

2009 – 2014

Washington Statewide All-Hazards Emergency Preparedness Strategic Plan

A Strategy for Emergency Management and Homeland Security in the State of Washington

By Team Washington, a statewide collaborative partnership
March 20, 2009

Special Credits

This strategic plan was developed and written by the Washington Military Department with input and review from the following groups and individuals:

Washington State Emergency Management Council - State Preparedness Working Group

Including representatives from:

- Department of Agriculture
- Department of Ecology
- Department of Information Services
- Department of Health
- Department of Labor and Industries
- Department of Natural Resources
- Department of Social and Health Services
- Local Fire Service
- Military Department
- Northwest Tribal Emergency Management Council
- Puyallup Tribe
- Washington Association of Sheriffs and Police Chiefs
- Washington State Emergency Management Association
- Washington State Hospitals Association
- Washington State Patrol

Other Contributors

- Committee on Homeland Security
- Domestic Security Executive Group
- Emergency Management Council
- Infrastructure Protection Subcommittee
- Pacific Northwest Economic Region
- Regional Homeland Security Coordinators

See a full list of stakeholders on pp. 125-126

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May 20, 2009

My Fellow Washingtonians:

It is a pleasure to present the *2009-2014 Washington Statewide All-Hazards Emergency Preparedness Strategic Plan (Strategic Plan)*. The *Strategic Plan* is a critical part of our approach for creating and sustaining a ***Disaster Resilient Washington***.

As demonstrated in recent winter storm and flood emergencies, partnerships are essential in preparing for, surviving, and recovering from, domestic disasters. This *Strategic Plan* reinforces our commitment to preparedness and resiliency. It is the product of collaboration among subject matter experts and informed citizens from every segment of our society.

When we come together as "*Team Washington*" there isn't anything we can't accomplish. It takes all of us to prepare for, respond to, and recover from, catastrophic disasters and emergencies. Each of us must become better educated and better prepared, and this *Strategic Plan* is our action plan for becoming a truly disaster-resilient state.

I heartily thank all of the local emergency managers, emergency responders, and community leaders who worked with the Washington State Military Department to create this *Strategic Plan*. I am grateful for your contributions and for the dedication and tireless efforts of our Military Department's emergency preparedness professionals.

I am confident that you will find the *2009-2014 Washington Statewide All-Hazards Emergency Preparedness Strategic Plan* a valuable and useful document. I encourage you to use it as you do your part in creating and sustaining a ***Disaster Resilient Washington***.

Sincerely,

A handwritten signature in blue ink that reads "Chris Gregoire".

Christine O. Gregoire
Governor



Preface

As the Governor's Homeland Security Advisor, I am pleased to introduce our *2009-2014 Washington Statewide All-Hazards Emergency Preparedness Strategic Plan*. The plan reflects a significant shift from terrorism-centric planning to all-hazards, capability-based strategic planning for emergency preparedness and homeland security in the state of Washington.

I am proud to report that Washington's network of all-hazards partnerships continues to mature and grow stronger with each passing year. At the local level, homeland security regions provide forums in which partners from multiple jurisdictions and disciplines collaboratively plan, train, exercise and acquire, allocate and share essential resources. In like fashion, state level multi-disciplinary, multi-jurisdictional councils, committees and work groups engage diverse groups of private and public stakeholders in building collective state capacity and preparedness for the widest possible array of hazards.

The vertical and horizontal integration of these processes enhances our ability to respond to major disasters and meet the expectations of the *National Preparedness Guidelines*, *Target Capabilities List*, and *National Response Framework*. The disciplined manner in which we address our capabilities requirements and measure our progress in achieving the *National Preparedness Guidelines* also constantly enhances our response capabilities and overall level of preparedness.

This *2009-2014 Plan* affirms the processes by which we will determine our risks, assess our capabilities, and allocate resources to fill prioritized gaps in readiness. It is the framework through which we will strengthen our ability to prevent, defend against, deter, respond to and recover from natural and human-caused disasters.

By working in concert with this Plan, we will assure our preparedness for any contingency and fulfill our commitment and responsibility to each other as citizens of this great state and nation.

Together, we will achieve and sustain a "***Disaster Resilient Washington.***"

Sincerely,

TIMOTHY J. LOWENBERG

Major General

The Adjutant General

Director, Washington Military Department

Washington Homeland Security Advisor

Executive Summary

“The liberties of our country, the freedom of our civil constitution, are worth defending against all hazards: And it is our duty to defend them against all attacks.” –Samuel Adams

In an effort to minimize the impacts of natural and technological hazards faced by the people, economy, environment and property of Washington state, Team Washington developed the *2009-2014 Washington Statewide All-Hazards Preparedness Strategic Plan*.

The plan provides a strategic framework for emergency preparedness and homeland security efforts in Washington. It is an “all-hazards” update to previous statewide homeland security strategies.

Team Washington, our statewide network of public and private emergency preparedness stakeholders, will leverage federal, state, local, and private funds to implement the strategic plan in order to build and sustain capabilities. Team Washington will coordinate and share capabilities to minimize the impacts of disasters, progress toward fulfilling the *National Preparedness Guidelines*, and achieve our vision of a *Disaster Resilient Washington*.

The plan is a collection of strategies, targets and objectives for achieving these five goals:

1. Strengthen systems, processes, and capacity for capability sustainment.
2. Prevent and disrupt terrorist attacks and hazardous incidents.
3. Protect people, property, economy, and the environment.
4. Respond to incidents effectively and in a coordinated manner.
5. Facilitate short- and long-term recovery and restoration.

The plan focuses on the following Statewide and National Priorities:

- Implement the National Incident Management System and the National Response Framework
- Expand Regional Collaboration
- Implement the National Infrastructure Protection Plan
- Strengthen Information Sharing and Collaboration Capabilities
- Strengthen Communications Capabilities
- Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Strengthen Planning and Citizen Preparedness Capabilities
- Strengthen Food, Agriculture, and Animal Protection and Response Capabilities
- Strengthen Recovery and Restoration Capabilities

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1 Introduction

The *2009-2014 Washington Statewide All-Hazards Strategic Plan* is:

An Effort to Minimize the Impacts of Hazards in Washington

The State of Washington is vulnerable to many hazards, including earthquake, flood, severe storm, tsunami, volcano, wildland fire, chemical incident, epidemic, pandemic, radiological incident, pipelines, dam failure, levee break, infestation, and terrorism. In an effort to minimize the impact caused by these and other hazards on our state's people, economy, environment, and property, Team Washington developed this plan.

The Result of Collaboration by Team Washington

Team Washington is a statewide collaborative network of state, local, and tribal governments; schools, colleges, and universities; private industry; nongovernmental organizations, including associations, nonprofits, and faith-based organizations; and community members. The plan was developed in recognition that individuals, private organizations, and governments all play a role in minimizing the impact of disasters.

A Strategic Framework for Emergency Preparedness Efforts in Washington

This plan is a strategic framework for emergency preparedness efforts by Team Washington. It represents a shared commitment to coordinate preparedness activities that strengthen our state's capabilities to prevent, protect against, respond to, and recover from emergencies and disasters.

An All-Hazards Replacement for Previous Statewide Homeland Security Strategies

This plan replaces previous versions of the *Washington Statewide Homeland Security Strategic Plan* and serves as the State of Washington's strategy for homeland security and emergency preparedness.

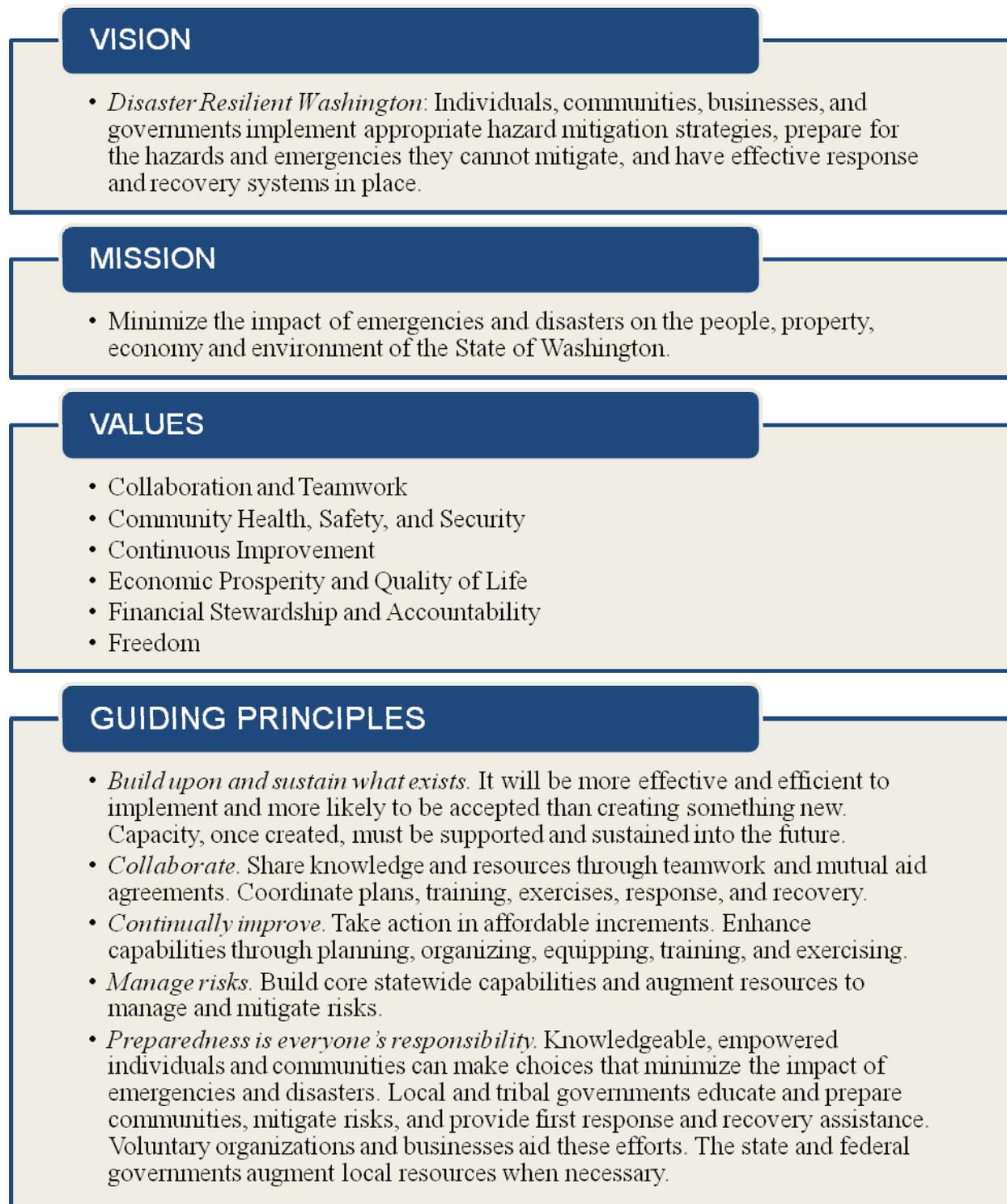
A Collection of Strategies Team Washington can Pursue to Build Capabilities

The plan describes actions that public and private entities, organizations, and jurisdictions can take to build capacity for each of the national target capabilitiesⁱ and address each step of the preparedness cycleⁱⁱ—planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. (See Figure 7) The plan lists objectives with statewide targets that correspond to those in the *2008 Washington State Preparedness Report*. The plan also lists performance indicators and implementation steps specific to state government agencies.

1.1 Vision, Mission, Values, and Principles

The strategic plan will help emergency preparedness stakeholders in Washington achieve and carry out the following overall statewide vision and mission according to values and principles:

Figure 1 – Vision, Mission, Values, and Guiding Principles



1.2 Relationship to Other Strategies and Plans

Washington Statewide Homeland Security Strategic Plans, 2004, 2005, and 2006

This strategic plan replaces previous statewide homeland security strategic plans for the State of Washington. It continues many of the same objectives and priorities. Unlike past versions, this plan covers all of the national target capabilities plus additional factors to address all hazards. Figure 2 shows how objectives from the *2006-2011 Washington Statewide Homeland Security Strategic Plan* correspond to the objectives and priorities of this strategic plan.

Statewide Strategic and Operational Plans

This plan links to and shares strategies with other statewide strategic plans, such as the *Pathway to 2020 Strategic Plan for Wildfire Protection*. This plan includes objectives and strategies related to capabilities that help carry out state and local comprehensive emergency management plans and emergency operations plans. The Risk Assessment portion of this plan was adapted from the *State Enhanced Hazard Mitigation Plan* and the draft revision to the *State Hazard Identification and Vulnerability Assessment*.

State Agency Strategic Plans

This strategic plan links to state agency strategic plans (e.g., strategic plans of the Military Department, Washington State Patrol, Department of Health, etc) that are updated biennially as part of the state budget process. State agency strategic plans carry out the Governor's Priorities of Government. State agencies monitor strategic plans through the Government Management Accountability and Performance (GMAP) program, both within their agency and at public accountability forums.

Regional Strategic Plans

Many of the homeland security regions have developed a regional strategy for homeland security. Those strategies align to this strategic plan. Available regional strategic plans were used to develop this statewide plan.

National Strategies

This plan aligns with the *National Strategy for Homeland Security*. Team Washington's five goals—to prevent, protect against, respond to, and recover from emergencies and disasters and to strengthen systems, processes, and capacity for capability sustainment—mirror the four goals of the *National Strategy for Homeland Security*. This plan also aligns with and carries out other national strategies related to homeland security and emergency preparedness, such as the *National Strategy for Pandemic Influenza*.

Figure 2 – Crosswalk of 2009 Priorities and Objectives with 2006 Objectives

#	PRIORITY	TARGET CAPABILITIES	2006 OBJECTIVES	2009 OBJECTIVES
SP/NP 1	Implement the National Incident Management System and National Response Framework	Planning On-Site Incident Management Emergency Operations Center Management	5.1.1-5.3.1; 5.3.5; 5.4.1, 5.4.2	1.1, 4.01-4.02
SP/NP 2	Expand Regional Collaboration	Planning	1.1.1-1.1.2; 5.4.1, 5.4.3- 5.4.4	1.1
SP/NP 3	Implement the National Infrastructure Protection Plan	Critical Infrastructure Protection	4.1.1-4.1.5; 5.3.2-5.3.4; 6.1.3	3.1
SP/NP 4	Strengthen Information Sharing and Collaboration Capabilities	Intelligence and Information Sharing and Dissemination Counter-Terror Investigation and Law Enforcement	3.1.1-3.2.1	2.1-2.2
SP/NP 5	Strengthen Communications Capabilities	Communications Emergency Public Information and Warning	2.1.1-2.3.2	1.2
SP/NP 6	Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities	CBRNE Detection Explosive Device Response Operations Weapons of Mass Destruction (WMD) and Hazardous Materials Response and Decontamination	4.1.2; 5.4.1; 5.4.5-5.4.7	2.3, 4.09, 4.11
SP/NP 7	Strengthen Medical Surge and Mass Prophylaxis Capabilities	Mass Prophylaxis Medical Surge	7.1.1-7.2.1	4.17;4.19
SP/NP 8	Strengthen Planning and Citizen Preparedness Capabilities	Planning Citizen Evacuation and Shelter-in-Place Mass Care (Sheltering, Feeding, and Related) Community Preparedness and Participation Critical Resource Logistics and Distribution Continuity of Operations and Government	1.2.1, 1.2.2, 4.1.4, 5.4.3, 5.4.4; 5.5.1- 5.6.2; 6.1.2	1.1, 1.4, 1.5, 4.03, 4.12, 4.20
SP 9	Strengthen Food, Agriculture, and Animal Protection and Response Capabilities	Food and Agriculture Safety and Defense Animal Disease Emergency Support	4.2.1-4.2.5; 5.4.8	3.2, 4.07
SP 10	Strengthen Recovery and Restoration Capabilities	Structural Damage Assessment Restoration of Lifelines Economic and Community Recovery	6.1.1	5.1-5.3

Legend: SP = State Priority; NP = National Priority

1.3 Process to Produce Strategy

Conduct Workshops and Surveys and Collect Actions Plans and Proposals

We analyzed capability gaps and determined action plans through:

- Workshops at nine homeland security regions and for the State.
- Online surveys of stakeholder priorities.
- Capability gap analyses and action plans submitted by state program managers.
- Grant and budget project proposals submitted by regions and state agencies.

Review Regional, State, and National Strategies, Plans, and Reports

We reviewed and gathered data from the following documents:

- The *National Strategy for Homeland Security*, other national doctrine, and past statewide strategies inspired the desired end state: vision, mission and goals.
- The *State Hazard Identification and Vulnerability Assessment* and *State Enhanced Hazard Mitigation Plan* provided risk information.
- Survey and workshop results, reports by the State Emergency Management Council, and previous statewide strategic plans provided the priorities.
- *Target Capabilities List 2.0 (TCL)* provided objectives.
- The *2008 Washington State Preparedness Report* provided statewide targets.
- The TCL and regional homeland security strategic plans stakeholder strategies.
- Capability action plan documents and state agency project proposals provided state agency targets and implementation steps.

Integrate Strategic Planning into Existing Processes and Collaboration Forums

We integrated statewide strategic planning with processes for developing capability-based statewide performance targets and grant applications. We began linking capability assessment and accountability mechanisms capabilities to existing state programs and forums. We still need additional progress to fully integrate statewide strategic planning into Team Washington’s organizational strategic plans and daily operations.

Figure 3 – 2009-2014 Strategic Planning Process



1.4 Process for Implementing the Strategy



Use Existing Processes and Coordination Forums to Plan, Allocate, and Manageⁱⁱⁱ

Team Washington will implement this strategy by using existing emergency preparedness processes and coordination forums to:

- Align regional and organizational strategic plans to the strategy.
- Allocate resources and measure performance:
 - Determine local, regional and state priorities and needs on a routine basis.
 - Adjust plans as necessary.
 - Allocate available resources to carry out the strategy.
 - Track progress and performance and adjust approach as necessary.
- Continually refine and update the strategy.

Track Progress and Monitor Performance through Existing Methods

Team Washington will track progress and monitor performance a variety of ways:

- Annual State Preparedness Report and/or Cost-to-Capability reporting.
- Updates to Team Washington councils and committees.
- Government Management Accountability and Performance (GMAP) program.
- Management processes at individual agencies or organizations, including employee performance evaluations and management accountability processes.
- Grant and contract progress reporting and deliverables.
- Strategic planning balanced scorecards and performance reporting.
- Other accountability methods.

Continue to Refine and Improve Performance Targets

Most of the targets in this plan are project-based; they say we will complete a project by a certain date. Team Washington will work on developing measurable, outcome-oriented targets in future versions of this plan. That work has begun with the joint efforts of the State Emergency Management Division (EMD) and Washington State Emergency Management Association (WSEMA) to establish baseline desired levels and indicators of preparedness for local jurisdictions and state agencies in Washington. The State Interoperability Executive Committee is also working to establish regional public safety communications performance indicators based upon the federal SAFECOM continuum. Upon its release, we may also use *Target Capability List 3.0* to measure performance.

Leverage Available Funds to Implement the Strategy

Team Washington will apply available federal, state, local, and private resources to address planning, equipment, training, and exercising needs to assist in enhancing sustaining capacity and capabilities.

Federal Funding

This includes grant programs administered by the following federal agencies:

- Department of Homeland Security (DHS)
- Department of Commerce (DOC)
- Department of Justice (DOJ)
- Department of Transportation (DOT)
- Federal Emergency Management Agency (FEMA)
- Department of Health and Human Services (HHS)
- Department of Energy

State and Local Funding

- State budget appropriations
- Local budget appropriations
- State grants, when available
- Federal funds administered or passed through to state and local agencies

Federal Grants are Allocated based on Competitive Processes and/or Formulas

Federal grants passed to local jurisdictions from the state are often allocated by formulas or through competitive processes.

For example:

- Homeland Security Grant Program (HSGP) funds are awarded to states based on risk and the effectiveness of the project proposals based on a peer review process.
 - Eighty percent (80%) of the funds of a component of HSGP, the State Homeland Security Program (SHSP), are passed to lead counties in each of the nine homeland security regions according to a risk-based formula reviewed annually.
 - The remaining 20% is allocated to state agencies through a competitive process.
- Emergency Management Performance Grant (EMPG) funds are distributed to local jurisdictions based on eligibility criteria and a formula defined in Washington Administrative Code (WAC).

2 Risk Assessment

The State of Washington has unique challenges regarding preparedness and security:

- 66,582-square miles of largely remote terrain, with elevations ranging from sea level to 14,410 feet at the summit of Mount Rainier
- 325-mile international border with Canada with land and sea border crossings
- 157-miles of open coastline
- 6.5+ million residents
- Major airports and seaports critical to state, national, and global supply chains
- Consistently ranked in the top five states in exports during the last decade, and in 2007 ranked fourth in total exports behind Texas, California, and New York.
- Agricultural industry worth an estimated \$42 billion
- Over 37,000 farms delivering 300+ crops valued at over \$8.4 billion (2007) annually, and employing over 160,000 people
- Third largest agricultural export state in the nation
- Visitor industry generating \$14.8 billion in spending and 52 million visitor trips per year
- Hundreds of key resources and critical infrastructure, including:
 - 1,000+ dams that in some instances provide power for other states
 - Nuclear storage facilities, such as the Hanford Reservation, Columbia Generating Station, and Bangor
 - Strategic military installations
 - Major national and global business organizations

The *State Hazard Identification and Risk Assessment (HIVA)* and *State Enhanced Hazard Mitigation Plan* describe the risks posed to Washington by the natural and technological hazards we face and our risk mitigation strategies. They are available for download at www.emd.wa.gov.

The HIVA lists the following hazards that reach a frequency or impact level that required further evaluation. Our analysis revealed four tiers of risk posed by hazards. Earthquakes and floods present the highest risk to Washington. Terrorism, epidemic/pandemic; chemical incident; volcanic ashfall or lahar; drought; urban fire; and wildland fire are in the second highest risk tier. Radiological incident; Columbia Generating Station incident; dam failure/levee break; pipeline incident; avalanche; infestation; landslide; and severe storm are in the third tier. Tsunami and Umatilla Chemical Depot incident are in the fourth risk tier.

3 Goals, Priorities Objectives, and Strategies

3.1 Goals

Team Washington will achieve a *Disaster Resilient Washington* through five *goals*. The goals are not ranked in priority order.

Goal 1: Strengthen systems, processes, and capacity for capability sustainment.

Goal 2: Prevent and disrupt terrorist attacks and hazardous incidents.

Goal 3: Protect people, property, economy, and the environment.

Goal 4: Respond to incidents effectively and in a coordinated manner.

Goal 5: Facilitate short- and long-term recovery and restoration.

Under the goals are capability *objectives* with linked *targets*. The targets show what we would like to achieve statewide and within state government in the next five years depending upon available resources.

Stakeholder *strategies* and state agency *implementation steps* are listed to show how we plan to achieve the targets. They address each component of the preparedness cycle: planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. This includes capability assessments, public education, and sustainment planning. See the preparedness cycle depicted in Figure 4.

Figure 4 - The Preparedness Cycle



Team Washington agencies, organizations, and jurisdictions will take actions to achieve goals simultaneously across the state. Some objectives correspond directly to the missions of Team Washington organizations and we will continually work on them. Other objectives will require new activities. We will work on those objectives in stages with extra effort put toward organizational, jurisdictional, or statewide *priorities*.

3.2 Priorities

Based upon past Team Washington strategic plans and feedback, workshops, and surveys, we have identified common statewide priorities.^{iv} The first eight priorities correspond with the eight national priorities in the National Preparedness Guidelines. Priorities are not in rank order.

