



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
1776 MILITIA WAY
P.O. BOX 14350
SALEM, OREGON 97309-5047

1 February 2015

To the Citizen-Soldiers, Airmen and Civilians of the Oregon Military Department,

The Oregon Military Department has helped maintain the peace and security of our State and Nation for over 170 years. Our history began with the first militias formed in the Oregon Territory, continued with the Spanish American War and Philippine Insurrection, World War I, World War II, Korea, Operations Desert Storm, Northern Watch, Noble Eagle, Iraqi Freedom, Enduring Freedom, and continues today with Operation Resolute Support. Oregonians have a long history of selfless service to the defense of our State and Nation.

Throughout our history, we also served our communities, State and Nation, responding to domestic emergencies and natural disasters. Your character, competence, courage and commitment assures our communities that when we are needed, we are there.

To ensure we move forward in the right direction, and continue our dedicated and selfless service to our State and Nation, we must regularly review our organization from top to bottom. In support of this effort, I continue to meet with our Governor, his staff, our civilian and military strategic partners, key leaders in our organization, and fellow Guard members to guide the development of our strategic direction.

My vision for our organization:

The Oregon National Guard is a ready, professional organization of Soldiers, Airmen and Civilians dedicated to the highest quality service to our communities, State and Nation.

To achieve this vision, our mission going forward is:

The Oregon National Guard provides the state of Oregon and the United States with a ready force of Citizen-Soldiers, Airmen and Civilians, trained and equipped to respond to any contingency.

In support of our vision and mission, we will:

1. Provide trained and ready operational forces to our State and Nation
2. Be effective stewards of our resources
3. Sustain the Oregon National Guard community
4. Forge and maintain partnerships

I am proud to be part of such a professional organization. I have the utmost confidence in your ability to move forward in support of our vision, mission and priorities; and continue the Oregon Military Department's legacy of exemplary service to our communities, State and Nation. We stand Always Ready, Always There!

DANIEL R. HOKANSON
Major General
The Adjutant General

STRATEGIC DIRECTION TO THE OREGON MILITARY DEPARTMENT



NOVEMBER 1, 2014

Welcome to the Oregon Military Department. As Oregon's 30th Adjutant General, I am responsible for the development and implementation of Strategic Planning for the Oregon Military Department (OMD). In order to meet this requirement, we developed the OMD Strategic Planning System (SPS).

The OMD SPS is composed of three main documents. The first is the Strategic Letter which establishes our vision, mission and priorities. The second is this document, the Strategic Direction to the Oregon Military Department (SD2OMD), which provides greater detail to the strategic letter's priorities by identifying our key efforts. The final document, The Oregon Military Department Strategic Plan, builds on the SD2OMD; reconciles ends, ways, and means; and establishes measurable metrics to meet our goals and objectives for the next five years.

The OMD SPS helps set the groundwork for the continued long-term success Oregonians have a right to expect from their Military Department. The OMD SPS is also intended to provide Military Department employees an understandable process to meet our varied and often challenging missions. It is also important to understand this document is constantly under revision and will be updated to ensure it accurately reflects the expectations and requirements of the State of Oregon and the United States of America. As our missions at home and abroad change, so will our long term plans for success.

Our strategic plan details the objectives we must meet to effectively accomplish the core mission of the Oregon Military Department as defined in Section 1, Article X, of the Oregon Constitution. It states: "The Legislative Assembly shall provide by law for the organization, maintenance and discipline of a state militia for the defense and protection of the State." To accomplish this mission, and our Federal missions, the OMD is organized into five subordinate organizations (see figure 1). These organizations are the Assistant Adjutant General (ATAG) for Support, the ATAG for Operations, the Air Component Command, the Land Component Command, and the Interagency Command. This structure is intended to respond to both our State and Federal missions as efficiently and effectively as possible, while maintaining the agility to address unique missions, challenges and opportunities we face. It is also designed to be a "flatter" organization to rapidly adjust to changing requirements.

The center of gravity for our organization is our people. It is the outstanding people tasked with leading our Soldiers, Airmen and Civilians who will carry out our strategic plan and ensure its continuous improvement as it adapts to the changes our State and Nation will face.

It is with great pride that I invite you to review the SD2OMD. Our dedicated professionals, both military and civilian are focused on looking to the future and building upon our history of successes. Although this plan will certainly change as our challenges and requirements change, it will continue to focus on our key targets. I ask that you take the time to read this document and commit to helping us move aggressively in making positive change for all Oregonians. Working together, I am confident we will achieve not just success, but excellence as we remain Always Ready, Always There!

