

## FINAL State Strategy Goals, Objectives, and Implementation Steps

<b>Goal A: (Prevention) Enhance port security through early detection of and preparedness for responding to WMD events</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>A.1</b> Coordinate WMD planning efforts between Urban Areas and ports	<b>A.1a</b> Establish emergency coordination links with port authorities and emergency response agencies <b>A.1b</b> Coordinate vulnerability assessments with local agencies
<b>A.2</b> Enhance emergency notifications between ports and emergency response agencies	<b>A.2a</b> Conduct communications exercise within 12 months to test links between ports and emergency response agencies <b>A.2b</b> Identify emergency communications shortfalls and methods to address within 24 months
<b>A.3</b> Enhance coordination between port authorities and emergency response agencies	<b>A.3a</b> Participate in port WMD exercises scheduled for the next 12 months <b>A.3b</b> Participate in port WMD exercise after action reports
<b>Goal B: (Prevention) Enhance mass transit security through early detection of and preparedness for responding to WMD events</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>B.1</b> Enhance WMD planning efforts with Urban Areas and mass transit agencies	<b>B.1a</b> Review and coordinate mass transit emergency plans with emergency response agencies within 24 months <b>B.1b</b> Identify coordination shortfalls within 24 months <b>B.1c</b> Revise and update procedures as needed
<b>B.2</b> Train and exercise personnel on WMD preparedness and response	<b>B.2a</b> Review training and exercise needs annually <b>B.2b</b> Develop training and exercise plan in 12 months <b>B.2c</b> Conduct a coordinated mass transit/emergency responder WMD exercise within 24 months <b>B.2d</b> Incorporate After Action recommendations into emergency plans within 24 months after the exercise

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<b>Goal C: (Response) Coordinate WMD response activities with emergency medical and public health disciplines</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>C.1</b> Train and exercise personnel on WMD preparedness and response	<b>C.1a</b> Develop training and exercise plan within 24 months <b>C.2b</b> Annually review training and exercise needs, revise as necessary
<b>C.2</b> Train and exercise emergency response personnel on WMD scenarios	<b>C.2a</b> Schedule statewide exercise for WMD within 6 months <b>C.2b</b> Conduct statewide exercise that involves emergency management, emergency medical services and public health agencies within 6 months <b>C.3c</b> Revise and update procedures within 24 months, based on after action critique of exercise

<b>Goal D: (Planning/Response) Integrate the Standardized Emergency Management System (SEMS) with the National Incident Management System (NIMS)</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>D.1</b> Compare and contrast SEMS with NIMS	<b>D.1a</b> Review final NIMS documents within 2 months <b>D.1b</b> Identify differences within 3 months <b>D.1c</b> Identify methods for redressing differences by October 2004
<b>D.2</b> Obtain NIMS compliance certification	<b>D.2a</b> Modify training and guidance materials for consistency by November 2004 <b>D.2b</b> Submit compliance procedures for certification by January 2005
<b>D.3</b> Revise EOC procedures	<b>D.3a</b> Modify training and guidance materials for consistency by November 2004 <b>D.3b</b> Initiate changes in EOC by end of 2004

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<b>Goal E: (Planning) Institutionalize terrorism emergency planning in multi-hazard emergency planning and response processes</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>E.1</b> Update the Emergency Plan Terrorism Annex	<b>E.1a</b> Reviewed Annex in 2003 <b>E.1b</b> Revision of Annex should be complete by June 2004
<b>E.2</b> Update Local Planning Guidance on Terrorism	<b>E.2a</b> Review Guidance annually <b>E.2b</b> Revise guidance, as necessary <b>E.2c</b> Provide guidance to Operational Areas, local governments, special districts, community-based groups, and others
<b>E.3</b> Incorporate Terrorism into Multi-Hazard Mitigation Plan	<b>E.3a</b> Review Mitigation Plan annually <b>E.3b</b> Revise plan, as necessary <b>E.3c</b> Submit revised plan to partner agencies for review
<b>E.4</b> Develop/update EOC procedures needed to implement terrorism plans	<b>E.4a</b> Review procedures annually <b>E.4b</b> Update procedures, as necessary <b>E.4c</b> Identify and develop new plans and procedures, as needed
<b>E.5</b> Exercise terrorism plans and procedures	<b>E.5a</b> Develop exercises <b>E.5b</b> Conduct exercises <b>E.5c</b> Evaluate exercises <b>E.5d</b> Complete After Action Reports
<b>E.6</b> Integrate training and exercise programs	<b>E.6a</b> Link training and exercise objectives <b>E.6b</b> Use exercises to develop additional training needs <b>E.6c</b> Coordinate training and exercise plans
<b>E.7</b> Train personnel on terrorism plans and procedures	<b>E.7a</b> Review training needs annually <b>E.7b</b> Develop or update training plan <b>E.7c</b> Obtain training consistent with plan and available resources <b>E.7d</b> Track and evaluate training plans, adjust as necessary