Figure 5 – Statewide Priorities

STATEWIDE PRIORITY	COMMENTS
#1: Implement the National Incident Management System and the National Response Framework	<i>Includes aspects of on-site incident management; emergency operations center management; and planning capabilities.</i>
#2: Expand Regional Collaboration	<i>Includes intrastate and interstate collaboration across disciplines, jurisdictions, and sectors; public-private partnership; and updating and expanding mutual aid agreements.</i>
#3: Implement the National Infrastructure Protection Plan	<i>Includes critical infrastructure protection capability.</i>
#4: Strengthen Information Sharing and Collaboration Capabilities	<i>Includes intelligence fusion and counter-terror investigation and law enforcement capabilities.</i>
#5: Strengthen Communications Capabilities	<i>Includes communications and emergency public information and warning capabilities.</i>
#6: Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities	<i>Includes CBRNE detection, explosive device response operations, and weapons of Mass destruction and hazardous materials response and decontamination.</i>
#7: Strengthen Medical Surge and Mass Prophylaxis Capabilities	<i>Includes medical surge and mass prophylaxis capabilities.</i>
#8: Strengthen Planning and Citizen Preparedness Capabilities	<i>Includes enhancing processes for planning, training, and exercising; improving science and technology to support preparedness activities including geological hazards and seismic safety; business and government continuity; increase natural hazards insurance coverage for citizens; evacuation and shelter-in-place; mass care; community preparedness and participation; and critical resource logistics and distribution.</i>
#9: Strengthen Food, Agriculture, and Animal Protection and Response Capabilities	<i>Includes food and agriculture safety and defense and animal disease emergency support capabilities.</i>
#10: Strengthen Recovery and Restoration Capabilities	<i>Includes enhancing a statewide capability for recovery and restoration measures for all hazards.</i>

3.3 Objectives and Strategies

Figure 6 – Table of Objectives with Linked Target Capabilities (TCs) and Page Numbers

Goal 1: Strengthen systems, processes, and capacity for capability sustainment.		
1.1: Enhance Planning Capability	<i>TC 1</i>	<i>p. 15</i>
1.2: Enhance Communications Capability	<i>TC 2</i>	<i>p. 20</i>
1.3: Enhance Risk Management Capability	<i>TC 3</i>	<i>p. 24</i>
1.4: Enhance Community Preparedness	<i>TC 4</i>	<i>p. 26</i>
1.5: Enhance Community Volunteer Participation	<i>TC 4</i>	<i>p. 29</i>
Goal 2: Prevent and disrupt terrorist attacks and hazardous incidents.		
2.1: Enhance Intelligence Fusion Capabilities	<i>TCs 5-7</i>	<i>p. 32</i>
2.2: Enhance Counter-Terror Investigation and Law Enforcement Capability	<i>TC 8</i>	<i>p. 35</i>
2.3: Enhance CBRNE Detection Capability	<i>TC 9</i>	<i>p. 38</i>
Goal 3: Protect people, property, economy, and the environment.		
3.1: Enhance Critical Infrastructure Protection Capability	<i>TC 10</i>	<i>p. 41</i>
3.2: Enhance Food and Agriculture Safety and Defense Capability	<i>TC 11</i>	<i>p. 45</i>
3.3: Enhance Epidemiological Surveillance and Investigation Capability	<i>TC 12</i>	<i>p. 50</i>
3.4: Enhance Laboratory Testing Capability	<i>TC 13</i>	<i>p. 55</i>
Goal 4: Respond to incidents effectively and in a coordinated manner.		
4.1: Enhance On-Site Incident Management Capability	<i>TC 14</i>	<i>p. 58</i>
4.2: Enhance Emergency Operations Center Management Capability	<i>TC 15</i>	<i>p. 60</i>
4.3: Enhance Critical Resource Logistics and Distribution Capability	<i>TC 16</i>	<i>p. 63</i>
4.4: Enhance Volunteer Management and Donations Capability	<i>TC 17</i>	<i>p. 64</i>
4.5: Enhance Responder Safety and Health Capability	<i>TC 18</i>	<i>p. 66</i>
4.6: Enhance Emergency Public Safety and Response Capability	<i>TC 19</i>	<i>p. 67</i>
4.7: Enhance Animal Disease Emergency Support Capability	<i>TC 20</i>	<i>p. 69</i>
4.8: Enhance Environmental Health Capability	<i>TC 21</i>	<i>p. 74</i>
4.9: Enhance Explosive Device Response Operations Capability	<i>TC 22</i>	<i>p. 75</i>
4.10: Enhance Fire Incident Response Support Capability	<i>TC 23</i>	<i>p. 78</i>
4.11: Enhance WMD and Hazardous Materials Response & Decontamination Capability	<i>TC 24</i>	<i>p. 81</i>
4.12: Enhance Citizen Evacuation and Shelter-in-Place Capability	<i>TC 25</i>	<i>p. 83</i>
4.13: Enhance Isolation and Quarantine Capability	<i>TC 26</i>	<i>p. 84</i>
4.14: Enhance Search and Rescue Capability	<i>TC 27</i>	<i>p. 87</i>
4.15: Enhance Emergency Public Information and Warning Capability	<i>TC 28</i>	<i>p. 88</i>
4.16: Enhance Emergency Triage and Pre-Hospital Treatment Capability	<i>TC 29</i>	<i>p. 90</i>
4.17: Enhance Medical Surge Capability	<i>TC 30</i>	<i>p. 94</i>
4.18: Enhance Medical Supplies Management and Distribution Capability	<i>TC 31</i>	<i>p. 97</i>
4.19: Enhance Mass Prophylaxis Capability	<i>TC 32</i>	<i>p. 100</i>
4.20: Enhance Mass Care (Sheltering, Feeding, and Related) Capability	<i>TC 33</i>	<i>p. 103</i>
4.21: Enhance Fatality Management Capability	<i>TC 34</i>	<i>p. 104</i>
Goal 5: Facilitate short- and long-term recovery and restoration.		
5.1: Enhance Structural Damage Assessment Capability	<i>TC 35</i>	<i>p. 108</i>
5.2: Enhance Restoration of Lifelines Capability	<i>TC 36</i>	<i>p. 110</i>
5.3: Enhance Economic and Community Recovery Capability	<i>TC 37</i>	<i>p. 111</i>

GUIDE TO READING OBJECTIVE DESCRIPTIONS

OBJECTIVE # [Objective Number] : [Objective Name]

(Target Capability #)

[Objective description.]

← **What the objective aims to do**

Linked Statewide/National Priority: xxx

Linked Standards and Plans :xxx

Contextual information, if available

Color coded bands show which Goal the Objective falls under:

- 1 Systems: Gray**
- 2 Prevent: Red**
- 3 Protect: Dk. Green**
- 4 Respond: Green**
- 5 Recover: Blue**

Statewide Targets

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	•
EQUIP	•
TRAIN & EXERCISE	•
EVALUATE & IMPROVE	•

Statewide targets for the objective consistent with the State Preparedness Report and Cost-to-Capability reporting

What Team Washington can do to help achieve the statewide objective. Includes some (not all) potential strategies any stakeholder may pursue to achieve statewide targets. The strategies come from the Target Capabilities List 2.0, regional strategic plans, national guidance documents, and other sources.

State agency targets that will be tracked through the Government Management Accountability and Performance (GMAP) program at the agency- or cabinet-level or through another performance accountability process.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: xxx

Agencies and groups with a role in setting, tracking, and / or achieving state agency targets

[State Agency Target]

Contingent upon funding and staffing, [State Agency] will, by the following dates:

Jan-10: [Implementation Step – A step a state agency will take to achieve a state agency target.]

[Objective Number]: [OBJECTIVE NAME]

Acronym Key for Objectives and Strategies

Agency and Advisory Group Acronyms:

ARC	American Red Cross
ASC	State Agriculture Subcommittee
CCC	State Citizen Corps Council
CHS	State Committee on Homeland Security
CTED	WA Dept. of Community, Trade, and Economic Development
DFI	WA Dept. of Financial Institutions
DIS	WA Dept. of Information Services
DNR	WA Dept. of Natural Resources
DOH	WA Dept. of Health
DSEG	State Domestic Security Executive Group
DSHS	WA Dept. of Social and Health Services
ECY	WA Dept. of Ecology
EMC	State Emergency Management Council
EMD	WA Military Dept. Emergency Management Division
GA	WA Dept. of General Administration
IPSC	State Infrastructure Protection Subcommittee
OFM	WA Office of Financial Management
OSFM	WA Office of the State Fire Marshal
PARKS	WA Parks and Recreation Commission
PNWCG	Pacific Northwest Coordinating Group
PNWER	Pacific Northwest Economic Region
RCIPW	Regional Critical Infrastructure Protection Workgroup
SICG	State Interagency Coordinating Group
SIEC	State Interoperability Executive Committee
SCC	State Sector Coordinating Council
WAHVE	Washington Health Volunteers in Emergencies
WASPC	Washington Association of Sheriffs and Police Chiefs
WCNCS	Washington Commission for National and Community Service
WNG	Washington National Guard
WSAFC	Washington State Association of Fire Chiefs
WSDA	WA Dept. of Agriculture
WSDOT	Washington State Dept. of Transportation
WSEMA	Washington State Emergency Management Association
WSFC EB	Washington State Fusion Center Executive Board
WSHA	Washington State Hospital Association
WSP	Washington State Patrol

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Goal 1: Strengthen systems, processes, and capacity for capability sustainment

Objective 1.1: Enhance Planning Capability

Objective 1.2: Enhance Communications Capability

Objective 1.3: Enhance Risk Management Capability

Objective 1.4: Enhance Community Preparedness

Objective 1.5: Enhance Community Participation and Volunteerism



A large amount of Chehalis, Washington was under water during the flood of the Chehalis River area in Lewis County as it crested on December 4, 2007.

Photo credit: Washington State Department of Transportation

OBJECTIVE 1.1: Enhance Planning Capability

(Target Capability #1)

Increase the ability to:

- Conduct planning
- Develop standard, coordinated plans
- Identify and dedicate resources to the development of plans
- Invest in science and technology to improve the planning process
- Regularly test plans
- Improve plans through an inclusive and open process
- Continue performance of essential functions using Continuity of Operations and Continuity of Government programs and integrated day-to-day operations

Linked Statewide/National Priorities: #1, Implement National Incident Management System (NIMS) and National Response Framework (NRF); #2, Expand Regional Collaboration; #8, Strengthen Planning and Citizen Preparedness Capabilities

Linked Standards and Plans: National Preparedness Framework; FEMA Comprehensive Preparedness Guides; state and local Comprehensive Emergency Management Plans (CEMPs); Comprehensive Preparedness Guide 302: Household Pets and Service Animals; state, regional, tribal, and local strategic and operational plans; National Continuity Policy Implementation Plan (NCPIP); Comprehensive Preparedness Guide 301: Interim Emergency Management Planning Guide for Special Needs Populations; Washington State School Safety Planning Manual; Voluntary Private Sector Accreditation and Certification Preparedness Program – Title IX

Statewide Targets

- By 2009: Plans and standard operating procedures are revised and updated to incorporate NIMS and NRF components, principles, and policies, including planning, training, response, exercise, evaluation, and corrective actions.
- By 2009: Coordinate statewide activities at State Administrative Agent level (maritime security, grant administration, regional collaboration, NRF).
- By 2010: Expand joint planning within the regions to update jurisdictional plans and integrate into regional plans to ensure collaboration and mutual aid.
- By 2010: Strengthen regional response capabilities by formalizing mutual aid agreements between communities and jurisdictions for resource sharing.
- By 2010: Continue development and review of integrated local and regional emergency plans. Conduct and support planning workshops, draft plans, stakeholder review, and state/federal oversight as appropriate.
- By 2010: Complete the Catastrophic Annex to the State CEMP.
- By 2010: All cities and counties have current (updated within four years) formal CEMPs.
- By 2011: Develop more detailed guidance for special needs/high risk populations.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Conduct and support planning workshops, draft plans, stakeholder review and state/federal oversight as appropriate. • Develop, review, maintain, and update statewide and regional plans. • Build regional planning processes and communities. • Link operations with resource allocation. • Participate in and promote intrastate and interagency mutual aid agreements, including agreements with the private sector and non-governmental organizations. • Increase the number of emergency operations plans that are inclusive of the entire population of a jurisdiction of any size. • Establish continuity plans and programs that address: plans and procedures; essential functions; vital records; orders of succession; delegations of authority; alternate facilities; interoperable communications; human capital; test, training, and exercises; devolution; and reconstitution. • Develop staffing and guidance based on continuity priorities from the National Continuity Programs Directorate and described in the NCPIP.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade materials and equipment necessary to conduct planning activities. • Use collaborative technology to support planning and other efforts.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver the training related to planning systems, processes, and tools. • Test and refine planning systems, processes, and tools. • Provide mechanisms and make available annual meetings for state and local continuity working groups or other forums. • Provide continuity testing, training, and exercises. • Offer continuity planning and program guidance. • Offer and/or provide continuity guidance and outreach through state continuity workgroups. • Provide guidance and offer assistance, as required, to conduct and/or support train-the-trainer continuity courses.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Develop sustainment plans and strategies. • Define and delineate roles and responsibilities.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: EMD, WSDOT, DNR, DSEG, EMC

By 2011: Increase the number of sustainable private/public partnerships.

Contingent upon funding and staffing, EMD will maintain a corporate relations program:

- Support local jurisdictions and business centric organizations in identifying strategies and incentives to increase disaster resiliency in our business community statewide.
- Identify opportunities for private sector to increase state/local response and recovery capacities and incorporate into planning process.
- Identify and develop emerging technologies that serve as communication multipliers to increase the response/recovery situational awareness of the statewide business community.
- Identify and close gaps in long-term recovery capabilities through maximization of public/private partnerships.
- Support development of a local emergency operations center (EOC) business liaison capability program.
- Expand private sector outreach by adding resources to conduct presentations, do train-the-trainer business resiliency workshops, and develop annual sustainable public education emergency preparedness campaigns.
- Provide support for the Washington Infrastructure Protection Plan and the 18 sector coordinating councils.
- Support development and maintenance of plans, procedures and protocols that integrate private industry into the state's resource management system.
- Attend emergency management field workshops and conferences to promote disaster resilient business products and tools.

By 2011: Identify bridges for seismic retrofit to maintain the I-5 Lifeline Corridor.

Contingent upon funding and staffing, WSDOT will, by the following dates:

Jan-10: Gain authorization to complete Lifeline Corridors Orthoimagery project.

Feb-10: Notify all resources of authorization. Begin review of action plans for geodetic control and image acquisition flights.

Mar-10: Place ground control for flights to occur upon acceptable weather and sun position.

Sep-10: Complete image acquisition.

Oct-10: Begin photogrammetry "Aerotriangulation" phase.

Jan-11: Orthorectify images and make them available in several formats and configurations for the identification of bridges for I-5 Lifeline Corridor retrofits.

By 2011: Enhance the resolution of statewide orthoimagery data.

Contingent upon funding and staffing, DNR will, by the following dates:

Dec-08: Begin coordinating with Farm Services Agency (FSA).

Apr-09: Secure all necessary funding for the National Agriculture Imagery Program (NAIP) 2009 expansion project.

May-09: Define technical requirements for enhanced imagery.

Aug-09: Acquire imagery.

Sep-09: Produce orthoimagery for standard and enhanced data.

Oct-09: Develop Portal Image Service for 2009 data.

Nov-09: Distribute data to partners.

Dec-09: Provide access to 2009 NAIP data on portal.

Dec-10: Provide access to additional state partnership data and higher resolution data sets.

By 2013: All 30 “Essential State Agencies” develop and test COOP.

Implementation Steps to be determined.



Aftermath of the 1949 earthquake, Seattle, Washington

Photo credit: University of Washington

OBJECTIVE 1.2: Enhance Communications Capability

(Target Capability #2)

Increase the ability of public safety agencies and service agencies to communicate within and across agencies and jurisdictions and with the private sector via radio and associated communications systems, exchanging voice and data with one another on demand, in real time, when needed, and when authorized.

Linked Statewide/National Priority: #5, Strengthen Communications Capabilities

Linked Standards and Plans: National Emergency Communications Plan, Washington State Communications Interoperability Plan

Statewide Targets

- By 2009: Establish statewide Radio over Internet Protocol (ROIP) network.
- By 2009: Apply standardized and consistent terminology, including the establishment of plain language communications standards across public safety sectors.
- By 2009: Complete communications interoperability projects in preparation for 2009 Police and Fire Games and 2010 Winter Olympics.
- By 2009: Expand the Olympic Public Safety Communications Alliance Network (OPSCAN) Interoperability project in Homeland Security Regions 1 and 2.
- By 2010: Support and encourage local implementation of a multiple subsystems architecture using IP interface to maximize use of existing legacy equipment during migration to P25 technology.
- By 2010: Expand the statewide mutual aid network On Scene Command and Coordination (OSCCR) Network Phase 2.
- By 2010: Build radio site infrastructure necessary to provide coverage for a 700 MHz P25 digital trunked radio system in northeast Washington.
- By 2010: Build the core infrastructure for the first phase of 700 and 800 MHz P25 digital trunked radio system for the Puget Sound Region.
- By 2010: Expand microwave backbone systems to link various state-level and local public safety communications systems in the Puget Sound region.
- By 2010: Complete interoperable communications projects funded by Public Safety Interoperable Communications (PSIC) and Homeland Security Grant Program (HSGP) grants, including projects in Homeland Security Regions 4 and 5.
- By 2010: Develop a framework for interoperable communications planning and collaboration.
- By 2010: Implement the Technical Implementation Plan.
- By 2010: Continue to strategically purchase portable radios, dispatch equipment for Public Safety Answering Points (PSAPs), and upgrade capabilities to coordinate on-scene incidents.
- By 2011: Build and sustain regional interoperable communication systems.
- By 2011: Continue to build on the framework for interoperable communications to synchronize public safety communications planning at all levels.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Gain leadership commitment from all disciplines (e.g., EMS, fire-rescue response, and law enforcement). • Foster collaboration across disciplines through leadership support. • De-conflict communications plans across disciplines and jurisdictions. • Continue to identify and fund emerging technologies that increase the speed of communications and create redundancy around two-way information sharing with the private sector. • Build governance necessary to sustain system resilience, development, and intersystem compatibility. • Interface with policymakers to gain leadership commitment and resource support. • Establish voluntary consensus standards that will enable agencies and jurisdictions to make informed procurement decisions to benefit from emerging technologies for communications equipment and programming. • Plan and budget for ongoing updates to systems, procedures, and documentation. • Ensure collaboration and coordination across all Interoperability Continuum elements. • Develop and maintain plans and procedures that comply with the National Emergency Communications Plan, Washington State Interoperable Communications Plan, and the National Incident Management System for the following: <ul style="list-style-type: none"> ○ Regional communications. ○ Model or custom standard operating procedures (SOPs) for jurisdictions’ and agencies’ use in all-hazards response.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade equipment necessary to support operability, interoperability, and continuity of communications to meet current and emerging standards. • Buy, maintain, and/or upgrade mobile communications equipment and systems.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Effective use of systems and equipment. ○ Application of communications systems plans and SOPs. ○ Communications interoperability (e.g., voice, data, Voice-over-Internet Protocol, etc) for Public Safety Answering Points (PSAPs) and responders. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Communication systems, equipment, and subcomponents of plans. ○ Cross-discipline, cross-jurisdictional communications.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Develop sustainment plans and strategies. • Define and delineate roles and responsibilities.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: WSP, DIS, EMD, SIEC

Target to be Determined: WSP/SIEC is using the Department of Homeland Security's SAFECOM Continuum to develop a measurement mechanism to set goals and track progress in each of the nine (9) homeland security regions. The Continuum identifies five critical success elements that must be addressed to achieve a sophisticated interoperability solution: governance, standard operating procedures (SOPs), technology, training and exercises, and usage of interoperable communications. Once the measurement mechanism is developed, WSP/SIEC will set and track progress toward regional and/or statewide interoperable communications targets.

Contingent upon funding and staffing, WSP and/or SIEC will, by the following dates:

- Apr-09: Complete the WSP portion of the Region 5 PSIC grant project.
- Jun-09: Complete the construction phase of the P25 pilot project prior to the 2009 World Police and Fire Games in British Columbia.
- Sep-09: Complete digital microwave backbone project in Region 1.
- Dec-10: Complete the WSP portion of the PSIC projects in Regions 1 and 2.
- Dec-10: Complete nine (9) two-day regional workshops to enhance local leadership and governance and "train the trainer."
- Dec-11: Complete two (2) statewide interoperability summits.
- Dec-11: Complete P25 pilot project operational phase.
- Dec-11: Complete WSP network upgrade.
- Dec-11: Expand the On Scene Command and Coordination Radio (OSCCR) radio-over-Internet protocol (RoIP) system to three additional radio sites.
- Dec-14: Establish Washington-British Columbia cross-border communications agreements between first responders and public safety organizations.
- Dec-14: Develop Statewide Radio over Internet Protocol (RoIP) Network.
- Dec-14: Complete an engineering study to determine the most effective and efficient approach to moving state agencies to P25 technology.
- Dec-14: Convert WSP's infrastructure radio systems to P25 capability.
- Dec-14: Fill interoperability gaps and connect cities and counties to the statewide network.
- Dec-14: Populate the Communication Assets Survey and Mapping (CASM) tool.
- Dec-14: Support and promote Regional Interoperability Committees.
- Dec-14: Deploy new mutual aid channels statewide.
- Dec-14: Encourage the State's metropolitan areas to organize into Metropolitan Area Security Initiatives (MASI).
- Dec-14: Establish digital backbone capability that can be used to improve coverage at the State, regional, and local level.

By 2014: Inventory and map all of Washington's communications assets with CASM.

Contingent upon funding and staffing, WSP and/or SIEC will, by the following dates:

Feb-10: Contract with CASM contractor.

Apr-10: Contractor delivers implementation plan.

Apr-11: Conduct CASM training workshops.

Dec-11: Work on completing CASM statewide.

Jan-12: Complete project.



The State Interoperability Executive Committee held Public Safety Communication Summits in Seattle and Spokane, Washington in 2007.

Photo credit: Washington State Patrol



During the Pacific Peril 2006 Exercise, the Washington State Military Department Emergency Management Division Telecommunications Section established communications with the State EOC, amateur radio operators in all four participating counties, and radio operators in most of the other Western Washington counties.

Photo credit: Washington State Military Department

OBJECTIVE 1.3: Enhance Risk Management Capability

(Target Capability #3)

Increase the ability to identify and assess risks, prioritize and select appropriate protection, prevention, and mitigation solutions based on reduction of risk, monitor the outcomes of allocation decisions, and undertake corrective actions. Integrate Risk Management as a planning construct for effective prioritization and oversight of all homeland security investments.

Statewide Targets

To be determined.



*The Ash Cloud Formed by the May 18, 1980 Eruption at Mount Saint Helens
Photo credit: Washington State Department of Natural Resources*

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Ensure senior leadership communicates in writing the risk framework and intent to use risk analysis to all stakeholders. • Develop actionable risk management strategy with short, medium, and long-term objectives. • Develop risk analysis and risk management plans and procedures. • Develop standards and guidelines to guide risk assessment activities. • Develop and implement programs to assess changes in risk and effectiveness of risk management. • Develop system for collecting and sharing lessons learned regarding risk management. • Conduct criticality analysis (also known as screening) to identify potential targets. • Conduct vulnerability assessments to assess vulnerability of potential targets to identified threats. • Conduct consequence analysis of critical assets. • Conduct threat assessment of potential targets. • Conduct or obtain intelligence community threat/hazard analysis through state or local interagency working groups to identify threats to potential targets. • Obtain intelligence reporting and the receipt of the threat data. • Calculate and communicate risk to potential targets based on threat, vulnerability, and consequence. • Establish relative order of priorities for risk mitigation among risk portfolio. • Conduct response and recovery capabilities analysis to determine capability to respond to and recover from the occurrence of identified risks. • Identify potential protection, prevention, and mitigation strategies for high-risk targets. • Prioritize identified strategies by risk reduction expected outcomes appreciating the various threat, vulnerabilities, and consequences that affect that community, system or asset. • Develop or select methodology for cost-benefit/cost-effectiveness analysis of risk reduction solutions. • Select risk reduction solutions for implementation based on risk reduction strategies. • Allocate resources to support risk reduction solutions. • Share the assessment of sector-specific infrastructure risk with interdependent entities within appropriate sectors.
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TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Develop and implement risk analysis training programs for state, local, and private entities. • Conduct training in modeling and the use of analytical tools. • Conduct risk management training for security, response, and recovery managers. • Conduct assessments and gap analyses. • Monitor the progress of solution implementation. • Report progress. • Undertake corrective actions. • Develop sustainment plans and strategies. • Define and delineate roles and responsibilities.
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OBJECTIVE 1.4: Enhance Community Preparedness

(Target Capability #4)

Increase the level of awareness, training, and practice on how to prevent, protect, mitigate, prepare for, and respond to all threats and hazards for those that live and work in Washington.

Linked Statewide/National Priority: #8, Strengthen Planning and Citizen Preparedness Capabilities

Statewide Targets

- By 2009: Support and enhance participation and coordination with the 29 federally recognized tribes in Washington State.
- By 2009: Provide assistance to smaller jurisdictions with limited local resources to strengthen homeland security programs and activities in the areas of Risk Management, Planning, and Information Sharing.
- By 2010: Continue equipment acquisition collaboration.
- By 2010: Conduct regionalized exercises including workshops, tabletops, and functional/full scale exercises at local, regional, and State levels.
- By 2010: Acquire equipment and provide appropriate training on its use and maintenance to include, but not limited to, responder, communications, vehicles, USAR, and WebEOC.
- By 2010: Continue public education and outreach efforts.
- By 2011: Conduct regional training to include, but limited to, NIMS, CBRNE, IMT, WMD, and associated conferences for responders, elected officials, and staff.
- By 2012: Continue to develop and deliver innovative and effective preparedness messaging delivered through radio, television, and web-based media.



An aerial view of Yakima River flooding at Van Giesen Street in Richland, Washington on January 10, 2009. Photo credit: Benton County Emergency Management

Stakeholder Strategies to Meet Targets

<p>PLAN, ORGANIZE & EQUIP</p>	<ul style="list-style-type: none"> • Collaborate to develop consistent core public preparedness messages. • Develop public education plans, campaigns, and programs. • Create public-private partnerships for campaigns. • Do bulk printing and make electronic products available. • Design user-friendly websites that will allow local jurisdictions, citizens, schools, businesses, and organizations easy access to consistent, credible, and sustainable preparedness information. • Translate messages or develop language-specific messages for limited English-speaking audiences and reach out to special needs populations.
<p>TRAIN & EXERCISE</p>	<ul style="list-style-type: none"> • Create and provide information, resources, and web programs to educate kids on safety and being prepared. • Develop and deliver cultural competency training. • Create, translate, and share short videos to support and sustain personal and neighborhood preparedness. • Make videos accessible to the public. • Develop all-hazard disaster preparedness train-the-trainer seminars, materials, campaigns, and programs. • Develop and distribute public education materials as part of April’s all-hazard preparedness campaign and September’s national preparedness month campaign. • Support public and private schools in their responsibility to educate and train students and staff in effective disaster preparedness and safety behaviors. • Enhance the capacity of local jurisdictions and tribes to care for all citizens in the first hours of a disaster response by facilitating their ability to organize neighborhood, community, and business disaster response groups and teams.
<p>EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Measure preparedness levels through surveys and other methods. • Report progress. • Develop sustainment plans and strategies. • Define and delineate roles and responsibilities. • Evaluate the effectiveness of preparedness messages, campaigns, and programs.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: EMD, DSEG, EMC

By 2014: Complete the items listed below.