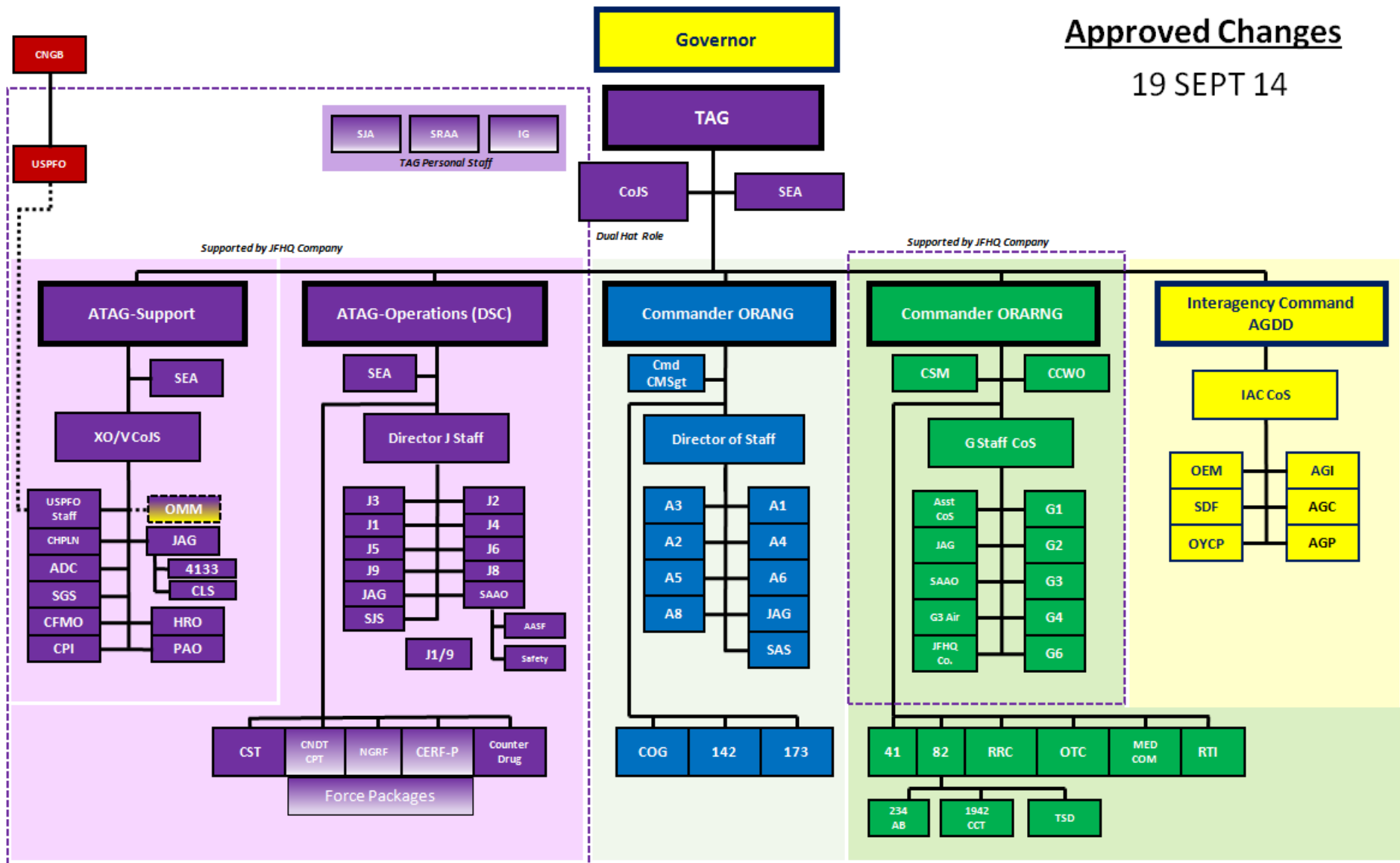


Major General Daniel R. Hokanson
The Adjutant General, Oregon

A handwritten signature in blue ink that reads "Daniel R. Hokanson". The signature is fluid and cursive, written in a professional style.

