REGION 6
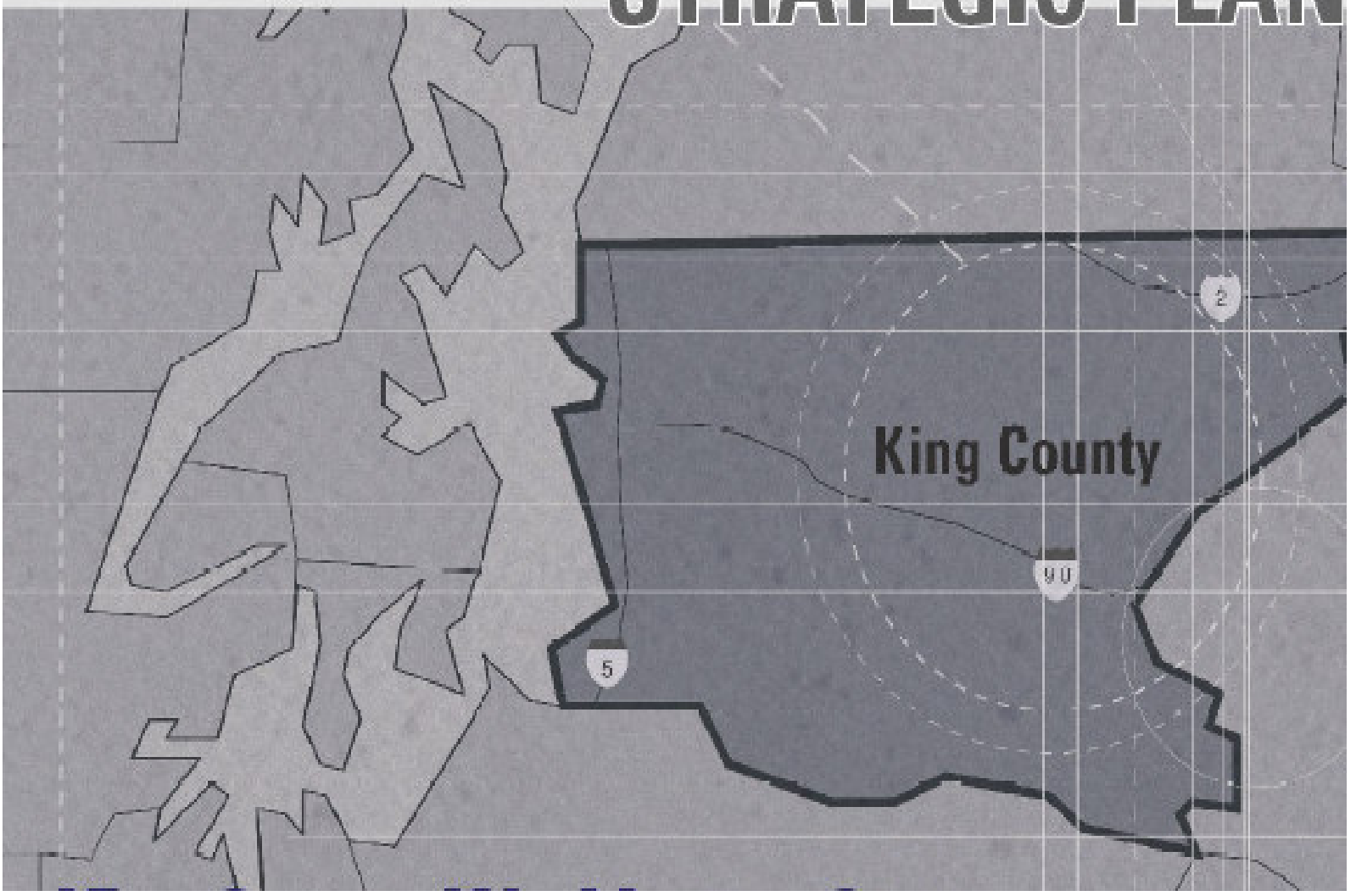
2008

Homeland Security

STRATEGIC PLAN

King County

Executive Summary

Geographic King County has been designated by Washington State as Homeland Security Region 6 (Region 6), one of nine within the state. The Emergency Management Advisory Committee (EMAC) was designated by the King County Executive and the King County Council to act as the Region 6 Homeland Security Council.

Since the attacks of September 11, 2001, federal homeland security funding has declined substantially. The reduction in funding for state homeland security efforts is not unique to Washington State and King County. In fact, the State has fared comparatively well. But the decline in federal funding is a reality nonetheless. That makes it all the more important that Region 6 develop an approach to homeland security that is visionary and rigorous.

National Homeland Security guidance was used as a tool to assist with the development of the Region 6 Homeland Security Strategic Plan (Plan). The authors of the Plan took great strides to customize the national guidance to facilitate regional progress in the assessment, development, and enhancement of target capabilities. Specifically capabilities to prevent, protect against, respond to, and recover from threatened or actual domestic terrorist attacks and catastrophic incidents.

The intent of the Plan is to address protective, response, and recovery measures in a multi-jurisdictional manner. The Plan seeks to leverage existing resources, optimize future resource opportunities, and develop sustainability in the event resources and/or funding are limited or no longer available.

The Plan is a living document derived from subject matter experts from a wide variety individuals representing the interests of Region 6 and will require periodic review as risks and vulnerabilities change in order to remain relevant to stakeholders.

The Plan supports the resilience of the Region's individuals, communities, businesses, and governments by ensuring effective preventive, response and recovery systems are identified, assessed and enhanced in a coordinated manner.

Vision Statement for Washington State Homeland Security Region 6

"A collaborative and coordinated Region 6 that is safe and secure for the 21st Century."

Mission Statement for Washington State Homeland Security Region 6

"To protect the citizens, property, environment, culture and economy of Region 6 from acts of terrorism, natural and technological disasters, and to minimize the effects of these incidents"

Guiding Principles

The Plan has four guiding principles:

- **A regional approach with broad participation**

- **Planning includes coordination and clearly defined roles and responsibilities**

- **Unified standards and protocols**

- **Performance and strategy based priorities for funding allocation**

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Washington State Homeland Security
Region 6 Strategic Plan

Overview

The Washington State Homeland Security Region 6 Strategic Plan (Plan) aligns the many independent homeland security grants, preparedness efforts, and resources to help manage risk and reduce the impacts posed by "all hazards".

The intention of the Plan is to provide direction to accomplish objectives by autonomous entities and guide decisions of resource allocation to facilitate reaching goals and objectives in a prioritized fashion. The Plan focuses decision making on building and enhancing capabilities to prevent and protect against risk and to respond to and recover from incidents.

The Plan is based on a foundation of multi-disciplinary, cross-governmental regional collaboration that identifies regional "all hazards" needs that reflect National Priorities and State planning goals. These needs align with target capabilities that can be identified and assessed to guide closure of gaps.

Purpose

The purpose of this Plan is to:

- Provide a structural framework for decision makers to guide programming, budgeting, prioritizing, and preparedness planning for the next three to five years.

- Provide a management tool for requesting and assigning resources for capability or capacity improvements and/or maintenance to meet short or long term goals.

- Provide a tracking tool for evaluating and measuring performance enhancement.

- Integrate regional partners from the public sector, private sector, and tribal nations in prevention, mitigation, preparedness, response, and recovery.

- Identify resources that could be added to regional homeland security improvement efforts.

Introduction

The working portion of the Plan is divided into ten categories, each with several target capability elements. Each capability begins with a description, an assessment of current capabilities or capacity and desired performance. The desired performance becomes the goal for that element with a list of objectives to reach that goal. Each objective identifies a coordinating responsible lead agency and the current priority for assigning resources to accomplish identified improvements. How the coordinating lead agency seeks to achieve the objectives is described through proposals submitted for funding and/or staff assignment within Region 6 on an annual basis. As progress is documented, priorities for the allocation of resources change to meet the next prioritized element.

The National Target Capabilities List consists of thirty seven elements. The National Target Capability List is a fair approximation of the range of elements a community might address for natural or manmade incidents. The Plan includes forty elements that closely align with the national list. Many of the elements for consideration in the Plan could reasonably be placed under more than one of the ten described categories. The strategic categories of the Plan are:

STRATEGIC CATEGORIES			
A.	Prevention, Information & Intelligence	**F.**	Communications
B.	Response	**G.**	Recovery
C.	Human Services	**H.**	Critical Infrastructure
D.	Public Healthcare Systems	**I.**	Control & Coordination
E.	Medical Systems	**J.**	Community Preparedness

Figure 1

There are several commonalities between target capability elements; such as the need for collaboration to identify, achieve, and sustain capability levels, shared resource needs, the use of limited grant funds, and cross referencing of capabilities and plans. Some threat, risk, and vulnerability assessments have been completed by various agencies but have not been collected at a regional level using a standardized evaluation process. It may be assumed that interoperability and National Incident Management System (NIMS) compliance are required for all strategic capabilities.

	TARGET CAPABILITIES		
1.	Communications	21.	Fatality Management
2.	Community Preparedness & Participation	22.	Fire Incident Response Support
3.	Planning	23.	Isolation & Quarantine
4.	Risk Management	24.	Mass Care
5.	CBRNE Detection	25.	Mass Prophylaxis
6.	Intelligence/Information Sharing & Dissemination	26.	Medical Supplies Management & Distribution
7.	Info Gathering Recognition of Indicators & Warning	27.	Medical Surge
8.	Intelligence Analysis & Production	28.	Incident Management
9.	Counter-Terror Investigation & Law Enforcement	29.	Emergency Public Safety & Security Response
10.	Critical Infrastructure Protection	30.	Responder Safety & Health
11.	Epidemiological Surveillance & Investigation	31.	Triage & Pre-hospital Treatment
12.	Food & Agricultural Safety	32.	Search & Rescue
13.	Laboratory Testing	33.	Volunteer & Donation Management
14.	Animal Disease Support	34.	WMD/HazMat Response & Decontamination
15.	Evacuation & Shelter-In-Place	35.	Economic & Community Recovery
16.	Critical Resource Logistics & Distribution	36.	Restoration of Lifelines & Services
17.	EOC/ECC Coordination	37.	Structural Damage Assessment
18.	Emergency Public Information & Warning	38.	Citizen Corps
19.	Environmental Health	39.	Cyber Security
20.	Explosive Device Response Operations	40.	Debris Management

Figure 2

Organization

The Region 6 Homeland Security Coordinator (Region 6 HSC) is designated as the caretaker and owner of the Plan. During the past two revision cycles Coordinating Leads have been used reflecting the current organizational structure.

The King County Office of Emergency (KC OEM) Management assigns a staff person to fill the position of Region 6 HSC which is partially funded through federal grants. The Region 6 HSC assists in facilitating revision of the Plan. The chair of EMAC will direct the strategic planning process and ensure that the Plan accurately reflects stakeholder goals, objectives, targets, and efforts.

Planning

Alignment of the Plan to the National Target Capabilities List supports annual investment justification development for Department of Homeland Security (DHS) funding and may improve scoring and fund allocation to the state and region. The selected forty elements afford the best opportunity to describe our local capabilities, form a strategy, and develop proposals for improvements.

A Planning Workgroup is used to develop the target capability elements by vetting and sharing information within their respective discipline and agencies and/or associations. They participate in discussion on behalf of their agencies and/or associations drawing upon professional experience and perspectives. Members of the Planning Workgroup are identified from lead discipline agencies and/or associations consistent with EMAC membership.

Below are the ten categories, their target capability elements, and lead discipline.

Category A. Prevention, Information & Intelligence

TCL #	NAME	LEAD
#5	CBRNE Detection	FIRE Law Enforcement
#6	Intelligence/Information Sharing & Dissemination	Law Enforcement
#7	Information Gathering and Recognition of Indicators and Warning	Law Enforcement
#8	Intelligence Analysis & Production	Law Enforcement
#9	Counter-Terror Investigation & Law Enforcement	Law Enforcement

Category B. Response

TCL #	NAME	LEAD
#20	Explosive Device Response Operations	Law Enforcement
#22	Fire Incident Response Support	FIRE
#28	Incident Management	FIRE
#29	Emergency Public Safety & Security Response	Law Enforcement
#32	Search & Rescue	King County Sheriff Office- Urban Search And Rescue
#34	WMD/Hazmat Response & Decontamination	FIRE

Category C. Human Services

TCL #	NAME	LEAD
#16	Critical Resources, Logistics & Distribution	Emergency Management
#24	Mass Care	Emergency Management
#33	Volunteer & Donation Management	TBD

Category D. Public Health Care Systems

TCL #	NAME	LEAD
#11	Epidemiological Surveillance & Investigation	Public Health
#12	Food and AG Safety	Public Health
#13	Laboratory Testing	Public Health

#14	Animal Disease Support	Public Health
#19	Environmental Health	Public Health
#23	Isolation & Quarantine	Public Health
#25	Mass Prophylaxis	Public Health

Category E. Medical Systems

TCL #	NAME	LEAD
#21	Fatality Management	Public Health
#26	Medical Supplies Management & Distribution	Public Health
#27	Medical Surge	Public Health
#31	Triage & Pre-hospital Treatment	Public Health Fire

Category F. Communications

TCL #	NAME	LEAD
#1	Communications	Emergency Management
#18	Emergency Public Information & Warning	Emergency Management

Category G. Recovery

TCL #	NAME	LEAD
#35	Economic & Community Recovery	Emergency Management
#37	Structural Damage Assessment	Critical Infrastructure Protection
#40	Debris Management	Emergency Management

Category H. Critical Infrastructure

TCL #	NAME	LEAD REP
#10	Critical Infrastructure Protection	Critical Infrastructure Protection
#36	Restoration of Lifelines & Services	Critical Infrastructure Protection
#39	Cyber Security	Critical Infrastructure Protection

Category I. Control & Coordination

TCL #	NAME	LEAD
#3	Planning	Emergency Management
#4	Risk Management	TBD
#17	EOC/ECC Coordination	Emergency Management
#30	Responder Safety & Health	FIRE Law Enforcement Public Health

Category J. Citizen Preparedness

TCL #	NAME	LEAD
#2	Community Preparedness & Participation	Emergency Management
#15	Citizen Evacuation & Shelter In-Place	Emergency Management
#38	Citizen Corps	Emergency Management

Figure 3

Development of Performance Measures and Tracking

The development of performance measures following the goals and objectives outlined by the Plan will be completed by the Working Groups and Taskforces assigned to each area. To aid in this effort, goals and capabilities are described in tangible, measurable quantified terms. All regional stakeholders have agreed to make use of NIMS as part of all preparedness activities.

Accomplishments

Reports on accomplishments toward objectives are made quarterly to EMAC, and documented in the EMAC meeting notes. An annual summary of accomplishments can be found in Appendix 3 of the Plan. Accomplishments are reported to the King County Executive and the King County Council annually as well as to the State Committee on Homeland Security as requested.

Proposal Development and Submission

Guidance for the development of proposals to sustain or improve capabilities is currently part of an annual grant request cycle. The process begins with a review of the Plan Annual Accomplishment annex. Regional and national priorities as outlined in each year's grant guidance provide an outline for selection of proposals. EMAC receives input from the Planning Workgroup and Lead Agencies recommending target capabilities needing development or improvement and develops a Capability Priority List (CPL).

EMAC establishes a funding formula to address both the CPL and continuing regional objectives. The CPL establishes the scope for proposal submissions typically in the fall. Proposals are rated for regional capability improvement and are consolidated as grant submissions for Investment Justifications (IJs). These IJs are written at the state level with regional participation based on proposals received from state agencies and Washington State Homeland Security Regions.

Resources for Implementing Proposals and Capability Improvements

Resources for making improvements in the capabilities covered by the Plan may include federal grant funds from programs such as State Homeland Security Program, Citizen Corps, Urban Area Security Initiative, local emergency management program budgets, private sector matching funds, non-profit organizations, volunteers, and other sources.

Staff support and administrative management of projects may be partially covered by M&A (Management and Administrative) under each grant or by members of the Working Groups and Taskforces described in the organization chart of EMAC.

Prioritizing Goals and Objectives

National priorities vary from year to year and have included items such as Pan Flu, Radiological Dispersion Devices, Improvised Explosive Devices (IEDs), the National Incident Management System (NIMS), Law Enforcement and Intelligence, and Catastrophic Incident Planning.

Regional priorities for 2008 are elements of:
- Control & Coordination
- Communications
- Recovery
- Community Preparedness
- Human Services
- Responder Capabilities (including IED response capabilities)

Regional priorities for 2007 were elements of:
- Critical Infrastructure Protection
- Community Preparedness
- Control and Coordination
- Human Services
- Recovery
- Responder Capabilities
- Healthcare Systems

Plan Revisions

The Plan maintenance and revision is the responsibility of EMAC. Review of progress toward regional capabilities will be completed annually for report to the King County Executive and the King County Council. The annual progress report will support EMAC decisions directing resources from Homeland Security Grants when available.

Progress will be recorded in Working Group Progress Reports noted in EMAC meeting notes and in the Plan Accomplishments Annex. Revisions or changes to the Plan will be reviewed on a quarterly basis, at the direction of the EMAC Chair, during an EMAC meeting. EMAC approved changes to the Plan will be made a current complete plan version provided to all EMAC members. Complete review of the Plan will be performed at a minimum of at least every three to five years.

TARGET CAPABILITY ELEMENT FORM *(Sample)*

A – J	CATEGORY
TCL #	TCL NAME:
LEAD REP	

DEFINITION: The scope of the capability element
GOAL: Quantifiable end point, what the ideal capability will look like.
CURRENT CAPABILITY: What the capability looks like at this time.

Objectives	Lead Agency	Timeline	Status	EMAC/ R6 Priority
Administration:				
▪ *Assessing the capability* ▪ *Reports Sustainment*	**Who**	**When**	• Work in Progress • Initial Work Completed • In Maintenance • Requires Resources	
Planning:				
▪ *Identify plans & procedures needed for this capability* ▪ *Staffing needs*				
Training:				
▪ *Identify training to be conducted and the target audience*				
Exercise:				
▪ *Conduct exercises to test plans, procedures and training effectiveness*				
Equipment:				
▪ *Identify equipment needed to implement plans, procedures, and training*				
Public Education:				
▪ *Identify educational components*				

Narrative: The Narrative will include a summary of the projects that have been implemented or may be proposed toward achieving the stated objectives.

CATEGORY A

PREVENTION, INFORMATION & INTELLIGENCE

TARGET CAPABILITY	ELEMENT NAME
#5	CBRNE Detection
#6	Intelligence/Information Sharing & Dissemination
#7	Information Gathering and Recognition of Indicators & Warning
#8	Intelligence Analysis & Production
#9	Counter-Terror Investigation & Law Enforcement

A. Prevention, Information & Intelligence

TCL #5	CBRNE DETECTION
FIRE - LE	

DEFINITION: Chemical, biological, radiological, nuclear and explosive (CBRNE) detection capability involves the identification, evaluation, and confirmation of potential CBRNE threats through equipment, trained personnel and effective protocols. A CBRNE detection capability includes preventative actions taken to protect against weapons of mass destruction (WMD) through advanced training for first responders and the deployment of systems that ensure early detection of the import, transport, manufacture or release of CBRNE materials. Effective protocols involve the coordination on all levels of government particularly between first responders, public safety and public health organizations as well as regional intelligence centers to ensure comprehensive regional capabilities. This capability does not include actions taken to render safe a device, and to mitigate or investigate CBRNE incidents.

GOAL: To have a King County regional capability for early detection of the import, transport, manufacture or release of CBRNE materials and to have the capability to rapidly detect and confirm CBRNE materials at critical locations, events and incidents.

CURRENT CAPABILITY: The region has a limited number of trained personnel to deploy utilizing the region's existing detection equipment. This equipment provides a capability to protect command post operations during major events and incidents. The region has limited equipment and trained personnel to provide a detection capability at critical locations, events, or incidents. The ability exists to bring Federal and private resources together independent of formal agreements to provide this capability at some pre-planned events. The Region has a limited capability within the tactical units do perform specific CBRNE detection operations but these capabilities are typically used during a response to a possible CBRNE incident and not for preventative detection.