Contingent upon funding and staffing, EMD will:

- Contact 85% local jurisdictions to promote state preparedness activities and provide support for local preparedness education goals and programs by 2011.
- Continue to develop and enhance the Preparedness Section of EMD's website.
- Develop and post seasonal preparedness messages to the Preparedness Section's In-Focus pages.
- Develop and post preparedness materials as part of April's All Hazard Preparedness campaign and September's National Preparedness Month campaign. Participate in related exercises and drills.
- Develop and produce streaming videos which support and sustain personal and neighborhood preparedness, dependent on funding.
- Deliver Map Your Neighborhood (MYN) Train-The-Facilitator training to the Homeland Security Regions.
- Evaluate the neighborhood preparedness MYN program in local jurisdictions.
- Distribute MYN materials (shingle, discussion guide, CD, DVD) to local jurisdictions for use as a training tool.
- Develop, test, and distribute a MYN table-top exercise for local jurisdiction use.
- Create a Disaster Preparedness Workgroup consisting of state agencies, local jurisdictions, and businesses who are involved in promoting disaster preparedness to identify and establish "one message, one voice" preparedness messages.
- Attend disaster-related committees/conferences to promote EMD's preparedness program.
- Retain an intern to work with state agencies, local jurisdictions, tribes, and businesses to consolidate information (plans, procedures) for specific needs populations.
- Continue support of the emergency management corporate relations program, including staff.
- Hire a Web/Emerging Media Manager to maintain and update the preparedness section of EMD's website and to research, design, and implement the use of new media.
- Continue to deliver the NIMS Incident Command System (ICS)/Comprehensive School Planning course to administrators and teachers.
- Provide an earthquake safety of buildings course for state agencies and schools.

OBJECTIVE 1.5: Enhance Community Volunteer Participation

(Target Capability #4)

Build a strong statewide volunteer capacity to assist emergency responders in all-hazard events.

Linked Statewide/National Capability: #8, Strengthen Planning and Citizen Preparedness Capabilities

Statewide Targets
By 2012: Continue Washington Commission on National and Community Service leadership.
By 2012: Continue to support and develop local Citizen Corps Councils.
By 2012: Continue to strengthen state and local volunteer management plans and procedures.
By 2012: Continue Community Emergency Response Team (CERT) programs, training, and exercises to strengthen communities to disaster resiliency.
By 2012: Build a strong statewide volunteer capacity to assist emergency responders for all-hazards.

Stakeholder Strategies to Meet Targets

PLAN, EQUIP & ORGANIZE	<ul style="list-style-type: none"> • Develop work plans for volunteer programs. • Buy, maintain, and/or upgrade CERT and other equipment to support volunteer programs. • Promote Citizen Corps in public education materials. • Work with state diversity commissions to promote preparedness among all populations. • Engage the business community to participate in Citizen Corps programs and prepare within their community. • Increase tribal participation in Citizen Corps Councils and programs. • Expand awareness of state liability coverage for Citizen Corps volunteers through the Emergency Worker Program. • Support Citizen Corps Councils and their programs; develop new councils and units.
TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Develop and deliver Citizen Emergency Response Team (CERT) and other training for Citizen Corps and other volunteer programs. • Test and demonstrate volunteer response capabilities in exercises. • Develop projects and collaboration with the academic community to institutionalize training and preparedness in all grade levels, including college-level programs. • Conduct assessments and gap analyses. • Report progress. • Develop sustainment plans and strategies. • Define and delineate roles and responsibilities.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: OFM, WCNCS, CCC, EMC

By 2011: Increase the number of CERT instructors.

By 2014: Increase volunteer participation in emergency responder communities.

Through 2014: Maintain and expand training and exercise programs to prepare volunteers for all-hazard incident support, including state employees.

Contingent upon funding and staffing, OFM/CCC will, by the following dates:

Jan-10: Begin visiting and monitoring approximately two local and regional Citizen Corps programs per month to ensure compliance and coordinate efforts statewide.

Jan-10: Begin scheduling approximately one CERT class per quarter and assist with instructor coordination and training and resource procurement. Participate in evaluation review and improvement planning.

Jan-10: Begin planning the CERT Exposition (Expo).

Feb-10: Begin planning, scheduling, and procurement for CERT Train-the-Trainer (T-T-T) classes.

May-10: Begin conducting CERT T-T-T classes; complete at least two classes in a six month period, compile evaluations, and develop an improvement plan.

Jul-10: Conduct CERT Expo and begin reviewing evaluations and implementing suggestions.

Jul-12: Work with the Committee on Homeland Security to develop a statewide identification system for trainers related to local preparedness and programmatic subject matter experts.



University of Washington Community Emergency Response Team (CERT) volunteers

Photo credit: University of Washington

Goal 2: Prevent and disrupt terrorist attacks and hazardous incidents

Objective 2.1: Enhance Intelligence Fusion Capabilities

Objective 2.2: Enhance Counter-Terror Investigation and Law Enforcement Capability

Objective 2.3: Enhance Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection Capability



SEATTLE, Wash. (June 16, 2005)--a 25-foot response boat from Coast Guard Station Seattle escorts a Washington State ferry across Elliott Bay today. The ferry system works with the Washington State Patrol Vessel and Terminal Security Division to increase coordination and security efforts for the state's ferries system. VATS is a coordinated federal and state partnership between the state's patrol, homeland security agencies, the ferry system and the Coast Guard.

Photo credit: PA3 Mike Zolzer, US Coast Guard

OBJECTIVE 2.1: Enhance Intelligence Fusion Capabilities

(Target Capabilities #5, 6, 7)

Increase the ability to manage the development and flow of information and intelligence across all levels and sectors of government and the private sector on a continual basis. This includes functions performed by state and regional fusion centers and the following capabilities: Intelligence and Information Sharing and Dissemination; Information Gathering and Recognition of Indicators and Warning; and Intelligence Analysis and Production.

Linked Statewide/National Priority: #4, Strengthen Information Sharing and Collaboration Capabilities

Linked Standards and Plans: U.S. Department of Justice (DOJ) Fusion Center Guidelines and Baseline Capabilities for State and Major Urban Area Fusion Centers; National Criminal Intelligence Sharing Plan; National Intelligence Strategy of the United States of America

Statewide Targets

- By 2009: Apply standardized and consistent terminology, including the establishment of plain language communications standards across public safety sectors.
- By 2010: Gather and share information in support of regional partnerships.
- By 2010: Fill the intelligence gap between street-level law enforcement, private industry, other governmental entities and the Washington State Fusion System by developing a Terrorism Liaison Officer program implemented throughout all nine Homeland Security Regions.
- By 2011: Discourage "stove piping" of critical information by creating actual and virtual information sharing/collaboration environments through regular advisory board, committee, and work group meetings.
- By 2012: Open communication channels between all homeland security partners through a state, local, and federal partnership for information sharing and intelligence analysis such as the Washington State Fusion Center.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Define intelligence customers and assess customer needs. • Develop networks capable of getting intelligence in an unclassified form to non-traditional customers such as state, local, and tribal governments and the private sector. • Integrate applicable non-law enforcement disciplines into intelligence analysis and information sharing processes. • Remove impediments to information sharing within the community, and establish policies that reflect need-to-share (versus need-to-know) for all data. • Develop policies to comply with privacy and regulatory requirements. • Develop state and regional information analysis plans and processes. • Develop crime and gang trend information to be shared with private sector security/loss prevention entities. • Develop fusion centers and systems for intelligence and information sharing. • Develop sustainable staffing models for analytical support. • Provide updates on analytical products. • Protect the security of intelligence facilities, data systems, networks, equipment, and other physical infrastructure. • Develop fusion center liaison programs.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade computer software and hardware and other equipment necessary to report and share information. • Integrate incident, resource management, and information sharing systems, databases, and networks for interoperability/compatibility and to promote information sharing. • Buy, maintain, and/or upgrade analytical tools for state and regional analysts.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop indicators and warnings training programs for suspicious activity reporting. • Train analytical and investigative personnel on plans, policies, procedures, tools, equipment, and other requirements. • Train appropriate personnel on information sharing procedures. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Capabilities of indicators and warning programs. ○ Ability to support tactical operations. ○ Communication, coordination and collaboration between intelligence centers (e.g., state and regional fusion centers; federal or military intelligence units). ○ Ability to execute two-way information sharing.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses of fusion centers, intelligence analysis capabilities, and indicators and warning programs. • Report progress. • Develop sustainment plans and strategies. • Define and delineate roles and responsibilities. • Determine intelligence needs based on community scenarios. • Develop performance and evaluation measures for analysts. • Achieve or exceed baseline capabilities in DOJ's <i>Baseline Capabilities</i> document.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: WSP, WASPC, CHS, WSFC EB

By 2011: Identify, acquire, and fully implement an intelligence management system for the Washington State Fusion Center (WSFC).

Through 2014: Maintain the intelligence analysis capacity of the WSFC.

Contingent upon funding and staffing, WSP will, by the following dates:

- Feb-10: Determine funding levels for analysts and identify contracts that need to be bid or re-bid.
- Apr-10: Select new contract analysts (if required).
- May-10: Procure and install information database.
- May-10: Identify training needs.
- Jun-10: Begin monitoring detective participation in federally requested intelligence sharing groups. Provide reports and updates to stakeholders.
- Jan-12: End monitoring and reporting.

OBJECTIVE 2.2: Enhance Counter-Terror Investigation and Law Enforcement Capability

(Target Capability #8)

Increase the capability to deter, detect, disrupt, investigate, apprehend, and prosecute suspects involved in criminal activities related to homeland security.

Linked Statewide/National Priority: #4, Strengthen Information Sharing and Collaboration Capabilities

Statewide Targets
By 2009: Establish Joint Information and Intelligence Fusion Center to support the 2010 Olympic and Paralympic Games in British Columbia.
By 2011: Develop concept of operations for state, regional, and local fusion centers and intelligence groups.
By 2010: Gather and share information in support of regional partnerships.
By 2011: Fill the intelligence gap between street-level law enforcement, private industry, other governmental entities and the Washington State Fusion System by developing a Terrorism Liaison Officer program implemented throughout all nine Homeland Security Regions.
By 2011: Discourage "stove piping" of critical information by creating actual and virtual information sharing/collaboration environments through regular advisory board, committee, and work group meetings.
By 2012: Continue supporting Washington State Fusion Center intelligence analysts.
By 2012: Establish records and intelligence management and reporting capability at state, regional, and local fusion centers and intelligence groups.



Members of the Washington State Patrol Special Weapons and Tactics (SWAT) Team

Photo credit: Washington State Patrol

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> ● Foster collaboration and cooperation between federal, state, and local law enforcement to investigate and resolve incidents and investigations. <ul style="list-style-type: none"> ○ Define and refine regional and statewide information sharing infrastructures. ○ Develop formal collaborative agreements between jurisdiction and law enforcement teams (e.g., explosive ordinance teams, SWAT teams, marine units, etc) and entities. ○ Develop and implement plans for using federal and other specialized units in investigating critical events. ○ Develop armed forces, state, and regional agencies mutual operation protocols. ○ Develop state and regional multi-disciplinary terrorism awareness programs. ○ Develop and implement interagency, multi-jurisdictional, regional, and/or statewide terrorism investigation training protocol to standardize approach.
<p>EQUIP, TRAIN, EXERCISE, EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> ● Enhance the readiness and capabilities of state, regional, tribal, and local operational teams, law enforcement agencies, and key non-law enforcement homeland security disciplines. <ul style="list-style-type: none"> ○ Conduct assessments and gap analyses. ○ Develop sustainment plans and strategies. ○ Develop and implement background investigation procedures for sensitive positions. ○ Buy, maintain, and/or upgrade equipment to meet the specific needs of investigating crimes related to terrorism (e.g., financial investigations, CBRNE, etc). ○ Train investigative personnel in the use of personal protective equipment (PPE). ○ Provide awareness training for all first responders and key non-law enforcement homeland security disciplines. ● Design and conduct terrorism exercises to test joint counter-terrorism investigative functions.



*This Washington State Patrol K9 Team participated in a joint training session aboard a Washington State Ferry in 2007.
Photo credit: Washington State Patrol*

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: WSP, WASPC, CHS, WSFC EB

By 2011: Increase the ability of the WSP Special Weapons and Tactics (SWAT) team to operate in nighttime environments and to cover large areas.

Contingent upon funding and staffing, WSP will, by the following dates:

- Mar-10: Procure a night vision system and lighting and scope equipment.
- Jul-10: Receive equipment and provide training on equipment.

By 2011: Increase the ability of the WSP Intelligence Unit to provide, track, and gather information on known or suspected terrorist or organized criminal groups.

Contingent upon funding and staffing, WSP will, by the following dates:

- May-10: Prepare competitive bid for surveillance platform.
- Sep-10: Receive surveillance platform.
- Dec-10: Deploy surveillance vehicle in field.

By 2012: Expand the infrastructure to receive and distribute real-time aerial video.

Contingent upon funding and staffing, WSP will, by the following dates:

- Mar-10: Perform tower engineering survey.
- Jun-10: Bid and procure equipment.
- Oct-10: Install receiver and ballistic enhanced armored response (BEAR) vehicle downlink system.
- Dec-10: Install media distribution system.
- Mar-11: Test and certify systems.
- Jun-11: Train personnel on new systems.

By 2013: Ensure federally mandated ferry screening standards are met while increasing security measures around ferry terminals to maximize terrorism deterrence:

- a) Complete 100% of Maritime Security (MARSEC) screening standard.
- b) Implement automated license plate recognition program.
- c) Increase trooper vessel ride hours by 20%.
- d) Obtain funding for additional personnel resources.

Contingent upon funding and staffing, WSP will, by the following dates:

- Feb-10: Establish expected schedule for sailings and terminal patrols.
- Mar-10: Identify dates for training.
- Mar-10: Begin conducting vessel rides and terminal patrols.
- Jun-10: Convene exercises working group.
- Oct-10: Conduct training sessions and attend homeland security conferences.
- Jun-11: Execute multi-agency exercise.
- Mar-12: End vessel rides and terminal patrols.

OBJECTIVE 2.3: Enhance Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection Capability

(Target Capability #9)

Increase the ability to rapidly detect and confirm the import, transport, manufacture, or release of chemical, biological, radiological, nuclear, and explosive (CBRNE) materials at critical locations, events, and incidents.

Linked Statewide/National Priority: #6, Strengthen Planning and Citizen Preparedness Capabilities

Statewide Targets

To be determined.



Instrument for remotely measuring vertical wind profiles. The picture is from the Stevens Institute of Technology in New Jersey looking south-southeast across the Hudson River toward lower Manhattan.
Photo credit: Larry Berg, Pacific Northwest National Laboratory

Two tracer samplers mounted on a light pole on the north side of Bryant Park. The picture is looking west along 42nd Street between 5th and 6th Avenues.
Photo credit: Julie Pullen, Navy Research Laboratory



Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop and maintain plans, procedures, and protocols for the following: • Inventory existing memoranda of understanding and develop or modify as needed. • Update protocols and plans to incorporate new technology, equipment, and training. • Provide local emergency planning committees (LEPCs) hazardous materials inventory reporting to first responders. • Develop and implement statewide standards for hazardous materials (hazmat) teams through the Washington State Fire Marshal’s Office. • Establish CBRNE detection requirements and specifications for critical infrastructure. • Develop CBRNE plans or annexes to existing plans, including plans for information and intelligence sharing regarding CBRNE detection. • Identify CBRNE risks. • Increase the capacity of existing hazmat teams and bomb squads.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade equipment to address CBRNE risks. • Improve and upgrade surveillance systems used by tactical units. • Establish early warning systems for CBRNE threats. • Develop and maintain regional CBRNE caches. • Standardize CBRNE response equipment to be in line with training and desired capabilities for first responder personnel. • Inventory and track CBRNE detection, evaluation and response equipment.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Educate command staff, decision makers, and policy makers of the capabilities and resources available for CBRNE detection. • Develop and deliver hazardous materials operations-level training for first responders. • Develop and deliver law enforcement hazardous materials awareness-level, operations-level, and technician-level training and train-the-trainer courses. • Incorporate CBRNE detection and response training at state and regional training academies, such as the Washington State Criminal Justice Training Commission. • Train all applicable personnel on CBRNE equipment. • Use CBRNE-related intelligence to develop relevant training bulletins and briefings. • Revise CBRNE cadre training for law enforcement. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> • Conduct exercises to test CBRNE detection and response plans and capabilities. • Develop and distribute public education materials. • Develop and implement recurrent training on CBRNE detection equipment. • Conduct CBRNE public education and awareness program.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

Goal 3: Protect people, property, economy, and the environment

Objective 3.1: Enhance Critical Infrastructure Protection Capability

Objective 3.2: Enhance Food and Agriculture Safety and Defense Capability

Objective 3.3: Enhance Epidemiological Surveillance and Investigation Capability

Objective 3.4: Enhance Laboratory Testing Capability



A mudslide fell over the highway during the flood of the Chehalis River area in Lewis County as it crested on December 4, 2007.

Photo credit: Washington State Department of Transportation

OBJECTIVE 3.1: Enhance Critical Infrastructure Protection Capability

(Target Capability #10)

Increase the ability for public and private entities to identify, assess, prioritize, and protect critical infrastructure and key resources (CIKR).

Linked Statewide/National Priorities: #3, Implement the National Infrastructure Protection Plan

Linked Standards and Plans: National Infrastructure Protection Plan (NIPP); Washington Infrastructure Protection Plan (WIPP); and State Level Sector Specific Plans (SSPs): Emergency Services; Nuclear Reactors, Materials, and Waste; Government Facilities; National Monuments and Icons; Chemical; Dams; Commercial Facilities; Energy; Information Technology; Banking and Finance; Postal and Shipping; Public Health and Healthcare; Water; Defense Industrial Base; Agriculture and Food; Communications; and Transportation Systems.

Statewide Targets

- By 2010: Establish Sector Coordinating Councils for each of the 18 Sectors.
- By 2010: Complete State Level Sector Specific Plans for each of the 18 Sectors.
- By 2010: Refine sector selections criteria to be more quantitative and qualitative.
- By 2010: Develop a Regional Disaster Resilient Risk Management and Mitigation Strategy for the Snake and Columbia Drainage Systems in Idaho, Washington and Oregon.
- By 2010: Bring 19 bridges on Interstate 5 up to current seismic standards.
- By 2010: Utilize Automated Critical Asset Management System (ACAMS) statewide.
- By 2010: Utilize the Protected Critical Infrastructure Information (PCII) program statewide.
- By 2012: Enhance the physical protection of designated sites.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop sector coordination councils and cross-sector coordination mechanisms. • Develop relationships between critical infrastructure and key resources protection efforts and intelligence efforts. • Develop and maintain critical infrastructure and key resources protection plans and action strategies. • Implement measures to protect identified critical infrastructure and key resources across the state. • Support existing statewide Critical Incident Planning and Mapping System (CIPMS) for planned emergency response to critical infrastructure. Continue to map additional critical infrastructure facilities. • Complete Buffer Zone Assessments of critical infrastructure and key resources. • Implement measures to respond to critical infrastructure and key resources. • Provide safe and secure facilities for the handling of commerce through state sea ports. • Develop a program for the protection, preparedness, and situational awareness of critical transportation assets across the state for all transportation nodes.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade equipment necessary to protect critical infrastructure and key resources.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver Automated Critical Asset Management System (ACAMS) training for stakeholders. • Test and demonstrate interdependencies and restoration plans in exercises. • Develop and distribute public education materials. • Develop a preparedness program for critical infrastructure and key resources.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: EMD, WSDA, DFI, ECY, WNG, CTED, DIS, GA, DOH, WSDOT, PARKS, DSEG, PNWER, WSEMA, WSAFC, WASPC, EMC, CHS, IPSC, SCCs, RCIPWs

By 2010: Prepare Rapid Deployment Force (RDF) teams to support security plans for the 2010 Olympic and Paralympic Games in Vancouver, British Columbia and enhance ferry security.

Contingent upon funding and staffing, WSP will, by the following dates:

- Nov-09: Develop a training plan for the RDF teams and conduct in-service training.
- Dec-09: Have RDF teams participate in multi-agency 2010 Olympics exercises.
- Apr-10: Conduct Triton Team deployments in support of 2010 Olympics and ferry security.
- Aug-10: Have RDF teams participate in Strategic National Stockpile Exercise and in-service training.

By 2012: Fill three (3) gaps in the RDF teams' capabilities.

Contingent upon funding and staffing, the WSP RDF Coordinator will, by the following dates:

- Feb-10: Begin outreach and education to inform agencies throughout the state of RDF teams' capabilities, including how to use and request the resource.
- Apr-10: Work with the 2010 Olympic and Paralympic Games Security Committee to integrate RDF capabilities into plans.
- Aug-10: Develop training plan for RDF teams.
- Feb-11: Complete outreach and education.
- Dec-11: Work with partner response agencies to integrate RDF capabilities into other agencies' incident response plans.



*Washington State Patrol Rapid Response Truck
Photo credit: Washington State Patrol*

By 2012: Complete Buffer Zone Assessments of up to 35 of the 130 previously identified critical infrastructure/key resource (CIKR) sites.

Contingent upon funding and staffing, EMD/WNG will, by the following dates:

- Feb-10: Verify current prioritized CIKR listings by sector with IPSC Sector Leads.

- Mar-10: Coordination Critical Infrastructure Protection Working Group past and projected assessed CIKR against CIKR listing.
- Apr-10: Select the top up to 35 CIKR sites for assessment.
- Apr-10: Contract for assessments for the top up to 35 sites.
- Apr-11: Conduct Buffer Zone Assessments of selected CIKR sites.
- Jul-11: Review Buffer Zone Assessment packets and supporting documents.
- Jul-11: Approve Buffer Zone Assessment packets for disbursement of funds.

By 2012: Complete the identification, vulnerability, and risk assessment of Agriculture's CIKR for over 300 commodities.

WSDA Implementation Steps to be determined.

By 2012: Identify bridges for seismic retrofit to maintain the I-5 Lifeline Corridor.

Contingent upon funding and staffing, WSDOT will, by the following dates:

- Jan-10: Gain authorization to complete Lifeline Corridors Orthoimagery project.
- Feb-10: Notify all resources of authorization. Begin review of action plans for geodetic control and image acquisition flights.
- Mar-10: Place ground control for flights to occur upon acceptable weather and sun position.
- Sep-10: Complete image acquisition.
- Oct-10: Begin photogrammetry "Aerotriangulation" phase.
- Jan-11: Orthorectify images and make them available in several formats and configurations for the identification of bridges for I-5 Lifeline Corridor retrofits.

By 2014: Develop and maintain infrastructure protection plan, program, and systems.

Contingent upon funding and staffing, EMD/IPSC will, by the following dates:

- Dec-10: Revise the Washington Infrastructure Protection Plan (WIPP).
- Dec-11: Provide guidance for local critical infrastructure protection (CIP) programs.
- Dec-11: Publish Sector Specific Plans (SSPs) for all 18 CIKR sectors.
- Dec-11: Support the development of CIP
- Dec-13: Revise the WIPP.
- Dec-14: Revise all 18 SSPs.

OBJECTIVE 3.2: Enhance Food and Agriculture Safety and Defense Capability

(Target Capability #11)

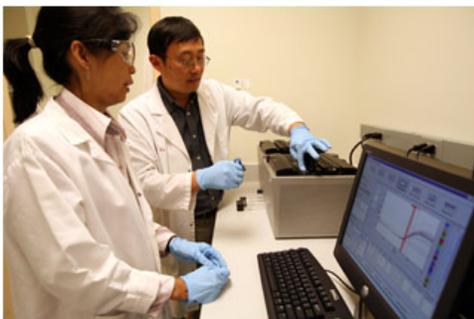
Increase the ability to prevent, mitigate, and eradicate threats to food and agriculture safety; restore trade in agricultural products; dispose of affected products; decontaminate affected facilities; protect public and plant health; notify all stakeholders of the event and communicate instructions of appropriate actions; and maintain confidence in the U.S. food supply. The development of this system allows for early detection, immediate response, and the quick containment and control of a food contamination incident to protect the public health and ensure a safe food supply for the citizens of Washington State.

Linked Statewide Priority: #9, Strengthen Food, Agriculture, and Animal Capabilities

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan, Emergency Support Function (ESF) 8 and 11

Statewide Targets

- By 2012: Increase the capacity of agricultural laboratories to conduct analysis of plant, animal, and food samples in the event of an animal or plant disease, or food contamination.
- By 2012: Continue the training and exercising of agricultural responders, including volunteers, local jurisdiction responders, and state and federal responders, to enable a strong combined response for animal health emergencies and food contamination incidents or emergencies.
- By 2012: Complete the identification, vulnerability, and risk assessment of agricultural critical infrastructure and key resources for over 300 commodities.
- By 2012: Coordinate, develop the plan, train, and exercise for the receipt of the National Veterinary Stockpile.



September 18, 2007: US Food and Drug Administration (FDA) chemists are shown using a real-time polymerase chain reaction device to detect DNA specific for an organism. The results are displayed on a computer monitor as the samples are still processing. This technique helps FDA chemists quickly identify pathogens in food samples.