Daniel R. Hokanson
Major General
The Adjutant General

FIGURE 1



Additional Duty Positions:
 State Provost Marshal
 State Surgeon
 Oregon State Judge Advocate



STRATEGIC DIRECTION

VISION

The Oregon Military Department is a Ready, Professional Organization of Soldiers, Airmen and Civilians dedicated to the highest quality service to our Communities, State and Nation.

MISSION

The Oregon Military Department provides the state of Oregon and the United States with a ready force of Citizen-Soldiers, Airmen and Civilians, trained and equipped to respond to any contingency.

PRIORITIES

1. Provide trained and ready operational forces to our State and Nation
2. Be effective stewards of our resources
3. Sustain the Oregon Military Department community
4. Forge and maintain partnerships

Deployments Since 2002



Natural Disasters
1,945 personnel
activated



**Over 9,900 Airmen and 12,000 Soldier deployments in support of
Operation Iraqi Freedom and Operation Enduring Freedom**



Wildfires
1,650 personnel
activated

PRIORITY #1

PROVIDE TRAINED AND READY OPERATIONAL FORCES TO OUR STATE AND NATION



The Oregon National Guard is manned, trained, and equipped as part of the overall military's Joint Force focused on fighting and winning our Nation's wars. We learned over the past decade the important link to our communities Reserve Component (RC) forces provide to generate and sustain the support of the American People and specifically our fellow Oregonians. It is vital we maintain this critical connection between our citizens and their armed forces, particularly if we must conduct large or long-term overseas contingency operations.

KEY EFFORTS

MAINTAIN THE READY FORCE: READY FOR OUR WAR-TIME MISSIONS, PREPARED FOR LIKELY DOMESTIC EVENTS, LEVERAGING OUR DUAL-USE CAPABILITIES

Looking to the future, our formations must support the move towards a Joint Force concept. At the same time we must always be prepared to execute our State and Federal missions. As we face

challenges from force reductions and decreased budgets, we must continue to prepare our Soldiers and Airmen for the future. At the same time we must stand ready to support both our Federal and State missions on short notice. To do this, we must adapt our force for the future while maintaining readiness across personnel, equipment, and training. Maintaining operational deployments and State, National and International engagements are

critical to this effort and must remain an important part of our readiness plan.

Another key to future readiness is maintaining a right sized force that is versatile, affordable, and able to expand rapidly to serve as a hedge against uncertainty. The Oregon National Guard is a critical element in the regional and national plan as we anticipate future challenges.



PERSONNEL READINESS

Oregon National Guard formations are filled with combat veterans, many with multiple deployments. We must have Guardsmen not only with the right experience, but also with the right character, values, knowledge, and abilities to operate in complex environments. We must also recruit the next generation of leaders. These leaders should reflect the diversity of our State, for our strength and adaptability are enhanced through inclusion.



We must also be proactive in offering our Soldiers, Airmen, their families and Civilian workforce reasons to continue serving their State and Nation,

through challenging training, innovative professional development opportunities, and relevant tasking in the State, or when called overseas as part of the Joint Force. Our professionalism is an overarching competency that requires we prepare our leaders for the future.

EQUIPMENT AND FACILITIES READINESS

In order to provide quality facilities and infrastructure that enhance our unit's ability to meet current and future requirements to achieve and sustain readiness as an operational force, we must emplace plans and processes that maintain our facilities and infrastructure, while improving their functionality.

Years of war have taken a toll on our equipment. We must refurbish and modernize to remain the best equipped and ready force possible. It will take years to properly recapitalize and modernize, especially in an austere fiscal environment.



ORGANIZATIONAL READINESS (ADAPT TRAINING FOCUS TO MATCH RESOURCES)

The excellent training provided by our generating forces is one of our great advantages. Over the past decade, frequent rotations supporting combat operations necessitated mission-focused training. Now is the time to expand the scope of our training so we are postured to rapidly meet the requirements of globally integrated operations. As we move forward with fewer resources, we must get the maximum benefit from training with an eye toward increasing our versatility.

MAINTAIN THE BEST FORCE STRUCTURE FOR OUR STATE AND NATION

In order to meet our State and Federal missions, we must focus on our core competencies and be prepared to execute them when called upon. As a result, we will do everything we can to insure our force structure and organization are reflective of our State and Federal requirements, and we maintain corresponding levels of personnel and equipment readiness to meet these requirements.