Regional fire departments maintain limited CBRN detection capability within specialized Hazardous Material Response Units. This capability exists within seven (7) hazardous materials response teams in Region 6 and includes the detection of chemical/warfare agents and radiological materials. Some radiological pagers and monitors have been purchased but have not been placed in service beyond HM teams to line units. Regional fire department HazMat Units also have the ability to screen for biological agents. Definitive identification is completed by public health laboratory facilities. The current training for CBRNE detection is not standardized for regional first responders. Additional annual training regarding CBRNE detection and response is being conducted throughout the region but vary in content and duration.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
Conduct capability assessment to determine level of preparedness	TBD	By December 2008	Initial Assessments of King County Agencies Completed	
Identify gaps in equipment, training, policies and procedures		By February 2009	See UASI funded study 2006	
Conduct CBRNE Threat & Capability Briefing Assessment of the region to EMAC and update bi-annually	TBD	Initial Assessment by 12/2009	Initial planning for the Fusion Center will include this objective.	
Provide LEPC hazmat inventory reporting to first responders	LEPCs	By 2009	Not started	
Educate command staff of the capabilities and resources available for CBRNE detection.	LE & PD Training units	Annually		
Utilize permitting records to identify risk	Permitting agencies	By 2010	Not started	
Planning:				
Establish regional plan for CBRNE detection and response policies and procedures for first responders	TBD	By February 2009	Initial process for developing the plan is established	
Define expected roles and capabilities of first responders in CBRNE detection	TBD	By December 2008		
Inventory existing MOUs/MOAs *Develop or Modify MOUS/MOAS and Mutual Aid Agreements*	KCPCA and KCFCA	Dependant on when the plans for the Catastrophic Disaster Plan and what MOUs/MOAs will be associated with that plan	There are mutual aid agreements currently in existence	
Update all protocols, procedures and plans to incorporate new technology, equipment and training as it becomes available.	LE/FD Training Committees	Ongoing	In Mnt.	
Develop CBRNE Annex to the Regions	KCPC and	Through 2010	Seattle	

catastrophic disaster planning	KCFCA		EOC in the process of hiring personnel for creating this plan.	
Develop plans for information and intelligence sharing regarding CBRNE detection.	Regional Fusion Center	Through 2010	Initial planning for the Fusion Center does include a CBRNE Detection component.	
Incorporate CBRNE Detection and Response Training at WA State CJTC (per 2008 NFPA 472 revisions – Operations Level Core Competencies & Mission Specific Responsibilities) (LE)	KCPCA	By December 2008	New NFPA guidelines as adopted by OSHA/WISHA require Hazardous Materials Operations level training for all responders. It is unclear how the WACJTC will act at this time.	
Develop and implement statewide standards for HazMat teams through Washington State Fire Marshal's Office.	KCFCA	By December 2009	Utilize NFPA 472 and NIMS training.	

Training:

Revise CBRNE Cadre (HazMat Ops) Training for law enforcement. (LE) NFPA 472		By December 2008	Initial meetings and revisions underway	
Train appropriate first responder personnel to Hazardous Materials Operations Level.	LE & PD Training units	By December 2010	Utilize NFPA 472 as basis for training.	
Conduct Train the Trainer course for updated Law Enforcement Hazardous Materials Awareness, Operations and Technician Levels.	LE & PD Training units	By January 2010	Utilize NFPA 472 as basis for	

			training.	
Train all applicable personnel on CBRNE equipment	LE & PD training units	Ongoing		
Utilize CBRNE related Intelligence to develop relevant training bulletins and other informational briefings (LE)	KCPCA	Ongoing		

Exercise:

Conduct joint training (multi-agency &multi-jurisdictional) and exercises to test the law enforcement CBRNE detection and response plan	T & E	To occur during the development of regional plans.		
Exercise all plans once they are completed/revised.	T & E	To occur following the completion of the regional plans.		
Conduct multi-jurisdiction/discipline exercises (LE and FD)	KCPCA and KCFCA	To occur following the completion of the regional plans.		

Equipment:

Inventory type tracking of all CBRNE Detection, Evaluation and Response Equipment	LE and Fire Agencies	Ongoing	In Mnt.	
Develop and implement recurrent training for applicable first responder personnel on CBRNE detection equipment	LE and Fire agencies	Ongoing		
Improve/Upgrade surveillance systems utilized by tactical units	KCPCA	By December 2009	Working with vendors to identify possible equipment solutions.	
Obtain equipment consistent with threat and risk picture	KCFCA & KCPCA	Annually		
Establish early warning system for CBRNE threats	KCPCA & KCFCA	By December 2009	Working with vendors to identify possible equipment solutions.	
Standardize CBRNE Response Equipment to be in line with training and desired capabilities for first responder personnel. (LE)	KCPCA & KCFCA	Ongoing		
Develop and maintain Regional CBRNE Caches (LE & FS)	KCPCA & KCFCA	By December 2009	80% Complete at this time	

Improve detection equipment associated with Incident Command	LE and Fire Agencies	By December 2009	Working with vendors to identify possible equipment solutions.	

Public Education:

Conduct Public Education-Awareness Program	LEPCs with PE	By 2010	Not started	

Narrative:

A. Prevention, Information & Intelligence

TCL # 6	Intelligence/Information Sharing & Dissemination
LE	

DEFINITION: The Intelligence and Information Sharing and Dissemination capability provides necessary tools to enable efficient prevention, protection, response, and recovery activities. Intelligence/ Information Sharing and Dissemination is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the Federal, State, local, and tribal layers of government, the private sector, and citizens.

To facilitate the distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers who need it. More simply, the goal is to get the right information to the right people at the right time. An effective intelligence/information sharing and dissemination system will provide durable, reliable, and effective information exchanges (both horizontally and vertically) between those responsible for gathering information and the analysts and consumers of threat-related information. It will also allow for feedback and other necessary communications in addition to the regular flow of information and intelligence.

GOAL: Information and intelligence regarding a threatened or actual domestic terrorist attack or other emergency is shared across Federal, State, local, tribal, territorial, regional, and private sector entities.

CURRENT CAPABILITY:
- We have identified the federal, State, regional and local stakeholders that need to be included in the information sharing network, including the non-law enforcement governmental entities and officials. The identification of tribal stakeholders is less fully developed.
- Law Enforcement lacks adequate security clearances to access, evaluate, and disseminate important intelligence and information.
- Our non-federal information sharing networks have standards for survivability, interoperability and compatibility, and we have alternate and back up routing procedures.
- We lack operationally sound policies to comply with regulatory, statutory, privacy and other related issues that deal with the gathering and dissemination of information and intelligence.
- We have not engaged in multi-agency information sharing and dissemination exercises. We have done little specific training on intelligence/information sharing and dissemination processes and procedures.
- We share information between Federal, State and local levels according to regulatory, statutory and privacy requirements, but it is done on an irregular basis, and is not always timely and useful manner and we do not have clearly defined mechanisms to do so.

- Relevant information is inconsistently shared with street level law enforcement personnel
- Our efforts to integrate non-law enforcement disciplines into the fusion center process are incomplete.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Develop regional assessment for fusion center operations* • *Provide annual report to regional partners* • *Develop five year Sustainment plan for regional fusion center*	KCSO SPD WSP KCPCA	2009-2010	To be completed	

Planning:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Develop policies to comply with privacy and regulatory requirements*	KCSO SPD WSP KCPCA	September 2008	In Progress	
• *Develop regional system for information sharing*		2008-2010	To be completed	
• *Integrate non-law enforcement disciplines into the information sharing process*		2008-2010	In Progress	
• *Develop liaison program*		2008-2009	To be completed	

Training:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Train appropriate personnel on information sharing procedures* • *Provide training on developing priority requirements*	KCSO SPD WSP KCPCA	On-going	To be completed	

Exercise:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Design and conduct an annual exercise to test information*	SPD KCPCA	Annually	To be completed	

Equipment:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Obtain equipment for two-way information sharing from fusion center to regional partners*	SPD KCPCA	2009-2010	To be completed	

Public Education:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
N/A				

Narrative: The principal intelligence and information sharing mechanism adopted by our region is consistent with the Washington State Integrated Intelligence Sharing Plan, i.e., regional intelligence groups and a central hub known as the fusion center.

The King County Sheriff's Office houses and leads the King County Regional Intelligence Group (KCRIG). This group uses an all-crimes approach, focusing on organized and other high-impact crime and law enforcement agencies in the region participate on either a full-time or part-time basis as their resources allow. Some agencies also participate in the Washington State Fusion Center, also known as WAJAC (Washington Joint Analytical Center), located at the FBI building in downtown Seattle. The fusion center is a federal, state and local partnership where homeland security information is "fused" to maximize the opportunity to detect terrorism by eliminating information sharing gaps. Because of the unique needs of the Seattle UASI region, a separate component, within the fusion center, is being developed to not only meet the unique needs of our region, but to also leverage our regional assets in the most effective manner for the betterment of public safety in our region and throughout the State.

Our information sharing needs to strictly adhere to constitutional and statutory safeguards designed to protect privacy and civil liberties, particularly the 1st Amendment freedom of expression provisions. The primary federal statutory effort in this regard is 28CFR Part 23, which has become the de facto national standard, along with the LEIU file guidelines. These are both long established and serve to ensure that any information that is collected has a clear criminal nexus and are only share with those who have a need and right to know. There are also long-standing restrictions on sharing information with the military on persons within the United States. More recently, Fusion Center guidelines and baseline capability documents describe the need for additional privacy policies and procedures for information sharing participants.

A. Prevention, Information & Intelligence

TCL # 7	Information Gathering & Recognition of Indicators and Warnings
LE	

DEFINITION: The Information Gathering and Recognition of Indicators and Warning Capability entails the gathering, consolidation, and retention of raw data and information from sources to include human sources, observation, technical sources and open (unclassified) materials. Unlike intelligence collection, information gathering is the continual gathering of only pure, unexamined data, not the targeted collection traditionally conducted by the intelligence community or targeted investigations.

Recognition of indicators and warnings is the ability to see in this gathered data the potential trends, indications, and/or warnings of criminal and/or terrorist activities (including planning and surveillance) against U.S. citizens, government entities, critical infrastructure, and/or our allies.

GOAL: Locally generated threat and other criminal and/or terrorism-related information is identified, gathered, entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.

CURRENT CAPABILITY:

- The Region sporadically or on an ad-hoc basis communicates priority intelligence/information needs among Federal, State and local entities. Feedback on intelligence products is informally provided.

- Procedures, systems and technology to process the inflow of gathered information are inadequate to analyze or otherwise process the information in a timely and complete manner.

- The Region conducts information gathering programs on critical infrastructure and other potentially high-risk locations and assets as resources allow and according to updated threat information. This is coordinated with relevant local, State and Federal entities, in particular with the JTTF.

- The Region has not developed terrorism indicator sets and related training programs.

- The Region has provided training on critical infrastructure counter surveillance to both law enforcement and private sector personnel.

- First responders have been trained to gather homeland security information during routine day-to-day activities and pass that information to appropriate

authorities. This training includes warnings and indicators training at the basic law enforcement academy and in-service training.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• *Assess annually indicators and warning program*	KCSO SPD WSP KCPCA	Annually	To be completed	
• *Provide annual report of training and performance goals*		Annually		
• *Develop five year training and sustainment program*		2008-2009	To be completed	
Planning:				
• *Develop regional fusion center for information sharing*	KCSO SPD WSP KCPCA	2008-2010	To be completed	
• *Integrate non-law enforcement disciplines into the fusion center process*		2008-2010	In Progress	
• *Develop liaison program at fusion center*		2008-2009	To be completed	
Training:				
Develop regional indicators and warnings training program for SAR	SPD KCSO	2008-2009	To be completed	
Exercise:				
Include Suspicious Activity Reporting component in regional terrorism exercises	SPD	2010	To be completed	
Equipment:				
Obtain server and other required computer equipment to report and share SAR data	SPD	2008-2009	To be completed	
Public Education:				
N/A				

NARRATIVE: Our region has provided considerable training on awareness for law enforcement first responders on what to look for and how to gather and report regarding suspicious activity that may be related to terrorism. This information is provided at the Basic Law Enforcement Academy, regional ad hoc training, and by individual departments in roll-call training and other classes. This system will be expanded and updated with the adoption of the region as a pilot center for the new national Suspicious Activity Reporting system which will reinforce existing procedures by updated warnings and indicators training and streamlined reporting and sharing of suspicious activity. The SAR system will also reach out more effectively to non-law

enforcement disciplines, including the private sector to ensure that they are trained on warnings and indicators of terrorism.

The thrust of our regional efforts are to focus on behavior that is associated with terrorism activity, not individuals, and to ensure that privacy and civil liberties protections are threads that are woven throughout these efforts. To facilitate this, we are developing a system that will standardize training and procedures. Reports meeting appropriate standards will be forwarded to the fusion center for further vetting and a determination of which leads should be followed up on to prevent major crime, including terrorism, and to ensure that appropriate information is being shared.

DEFINITION: Intelligence Analysis and Production is the merging of data and information for the purpose of analyzing, linking, and disseminating timely and actionable intelligence with an emphasis on the larger public safety and homeland security threat picture. This process focuses on the consolidation of analytical products among the intelligence analysis units at the Federal, State, local, and tribal levels for tactical, operational, and strategic use. This capability also includes the examination of raw data to identify threat pictures, recognize potentially harmful patterns, or connect suspicious links to discern potential indications or warnings.

GOAL: To have consolidated regional analytical capability, products, and procedures. Intelligence products will support regional investigations, tactical operations, and intelligence efforts. To have intelligence led strategic approach to intelligence analysis.

CURRENT CAPABILITY:

- The Region uses security classifications to disseminate non-classified relevant information, and have basic means to share regional and State indications and warnings including bulletins distributed via email.

- The Region collects, relays and passes terrorist related information to the Joint Terrorism Task Force (JTTF) and Field Intelligence Group (FIG) while adhering to privacy and security rules.

- The Region has a plan and procedures for establishing our fusion center according to the Department of Homeland Security's Fusion Center Guidelines. We are developing a staffing model, along with the related job descriptions and training requirements. The Fusion Center has grant funded analytical staff

- The Region has provided training for analysts and detectives at the International Association Law Enforcement Intelligence Analysts/Law Enforcement Intelligence Unit conferences. We have also provided various analytical and investigative training focused on terrorism and related activities.

- The Fusion Center receives, stores and controls classified information

- Regional responders provide briefings and reports to support major events occurring in our region focused on operational planning needs.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• *Develop performance and evaluation measures for analysts* • *Provide updates on analytical products* • *Develop a non-grant funded sustainment strategy for centralized analytical staff* • *Develop a sustainable staffing model for analytical support*	KCPCA KCPCA (Subcommittee on LE Projects Formerly LETPP) KCPCA, WASPC,	November 2009 Yearly September 2011 TBD	Begin in January 2009 Ongoing Ongoing	
Planning:				
• *Develop regional information analysis plans & process* • *Integrate non-law enforcement disciplines into the intelligence analysis process* • *Develop Fusion Center liaison program* • *Determine Intelligence Needs of the community based on scenarios*	WSP SPD KCSO KCPCA	2008-2010 2008-2010 2008-2009 2008-2009	To be completed Under Development To be completed Securing Legislative and Executive approval	
Training:				
Train analytical and investigative personnel	SPD	On-going	To be completed	
Exercise:				
• *Conduct joint exercise to demonstrate ability to support tactical operations* • *Conduct exercise to demonstrate communications, coordination, and collaboration between disparate centers (E.g. JHOC and FusionCenter)*	SPD/KCSO KCPCA Coast Guard	2011 2012		
Equipment:				
Acquire analytical tools for regional analysts	SPD	2009		
Public Education:				
N/A				

Narrative: Our region's intelligence analysis capability is currently entirely funded by federal homeland security grants. There are significant sustainment issues with this approach, which the region is currently struggling with as we explore potential local and state funding of permanent analytical positions. Grant funded analysts must meet minimum experience criteria involving training on a common software product called Analyst Notebook, along with training completion of the Foundations of Intelligence Analysis Course. Local hiring criteria have been limited to requiring a minimum of three years of law enforcement experience. As a result of a current consultant study, it is anticipated that there experience and training requirements will be substantially increased in the future.

A. Prevention, Information & Intelligence

TCL # 9	Counter-Terror Investigation and Law Enforcement
LE	

DEFINITION: Counter-Terror Investigation and Law Enforcement is the capability that includes the broad range of activities undertaken by law enforcement and related entities to detect, examine, probe, investigate, and conduct operations related to potential terrorist activities. Current and emerging investigative techniques are used with an emphasis on training, legal frameworks, recognition of indications and warnings, source development, interdiction, and related issues specific to antiterrorism activities.

GOAL: Suspects involved in criminal activities related to homeland security are deterred, detected, disrupted, investigated, and apprehended. All counterterrorism-related cases are aggressively prosecuted. Federal, Tribal, State, and Local Law enforcement work collaboratively and cooperatively to investigate and resolve incidents and investigations.

CURRENT CAPABILITY:
- Most regional agencies participate in the Law Enforcement Information Exchange (LInX), which provides a robust capacity to share crime information that has been entered into participating agencies report management systems. Broader information sharing efforts beyond RMS information are loosely organized and constitute an informal infrastructure to exchange terrorism and crime information. Most efforts in these areas are ad-hoc and decentralized with both significant information sharing gaps and duplicative efforts.

- The Region lacks a specific overall plan for using Federal specialized units or personnel in conjunction with an active investigation of a critical event, and any existing agreements are generally informal understandings or based on unit to unit working relationships, e.g., bomb squad to bomb squad.

- Regional Responders regularly train, exercise and operate with the Coast Guard. We do not have a government wide program to ensure that our regions' agencies will have the capability to operate together with all federal partners in a mutually supportive or complementary role should the need arise.

- Some essential non-Law Enforcement people lack appropriate background investigations and resulting clearances.

- Regional Law Enforcement agencies train investigative personnel in the proper use of personal protective equipment and general safety procedures for a variety of potentially hazardous environments.

- Regional Law Enforcement agencies provide limited training on terrorism investigation subject matter throughout the region but lack an inter-agency, multi-jurisdictional training plan that ensures commonality in terrorism investigation subject matter being presented to law enforcement and non-law enforcement agencies.

- Our Region jointly coordinates training, including the use of a regional web site for this purpose. We also conduct joint training exercises that test joint law enforcement tasks.

- Training is provided to first responders regarding recognition of terrorism indications and warnings that arise during the course of investigations and initial response. On a much more limited basis, this awareness training is offered sporadically to non-sworn government and private sector personnel.

- As appropriate, targeted outreach is made to private businesses related to investigations. Non-investigative specific outreach and contact with private sector and critical infrastructure partners is disjointed.

- The Joint Terrorism Task Force (JTTF) is capable of conducting investigations in a contaminated environment. State and local investigators are inconsistent in their level of capability to support investigations in contaminated environments.

- Our region has a multi-agency Joint Terrorism Task Force (JTTF). Several of region's agencies have full-time members assigned to the JTTF. The JTTF has conducted some outreach so that other agencies are able to maintain a liaison as well. Most jurisdictions lack a clear and consistent communication channel with the JTTF and related entities thus; timely and effective two-way communication regarding potential terrorism activity is not always achieved.

- Legal protocols are well established throughout the region providing a framework to ensure that constitutionally and legally sound practices are followed in the handling and dissemination of information.

- Our region has strong special operations teams, e.g., SWAT, Hostage Response Teams, and Bomb Squads with well defined policies and procedures, including mutual aid agreements to handle multiple events. These teams are regularly deployed to conduct investigations, secure scenes, apprehend suspects, and conduct tactical entries. These personnel are able to determine and don appropriate PPE.

- Some training is provided to first responders and investigators in the region regarding investigating terrorism, CBRNE, etc. Many agencies and departments conduct their own ad-hoc efforts with some regional based training.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

▪ *Develop formal collaborative agreements for regional Teams (Explosive Ordinance Response, SWAT, Marine)*		TBD		
▪ *Develop annual report assessing regional operations including Explosive ordinance teams, SWAT Teams, and Marine Units*	KCPCA	TBD		
▪ *Develop a five-year sustainment plan for regional Homeland Security Tactical efforts.*		TBD		

Planning:

▪ *Define and Refine regional information sharing infrastructure*	UASI Core Group	Complete by 10/1/08	In Progress	
▪ *Develop regional, multi-disciplinary terrorism awareness program*	SPD	2008-June 2009		
▪ *Develop and implement plan for using Federal specialized units in investigating critical events*	KCSO	2009		
▪ *Develop armed forces and regional agencies mutual operation protocols*	King County Police Chiefs Assoc		**On – going**	
▪ *Develop and implement background investigation procedures for sensitive positions*		2009-2010		
▪ *Develop and implement interagency terrorism investigation training protocol to standardize approach*	EMAC	2009		

Training:

▪ *Train investigative personnel in the use of PPE*		2008		
▪ *Develop and implement interagency terrorism investigation training protocol to standardize approach*		2009		
▪ *Ensure that updated awareness training for all first responders is conducted.*		2009	On-going	
▪ *Provide awareness training for key non-LE HLS disciplines*		2009		

Exercise:

▪ *Design and conduct terrorism exercise to test joint counter terrorism investigative functions*				

Equipment:

▪ *Purchase investigative equipment to meet the specific needs of investigating crimes relating to terrorism (Financial investigations, (CBRNE, etc)*				

Public Education:

N/A				

Narrative: Our region is building its counterterrorism capacity around the triad of investigations, operations and intelligence. The primary investigative approach are preliminary investigations of tips and leads by local agencies and full investigations, as necessary, by the Joint Terrorism Task Force, where local, state and federal law enforcement apply an integrated investigative approach. The JTTF is governed according to a memorandum of understanding among the participating agencies and is administratively led by the local FBI office. Our regional bomb units and SWAT units collaborate according to informal partnerships and understandings. Similarly, our cooperation with appropriate civil defense units of the military is ad hoc on major events.