Photo credit: Black Star/Michael Falco for FDA

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> • Develop and maintain plans, procedures, programs, and systems to prevent, eradicate, respond to, and recover from threats to food and agriculture safety and protect public and animal health. • Develop and maintain plans to expand ongoing surveillance activities and conduct investigations to provide early identification of products, crops, and facilities that could be contaminated and subsequent products and facilities that may be affected. • Develop and maintain 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. • Develop job descriptions, deployment protocols, and recruit staff for Environmental Health Food Safety Field Response (Strike) Teams.
<p>EQUIP</p>	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade handheld computer and other equipment for food protection inspectors (Food Safety Strike Teams) and train inspectors in equipment's use. • Enhance surveillance, inspection, and laboratory systems and equipment. • Enhance laboratory capacity and capability to respond to agricultural incidents.
<p>TRAIN & EXERCISE</p>	<ul style="list-style-type: none"> • Develop and deliver training to local retail food facility owners and staff to develop awareness of food security issues. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Food and agriculture safety capabilities. ○ Private sector and nongovernmental organization partners' ability to meet food and agriculture safety objectives.
<p>EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: WSDA, DOH, DSEG, CHS, ASC, IPSC

Through 2014: Continue the training and exercising of agricultural responders, volunteer responders, local jurisdiction responders, and state and federal responders to enable a strong combined response for animal health emergencies and food contamination incidents or emergencies.

Contingent upon funding and staffing, WSDA and DOH will, by the following dates:

By 2011:

- Develop sustainment package for legislative action to maintain current staffing levels of the Food Safety Program.
- Review and revise plans as needed to ensure an effective response to an outbreak to include local jurisdiction support.
- Determine necessary equipment needs, develop equipment purchase requests, and purchase equipment.
- Develop and implement a fielding plan and field purchased equipment.
- Develop and implement a schedule to manage equipment replacement due to expiration of vehicle life and shelf life of expendable supplies.
- Develop and implement training plans for responders, local practitioners, and local jurisdictions.
- Plan, schedule and conduct training state-wide using the resources of the National Training Consortium. Continue developing an ICS-qualified cadre.
- Plan, schedule and conduct a minimum of 3 exercises annually to test responders, local practitioners, local jurisdictions, and our federal partners.
- Revise and incorporate lessons learned from exercises into the Comprehensive Emergency Management Plan, ESF-11 and other response plans.

By 2012:

- Review effectiveness of training and adjust training plans to meet changing standards, procedures, and new equipment.
- Review levels of expertise required to be trained and adjust training plans to meet changing standards, procedures, and new equipment.
- Review, maintain, and refresh qualifications of agency and volunteer responders.

By 2013:

- Food Safety Program on a stable funding source.
- Continue update process using lessons learned for exercise and actual responses.
- Review equipment on hand to ensure it is maintained and meets current needs.
- Increase the complexity and scope of the exercises to exercise the response.
- Continue to revise and incorporate lessons learned from exercises into the Comprehensive Emergency Management Plan, ESF-11 and other response plans.

By 2012: Increase the capacity of agricultural laboratories to conduct analysis of plant, animal, or food samples in the event of an animal or plant disease, or food contamination.

Contingent upon funding and staffing, WSDA, WSU & DOH will, by the following dates:

By 2011:

- Add one operational BSL3 modular unit in Puyallup.
- Replace the WSDA Microbiology Laboratory heating, ventilation, and air conditioning (HVAC) system.
- Identify standardized sampling tracking system for use statewide.
- Perform gap analysis and develop plan to meet standards.
- Hire the fulltime Sample Custodian.
- Purchase equipment refrigeration equipment.
- Develop the sample tracking software to enable the first version to be fielded.
- Evaluate of laboratory capacity and ability to shift testing to other laboratories.
- From the evaluation of laboratories, determine which local laboratories have the capacity and capability to assist in a surge capacity role.
- Cross train laboratory staff to be able to shift resources within and from outside the agencies and laboratories quickly and efficiently for surge capacity.
- Evaluate compliance with Center for Disease Control (CDC) and International Standards Organization (ISO) 17025 standards in agricultural laboratories.
- Identify and purchase standardized sample identification equipment.
- Conduct an assessment of current response team capabilities to respond to food-borne disease and contamination outbreaks.
- Develop the plan for a Rapid Response Team concept integrating local, state, federal, and private industry organizations.
- Establish Rapid Response Teams to respond to disease and contamination.
- Train the team, plan, develop, and conduct two tabletop exercises to evaluate the procedures for response to food-borne disease and contamination outbreaks.
- Develop contract for upgrade of HVAC system to include maintenance plan.
- Contract upgrade and install system.

By 2012:

- Implement statewide standardized sampling tracking system from sampler through laboratory.
- Achieve CDC and ISO 17025/AAVLD standards statewide compliance.
- Develop an equipment maintenance and replacement plan.
- Test, revise and field the operational version of the standardized software.
- Develop long-range plan to maintain Washington's laboratory capacity.
- Develop mutual aid agreements and plans for laboratory surge capacity.
- Continue the cross training program to maintain capability.

- Develop and implement plan to meet CDC and ISO 17025 standards in Washington State agricultural laboratories.
- Review and revise equipment to ensure currency with applicable standards.
- Continually assess lessons learned during responses and exercises.
- Evaluate plan and team concept during response to outbreaks or contamination.
- Plan, develop, and conduct functional exercises to evaluate the procedures for response to food-borne disease and contamination outbreaks.
- Evaluate maintenance plan. Implement maintenance plan.

To enhance laboratory capacity and capability to respond to agricultural incidents:

By 2011:

- Perform assessment of laboratories.
- Develop standard procedures acceptable by the National Animal Health Laboratory Network (NAHLN) system.
- Implement procedures.
- Develop, plan, and implement a program to ensure sampling statewide is consistent, timely, and resourced properly.
- Develop and conduct two tabletop exercises to evaluate sampling procedures.
- Conduct two tabletop exercises to evaluate sampling procedures.
- Coordinate sampling procedures and develop transportation plan.
- Conduct two tabletop exercises to exercise plan for transportation of the samples.
- Develop specifications and requirements for two laboratory trailer systems and contract for purchase of one laboratory trailer and stock it.
- Perform training needs assessment.
- Develop training plan and implement it.
- Conduct sample shipment exercises within and to laboratories outside the state.

By 2012:

- Review procedures to ensure they meet changing technology.
- Continue exercise program to maintain proficiency.
- Evaluate and change procedures from lessons learned.
- Revise procedures from lessons learned during exercises and actual responses.

By 2013:

- Review plan and update from lessons learned and changed technology.
- Review training for new procedures and technology.
- Revise training to include new procedures and technology.
- Revise training and develop plan to ensure staff meets refresher requirements.

By 2014:

- Review specifications for technology updates.
- Purchase second trailer and stock.

OBJECTIVE 3.3: Enhance Epidemiological Surveillance and Investigation Capability

(Target Capability #12)

Increase the ability to rapidly investigate and respond to cases, clusters, and outbreaks of communicable disease or other diseases of public health significance.

Linked Standards and Plans: Washington State Epidemiology, Health Statistics, and Public Health Laboratories (EHSPHL) Strategic Plan (Draft, 2008); Washington State Department of Health Comprehensive Emergency Management Plan, Appendix 1 (Communicable Disease Emergency Response Plan); Tab A (Communicable Disease Surveillance and Investigation)

Statewide Targets
<p>By 2011: 100% of Local Health Jurisdictions will participate in an annual test of their 24 hours per day, 7 days per week (24/7) epidemiological response system. Washington State Department of Health will collect the test information and summarize it in an annual report.</p> <p>By 2011: A knowledgeable public health official will be reachable 24/7 within 15 minutes in 100% of the state’s 35 Local Health Jurisdictions.</p>

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop epidemiology response plans to include procedures for enhanced surveillance during a public health event. • Review and update communicable disease procedure manuals, including disease investigation protocols for all categories of disease. • Create culturally and linguistically appropriate health messages and epidemiological response services for ethnic and limited-English populations. • Develop job descriptions and deployment protocols. • Obtain staff for an epidemiological surge response team. • Develop protocols for deploying Public Health Reserve Corps volunteers to support an epidemiological surge response. • Increase proportion of healthcare providers who subscribe to provider alert networks. • Ensure all response staff have appropriate immunity and are trained in PPE use. • Provide syndromic surveillance situational awareness during large-scale events. • Identify new and emerging technology for public information. • Develop plans and systems to assure cases and contracts that do not have a health care provider receive assessment, laboratory testing, and post-exposure prophylaxis at public health or community clinics. • Develop mutual aid agreements to share epidemiological response resources. • Develop and implement communicable disease core data base. • Use the Public Health Information Network (PHIN) compliant Public Health Issue Management System (PHIMS) for standardized and timely disease reporting statewide. • Maintain a system to have a live person (not answering machines or pagers) receive emergency messages 24/7 who has the ability to activate a public health emergency response.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade personal protective and other equipment, supplies, and services necessary for epidemiological response. • Acquire and store equipment or develop standby contracts for services, equipment, and supplies necessary to support epidemiological response.
TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Develop and deliver training curriculum for epidemiological surge response and deliver to Public Health Reserve Corps and other epidemiological responders. • Test and demonstrate epidemiological plans and operations in exercises, including epidemiological capabilities associated with pandemic flu. • Participate in 24/7 Epidemiological Response System Assessment. • Document the time to reach a knowledgeable public health professional on the after action report (with a target time of under 15 minutes) and record lessons learned. • Prepare written 24/7 all-staff call back protocols in response to an event of urgent public health consequence and incorporated them into local emergency response plans. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH, WSDA, LHJs

- By 2011: Monitor existing epidemiological surveillance systems (ESSENCE, Outbreak Disease Information Network (ODIN) and BioSense) daily.
- By 2011: All notifiable condition guidelines will be reviewed and updated as needed annually.
- By 2011: Outbreak management forms and linelist templates for Local Health Jurisdiction (LHJ) disease investigators to guide outbreak investigations will be completed and available to LHJs.

Contingent upon funding and staffing, DOH will, by 2011:

1. Decrease the time needed to identify health events that could result from terrorism or naturally-occurring events, in partnership with other agencies.
 - a. Increase the use of disease surveillance and early event detection systems.
 - i. Continue outreach to reporters to improve reporting of cases and suspicious symptoms, illnesses or unusual circumstances to LHJs.
 - ii. Plan for enhanced surveillance during a public health event.
 - iii. Provide training in infectious disease surveillance, epidemiology and laboratory diagnosis to improve disease detection capabilities.
 - iv. Routinely monitor the state-based ESSENCE syndromic surveillance system for aberrations in disease patterns.
 - b. Develop and maintain systems to receive reports 24 hours per day, 7 days per week, and 365 days per year (24/7/365).
 - i. Conduct the 24/7 Epidemiological Response System Assessment twice a year to determine the time for a knowledgeable public health professional's response, 24/7/365, to a call about an event that may be of urgent public health consequence. Include in the assessment an evaluation of the 24/7 response system using either a scripted scenario test or an evaluation of an actual event: (a) during normal business hours or (b) after normal business hours.
 - ii. Document the time to reach a knowledgeable public health professional on the after action report, with a target time of under 15 minutes. Record lessons learned on the after action report.
 - iii. LHJs will prepare written 24/7 all-staff call back protocols in response to an event of urgent public health consequence. These protocols will be incorporated into the local emergency response plans.
2. Improve the timeliness and accuracy of communications regarding threats to the public's health.
 - a. Increase source and scope of health information.

- i. Identify and integrate data sources for syndrome monitoring into existing surveillance systems.
 - ii. Continue to monitor BioSense and follow up on aberrations detected.
 - iii. Monitor ESSENCE and ODIN and address anomalies in collaboration with LHJs.
 - b. Improve reporting of suspicious symptoms, illnesses or circumstances to the public health agency.
 - i. Monitor data flows from the Washington Poison Center through ODIN syndromic surveillance system software for anomalies.
- 3. Decrease the time to identify causes, risk factors, and appropriate interventions for those affected by threats to the public's health.
 - a. Conduct epidemiological investigations and surveys as surveillance reports warrant.
 - i. LHJs will continue to develop epidemiology response plans to include procedures for enhanced surveillance during a public health event.
 - ii. LHJs will review and update (as necessary) their communicable disease procedure manuals, including disease investigation protocols for all categories of disease.
 - iii. Update notifiable condition investigative guidelines for all reportable disease which will be used as a reference for LHJs.
 - iv. Measure the time to initiate epidemiology investigations from receipt of initial reports in the annual surveillance system evaluation.
 - b. Have or have access to information systems for outbreak management that capture data related to cases, contacts, investigations, exposures, relationships, and other relevant parameters compliant with Public Health Information Network (PHIN) preparedness functional area Outbreak Management.
 - i. Develop outbreak management forms and linelist templates for LHJ disease investigators.
- 4. Decrease the time to identify causes, risk factors, and appropriate interventions for those affected by threats to the public's health.
 - a. Establish and maintain a response communications network.
 - i. Continue to maintain a 24/7 system to receive and evaluate urgent disease reports; rapidly and effectively investigate and respond to a potential terrorist event; incorporate 24/7 system enhancement and into state public health emergency response plan

- ii. Participate with the Public Health Emergency Preparedness and Response (PHEPR) program area epidemiology and surveillance response to survey and annually test each LHJ's capability.
- iii. Work with the PHEPR program area information technology in managing new technological tools.
- iv. LHJs will continue to maintain a system to have a live person (not answering machines or pagers) receive emergency messages 24/7 who has the ability to activate a public health emergency response.
- v. LHJs will participate in regular system tests.

OBJECTIVE 3.4: Enhance Laboratory Testing Capability

(Target Capability #13)

Increase the ability to monitor, rapidly detect, confirm, report, investigate, and network laboratories to address and limit potential or actual exposure to all hazards, including chemical radiological, and biological agents across all matrices including clinical specimens and food and environmental samples.

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan, Emergency Support Functions (ESFs) 8 and 11

Statewide Targets	
By 2012: Increase the capacity of agricultural laboratories to conduct analysis of plant, animal, or food samples in the event of an animal or plant disease, or food contamination.	

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop plans for responding to events 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 and other volunteers to support laboratory testing response.
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EQUIP, TRAIN & EXERCISE	<ul style="list-style-type: none"> • Implement analytic software systems. • Test and demonstrate laboratory testing capabilities in exercises involving private providers.
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EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies, including cultivating private and philanthropic funding and support.
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Washington Public Health Laboratories provide a wide range of diagnostic and analytical services for the assessment and surveillance of infectious, communicable, genetic, chronic diseases and environmental health concerns for the citizens of the State of Washington.

Photo credit: Washington State Department of Health

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH

Contingent upon funding and staffing, DOH will take steps to achieve the goals below:

Goal 1: Clinical laboratory personnel are trained in agents of bioterrorism recognition in all regions of the state by 2011.

- a) All clinical labs have staff trained in the recognition of agents of bioterrorism.
- b) 85% of sentinel labs participate in some form of preparedness drill or exercise.
- c) 90% of sentinel labs undergo proficiency test for bioterrorism agent recognition.

- Deliver two or more in-person bioterrorism agent recognition courses per year.
- Develop alternative training methods for smaller laboratories.
- Offer at least one opportunity each year for sentinel labs and hospitals to participate in preparedness exercises or drills.
- Encourage participation in College of American Pathologists (CAP) proficiency testing through newsletters and email.
- Provide feedback and After Action Reports to the participants.

Goal 2: Trained clinical laboratory and local health jurisdiction staff are available to handle and ship samples to the WA Public Health Laboratory (WAPHL) by 2011.

- a) 85% of laboratories and local health jurisdictions attend training.
- b) 85% of laboratories participate in some shipping and handling drill or exercise.

- Offer at least two shipping and handling classes per year.
- Provide references to on-line training when in person training is not an option.

Goal 3: Laboratory personnel are capable of detecting agents of bioterrorism, chemical or radiological terrorism in human, environmental or food samples.

- a) 90% of all Sentinel Laboratories and local health jurisdictions evaluated each year.
- b) Reference Laboratory passes relevant proficiency tests with multiple analysts.
- c) Level 2 Chemical Response Laboratory passes relevant proficiency tests with multiple analysts.
- d) Radiological Laboratory develops and validates 90% of relevant methods, and passes 90% of the proficiency tests offered on those methods.

- Have the following WAPHL laboratories evaluated through relevant proficiency tests offered by the Laboratory Response Network (LRN), Center for Disease Control (CDC), Food Emergency Response Network (FERN), and Environmental Protection Agency (EPA) as appropriate and as funding allows:
 - Reference Laboratory
 - Level 2 Chemical Response Laboratory
 - Radiology Laboratory

Goal 4: Respond to incidents effectively and in a coordinated manner

- Objective 4.1: Enhance On-Site Incident Management Capability
 - Objective 4.2: Enhance Emergency Operations Center Management Capability
 - Objective 4.3: Enhance Critical Resource Logistics and Distribution Capability
 - Objective 4.4: Enhance Volunteer Management and Donations Capability
 - Objective 4.5: Enhance Responder Safety and Health Capability
 - Objective 4.6: Enhance Emergency Public Safety and Response Capability
 - Objective 4.7: Enhance Animal Disease Emergency Support Capability
 - Objective 4.8: Enhance Environmental Health Capability
 - Objective 4.9: Enhance Explosive Device Response Operations Capability
 - Objective 4.10: Enhance Fire Incident Response Support Capability
 - Objective 4.11: Enhance Weapons of Mass Destruction (WMD) and Hazardous Materials Response and Decontamination Capability
 - Objective 4.12: Enhance Citizen Evacuation and Shelter-in-Place Capability
 - Objective 4.13: Enhance Isolation and Quarantine Capability
 - Objective 4.14: Enhance Search and Rescue Capability
 - Objective 4.15: Enhance Emergency Public Information and Warning Capability
 - Objective 4.16: Enhance Triage and Pre-Hospital Treatment Capability
 - Objective 4.17: Enhance Medical Surge Capability
 - Objective 4.18: Enhance Medical Supplies Management and Distribution Capability
 - Objective 4.19: Enhance Mass Prophylaxis Capability
 - Objective 4.20: Enhance Mass Care (Sheltering, Feeding, and Related) Capability
 - Objective 4.21: Enhance Fatality Management Capability
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OBJECTIVE 4.1: Enhance On-Site Incident Management Capability

(Target Capability #14)

Increase the ability to command and control all-hazard incident sites consistent with the National Incident Management System (NIMS). Maintain NIMS compliance.

Linked Statewide/National Priority: #1, Implement the National Incident Management System and National Response Framework

Linked Standards and Plans: National Incident Management System; Emergency Management Accreditation Program 4.7, 4.13, 4.14

Statewide Targets
By 2011: Develop and enhance Type 3 incident management teams (IMTs).

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE & EQUIP	<ul style="list-style-type: none"> • Continue to review and implement NIMS requirements as they are released. • Provide Incident Command System and other training required for NIMS compliance for emergency management response personnel and volunteers. • Establish standard and/or interoperable local, regional, and/or statewide credentialing systems. • Develop and maintain plans, policies, procedures, and protocols for IMTs. • Use National Wildfire Coordinating Group (NWCG) guides for operating standards, training, and credentialing as applicable. • Buy, maintain, and/or upgrade equipment and supplies necessary for incident management and IMTs.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Regional unified command and area command training curriculum. ○ Plans, policies, procedures, protocols, and guidelines. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Unified and area command. ○ Regional or zonal command. ○ Capabilities of IMTs and local resources and agencies.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: WSP, DNR, EMD, DSEG, EMC, CHS, SICG

By 2011: Enhance WSP's ability to respond and manage large-scale incidents of all types.

Contingent upon funding and staffing, WSP will, by the following dates:

Mar-10: Bid for a mobile incident command vehicle.

Apr-10: Choose vendor and purchase vehicle.

May-10: Receive vehicle.

Aug-10: Install necessary equipment in the vehicle and secure a storage facility.



Regional Homeland Security Coordination District 9 held an All-Hazards Incident Management Type III Team Course at the Spokane Fire Department Training Center/Spokane Emergency Operations Center in October 2007.

Photo credit: Regional Homeland Security Coordination District 9

OBJECTIVE 4.2: Enhance Emergency Operations Center Management Capability

(Target Capability #15)

Increase the ability to provide multi-agency coordination for incident management through the activation and operation of multiple Emergency Operations Centers (EOCs), Emergency Coordination Centers (ECCs), or Multi-Agency Coordination Centers (MACCs), 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; and maintaining information and communication necessary for coordination of response and recovery activities.

Linked Statewide/National Priority: #1, Implement the National Incident Management System and National Response Framework

Linked Standards and Plans: Washington State Emergency Operations Plan; Washington State Comprehensive Emergency Management Plan; State EOC procedures; Emergency Management Accreditation Program 4.11, 4.12

Statewide Targets

By 2011: Coordinate and support emergency incident and event management through the development and use of integrated multi-agency coordination systems, i.e., develop and maintain connectivity capability between local Incident Command Posts, local 911 centers, local emergency management centers, the State EOC and regional and/federal EOCs and National Response Framework organizational elements.



The Tacoma-Pierce County Emergency Operations Center responds to requests from local governments and coordinates with state and federal agencies, and private citizens.

Photo credit: Pierce County Emergency Management

Stakeholder Strategies to Meet Target

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop and maintain plans, procedures, and protocols for: <ul style="list-style-type: none"> ○ Emergency operation ○ Direction and coordination ○ Resource prioritization • Ensure that procedures reflect organizational priorities; apply to all hazards identified in the Hazard Identification and Risk Assessment; and guide situation and damage assessment, situation reporting, and incident action planning.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade equipment and technology (such as WebEOC) for emergency operation centers and multi-agency coordination centers necessary to implement emergency operations plans and establish communications redundancy. • Enhance, remodel, or build emergency operation facilities as necessary to allow for effective, efficient emergency operations in a primary and alternate location.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver training on emergency operations plans and procedures. • Test and demonstrate procedures for activation, operation, and deactivation of primary and alternate facilities in exercises.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.



Seattle opened its new emergency operations center in February 2008

Photo credit: City of Seattle

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: EMD, EMC, DSEG

By 2011: Replace federal funding with state sustainable resources for EOC staffing and information technology support.

By 2011: Identify and train EOC staff and state agency liaisons to ensure knowledgeable emergency response support for the state.

Through 2014: Maintain EOC systems and procedures at current or better levels.

Implementation Steps to be determined.



The Washington State Emergency Operation Center at Camp Murray has been operational since August 1998.

Photo credit: Washington Military Department

OBJECTIVE 4.3: Critical Resource Logistics and Distribution Capability

(Target Capability #16)

Increase the ability 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.

Linked Statewide/National Priorities: #8, Strengthen Planning and Citizen Preparedness Capabilities

Linked Standards and Plans: State Logistics Resilience Plan; State Comprehensive Emergency Management Plan; Emergency Management Accreditation Program 4.8

Statewide Targets

By 2010: Complete development of state Logistics Resilience Plan Phase 1, 2 and 3.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Prioritize and address resource needs through a variety of initiatives, including the budget process, executive process, mutual aid agreements, memoranda of understanding, and contractual service agreements or business partnerships. • Develop resource management systems. • Implement Community Points of Distribution (CPODs). • Work with private sector to identify ways to increase cash donation options and to more effectively match in kind donor resources with needs. • Establish and maintain processes for accepting, managing, and distributing solicited and unsolicited donations of goods, materials, services, personnel, financial resources, and facilities; and coordinating donations with needs. • Establish a statewide all-hazard resource mobilization program. • Develop and maintain plans, procedures, and protocols for resource management, including governing and operating resource management systems.
EQUIP, TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade computer software, hardware, and other equipment to support the resource management system. • Develop and deliver training on resource management plans, processes, and procedures. • Test and demonstrate the resource management system in exercises. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

OBJECTIVE 4.4: Enhance Volunteer Management and Donations Capability

(Target Capability #17)

Increase the ability to maximize the positive effect of using volunteers and donations to augment incident operations.

Statewide Targets

To be determined.



Skamania County Emergency Medical Services (EMS) personnel provide a critique of triage and patient care conducted by Community Emergency Response Team (CERT) volunteers during a mock "disaster." Moulage (medical make-up) and the cries of "victims" added realism to the exercise, and helps CERT become a valuable part of the response community.

Photo credit: Regional Homeland Security Coordination District 4

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE & EQUIP	<ul style="list-style-type: none"> • Develop plans, policies, and protocols for: <ul style="list-style-type: none"> ○ Coordinating the management of volunteers. ○ Coordinating the management of donated goods and services. ○ Coordinating the referral of undesignated cash donations. ○ Opening and staffing a donations call center to accept, match and process offers of goods and services. ○ Effective information management communicating with public information officers at all levels. ○ Coordinating with local/State/tribal/Federal government, nongovernmental organizations, and private entities to effectively use volunteers, donated goods and cash donations. • Develop system/criteria for evaluating and/or vetting voluntary organizations and/or relief funds. • Develop a list of verified and/or vetted voluntary organizations and/or relief funds. • Develop outreach plan designed to educate the preparedness and response community about the functions of the volunteers and donations management capability. • Develop a strategic facilities management plan to identify, staff and operate all facilities including multi-agency warehouse, volunteer and donations coordination center, volunteer reception center(s) and emergency distribution centers. • Research existing liability issues and laws that affect volunteer utilization. • Encourage agencies receiving volunteers to clarify their limits on liability protection. • Determine priority needs and roles required from the volunteers for all-hazards. • Identify potential volunteer opportunities to expedite community involvement. • Assign toll free number for use at call center. • Develop system or process for ensuring credentialing/accreditation of skilled volunteers.
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TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Exercise plans for volunteer management and donations. • Develop and implement awareness-training programs regarding the use of volunteers and donations. • Develop and implement exercise and training for the distribution of public information. • Develop just-in-time training program for volunteers to perform required tasks. • Develop and conduct training to improve all-hazard incident management capability. • Conduct internal and external training about the activities and responsibilities of volunteers and donations capability. • Participate in training exercises with government agencies and other nongovernmental organizations, as appropriate. • Complete relevant Incident Command System and/or National Incident Management System training for appropriate personnel and volunteers. • Conduct an after action review to determine strengths and shortfalls and develop a corrective plan accordingly. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.
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OBJECTIVE 4.5: Enhance Responder Safety and Health Capability

(Target Capability #18)

Increase the ability 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, and minimize the occurrence of occupational injuries, illnesses, exposures, and accidents.