RETAIN AND RECRUIT OUR STATE AND NATION’S BEST SERVICE MEMBERS AND CIVILIAN EMPLOYEES

The most important part of the Oregon Military Department is our people. Professionalism is at the heart of who we are and what we do; and we must continue to recruit and retain our next generation of leaders. To achieve this objective, we must identify the organizational skills, knowledge and abilities we need; and those we have; then fill the gaps through training or hiring. Leaders at every level are responsible for the personnel readiness and mission capability of their team. We must prepare them for this incredible responsibility by

developing, implementing, and maintaining internal programs to counsel, develop and challenge our employees.



DEVELOP AND EXERCISE THE CASCADIA PLAYBOOK

The Oregon Military Department is focused on a Cascadia Subduction Zone earthquake and tsunami as the worst case scenario for disaster response planning. A Cascadia event has the highest potential to significantly affect people, property, the environment, and our economy. This potential event is being used as a foundation to develop plans, training and exercises, to prepare us to face our greatest threat. The Cascadia Playbook enables us to synchronize the State of Oregon’s disaster response and recovery efforts. The Playbook will be continually updated based on continued planning, and through training and exercises. The intent of the Playbook is to foster a more resilient community of empowered citizens and response personnel, ready and able to minimize the loss of lives and property, and speed recovery.



PRIORITY #2

BE EFFECTIVE STEWARDS OF OUR RESOURCES

Our values guide us to be good stewards of the resources the American People and Citizens of Oregon give us to accomplish our missions. We also share a great responsibility to be good fiscal stewards. This responsibility will increase in significance in the lean years ahead. While we will demonstrate good stewardship through the audit process, we can do more. The Oregon Military Department must be transparent and above reproach in all we do with the resources our State and Nation entrust us with.

KEY EFFORTS

ENHANCE ACCOUNTABILITY SO WE ARE AUDITABLE AT ANY TIME

The Oregon Military Department must spend Federal and State funds wisely, only using them for their intended purpose, in the time frame allocated, and for the amount budgeted or appropriated. In an era of declining resources, maintaining the public's trust and confidence in the Oregon Military Department's use of tax-payer resources is essential. Congress has mandated auditability, and the Department of Defense has made audit

readiness an agency-wide priority. We also remain fully accountable to the Oregon Secretary of State. Therefore, the OMD will move toward a goal of unqualified auditability, across all Federal and State appropriations categories that support the Oregon National Guard and the Oregon Military Department. To further transparency and ensure accountability, the Oregon Military Department is committed to maintaining proper documentation for the funds entrusted to us.

MAINTAIN OUR EQUIPMENT AND FACILITIES

We must deliver forces with readiness appropriate to the funding and direction provided. We must maintain strict accountability of our Army, Air Force and State equipment and property, and work to ensure it is properly maintained and ready to respond rapidly when needed.

Accountability and optimization of financial resources are foundational to the success of our operational activities. Leaders must maximize the use of our collective resources (people, funding, and infrastructure) by ensuring those resources are focused on and directly support our mission and vision. When resources are constrained or insufficient to fully support our requirements, we must identify alternate methods of financing them through inter-service agreements, programmatic appropriations increases, or other partnerships and test programs, and take the steps necessary to legally acquire them.



LEVERAGE ENERGY SAVING PROGRAMS

The Oregon Military Department will continue implementing plans to reduce pollution, reverse environmental damage, and embrace energy conservation, while continuing to be a national leader in the area of natural resource management through energy saving programs and initiatives. Current efforts like the US Army's Net Zero Initiative will continue to be leveraged at installations to improve those systems that are inefficient or below acceptable industry standards. These initiatives should be used when they are fiscally prudent and demonstrate a clear

cost/benefit advantage in terms of enhancing mission, quality of life, sustainability, and partnerships within the community. We must create a culture that values energy savings and sustainability.





PRIORITY #3

SUSTAIN THE OREGON MILITARY DEPARTMENT COMMUNITY

The Oregon Military Department was built on a foundation of strong units, strong families, and strong communities. Since 9/11, our families and communities (including those who employ Guardsmen in their civilian jobs) have sustained us over the past decade of deployments and sacrifices. We are grateful for all they have done for our Soldiers, Airmen, and Civilian employees. Tough financial choices in the coming years will require us to do all we can to sustain the Oregon Military Department community, but it is truly a “no fail” mission.