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<b>Goal F: (Planning/Preparedness) Enhance public outreach, education and training efforts to address terrorism events</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>F.1</b> Support the development and capabilities of Citizen Corps and other community-based organizations	<p><b>F.1a</b> Form Citizen Corps Councils or similar coordinating groups</p> <p><b>F.1b</b> Provide guidance and training to Operational Areas, cities, community-based groups, and other local agencies</p> <p><b>F.1c</b> Design public outreach, education, and communication tools and systems</p>
<b>F.2</b> Evaluate Citizen Corps and related programs for long-term effectiveness	<p><b>F.2a</b> Review and design improvements in data gathering, assessment, benchmarking and related methodologies to accomplish effective program effectiveness</p> <p><b>F.2b</b> Review and design improvements in data gathering, assessment, benchmarking and related methodologies to accomplish effective program evaluation</p> <p><b>F.2c</b> Review related methodologies to continuously present effective outreach programs</p> <p><b>F.2d</b> Develop local Citizen Corps program strategic implementation plans and Volunteer Resource Management annexes at the OA level within two years</p>

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<b>Goal G (Response) Ensure emergency responders have the equipment necessary for multi-discipline response to terrorism events</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>G.1</b> Administer the Homeland Security Grant program	<b>G.1a</b> Develop grant guidance package and submit grant application to Office for Domestic Preparedness (ODP) <b>G.1b</b> Provide ongoing training/technical assistance to all eligible entities <b>G.1c</b> Provide grant oversight and submit required reports <b>G.1d</b> Evaluate assessment data and identify potential statewide priorities
<b>G.2</b> Administer state portion of equipment funds	<b>G.2a</b> Review equipment needs by discipline and/or agency and prioritize equipment needs consistent with available funding <b>G.2b</b> Monitor equipment procurement and submit required reports
<b>G.3</b> Meet equipment related training needs	<b>G.3a</b> Identify equipment related training requirements <b>G.3b</b> Identify/develop courses meeting these requirements <b>G.3c</b> Provide training, consistent with needs and available funding

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<b>Goal H: (Planning/Response) Enhance regional response capabilities for terrorism events</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>H.1</b> Conduct regional exercises	<b>H.1a</b> Develop multi-year regional exercise schedule <b>H.1b</b> Develop and conduct regional exercises consistent with available funding <b>H.1c</b> Evaluate Operational Area assessment data and assess statewide exercise needs <b>H.1d</b> Evaluate state agency resources assessment data and assess statewide exercise needs
<b>H.2</b> Evaluate regional response capabilities based on exercises	<b>H.2a</b> Develop/review regional response plans and procedures <b>H.2b</b> Review regional equipment shortfalls, prioritize, and fill gaps as appropriate <b>H.2c</b> Review regional training and exercise needs and opportunities, update as needed <b>H.2d</b> Assist Operational Areas in identifying potential regional training and exercise needs and opportunities

There is no Goal "I".