Statewide Targets	
<i>To be determined.</i>	

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE & EQUIP	<ul style="list-style-type: none"> • Identify and capture emerging best practices for accident prevention and incident safety procedures. • Develop mutual aid agreements for sharing incident safety officers. • Develop and maintain plans, procedures, and protocols for the following: <ul style="list-style-type: none"> ○ Standard responder safety operational procedures. ○ Safety and health plans (and include in incident action plans). ○ Safety officer credentialing/certification process by discipline. • Ensure the availability of Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) for responders.
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TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Peer fitness prevention counselors. ○ Drivers, traffic, and roadway safety. ○ Incident Safety Officer. • Include safety plans in full scale exercises. • Buy, maintain, and/or upgrade the following: <ul style="list-style-type: none"> ○ Chemical protective clothing for hazard materials responders. ○ Weapons of mass destruction body substance isolation (BSI) personal protective equipment for emergency medical technicians. ○ American National Standards Institute (ANSI) certified high visibility apparel for first responders. ○ Respiratory protection for first responders. • Develop and distribute public education materials. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.
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OBJECTIVE 4.6: Enhance Public Safety and Response Capability

(Target Capability #19)

Increase the ability to assess and secure the incident scene; control access; provide security support to other response operations (and related critical locations, facilities, and resources); provide emergency public information while protecting first responders and mitigating any further public risks; and address any crime/incident scene preservation issues.

Statewide Targets

To be determined.



Aftermath of the Seattle fire of June 6, 1889 showing two members of a militia patrol arresting a looter in the ruins

Photo credit: University of Washington

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE, EQUIP, TRAIN, EXERCISE, EVALUATE & IMPROVE

- Review, revise, and develop plans, policies, protocols, and procedures to effect a command and control structure and ensure interoperable communications, including:
 - The notification and mobilization of public safety resources during a crisis response.
 - Information sharing to the public, to the media, and to support agencies.
 - Decontamination sites and access to decontamination equipment, including personal protective equipment for responders.
 - Operation of decontamination sites and out-processing areas.
 - In coordination with legal counsel, policies regarding public safety enforcement actions required to maintain the public order during a crisis response, to include teams of enforcement officers for handling of persons disrupting the public order, violating laws, requiring quarantine, and so forth.
 - Recovery strategy to access reimbursable opportunities, replenish supplies and equipment, re-assign personnel, and return to normal operation.
- Support existing statewide Critical Incident Planning and Mapping System (CIPMS) for schools and critical infrastructure. Continue to map critical incident response plans for critical infrastructure, new and remodeled schools, and higher education facilities.
- Review and improve existing planned evacuation routes and staging areas to determine sufficient public safety resources required to establish and maintain perimeters, safety zones, and public order as well as facilitate evacuations or sheltering-in-place activities.
- Enter into interagency agreements and memoranda of understanding with appropriate surrounding agencies and jurisdictions, with the legal authority of the jurisdiction, to ensure adequate response and access to supplemental personnel.
- Identify required resources and enter into contracts, as appropriate, to access and provide required resources during a crisis response to shelter, feed, and maintain a significant cadre of public safety and other related first responders.
- Ensure hospital and medical supply resources, as well as other key infrastructure, have been identified, and agreements exist or are drafted regarding the maintenance of security at these facilities during a crisis response.
- Develop and document, in conjunction with correctional and jail officials, coordination strategies for managing and possibly relocating incarcerated persons during a crisis response.
- Identify and enter into agreements to secure the resources needed for the processing and temporary detention of law violators.
- Identify gaps in personnel training at the awareness and first response operational level, to include familiarity with the expectations of and demands on the public safety responders as set forth in agency plans, protocols, and procedures for a crisis response.
- Identify existing training resources and opportunities available.
- Develop a training strategy for all personnel.
- Develop a strategy, in coordination with area jurisdictions, to participate in and/or conduct exercises which incorporate all existing response requirements, identify gaps, develop improvement plans, and implement preparedness enhancements.
- Conduct assessments and gap analyses, and report progress.
- Define and delineate roles and responsibilities.
- Develop sustainment plans and strategies.

OBJECTIVE 4.7: Enhance Animal Disease Emergency Support Capability

(Target Capability #20)

Increase the ability to prevent, detect, protect against, respond to, and recover from chemical, biological, and radiological contaminants, and other hazards 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 global trade. The development of this system allows for early detection, immediate response, and the quick containment and eradication of a foreign animal disease to prevent the devastation of animal agriculture in Washington State.

Linked Statewide Priority: #9, Strengthen Food, Agriculture, and Animal Protection and Response

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan, Emergency Support Function (ESF) 11, Appendix B, WSDA Foreign Animal Disease Response Plan, Planning Guide for the National Veterinary Stockpile

Statewide Targets

- By 2012: Increase the capacity of agricultural laboratories to conduct analysis of plant, animal, and food samples in the event of an animal or plant disease, or food contamination.
- By 2012: Coordinate, develop the plan, train, and exercise for the receipt of the National Veterinary Stockpile.



The Washington State Department of Agriculture Avian Health Program assists in the control of disease, such as Avian Influenza West Nile Virus and Exotic Newcastle Disease, through regulation and education.

Photo credit: Washington State Department of Agriculture

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> • Develop and maintain plans, procedures, programs, and systems to prevent, prepare for, and respond to potential animal disease outbreaks. • Incorporate animal disease emergency support into public information and communications plans to include addressing ethnic and limited-English speaking populations to receive culturally and linguistically appropriate health messages. • Develop job descriptions, deployment protocols, and recruit staff for Animal Disease Emergency Support Strike Teams. • Develop protocols for engaging and/or deploying Reserve Corps and other volunteers to support an animal disease emergency response. • Develop protocols for carcass disposal with the state Department of Health.
<p>EQUIP</p>	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade personal protective equipment and other supplies necessary for an Animal Disease Emergency Support Strike Team. • Enhance surveillance, inspection, and laboratory systems and equipment to respond to animal disease incidents. • Enhance laboratory capacity and capability for animal disease response.
<p>TRAIN & EXERCISE</p>	<ul style="list-style-type: none"> • Develop and deliver training curriculum for Animal Disease Emergency Support Strike Teams. • Test and demonstrate animal disease support plans and capabilities in exercises.
<p>EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: WSDA, DSEG, CHS, ASC

By 2012: Develop, train, resource, and exercise a plan to receive the National Veterinary Stockpile for response to an animal disease outbreak.

Contingent upon funding and staffing, WSDA will:

- Assess existing state and local plans for the receipt of any National Stockpiles. Survey other states on existing plans.
- Determine equipment needs and develop equipment rental contracts. Identify facility needs and develop a facility plan with rental contracts to be put in place upon arrival of the stockpile.
- Develop and implement training that includes modules such as biosecurity for local, state, and federal responders, surveillance practices, management of sensitive information, agriculture product and animal disposal plans, and roles.
- Plan, develop, and conduct two tabletop regional exercises, one in Eastern Washington and the other in Western Washington, to: exercise the plan to receive the National Veterinary Stockpile; evaluate the plan; and determine local involvement in an agricultural response.
- Plan, develop, and conduct one functional exercise in Washington state to exercise the receipt of the National Veterinary Stockpile appendix to the Comprehensive Emergency Management Plan (CEMP), Emergency Support Function (ESF) 11 - Agriculture and Natural Resources, to evaluate the logistics response to an agricultural incident.
- Revise and incorporate lessons learned from the series of exercises into the National Veterinary Stockpile appendix to CEMP ESF-11.

By 2014: Coordinate and integrate agricultural response.

Contingent upon funding and staffing, WSDA will:

- Develop comprehensive plans, protocols, and procedures to support the response to agricultural incidents statewide.
- Assess, identify, type, purchase, and deploy equipment to support the response to agricultural incidents statewide.
- Develop and implement training for responders on surveillance practices, management of sensitive information, and agricultural product and animal disposal plans.
- Develop and conduct exercises with all key stakeholders that will incorporate the National Incident Management System process, test response protocols, and allow for the further refinement of existing plans and development of enhanced operations in response to agricultural incidents.

By 2014: Increase the capacity of agricultural laboratories to conduct analysis of plant, animal, or food samples in the event of an animal or plant disease, or food contamination.

Contingent upon funding and staffing, WSDA in conjunction with WSU will:

- Assess sampling and laboratory capability to ensure required capacity exists and is easy to access throughout the state.
- Develop, plan, and implement a program to ensure sampling statewide is consistent, timely, and resourced properly to meet the requirements for a foreign animal disease outbreak or food contamination event.
- Modernize facilities and update equipment and processes to increase the agricultural laboratory capacity of state-owned laboratories.
- Integrate state and university diagnostic laboratory capabilities to address increased volumes and standardized sample identification systems; provide surge capacity; decrease turnaround times; and improve quality control to ensure standardized results.
- Provide increased capacity for human and animal disease diagnosis in case of a loss of key laboratory.
- Decrease sample turnaround time with dependable results in case of contagious disease.
- Formalize the development of state and private sector response teams for disease outbreaks or contamination events.
- Ensure the WSDA laboratory has a functioning heating, ventilation, and air conditioning (HVAC) system to minimize cross contamination, fluctuations in temperature, and a safer work environment.
- Coordinate the procedures for sampling and transportation of the samples with the National Animal Health Laboratory Network (NAHLN) laboratory at Washington State University or other laboratories.
- Purchase two stand-alone laboratory trailer systems to be used as sample processing and collection stations that can be used on scene during an incident.
- Provide training to field staff and lab personnel on correct sampling methods, chain of custody, and proper packaging under Department of Transportation and International Air Transportation Association rules.
- Plan, develop, and conduct exercises to evaluate the procedures for sampling agricultural products and animals. Update plans with lessons learned.

By 2014: Continue the development of the capability to perform mass depopulation and animal disposal operations.

- Complete an assessment of mass depopulation and animal disposal equipment statewide.

- Identify or develop training for the response community on the procedures required to implement the Mass Depopulation and Animal/Food Product Disposal Plan.
- Implement training program. Schedule and conduct training in various locations across the state.
- Plan, develop, and conduct exercises to exercise the Mass Depopulation and Animal/Food Product Disposal Plan.
- Revise and incorporate lessons learned into Mass Depopulation and Animal/Food Product Disposal Plan.



The National Animal Identification System (NAIS) is a voluntary, national program in collaboration with federal and state departments of agriculture, tribes and the agriculture industry. NAIS is used to locate exposed or infected animals during an animal health emergency.

Photo credit: Washington State Department of Agriculture

OBJECTIVE 4.8: Enhance Environmental Health Capability

(Target Capability #21)

Increase the ability 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 and debris; hazard waste; wastewater; vegetation; sediments; vectors; and chemical, biological, and radiological contaminants).

Statewide Targets
<i>To be determined.</i>

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE & EQUIP	<ul style="list-style-type: none"> • Increase the proportion of ethnic and limited-English speaking populations that receive culturally and linguistically appropriate health messages. • Develop job descriptions, deployment protocols, and recruit staff for Environmental Health Rapid Response Teams and Environmental Health Field Response (Strike) Teams. • Develop protocols for deploying Reserve Corps and other volunteers to support medium to large environmental health field responses. • Develop emergency standby contracts with vendors for West Nile Virus aerial and ground-based spraying. • Buy, maintain, and/or upgrade personal protective equipment and other supplies necessary for Environmental Health Rapid Response Teams and Environmental Health Field Response (Strike) Teams. • Buy, maintain, and/or upgrade handheld computer equipment for Solid Waste, Rodent and Zoonotic Disease Program, and Food and Facility Inspectors (who will be core members of above teams). Train inspectors in equipments' use.
TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Develop training curriculums for Environmental Health Rapid Response Teams and Environmental Health Field Response (Strike) Teams. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Environmental health and vector control capabilities. ○ Private sector and nongovernmental partners' ability to meet environmental health and vector control objectives. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

OBJECTIVE 4.9: Enhance Explosive Device Response Operations Capability

(Target Capability #22)

Increase the ability to coordinate, direct, and conduct improvised explosive device (IED) response after initial alert and notification; coordinate intelligence collection and analysis, and threat recognition; assess the situation and conduct appropriate render safe procedures; conduct searches for additional devices and coordinate overall efforts to mitigate chemical, biological, radiological, nuclear, and explosive (CBRNE) threat to the incident site.

Linked Statewide/National Priority: #6, Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities

Statewide Targets

- By 2010: Establish and sustain a regional Hazardous Materials (HAZMAT) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) response capability.
- By 2010: Achieve a sustainable funding mechanism to support regional CBRNE/HAZMAT response teams.
- By 2011: Develop a statewide capability to rapidly detect, identify, contain, and mitigate any chemical, biological, radiological, nuclear or explosive (CBRNE) materials release.



The Evergreen Sentry 2006 exercise scenario included the detonation of a radiological dispersion device – more commonly referred to as a ‘dirty bomb’. Victims from the initial blast were brought to the exercise site. Upon their arrival, they were processed through a mass decontamination and medical triage center. The center is part of an enhanced Chemical, Biological, Radiological, Nuclear and high yield Explosive (CBRNE) Enhanced Response Force Package (CERF-P).

Photo credit: Washington National Guard

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> • Formalize mutual aid agreements between bomb squads and jurisdictions. • Develop bomb management protocols to coordinate response.
<p>EQUIP</p>	<ul style="list-style-type: none"> • Maintain a tracking database of regional bomb squads; explosive device response equipment; and other assets. • Buy, maintain, and/or upgrade explosive device response equipment.
<p>TRAIN & EXERCISE</p>	<ul style="list-style-type: none"> • Provide training for newly acquired equipment. • Design, develop, and deliver consolidated awareness-level training and standard curriculums for first responders. • Design and conduct bomb squad training scenarios for dealing with the emergency threats of vehicle-borne improvised explosive devices (VBIED), person-borne improvised explosive devices (PBIED), and radio controlled improved explosive devices (RCIED) using new technologies and adopted training tactics and procedures. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Mutual aid response protocols. ○ Bomb squad interoperability. ○ Response plans. ○ CBRNE operations. ○ Communications plans. ○ Integration with federal agencies.
<p>EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: WSP, DSEG, CHS

Enhance the capabilities of the WSP Interagency Bomb Squad by 2011.

Contingent upon funding and staffing, WSP will, by the following dates:

May-10: Procure gas detectors, IED display kits, gas masks, and robot upgrade equipment.

Sep-10: Receive equipment.

Dec-10: Train on equipment.



Members of the Washington National Guard 10th Weapons of Mass Destruction-Civil Support Team prepare to enter Leschi Town early May 2 at Fort Lewis, Washington, during National Level Exercise 2008. The Department of Homeland Security exercise was designed to test local, state, federal and military responders to perform roles and responsibilities related to Homeland Defense in the event of a catastrophic emergency. This exercise was in response to a simulated terrorist attack using a chemical agent.

Photo credit: Tech. Sgt. Mike R. Smith, National Guard Bureau

OBJECTIVE 4.10: Enhance Fire Incident Response Support Capability

(Target Capability #23)

Increase the ability to manage and coordinate firefighting activities, including the detection and suppression of urban, rural, wildland, and interface fires.

Statewide Targets

- By 2014: Increase the number of communities developing and implementing Community Wildfire Protection Plans from 28 to 39.
- By 2014: Increase the number of fire departments using the Washington State Patrol Basic Fire Fighter Program by 25% to 294 total departments.
- By 2014: Increase the number of students in the Washington State Patrol Basic Recruit School by 10% to 156 total students.
- By 2014: Increase by 25% the number of Fire Service employees that are certified as Firefighter 2 using the Fire Direct Assistance Program through federal funding.



Badger Mountain Fire Complex, July 10, 2008

Community wildfire protection plans (CWPP) are part of the fire prevention strategies for Washington's wildland urban interface communities, those located in or near the woods. Many communities have mitigation plans or CWPP that have already been completed: see www.dnr.wa.gov.

Photo credit: North County Fire / Emergency Medical Services

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Incorporate cost containment in decision making for large fires. • Clarify jurisdictional responsibilities to address gaps and eliminate redundancy. • Deliver effective cost-efficient wildfire protection through the use of partnerships. • Review and update mutual aid agreements and automatic aid arrangements. • Promote standardization for training, qualification, equipment, and communication among all partners. • Integrate Forest Health principles with wildfire protection. • Support programs, such as Firewise Communities, that involve homeowners, community leaders, planners, developers, and others in the effort to protect people, property, and natural resources from the risk of wildland fire before a fire starts. • Deliver a comprehensive and coordinated forest protection program. • Investigate all fires and pursue cost recovery for negligent fires. • Develop local, zone, and regional plans procedures and for deployment and use of fire resources. • Develop citizen informational material and messages and use Firewise resources for protection and prevention of hostile fire incidents.
EQUIP	<ul style="list-style-type: none"> • Ensure all firefighters are trained and equipped to safely conduct efficient and effective operations. • Buy, maintain, and/or upgrade equipment necessary to implement plans, procedures, and training.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver training based on regional and local needs to include specialty or unique hazard situations. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Mobilization. ○ Resource movement and personnel deployment. ○ Plans, procedures, and training effectiveness.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.



Photo credits, left to right: Benton County Emergency Management, Oak Harbor Fire Department, Walla Walla Fire Department, Chelan County Fire District 7

State Agency Targets and Implementation Steps

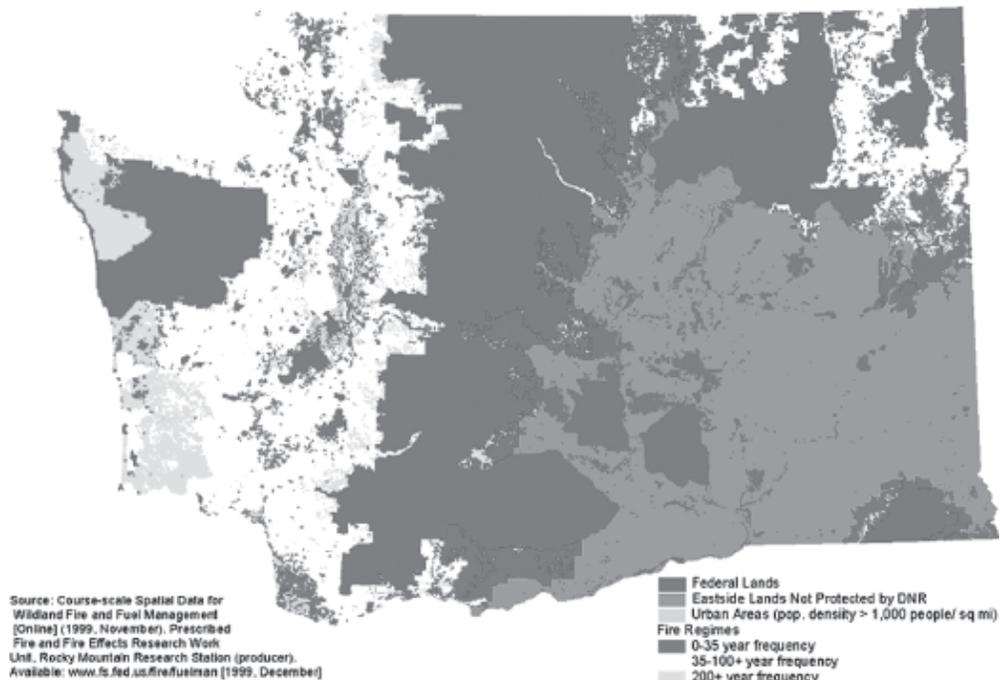
Agencies and Advisory Groups to Track Progress: DNR, WSP, WSAFC, PNWCG

By 2014: Minimize fire suppression expenses by controlling >93% of wildfires on lands protected by the Department of Natural Resources at less than 10 acres in size.

Contingent upon funding and staffing, DNR will:

- Ensure all firefighters are trained and equipped to safely conduct efficient and effective operations.
- Promote standardization for training, qualification, equipment, and communication among all partners.
- Integrate Forest Health principles with wildfire protection.
- Clarify jurisdictional responsibilities to address gaps and eliminate redundancy.
- Deliver a comprehensive and coordinated forest protection program.
- Deliver effective cost-efficient wildfire protection through the use of partnerships.
- Effectively allocate DNR resources for wildfire prevention, preparedness, and suppression.
- Investigate all fires and pursue cost recovery for negligent fires.
- Incorporate cost containment in decision making for large fires.

Figure 10: Natural Fire Regimes on State-Protected Land in Washington



Source: Washington State Department of Natural Resources, 2006

OBJECTIVE 4.11: Enhance Weapons of Mass Destruction and Hazardous Materials Response and Decontamination Capability

(Target Capability #24)

Increase the ability to rapidly identify and mitigate hazardous materials releases; rescue, decontaminate, and treat exposed victims; stabilize incidents; and protect involved populations.

Linked Statewide/National Priority: #6, Strengthen Chemical, Biological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination

Linked Standards and Plans: Establishing Sustainable Regional CBRNE/HazMat Response Capability in Washington State (November 2005); Statewide CBRNE Response Program Final Report (October 2006)

Statewide Targets
By 2011: Develop a statewide capability to rapidly detect, identify, contain, and mitigate any CBRNE materials release.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Identify and protect vulnerable fixed facilities in conjunction with available risk information and critical infrastructure protection programs. • Coordinate response protocols with Local Emergency Planning Committees. • Develop, coordinate, and standardize hazardous materials response plans. • Develop, coordinate, and standardize regional decontamination plans.
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EQUIP, TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade: <ul style="list-style-type: none"> ○ Hazardous materials response tools and equipment. ○ Detection, modeling, and spectrometry equipment for technician response. ○ Personal protective equipment for all levels of response. • Deliver awareness-, operations-, and technician-level training to first responders. • Develop and implement refresher training for first responders. • Test or demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Hazardous materials response. ○ Technical decontamination. ○ Regional, state, and federal response team collaboration. • Deploy portal monitoring and detection systems at venues, large gatherings, and special security events. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.
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State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH, WSDA, WSP, OSFM, EMD, WSDOT, ECY, WNG 10th Civil Support Team, UASI Core Group, EMC, SERC

By 2011: Complete Phase III of the Radiological/Nuclear Detection and Response Project.

Contingent upon funding and staffing, DOH and a contractor will, by the following dates:

- Jan-11: Develop an exercise package, including exercise objectives, limitations, scenario, timelines, participants, controller packages, and evaluation criteria.
- Feb-11: Implement the exercise.
- Jun-11: Complete an After Action Report.

Establish a Regional CBRNE Response Program in the State of Washington.

Contingent upon the passing of legislation and establishment of a permanent funding source, hazardous materials response partners will:

- Establish a management structure to operate a statewide CBRNE Response Program.
- Develop integrated response teams for Statewide CBRNE Response.
 - Enter into contracts with Hazmat Teams in 4 of the 5 identified Hazmat Regions and ensure standardization of equipment and training.
 - Work with representatives of the WSP Central Region to establish a Hazmat Team to support the Statewide CBRNE Program.

*Right: Entry team checks cask.
Photo credit: Benton County Emergency Management*



*Left: City of Tacoma Fire Department Hazardous Materials (HAZMAT) Team
Photo credit: City of Tacoma Fire Department*

OBJECTIVE 4.12: Enhance Citizen Evacuation and Shelter-in-Place Capability

(Target Capability #25)

Increase the ability to withdraw people, companion animals, pets, and livestock from dangerous areas in an organized, phased, and supervised manner, and receive and care for them in safe areas.

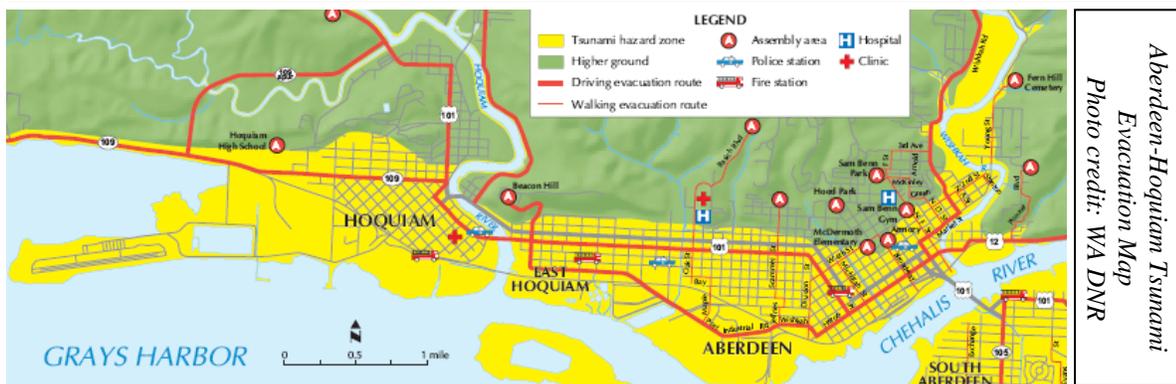
Linked Statewide/National Capability: #8, Strengthen Planning and Citizen Preparedness Capabilities

Statewide Targets
By 2010: Complete the Evacuation Annex to the State CEMP.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop and maintain evacuation plans and warning procedures. • Identify staffing needs. • Develop and deliver evacuation plan training for emergency management and response personnel.
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EQUIP, TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade equipment necessary to implement evacuation plans, procedures, and training, including warning and notification systems. • Test and demonstrate plans, procedures, and training effectiveness in exercises. • Develop and distribute evacuation and shelter-in-place public education materials for citizens and businesses. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.
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OBJECTIVE 4.13: Enhance Isolation and Quarantine Capability

(Target Capability #26)

Increase the ability 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 and quarantine and communicating the legal authority for isolation and quarantine to the public and all responding agencies.