KEY EFFORTS

TAKE CARE OF OUR EMPLOYEES AND OUR FAMILIES

Resilient Oregon Military Department employees and families are crucial to our strength as an organization. The well-being of our families is an important indicator of the well-being of the overall force. There will always be challenges in our mission, some beyond our control, that place considerable demands on our employees and their families. As a result, it is especially important for every team member to proactively plan and address the challenges that face their family, home, and community. Leaders must be engaged and assist

our employees as they balance these complex and dynamic challenges.

DO EVERYTHING WE CAN TO REDUCE SUICIDES

We are absolutely committed to doing anything and everything we can to reduce suicides in the Oregon Military Department. We are training and educating employees at every level to proactively identify individuals who may be at risk of self-harm or susceptible to suicide. Through training and application of internal resources, we will pursue every initiative to assist those at risk. We must also never forget our personal responsibility to look out for one another and be aware of the struggles those beside us face. Often it is those closest that can help

identify someone in need or experiencing increased risk. Once a person is identified as needing help, we will act immediately to secure assistance for that individual. Through development and enhancement of suicide prevention programs, we will strive to minimize suicide behaviors; thereby preserving mission effectiveness for our Airmen, Soldiers, and Civilian members of the Oregon Military Department and their Families.

**DO EVERYTHING WE CAN TO ELIMINATE SEXUAL ASSAULTS
AND SEXUAL HARASSMENT**

To ensure a strong organization with a clear ethical culture, the Oregon Military Department will not tolerate sexual harassment or sexual assault. Today, we battle internal enemies from sexual harassment and sexual assault within our ranks – which are profound betrayals of the sacred trust we must have between our Soldiers, Airmen and Civilian employees. This is a leadership issue and a readiness issue. We must eliminate this enemy from our ranks through education and discipline, looking out for each other, and saying something when we see something. All units will have vetted and trained Sexual Harassment Assault Response and Prevention (SHARP) specialists to provide training and assist victims of sexual harassment and sexual assault. We will provide every resource available for our survivors and treat each one with dignity and respect. To be clear, there is no place in the Oregon Military Department for anyone, of any rank, who would sexually harass or sexually assault another individual.

EFFECTIVELY MANAGE OUR EMPLOYEES

Our team must continue to balance mission requirements with workforce expectations to recruit, retain, and challenge our fulltime employees. Effective communication and management of pay, benefits, and employee support programs are integral to this concept. Additionally, leaders must invest in their employees with timely and effective feedback to ensure maximum professional and personal growth.

EMBRACE A CULTURE OF TOTAL FITNESS

Readiness is essential to our mission and the performance of each employee is enhanced by maintaining an adequate level of personal fitness. The Oregon Military Department recognizes the crucial connection between mind, body and work performance. Leaders throughout our organization will encourage and plan for regular participation in both individual and team fitness or recreational activities. We must build and maintain a resilient force. Our Soldiers, Airmen and Civilians must remain fit to fight, and fit to serve; not just physically, but mentally, emotionally, spiritually, and socially.

STRENGTHEN OUR COMMUNITY RELATIONSHIPS

The Oregon Military Department is a unique community-based organization, which enables us to partner effectively at the local and state levels with both governmental and non-governmental leaders on behalf of Guard service members and families. We formalized some of these partnerships through our “Joining Community Forces” efforts, but we must take care to nourish and expand these relationships at every opportunity.

CONNECT WITH OUR VETERANS

The Oregon Military Department will continue to create a culture that values the contributions and experience of our veterans. Many National Guard members and those of other services have returned to civilian life, but they remain our brothers and sisters in arms. They provide a distinct benefit to our communities and we will maintain our relationships with our alumni and the families of our fallen. We will continue to build initiatives that partner with not only the Oregon Military Department’s Soldiers, Airmen, Civilians and Families, but also with veterans from other military organizations who reside in our support area. Support programs will focus on improving career opportunities, developing positive veteran relationships, and enhancing veteran contributions to the State of Oregon.

PRIORITY #4

FORGE AND MAINTAIN PARTNERSHIPS



For more than 377 years, the National Guard has supported and partnered with local, state, and federal entities. As a state-based militia, the Oregon Military Department continues to be a foundational interagency and intra-governmental partner supporting our communities, State and Nation.

DEVELOP OUR RELATIONSHIPS WITH OUR STATE PARTNERS
The OMD's state mission develops an emergency management skill set based on the National Incident Management System. The key to this skill set is the Oregon Military Department's unique responsibilities and repetition of the tasks, and the long-term relationships with our local and state officials that produces confidence with our civilian partners.