CATEGORY B

RESPONSE

TARGET CAPABILITY	ELEMENT NAME
#20	Explosive Device Response Operations
#22	Fire Incident Response Support
#28	Incident Management
#29	Emergency Public Safety & Security Response
#32	Search & Rescue
#34	WMD/Hazmat Response & Decontamination

B. Response

TCL # 20	Explosive Device Response Operations
LE	

Definition: Explosive Device Response Operations is the capability to coordinate, direct, and conduct improvised explosive device (IED) response after initial alert and notification; coordinate intelligence collection/analysis, and threat recognition; assess the situation and conduct appropriate Render Safe Procedures (RSP); conduct searches for additional devices and coordinate overall efforts to mitigate chemical, biological, radiological, nuclear, and explosive (CBRNE) threat to the incident site.

Goals: To have regional capabilities to respond to and render safe multiple simultaneous IED incidents by providing Personal Protection Equipment (PPE); remote reconnaissance and diagnostics capability, CBRNE detection capability; have RSP tools appropriate for the emerging threats of Vehicle Borne Improvised Explosive Device (VBIED), Person Borne Improvised Explosive Device (PBIED), and Radio Controlled Improvised Explosive Device (RCIED); and have the capability to transmit and receive data/intelligence wirelessly while in the field.

Current Capability: The current capability for regional bomb squad response to "routine" IED incidents is good based on existing training standards and existing equipment loads. There is an urgent need to provide an increased regional capability to deal with the emerging threats of VBIED, PBIED, and RCIED, by acquiring mission specific tools and training.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• *Ensure compliance with Code of Federal Regulations (CFR), Washington Administrative Code (WAC), HDS, and ATF*	Agency Head			
• *Assess capability against typing standards*	KCPCA	At least annually	Ongoing	
• *Track and report to King County Chiefs compliance with accreditation, certification, and training requirements for Bomb Squads and bomb squad members*	KCPCA			
Planning:				
• *Formalize mutual aid agreements between bomb squads in the region.*	KCPA	Jan 09	Underway	
• *Develop bomb management center protocol to coordinate regional bomb*				

response	KCPCA	Jan 09	Underway	
• *Develop and maintain a data base of all regional bomb squads (by type) and equipment items considered to be regional assets*	KCPCA	Jan 09	Underway	

Training:

• *Provide required training for newly acquired equipment systems designated to bomb squads for IED response.*	KCPCA and T&E	1st Q 09	Ongoing	
• *Design, develop, and deliver consolidated Awareness Level Training and standard curriculum for First Responders within the Region*		Fall 09	Not Started	

Exercise:

• *Develop 5 year exercise plan to test mutual aid response protocols, bomb squad interoperability, response plans, CBRNE operations, Communications Plans and integration with federal agencies*	KCPCA & T&E	Fall 09	Not started	
• *Design and conduct bomb squad training scenarios for dealing with the emerging threats of VBIED, PBIED, and RCIED, utilizing new technologies and adopted training tactics and procedures (TTP's) for same.*				

Equipment:

• *Develop a five-year equipment acquisition plan and budget to ensure expired equipment is replaced and new capabilities are identified and obtained.*	KCPCA & MEPG	1st Q 09	Started	

Public Education:

N/A				

Narrative: Nationally, the bomb squad community benefits from having one standard of training and certification as taught by the FBI's Hazardous Devices School. Additionally, the National Bomb Squad Commanders Advisory Board (NBSCAB) has a leadership role in setting guidelines and standards as well as promoting initiatives to improve bomb squad procedures, training and equipment. Our region's bomb squad community, which includes local, state and federal partners, meets regularly to share information and conduct training. This has fostered good relationships and collaboration on many projects and equipment purchases. This initiative seeks to enhance capabilities by assessing needs, formalizing agreements, and planning as a region to advance our ability meet challenges current and future.

B. Response

TCL # 22	Fire Incident Response Support
FIRE	

Definition: The management and coordination of firefighting activities, including the detection and suppression of urban, rural, wild land and interface fires. This includes the management, coordination and training of personnel; identification and development of equipment, and supplies in support of firefighting operations. Also, this includes firefighting operations for specialty fires such as aircraft, maritime, terrorist assaults and other unique situations.

Goal: Development of regional firefighting capabilities to address identified hazards and facilities.

Current Capability: The current capability in Region 6 is very well developed and identified. While there are some staffing issues in selected areas, both career and volunteer forces have identified the hazards in there areas and either secured the equipment and other resources necessary for immediate response or identified mutual aid resources that can be brought to bear in hostile situations. The on-going regional training and resource development, including procedural and mutual aid arrangements, is developed to a relatively high level and continues to advance in strength and capability.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• Regular review and assessment of local and regional capabilities.	KC Fire Chiefs	Annual	On-going and regular	
• Development of annual status reports and needs assessment	KC Fire Chiefs	Annual	On-going	
• Identification of staff, resources and supporting funding needs on local, Zone and regional basis.	KC Fire Chiefs	Annual	On-going	
• Development of citizen informational material and messages for protection and prevention of hostile fire incidents.	KC Fire Chiefs Regional Pub-Ed	Annual on seasonal basis	On-going	
Planning:				
• Review of mutual aid agreements and automatic aid arrangements	KC Fire Chiefs	Annual	On-going	
• Development of local, Zone and regional plans procedures and for deployment and use of fire resources	KC Fire Chiefs	Annual	On-going	
Training:				
Identify training needs on a regional and	KCFCA	Annual	On-going	

local hazard basis to include specialty or unique hazard situations	KCTO EMAC T&E			

Exercise:

Conduct various exercises including mobilization, resource movement and personnel deployment to test plans, procedures and training effectiveness	KCFCA KCTO EMAC T&E	Annual	On-going	

Equipment:

Identify equipment needed to implement plans, procedures, and training	KC Fire Chiefs MEPG	Annual	On-going	

Public Education:

N/A				

Narrative:

B. Response

TCL # 28	Incident Management
FIRE - LE	

Definition: Through the use of accepted Incident Command System (ICS) protocols and procedures develop and maintain the capability to effectively direct and control incident site. This command and control system will be all-hazard in scope and will be developed to be consistent with the National Incident Management System (NIMS).

Goal: To have and maintain a consistent on-scene all-hazard incident management system by defining the policies and procedures which would facilitate movement to a unified and/or area command, whenever an incident warrants it.

Current Capability: All agencies in the Region 6 service area are developing, adopting, and/or continue to use all-hazard, NIMS compliant and consistent ICS protocols and procedures for minor and moderately complex events. The ability to use the system for complex, escalating and major events requires further development, training and sustainment work to include the recognition and use of Unified Command.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• Complete a Regional Review and report status current status of response command capability	All Hazards IMT Work Team	Sept 2009		
• Reports: To be developed as assigned by EMAC/R6HSC	IMT Work Group	January 2009	ALL ON-GOING	
• Sustainment- Current on-going training will need to be reviewed with higher level skills development and sustainment as focus.	IMT Work Group	September 2008		
Planning:				
• Develop and implement an annex to the Regional Disaster Plan and local CEMPs that provide for consistent and regional Command and Control	IMT Work Group and RDP Work Group	March 2010		
• Prepare, distribute and work to execute consistent command & control procedures and protocols	IMT Work Group	June 2010		
• Development of the regional IMT procedures, policies, and guidelines	IMT Work Group	September 2008		

Training:

• *Develop regional Unified Command, Area Command training curriculum*	EMAC; T/E Work group, IMT Work Group	September 2008		
• *Train to the Plan*	KC OEM & EMAC; T/E Work group, IMT Work Group			

Exercise:

• *Develop and deliver regional exercises using Unified and Area Command.*	T/E Work group	2009		
• *Development and use exercises at the Zone and regional level.*	IMT Work Group	2009		
• *Develop and deliver regional exercises with IMT and local resources and agencies*	T/E Work group & IMT Work Group	2009		

Public Education:

N/A				

Narrative: Current ICS training in the region has been supported through grant funding and regional instructor usage. This has supported consistent and compliant training for all disciplines and jurisdictions. Additionally, the development of the all-hazard regional Incident Management Team has been on-going and relatively successful. The participating agencies are currently relying heavily on grant support for team development and the team has been included in the national rotation for shadowing opportunities.

B. Response	
TCL # 29	**Emergency Public Safety & Security Response**
LE	

UNDER DEVELOPMENT

B. Response	
TCL # 32	**Search & Rescue**
LE - FIRE	

Definition: Search and Rescue is the capability to coordinate and conduct search and rescue (SAR) response efforts for all hazards. This SAR capability can be in the urban (US&R) or rural/wilderness environment and includes searching affected areas for human victims both live and for body recovery. The capability includes locating, accessing, medically stabilizing, and extricating victims from the damaged or hostile area.

These capabilities include:

- Air SAR: to provide search, rescue and recovery, emergency airlift, airborne communications, airborne reconnaissance, command and control support, and other special services.
- Alpine SAR: provides search, rescue, and recovery in a high-altitude, alpine environments including snow, ice. Or other vertical surfaces
- Animal SAR – proficient in animal handling, management and capture in water, wildfire, hazmat and other rescue conditions.
- Canine SAR – provides highly trained teams to effect search, rescue and recovery by capabilities of air scent, tracking/trailing, and disaster dogs in a variety of environments.
- Cave/Confined Space SAR – provides search, rescue, and recovery in from caves, caverns in primarily dark environments but methods can be employed for to other vertical drop, narrow and small places, scree slopes.
- Collapse SAR – responds to search, locate, rescue and recover those trapped in a fallen structure or buried in a structural collapse.
- Desert SAR – conducts search, rescue, recovery and evidence work in a desert environment.
- Mine and Tunnel SAR – searches, rescues or recovers persons from working or abandoned mines and tunnels.
- Mountain SAR – provides search, rescue, and recovery for people above or below the timberline, which can include high angle, glacier, crevasse, back-country or other aspects of the environment.
- Radio Direction SAR – use of radio direction finding equipment to locate emergency locator transmissions (ELT's), personal locator beacons (PLB's) in remote or populated areas and work in varied locations like airfields, marinas and geographically secluded areas.
- Urban SAR – includes the search, rescue, initial medical stabilization or recovery of individuals or groups trapped in confined spaces.
- Water, Swift Water, Dive SAR – conduct search, rescue, and recovery in all water environments to include swift, flood, lake, river, stream, etc.

- Wilderness SAR – all weather ground search, rescue, and recovery services, search management capabilities, teams trained at all levels, capable of routine to technical rescue, evidence collection, etc.

Goal: To have Search and Rescue capabilities and resources identified, typed, credentialed and ready for deployment and to have a robust regional capability to locate, access, medically stabilize and extricate victims or remains from a damaged or hostile area.

Current Capability: Essential current SAR and US&R capabilities and resources for Regional response are reasonably identified.   The US&R asset of DHS FEMA WATF1(Washington Task Force 1) is identified and available for a number of hazards or events. Additionally, King County Sheriff's Office has capability and the identified resources to deploy for both wilderness and urban missions regionally and throughout the State.   Combining US&R with SAR capabilities is accomplished through local interagency request or the Washington State Emergency Management Division and is combined through the Unified or Incident Command structures. This is routinely accomplished in water search, rescue, recovery events and missing Alzheimer's or mentally challenged individuals within urban/city environments. The capability may exist but no regional asset inventory is maintained across the thirteen (13) SAR capabilities listed above.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• *Conduct current capability assessment*	KCSO EMAC/R6	Complete by 4th Q 2009	Not started	
• *Identify current funding priorities and funding sources*	EMAC/R6	Ongoing		
• *Reports – An assessment of the capability on a local, agency and regional basis should be provided to EMAC* • *Identify NIMS resource capability typing strategy & consensus on the essential capabilities for R6*	KCSO EMAC/R6	Completed by 3rd Q 2009	Not started	
Planning:				
• *Develop prioritized list of the identified and desired capability needs to develop and implement a SAR response capability.* • *Develop SAR/US&R integration plan* • *Develop protocol to monitor SAR*	Same	2010	Not started	

capability in region				
• *Develop tracking system for SAR type and kind in region*				

Training:

• *Development of initial and continuing training needs for team, capability, viability and sustainment*	EMAC T&E	2010-2011	Not started	

Exercise:

• *Organize and conduct exercises to test activations, deployment and operational activities*	EMAC T&E	2011	Not started	

Equipment:

Identify and obtain equipment needed to support SAR mission requirements	EMAC MEPG	2009	Not started	

Public Education:

N/A				

 ▪ **Narrative: N/A**

B. Response

TCL # 34	WMD/Hazmat Response & Decontamination
FIRE -LE	

Definition: The capability to assess and manage the consequences of a hazardous materials release, either accidental, as part of a terrorist attack, or a clandestine laboratory response. It includes conducting geographical survey searches of suspected sources or contamination spreads and establishing isolation perimeters; testing and identifying all likely hazardous substances onsite, and initiate mitigation efforts to reduce or minimize the impacts. The capability includes ensuring the use of proper protective clothing and equipment, conducting rescue operations to remove affected victims from hazardous environments, decontaminating on-site victims, responders, and equipment (including technical decontamination); the coordination of evidence collection and investigation procedures, sampling, testing, and positive identification in conjunction with the Washington State Lab.

Goal: Hazardous Materials releases are rapidly identified and mitigated. Exposed victims are rescued, decontaminated, and treated. Incidents are stabilized quickly, and involved populations are protected. Evidentiary and investigative concerns are addressed at the incident scene.

Current Capability: Region 6 currently has seven (7) hazardous materials response teams, originating from individual or combinations of municipal fire departments. Training, equipping, and exercising have been distributed across three levels of activity:
- Awareness Level: (Ability to recognize, report, and take initial protective actions – low risk)
- Operations Level: (Ability to undertake simple rescue, protective, and mitigation actions – medium risk)
- Technician Level: (Ability to engage in complex, technical, and high-risk rescue, decontamination, mitigation activity, and public safety sampling and evidence collection).).

Response times vary in the Region, standardization of plans, training and equipment inventories varies, and regional exercises have been held sporadically.

The State of Washington has not adopted NFPA 472 as the standard to train responders, which results in a range of capabilities without verification of certification or completion.

The State of Washington has not "typed" HazMat Teams per national best practices. The seven (7) HazMat "Teams" in Region 6 vary in number of responders and types of equipment and capabilities.

Region 6 also has Law Enforcement hazardous devices and materials teams responsible for hazardous incidents with a criminal nexus.

Law Enforcement hazardous devices and materials teams role and responsibilities have not been uniformly recognized. Law Enforcement has attempted to enter into cooperative agreements with local fire departments for training, planning, and equipment acquisition. Equipment shortage continues to hinder operational capability, particularly in the areas of detection of CBRNE materials.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
Implement the recommendations of UASI funded-WMD Haz Mat Study (2006) in Region 6	KCFCA/ KCPCA	5% Complete	Ongoing – seek to implement by 2012.	
Identify and protect vulnerable fixed facilities – in conjunction with fusion center/CIP program.	WSP/ KCPCA	40% Complete	By 2012	
Anticipate and incorporate sustainment costs and technology upgrades for hazmat, decon capability	KCFCA/ KCPCA	By 2009	By 2012	
Coordinate response protocols with LEPC	City of Seattle, City of Kent, King County	30% in Zone1&3 100% Zone 5	By 2012	
Planning:				
Develop, Coordinate and Standardize Hazardous Materials Response Plans (comply with 1910.120, NFPA 472)	KCFCA/ KCPCA/ Cities, impacted facilities	20% Complete	Complete by 2010	
Develop, Coordinate and Standardize regional Decontamination Plans	KCFCA/ KCPCA	5% Complete	Complete by 2010	
Training:				
Deliver Awareness Level Training to all R6 responders	KCFCA/ KCPCA	By 2012	25% Complete	
Deliver Operations Level Training to 30% of R6 ESF#4, 10 responders	KCFCA/ KCPCA	By 2012	50% Complete	
Deliver Technician Level Training to 15% of ESF#4, 10 responders	KCFCA	By 2012	50% Complete	

Develop and Implement Refresher Training for all R6 Responders	KCFCA, KCPCA	By 2010	25% Complete	

Exercise:

Conduct a R6 hazmat Full scale Exercise bi-annually	KCFCA, cities, King County	Ongoing	Bi-annual	
Conduct a R6 technical decontamination Full scale Exercise bi-annually	KCFCA/ KCPCA	Ongoing	Bi-annual	
Conduct Exercises (TTX, FE, FSE) with regional, state, and federal response teams (REP, USCG, CBIRF, Natl. Guard, FBI, State Lab)	KCFCA/ KCPCA/ cities, King County	Ongoing	Annually	

Equipment:

Purchase ERG, NIOSH Pocketbook for all response units in R6	KCFCA/ KCPCA	By 2010	20% Complete	
Purchase and distribute hand held detection, modeling, and spectrometry equipment to support technician response	KCFCA/ KCPCA	By 2012	25% Complete	
Purchase and maintain PPE to support awareness, operations, and technician level response	KCFCA/ KCPCA	By 2012	30% Complete	
Deploy portal monitoring and detection systems at 75% of venues, large gatherings, and special security events in the Region.	KCFCA/ KCPCA/ cities, King County	By 2010	Ongoing	

Public Education:

N/A				

Narrative:

CATEGORY C

HUMAN SERVICES

**TARGET
CAPABILITY   ELEMENT NAME**

**#16   Critical Resources, Logistics &
              Distribution**

#24   Mass Care

#33   Volunteer & Donation Management

C. Human Services

TCL # 16	Critical Resources, Logistics & Distribution
EM	

Definition: The capability to identify, inventory, dispatch, mobilize, transport, recover, and demobilize and to accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those necessary to preserve life, property, safety, and security.

Goal: To have completed plans and procedures, tested and available for the management of regional resources, before, during and following disasters. To have a process that is consistent with NIMS compliance guidelines.

Current Capability: No Tier 1 (FEMA 120 typed resources) inventory exists for the Region. An assessment and initial Resource Management plan (Phase I) is complete using FFY06 SHSP funds. The Dept of Homeland Security Science & Technology Group Regional Technology Initiative (RTI) is funding a pilot project to review resource management technologies and build a prototype (Phase II). No funding exists for a logistician or implementation of a system. This has been requested from FFY08 SHSP grant. EMAC has established a Regional Resource Management Task Force. No resource management prioritization process or body exists.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• Capability assessment	KC RRM-TF	Annually	In progress	
• Provided the foundation and goals to address multi-jurisdictional regional priorities	KC RRM-TF	End 2008	In progress	
• Identify funding priorities and funding sources	KC RRMC	Ongoing	Continuous	
• Identify a single agency to own and maintain the system	KC RRM-TF	End 2008	In progress	

Planning:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• Provide a framework for Resource Management Plans (EFS 7)		End 2008	In progress	
• Develop a Resource Management System that will:		Mid 2009	In progress	
• Complete RTI–RM Prototype 1	KC RRM-TF	End 2008		
• Complete RTI-RM Prototype 2		2009		
• Complete RTI-RM Full Function		2009		

• *Develop process and procedures for Governance of the KC RRMS*		End 2008		
• *Provide recommendations to EMAC on Area Command/Multi-agency Coordination procedures and protocols*	KC RRM-TF	Mid 2009	In progress	
• *Provide recommendation on IT operations, access and management procedures*		End 2009		
• *Develop procedures for identification of Tier II resources*		End 2008		

Training:

• *Outreach to jurisdictions and agencies of the Resource Management Plan concepts, processes and procedures*	KC RRM-TF/T & E	2008	Recurring training	
• *Train jurisdiction and agency ESF 7 staff on the KC RRMS Prototype 1 & 2*	KC RRM-TF/T & E	2008-2009	Recurring training	
• *Train jurisdiction and agency staff of the KC RRMS*	KC RRM-TF/ T & E	2009	Recurring training	

Exercise:

• *Test KC RRMS during at least two multi-jurisdictional exercises*	KC RRMC/ T & E	2009 & ongoing	Recurring exercise	

Equipment:

• *Purchase of computer systems to support the KC RRMS system*	KC RRM-TF/ MEPG	2008	Pending	
• *Assess /Validate/upgrade*	KC RRMC	2009 & ongoing		

Public Education:

N/A				

Narrative: Within WA State Region 6 (the Region), the Regional Resource Management Program needs to be fully capable of identifying resources that are typically needed for response and recovery efforts. The program and its series of protocols should enable users, including individual jurisdictions, County Special Purpose Districts, and Tribal representatives, to identify and request or obtain by kind and type, mobilize/demobilize, and track the most appropriate resources from both public and private entities in the Region on a real-time basis.

