on procedures for intelligence/information collection, processing, coordination and utilization.
Objective 2.07	Train epidemiologists and other related public health staff (including communicable disease and environmental health) on coordinated response, rapid capacity expansion, communication and use of primary and alternate internal data collection, analysis and communication equipment
Objective 2.08	Conduct exercises that test the ability to collect, analyze and disseminate intelligence, epidemiological and environmental health information involving CBRNE and other incidents.

## Goal 3 - Protection

The urban area will develop and maintain a capability to protect its critical infrastructure, including physical, technological and human resources, from deliberate acts and unintentional incidents.

National Prioritie	es	<ul> <li>Expand regional collaboration</li> <li>Implement the National Infrastructure Protection Plan</li> </ul>
Target Capabilit	ies	<ul> <li>Planning</li> <li>Risk Management</li> <li>Critical infrastructure protection</li> <li>Restoration of lifelines</li> </ul>
Objective 3.01 Develop and maintain a regional critical infrastructure plan.		
Objective 3.02	Condu	ct pre-planning for critical infrastructure protection and response.
Objective 3.03	3.03 Develop a process for sharing critical infrastructure, key resource and threat information among the public and private sector.	
Objective 3.04	Objective 3.04 Enhance the physical security, redundancy and resiliency of critical public infrastructure.	
Objective 3.05	15 Identify and remediate critical technology system vulnerabilities.	
Objective 3.06	Support implementation of the Regional Transit Security Strategy.	

# Goal 4 – Response and Recovery

	ill expand and maintain local, county and regional capabilities necessary to ensure a constant to and recovery from CBRNE and other incidents.
National Prioritie	<ul> <li>Expand regional collaboration</li> <li>Implement the National Incident Management System and National Response Framework</li> <li>Implement the National Infrastructure Protection Plan</li> <li>Strengthen information sharing and collaboration capabilities</li> <li>Strengthen CBRNE detection, response and decontamination capabilities</li> <li>Strengthen medical surge and mass prophylaxis capabilities</li> <li>Strengthen planning and citizen preparedness capabilities</li> </ul>
Target Capabiliti	Planning Community preparedness and participation Counter-terror investigation and law enforcement CBRNE detection On-site incident management Emergency operations center management Critical resource logistics and distribution Volunteer management and donation Responder safety and health Emergency public safety and security response Explosive device response operations Fire incident response support WMD and hazardous materials response and decontamination Citizen evacuation and shelter-in-place Isolation and quarantine Search and rescue (land-based) Emergency public information and warning Emergency triage and pre-hospital treatment Medical surge Mass prophylaxis Mass care (sheltering, feeding and related services) Structural damage assessment Restoration of lifelines Economic and community recovery
Objective 4.01	Strengthen CBRNE and all hazard response capability.
Objective 4.02	Strengthen regional recovery capability.
Objective 4.03	Strengthen multi-agency coordination facilities.
Objective 4.04	Develop and implement a regional crisis information management system.
Objective 4.05	Enhance the regional capability to generate a common operating picture.

Objective 4.06	Expand existing and create new multi-agency and specialty teams.
Objective 4.07	Develop standards and protocols for equipping multi-agency and specialty teams.
Objective 4.08	Strengthen medical surge response capabilities.
Objective 4.09	Strengthen regional and local joint information system capabilities.
Objective 4.10	Develop and maintain community alert and warning systems.
Objective 4.11	Increase the capabilities, effectiveness and safety of Citizen Corps volunteers.
Objective 4.12	Enhance mass care services for the population and companion animals.

Goal 5 – Communications			
The urban area wil	Il develop and maintain a robust and integrated communications infrastructure.		
National Priorities	<ul> <li>Expand regional collaboration</li> <li>Implement the National Infrastructure Protection Plan</li> <li>Strengthen interoperable and operable communications capabilities</li> </ul>		
Target Capabilitie	<ul><li>Planning</li><li>Communications</li></ul>		
Objective 5.01	Objective 5.01 Develop and maintain an all-discipline interoperability communications plan.		
Objective 5.02	Develop and maintain urban area and county-level strategic communications plans.		
Objective 5.03	Expand and enhance public safety and emergency response communications infrastructure and interoperable communications tools.		
Objective 5.04	Objective 5.04 Expand and strengthen voice, data and dispatch systems and procedures that enhance standardization, facilitate information sharing, enhance security and improve redundancy.		
Objective 5.05	05 Expand regional communications unit leader capability.		
Objective 5.06	Assess regional communications capabilities.		

#### **EVALUATION**

The PUAHSS is evaluated and updated in the following ways:

- Ongoing evaluation DWGs are responsible for developing action items to implement the strategy objectives as assigned by the UAPOC. The DWGs, with the support of UASI regional staff, monitor performance toward the objectives by tracking budget, planning, and training and exercise activities. The chairs of the DWGs report on the implementation status at monthly UAWG meetings.
- Biennial evaluation every two years, the UAPOC assigns a team composed of UAPOC, UAWG and UASI regional staff members to assess the strategy and develop recommendations for updating the goals and objectives. Following review by the DWGs and UAWG and approval by the UAPOC, the recommendations are incorporated into the strategy. The UAPOC submits copies of the updated strategy to urban area agency chiefs and other appropriate executives, local elected officials, the Oregon State Administrative Agency (SAA), Oregon Emergency Management and Washington State Emergency Management Division.