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<b>Goal J: (Planning) Establish compliance monitoring of all DHS grants</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<p><b>J.1</b> Ensure all sub grantees comply with the requirements of the California Office of Homeland Security and Office of Emergency Services and ODP following grant management processes and procedures</p>	<p><b>J.1a</b> Develop grant-specific guides and applications  <b>J.1b</b> Develop the quarterly/semi-annual performance reports for local and state sub-grantees by June 15 and December 15  <b>J.1c</b> Review sub-grant applications within 30 days of receipt  <b>J.1d</b> Review scope/budget revision requests within 30 days of receipt  <b>J.1e</b> Review disbursement requests within 15 days of receipt  <b>J.1f</b> Review grant performance reports within 15 days of receipt  <b>J.1g</b> Provide notification to grant recipients of State administering agency actions (such as sub-award, scope/budget revisions, disbursement status, and performance report reviews) within 15 days of completion of review  <b>J.1h</b> Provide on-going technical assistance to local and state sub-grantees by establishing a centralized phone line and email account  <b>J.1i</b> Perform on-going periodic grant compliance reviews of material sub-grant activities and recommend corrective actions as necessary  <b>J.1j</b> Prepare grant performance and financial reports as required and/or requested by federal, state, congressional, and legislative entities  <b>J.1k</b> Implement a secure, web-enabled grant management system to allow California's eligible sub-grantees to apply for and request funding as well as enhance the State's administering agency's ability to communicate, monitor and report sub-grant performance through digital exchange of data within 24 months</p>

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<b>Goal K: (Prevention) Enhance threat assessment sharing and evaluation efforts to deter, prevent, and respond to terrorism events</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>K.1</b> Support threat assessment collection, analysis, and dissemination operations	<b>K.1a</b> Review threat assessment operations and procedures annually <b>K.1b</b> Update or expand operations or procedures as necessary <b>K.1c</b> Coordinate with relevant State Agencies on their threat assessment operations oversight compliance
<b>K.2</b> Meet threat assessment/prevention related training and exercise needs	<b>K.2a</b> Annually identify threat assessment/prevention related training and exercise needs <b>K.2b</b> Identify and develop training courses and/or exercise events meeting these needs <b>K.2c</b> Make training and exercise opportunities available, consistent with needs and available funding
<b>K.3</b> Meet threat assessment/prevention related equipment and capital improvement needs	<b>K.3a</b> Annually review threat assessment/prevention equipment needs <b>K.3b</b> Provide grant oversight by working with appropriate state agencies to provide equipment needs consistent with available funding <b>K.3c</b> Annually identify prevention related capital improvements and funding to implement

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<b>Goal L: (Recovery) Incorporate Recovery element in all plans and procedures to ensure capability to recover from a terrorism incident</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>L.1</b> All jurisdictions will develop, review, or update appropriate plans to include Recovery	<b>L.1a</b> Annually review all plans/annexes <b>L.1b</b> Develop procedures as necessary <b>L.1c</b> Review procedures annually as needed <b>L.1d</b> Update procedures as necessary <b>L.1e</b> Identify and develop new procedures
<b>L.2</b> Train and exercise personnel on Recovery procedures	<b>L.2a</b> Review training and exercise needs annually <b>L.2b</b> Develop training and exercise plan <b>L.2c</b> Obtain training and exercises consistent with plans and available resources <b>L.2d</b> Incorporate recovery aspects into local, regional and statewide training and exercises

<b>Goal M: (Prevention/Critical Infrastructure) Enhance security at all identified critical infrastructure sites</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>M.1</b> Update list of all critical infrastructure sites in California, or affecting California's security	<b>M.1a</b> Review current list of sites <b>M.1b</b> Create comprehensive list of sites and integrate federal and state assessments <b>M.1c</b> Periodically review and update list as needed
<b>M.2</b> Assess the vulnerability of all critical infrastructure sites in California	<b>M.2a</b> Conduct vulnerability assessments in conjunction with federal efforts <b>M.2b</b> Coordinate vulnerability assessments with local agencies
<b>M.3</b> Enhance security at all critical infrastructure sites in California	<b>M.3a</b> Prioritize available resources for potential equipment, training and/or exercise needs <b>M.3b</b> Conduct additional vulnerability assessments as needed