Definitions:
 ▪ KC RRM-TF   King County Regional Resource Management Task Force
 ▪ KC RRMC   King County Regional Resource Management Committee
 ▪ KC RRMS   King County Regional Resource Management System
 ▪ RTI-RM Regional Technology Initiative Resource Management

C. Human Services

TCL # 24	Mass Care
EM	

Definition: The capability to provide immediate shelter, feeding centers, basic first aid, and related services to persons affected by a large-scale incident. Mass Care is usually provided by nongovernmental organizations (NGOs), such as the American Red Cross, or by local government. The capability also provides for companion animal care/handling through local government and appropriate animal-related organizations.

Goal: Provide mass care services to 10% of affected population for four days following an event. This may require care of at least 11,000 people in an event such as the Seattle fault earthquake, potentially more following a subduction zone earthquake.

Current Capability: Current maximum capacity of shelters registered with the American Red Cross is 50,000, though there are not adequate cots, blankets, food, trained staff/volunteers, and other resources to support that population for an extended length of time. It is also highly unlikely that all of the registered shelters would be available in any given situation. There is no exact inventory of the resources currently available.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Create Shelter Population Tracking System designed to interface with national system.	KC DNRP, ARC, KC OEM	2 years after national guidance is issued	Not started. Pending issuance of national guidance.	
Capability Assessment *Complete assessment of county-wide shelter general population capacity.*	Shelter Task Force with ARC and KC DNRP	9/2009	Not started. Need central repository for all data. KCOEM or possibly new Resource Database.	
Complete assessment of county-wide shelter capacity for pets.	KC Animal Control	9/2009	Unknown. See previous.	

Complete assessment of county-wide shelter capacity for medically fragile populations.	KC Public Health	9/2009	Unknown. See previous comments.	
Complete inventory of county-wide mass care supplies, including food, water, cots, etc.	Shelter Task Force	9/2009	Not started.	
Sustainment *Complete county-wide training of staff and volunteers to manage and run shelters in times of disaster.*	American Red Cross, with partners.	On-going	ARC provides this service continually though is limited in capacity due to budget.	
Identify potential sources of supplies needed during a mass-care event and put in place MOUs or RDP to ensure those supplies are available.	R6 Shelter TF; EMAC Zone Coord, KC Procurement, ARC	9/2010	Unknown	

Planning:

Create "shelter types" document	Shelter Task Force	DONE!	Completed	
Create shelter planning template.	Shelter Task Force	10/08	In progress	
Create pet shelter plan and/or template	KC Animal Control	1/2010	Not started.	
Encourage completion of shelter plans in individual jurisdictions.	Shelter Task Force	9/09	Responsibility of local jurisdictions to complete, using the template	
Create and disseminate guidelines and procedures for each shelter type.	American Red Cross, Shelter TF	7/2009	In progress. Some completed.	

Training:

Train local jurisdictions on use of shelter template.	Shelter Task Force	4/2009	Pending template completion/adoption	
Identify and conduct mega-shelter orientation with appropriate mega-shelter facilities.	Shelter Task Force	9/2009	Discussion phase	

Exercise:

Exercise sheltering plans	EMAC T&E WG, Shelter TF and local jurisdictions	9/2011	Pending template adoption and written plans.	
Test pet management plan	EMAC T&E WG, Shelter TF and local jurisdictions	9/2011	Pending pet management plan existence.	

Equipment:

Ensure adequate mass care supplies for sheltering, feeding, and water.	KC DNRP, ARC	On-going	On-going. Recommendations pending inventory completion	
Ensure primary shelters have access to backup power.	Shelter Task Force	10/08	Initial project in-progress.	

Public Education:

Educate public on shelter-in-place and other shelter guidelines.	Pub Ed	On-going		
Educate pet owners on responsibilities and resources during a disaster.	Pub Ed	On-going		
Educate elected officials on shelter types, local responsibilities, and regional cooperative efforts.	Shelter Task Force	1/2009 + ongoing		

Narrative: Current capabilities are largely unknown. Many of these services are traditionally provided by NGOs, but there is no active mechanism in place in King County to inventory and coordinate those groups (such as a COAD). Though the Regional Disaster Plan is a start, it does not include many small NGOs, who, when combined, often bring the greatest number of resources to the table. Current shelter inventories do not include any of the so-called "regional" or "mega shelters", such as Qwest Field, Safeco Field, Kent Events Center, and others. The shelter task force has primarily been concerned with the physical aspects of sheltering, but may need to take on the complete mass care arena in order to be most effective.

C. Human Services	
TCL # 33	Volunteer & Donation Management
TBD	

UNDER DEVELOPMENT

CATEGORY D

PUBLIC HEALTH CARE SYSTEMS

TARGET CAPABILITY	ELEMENT NAME
#11	Epidemiological Surveillance & Investigation
#12	Food & Agriculture Safety
#13	Laboratory Testing
#14	Animal Disease Support
#19	Environmental Health
#23	Isolation & Quarantine
#25	Mass Prophylaxis

D. Public Health Care Systems

TCL # 11	Epidemiological Surveillance & Investigation
PH	

Definition: The capacity to rapidly investigate and respond to cases, clusters, and outbreaks of communicable diseases or other diseases of public health significance. It includes detection of disease, investigation to determine possible exposures (both deliberate and naturally occurring), rapid implementation of enhanced surveillance, maintenance of ongoing surveillance activities, analysis of surveillance data, and communication with the public and providers about diagnosis, testing, and control measures.

Goal: To have and maintain epidemiological capabilities and capacity to limit potential exposure to disease, rapidly identify disease agents and their mode of transmission, to interrupt disease transmission and contain the spread of the disease and reduce the number of cases and deaths.

Current Capability: Capability is strong with capacity to respond to small or mid-sized outbreaks. Region would be severely challenged to provide all epidemiological response functions listed above for a large-scale outbreak. Funding for an upgraded core communicable disease database has been identified (approximately $300,000 for the first 3 years), and PHSKC is currently evaluating available products and vendors. Some translated and targeted health education materials exist for ethnic and limited-English speaking populations; a baseline analysis planned for late 2008 will identify available languages and formats for key health messages and reveal possible gaps.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
■ *Capability assessment*	PHSKC	Every 2 years	Completed by August 2008	
■ *Identify sources of and procure enhanced, sustainable funding*	PHSKC	Ongoing	Continuous	
Planning:				
■ *Create culturally and linguistically appropriate health messages and epi-response services for ethnic and limited-English speaking populations*	PHSKC	2008-2010	In progress	
■ *Develop job descriptions and deployment protocols*	PHSKC	2009	Not started	
• *Obtain staff for an epidemiological surge response team*	PHSKC	2009	Not started	
■ *Develop protocols for deploying Public*				

Health Reserve Corps volunteers to support an epidemiological surge response	PHSKC	2009	Not started	
■ *Increase proportion of regional physicians who subscribe to the provider alert network from 23% to 50%*	PHSKC	Annually	Continuous	
■ *Increase proportion of all regional healthcare providers who subscribe to the provider alert network from 9% to 50%*	PHSKC	2009	Not started	
■ *Ensure all response staff have appropriate immunity and have been trained in PPE use*	PHSKC	2010	Not started	
■ *Provide syndromic surveillance for event detection and situational awareness during large-scale events*	PHSKC in coordination with Snohomish and Pierce counties	2008-2009	In progress	
■ *Identify new/emerging technology for public information*	PHSKC	Review and Update in 2009	Not started	
■ *Develop plans and systems to assure cases and contacts that do not have a health care provider receive assessment, laboratory testing, and post-exposure prophylaxis at Public Health or community clinics*	PHSKC in coordination with Community Health Centers of King County and other area safety net providers	2008-2009	Beginning late 2008	
■ *Develop mutual aid agreements to share epidemiological response resources*	PHSKC	Complete	Complete	

Training:

■ *Develop training curriculum for epidemiological surge response team*	PHSKC	2010	Not started	
• *Deliver first training to Public Health Reserve Corps team members*	PHSKC	2010	Not started	

Exercise:

■ *Plan and conduct at least one exercise with private sector and NGO partners to meet epidemiological objectives*	PHSKC	2009-2010	Not started	
■ *Plan and conduct one exercise to assess regional epidemiological and surveillance capabilities associated with pandemic flu*	PHSKC	2008	In progress	

Equipment:

■ *Identify appropriate PPE and other equipment, supplies, and services needed for epidemiological responses*	PHSKC MEPG	2008-2009	In progress	
•*Inventory existing equipment*	PHSKC	Late 2009	Not started	
■ *Acquire and store equipment or develop standby contracts for services, equipment and supplies needed to support epidemiological responses*	PHSKC MEPG	TBD	In progress	
■ *Develop specifications, purchase and implement communicable disease core database*	PHSKC	2009	Business needs assessment in progress	
•*Add features to communicable disease database such as online case reporting by hospitals and healthcare providers.*	PHSKC	TBD	Funding needed	

Public Education:

N/A				

Narrative: The Provider Alert Network is one of several tools enabling Public Health's Communicable Disease Epidemiology and Immunization Section (CD-Imms) to communicate issues or events of public health concern to regional healthcare providers. Currently about 23% of physicians and 9% of licensed providers overall (naturopaths, nurses, pharmacists) subscribe to the Provider Alert Network. The Department's goal is to register 70% of physicians and 70% of licensed providers overall.

Public Health's CD-Imms Section is currently seeking county authorization to upgrade the communicable disease database (CD Database), with the goal of purchasing and implementing a system that will enable the CD-Imms section to fulfill its disease reporting mandate with systems that are more efficient, transparent, flexible, and able to adopt new technologies as they become available.

Some epidemiological response capabilities, such as syndromic surveillance and communication with healthcare providers, can be made more efficient and sustainable with investment in new technology and software.

Definition: Food and Agriculture Safety and Defense is the capability to prevent, protect against, respond to, and recover from chemical, biological and radiological contaminants, and other hazards that affect the safety of food and agricultural products. This includes the timely eradication of outbreaks of crop diseases/pests, assessments of the integrity of the food producing industry, the removal and disposal of potentially compromised materials from the U.S. food supply, and decontamination of affected food manufacturing facilities or retail points of purchase or service. This capability also depends on appropriate laboratory surveillance to detect human food borne illness or food product contamination.

Goal: Threats to food and agricultural safety are prevented, mitigated, and eradicated; affected products are disposed of; affected facilities are decontaminated; public and plant health are protected; notification of the event and instructions of appropriate actions are effectively communicated with all stakeholders; trade in agricultural products is restored safely; and confidence in the U.S. food supply is maintained.

Current Capability: Food and agriculture safety from point of origin to wholesale distribution is primarily a state and federal function with a supporting role played by Region 6. Food product safety at retail points of sale and distribution is primarily a Region 6 Public Health responsibility with state and federal agencies providing a support role. The region's current capability to perform its role is moderate to strong, though capability varies by specific hazard. Region 6 has capacity to respond to small or mid-sized food and agriculture safety events, but would require additional resources to carry out its role in a large-scale event – a gap PHSKC is trying to fill by developing and training Environmental Health field response teams in the upcoming planning period.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
■ *Capability assessment*	PHSKC	Every 2 years	Complete by August 2008	
■ *Identify sources of and procure enhanced, sustainable funding*	PHSKC	Ongoing	Continuous	

Planning:

■ *Create a Region 6 food and agriculture safety emergency response plan.*	PHSKC	03/09	In progress	
Review and update as needed food and agriculture safety information in public				

information and communications plans and include ethnic and limited-English speaking populations to receive culturally and linguistically appropriate health messages	PHSKC	Ongoing	Continuous	
Develop job descriptions, deployment protocols, and recruit staff for an Environmental Health Food Safety Field Response (Strike) Team.	PHSKC	12/09	Not started	
Develop protocols for engaging and/or deploying Reserve Corps volunteers to support an animal disease emergency response in Region 6.N/A	PHSKC	06/10	Not started	

Training:

■ *Develop a training plan and deliver at least one training to local retail food facility owners and staff to develop awareness of food security issues*	PHSKC T & E	12/09	Not started	

Exercise:

■ *Test food and agriculture safety objectives in at least one Region 6 led or externally led exercise.* ■ *Test private sector and NGO partners' ability to meet food and agriculture safety objectives in at least one PHSKC led or externally led exercise.*	PHSKC T & E	12/10	Not started	

Equipment:

■ *Purchase handheld computer equipment for food protection inspectors (Food Safety Strike Team) and train inspectors in equipment's use*	PHSKC MEPG	Dependent on funding	Not started	

Public Education:

N/A				

Narrative: Food and agriculture safety is primarily a state and federal function. Region 6's role is to:

- Provide support to federal and state agencies leading the overall management and coordination of food and agriculture safety and defense operations.

- Regulate, inspect, and assure the safety of retail food establishments including: all types of food, seafood and meat markets, restaurants, catering facilities, mobile food services, temporary food vendors, schools, emergency feeding and food distribution sites, farmers markets, and food processing facilities.

- Distribute relevant, actionable, timely, information to the public and retail food service industry about contaminated food products or diseased crops

- Conduct disease surveillance activities and epidemiological and food establishment investigations regarding potential food borne illness to determine the sources of the outbreak, the potentially exposed individuals, and verify the elimination of the disease and the factors/conditions that caused the disease.

- Provide environmental health support and assurance. Assess, advise on and enforce regulations related to disposal of contaminated food products or diseased crops, decontamination of food facilities, and other environmental hazards. Identify populations and structures/facilities that are at high risk from environmental hazards/toxicity.

D. Public Health Care Systems

TCL # 13	Laboratory Testing
PH	

Definition: The Laboratory Testing capability is the ongoing surveillance, rapid detection, confirmatory testing, data reporting, investigative support, and laboratory networking to address potential or actual exposure, to all-hazards, which include chemical, radiological, and biological agents across all matrices including clinical specimens, food and environmental samples, (e.g., water, air, soil). Such all-hazard threats include those that result from natural occurrences or those released with deliberate criminal intent.

Goal: To limit potential exposure to disease by rapidly identifying the agent and the mode of transmission; to interrupt transmission and contain the spread of the agent; and to reduce the number of cases and deaths.

Current Capability: Capability is strong in four areas above, with established training programs, protocols, and information systems, and competent staff. Region 6 has capacity to respond to small or mid-sized events, though capability may vary by specific condition. Region lacks surge capacity to respond to a large scale event. Some capabilities can be made more efficient and sustainable with investment in new tools and software.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
■ *Procure sustainable funding* ■ *Cultivate private/ philanthropic funding and support* ■ *Implement new analytic software system*	TBD	TBD	Requires resources	
Planning:				
■ *Develop plan for responding to an event with a significant demand for laboratory testing, which includes the capacity to reach and serve vulnerable populations* ■ *Investigate ways to mobilize Public Health Reserve Corps to support laboratory testing response*	TBD	TBD	TBD	
Training:				
N/A				
Exercise:				
■ *Incorporate laboratory testing issues into exercises*	PH/T & E	TBD	Initial Work	

■ *Involve private providers in testing laboratory capabilities*	PH/ T & E	TBD		

Equipment:

N/A				

Public Education:

N/A				

Narrative: Confirmed cases are reported immediately to all relevant public health, food regulatory, environmental regulatory, and law enforcement agencies. Suspected cases are investigated promptly, reported to relevant public health authorities, and accurately confirmed to ensure appropriate preventive or curative countermeasures are implemented. An outbreak is defined and characterized; new suspect cases are identified and characterized based on case definitions on an ongoing basis; relevant clinical specimens are obtained and transported for confirmatory laboratory testing; the source of exposure is tracked; methods of transmission identified; and effective mitigation measures are communicated to the public, providers, and relevant agencies, as appropriate.

1) Safely receive and transport patient specimens.

2) Perform fast and accurate diagnostic testing

3) Provide analytic investigative support, including capacity to exchange lab data in easily analyzable formats

4) Provide lab testing surge capacity for state public health lab, and regional laboratory testing surge for the Northwest

Definition: The capability to protect, prevent, detect, respond to, and recover from threats and incidents that would result in the disruption of industries related to U.S. livestock, other domestic animals (including companion animals) and wildlife and/or endanger the food supply, public health, and domestic and international trade. It includes the ability to respond to large-scale national and regional emergencies as well as to smaller-scale incidents through rapid determination of the nature of the event, initiation of the appropriate response, containment of the disrupting effects, and facilitation of recovery.

Goal: To have plans that support federal and state agricultural agencies in animal disease detection, protection and response activities, to protect public health, to reduce economic impacts, to restore confidence in local food supplies, and to ensure continuity of agriculture related business in Region 6.

Current Capability: Animal disease emergency support is primarily a state and federal function. Region 6 plays a support role to the U.S. Department of Agriculture, Washington State Department of Agriculture, and the Washington State Department of Fish and Wildlife which are the primary lead agencies for animal disease. See the "Additional Information" section below for further details of the state and federal role in animal emergencies.

Region 6 has the capability to perform the following functions for a small or mid-sized animal disease event, but would require additional resources to perform all of these functions in a large scale event.

- Distribute relevant, actionable, timely, information to the public
- Conduct animal health epidemiological investigation & surveillance. Maintain two-way information flow with community veterinarians around reportable conditions; collect and analyze dead birds from the public and alert partner agencies about suspicious bird deaths; conduct mosquito, tick and other vector surveillance
- Provide support to federal and state agencies leading the overall management and coordination of the epidemiological investigations and animal control measures to eradicate an animal disease
- Provide environmental health support and assurance. Advise on and enforce solid waste regulations related to disposal of animal remains. Advise and provide updates regarding environmental hazards
- Assist in investigations and surveillance of animal populations to determine the sources of an animal disease outbreak, the potentially infected animal populations, and verify the elimination of the disease

- Provide/coordinate mass medication or vaccine dispensing to potentially exposed humans needing prophylaxis from zoonotic disease

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

■ *Capability assessment*	PHSKC	Every 2 years	Complete by August 2008	
Sustainment ■ *Identify sources of and procure enhanced, sustainable funding*	PHSKC	Ongoing	Continuous	

Planning:

■ *Formalize a comprehensive Region 6 animal disease emergency annex to the Environmental Health Response Plan.*	PHSKC	12/09	Not started	
■ *Incorporate animal disease emergency support information in public information and communications plans to include addressing ethnic and limited-English speaking populations to receive culturally and linguistically appropriate health messages*	PHSKC	12/09	Not started	
■ *Develop job descriptions, deployment protocols, and recruit staff for a Region 6 Animal Disease Emergency Support Strike Team.*	PHSKC	12/09	Not started	
■ *Develop protocols for engaging and/or deploying Reserve Corps volunteers to support an animal disease emergency response in Region 6.*	PHSKC	06/10	Not started	
■ *Develop protocols in coordination with State Department of Health for carcass disposal*	PHSKC	06/10	Not started	

Training:

■ *Develop training curriculum for a Region 6 Animal Disease Emergency Support Strike Team and deliver at least one training session.*	PHSKC	06/10	Not started	

Exercise:

■ *Test Animal Disease Emergency Support objectives in at least one Region 6 led or externally led exercise.*	PHSKC	12/10	Not started	

Equipment:

■ *Identify basic PPE and other supplies needed for a Region 6 Animal Disease*	PHSKC MEPG	12/09	Not started	

Emergency Support Strike Team.				
Public Education:				
N/A				

Narrative:

State role, by agency

Washington Department of Agriculture
- Collect and test samples

- Establish and publish animal disease emergency response plans

- Provide public information and education on optimal biosecurity measures, ways to protect animals from infection, and symptoms to be aware of in the event of an infection.