Linked Standards and Plans: Chapter 38.52 Revised Code of Washington (RCW); Washington Administrative Code (WAC) 246-100-040; Washington State Comprehensive Emergency Management Plan (CEMP) Emergency Support Function (ESF) 8, Health and Medical Response and ESF 6, Mass Care; Washington State Dept. of Health CEMP; Washington State Dept. of Health Pandemic Influenza Plan, 2007; Smallpox Response Plan, Appendix 4; Washington State Dept. of Health, Seattle-Tacoma International Airport Quarantinable Disease Incident Post Airport Management Plan, 2008

Statewide Targets

To be determined.

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop procedures to house or transport individuals needing isolation and quarantine. • Develop and maintain isolation and quarantine plans. • Create culturally and linguistically appropriate health messages for ethnic and limited-English speaking populations. • Develop job descriptions, deployment protocols, and recruit staff for isolation and quarantine response teams, incorporating healthcare, support, and security functions. • Develop protocols for deploying Reserve Corps volunteers to support medium to large scale isolation and quarantine responses. • Identify sites for facility-based quarantine. • Develop systems to assure all response staff have appropriate immunity and have been trained in the use of personal protective equipment. • Develop or use available federal medical screening protocols for travelers arriving from outbreak or pandemic areas. • Develop protocols for patient care. • Develop systems to monitor the health and compliance of persons under isolation and quarantine during a medium to large isolation and quarantine response. • Update documentation of legal authority required to compel and lift orders for mandatory isolation and quarantine, as laws and regulations change. • Develop procedures to decontaminate equipment, supplies, and personnel used in isolation and quarantine response. • Develop isolation and quarantine databases that integrate with core communicable disease databases.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade personal protective equipment and other equipment, supplies, and services needed for medium to large scale isolation and quarantine responses. • Buy, maintain, and/or upgrade personal protective equipment or develop standby contracts for services, equipment, and supplies needed to support isolation and quarantine.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop training curriculum for isolation and quarantine response team and deliver first training to team members. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Isolation and quarantine plan. ○ Private sector and nongovernmental organization partners' ability to meet isolation and quarantine objectives.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH, EMD, DSHS, GA, WSP, ARC, DSEG, EMC, CHS, Seattle-Tacoma Airport Quarantinable Disease Incident Post Airport Management Planning Team

Develop an effective response plan that promotes coordination, cooperation, collaboration, and communication among response partners by 2010.

Contingent upon funding and staffing, DOH will:

- Complete Sea-Tac International Airport Quarantinable Disease Incident: Post Airport Management Plan.
- Identify clear lines of authorities and overall incident leadership, agency responsibilities and command structure.
- Identify response requirements and resources.

OBJECTIVE 4.14: Enhance Search and Rescue Capability

(Target Capability #27)

Increase the ability to coordinate and conduct search and rescue (SAR) response efforts for all hazards in urban, rural, and wilderness environments, including locating, accessing, medically stabilizing, and extracting victims from damaged or hostile areas.

Statewide Targets

By 2009: Complete Rescue Coordination Center upgrades in State EOC.

By 2009: Implement annual Search and Rescue training forum for local and state SAR workers.

By 2011: Complete SAR equipment update requirements.

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE, EQUIP, TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop search and rescue (SAR) deployment plans. • Develop protocols and tracking systems to monitor SAR capabilities. • Buy, maintain, and/or upgrade equipment necessary to support SAR mission requirements. • Develop and deliver initial and continuing training for SAR teams and SAR responders. • Test and demonstrate activation, deployment, and operational activities in exercises.
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EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.
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*Search and rescue team responding to an Emergency Management Assistance Compact (EMAC) assignment to Hurricane Katrina
Photo credit: Washington State Military Department*

OBJECTIVE 4.15: Enhance Emergency Public Information and Warning Capability

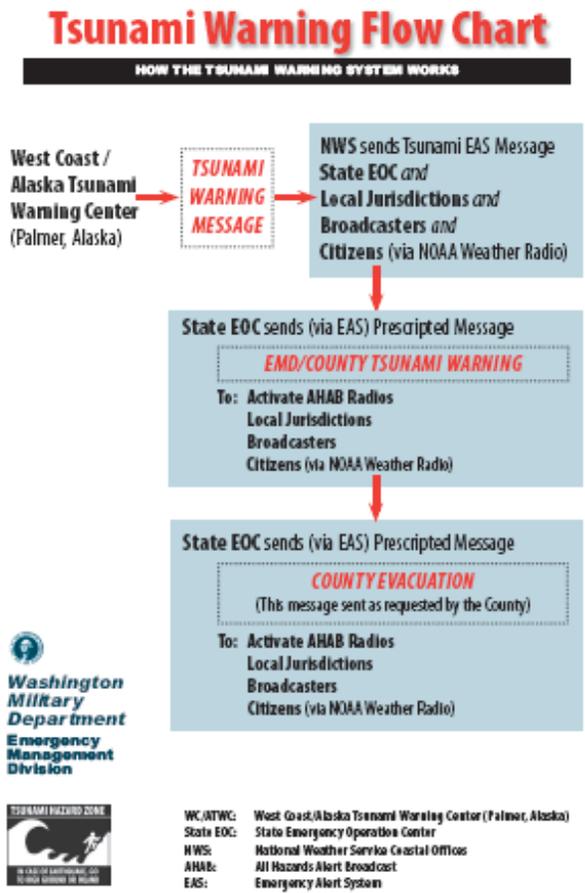
(Target Capability #28)

Increase the ability to develop, coordinate, and disseminate information to the public, coordinating officials, incident managers, and responders across all jurisdictions and disciplines effectively in all hazard conditions.

Linked Statewide/National Priority: #5, Strengthen Communications Capabilities

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan; Emergency Management Accreditation Program 4.10

Statewide Targets
To be determined.



Tsunami Warning Flow Chart

Source: Washington State Military Department Emergency Management, Broadcasters Tsunami Emergency Guidebook, April 2006

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> • Establish relationships between public information officers, emergency managers, and public safety answering point managers. • Establish relationships with local media outlets. • Strengthen radio amateur civil emergency service (RACES) groups. • Identify disaster information centers (e.g., designate shelters as disaster information centers). • Develop the capability to widely distribute preparedness and warning information in languages appropriate for the population. • Regularly test warning systems on an established schedule under operational conditions and document and address the results. • Develop and maintain formal written procedures to ensure personnel familiarity with and the effective operation of alert and warning systems. • Structure emergency public information and warning mechanisms so that private sector entities receive accurate, timely, and understandable information. • Integrate emerging technologies into emergency public information and warning planning. • Design communications for specific hazards and potential operating environments, and include redundancy to provide alternate means of warning. • Develop and maintain plans, procedures, and protocols for the following: <ul style="list-style-type: none"> ○ Cohesive emergency public information and warning systems including alert and warning dissemination for the general population and special needs populations. ○ Joint Information Systems, including establishing Joint Information Centers (JICs). ○ Standardized information center toolkits. ○ Locations and alternatives for JICs. • Develop and distribute public education materials to promote: <ul style="list-style-type: none"> ○ Individual preparedness for local risks. ○ Awareness of public information and warning systems.
<p>EQUIP</p>	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade the following: <ul style="list-style-type: none"> ○ Emergency alert system infrastructure. ○ Other equipment necessary for emergency public information and warning.
<p>TRAIN, EXERCISE, EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Awareness training on use of emergency alert systems. ○ Basic public information officer training. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Public information and warning systems, plans, and protocols. ○ Joint Information Center (JIC) to clarify roles, relationships, and message clarity and effectiveness. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

OBJECTIVE 4.16: Enhance Triage and Pre-Hospital Treatment Capability

(Target Capability #29)

Increase the ability 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.

Linked Standards and Plans: State of Washington Emergency Medical Services and Trauma System (EMSTS) Strategic Plan 2007-2012; Regional EMS Trauma Plans; 2005 EMS Preparedness Survey Report; 2006 EMS Communications Drill/Survey Report; 2006 Auxiliary Transport Survey Report; 2008 EMS Preparedness Survey Report

Statewide Targets

To be determined.



Regional Homeland Security Coordination District 4 School Bus Multi-Casualty Exercise on the Clark-Cowlitz County line in August 2008

Photo credit: Regional Homeland Security Coordination District 4

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop and maintain plans, procedures, and protocols for the following: <ul style="list-style-type: none"> ○ Protective equipment and measures for responder families, such as prophylaxis and vaccines. ○ Tracking emergency medical services (EMS) personnel and equipment. ○ Credentialing, certification, and licensing systems for personnel consistent with national standards. ○ Protocols and procedures for EMS dispatch, assessment, triage, treatment, transport, logistical support, medical command and coordination, safety, communications, and patient tracking. ○ Plans and procedures for movement of patients, including addressing restricted movement of EMS and medical personnel due to travel restrictions, isolation and quarantine, or security measures. ○ Regional and statewide mutual aid protocols. ○ Coordination with the National Disaster Medical System (NDMS). • Develop and distribute public education materials.
EQUIP	<ul style="list-style-type: none"> • Ensure coverage and wide dispersal of basic EMS equipment for EMS units. • Buy, maintain, and/or upgrade the following: <ul style="list-style-type: none"> ○ Equipment needed to respond to and manage a catastrophic incident. ○ Personal protective equipment (PPE) for all EMS personnel. ○ Communications equipment and channels for command and control, dispatching, field communications, and bed availability status. ○ Casualty collection shelters and pre-identified hard shelter locations. ○ Multi-victim transport vehicles.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Protocols for dispatch personnel. ○ Multi-disciplinary training for various scenarios. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Plans, procedures, and training effectiveness. ○ EMS dispatch and response in various scenarios, including mass casualty incidents.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Contingent upon funding and staffing, DOH will carry out the EMSTS Strategic Plan, including:

Goal 4: There is a strong, efficient, well-coordinated statewide EMS and Trauma System to improve and enhance trauma care and emergency medical services and to minimize the human suffering and costs associated with preventable mortality and morbidity.

Jan-10: Participate in the development of a statewide telehealth/telemedicine system that is widely available, interoperable, affordable, and simple to use and that includes teleradiology, remote medical care consultation, distance learning and teleconferencing.

Goal 5: Regional Plans are congruent with the statewide strategic plan and utilize standardized methods for identifying resource needs.

Nov-12: Each region will have approved patient care procedures that define patient flow within the regional and state EMS and trauma system that are data driven.

Goal 6: The EMS and Trauma Care Steering Committee evaluates new and emerging issues related to emergency care; assesses the scope, feasibility/appropriateness of using the EMS and Trauma System model; and identifies which entities should address the issues. Funding for any new initiatives not related to trauma care will come from new money and will not come from the Trauma Care Fund.

Goal 7: The EMS and Trauma System is integrated with emergency management, the public health emergency preparedness network, and the public health system.

May-10: The EMS and Trauma System will identify resources that are critical to the effective management of an all hazards incident.

Goal 8: System-wide interoperable communications are in place for responders and hospitals.

Dec-10: Identify the current status and gaps in systems-wide interoperable communications for emergency responders and hospitals.

Dec-12: Develop a plan to identify and address communications gaps and barriers.

Goal 11: There is consistent and sustainable funding for a viable EMS and Trauma Care System.

Jul-12: Ensure an appropriate distribution and utilization of EMS and trauma resources.

Goal 13: There is a sustainable pre-hospital EMS system utilizing standardized, evidence-based procedures and performance measures that address both trauma and medical emergencies.

Jan-10: Determine a process for medical dispatch personnel to operate under DOH-approved medical program director.

Jan-11: Develop state informational patient treatment guidelines at all levels of certification.

Jan-12: Analyze EMS data from all system components (i.e., BLS, ILS and ALS), with data from all system components (i.e., pre-hospital, hospital, rehab. etc.).

Goal 15: The statewide EMS and Trauma Care System integrates pediatric care.

Dec-10: Establish statewide EMS pediatric care protocols.

Goal 17: The EMS and Trauma Care System has data management capabilities.

Dec-09: The EMS & Trauma System has a comprehensive, robust pre-hospital data system utilizing the standardized pre-hospital data set with standard definitions – Washington EMS Information System (WEMISIS).

OBJECTIVE 4.17: Enhance Medical Surge Capability

(Target Capability #30)

Increase the ability to rapidly manage and expand the capacity or capability of the existing healthcare system (hospitals, long-term care facilities, community health clinics, ambulatory care organizations; behavioral health clinics; alternate care facilities/medical shelters; and emergency medical services (EMS)).

Linked Statewide/National Priority: #7, Strengthen Medical Surge and Mass Prophylaxis Capabilities

Linked Standards and Plans: State Medical Reserve Corps Plan; State Hospital Equipment Plan; State Exercise Plan

Statewide Targets

- By 2010: Ensure Healthcare partners (e.g., hospitals, community health centers) have sufficient stockpiles of equipment and supplies to respond to a flu pandemic.
- By 2010: Keep response plans updated and incorporate lessons learned.
- By 2010: Develop NIMS Compliance training and exercises to test surge capacity and pan-flu response capabilities.
- By 2010: Enhance Medical Reserve Corps by developing a system for credentialing medical volunteers and planning with long-term health care providers and emergency medical service and fire service providers.
- By 2010: Demonstrate the ability to open and sustain a minimum of one Alternate Care Site within each Regional Hospital Coalition.
- By 2010: Demonstrate the capability to receive and support a Federal Medical Station in 50-bed increments.
- By 2010: Develop, train, and exercise functional state- and local-level Mass Fatality Incident Response Plans.
- By 2011: Prepare and plan for mass casualty events, including mass fatality identification, pre-hospital care, medical supply distribution, and response.
- By 2011: Identify increased morgue capacity at individual healthcare facilities, funeral homes, and in alternate facilities (i.e. ice rinks and cold storage facilities), additional supplies (i.e. body bags and personal protective equipment), and risk communication to healthcare providers, funeral homes, and the public.
- By 2011: Develop a patient tracking database that provides minimal patient information to multidisciplinary agencies to assure all patients are captured during the continuum of care.
- By 2011: Enhance local health care and public health emergency response, disease surveillance, surge capacity, and public education.
- By 2011: Train, exercise and evaluate Radiological Response Plan.

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE & EQUIP	<ul style="list-style-type: none"> • Develop and maintain plans, procedures, and protocols for the following: <ul style="list-style-type: none"> ○ Medical response. ○ Behavioral health response. ○ Nursing home evacuation. ○ Surge capacity for hospitals and non-hospitals. ○ Agreements and site plans for alternate care facility locations. ○ Alternate care facility operations. ○ Patient tracking and location. ○ Family assistance. ○ Staffing and volunteer strategies to maintain medical surge operations for 7+ days. • Develop medical mutual aid agreements for healthcare facilities staff and equipment across all healthcare sectors. • Develop resource caches for alternate care facility sites. • Recruit and maintain Public Health Reserve Corps and other medical volunteers. • Buy, maintain, and/or upgrade equipment for medical surge, such as: <ul style="list-style-type: none"> ○ Specialty cots and durable medical supplies for alternate care facilities. ○ Oxygen systems for alternate care facilities. ○ Evacuation equipment for nursing homes and long-term care facilities.
TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Hospital incident command system and national incident management system for designated healthcare personnel. ○ Health and Medical Area Command for emergency management, response, and healthcare partners. ○ Hospital evacuation plan for hospitals, healthcare, and emergency response partners. ○ Recognition and treatment of CBRNE hazards for designated healthcare personnel. ○ Just-in-time training for Public Health Reserve Corps and other medical volunteers. ○ Long-term care evacuation plans for healthcare providers. ○ Patient influx training for healthcare providers. ○ Soft target awareness training for hospitals. ○ Decontamination response for healthcare providers. ○ Disaster behavioral health response for healthcare providers. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Alternate care facility sites. ○ Hospital and nursing home evacuation plans. ○ Response to bomb threat or improvised explosive device at healthcare facility. ○ Hospital decontamination capability. ○ Communication coordination with healthcare facilities. ○ Patient influx capabilities at hospitals and long-term and ambulatory care facilities. ○ Behavioral health response to family assistance center. • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH, DSHS, EMD, WSHA, WATrac User's Group, WAHVE User's Group, Regional Healthcare Coalitions, EMS

Contingent upon funding and staffing, DOH will, by 2011:

Increase the number of hospitals and other healthcare providers actively using WATrac.

- Establish a system to implement WATrac statewide incident resource management system.

Assess regional healthcare coalitions.

- Develop and support regional healthcare coalitions including development of memoranda of understanding.

Increase the number of volunteers registered in WAHVE.

- Implement WAHVE volunteer registration system.

Increase the number and type of training received by healthcare providers.

- Provide and promote education and training opportunities for healthcare staff.

Increase the number of hospitals with adequate decontamination and personal protective equipment.

- Provide healthcare decontamination and personal protective equipment capacity.

Increase the number of hospitals with adequate laboratory capacity.

- Maintain hospital laboratory capacity.
- Conduct an annual statewide health system exercise.



In June 2006, Washington State Department of Health Director Mary Selecky and British Columbia Minister of Health George Abbott signed a historic Memorandum of Understanding that will allow for the province and state to undertake joint planning and sharing of resources to address public health emergencies, such as West Nile virus and pandemic influenza.

Photo credit: British Columbia Ministry of Health

OBJECTIVE 4.18: Enhance Medical Supplies Management and Distribution Capability

(Target Capability #30)

Increase the ability to procure and maintain pharmaceuticals and medical materials prior to an incident and to transport, distribute, and track these materials during an incident.

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan (CEMP), Emergency Support Function (ESF) 8, Appendix 1, Emergency Medical Resources; DOH CEMP Appendix 7, Supplemental Healthcare Supplies and Pharmaceuticals and Mass Prophylaxis Coordination and Support; DOH Reception, Storage, and Staging Implementation Procedures; Division of Strategic National Stockpile Public Health Emergency Preparedness, State Technical Assistance Review Report, 23 October 2008

Statewide Targets

To be determined.



Aerial and aircraft photos taken by the Civil Air Patrol during transport of supplies from the Anacortes Ferry Terminal to an American Red Cross aid station at the Anacortes Airport during an exercise in 2007.

Photo credit: Washington Wing Civil Air Patrol

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> • Develop prioritized lists of medical supplies needed to implement response measures defined in operational plans, including: isolation and quarantine; activation of alternate care facilities and medical needs shelters; dispensing of medications to key responders, healthcare workers, and the public; and deployment of medical screening teams. • Identify geographically distributed facilities to store regional caches of medical supplies. • Develop security plans for facilities identified to cache medical supplies. • Develop medical supplies maintenance and rotation plans • Assess logistical requirements for loading, transporting, and unloading medical supplies. • Develop medical supply deployment plans. • Develop protocols to monitor the rate of consumption of medical supplies during incidents. • Develop tracking systems for medical supplies.
<p>EQUIP</p>	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade resource management software and other equipment for medical supply tracking.
<p>TRAIN & EXERCISE</p>	<ul style="list-style-type: none"> • Develop and deliver training to healthcare and public health staff on medical resource ordering through state and federal agencies. • Test and demonstrate strategic national stockpile response plans and alternate care facility plans in exercises.
<p>EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH, Regional Strategic National Stockpile Coordinators, including: Washington State Patrol, General Administration, DOH Immunizations Child Profile, and Reception, Storage, and Staging (RSS) Leadership Team

By 2011: Train all staff on plans, protocols, and procedures for medical supplies management and distribution.

Contingent upon funding and staffing, DOH will:

1. Coordinate and integrate of medical supplies management and distribution response state wide.
 - a) Develop NIMS compliant comprehensive plans, protocols, and procedures to support the response to receive, stage, and distribute life saving medications and supplies during any disaster or public health emergencies state wide.
2. Test and refine the plans to establish a viable state wide capability to manage and distribute emergency medical supplies.
 - b) Develop a comprehensive exercise program in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP) to test the plans, protocols and procedures and provide staff training.



Tahoma Resilience Exercise, Pierce County, 2006

*The primary exercise objective was to request the Strategic National Stockpile (medication and related resources) and set up distribution points for the medication.
Photo credits: Pierce County Department of Emergency Management and Washington State Department of Health*

OBJECTIVE 4.19: Enhance Mass Prophylaxis Capability

(Target Capability #32)

Increase the ability 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.

Linked Statewide/National Priority: #7, Strengthen Medical Surge and Mass Prophylaxis Capabilities

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan (CEMP), Emergency Support Function (ESF) 8, Appendix 1, Emergency Medical Resources

Statewide Targets

By 2011: Improve plans to provide the capability for medical countermeasures to the affected population within 48 hours. Proof of this will be an increase in the average assessment scores for local jurisdictions' from the current 67% to 75%.

By 2011: Enhance local health care and public health emergency response, disease surveillance, surge capacity, and public education.



*Drugstore employees on 3rd Ave. during the 1918 Spanish Influenza pandemic, Seattle
Photo credit: University of Washington*

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> • Develop and maintain mass prophylaxis plans and integrate them with existing plans and capabilities. • Enhance the capacity to reach and serve vulnerable populations. • Develop capacity to mass dispense through pharmacies. • Develop the ability to deploy teams within twelve hours. • Develop plans to screen individuals prior to entering a point of distribution (POD). • Develop plans to triage and transport sick individuals who show up at PODs.
<p>EQUIP</p>	<ul style="list-style-type: none"> • Acquire and store equipment or develop standby contracts for services and supplies to operate multiple PODs simultaneously for at least one day.
<p>TRAIN & EXERCISE</p>	<ul style="list-style-type: none"> • Enhance the ability to deliver just-in-time training. • Offer refresher training and train new staff on dispensing protocols. • Test and demonstrate mass prophylaxis plans in exercises that involve the private sector and nongovernmental organization partners.
<p>EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans, including cultivating private and philanthropic funding and support.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH, Regional Strategic National Stockpile Coordinators

By 2011: Obtain a Technical Assistance Review (TAR) score of 69 or higher.
By 2011: Achieve a point of distribution (POD) throughput of 400 clients per hour.
By 2012: Obtain a TAR score of 74 or higher.
By 2013: Achieve a throughput sufficient to provide prophylaxis to 100% of the population serviced in 36 hours.

Contingent upon funding and staffing, DOH will:

- Coordinate and integrate mass prophylaxis response state wide.
 - Develop NIMS compliant comprehensive plans, protocols, and procedures to support the response to provide life saving medications during public health emergencies state wide.
 - Review existing plans, procedures, and protocols to appropriately address the roles and responsibilities of local and state public health agencies and their partners.
 - Conduct TAR visits with each of the 35 local health jurisdictions using the U.S. Center for Disease Control's Local TAR Tool.
- Test and refine the plans to establish a viable state wide capability to mass prophylaxis.
 - Develop a comprehensive exercise program in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP) to test the plans, protocols and procedures and provide staff training.



*Over 1,000 people attended Washington State's pandemic flu summit in April 2006.
Photo credit: Washington State Department of Health*

OBJECTIVE 4.20: Enhance Mass Care (Sheltering, Feeding, and Related Services) Capability

(Target Capability #33)

Increase the ability to provide shelter, feeding, basic first aid, and related services to people, pets, companion animals, and livestock affected by a large-scale incident.

Linked Statewide/National Priority: #8, Strengthen Planning and Citizen Preparedness Capabilities

Statewide Targets
By 2010: Develop statewide guidance for human and pet shelters.
By 2010: Develop more detailed guidance for special needs populations.

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE & EQUIP	<ul style="list-style-type: none"> • Develop a statewide mass care plan that addresses the general population, special needs individuals, companion animals, pets, and livestock. • Develop and maintain plans, procedures, and protocols for: <ul style="list-style-type: none"> ○ Mass sheltering. ○ Shelter types. ○ Pet shelters. ○ Evacuation. ○ Mass transportation. • Assess shelter population capacities for the general population, medically fragile and other special needs populations, pets, companion animals, and livestock. • Inventory and maintain mass care supplies, e.g., food, water, cots, etc. • Create systems for tracking shelter populations designed to interface with the national system after national guidance is released. • Identify potential sources of supplies needed during mass-care events and establish agreements to ensure those supplies will be available and accessible. • Ensure primary shelters have access to backup power. • Create and disseminate guidelines and procedures for each shelter type.
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TRAIN, EXERCISE, EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Identify and conduct mega-shelter orientation with appropriate facilities. • Develop skills to respond to, care for and shelter animals during times of disaster. • Train staff and volunteers to manage and run shelters in times of disaster. • Exercise and evaluate sheltering, evacuation, and transportation plans. • Educate public on shelter-in-place and other shelter guidelines. • Educate pet owners on responsibilities and resources during a disaster. • Educate elected officials on shelter types, local responsibilities, and regional cooperative efforts. • Conduct assessments and gap analyses; report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.
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OBJECTIVE 4.21: Enhance Fatality Management Capability

(Target Capability #34)

Increase the ability 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 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 persons(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.

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan (CEMP), Emergency Support Function (ESF) 8, Appendix 3: Mass Fatality Incident Support

Statewide Targets

- By 2010: Develop, train, and exercise functional state- and local-level Mass Fatality Incident Response Plans.
- By 2011: Prepare and plan for mass casualty events, including mass fatality identification, pre-hospital care, medical supply distribution, and response.
- By 2011: Identify increased morgue capacity at individual healthcare facilities, funeral homes, and in alternate facilities (i.e. ice rinks and cold storage facilities), additional supplies (i.e. body bags & PPE), and risk communication to healthcare providers, funeral homes, and the public.



Thurston County Coroner's Office developed a training seminar and drill on operations of Mass Fatality System Trailer in 2006.