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<p><b>Goal N: (Communications Interoperability) Develop and implement a comprehensive voice and data Interoperability Communications Plan and coordination system for all jurisdictions within California</b></p>	
Objectives	Implementation Steps
<p><b>N.1</b> Develop a Statewide Communications Interoperability Plan Voice Communications Component</p>	<p><b>N.1a</b> Establish a statewide Interoperability committee by yearend  <b>N.1b</b> Prioritize available resources for potential equipment, training and/or exercise needs (ongoing)</p>
<p><b>N.2</b> Investigate existing capabilities in the state and local first responder agencies</p>	<p><b>N.2a</b> Conduct an assessment of existing capabilities in the state and local first responder agencies within 1 year  <b>N.2b</b> Conduct additional vulnerability assessments as needed</p>
<p><b>N.3</b> Develop a Statewide Interoperability Voice Communications Plan with required training and operational job assistance materials</p>	<p><b>N.3a</b> Develop guidance and approval standards for Local Communications Interoperability Plans within 1 - 2 years  <b>N.3b</b> Develop a Statewide Interoperability Voice Communications component within 2 years  <b>N.3c</b> Develop training curriculum and job aids for public safety first responders within 2 years  <b>N.3d</b> Develop and conduct local and regional interoperability communications exercises (ongoing)  <b>N.3e</b> Implement new interoperability spectrum in 700 MHz (estimated ready by 2007)  <b>N.3f</b> Implement a statewide wireless data communications governance system to provide data interoperability for all first responders (beginning in 2005)</p>

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**Goal O: (Response) Provide a fully operational state-of-the-art satellite statewide (OASIS) system that supports EOC and emergency operations during WMD and other disaster scenarios**

Objectives	Implementation Steps
<p><b>O.1</b> Develop a system that supports simultaneous toll-quality voice, high speed data (1.2 Mbps) and broad case video service that integrates federal, state and local agencies during emergencies</p>	<p><b>O.1a</b> Develop an OASIS upgrade study within 12 months that includes:</p> <ul style="list-style-type: none"> <li>- engineering specifications</li> <li>- equipment inventory</li> <li>- training plan</li> <li>- bid specifications</li> </ul>

**Goal P: (Preparedness) Enhance the coverage of the Emergency Alert System (EAS) to provide warning alerts and notifications to every area in the State, including Amber Alert child abductions.**

Objectives	Implementation Steps
<p><b>P.1</b> Enhance the CLERS network to provide coverage to include the entire state</p>	<p><b>P.1a</b> Identify the locations statewide that do not radio coverage on the CLERS network</p> <p><b>P.1b</b> Install repeaters on the CLERS network which are capable of broadcasting emergency notifications in those areas not currently covered</p>
<p><b>P.2</b> Enhance the capability of the Local Primary broadcasters (LP1) to disseminate emergency alerts and warnings</p>	<p><b>P.2a</b> Identify the LP1s currently without EAS equipment capable of receiving, decoding or re-broadcasting emergency notifications to the media and assist those LP1s in updating their equipment</p>
<p><b>P.3</b> Upgrade the CLERS network to reduce or eliminate system failures</p>	<p><b>P.3a</b> Identify and replace outdated radio equipment currently being used on the CLERS network</p>

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<b>Goal Q: Enhance EDIS to provide notifications and alerts directly to individuals who are now required to subscribe to this service from a third party delivery system</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>Q.1</b> Enhance State's EDIS delivery system to include individuals who subscribe to alert service	<b>Q.1a</b> Identify and implement a method by which EDIS notifications and alerts can be provided to individuals via the State's system and not a third party

<b>Goal R: (Response) Encourage State and local agencies to develop satellite capabilities to support their specific operational needs</b>	
<b>Objectives</b>	<b>Implementation Steps</b>
<b>R.1</b> Encourage the development of systems that supports simultaneous toll-quality voice, high speed data (1.2 Mbps) and other service for use by state and local agencies that provide interoperability, continuity of tactical operations, and incident management	<b>R.1a</b> Identify systems, protocols, processes, and other resources toward the development of agency specific development of satellite based tactical continuity of operations, incident management, and interoperability consistence with the agencies' operational requirements