- Establish surveillance guidelines and maintain animal disease surveillance of communities

- Restrict movement of animals, equipment, food, etc

- Activate and command ESF 11 (Agriculture and Natural Resources) response

- Communicate with and seek assistance of other state and federal agencies in controlling the outbreak

- Establish quarantine areas and issue quarantine orders for animals

- Establish PPE requirements for humans working with infected populations

- Identify contaminated feed, livestock, and agricultural products that must be destroyed or decontaminated

Washington Department of Fish and Wildlife
- Conduct surveillance in hunter-killed species and environmental samples

- Identify and approve disposal sites for animal carcasses and other contaminated material

Washington Animal Disease Diagnostic Lab
- Process samples from domestic, game, and wild animal populations

- Ensure proper samples and shipping conditions are observed

- Report results of tests and forward specimens to appropriate agencies

DOH
- Consult with partner agencies on human health risks. Provide recommendations for the protection of workers exposed to infected animals while handling affected animals. Assist partner agencies in the development of protocols for employee health monitoring

- Support local jurisdictions in receipt of SNS assets

- Consult with CDC regarding the current virus strain and provide up-to-date information to partner agencies

<u>Washington Military Department</u>
- Activate the State EOC to support the Incident Command and impacted agencies
- Coordinate resources as required to support the response to the animal health event

Federal role, by agency
<u>USDA, Veterinary Services</u>
- Provide current disease status information to states and other stakeholders including trade restrictions and animal movement requirements
- Prevent entry of foreign animal disease at international land ports and airports via animals or animal products
- Provide information on appropriate biosecurity measures to the private sector, state, local, and tribal governments
- Conduct animal disease surveillance
- Stockpile animal vaccines
- Partner with other federal agencies to coordinate the federal surveillance strategy for the early detection of animal diseases
- Work with state partners to confirm the source/premises and status of illness of positive cases
- Consult with state and local agencies and assist with eradication proceedings
- Collect, analyze, and disseminate technical and logistical information
- Provide resources for disease control and eradication activities
- Provide diagnostic reference services and primary testing support
- Define quarantine and buffer zones
- Deliver poultry vaccine from USDA stockpile to requesting agencies
- Define restrictions on interstate commerce

<u>USDA, Wildlife Services</u>
- Coordinate a multi-agency sampling strategy and conduct animal disease surveillance
- Provide resources to support an animal health response

<u>U.S. Fish and Wildlife Service</u>
- Conduct animal disease surveillance
- Conduct disease investigations on National Wildlife Refuges
- Manage refuges and hatcheries that fall within containment zones in ways that protect human health, contain the disease, and maintain biosecurity

<u>USGS National Wildlife Health Center</u>
- Conduct animal disease surveillance

- Provide laboratory and diagnostic capabilities for wildlife cases

Local role

Many local agencies and private partners have a role in responding to animal health emergencies. The following are examples of local issues in animal disease preparedness and response, and the coordinating agencies.

- Private practice emergency plans (Seattle/King County Veterinary Medical Association)

- Shelters for pets and livestock (King County Animal Services with help from WSU Extension)

- Large animal rescue (Washington State Animal Rescue Team)

- Private sector resources available for emergency response (Seattle/King County Veterinary Medical Association)

Public Health—Seattle & King County has a zoonotic disease control program with expertise from Communicable Disease/Epidemiology and Immunization Section and the Environmental Health Division. Physicians and veterinarians trained in epidemiology and infectious diseases are on staff.

Public Health has detailed response plans for West Nile Virus and Avian Influenza; these were developed and are maintained in collaboration with partner agencies.

Public Health maintains an active dead bird reporting system that assists with surveillance for avian influenza, West Nile virus, and other outbreaks that may cause avian mortality.

D. Public Health Care Systems

TCL # 19	Environmental Health
PH	

Definition: The capability to protect the public from environmental hazards and manage the health effects of an environmental health emergency on the public, by minimizing human exposures to environmental public health hazards (e.g., contaminated food; air; water; solid waste/debris; hazardous waste; wastewater; vegetation; sediments; vectors; and chemical, biological and radiological contaminants). The capability provides the expertise to run fate and transport models; design, implement, and interpret the results of environmental field surveys and laboratory sample analyses; develop protective guidance where none exists; and use available data and judgment to recommend appropriate actions for protecting the public and environment.

Goal: After the primary event, disease and injury are prevented through the quick identification of associated environmental hazards, including exposure to infectious diseases that are secondary to the primary event as well as secondary transmission modes. The at-risk population (i.e., exposed or potentially exposed) receives the appropriate countermeasures, including treatment or protection, in a timely manner. Public health infrastructure has been rebuilt, environmental hazards have been removed and safe re-entry and re-occupancy of the impacted area is possible. Monitoring efforts continue throughout the recovery process.

Current Capability: Current capability is moderate to strong. Capability varies by specific environmental hazard, with a gap in the capability to respond to a radiological emergency. Region 6 has capacity to respond to small or mid-sized events, but lacks the capacity to provide all response functions for a large-scale event.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
■ *Capability assessment*	PHSKC	Every 2 years	Complete by August 2008	
■ *Identify sources of and procure enhanced, sustainable funding*	PHSKC	Ongoing	Continuous	
Planning:				
■ *Increase proportion of ethnic and limited-English speaking populations that receive culturally and linguistically appropriate health messages*	PHSKC	2008-2010	In progress	
■ *Develop job descriptions, deployment*			Not	

protocols, and recruit staff for an Environmental Health Rapid Response Team.	PHSKC	12/09	started	
■ *Develop job descriptions, deployment protocols, and recruit staff for Environmental Health Field Response (Strike) Teams.*	PHSKC	12/09	Not started	
■ *Develop protocols for deploying Reserve Corps volunteers to support medium to large environmental health field responses*	PHSKC	06/10	Not started	
■ *Develop emergency standby contracts with vendors for West Nile Virus aerial and ground-based spraying*	PHSKC	2008	Completed	

Training:

■ *Develop training curriculum for Environmental Health Rapid Response Team and deliver first training.*	PHSKC	06/10	Not started	
■ *Develop training curriculum for Environmental Health Field Response (Strike) Teams and deliver first training*	PHSKC	06/10	Not started	

Exercise:

■ *Test environmental health and vector control objectives in at least one Region 6-led exercise*	PHSKC	06/10	Not started	
■ *Test private sector and NGO partners' ability to meet environmental health and vector control objectives in at least one PHSKC-led exercise*	PHSKC	06/10	Not started	

Equipment:

■ *Identify basic PPE and other supplies needed for Env Health Rapid Response Team and Field Response (Strike) Teams.*	PHSKC	Future Priority – dependent on funding	Not started	
■ *Acquire and store equipment or develop standby contracts for supplies for the Env Health Rapid Response Team and Field Response (Strike) Teams.*	PHSKC	Future Priority – dependent on funding	Not started	
■ *Purchase handheld computer equipment for a greater proportion of Solid Waste, Rodent and Zoonotic Disease Program and Food and Facility Program inspectors (who will be core members of above teams). Train inspectors in equipment's use.*	PHSKC	Future Priority – dependent on funding	Not started	

Public Education:

N/A				

Narrative: When an incident occurs, an Environmental Health Rapid Response Team (in larger scale incidents this may be an Environmental Health Task Force) mobilizes to identify environmental health hazards in affected areas through rapid needs assessments and comprehensive environmental health and risk assessments. The Team works closely with and may, depending upon the hazard(s) and scale of an event, incorporate state, federal, health community and environmental agency representatives to: link exposures with predicted disease outcomes, provide input in the development of Crisis and Emergency Risk Communication messages, provide guidance on personal protective measures, and advise on environmental health guidelines to protect the public and environment.

Environmental Health Field Response (Strike) Teams may be mobilized to respond to and address specific environmental health functional elements and issues involving food safety, drinking water, debris and solid/medical waste management, vector control/zoonotic disease, wastewater, mass care sheltering/emergency food providers and Alternate Care Facilities.

D. Public Health Care Systems

TCL # 23	Isolation & Quarantine
PH	

Definition: Isolation and/or quarantine are disease control measures used to protect the health of the population by containing the spread of disease. Isolation refers to the separation of an infected individual from susceptible individuals to prevent transmission. Isolation may occur in homes, hospitals, designated health care facilities, or alternate care facilities. Quarantine refers to the separation and restriction of movement of persons who, while not showing symptoms of illness, have been exposed to a communicable disease and could potentially become infectious. Successful implementation requires sufficient legal, logistical and informatics support.

Goal: To have and maintain capacity to implement isolation and/or quarantine measures including identifying susceptible, sick, and exposed individuals for the purpose of isolation and quarantine; monitoring the health and providing basic necessities of life for persons under isolation or quarantine and communicating the legal authority for isolation and quarantine to the public and all responding agencies. Note desired goal referenced in the Planning Objectives suggesting increases.

Current Capability: Capability is strong, with capacity to respond to small or mid-sized outbreaks involving home isolation and quarantine of individuals who can be cared for by family or friends. However, capacity is weak to respond to even small outbreaks of persons requiring housing, food and medical care. Region 6 has a weak capacity to provide or coordinate the full spectrum of isolation and quarantine functions for a large-scale outbreak. In 2003, Region 6 responded to 14 cases of suspect SARS and 166 exposed persons. This was classified as a medium to large outbreak and required surge personnel for response. Some translated and targeted health education materials exist for ethnic and limited-English speaking populations; a baseline analysis planned for late 2008 will identify available languages and formats for key health messages and reveal possible gaps.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
■ *Capability assessment*	PHSKC	July 2008	In progress	
■ *Identify sources of and procure enhanced, sustainable funding*	PHSKC	Ongoing	Continuous	

Planning:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
■ *Develop procedures to house or transport King County visitors needing isolation or quarantine*	DOH with PHSKC, CDC	TBD	In progress 20% complete	
■ *Update existing isolation and*			Not	

quarantine plan	PHSKC	TBD	started	
■ *Create culturally and linguistically appropriate health messages for ethnic and limited-English speaking populations*	PHSKC with DOH, CDC	TBD	Not started	
■ *Develop job descriptions, deployment protocols, and recruit staff for an isolation and quarantine response team, incorporating healthcare, support, and security functions*	PHSKC	TBD	In progress	
■ *Develop protocols for deploying Reserve Corps volunteers to support medium to large scale isolation and quarantine responses*	PHSKC	TBD	Not started	
■ *Identify at least one site for facility-based quarantine (e.g. sick ship incident)*	DOH with LHJs, CDC	TBD	Needs assessment in progress	
■ *Develop systems to assure all response staff have appropriate immunity and have been trained in PPE use*	PHSKC	TBD	Not started	
■ *Develop systems to direct, manage, and coordinate voluntary isolation and quarantine operations within a specified geographic area for a medium to large response*	PHSKC	TBD	In progress	
■ *Update medical screening protocols for travelers arriving from outbreak or pandemic areas*	PHSKC	TBD	Not started	
■ *Develop systems to monitor the health and compliance of persons under isolation and quarantine during a medium to large I&Q response*	PHSKC	TBD	In progress	
■ *Update documentation of legal authority required to compel and lift orders for mandatory isolation and quarantine, as laws and regulations change*	PHSKC with PAO	TBD	Continuous	
■ *Develop procedures to decontaminate equipment, supplies, and personnel used in I&Q response*	PHSKC with RMRC	TBD	Not started	

Training:

■ *Develop training curriculum for isolation and quarantine response team and deliver first training to team members*	PHSKC	TBD	Not started	

Exercise:

■ *Plan and conduct one exercise to test*			Not	

and evaluate the isolation and quarantine plan by 2010.	PHSKC	TBD	started	
■ *Plan and conduct one exercise of private sector and NGO partners' ability to meet isolation and quarantine objectives by 2010*	PHSKC	TBD	Not started	

Equipment:

■ *Identify appropriate PPE and other equipment, supplies, and services needed for medium to large scale isolation and quarantine responses*	PHSKC	TBD	Not started	
■ *Acquire and store equipment or develop standby contracts for services, equipment and supplies needed to support isolation and quarantine*	PHSKC	TBD	Not started	
■ *Develop specifications, purchase and deploy isolation & quarantine database that integrates with core communicable disease database*	PHSKC	TBD	In progress	

Public Education:

N/A				

Narrative: In 2006, PHSKC developed a draft isolation and quarantine plan, but the plan has not yet been trained or tested. PHSKC also produced in 2006 an isolation and quarantine toolkit to help other health jurisdictions advance their own preparedness planning.

Although there are no 2008 funds identified to support this planning, the department is engaged in a strategic planning process which may result in this work being prioritized in 2009 and beyond. Needed resources include two years of a planner ($197,000), and a clinical database module that integrates with a core communicable disease database.

D. Public Health Care Systems

TCL # 25	Mass Prophylaxis
PH	

Definition: Mass Prophylaxis is the capability to protect the health of the population through the administration of critical interventions in response to a public health emergency in order to prevent the development of disease among those who are exposed or are potentially exposed to public health threats. This capability includes the provision of appropriate follow-up and monitoring of adverse events, as well as risk communication messages to address the concerns of the public.

Goal: Appropriate drug prophylaxis and vaccination strategies are implemented early to prevent the development of disease in exposed individuals or to mitigate symptoms in those who become ill. Public information strategies include recommendations on specific actions individuals can take to protect themselves and others.

1) In response to notification of a mass prophylaxis incident, provide overall management and coordination of mass prophylaxis operations

2) Upon notification, activate points of dispensing for mass prophylaxis operation

3) Setup POD to receive members of the public, according to POD plan

4) Conduct initial screening of individuals prior to their entering the POD

5) Review patient screening documentation and available medical history to determine proper course of treatment

6) Dispense oral medication / administer vaccination according to standing medical orders

7) Through monitoring, identify individuals who have adverse reaction to prescribed medication and initiate appropriate medical care

8) Upon completion, stand down POD operations, return site to normal operations, and release or redeploy staff

Current Capability: Capability is strong for most listed above. Region 6 has capacity to respond to provide mass prophylaxis to up to 2,000 individuals. Region 6 has a weak capacity to provide all functions above for a large-scale outbreak. We need to strengthen our capacity to screen individuals prior to POD entry. Overall, the medical core of mass prophylaxis plans should be strengthened, to include defining and training on alternate standards of care.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
■ *Maintain and enhance funding, including:* ■ *Procure sustainable funding* ■ *Maintain and expand public grant funding* ■ *Cultivate private/ philanthropic funding and support* ■ *Prioritize development or sustainment of frequently utilized functions*	PHSCK	TBD	Requires Resources	
Planning:				
■ *Update existing plans and integrate with new capabilities such as the communicable disease database, vulnerable populations steering committee, PICC and healthcare coalition.* ■ *Enhance capacity to reach and serve vulnerable populations* ■ *Develop capacity to mass dispense through pharmacies* ■ *Develop ability to deploy teams within twelve hours* ■ *Develop plan to screen individuals prior to entering POD.* ■ *Develop plan to triage and transport sick individuals who show up at POD.*	PHSKC	TBD	TBD	
Training:				
■ *Enhance ability to deliver just-in-time training* ■ *Offer refresher training and train new staff on dispensing protocols*	PHSKC	TBD		
Exercise:				
■ *Test mass prophylaxis plans as part of the 2009 Bio detection Surveillance System exercise*	PHSKC T & E	2009		
■ *Involve private sector and NGO partners in testing capabilities*	PHSKC	TBD		
■ *Develop system for incorporating lessons learned into plans/procedures*	PHSKC	TBD		

Equipment:

■ *Acquire and store equipment or develop standby contracts for services and supplies, to operate 4 pods simultaneously for one day.*	PHSKC		DONE	
■ *Acquire and store equipment or develop standby contracts for services and supplies, to operate 4 pods simultaneously for days 2-4.*	PHSKC MEPG			

Public Education:

N/A				

Narrative:

CATEGORY E

MEDICAL SYSTEMS

TARGET CAPABILITY   **ELEMENT NAME**

  #21   **Fatality Management**

  #26   **Medical Supplies Management & Distribution**

  #27   **Medical Surge**

  #31   **Triage & Pre-hospital Treatment**

E. Medical Systems

TCL # 21	Fatality Management
PH	

Definition: Fatality Management is the capability to effectively perform scene documentation; the complete collection and recovery of human remains, decedent's personal effects, and items of evidence; decontamination of remains and personal effects (if required); transportation, storage, documentation, and recovery of forensic and physical evidence; determination of the nature and extent of injury; positive identification of the fatalities using scientific means; certification of the cause and manner of death; processing and returning of human remains and personal effects of the victims to the legally authorized person(s) (if possible); and interaction with and provision of legal, customary, compassionate, and culturally competent required services to the families of deceased within the context of the family assistance center. All activities should be sufficiently documented for admissibility in criminal and/or civil courts. Fatality management activities also need to be incorporated in the surveillance and intelligence sharing networks, to identify sentinel cases of bioterrorism and other public health threats.

Goal: Develop and maintain capability to respond to a multiple fatality incident (7 or more fatalities) by defining protocols and building capacity for response operations including scene documentation and human remains recovery, human remains storage, processing, identification and disposition and provision of family assistance services, including operation of a family assistance center.

Current Capability: Capability for responding to a multiple fatality incident varies significantly based on the nature of the incident and the condition of human remains (e.g. intact vs. fragmentary). Although the KCMEO has not been tested to identify its current capacity, the response to highly fragmented 10 fatality event severely challenged internal KCMEO capacity. Response capacity will vary based on the conditions of human remains (whole, fragmentary, burned, etc) .KCMEO, PHSKC and King County hospitals have developed a regional cache of 1000 disaster body bags. KCMEO has also developed capacity to process dental and human remains x-rays at KCMEO offices or at an off-site location (temporary morgue).

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
▪ *Capability Assessment*		Annually	In review	
▪ *Identify funding priorities*	KCMEO PHSKC	Annually	Continuous	
▪ *Update KCMEO Multiple Fatality Incident protocol*		Every 2 years	Review in 2009	
▪ *Finalize DRAFT County Multiple Fatality Response Plan*		2008	In progress	

Planning:

▪ *Develop human remains recovery team to augment KCMEO staff during MFI response*	KCMEO/ PHSKC/SAR	2009	Not started	
▪ *Develop Volunteer Reserve Corps that could be mobilized to support MFI response*	PHSKC and KCMEO	2008	20% complete	
▪ *Identify strategy and resources available to handle contaminated human remains (biological, chemical or radioactive).*	PHSKC and KCMEO w/ HAZMAT	2010	Not started	
▪ *Identify strategy and protocol for performing DNA testing (either locally by WSP or through private laboratories).*	WSP Crime Labs w/ KCMEO	2009	Not started	
▪ *Identify 3 sites for operating temporary morgue to meet DMORT DPMU specifications*	PHSKC w/ local EMD	2008	10% complete	
▪ *Develop mutual aid agreements with all Medical Examiner counties and coroner counties as willing*	PHSKC	2008	20% complete	
▪ *Develop family assistance center operational site plan*	PHSKC	2008-2010	Needs assessment completed	
▪ *Develop regional call center capacity and system for handling victim information calls, collecting missing persons reports and collecting ante mortem information*	PHSKC w/ 911 , LE and Healthcare	2008-2010	Needs assessment in progress	
▪ *Develop regional fatality management protocol for King County hospitals*	PHSKC w/ Healthcare Coalition	2008-2010	Needs assessment in progress	
▪ *Develop regional fatality management protocol for Long Term Care facilities*	PHSKC w/ Healthcare Coalition	2008	90% complete	
▪ *Develop mental health response plan to handle psychological and spiritual care needs of affected families/survivors and responders involved in mass fatality response*	PHSKC, Healthcare Coalition, DCHS, area chaplains and NGOs	2008-2010	10% complete In progress	

Training:

▪ *Provide MFI responders (KCMEO, LE, EMS, FIRE, SAR etc) overview training on MFI response*	PHSKC	2008-2010	Not started	

			Not started	
▪ *Provide training to MFI volunteer corps*	PHSKC and KCMEO	2009	Not started	
▪ *Provide HAZMAT training to KCMEO Investigators*	PHSKC HAZMAT	2009-2011	Not started	
▪ *Train hospitals on fatality management protocol*	PHSKC and Healthcare Coalition	2008-2009	Beginning Summer 2008	

Exercise:

▪ *Test Mass Fatality Plan*	PHSKC and KCMEO	Future priority	Not Started	
▪ *Exercise LE and KCMEO coordination for field recovery*	KCMEO	Future priority		
▪ *Test Family Assistance Center Plan once completed*	PHSKC	2010	N/A	
▪ *Test call center operations once plan is developed*	PHSKC, Healthcare Coalition, LE/911	2011	N/A	

Equipment:

▪ *Software tracking ante mortem and postmortem data and call center operations*	PHSKC, KCMEO and Healthcare Coalition	Future priority	N/A	
▪ *Equipment (TBD for Family Assistance Operations)*	PHSKC	2010	N/A	
▪ *MFI response "push pack" for initial field operations*	PHSKC and KCMEO	2009	N/A	

Public Education:

N/A				

Narrative: PHSKC maintains lead for MFI planning in coordination with KCMEO. To date, assessment of current planning gaps, resource needs and assessment of best practices for response has been completed. SHSP and UASI funds have been leveraged to acquire x-ray processing equipment for the KCMEO to build capacity. Homeland security funds and ASPR funds have been leveraged to develop cache of disaster body bags. Currently ASPR funds are leveraged to help support hospital fatality management planning. King County's existing MFI plan is specific to KCMEO internal operations. A county-wide MFI plan is in development. To date, no regional exercises have been conducted to test (or include) KCMEO field operations. A pandemic flu MFI tabletop exercise conducted in January 2008 by PHSKC is the only fatality management exercise that has been held in this region to date.