Photo credit: Regional Homeland Security Coordination District 3

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop and maintain plans, procedures, and protocols for multiple fatality incidents. • Develop human remains recovery teams to augment multiple fatality incident response. • Develop Volunteer Reserve Corps that could be mobilized to support multiple fatality incident response. • Identify strategies and resources available to handle contaminated human remains (biological, chemical, or radioactive). • Identify strategies and protocols for performing DNA testing (e.g., through the Washington State Patrol or private laboratories). • Identify sites for operating temporary morgue to meet Disaster Mortuary Operational Response Team (DMORT) Disaster Portable Morgue Unit (DPMU) specifications. • Develop mutual aid agreements with all Medical Examiner counties and coroner counties as willing. • Develop family assistance center operational site plans. • Develop regional call center capacity and system for handling victim information calls, collecting missing persons reports, and collecting ante mortem information. • Develop regional fatality management protocols for hospitals and long term care facilities. • Develop mental health response plans to handle psychological and spiritual care needs of affected families, survivors, and responders involved in mass fatality response.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade software and other equipment to track ante mortem and postmortem data and call center operations. • Buy, maintain, and/or upgrade equipment for family assistance operations. • Buy, maintain, and/or upgrade equipment for mass fatality incident response, such as “push packs” for initial field operations.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver mass fatality incident responders overview training on mass fatality incident response. • Develop and deliver training to mass fatality incident volunteer corps. • Develop and deliver hazardous materials training to investigators. • Develop and deliver fatality management protocol training to hospitals. • Test and demonstrate the following in exercises: <ul style="list-style-type: none"> ○ Mass fatality plans. ○ Law enforcement and medical examiner office coordination for field recovery. ○ Family assistance center plans. ○ Call center operations plans.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DOH, State Mass Fatality Workgroup

By 2011: Develop a set of procedures for each entity outlined in the mass fatality plan.

By 2011: Develop one (1) set of mass fatality survey results.

By 2011: Complete mortuary equipment and supplies purchases and procedures.

Contingent upon funding and staffing, DOH will:

- Incorporate mass fatality plan into agency and partner emergency response plans.
 - Develop procedures to implement responsibilities outlined in the State Mass Fatality Incident Support Plan.
 - Train and exercise the plans and procedures.
- Determine mass fatality equipment and supply needs for the state.
 - Evaluate data collected in a mass fatality survey with coroners, medical examiners, and funeral directors.
 - Convene an Advisory Group to recommend purchase, staging, and resupply of mortuary equipment and supplies for the state.



Regional mass casualty exercise on September 5, 2007 located north of Seattle

Photo credit: Regional Homeland Security Coordination District 1

Goal 5: Facilitate short- and long-term recovery and restoration

Objective 5.1: Enhance Structural Damage Assessment Capability

Objective 5.2: Enhance Restoration of Lifelines Capability

Objective 5.3: Enhance Economic and Recovery Capability



A large expanse of homes, businesses, and land were under water after the Chehalis River flooded in Lewis County, Washington in December 2007.

Photo credit: Washington State Patrol

OBJECTIVE 5.1: Enhance Structural Damage Assessment Capability

(Target Capability #35)

Increase the ability to conduct damage and safety assessment of civil, commercial, and residential infrastructure and landscapes and perform structural inspections and mitigation activities.

Linked Statewide Priority: #10, Strengthen Recovery and Restoration Capabilities

Statewide Targets	
Increase the ability to conduct damage and safety assessment of civil, commercial, and residential infrastructure and landscapes and perform structural inspections and mitigation activities.	

Stakeholder Strategies to Meet Targets

PLAN & ORGANIZE	<ul style="list-style-type: none"> • Develop and maintain lists of qualified contractors, repair contracts, and contingency contracting procedures. • Develop and maintain plans, procedures, and protocols for the following: <ul style="list-style-type: none"> ○ Assessing public facilities. ○ Coordinating contractor support after a disaster. ○ System to capture post-disaster building status and damage data.
EQUIP	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade equipment necessary for structural damage assessment.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Initial on-site assessment and transmission of findings to authorities for key asset personnel. • Test and demonstrate structural damage assessment capabilities in exercises.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: DNR

By 2012: Prepare a cadre of geologist and engineers locally available to systematically document and evaluate earthquake damage to both landscape and engineered structures.

Contingent upon funding and staffing, DNR will, by the following dates:

Mar-10: Complete contract with Geo-Engineering Earthquake Reconnaissance (GEER) for appropriate training.

Jul-10: Conduct training course.

Jan-11: Develop procedure for real-time geographical information system (GIS) mapping of input data.

Oct-10: Develop exercise scenario.

May-11: Conduct exercise and hot wash. Develop after action report and revise post-earthquake information clearinghouse plan to reflect lessons learned.



Earthquake damage outside Union Station, Seattle, Washington, 1949

Photo credit: University of Washington

OBJECTIVE 5.2: Enhance Restoration of Lifelines Capability

(Target Capability #36)

Increase the ability to initiate and sustain restoration activities, including facilitating repair and replacement of infrastructure for oil, gas, electric, telecommunications, drinking water, wastewater, and transportation services to facilitate essential movement and critical human and operational supplies.

Linked Statewide Priority: #10, Strengthen Recovery and Restoration Capabilities

Statewide Targets	
By 2012: Increase the ability to initiate and sustain restoration activities, including facilitating repair and replacement of infrastructure for oil, gas, electric, telecommunications, drinking water, wastewater, and transportation services to facilitate essential movement and critical human and operational supplies.	

Stakeholder Strategies to Meet Targets

PLAN, ORGANIZE & EQUIP	<ul style="list-style-type: none"> • Develop relationships between private businesses, professional associations, nongovernmental organizations, and emergency management and response agencies. • Integrate lifeline providers into other efforts, such as critical infrastructure and key resources protection, recovery planning, and public-private partnerships. • Establish lifeline provider (e.g., utilities) and/or business liaison presence at emergency operations centers and emergency coordination centers. • Develop and maintain plans, procedures, and protocols for restoration of lifelines. • Buy, maintain, and/or upgrade equipment necessary for restoration of lifelines.
TRAIN & EXERCISE	<ul style="list-style-type: none"> • Develop and deliver the following training: <ul style="list-style-type: none"> ○ Recovery planning need, process, and roles for senior leadership and elected officials. ○ Emergency management and response training for private sector lifeline personnel. • Test and demonstrate restoration of lifelines plans in exercises with participation of lifeline infrastructure agencies. • Develop and distribute public education materials regarding actions the public can take during lifelines disruptions.
EVALUATE & IMPROVE	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.

OBJECTIVE 5.3: Enhance Economic and Community Recovery Capability

(Target Capability #37)

Increase the ability to implement processes for short- and long-term recovery and restoration after an incident. This includes identifying the extent of damage caused by an incident through post-event assessments and providing the support needed for recovery and restoration activities.

Linked Statewide Priority: #10, Strengthen Recovery and Restoration Capabilities

Linked Standards and Plans: Washington State Comprehensive Emergency Management Plan (CEMP); Washington State Enhanced Hazard Mitigation Plan; National Response Framework

Statewide Targets

By 2010: Develop, gain approval for, and implement a concept for Restore Washington Task Force.

By 2011: Develop Economic and Community Recovery goals.

By 2012: Integrate Economic and Community Recovery strategy into Washington State CEMP Emergency Support Function (ESF) 14 annex.



Flooding in November 2006 left this home in danger of falling into the Snohomish River near Index in Snohomish County. Several homes did fall into the river because of high waters and bank erosion..

Photo credit: Marvin Nauman, Federal Emergency Management Agency

Stakeholder Strategies to Meet Targets

<p>PLAN & ORGANIZE</p>	<ul style="list-style-type: none"> • Develop sustainment plans and strategies that maximize public-private partnerships. • Develop and maintain plans, procedures, and protocols for the following: <ul style="list-style-type: none"> ○ Recovery and restoration. ○ Post-event assessment. ○ Economic impact estimation. ○ Communicating technical expertise recovery requests to the business community. ○ Prioritization of recovery activities. ○ Communicating unmet recovery needs to the business community. ○ Incident-related assistance for individuals and families. ○ Disaster debris management.
<p>EQUIP</p>	<ul style="list-style-type: none"> • Buy, maintain, and/or upgrade equipment necessary to implement plans and procedures.
<p>TRAIN & EXERCISE</p>	<ul style="list-style-type: none"> • Develop and deliver training related to plans and procedures. • Test and demonstrate plans and procedures in exercises. • Develop and distribute recovery and restoration public education materials.
<p>EVALUATE & IMPROVE</p>	<ul style="list-style-type: none"> • Conduct assessments and gap analyses. • Report progress. • Define and delineate roles and responsibilities. • Develop sustainment plans and strategies.



Many businesses, including this Wal-Mart, were damaged by the flooding of the Chehalis River in Lewis County, Washington in December 2007.

State Agency Targets and Implementation Steps

Agencies and Advisory Groups to Track Progress: EMD, CTED, DSEG, EMC, RRW

By 2010: Develop, gain approval for, and implement a concept for Restore Washington Task Force.

Contingent upon funding and staffing, EMD and CTED will, by the following dates:

Jan-11: Identify resources required to develop, gain approval for and implement a concept for Restore Washington Task Force.

Jan-11: Establish statewide stakeholder group that incorporates the EMC Recovery-Restoration Workgroup.

By 2011: Develop Economic and Community Recovery goals.

Contingent upon funding and staffing, EMD and CTED will, by the following dates:

Jan-10: Identify resources required to implement statewide Economic and Community Recovery strategy.

Apr-09: Use the EMC Recovery-Restoration Workgroup to develop goals.

By 2012: Integrate Economic and Community Recovery strategy into Washington State CEMP Emergency Support Function (ESF) 14 annex.

Contingent upon funding and staffing, EMD and CTED will, by the following dates:

Jan-11: Identify resources required to Integrate Economic and Community Recovery strategy into Washington State CEMP ESF 14 annex.

Jan-11: Accomplish integration of Economic and Community Recovery strategy into Washington State CEMP ESF 14 annex.



Randle, WA 1-10-07 – Federal Emergency Management (FEMA) workers photograph remains of tipped-over trailer residence near Randle that washed downstream during November flooding. FEMA's Individuals and Household Program may be able to help the owners recover some of their losses.

Photo credit: Marvin Nauman, Federal Emergency Management Agency

Appendices

- A. Crosswalk of Statewide and Regional Priorities and Objectives
- B. Team Washington Organization Structure
- C. Glossary of Terms
- D. List of Acronyms
- E. Notes



*Main Street during the flood of February 26, 1932, Index, Washington
Photo credit: University of Washington*

Appendix A: Crosswalk of Statewide and Regional Priorities and Objectives

Figure A1: Crosswalk of Statewide and Regional Priorities

Statewide	PRIORITIES									Lead State Agencies
	R1	R2	R3	R4	R5	R6	R7	R8	R9	
1: NIMS & NRF	**	**	N/A	**	**	N/A	N/A	*	N/A	EMD
2: Collaboration	*	**	N/A	**	**	N/A	N/A	**	N/A	EMD
3: Infrastructure	**	*	N/A	**	**	N/A	N/A	*	N/A	EMD
4: Intelligence	**	*	N/A	**	**	N/A	N/A	*	N/A	WSP
5: Communications	**	*	N/A	**	**	N/A	N/A	*	N/A	WSP/EMD/DIS
6: CBRNE/HazMat	**	*	N/A	**	*	N/A	N/A	*	N/A	WSP/ECY
7: Medical/Health	*	*	N/A	**	*	N/A	N/A	*	N/A	DOH
8: Plan/Prepare	**	**	N/A	**	**	N/A	N/A	**	N/A	EMD
9: Food/Agriculture	*	*	N/A		*	N/A	N/A	*	N/A	WSDA
10: Recovery	**	*	N/A		**	N/A	N/A	*	N/A	EMD

Legend: N/A = Not available; ** = Direct linkage to regional priorities; * = Indirect linkage

Region 1 Priorities (from 2009-2011 Strategic Plan):

- Continuity of operations and government
- Citizen preparedness and volunteerism
- Interoperable communications
- National Incident Management System implementation
- Emergency support planning
- Restoration and recovery planning
- Incident response

Region 2 Priorities (from 2007-2010 Strategic Plan):

- Community health and safety
- Meets essential capabilities
- Continuity of local government within the Region
- Multiple use
- Sustainable
- Regional benefits

Region 4 Prioritized Goals (from 2008-2011 Strategic Plan):

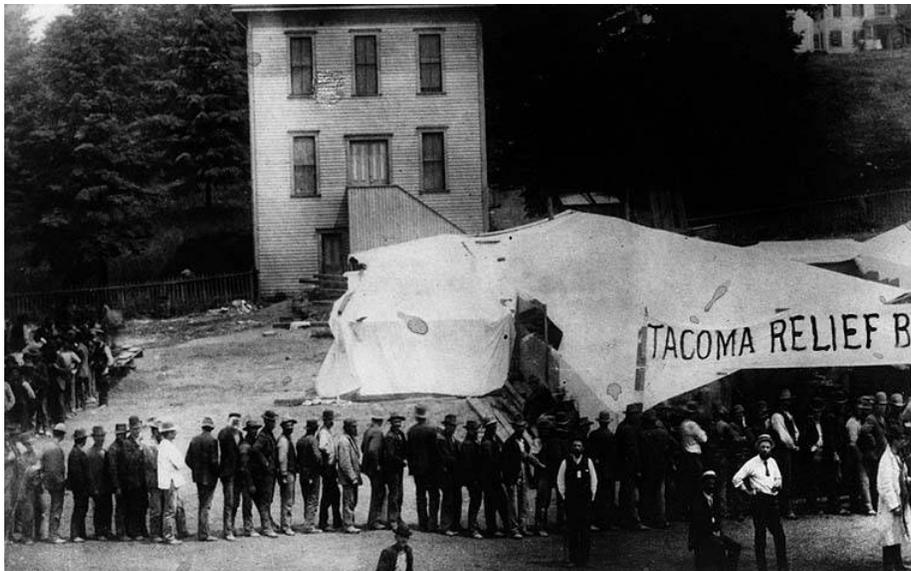
- 1: Regional Planning – All-Hazards Response Capabilities
- 2: Interoperable Communications
- 3: Training and Exercise
- 4: Special Operations Resource Teams including the Incident Management Team
- 5: Mass Casualty and Mass Fatality
- 6: Resource Management (new)
- 7: Public Health Emergencies
- 8: Critical Infrastructure & Key Assets

Region 5 Priorities (from 2008 Strategic Plan):

- Fusing and sharing intelligence information among public and private sector entities.
- Enhancing healthcare and public health systems to ensure a surge capacity for emergencies and large-scale disasters.
- Training, equipping, and exercising emergency responders to assure their readiness for complex emergency responses.
- Assessing and protecting key assets and critical infrastructure, including interdependent physical and cyber information systems.
- Planning for and providing continuity of government and business operations before, during and after large-scale disasters.
- Assuring elected officials, community and business leaders, volunteers and citizens are well-informed and fully prepared to operate in an emergency environment.
- Protecting and supporting continuous functioning of interoperable communications and public safety information systems.
- Executing proactive deterrence, preemption and prevention initiatives.

Region 8 Priorities (from 2008-2012 Strategic Plan):

- Community health and safety
- Continuity of local government within the Region
- Multiple use of resources
- Sustainability
- Regional benefits



*Bread line leading to the Tacoma Relief Bureau tent after the 1889 fire in Seattle, Washington
Photo credit: University of Washington*

Figure A2: Crosswalk of Statewide and Regional Objectives

OBJECTIVES	GOALS/OBJECTIVES									Lead State Agencies
	Statewide	R1	R2	R3	R4	R5	R6	R7	R8	
1.1 Planning	1-7	1-2, 4-5	N/A	1-2, 6, 20	1, 4-5, 7, 34-35	3	N/A	1.1, 2.1-2.2, 4.1, 5.1	N/A	EMD
1.2 Communications	1, 3, 7	2-3	N/A	5- 8	8	1	N/A	3.1	N/A	WSP/EMD/DIS
1.3 Risk Mgmt	1, 5-7	2	N/A		5	4	N/A	2.2	N/A	TBD
1.4 Preparedness	2, 6	1	N/A		10-11	2	N/A	1.1	N/A	EMD
1.5 Participation	2, 6	1	N/A		11-12	2, 38	N/A	1.1	N/A	OFM
2.1 Intel Fusion	3, 7	3	N/A	5	1, 3-4	6-8	N/A	3.1	N/A	WSP
2.2 C-T Law Enf.	5	2	N/A	3	3	9	N/A		N/A	WSP
2.3 Detect CBRNE	5	2	N/A	3	23	5	N/A		N/A	WSP
3.1 CIKR	4-5, 7	2	N/A		1, 5-6	10, 39	N/A	2.2	N/A	EMD
3.2 Food and Ag.	5	2	N/A		13, 25	12	N/A		N/A	WSDA
3.3 Epi-Surveillance	7	2	N/A		15	11	N/A		N/A	DOH
3.4 Lab Testing	7	2	N/A			13	N/A		N/A	DOH/WSDA
4.1 Incident Mgmt	7	4-5	N/A	4, 10-11, 13-14, 19-20	1, 7	28	N/A	4.1-4.2, 5.1-5.2	N/A	WSP
4.2 EOC Mgmt	3, 5, 7	4-5	N/A	11	7	17	N/A	4-5	N/A	EMD
4.3 Resource Mgmt	4, 5, 7	4	N/A	19	2, 22, 31	16	N/A	4.1	N/A	EMD
4.4 Volunteer Mgmt	2, 5	4	N/A		12	33	N/A	4-5	N/A	TBD
4.5 Resp. Safety		4	N/A		20	30	N/A	4-5	N/A	LNI
4.6 Public Safety	7	4	N/A		21	29	N/A	4-5	N/A	WSP
4.7 Animal Disease		4	N/A		13	14	N/A	4-5	N/A	WSDA/DFW
4.8 Env. Health		4	N/A		13	19	N/A	4-5	N/A	DOH
4.9 Explosives	7	4	N/A		23-24	20	N/A	4-5	N/A	WSP
4.10 Fire	7	4	N/A	15	21	22	N/A	4-5	N/A	DNR/WSP
4.11 WMD/HazMat	7	4	N/A	3, 15, 22	23-24	34	N/A	4-5	N/A	WSP/ECY
4.12 Evac/Shelter	5	4	N/A		26	15	N/A	4-5	N/A	DOT
4.13 Isolation/Quar.	5, 7	4	N/A	22	16	23	N/A	4-5	N/A	DOH
4.14 Search & Rescue		4	N/A	16-17	27	32	N/A	4-5	N/A	EMD/WSP
4.15 Info/Warning	3	3-4	N/A	9, 12	9	18	N/A	4-5	N/A	EMD
4.16 Triage/Pre-Hosp	7	4	N/A	21	13, 17	31	N/A	4-5	N/A	DOH
4.17 Medical Surge	7	4	N/A	21-22	13	27	N/A	4-5	N/A	DOH
4.18 Med Supplies		4	N/A	21	14	26	N/A	4-5	N/A	DOH
4.19 Mass Prophyl.	7	4	N/A	21	13, 18	25	N/A	4-5	N/A	DOH
4.20 Mass Care	5	4	N/A	21	1	24	N/A	4-5	N/A	DSHS/DOH/EMD/CTED
4.21 Fatality Mgmt	7	4	N/A	18	13, 19	21	N/A	4	N/A	DOH
5.1 Damage Assess.	5	5	N/A		30	37	N/A	5.1	N/A	TBD
5.2 Restore Lifelines	1, 6	5	N/A		32	36, 40	N/A	5.1	N/A	TBD
5.3 Recovery	1, 6	5	N/A		28	35	N/A	5.1	N/A	EMD

Statewide priorities shaded.

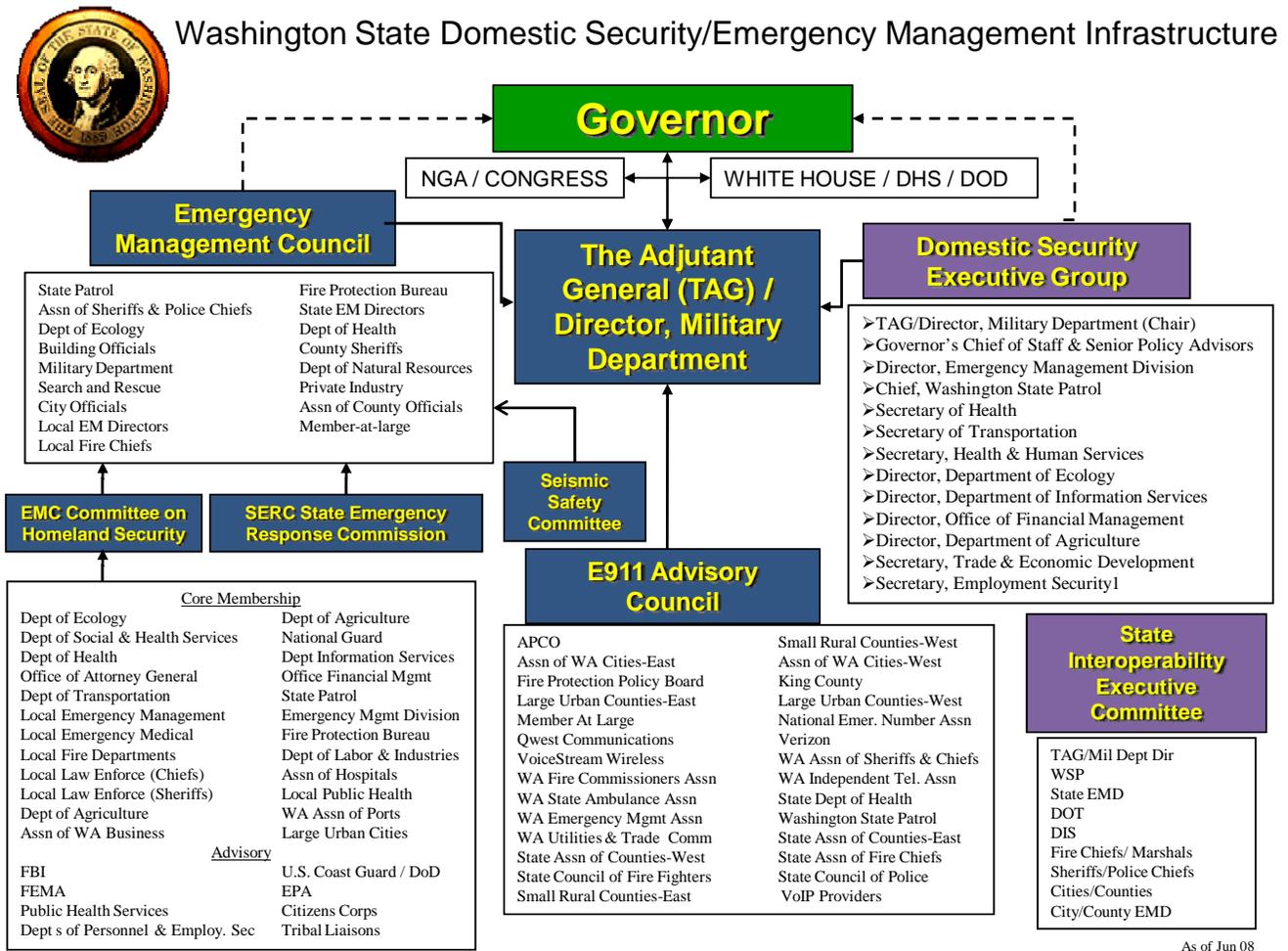
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Appendix B: Team Washington Organization Structure

Team Washington is the statewide collaboration network of local, tribal, state, and federal governments; schools, colleges, and universities; private industry; nongovernmental organizations, including associations, nonprofits, and faith-based organizations; and community members.

Team Washington has a number of councils, committees, workgroups, and other bodies for emergency preparedness and homeland security coordination and collaboration. Some of them are described below. Following coordination and collaboration bodies, you will find a list of stakeholder agencies and associations.

Figure B1 – Washington State Domestic Security and Emergency Management Infrastructure



Team Washington Coordination and Collaboration Bodies

The Adjutant General (TAG) directs the Washington State Military Department and commands the Washington National Guard. TAG is also the Governor’s Homeland Security Advisor and Washington State Administrative Agent for the US Department of Homeland Security. www.mil.wa.gov

The Washington State Domestic Security Executive Group (DSEG) consists of members of the Governor’s cabinet and senior staff, including the Directors of the departments of military; state patrol; health; ecology; social and health services; transportation; agriculture; information services; community, trade, and economic development; and employment security. The DSEG meets twice monthly or more frequently to coordinate state agency public safety and security activities.

The State Interoperability Executive Committee (SIEC) aids all levels of government to achieve interoperability as established by legislation in 2003 and functions as a subcommittee of the Information Services Board (ISB). SIEC members represent a number of agencies divided nearly evenly between state and local jurisdictions. www.siec.wa.gov

The E911 Advisory Council, consisting of 9-1-1 customers, stakeholders, and partners, advises and assists the Washington State Military Department E911 Program Administrator.

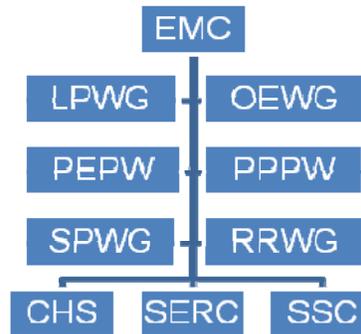
The Washington Commission for National and Community Service (WCNCS) and Citizen Corps Council (CCC): The WCNCS was established in 1994 to implement AmeriCorps programs in Washington; set priorities for results-oriented community service programs, including the Citizen Corps Program; provide training and technical assistance; evaluate programs; and leverage federal program dollars with additional local, state and private sector resources. All programs build toward financial self-sufficiency, and the WCNCS has set quantifiable program goals which are evaluated according to rigorous accountability standards.

The State Agency Liaisons and Disaster Volunteers (SAL) group coordinates state-level emergency response among the Emergency Support Function (ESF) lead agencies.