DEVELOP OUR RELATIONSHIPS WITH OUR FEDERAL PARTNERS

In order to be a relevant operational reserve, we must execute the functions necessary to produce ready (manned, equipped and trained) and deployable formations that will help the Army and Air Force successfully execute their Federal responsibilities. We must ensure when we are called, we respond with ready units. Organizations within the OMD will search out, build and maintain operational relationships that are mutually beneficial to our readiness and their understanding of the National Guard. Key agencies in this effort include the National Guard Bureau, NORTHCOM,

other Military Services, and Inter-Governmental Agencies (FEMA, DHS, NOAA, USCG, etc.).

BUILD SAFE AND RESILIENT COMMUNITIES THROUGH THE OREGON OFFICE OF EMERGENCY MANAGEMENT

The Oregon Office of Emergency Management (OEM) leads statewide efforts to develop and enhance preparedness, response, recovery and mitigation capabilities to protect the lives, property and environment of the whole community. OEM accomplishes this by supporting the needs of local, tribal, private sector, non-governmental, and state



entities. The critical services provided by OEM include implementing a viable and evolving statewide 9-1-1 system; advancing prevention and preparedness through plans, training and exercises; developing emergency operations capabilities; mitigating hazards and their impacts; administering federal funding through grants and guidance; and developing systems to stabilize and rebuild communities in a post-disaster environment. During actual incidents, OEM coordinates state emergency declarations, and coordinates with the federal government on behalf of the Governor for Presidential disaster declarations.

LEVERAGE OUR COUNTER-DRUG PROGRAM

Oregon’s Counter-Drug Program (CDP) helps national and local law enforcement agencies battle and mitigate the drug threat. The CDP activities support both supply and demand interdiction efforts. The CDP also helps confront emerging threats. We will continue to link local, state, and federal efforts to combat transnational criminal organizations and support counter threat finance efforts. This program will continue to respond when called upon, and be ready to execute necessary functions to civil and legal authorities in domestic operations that keep Oregon’s citizens safe.



CONTINUE TO DEVELOP AND GROW OUR STATE PARTNERSHIPS WITH VIETNAM AND BANGLADESH

Through the State Partnership Program (SPP), the Oregon Military Department will develop enhanced strategic relationships that are mutually advantageous to the United States, PACOM, the OMD and the countries of Vietnam and Bangladesh. We will do this through effective integration of all OMD agencies and personnel to support this strategic objective. Additionally, the geographic combatant commands (GCC) will establish theater security cooperation (TSC) requirements and plans, and all SPP events are in support of these plans. As GCC demands increase, Oregon will maintain and expand our SPP partnerships to ensure they are in direct support of the GCC strategic priorities.





CONCLUSION

This SD2OMD is the second of three documents in the Oregon Military Department Strategic Planning System (OMD SPS). The OMD SPS is comprehensive in scope and identifies and addresses critical aspects of Oregon Military Department – The Oregon Army National Guard, Oregon Air National Guard, and Office of Emergency Management – providing direction and focus to meet current challenges while preparing for those of the future.

As this strategic plan guides the Oregon Military Department through 2015 to 2019, we understand it will be a very dynamic environment. Transparency is crucial to our agency and we will always be accountable to our values, always placing character before competence. By following our Vision and Mission, we will provide our State and Nation trained and ready operational forces, be effective stewards of our resources, sustain our Oregon Military Department Community, and forge and maintain partnerships.

There will be changes to our mission, structure and resources that will require us to be flexible, agile and adaptive. The objectives and initiatives of this plan were developed to keep the Oregon Military Department at the forefront of these changes and positioned to take advantage of them. Through this plan and future iterations, we will posture for the future while remaining Always Ready, Always There!

STATE OF OREGON
OFFICE OF EMERGENCY MANAGEMENT

CASCADIA PLAYBOOK OVERVIEW

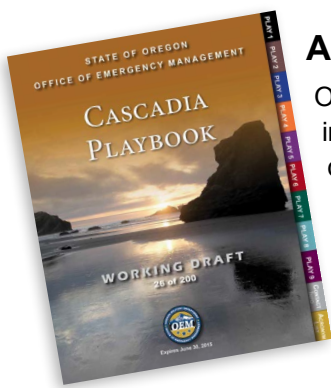
DEVELOPING A QUICK REFERENCE
GUIDE FOR THE FIRST 14 DAYS



OVERVIEW

Threats in Oregon

Every year, Oregon's Office of Emergency Management (OEM) collects and analyzes threats, hazards and overall risk to communities throughout the state. OEM works with local emergency managers to develop the Threat and Hazard Identification and Risk Assessment (THIRA). The THIRA provides data necessary to support statewide response and recovery planning efforts. The threat with the highest consequence levels and potential to significantly effect people, property, the environment, and our economy is often used as a planning scenario to develop plans, training, and exercises. These activities build a stronger, more resilient community to be better prepared for our worst possible day.