E. Medical Systems

TCL # 26	Medical Supplies Management & Distribution
PH	

Definition: Medical Supplies Management and Distribution is the capability to procure and maintain pharmaceuticals and medical materials prior to an incident and to transport, distribute, and track these materials during an incident.

Goal: To have essential pharmaceutical and medical supply caches in King County and ready for deployment and to have the capability to identify, acquire, store, distribute, monitor, and re-supply essential medical supplies needed in response to health and medical emergencies.

Current Capability: Essential medical supplies are partially identified for a limited number of hazards. Warehouse space is in use and will be expanded in the near future. Multiple caches of medical supplies exist across the county. Plans for requesting state and federal assistance, including the Strategic National Stockpile, are complete and tested, additional training of staff is needed.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
▪ *Conduct capability assessment* ▪ *Identify funding priorities and funding sources*	PHSKC	Annually Ongoing	In progress continuous	
Planning:				
▪ *Develop prioritized list of medical supplies needed to implement response measures defined in ESF 8 and support annexes including: isolation and quarantine; activation of alternate care facilities and medical needs shelters; dispensing of medications to key responders, healthcare workers, and the public; deployment of medical screening teams.*	PHSKC, HCC	2008	In progress	
▪ *Identify geographically distributed facilities to store regional caches of medical supplies.*	PHSKC	Complete by 2010	In Progress	
▪ *Develop security plan for facilities identified to cache medical supplies.*	PHSKC	Ongoing as sites are identified	In Progress	
▪ *Develop medical supplies maintenance and rotation plan.*	PHSKC	2008	In Progress	
▪ *Assess logistical requirements for*	PHSKC, HCC	2009, ongoing	In progress	

loading, transporting, unloading medical supplies throughout the region.	PHSKC, HCC	Ongoing	In progress	
▪ Develop medical supply deployment plan	PHSKC, HCC	2009	Not started	
▪ Develop protocol to monitor the rate of consumption of medical supplies during incidents.	PHSKC	2009	In progress	
▪ Develop tracking system for medical supplies				

Training:

▪ Provide training to HCC and PHSKC staff on medical resource ordering through state and federal agencies.	PHSKC	2008-2010 ongoing	Recurring training	

Exercise:

▪ Test Strategic National Stockpile Response Plan	PHSKC, HCC	2008	In Progress	
▪ Test Alternate Care Facility Plan	PHSKC, HCC	recurring		

Equipment:

Purchase of resource management module for KCHealthtrac.	PHSKC	2008	In Progress	

Public Education:

N/A				

Narrative: Plan for requesting, receiving, and distributing medical supplies through the Strategic National Stockpile is complete and is tested on a recurring basis.

Information management system (KCHealthTrac) has been acquired, is currently being implemented across key healthcare sectors, and will be utilized to track medical resources during disasters.

Medical Logistics Team of 70+ personnel (Public Health and MRC) have been identified and trained on logistics protocols. This team participated in the Alternate Care Facilities exercise in March 2008; will participate again in the follow up exercise in November 2008.

E. Medical Systems

TCL # 27	Medical Surge
PH	

Definition: Medical Surge is the capability to rapidly manage and expand the capacity or capability of the existing healthcare system (hospital long-term care facilities, community health clinics, ambulatory care organizations, and behavioral health agencies and alternate care facilities/medical shelters,). This includes providing definitive care to individuals at the appropriate clinical level of care within sufficient time to minimize medical complications. Medical surge may be needed to respond to an event resulting in a number or type of patients that overwhelm the daily healthcare system capacity. It may result in increased need for personnel (clinical and non-clinical), physical space (beds, alternate care facilities/medical shelters) and logistical support (clinical and non-clinical equipment and supplies).

Goal: To have protocol, systems, resources (including space, staff, equipment/supplies) to expand the capacity and capabilities of the healthcare system to provide appropriate level care to individuals while minimizing medical complications.

Current Capability: Current medical surge capability varies on healthcare sector and severity of event. Bed tracking across hospitals is available through WATrac; have majority of equipment and supplies necessary to operate a 250 bed facility at primary Health Care Center/Alternate Care Facility location for 3-5 days; have 170+ volunteers registered through Public Health Reserve Corps; alternate communication capabilities (e.g. 800 MHz radio, HAM radio with all hospitals); Current capacity to respond to behavioral health needs of community and responders is very limited, and sufficient for only a low-level event; have established ESF 8 Health and Medical Area Command protocol including Health and Medical Multi Agency Coordinating Group.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
▪ *Capability Assessment*	PHSKC, Healthcare Coalition, DCHS	Annually	In progress	
▪ *Assess current funding priorities and identify funding sources*		Ongoing		
▪ *Update ESF 8 annex and plan as necessary*	PHSKC	ongoing	2008 revision complete	

Planning:

	Lead	Timeline	Status	
▪ *Assess WATrac health resource request module*	WATrac State Users Group	Dec 2008	In progress	
▪ *Launch WATrac for behavioral health sector*	PHSKC, Healthcare Coalition	Feb 2009	In progress	
▪ *Configure WATrac for Home Health/Home Care sector*	PHSKC, Healthcare Coalition	Dec 2008	Starts Oct 2008	
▪ *Configure and launch WATrac for ambulatory care, long term care, pediatrics, mortuary services, community clinics*	PHSKC, DOH, Healthcare Coalition	2009-2010	Not started	
▪ *Assess WATrac Patient Tracking module*	WATrac State Users Group	2009	5% complete	
▪ *Develop Behavioral Health response plan for public and responders*	DCHS, PHSKC Healthcare Coalition	2009-2011	Assessment in progress	
▪ *Develop nursing home evacuation plan*	PHSKC, Healthcare Coalition	2009-2010	Not started	
▪ *Develop medical mutual aid agreements for healthcare facilities staff and equipment across all healthcare sectors*	PHSKC, Healthcare Coalition, Healthcare Orgs	2008-2011	In progress	
▪ *Refine surge capacity protocol for hospitals and identify target ranges for surge capacity*	Healthcare Coalition, R6 hospitals	December 2009	In progress	
▪ *Coordinate with non-hospital community healthcare agencies to develop surge capacity plans*	Healthcare Coalition, PHKSC, R6 Healthcare Orgs	2008-2011	In progress	
▪ *Finalize alternate care facility operational plan and complete resource cache for primary ACF site*	PHSKC, Healthcare Coalition	March 2009	90% complete	

▪ *Develop MOA and site plans for 2 ACF locations in zones 1 and 3*	PHSKC	March 2010	10% complete	
▪ *Recruit and maintain 600 volunteers in Public Health Reserve Corps through Volunteer Management System*	PHSKC	December 2008	30% complete	
▪ *Develop staff/volunteer strategy to maintain medical surge operations for minimum 7 days*	PHSKC, Healthcare Coalition	January 2010	10% complete	
▪ *Develop patient tracking/patient locator plan*	PHSKC, Healthcare Coalition	2008-2010	5% complete	
▪ *Develop comprehensive family assistance plan*	PHSKC, Healthcare Coalition	2008-2010	5% complete	

Training:

▪ *Train designated healthcare personnel in HICS/NIMS as needed*	Healthcare Coalition	Ongoing	Oct 2008	
▪ *Train emergency management, emergency response and healthcare partners of Health and Medical Area Command*	Healthcare Coalition, PHSKC	Fall 2008-Spring 2009	Not started	
▪ *Train hospitals, healthcare and emergency response partners on hospital evacuation plan*	Healthcare Coalition	2009-2010	30% complete	
▪ *Train designated healthcare personnel in recognition and treatment of chemical, biological, radiological, nuclear, and explosive (CBRNE) hazards*	PHSKC	2008-2010	Not started	
▪ *Develop just in time trainings for all Public Health Reserve Corps functions*	PHSKC, Healthcare Coalition	2010	30% complete for hospitals	
▪ *Provide training on long term care evacuation plan*	Healthcare Coalition	2009-2011	1st training to be completed by Nov 2008	
▪ *Provide patient influx training to healthcare partners*	Healthcare Coalition	2008-2009	Not started	
▪ *Provide soft target awareness training*	Healthcare		20%	

to hospitals	Coalition	2009-2010	complete	
▪ *Provide Decontamination response training*	PHSKC, Healthcare Coalition	2008-2010	Not started	
▪ *Provide Disaster Behavioral Health response training*	PHSKC, Healthcare Coalition	2009-2011	10% complete	

Exercise:

▪ *Exercise primary Alternate Care Facility site*	PHSKC	November 2008	in progress	
▪ *Test hospital evacuation plan*	Healthcare Coalition, PHSKC	2009	not started	
▪ *Test nursing home evacuation plan*	Healthcare Coalition, PHSKC	2010	not started	
▪ *Test response to bomb threat/IED at healthcare facility*	Healthcare Coalition	2009/2010	not started	
▪ *Test hospital decontamination capability*	Healthcare Coalition, PHSKC	2009-2010	not started	
▪ *Exercise communication coordination with healthcare facilities*	Healthcare Coalition, PHSKC	2008-2011	ongoing	
▪ *Test patient influx capabilities at hospitals,*	Healthcare Coalition, PHSKC	2009-2010	not started	
▪ *Test patient influx at ambulatory care facilities and long term care facilities*	Healthcare Coalition, PHSKC	2010-2011	not started	
▪ *Exercise Behavioral Health response to Family Assistance Center*	PHSKC	2010-2011	not started	
▪ *Exercise alternate care facility locations in zones 1 and 3*	PHSKC	2010-2011	not started	

Equipment:

▪ *Specialty cots and durable medical supplies for ACF to operate at 750 bed capacity for 7 days*	PHSKC MEPG	TBD		

▪ *Oxygen system for ACFs*	- 86 -			
▪ *Evacuation equipment for nursing homes/long term care facilities*				

Public Education:

N/A				

Narrative:

E. Medical Systems

TCL # 31	Triage & Pre-hospital Treatment
FIRE - PH	

Definition: The capability to appropriately dispatch Emergency Medical Services (EMS) resources that can provide the reasonable and medically capable pre-hospital triage and treatment of patients; to provide transport as well as medical care en route to an appropriate receiving facility; and to track patients to the facilities.

Goal: The goal is to ensure that EMS resources are effectively and appropriately dispatched and provide pre-hospital triage, treatment, transport, tracking of patients and documentation of care, while continuing to maintain the capabilities of the EMS system for continued operation.

Sub-Goals:
- To ensure that at least one spare ambulance vehicle, stocked and garaged, is available for every 100,000 members of the population.
- To provide for the transportation of ill and injured patients via the most appropriate mode of transportation and provide ongoing medical care en route to the receiving facility.
- To have plans and capabilities that address:
  - **Biological scenario** (communicable disease) where 20-30% of the regional population is affected with a 200-300% increase in daily EMS activity.
  - **Biological scenario** (non-communicable) 300,000 exposures with 13,000 infected / 25% require transport.
  - **Chemical scenario** with 5,000 patients requiring transportation in the first 2 hours of the incident.
  - **Explosive scenario** with 100 fatalities and 500 injured and 250 requiring transport in the first 2 hrs of the incident / 125 ambulances.
  - **Radiological Dispersion Device scenario**, with 180 fatalities, 270 injuries, 20,000 exposed, 150 require transportation / 135 ambulances.
  - **Nuclear scenario**, 10 kiloton device. Only EMS personnel with specialized training and equipment can enter hot zone, patients numbering the hundreds of thousands.

Current Capability: Region 6 has fire-based, hospital based, and private EMS providers. Emergency Medical Technicians are widely disbursed throughout the region, and they support a hospital-based and mobile Advanced Life Support Capability ALS. Medical surge, advance movement of large numbers of patients, and field sheltering and transportation of large numbers of patients currently remain as challenges. While the King County Medic 1 program has received international acclaim for quality, preparing for catastrophic incidents has challenged the EMS system.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

• Assess and categorize health and medical resources at the local and regional level to include specialized centers	PHSKC	2010	Not started	
• Define and delineate responsibilities among first responder public safety agencies, hospital association, and health care providers.	PHSKC SFD	2010	Ongoing	
• Review and Update funding and sustainment plan	PHSKC SFD	Ongoing	Ongoing	

Planning:

• Identify protective measures for responder personnel • Identify protective measures for responder families to include prophylaxis and vaccines • Identify adequate EMS personnel needs • Identify resource needs • Develop protocols and procedures for tracking personnel and Equipment • Define and implement a credentialing system for personnel consistent with national standards • Develop and maintain protocols and procedures for EMS dispatch, assessment, triage, treatment, transport, logistical support, medical command and coordination, safety, communications and patient tracking • Develop plans and procedures for movement of patients • Develop plans and procedures to deal with restricted movement of EMS and medical personnel due to travel restrictions, isolation/quarantine or security measures • Develop personnel certification and licensing system • Mutual Aid protocols are in place both	PHSKC SFD KCFCA King County Trauma Council SFD KCFCA King	2009	50%	

		2009	50%	
regionally and state wide • *Plans and procedures are in place to coordinate with the NDMS system*	County Trauma Council			

Training:

• *Training dispatch personnel in protocols* • *Develop and implement multi-disciplinary scenario based training and exercise programs*	PHSKC SFD	TBD		

Exercise:

• *Conduct smaller focused exercises, supported by TTX semi-annually to test plans, procedures and training effectiveness* • *Conduct large Mass Casualty Exercise bi-annually*	PHSKC SFD KCFCA	Ongoing	50%	

Equipment:

• *Ensure complete coverage and wide dispersal of basic EMS equipment inventory on EMS units throughout region* • *Obtain equipment needed to respond to and manage a catastrophic incident* • *Obtain PPE for all EMS personnel* • *Obtain communications equipment and channels for command and control, dispatching, field communications, and bed availability status* • *Obtain Casualty Collection Shelter and pre-identify hard shelter locations* • *Obtain multi-victim transport vehicles for region.*	EMAC/R6 MEPG			

Public Education:

• *Update Public Education Materials*	PHSKC	2010	Ongoing	

Narrative: EMS first responders, King County EMS, the Health Care Coalition, and the Hospital Association work collaboratively to address most of the issues listed above. Pre-hospital care and triage activity is currently being examined by the Regional Catastrophic Planning team concurrently with response agencies and PHSKC.

Also note that the King County Fire Chiefs Association maintains the county Mass Casualty Incident (MCI) Plan.

CATEGORY F

COMMUNICATIONS

**TARGET
CAPABILITY   ELEMENT NAME**

#1   Communications

**#18   Emergency Public Information &
Warning**

F. Communications

TCL # 1	Communications
FIRE – LE – EMD - PSAP	

Definition: Communications is the fundamental capability w/in disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they have sufficient communications, including wireless, to meet their everyday internal and emergency communications requirements before they place value on being interoperable, meaning being able to work with other agencies.

Communications interoperability is the ability of public safety agencies (police, fire, EMS, PSAPs) and service agencies (public works, transportation, hospitals, etc.) to talk w/in and across agencies and jurisdictions via radio and associated communication systems, exchanging voice and data with one another on demand, in real time, when needed, and when authorized. It is essential that public safety builds its systems towards interoperability to accomplish intra-agency operability it needs.

Goal: Region 6 will achieve and maintain public safety communications systems, including supportive plans and policies that reflect operability, interoperability, and continuity of communications. These systems will be sustained by a long-term governance structure which is resilient and able to fund and incorporate emerging technologies as they develop.

Current Capability: The Region 6, along with the Seattle Urban Area (King, Pierce, and Snohomish Counties and the Port of Seattle) has invested more than $100 million to build four compatible 800 MHz trunked public safety radio systems. Using local, federal and UASI funds, these four systems have been linked together and connected to the Federal Integrated Wireless Network (IWN) and other VHF and UHF systems serving Pierce County and the Washington State Patrol. This interoperability, while significant, still requires that first responders switch between multiple "talk groups" and/or wait for dispatchers to manually establish console-to-console links between the major radio systems to communicate between agencies. Existing network interoperability is only for voice not data, computers, or video. Present data/computer communications is not interoperable. No agency has wireless video capability.

Project 25 (P25) is a set of standards produced through the joint efforts of the Association of Public Safety Communications Officials International (APCO),the National Association of State Telecommunications Directors (NASTD), selected Federal Agencies and the National Communications System (NCS), and standardized under the Telecommunications Industry Association (TIA). The P25 suite of standards involves digital Land Mobile Services for local, state, and national (federal) public safety organizations, and other agencies. P25-compliant systems are being

increasingly adopted and deployed.[1] P25 radios can communicate in analog mode with legacy radios, and in either digital or analog mode with other P25 radios. The deployment of P25-compliant systems will allow for a high degree of equipment interoperability and compatibility.

The Region's (UA's) existing voice radio systems are not Project 25 (P25) compliant. Individual agencies have started to invest in more modern equipment (P25-compliant subscriber units), but these units must operate on a technology infrastructure dating from the 1980's. This infrastructure needs to be replaced to meet current standards and ensure future interoperability. Most agencies are currently using commercial services for wireless data communication (computers in vehicles), but there is no coherent, regional strategy for data interoperability.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• Survey of current communication systems • Accomplish a gap analysis of existing communications systems • Define scope of regional communications plans • De-conflict regional communication plans • Build governance necessary to sustain system resilience and development • Establish voluntary consensus standards that will enable agencies/jurisdictions to make informed procurement decisions to benefit from emerging technologies for communications equipment and programming.	EMD – LE – FIRE – PSAPS – Regional Agencies			

Planning:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• Develop regional communications plans that comply with the National Emergency Communications Plan, Washington State Interoperable Communications Plan, and the NIMS.	EMD – LE – FIRE – PSAPS – Regional Agencies			

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[1] http://www.tiaonline.org/standards/technology/project_25/

• *Develop and implement model SOPs for local jurisdictions' use in all-hazard response.*	EMD – LE – FIRE – PSAPS – Regional Agencies			

Training:

• *Train to the effective utilization of the systems and equipment* • *Train in the application of the systems' plans and SOPs*	EMD – LE – FIRE – PSAPS – Regional Agencies			

Exercise:

• *Conduct Communication Exercises testing systems, equipment, and sub-components of regional plans.* • *Incorporate rigorous use of communications in regional exercises.*	EMD – LE – FIRE – PSAPS – Regional Agencies			

Equipment:

• *Establish and adopt technical standards to allow maximum interoperability and continuity between regional communication systems.* • *Ensure Communications are implemented with standard, commonly available technologies in order to minimize cost and maximize interoperability.* • *Purchase the equipment necessary to support operability, interoperability and continuity of communications to meet current standards.* • *Purchase additional equipment and systems as technologies improve.*	Public safety and communication agencies will be responsible for purchasing necessary equipment to meet regional goal as they see fit and are able to			

Public Education:

N/A				

Narrative: Communications represent one of the most dynamic of the National Preparedness Goal's Target Capabilities. Everyone, from elected officials, CIP planners, PSAP managers, and emergency managers, must partner to make the best use of limited resources and emerging technologies.

F. Communications

TCL # 18	Emergency Public Information & Warning
EMD	

Definition: The Region's Public Information and Warning capability includes public information, alert/warning and notification. It involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident managers and responders across all jurisdictions and disciplines effectively in all-hazard conditions. This capability enables government agencies and public and private sectors to receive and transmit coordinated, prompt, useful, and reliable information regarding threats to their health, safety and property through clear, consistent information delivery systems. In addition, this capability is supported and reinforced by an adequate Joint Information System.

Goal 1.1: By 2010, have a cohesive Emergency Public Information and Warning Infrastructure consistent with the expectations described in the National Preparedness Goal will have been established.

Goal 1.2: By 2010, establish a sustainable Regional Joint Information System (JIS) to support and reinforce Emergency Public Information and Warning.

Current Capabilities:

The Region has developed and tested Emergency Support Functions that support Emergency Public Information and Warning (ESF-2: Communication and Warning, ESF-5: Emergency Management, and ESF-15: External Affairs / Public Information). The infrastructure, as it currently exists, is inadequate to support Public Information and Warning. There is no cohesive warning system that enables the entire population of the region to be warned of life-threatening events. Some cities have a form of Reverse 911 (*Reverse 911* or *Code Red*) capable of warning selected neighborhoods or populations, but there is no overarching system that can be used region-wide.

The closest the region comes to effective warning is through Public Safety Answering Points (PSAPs – our 911 Dispatch Centers) and the Emergency Alert System (EAS). Some existing systems can transfer information about events in a non-critical fashion. These include: Northwest Warn (NWWARN) and Regional Public Information Network (RPIN). In addition:
- Many emergency managers, responders and PIOs do not fully understand the usage and capability of the Emergency Alert System (EAS).
- No clear Joint Information System (JIS) has been developed.
- A location for a Regional Joint Information Center (RJIC) has not been designated.
- A network of trained Public Information Officers (PIOs) exist that can support warning systems with media releases. This group lacks a cohesive Joint Information System through which to adequately work.

- An Information Center template and tool kit – providing tools for responding to all-hazard incidents – has been developed. This tool identifies and dichotomizes roles and responsibilities for local Information Centers (LIC) and a JIC, which would support regional PI efforts.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Establish a Regional Public Information & Warning (PI&W) Work Group representing emergency managers, PIOs, and PSAP managers from each zone.*	EMAC/R6	Complete by 9/08		
• *Do a complete regional assessment of E-PI&W capabilities, reviewing plans procedures, programs, and systems.*	PI&W Work Group	1/09	In process	
• *Develop a Regional PIO Network*	PI&W Work Group	1/09	In process	
• *Strengthen local RACES groups*	Zone Coordinators RACES Groups, KCOEM	6/09		
• *Establish and maintain a working relationship w/ local media outlets.*	All Jurisdictions	On-going	See Shelter Capability and Plan	
• *Ensure shelters of all types (Warming/Cooling Centers, Meal Centers, Dormitory Shelters) also serve as disaster information centers.*	All Jurisdictions; Shelter Work Group	On-going		
• *Ensure preparedness and warning information is widely distributed in multiple languages (Tier 1) appropriate to the cultural and ethnic needs of the region's population.*	PI&W and Pub Ed Work Groups			
• *Ensure information and dissemination, alert and warning mechanisms are structured so that private sector entities receive accurate, timely and understandable information.*	PI&W Work Group		EAS will soon be accessible to Cell phones and PDAs	
• *Integrate emerging technologies into E-PI&W Planning*	All jurisdictions			

Planning:

• *Develop plans, procedures and protocols that will provide a cohesive regional emergency public information and warning system*	EMD - PSAP Managers, Pub Ed Work Group	9/09		
• *Develop plans, procedures, and policies for a Joint Information System (JIS), including establishing a regional JIC.*	PI&W Work Group/PIO Network	On-going	No regional plan exist (5/08)	
• *Complete and distribute standardized Information Center Tool Kit.*		1/09	Complete	
• *Determine JIC location and alternatives*	EMAC/ R6 PI&W Work Group	1/09		

Training:

• *Develop and implement awareness training on use of EAS (RPIN, NWWARN, Reverse 911, the JIS, etc).*	T/E Work Group	6/09		
• *Provide basic PIO training.*	PI&W Work Group	Annually	A base-line PIO curriculum already exists.	

Exercise:

• *Test the Public Information and Warning Systems, Plans and Protocols in all local/regional exercises.*	T & E	Annually		
• *Exercise the JIC to clarify roles, relationships, and message clarity and effectiveness*	PI&W Work Group	Annually		

Equipment:

• *Ensure EAS infrastructure and systems are maintained and updated to match current technologies and capabilities*	PI&W Work Group, MEPG Work Group, EMAC/R6	Annual Reviews		

Public Education:

▪ *Promote individual preparedness based on the risks identified for the region*	Pub Ed	Ongoing		
▪ *Develop and implement awareness training about public information & warning.*		2009		

Narrative: The need for a cohesive warning system in the region is clear. Only a handful of PSAPs have the ability to target specific city blocks and neighborhoods, etc. to receive exclusive warning messages. This capability is currently being

pursued by several more.   As technology develops, the region should include messaging to and through the media, pagers, telephones, cell phones and fax machines.

Achievement of this goal will ensure government agencies and public and private sectors can receive and transmit coordinated, prompt, useful, and reliable information regarding threats to their health, safety and property through clear, consistent information system delivery systems.

Establishing a Public Information and Warning (PI&W) Work Group, representing emergency managers, PIOs, and PSAP managers from each zone will invest those most responsible for implementing this goal with the task of achieving its objectives. Until a comprehensive warning system is in place, the region will have the potential of putting citizens in harms way due to the failure to warn in a timely manner.

CATEGORY G

RECOVERY

**TARGET
CAPABILITY   ELEMENT NAME**

#35   Economic & Community Recovery

#37   Structural Damage Assessment

#40   Debris Management

G. Recovery	
TCL # 35	**Economic & Community Recovery**
TBD	

UNDER DEVELOPMENT

G. Recovery

TCL # 37	Structural Damage Assessment
CIP	

Definition (Scope): Structural Damage Assessment is the capability to conduct damage and safety assessments of civil, commercial, and residential infrastructure and perform structural inspections, and mitigation activities. The capability includes being able to provide contractor management, construction management, cost estimating, technical assistance, and other engineering services to support and manage response and recovery operations

Goal: Develop a plan to identify, train and qualify sufficient personnel to conduct initial damage and safety assessments and continue to develop and implement a system to record and communicate this information to decision-makers so they can make early tactical and, later, restorative decisions.

Current Capability: The region maintains a working relationship and procedures to coordinate preparedness, response, recovery, and mitigation efforts with the private sector and NGOs, such as the Building Owners and Managers Association (BOMA), hotels, restaurants, and financial institutions. This interaction is mainly through the CIP workgroup activities and regional training events.   Several activities have examined the need for more support to certify structural integrity after a major catastrophic event.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• *Assessing the capability*	CIP			
• *Reports*				
• *Sustainment and funding*				
Planning:				
• *Develop a regional concept of operations for a Structural Damage Assessment strategy*				
• *Develop and maintain a list of pre-qualified contractors and repair contracts, contingency contracting procedures*	TBD	TBD		
• *Develop a process for assessing all public facilities*				
• *Gather information from FEMA and other regional partners*				

• *Create a process for coordinating contractor support after a disaster.* • *Develop and implement a system to capture post-disaster building status and damage data.*	TBD	TBD		

Training:

• *Develop training for key asset personnel to do initial assessments on site and transmit those findings to authorities.*	TBD	TBD		

Exercise:

• *Host an annual seminar on structural damage assessment to provide updated program information.*	CIP – T & E	TBD		

Equipment:

N/A				

Public Education:

N/A				

Narrative:

TCL # 40	Debris Management
EMD - PW	

Definition: Debris collection and processing after a major or catastrophic debris-causing incident in a manner that will hasten incident response times, as well as short- and long-term recovery efforts. The debris removal process must be initiated promptly in order to protect public health and safety.

Goal: To have a disaster debris management plan that provides guidance to the King County region that will help with planning, mobilization, organizing, and controlling a disaster debris-causing incident. This guidance applies to all jurisdictional levels within the region. The plan will define roles, responsibilities and expectations and assists with reuse, reduce, recycle and disposal issues in the event of a debris-causing event in the region.

Current Capability: UASI Disaster Debris Management Plan draft completed.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
Capability Assessment	KCOEM/CH 2M Hill	completed 4/15/08	Done	
Planning:				
Develop Disaster Debris Mgmt Plan & Templates-Phase 1	KCOEM/CH 2M Hill	Plan phase 1 done 5/16/08	Complete	
Develop operational debris plans	KCOEM/CH 2M Hill	2010	In progress	
Training:				
Train to operational disaster debris management plans	KCOEM/CH 2M Hill	As funded by DHS grants	Requested for 2008	
Exercise:				
Conduct progressive exercises testing debris plans	KCOEM/CH 2M Hill	As funded by DHS grants	Requested for 2008	
Equipment:				
N/A				
Public Education:				
N/A				

Narrative: The Seattle UASI Region has developed a methodology for prioritizing debris removal, as well as a list of debris removal priorities to be used when for planning debris removal operations. Each jurisdiction should use this guidance along with knowledge from their local area to identify individual debris removal priorities for their areas.

Regional Disaster Debris Management Plan will provide a framework that:
- Identifies regional roles and responsibilities
- Provide regional strategy/guidance on disaster debris priorities and operations through regional discussion and agreement
- Make connections between disaster debris stakeholders
- Identify regional debris management resource and infrastructure gaps
- Provides framework for the development of Operational Disaster Debris Management Plan Template

CATEGORY H

CRITICAL INFRASTRUCTURE

TARGET
CAPABILITY   **ELEMENT NAME**

    #10   **Critical Infrastructure Protection**

    #36   **Restoration of Lifelines & Services**

    #39   **Cyber Security**

H. Critical Infrastructure

TCL # 10	Critical Infrastructure Protection
CIP	

Definition: The critical infrastructure of the region is the foundation of our security, economy and citizen's way of life. This complex system of interdependent structures, services and goods serves the region's needs in a seemingly seamless and perpetual manner. However, when one of the sectors or services of this complex system fails or is disrupted, cascading effects ripple across the board.

Critical infrastructure protection is not limited to only physically protecting key resources. CIP also includes a regional perspective by working with public and private stakeholders to develop a preparedness strategy that is comprehensive, addressing all hazards—physical, cyber, chemical, biological, radiological, natural disasters, systems failures and human error. Such a strategy includes protection, mitigation, response, recovery, training, exercises, and research and development. It involves key regional stakeholders—hundreds of organizations with diverse missions and interests and focuses on cross sector collaboration and developing an understanding of regional interdependencies.

Goal: Develop and maintain capability to protect critical infrastructure by engaging all 18 CI sectors to identify Region 6 key assets, educate CI stakeholders on relevant continuity and interdependencies issues and recommend allocation of available resources to increase resiliency of regional infrastructure from natural and human-caused disasters.

Current Capability: The Region 6 CIP plan was drafted in 2006 and is updated on an annual basis. The CIP work group recently updated its mission to focus more on outreach and education by developing quarterly cross sector forums to educate, provide networking opportunities and allow stakeholders to discuss and prioritize issues important to the resiliency of the region. The CIP work group also holds an annual CIP Interdependencies event, as called for in the CIP plan. This event attracts 200-300 stakeholders from around the region and is designed to allow representatives from CI to discuss and further develop a better understanding of regional interdependencies. PNWER has partnered with the CIP work group to assist in outreach and planning efforts.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• *Assessing the capability*	CIP –PNWER		In Progress	
• ***Reports***	CIP	Qrtly		
Planning:				
• *Update CIP Plan*	CIP -PNWER	Annual	In progress	

• *Develop a stakeholder-validated regional Action Strategy.*		2010		
• *Prioritize short-term to longer term activities to address infrastructure protection gaps*		2010		
• *Development of regional sector coordination councils and a cross sector coordination mechanism*		2010		
• *Develop relationship between CIP and Intelligence TCL efforts*		2010		
• *Appoint a CIP coordinator for Public & Private sector.*	CIP	2009		

Training:

• *Conduct Stakeholder training on the Automated Critical Asset Management System (ACAMS)*	CIP work group / PNWER	2009	Provided in Action Strategy	

Exercise:

• *Conduct Quarterly workshops/seminars*	CIP work group / PNWER/ T & E	On-going		
• *Annual interdependencies exercise*		Annual		
• *Annual Action Strategy workshop*		Annual		

Equipment:

• *Identified in CI action strategy*	CIP	Ongoing		

Public Education:

N/A				

Narrative:

H. Critical Infrastructure

TCL # 36	Restoration of Lifelines & Services
CIP	

Definition: Restoration of Lifelines is the capability to initiate and sustain restoration activities. This includes facilitating the repair/replacement of infrastructure for oil, gas, electric, telecommunications, drinking water, wastewater, and transportation services to facilitate essential movement and critical human and operational supplies.

Goal: Lifeline infrastructures have enhanced short- and long-term regional recovery plans. Short term plan including organizations such as: emergency responders, critical infrastructure/key resource owners and operators, community groups, and the region's leadership to restore lifelines necessary to initiate and sustain restoration activities. Long-term recovery plan includes all groups—private, public, faith-based, community, and other organizations—to help restore the region to pre-disaster or better conditions.

Current Capability: Lifeline infrastructures are engaged in the CIP workgroup and have been included in many regional exercises. Many of the lifelines are privately owned. It is more challenging to ensure all stakeholders are fully included in the planning process. Utilities have participated in regional exercises and drills and currently have a presence in the regional EOC/ECC's. This enhanced coordination has facilitated an improved capability to quickly restore operations after a disaster. Many utilities have also developed lists of priority customers and work to ensure these facilities are restored as fast as possible.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• Assessing the capability	CIP	On-going		
• *Integrate critical infrastructure/key resource providers for City lifelines, private businesses, professional associations, regional organizations, and NGOs into workgroups.*	CIP	On-going	In Progress	
• Reports	CIP	Qrtly		
Planning:				
• *Develop a regional restoration of lifelines plan*	CIP	2011	In progress	
• *Tie Lifeline Infrastructure agencies into R6 communications plan*	CIP	2011		
• *Coordinate regional Recovery*	CIP	On-going		

Planning with established workgroups.				

Training:

• *Coordinate the education of senior leadership and elected officials on the need for recovery planning and provide them information about their roles in supporting and sustaining recovery planning efforts.*	CIP – KCOEM	Annual		
• *Provide private sector lifelines with opportunities to participate in regional training events and workshops*	CIP – T & E	On-going		

Exercise:

• *Engage appropriate lifeline infrastructure agencies in exercises*	CIP – T & E	On-going		

Equipment:

N/A				

Public Education:

▪ *Develop a core messages relating to actions the Public can take during Lifeline disruptions*	CIP – PUB ED	TBD		

Narrative: A Post-Disaster Debris Management Framework incorporating regional regulations and policies, research and implement best practices, and establish post-disaster recovery funding strategies and policies has been developed and made available to Lifeline providers.

H. Critical Infrastructure

TCL # 39	Cyber Security
CIP	

Definition: Cyber Security is defined as the protection of the confidentialality, integrity and availability of electronically stored information and the systems that depend on that data.

Goal: To have cyber resiliency for the Puget Sound region through collaboration opportunities and communications between local, regional and federal organizations and enterprises.

Current Capability: The Puget Sound Alliance for Cyber Security is working to ensure that the various organizations in the Puget Sound Region – as well as those international, federal, regional and local organizations that interface with the region – are provided information, tools, concepts and good practices to help them be better prepared for cyber incident defense and response. This Mission is accomplished by means of a roundtable format bringing the various cyber-centric organizations in the region together and using various means of information exchange, coordination and training through such means as:

- Cyber Security and Infrastructure Security Resource Portal through NWWARN
- Cyber Security Community
- Best Practices Exchange
- Joint Projects and Policy Analysis and Development Activities
- Funding and Grant Reviews
- Training and Education Coordination
- Participation in Regional decision-making bodies

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
• *Assess and report on the status and gaps in the current capability*	NWACS	On-going	In Progress	
• *Utilize the CIP to provide governance, and advocacy over various grants and funding to achieve maximum resiliency in the IT sector.*	CIP	On-going		
Planning:				
• *Create initial blueprints, strategic plan and roadmap for regional IT sector resilience, coordinating work with DHS Regional Technology Initiative.*	NAWACS	TBD		
• *Integrate and coordinate any existing IT resilience related plans in the region to the overall regional plan.*	NAWACS	TBD		

• *Identify staffing needs and create a report listing filled and unfilled positions and plans/strategies for staffing*	NAWACS	TBD		

Training:

• *Develop and coordinate training sessions in SCADA vulnerabilities; risk management best practices; Information Security Awareness programs; Business Continuity; and Cyber Incident Response*	NAWACS PNWER T & E	TBD		

Exercise:

Exercise:				
• *Conduct exercise to test coordinated response to a cyber attack*	NAWACS PNWER T & E	TBD		

Equipment:

• *Identify hardware and software solutions and vendor offerings to enhance region-wide cyber information and intelligence acquisition and sharing*	NAWACS MEPG	TBD		

Public Education:

N/A				

Narrative: Information technology is the backbone of modern society and the common thread of our regional critical infrastructure. Information Technology related resources are required to communicate, continue business operations and execute recovery plans. Specific cyber security vulnerabilities can impact operational systems such as SCADA and other electronic processes and could result in physical damage and loss of life.

CATEGORY I

CONTROL AND COORDINATION

TARGET CAPABILITY	ELEMENT NAME
#3	Planning
#4	Risk Management
#17	EOC/ECC Coordination
#30	Responder Safety & Health

I. Control & Coordination

TCL # 3	Planning
EMD	

Definition: "To develop, validate, and maintain plans, policies, and procedures describing priorities, coordinated efforts, manage actions, and resources, and support personnel. Plans will address regional requirements with goals, objectives, milestones, and resources to ensure interoperability with government and non-government organizations.

Planning includes links to training and exercising to ensure that federal, state, and regional agencies and disciplines are familiar with and capable of executing assigned roles. Planning incorporates the evaluation of after action reviews and lessons learned from exercises and resource allocation."

Goal: By 2009 have a vertical and horizontal planning process that integrates appropriate agencies, disciplines, and programs to identify capability gaps, incorporate accurate threat analysis and risk assessments and ensure that functions, capabilities, and themes required to prepare for, respond to, and recover from all-hazards events are available when and where they are needed.

Current Capability: The Region 6 Homeland Security Strategic Plan was last updated in 2006 and does not focus on capabilities or specific planning issues. The Planning and Administration workgroup of EMAC was dissolved in 2005 moving the planning function back to EMAC. The Regional Disaster Plan is being revised in alignment with NIMS and the National Response Framework.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Establish and convene a planning group to assist EMAC in setting planning priorities.	EMAC/R6	End Sept 2008	In progress	
Develop all grant funded plans and organizational constructs to be compliant with NIMS.	Chairpersons of work groups, task forces, and sub committees	March 09	Most completed	
Capability Assessment –				
Identify hazards, threats, vulnerabilities, and consequences to be addressed by all emergency management and/or preparedness plans regionally and on a zone by zone basis.	EMAC/R6	On-going	In Maint.	

Create gap analysis using consequence modeling tools.	Planning Group	Dec 2010	Not started	
Reports – *Establish standardized reporting structures to EMAC/R6 from all subcommittees, work groups and task forces.*	EMAC/R6	Qrtly NA	In Progress	
Sustainment – *Utilize available grant mechanisms, regional expertise, and staffing support.*	EMAC/R6	Annual	In Progress	
Provide on going support to regional planning efforts.	EMAC/R6 – Staff	On-going		
Complete regularly scheduled plan reviews.	EMAC/R6	Strategic Plan Annually – All others every 4 years	Ongoing	
Continue facilitation of regional collaboration through zone coordinators.	EMAC/R6	Annual	Ongoing	
Ensure all funding/grant requests fall within goals and objectives of the Regional Strategic Plan	Lead Agencies	Annual	In Progress	
Identify funding sources / priorities to facilitate plan implementation where needed.	EMAC/R6	Annual	Ongoing	

Planning:

Develop a scalable strategic plan, based on capabilities needed to prevent, protect against, respond to, and recover from natural and man-made disasters, as well as acts of terrorism.	EMAC/R6	October 08	In Progress	
Maintain & Update the Regional Disaster Plan & process	RDP Work Group	Qrtly	In Progress	

Training:

Provide training opportunities for those assisting with planning activities.	T & E	On-going	Ongoing	
Provide regional training opportunities to ensure exercises are evaluated according to Homeland Security Exercise and Evaluation Program (HSEEP) requirements.	T & E	At least annually	Ongoing	
Provide briefing to the King County Executive, KC Council, and agency EMAC	EMAC/R6	Within 60 days of SPlan	Annually	

reps on the Region 6 Strategic Plan		revision		
Offer training on the Regional Disaster Plan	RDP WG	Annually	Annually	

Exercise:

Establish integrated regional exercises that test specific and/or multiple capabilities that align with strategic priorities.	T & E	Annually	5 yr Plan under revision	
Demonstrate implementation of after action reviews and lessons learned for improvement and corrective actions that enhance exercises and inform subsequent corrective training efforts	T & E	After Action Reports within 60 days & Corrective Action within 1 year	After all exercises & incidents	

Equipment:

N/A				

Public Education:

N/A				

Narrative: Strategic Planning is the foundational for accomplishing the vision and mission in Region 6. Currently, there are a multitude of ongoing planning initiatives occurring throughout the Region. Some are done in isolation apart from regional concepts, some are done using various planning methodologies and levels of expertise and some are incomplete or outdated. By establishing a category based Strategic Planning process and through appropriate re-organization of processes, incremental improvements can move forward that can serve as a model for agencies and disciplines to follow that unifies the Region and aligns with State and Federal standards.

Establishing a Planning Workgroup out of EMAC/R6 would assist in the consolidation of planning issues being overseen by the various work groups and subcommittees. The planning work group should be comprised of the work group chairs, the zone coordinators, and select program leads. King County will clarify its leadership role in regional planning.