About The Cascadia Playbook

Oregon's greatest threat is a Cascadia Subduction Zone earthquake and tsunami resulting in significant loss of life, widespread injuries, and major property and critical infrastructure destruction. The Oregon Office of Emergency Management, per the Governor's request, is kicking off a new initiative to synchronize efforts across the state in response to a Cascadia event and other significant disasters. The Cascadia Playbook will be a cross-cutting emergency management tool for the State of Oregon that supports various existing plans and efforts for the first 14 days of a catastrophic incident.

The Cascadia Threat

A Cascadia event is based on the threat of a catastrophic magnitude 9.0 Subduction Zone earthquake and resultant tsunami. Coastal communities will experience a devastating tsunami on top of severe ground shake (up to five minutes). Shaking intensity will be less in the I-5 Corridor and Southern Oregon, but older buildings and critical infrastructure may incur extensive damage.

Expected Impacts

- Ground shaking for 4-6 minutes causing massive critical infrastructure damage
- Liquefaction and landslides causing disruption of transportation routes
- Tsunami inundation to coastal areas with as little as 15 minutes warning
- Up to 25,000 fatalities resulting from combined effects of earthquake and tsunami
- Buildings destroyed or damaged, up to 10,000+ damaged structures
- Households destroyed or damaged, up to 10,000+ people in need of shelter
- \$50+ billion in economic losses, not including critical infrastructure rebuilding

Cascadia Playbook Structure

- Covers the initial response timeframe of the first 14 days of the event
- Reflects content from Oregon Cascadia Subduction Zone Plan and FEMA Region X's Cascadia Execution Checklist as source content
- Identifies decision-making structures and authorities to initiate response and ensure smooth operations and unified effort
- Focuses on action items to create a punch list of missions for each "play"
- Is organized by Emergency Support Functions (ESFs)
- Supports existing plans developed by local, tribal, state and federal agencies
- Presents actions in a streamlined, easy-to-navigate, flip-chart style document
- Playbooks will only be issued in hard copy format, assigned to one specific individual for each partnering organization, to better manage version control, as edits are made

FAQs

1 What is a Playbook?

Disaster management requires specific and coordinated actions by many different players involved in emergency response. Playbooks, in the emergency management context, are designed to reduce confusion during the immediate chaos that ensues following any type of major disaster or catastrophe. Playbooks ensure all the players:

- Have defined roles and responsibilities
- Understand the decision-making processes and authorities required to prioritize missions and allocate resources
- Follow specific action-oriented mission tasks for each play
- Are well-coordinated to support response and recovery

2 Why does Oregon need a Cascadia Playbook?

Various state agencies have emergency or continuity plans specific to their functions or particular hazards. The Playbook ensures state agencies are in sync and provides decision-makers with a practical guide to save lives and property, and allocate and manage resources efficiently and with urgency and speed. The Playbook conceptual format has gained support throughout the State of Oregon and has been received well at the national level in emergency management and homeland security communities.

3 Will the Playbook be compatible with other plans?

Many public safety agencies, scientists and academics, regional planning teams, and task forces have examined and developed plans to prepare for the Cascadia threat. The Playbook is complementary to existing plans, serving as a condensed, quick reference guide of pre-identified action items assigned to various entities. The initial working draft of the Playbook uses source content from the Oregon Cascadia Subduction Zone Plan and the FEMA Region X Cascadia Plan.

4 How is the Playbook organized?

Action items are organized by Emergency Support Functions (ESFs) using an expanded 18 ESF structure to provide clear roles for managing traditional ESF functions and new areas of military support, volunteers and donations, animal care, and address the capabilities and needs of businesses and industry.

5 When will the Playbook be complete?

The Governor, The Adjutant General, and the Office of Emergency Management are working in concert with state agencies, local emergency managers, tribal nations, non-governmental partners, and federal agencies to ensure the Playbook is well-vetted and valuable to its users.