Under Development

I. Control & Coordination

TCL # 17	EOC/ECC Coordination
EMD	

Definition: The capability to provide multi-agency coordination for incident management through the activation and operation of multiple Emergency Operations Centers (EOC), Emergency Coordination Centers (ECC), or Multi-Agency Coordination Centers (MACC), including EOC activation, notification, staffing, and deactivation; management, direction, control, policy development, strategy, and coordination of response and recovery activities; coordination of efforts among regional public and private entities as well as State and Federal agencies; providing public information, warning, and resource prioritization; and maintaining information and communication necessary for coordination of response and recovery activities.

Goal 1: Emergency Operations Centers have redundant communications for critical information and resource management in the region.

Goal 2: To have a resource management prioritization process and body for that process.

Goal 3: To have a Multi-Agency Coordination Centers (MACC) plan.

Current Capability: Many EOC/ECC's in the region have multiple means of sharing critical information with one another, enhanced by a common use of WebEOC and the Regional Public Information Network (RPIN). Resource management is a current regional initiative funded through Homeland Security grants. Much more work needs to focus on the region's capability to collectively solve common or regional problems as evidenced in the two major storms in the last two winters.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
Assess EOC/ECC/MACC communication capabilities – update matrix	King County	March 09	Requires revision	
Planning:				
Update Direction and Coordination section of Regional Disaster Plan	RDP Task Force	2009	Group formed	
Develop a Resource Prioritization Guidance Document		June 2010	Group formed	
Training:				
Provide regional training in the Direction and Coordination section of the Regional Disaster Plan	Zone 1,3,5 Coords. T & E	See TCL #3	Pending D&C MACC update	
Provide Resource Mgmt and Info Sharing Training consistent with the established plan	RMSS – T&E	Dec 2010	Pending plan	

Exercise:

Test regional EOC/ECC communication and coordination through functional exercises	T & E	Annually	Annually	
Test Resource Mgmt and Info Sharing	RMSS – T & E	Annually	Annually	

Equipment:

Obtain and distribute Computers, phones, radios programmed to enhance communication interoperability	Local EOC/ECCC's	Ongoing	Ongoing	
Obtain info sharing technology		Ongoing	In progress	
Ensure Communication redundancies		Ongoing	Ongoing	

Public Education:

N/A				

Narrative: Exercises, such as 'Double Trouble' have tested the capability of EOC/ECC's to coordinate with one another according to the Regional Disaster Plan.

I. Responder Safety & Health

TCL # 30	Responder Safety & Health
FIRE-LE-PH	

Definition: The capability, compliant with applicable laws and standards, to provide adequately trained and equipped personnel and resources at all incident phases, to protect the safety and health of responders, and, if necessary, their families, through the creation and maintenance of an effective safety and health program. Responder Safety and Health also includes programs and services for pre and post incident care.

Goal: Minimize the occurrence of occupational injuries, illnesses, exposures, and accidents. The goal will be accomplished by applying risk management, preventative programs, and training, to have sufficient personal protective equipment (PPE) and use mandatory Incident Safety Officers (ISO) among other initiatives.

Current Capability: Operational procedures related to responder safety exist in the Region but are not standardized across disciplines. Personal Protective Equipment (PPE) including respiratory protection is not available at desired levels of capability. Responders have poor access to Occupational Health and Wellness Centers. Certified Incident Safety Officers exist but not at the level desired in the Region.

Extensive safety standards exist for firefighters (WAC 296 305) but don't for other responders.

The Incident Safety Officer (ISO) is a component of NIMS ICS.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
Capability Assessment	FD, LE, PH	Every 2 years	Complete by 2010	
Identify funding sources and allocation methodology	FD, LE, PH	Ongoing	Continuous	
Identify and Capture Emerging Best Practices for Accident Prevention and Incident Safety Procedures	FD, LE, PH	Ongoing	Continuous	
Develop and Implement Mutual Aid Procedures/ MOA's for Sharing Incident Safety Officer's in Region 6.	FD, LE, PH	Ongoing	By 2010	

ICS Training Related to Safety for multi-discipline response	FD, LE, PH	30% Complete	By 2009	

Planning:

Standardize Responder Safety Operational Procedures	FD, LE, PH	By 2009	40% Complete	
Safety/Health Plans included in Incident/Event Action Plans	FD, LE, PH	By 2008	40% Complete	
Standardize Safety Officer Credentialing/Certification Process by Discipline	FD, LE, PH	By 2009	0% Complete	

Training:

Ensure the availability of EAP and CISM services to all R6 Responders.	FD, LE, PH	By 2012	25% Complete	
Train Peer Fitness Prevention Counselors in Region 6.	FD, LE, PH	By 2012	10% Complete	
Conduct Drivers Training, Traffic and Roadway Safety for Region 6 responders.	FD, LE, PH	By 2012	20% Complete	
Conduct ICS Training to certify Region 6 personnel as Incident Safety Officers (CALEA Standards, FDFSOA, CSP, CIH, OSHA, HAZWOPR)	FD, LE, PH	By 2012	20% Complete	

Exercise:

Ensure Safety Plans included in all Full Scale Exercises in R6.	FD, LE, PH	70% Complete	By 2010	

Equipment:

Purchase and Deploy appropriate chemical protective clothing for all HAZWOPR responders in Region 6.	FD	By 2012	50% Complete	
Purchase and Deploy suitable WMD Body Substance Isolation (BSI) PPE for all EMT's in Region 6.	KC EMS Council	By 2010	70% Complete	
Purchase and Deploy ANSI certified high visibility apparel for all first responders in Region 6.	FD, LE, PH	By 2009	30% Complete	
Purchase and Deploy appropriate respiratory protection (29 CFR 1910.120 compliant) for all first responders in Region 6.	FD, LE, PH	By 2010	40% Complete	

Public Education:

N/A				

Narrative: This capability has several distinct phases:
- Pre-Incident Programs and Activities
  - Employee Assistance Program
  - Occupational Health and Wellness

- o Peer Fitness Training, Medical Screening, Baseline Physical Assessment
  - o Appropriate PPE
- Responding and On-Scene Safety
  - o Driver Safety
  - o Traffic and Roadway Safety
  - o Incident Safety Procedures
  - o Hazard Recognition and Mitigation
- Post Incident Safety Procedures
  - o Lessons Learned (Close-Call Reporting)
  - o Critical Incident Stress Management
  - o Reportable and Hospital Reportable Exposure Procedures
  - o PPE Decontamination, Accountability, Rehabilitation, Equipment Decontamination

Viewed holistically, this capability identifies the critical personnel, equipment, training and other resources needed to ensure that all responders are protected from all hazards, including fire (heat and products of heat combustion), CBRNE materials, electrical hazards, collapsed structures, debris, acts of violence, and roadway hazards.

CATEGORY J

CITIZEN PREPAREDNESS

**TARGET
CAPABILITY   ELEMENT NAME**

#2   **Community Preparedness &
Participation**

#15   **Citizen Evacuation & Shelter In-Place**

#38   **Citizen Corps**

J. Citizen Preparedness

TCL # 2	Community Preparedness & Participation
EMD	

Definition: A coordinated and collaborative effort between governmental and nongovernmental organizations to inform the general public of the need to prepare for all types of disasters and encourage them to take actions so that they can be self sufficient for a minimum of three days following a disaster.

Goal: That all people who live and work in King County be prepared to provide for basic personal needs for a minimum of three days.

Current Capability: Public Education efforts in King County vary staff size in agencies. The 3 Days-3 Ways Campaign has resulted in 67% of the target population is aware of the campaign. Of these, 39% know they need to do something for themselves. The county has forged great partnerships with NGO's like the Red Cross and private marketing and media outlets to assist in getting the preparedness message out to those they serve. The County wide Public Education Committee actively works to coordinate Public Education efforts and seeks revenue sources and private in kind support to coordinate the efforts in this area.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Leverage funding from Federal, State and local public and private agencies		Monthly	On-going	
Conduct a formal survey to compare and measure the level of preparedness.	KCPESC	2013	Last survey results, 2007	
Develop a web-based self assessment and survey tool		2009	Not initiated	

Planning:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Collaborate on delivery of messages to the general public that are consistent.		On-going	2 groups currently working with current funding.	
Create work-groups from the public education subcommittee to plan and deliver campaigns and programs	KCPESC	2012		
Coordinate major marketing campaigns, raise awareness and encourage actions towards personal, family, neighborhood and business preparedness.		On-going, as funding is available	Not initiated	

Do bulk printing and make electronic products available to all agencies/jurisdictions within King County.		On-going as funding is available		
Create public and private partnerships for regional campaigns.		2009		
Create a shared access site for agencies to share and use products, materials, and programs		2009 and on-going		
Develop core set of messages that include building a kit, making a plan and getting organized and trained, created in written format, pictorial format and video/verbal format for classroom presentations.	KCPESC	2009 and on-going		
Translate messages for limited English audiences and outreach to deaf and deaf/blind community.			Currently testing PIER system	
Provide at least one training opportunity per year in Cultural Competency to Disaster in King County		2009 and on-going		
Make lesson plans available for agencies/jurisdictions to use when teaching limited English speaking audiences.			Currently reviewing what others are doing.	
Create and provide information, resources and web programs to educate kids on safety and being prepared.				

Training:

Create, translate, and share short video training programs storing emergency drinking water, stocking supplies, controlling utilities, using a fire extinguisher, fire evacuation planning, and how to receive emergency information following a disaster.	KCPESC	2009 and on-going	Not initiated	
Make videos accessible via the web and in DVD format for classroom presentations and TV broadcast.		2009 and on-going	Initiated 2008	
Ensure free unlimited access to all products created with grant funds		2013	Initiated 2008	

Exercise:

N/A				

Equipment:

N/A				

Public Education:

N/A				

Narrative: There are several areas that still need some coordination, as in the need to translate information into a variety of languages and connecting with populations at risk due to their inability to speak English and/or their disability, access to information, etc. Videos in multiple languages for disaster preparedness available from Seattle and Bellevue – ideal inventory not completed

J. Citizen Preparedness

TCL # 15	Citizen Evacuation & Shelter In-Place
EMD	

Definition: Evacuation is defined as the "organized, phased and supervised withdrawal of civilians from dangerous areas, and their reception and care in safe areas." 'Shelter in Place", is not addressed here.

Goal: Quantifiable end point: All 39 King County cities will have completed the evacuation annexes to their CEMPs and train to competency on the definition above. Each city will be able to effectively participate in a unified incident command structure to successfully complete the six phases of evacuation as referenced in the King County OEM Evacuation Template [Decision to Evacuate; Warning; Preparation to Move; Movement and En-route Support; Reception and Support and Return].

Current Capability: Although regional responders [fire, law enforcement] can do tactical evacuations of small population groups [apartment complexes, city blocks], no capability exists to move large groups of citizens within or to locations outside of King County Region 6 using unified incident command and the six phases of evacuation.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY

Administration:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Assessing the capability*	KC City and County EMD	2009	Evacuation TF not formed	
• *Reports*	Evacuation TF to EMAC	Quarterly to EMAC	Evac TF not formed	
• *Sustainment and funding*	EMAC/R6 SHSP	2009 SHSP grant; October, 2009	TBD	

Planning:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Completed Evacuation Annexes to all city and County CEMPs* • *Identify warning procedures*	Individual cities and King County	2009	Requires formation of EMAC Evacuation TF	
• *Identify staffing needs*	TBD	4Q CY 2009	TBD	

Training:

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
• *Identify and conduct training to be conducted and the target audience*	Individual Cities T & E	3Q, CY 2010	Not Started	

Exercise:

• *Conduct exercises to test plans, procedures and training effectiveness*	Tabletop Exercises by Zone	2011	Not Started	

Equipment:

• *Identify equipment needed to implement plans, procedures, and training* • *Obtain and deploy integrated warning/notification system for King County Region 6*	Evac TF EMAC/R6 MEPG	2009	Not Started	

Public Education:

Develop Evacuation and Shelter In-Place messages for citizens and business	PUB ED	TBD		

Narrative: An Evacuation Template [guide] has been developed through UASI funding, to assist jurisdictions in writing their evacuation annexes. It was physically distributed to 14 cities, in May 2008 and is currently available on the KCOEM website. Additionally, 7 cities attended the first UASI Evacuation Workshop in King County in September, 2008. A second UASI evacuation workshop will be held in KC in November, 2008.

J. Citizen Preparedness

TCL # 38	Citizen Corps
EMD	

Definition: Citizen Corps is coordinated nationally by the Department of Homeland Security (DHS). DHS also works closely with the Corporation for National and Community Service (CNCS) to promote volunteer service activities that support homeland security and community safety. Participants may support Citizen Corps Council/Programs by helping to establish training and information delivery systems for neighborhoods, schools, and businesses, and by helping with family preparedness and crime prevention initiatives in a community or across a region.

The five programs that are currently supported by Citizen Corps are:

- **Volunteers in Police Service (VIPS)**
- **USA on Watch**
- **Community Emergency Response Team (CERT)**
- **Fire Corps**
- **Medical Reserve Corps (MRC)**

Goal: To have representation of all five programs on the subcommittee and providing disaster preparedness and prevention opportunities to people in King County by 2009. For 2010, the goal is to have at least 10 USA on Watch, 5 MRC, and 10 Fire Corps programs in operation.

Current Capabilities:

Approximately 28 Cities/Jurisdictions have either a registered Citizen Corps Council or at least one Citizen Corps program.

The King County Citizen Corps Subcommittee of EMAC actively pursues avenues and funding sources to assist these programs develop and grow. The Committee has successfully coordinated two regional projects:

- CERT bulk buy - purchases and distributes the necessary personal protective equipment to CERT trained individuals in King County. A CERT kit includes: helmet, chin strap, mask, whistle, goggles, medical gloves, backpack, CERT field guide and student manual.
- CERT regional continued education events - Provided funding to Zone 1 and Zone 3 to conduct continued education events in their region. Coordination for the events was a collaborative effort by agencies/jurisdictions in the region.
- There is one Fire Corps and 2 Medical Reserve Corps in Homeland Security Region 6

Without financial support for these programs many jurisdictions would not be able to offer the CERT training or any continued education activities.

OBJECTIVE	LEAD AGENCY	TIMELINE	STATUS	EMAC/R6 PRIORITY
Administration:				
Continue to leverage funding to support regional efforts	EMAC/R6 CC sub committee	Annually	Ongoing	
Capability Assessment: *Conduct assessment of five programs*	CC sub committee	Annually		
Reports: *Report progress and resource needs to EMAC/R6*	CC Sub Committee	Qrtly	Ongoing	
Sustainment: *Identify funding sources and priorities*		Annually	Annually	
Staff vacant sub committee positions	CC Sub Committee	Ongoing	Ongoing	
Planning:				
Develop annual work plan	CC Sub committee	Annual	Not done	
Training:				
Develop Citizen Corps programs for USA on Watch, MRC, Fire Corps	CC Sub Committee	Annual	In Progress	
Conduct CERT continued education	" "	On-going		
Exercise:				
Conduct a Zone 1 and Zone 3 annual exercises.	CC Sub committee	Annual		
Equipment:				
Purchase CERT bulk buy equipment	CC Sub Committee	On-going	On-going	
Public Education:				
Promote Citizen Corps on educational literature	PUB ED	TBD		

Narrative:

The Volunteers in Police Service (VIPS) Program serves as a gateway to information for law enforcement agencies and citizens interested in law enforcement volunteer programs. The program's ultimate goal is to enhance the capacity of state and local law enforcement agencies by incorporating the time and skills that volunteers can contribute to a community law enforcement agency. The International Association of Chiefs of Police (IACP) manages the VIPS Program in partnership with and on behalf of the Bureau of Justice Assistance, Office of Justice Programs, and U.S. Department of Justice.

USA on Watch is the face of the National Neighborhood Watch Program. The program is managed nationally by the National Sheriffs' Association in partnership with the Bureau of Justice Assistance, Office of Justice Programs, and US Department of Justice. Time-tested practices such as "eyes-and-ears" training and target-hardening techniques continue to be at the core of the program. As groups continue to grow, the roles of citizens have become more multifaceted and tailored to local needs. USA on Watch empowers citizens to become active in homeland security efforts through community participation. USA on Watch provides information, training, technical support and resources to local law enforcement agencies and citizens.

The Community Emergency Response Team (CERT) program is administered by FEMA's Community Preparedness Division. CERT is a training program that prepares people to help themselves, their families and their neighbors in the event of a disaster in their community. Through CERT, citizens can learn about disaster preparedness and receive training in basic disaster response skills such as fire safety, light search and rescue, and disaster medical operations. With this training, volunteers can provide critical support by giving immediate assistance to victims before emergency first responders arrive on scene. CERT volunteers also support the community year-round by participating in community preparedness outreach activities and distributing materials on disaster preparedness and education.

Fire Corps promotes the use of citizen advocates (volunteers) to support and augment the capacity of resource-constrained fire and emergency service departments at all levels: volunteer, combination, and career. Fire Corps is funded through the Department of Homeland Security and is managed and implemented through a partnership between the National Volunteer Fire Council and the International Association of Fire Chiefs, and with direction from the National Advisory Committee, a group of 15 national organizations representing the fire and emergency services, to provide the program with strategic direction and important feedback from the field.

The Office of the Civilian Volunteer Medical Reserve Corps (MRC) Program reports directly to the Surgeon General of the U.S. in the Department of Health and Human Services. MRC strives to improve the health and safety of communities across the country by organizing and utilizing public health, medical and other volunteers who want to donate their time and expertise to prepare for and respond to emergencies. Volunteer MRC units accomplish this mission by supplementing existing emergency and public health resources during local emergencies and other times of community need.

Appendix 1
Plan Revision Tracking

Date	Changes	Author	Comments

Appendix 2
TCL Lead Rep Assignments
November 2008

A. Prevention, Information & Intelligence

TCL #	NAME	LEAD REP
#5	CBRNE Detection	FIRE – LE
#6	Intelligence/Information Sharing & Dissemination	LE -
#7	Information Gathering and Recognition of Indicators and Warning	LE -
#8	Intelligence Analysis & Production	LE -
#9	Counter-Terror Investigation & Law Enforcement	LE -

B. Response

TCL #	NAME	LEAD REP
#20	Explosive Device Response Operations	LE – CHEN/SANFORD
#22	Fire Incident Response Support	FIRE - MARZANO
#28	Incident Management	FIRE - MARZANO
#29	Emergency Public Safety & Security Response	LE - CHEN
#32	Search & Rescue	KCSO/USAR
#34	WMD/Hazmat Response & Decontamination	FIRE - VICKERY

C. Human Services

TCL #	NAME	LEAD REP
#16	Critical Resources, Logistics & Distribution	EM - MITCHELL
#24	Mass Care	EM - MILLER
#33	Volunteer & Donation Management	TBD

D. Public Health Care Systems

TCL #	NAME	LEAD REP
#11	Epidemiological Surveillance & Investigation	PH – LIEN
#12	Food and AG Safety	PH -
#13	Laboratory Testing	PH -

#14	Animal Disease Support	PH -
#19	Environmental Health	PH -
#23	Isolation & Quarantine	PH – LIEN/LOEHR
#25	Mass Prophylaxis	PH -

E. Medical Systems

TCL #	NAME	LEAD REP
#21	Fatality Management	PH - LIEN
#26	Medical Supplies Management & Distribution	PH – LIEN/LOEHR
#27	Medical Surge	PH – LIEN/LOEHR
#31	Triage & Pre-hospital Treatment	PH/FIRE - HAGEN

F. Communications

TCL #	NAME	LEAD REP
#1	Communications	EM - RYAN
#18	Emergency Public Information & Warning	EM – RYAN/WILLIAMS

G. Recovery

TCL #	NAME	LEAD REP
#35	Economic & Community Recovery	EM - DOYLE
#37	Structural Damage Assessment	CIP – HARDENBROOK
#40	Debris Management	EM - HOWARD

H. Critical Infrastructure

TCL #	NAME	LEAD REP
#10	Critical Infrastructure Protection	CIP - HARDENBROOK
#36	Restoration of Lifelines & Services	CIP - HARDENBROOK
#39	Cyber Security	CIP - HARDENBROOK

I. Control & Coordination

TCL #	NAME	LEAD REP
#3	Planning	EM – RYAN/FELCZAK
#4	Risk Management	TBD
#17	EOC/ECC Coordination	EM – GRAFF

#30	Responder Safety & Health	FIRE/LE/PH

J. Citizen Preparedness

TCL #	NAME	LEAD REP
#2	Community Preparedness & Participation	EM – JORDAN
#15	Citizen Evacuation & Shelter In-Place	EM - BURCHAM
#38	Citizen Corps	EM - BEHYMER

Appendix 3
Annual Accomplishment Report
2008

Under Development for 2008