Much more work and ongoing collaboration will ensure the Playbook captures feedback via subject matter experts in their respective fields. The current working draft is the starting point for critical response partners to collaborate, vet, and revise the content. The Playbook will not be considered complete for several years to come as state agencies develop implementation plans to support the action items categorized by ESFs.

6 How can partners become involved?

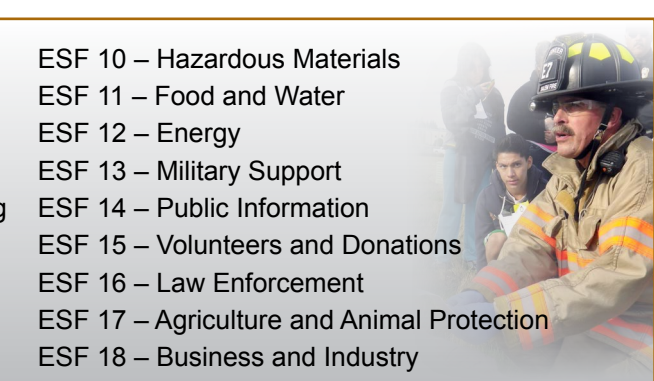
The official project kick-off to collaborate with state agencies took place in June 2014. The next phase of the project will focus on collecting revisions and edits to verify and refine the Playbook. Implementation plans for supporting the Playbook developed by ESF partners will be the final stage of the overarching Playbook project. OEM will be hosting Playbook workshops for ESF partners to provide a collaborative forum for discussion, planning, and edits.

State of Oregon ESF Structure

Emergency Support Functions are groupings of critical functions or capabilities into an organizational structure. OEM uses the following expanded 18 ESF structure:

ESF 1 – Transportation
ESF 2 – Communications
ESF 3 – Public Works
ESF 4 – Firefighting
ESF 5 – Information and Planning
ESF 6 – Mass Care
ESF 7 – Resource Support
ESF 8 – Health and Medical
ESF 9 – Search and Rescue

ESF 10 – Hazardous Materials
ESF 11 – Food and Water
ESF 12 – Energy
ESF 13 – Military Support
ESF 14 – Public Information
ESF 15 – Volunteers and Donations
ESF 16 – Law Enforcement
ESF 17 – Agriculture and Animal Protection
ESF 18 – Business and Industry





Initial response in the event of ...

DISASTER EVENT!

<ul style="list-style-type: none"> Initial Notification Emergency Declarations Activate OERS Succession / Authorities 	<ul style="list-style-type: none"> Life Safety Missions Search and Rescue Medical Care Scene Stabilization Emergency Communications 	<ul style="list-style-type: none"> Establish Contact with Affected Area Establish Lifeline Routes Assess Impacts / Damage 	<ul style="list-style-type: none"> Establish Shelters Transport Displaced People Vulnerable Populations Medical Care at Shelters Mass Feeding Animal Care 	<ul style="list-style-type: none"> Initiate Resource Requests Establish State Staging Areas Locate / Receive Supplies Points of Distribution 	<ul style="list-style-type: none"> Identify Critical Service Outages Prioritize Emergency Repairs Contingency Plans Emergency Contracting DMORT Operations 	<ul style="list-style-type: none"> Mobilize Heavy Equipment and Personnel Clear debris Repair Essential Systems JIC Operations 	<ul style="list-style-type: none"> Receive Federal Resources Expedite out-of-area Utility Repair Crews Volunteers and Donated Goods Track Federal Assets and Activation Levels 	<ul style="list-style-type: none"> Community Planning Needs Identify Recovery Priorities Begin Restoring Community Services Identify Human Services Needs Begin Restoring Critical Systems
PLAY 1	PLAY 2	PLAY 3	PLAY 4	PLAY 5	PLAY 6	PLAY 7	PLAY 8	PLAY 9
Notification, Activation and Authorities	Life Safety	Damage Assessment	Mass Care and Sheltering	Logistics and Resource Management	Planning and Prioritization	Emergency Repairs	Outside Assistance	Begin Recovery
(0 – 30 min)	(0 – 72 hrs)	(1 – 72 hrs)	(6 hrs – 30+ days)	(12 hrs – 30+ days)	(18 hrs – 30+ days)	(20 hrs – 7 days)	(1 – 30+ days)	(8 – 180+ days)