The State Interagency Coordinating Group (SIGC) is a broad-based group that reviews and interprets National Incident Management System (NIMS) requirements; develops NIMS guidance; and assists in the annual development of the state’s NIMS Compliance Reporting Tool. The SIGC includes representatives for each of the 16 State ESFs; additional state agencies with an emergency response role; tribes; and local representatives for emergency management, law enforcement, fire services, and other disciplines.

The Emergency Management Council (EMC) advises the Governor and Director of the Military Department on all matters pertaining to state and local emergency management by promoting, assessing, and reporting on statewide readiness, as required by Revised Code of Washington (RCW) 38.52.040. Its membership includes representatives of city and county governments; sheriffs and police chiefs; the departments of state patrol, military, and ecology; state and local fire chiefs; seismic safety experts; state and local emergency management directors; search and rescue volunteers; medical professions who have expertise in emergency medical care; building officials; and private industry. The EMC has nine subcommittees and workgroups, depicted in Figure B2 and described below.

Figure B2 – Emergency Management Council Organizational Structure



The Local Programs Workgroup (LPWG) is working on these three objectives:

- Complete quantitative assessment of current needs statewide and integrate results into future planning, exercise, training and equipment decisions.
- Assess and identify resources and funding options to support and sustain a statewide emergency management system.
- Expand the number of qualified and trained state agency personnel to be available to provide “surge capacity” at state and local levels.

The Organizational Effectiveness Workgroup (OEWG) evaluates and makes recommendations regarding EMC membership, organization, and responsibilities.

The Public Education and Preparedness Workgroup (PEPW) develops, deploys, and evaluates a statewide core personal preparedness message.

The Public-Private Partnership Workgroup (PPPW) assesses and analyzes strengths and weaknesses and initiates actions to enhance, expand, and strengthen partnerships at all levels.

The Recovery-Restoration Workgroup (RRWG) develops and deploys a “best management practice” that effectively and expeditiously returns the state to normalcy.

The State Preparedness Working Group (SPWG) develops processes and products related to statewide all-hazards preparedness strategic planning and preparedness reporting.

The Committee on Homeland Security (CHS) develops, evaluates, prioritizes, and recommends policies and actions to address the terrorism hazard. The CHS focuses on communications interoperability, intelligence fusion, and critical infrastructure protection. The CHS is currently working on improving its effectiveness to serve as the state’s integration point for jurisdictional and regional collaboration, information sharing, law enforcement and intelligence connectivity, communication, systems interoperability and technology management to address terrorism. The CHS has several subcommittees:

- **The Infrastructure Protection Subcommittee (IPSC)** consists of public and private sector co-leads for 18 critical infrastructure and key resource sectors. The IPSC provides advice and recommendations and assists with the development of the statewide Homeland Security Critical Infrastructure Protection Program.
- **The Agriculture Subcommittee (ASC)** coordinates planning and activities related to food and agricultural safety and defense and animal disease emergency support.
- **The Training and Exercises Subcommittee (TESC)** coordinates training and exercises among state agency programs.
- **The Equipment Subcommittee** provides advice and recommendations to the CHS and assists with the development of equipment standardization and interoperability components of the statewide all-hazards preparedness strategy.

The State Emergency Response Commission (SERC) is comprised of a broad-based membership with representatives from private industry, state and local agencies. The goals of the SERC are to: help each local emergency planning committee (LEPC) to complete a hazardous materials emergency response plan; plan for chemical emergencies; provide hazardous chemical inventory reporting tools and data; and provide toxic chemical release reporting procedures. The Department of Ecology, Washington State Patrol and Emergency Management Division of the Military Department have specific responsibilities under Washington Administrative Code 118-40. The SERC is currently working to improve state and local hazardous materials emergency response capabilities and coordinating hazardous materials issues and initiatives.

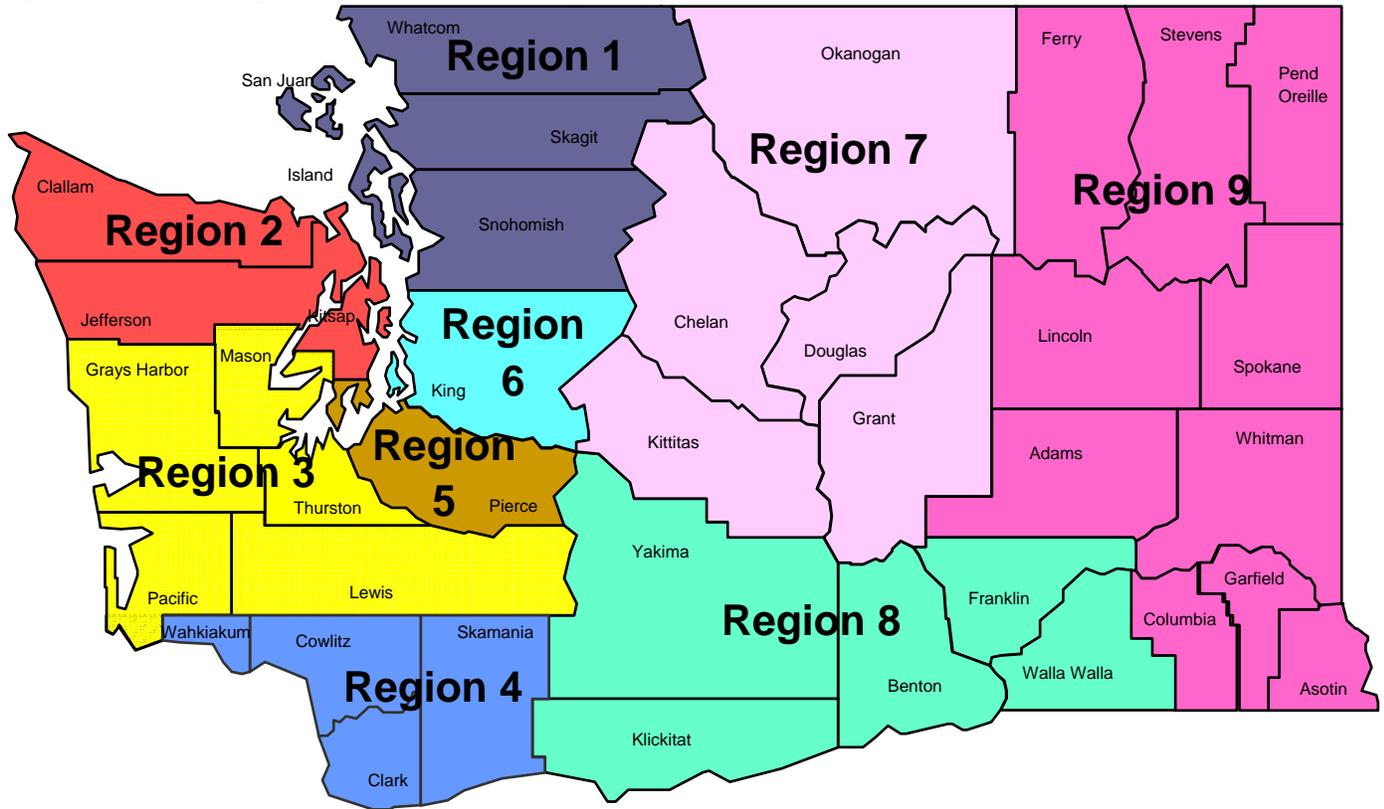
The Seismic Safety Committee (SSC) was created by statute in 1985. The SSC develops, evaluates, prioritizes, and recommends policies and actions that identify and promote seismic safety. The SSC is currently evaluating the efficacy of establishing an Earthquake Loss Reduction Plan.

The Pacific Northwest Wildfire Coordinating Group (PNWCG) consists of Washington State Department of Natural Resources; US Department of Agriculture Forest Service; US Department of the Interior Bureau of Land Management; US Bureau of Indian Affairs; National Park Service; US Fish and Wildlife Service; Oregon Department of Forestry; Washington State Association of Fire Chiefs; and the Oregon Fire Chiefs Association. PNWCG provides a coordinated interagency approach to wildfire management in Oregon and Washington through Working Teams. Each team has a PNWCG liaison plus approximately eight members with expertise and interest in the subject area. Working Teams recommend actions to the PNCWG.

- **The Equipment Working Team** coordinates development of fire equipment and chemical standards for implementation by wildland fire agencies in Oregon and Washington.
- **The Fire Business Management Working Team** provides an efficient, effective, coordinated interagency approach to the fire business management activities of wildland fire protection agencies in Oregon and Washington.
- **The Aviation Working Team** provides cooperative interagency aviation expertise in support of all incident management in Oregon and Washington. This team focuses on aviation safety, to include management and operations oversight.
- **The Operations Working Team** provides a coordinated interagency approach to operational activities of wildland fire management in Oregon and Washington.
- **The Prevention Working Team**, under guidance from the PNWCG Steering Committee, increases wildland fire prevention effectiveness through a coordinated interagency effort to determine common problems and by providing a common direction and planning effort to future wildland fire prevention action in Oregon and Washington.
- **The Training Working Team** provides a coordinated, interagency approach to fire management training in the Pacific Northwest Geographic Area.
- **The Interagency Contract Working Team** provides oversight on interagency crew and engine and tender contracts.

Homeland Security Regions administer federal grant funds and promote coordination, collaboration and improved communications over a broad range of areas that include planning, training, exercises, resource sharing and mutual aid. The state's 39 counties are grouped into nine homeland security regions; see Figure B3.

Figure B3 – Washington’s Homeland Security Regions



Note: These coincide with Local Health Regions for Public Health Emergency Planning and Coordination.

Other Team Washington Coordination and Collaboration Bodies

- Area Maritime Security Committee (AMSC)
- Citizen Emergency Response Teams (CERT)
- Local Emergency Planning Committees (LEPC)
- Regional Catastrophic Planning Team (RCPT)
- Regional Critical Infrastructure Protection Workgroups (RCIPW)
- Regional Healthcare Coalitions (RHC)
- Regional Strategic National Stockpile Coordinators (RSNSC)
- Regional Transit Security Working Group (RTSW)
- Sector Coordination Councils (SCC)
- Seattle-Tacoma Airport Quarantinable Disease Incident Post-Airport Management Planning Team
- Urban Area Security Initiative (UASI) Core Group
- Washington Health Volunteers in Emergencies (WAHVE)
- Washington State Fusion Center Executive Board (WSFC EB)
- Washington State Mass Fatality Workgroup (SMFW)

Team Washington Stakeholders

“Individuals, Communities, Businesses, and Governments” in Washington:

INDIVIDUALS

- Citizens
- Residents
- Visitors

COMMUNITIES

- American Red Cross (ARC)
- Community-based organizations
- Faith-based organizations
- Long-Term Recovery Organizations
- Neighborhood associations
- Volunteer groups
- Volunteers of America, Eastern and Western Washington chapters
- Washington Interfaith Disaster Recovery Organization (WIDRO)

BUSINESSES

- Association of Washington Businesses (AWB)
- Corporations
- Developers and construction contractors
- Employers
- Energy companies
- Insurance companies
- Pacific Northwest Economic Region (PNWER)
- Private emergency services providers
- Private hospitals
- Private security companies
- Private schools and child care
- Private universities and colleges
- Small business owners

GOVERNMENTS

State Agencies/Departments

- Agriculture (WSDA)
- Board of Community and Technical Colleges (SBCTC)
- Commission for National and Community Service (WCNCS)
- Community, Trade, and Economic Development (CTED)
- Ecology (ECY)
- Employment Security (ESD)
- Financial Management (OFM)
- Fish and Wildlife (DFW)
- General Administration (GA)
- Governor
- Health (DOH)
- Information Services (DIS)
- Insurance Commissioner (OIC)
- Labor and Industries (LNI)
- Legislature
- Military (MIL)
- Natural Resources (DNR)
- Public Universities and Colleges
- Social and Health Services (DSHS)
- State Patrol (WSP)
- Superintendent of Public Instruction (OSPI)
- Transportation (WSDOT)
- Utilities and Transportation Commission (WUTC)

Federal Agencies/Departments

- Bureau of Investigations (FBI)
- Emergency Management (FEMA)
- Energy (DOE)
- Health and Human Services (HHS)
- Homeland Security (DHS)

- Justice (DOJ)
 - Washington National Guard (WNG)
- Tribal Nations
- 29 federally recognized tribes
 - 7 non-federally recognized tribes
- Local Governments
- 39 counties and 281 cities and towns
 - Emergency first responders (fire, police, sheriff, health, E911, emergency managers)
 - Emergency Medical Services
 - K-12 Public Schools and Districts
 - Power, water, sewer, and other special service districts
 - Public Health
 - Search and Rescue
- Professional Discipline Associations, Combinations of Units of Local Government, and Other Organizations
- APCO-WA - Washington Association of Public Safety Communications Officials
 - AWC - Association of Washington Cities
 - AWPHD - Association of Washington Public Hospital Districts
 - IAEM - International Association of Emergency Managers
 - NEMA - National Emergency Management Association
 - NENA - National Emergency Number Association
 - NWTEMC - Northwest Tribal Emergency Management Council
 - SARVAC - Washington State Search and Rescue Voluntary Advisory Council
 - WAA - Washington Ambulance Association
 - WABO - Washington Association of Building Officials
 - WACOPS - Washington Council of Police and Sheriffs
 - WAFCA - Washington Fire Commissioners Association
 - WASPC - Washington Association of Sheriffs and Police Chiefs
 - WFC - Washington Fire Chiefs
 - WITA - Washington Independent Telephone Association
 - WPPA - Washington Public Ports Association
 - WSAC - Washington State Association of Counties
 - WSALPHO - Washington State Association of Local Public Health Officials
 - WSCFF - Washington State Council of Fire Fighters
 - WSEMA - Washington State Emergency Management Association
 - WSPHA - Washington State Public Health Association
 - WSSARCA - Washington State Search and Rescue Coordinators Association

Appendix C: Glossary of Terms

Links to Related Glossaries:

Joint Publication 1-02 Department of Defense Dictionary of Military and Associated Terms
<http://www.dtic.mil/doctrine/jel/doddict/>

National Emergency Number Association (NENA) Master Glossary of 9-1-1 Terminology
http://www.nena.org/media/File/NENA00-001_V1120080516.pdf

National Incident Management System (NIMS) Glossary of Key Terms
https://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf

National Infrastructure Protection Plan (NIPP), 2006
http://www.dhs.gov/xlibrary/assets/NIPP_Plan.pdf

National Mutual Aid and Resource Management Initiative Glossary of Terms and Definitions
http://www.nimsonline.com/docs/MA_Glossary_II.PDF

National Response Framework (NRF) Resource Center
<http://www.fema.gov/emergency/nrf/glossary.htm>

Target Capabilities List (TCL) Version 2.0, September 2007
<http://www.fema.gov/pdf/government/training/tcl.pdf>

911 (9-1-1): A three-digit telephone number to facilitate the reporting of an emergency requiring response by a public safety agency. (NENA, May 16, 2008)

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support. (NIMS, December 1, 2008)

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities. (NIMS, December 1, 2008)

All-Hazards Preparedness: Refers to preparedness for domestic terrorist attacks, major disasters, and other emergencies. (HSPD-8)

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making. (NIMS, December 1, 2008)

Awareness: The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively. (NRP, Dec 2004)

Business Continuity: The ability of an organization to continue to function before, during, and after a disaster. (NIPP, 2006)

Capability: A capability provides the means to accomplish one or more tasks under specific conditions and to specific performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained and exercised personnel that achieves the intended outcome. (National Preparedness Guidelines, September 2007)

Catastrophic Incident: Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. (NRF Resource Center, December 2008).

Comprehensive Preparedness Guide (CPG) 101: Producing Emergency Plans: A Guide for All-Hazard Emergency Operations Planning for State, Territorial, Local, and Tribal Governments: Guide that describes the intersection of the Federal and State, tribal, and local plans and planning. Replaces State and Local Guide (SLG) 101. (NRF Resource Center, December 2008)

Continuity of Government (COG): Planning to ensure the continuity of essential functions in any state security emergency by providing for: succession to office and emergency delegation of authority in accordance with applicable law; safekeeping of essential resources, facilities, and records; and establishment of emergency operating capabilities.

Continuity of Operations (COOP): Efforts taken within an entity (i.e., agency, company, association, organization, business) to assure continuance of minimum essential functions across a wide range of potential emergencies, including localized acts of nature, accidents, technological and/or attack-related emergencies.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities. (NRF Resource Center, December 2008)

Critical Incident Planning and Mapping System: A statewide information system created by RCW 36.28A.060-080 that provides instant access for first responders to response plans and other critical information for all public schools and many critical facilities in the state.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (NIMS, December 1, 2008)

Disaster: An event or set of circumstances which: (i) Demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences, or (ii) reaches such a dimension or degree of destructiveness as to warrant the governor declaring a state of emergency pursuant to RCW 43.06.010.

Emergency: (1) Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. (NIMS, December 1, 2008) (2) As defined by Revised Code of Washington (RCW), an emergency means an incident that requires a normal police, coroner, fire, rescue, emergency medical services, or utility response as a result of a violation of one of the statutes enumerated in RCW 38.52.430.

Emergency Alert System: Radio or television based broadcast of emergency event information. (NENA, May 16, 2008)

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement. (NIMS, December 1, 2008)

Emergency Management: The process by which the state and nation prepares for emergencies and disasters, mitigates their effects, and responds to and recovers from them.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof. (NIMS, December 1, 2008)

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public. (NIMS, December 1, 2008)

Emergency Support Functions (ESFs): Used by the Federal Government and many State governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident. (NRF Resource Center, December 2008)

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. (NIMS, December 1, 2008)

Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.). (NRF Resource Center, December 2008).

Function: One of the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function). (NIMS, December 1, 2008)

Fusion Center: Facility that brings together into one central location law enforcement, intelligence, emergency management, public health, and other agencies, as well as private-sector and nongovernmental organizations when appropriate, and that has the capabilities to evaluate and act appropriately on all available information. (NRF Resource Center, December 2008)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome. (NIMS, December 1, 2008)

Homeland Security: (1) A concerted national effort to prevent terrorist attacks within the United States, reduce America’s vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. (National Strategy for Homeland Security, p.2)

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. (NRF Resource Center, December 2008)

Homeland Security Regions: There are nine homeland security regions in Washington that correspond with the nine public health regions; see Figure C3. Homeland security regions administer federal grant funds and promote coordination, collaboration and improved communications over a broad range of areas that include planning, training, exercises, resource sharing and mutual aid.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. (NIMS, December 1, 2008)

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. (NIMS, December 1, 2008)

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT. (NIMS, December 1, 2008)

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/investigations gathered within the

Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. (NRF Resource Center, December 2008)

Interdependency: The multi- or bi-directional reliance of an asset, system, network, or collection thereof, within or across sectors, on input, interaction, or other requirement from other sources in order to function properly. (NIPP, 2006)

Interoperability: The ability for emergency responders to share information via voice and data signals on demand, in real time, when needed, and as authorized. (SIEC, www.siec.wa.gov)

Joint Information Center (JIC): An interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident. (NRF Resource Center, December 2008)

Joint Information System (JIS): Mechanism that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. (NRF Resource Center, December 2008)

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health). (NIMS, December 1, 2008)

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government. (NRF Resource Center, December 2008)

Local Emergency Planning Committee (LEPC): A term used in the Emergency Planning and Community Right-to-Know Act (EPCRA) (42 U.S.C. 11001: 1986). EPCRA also known as Title III of SARA (Superfund Amendments and Reauthorization Act), was enacted by Congress

as the national legislation on community safety. It was designed to help local communities, state and tribal governments protect public health, safety, and the environment from chemical hazards.

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). (NIMS, December 1, 2008)

Logistics: The process and procedure for providing resources and other services to support incident management. (NIMS, December 1, 2008)

Major Disaster: Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (NRF Resource Center, December 2008)

Mass Prophylaxis: The process by which an entire community is to receive prophylactic drugs and vaccines over a defined period of time in response to possible exposure to a biological agent. (Community-Based Mass Prophylaxis – A Planning Guide for Public Health Preparedness, Agency for Healthcare Research and Quality, August 2004)

Measures and Metrics: Performance measures of quantitative or qualitative levels against which achievement of a task or capability outcome can be assessed. They describe how much, how well, and/or how quickly an action should be performed and are typically expressed in way that can be observed during an exercise or real event. The measures and metrics are not standards. They serve as guides for planning, training, and exercise activities. However, nationally accepted standards of performance, benchmarks, and guidelines are reflected, if applicable. (TCL, March 2007)

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster

and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect. (NIMS, December 1, 2008)

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident. (NIMS, December 1, 2008)

National Incident Management System (NIMS): A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. (NIMS, December 1, 2008)

National Response Framework (NRF): A guide to how the Nation conducts all-hazards response. (NIMS, December 1, 2008)

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency. (NIMS, December 1, 2008)

Preparedness: (1) The existence of plans, procedures, policies, training, and equipment necessary at the Federal, State, and local level to maximize the ability to prevent, respond to, and recover from major events (which include domestic terrorist attacks, major disasters, and other emergencies). The term ‘readiness’ is used interchangeably with preparedness. (HSPD-8)

(2) A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification. (NIMS, December 1, 2008)

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. (NIMS, December 1, 2008)

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry. (NIMS, December 1, 2008)

Protection: Involves actions to reduce the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks. (HSPD 7)

Public Health: Protection, safety, improvement, and interconnections of health and disease prevention among people, domestic animals and wildlife. (NRP, Dec 2004)

Public Health Regions: Local health jurisdictions are organized into 9 regions. Each region will develop a plan for resource sharing and coordinated emergency response that will align to the state emergency management plan and will include hospitals, emergency medical services, law enforcement and fire protection districts.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on an incident’s cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected). (NRF Resource Center, December 2008)

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents. (NIMS, December 1, 2008)

Region: Generally refers to a geographic area consisting of contiguous federal, state, local, territorial, and tribal entities. (NPG, September 2007)

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center. (NIMS, December 1, 2008)

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. (NIMS, December 1, 2008)

Risk: A measure of potential harm that encompasses threat, vulnerability, and consequence. In the context of the National Infrastructure Protection Plan (NIPP), risk is the expected magnitude of loss due to a terrorist attack, natural disaster, or other incident, along with the likelihood of such an event occurring and causing that loss. (NIPP, 2006)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged. (NIMS, December 1, 2008)

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93-288, as amended. This Act describes the programs and processes by which the Federal Government provides disaster and emergency assistance to State and local governments, tribal nations, eligible private nonprofit organizations, and individuals affected by a declared major disaster or emergency. The Stafford Act covers all hazards, including natural disasters and terrorist events. (NRF Resource Center, December 2008)

State and Local Government: The terms “State,” and “local government,” when used in a geographical sense, have the same meanings given to those terms in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101). (HSPD 8)

HSA 2002 – **Local** means “(A) a county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; (B) an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; and (C) a rural community, unincorporated town or village, or other public entity.”

HSA 2002 - **State** means “any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands and any possession of the United States. See section 2 (14) of the Homeland Security Act of 2002, Pub.L. 107-296, 116 Stat.2135, (2002).

Strategy: The general plan or direction selected to accomplish incident objectives. (NRF Resource Center, December 2008)

Surge Capacity: Ability of institutions such as clinics, emergency medical services agencies, hospitals, or public health laboratories to sharply increased demand for their services during an emergency.

Target Capabilities Lists: Defines specific capabilities that all levels of government should possess in order to respond effectively to incidents. (NRF Resource Center, December 2008)

Terrorism: Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping. (NIMS, December 1, 2008)

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and or property. (NIMS, December 1, 2008)

Tribal Government: For the purposes of this document a Tribal Government is a federally recognized Indian Tribe within the State of Washington. Through regulations, federally recognized tribes have the same role as States in the development of chemical emergency preparedness programs under the Emergency Planning and Community Right-to-Know Act (EPCRA). A Tribal Government is the appropriate implementing authority of emergency

management in Indian Country. The Centennial Accord of 1989 provides a framework for a Government-to-Government relationship between the State of Washington, through its Governor and the signatory Tribes. Additional information is available from the Governor's Office of Indian Affairs at www.goia.wa.gov.

Universal Task List: A menu of unique tasks that link strategies to prevention, protection, response, and recovery tasks for the major events represented by the National Planning Scenarios. It provides a common vocabulary of critical tasks that support development of essential capabilities among organizations at all levels. The List was used to assist in creating the Target Capabilities List. (NRF Resource Center, December 2008)

Volunteer: Any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101. (NRF Resource Center, December 2008)

Vulnerability: Susceptible to destruction, incapacitation, injury or attack. (1) The susceptibility of a nation or military force to any action by any means through which its war potential or combat effectiveness may be reduced or its will to fight diminished. (2) The characteristics of a system that cause it to suffer a definite degradation (incapacity to perform the designated mission) as a result of having been subjected to a certain level of effects in an unnatural (manmade) hostile environment. (3) In information operations, a weakness in information systems security design, procedures, implementation, or internal controls that could be exploited to gain unauthorized access to information or an information system (Joint Publication 1-02).

Weapons of Mass Destruction: (1) Any explosive, incendiary, or poison gas (i) bomb, (ii) grenade, (iii) rocket having a propellant charge of more than 4 ounces, (iv) missile having an explosive or incendiary charge of more than one-quarter ounce, or (v) mine or (vi) similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life (18 U.S.C. 2332a). (NIPP, 2006)

Appendix D: List of Acronyms

AAR	After Action Report
AAVLD	American Association of Veterinary Laboratory Diagnosticians
ACAMS	Automated Critical Asset Management System
ALS	Advanced Life Support
AGO	WA State Attorney General's Office
AMSC	Area Maritime Security Committee
ANSI	American National Standards Institute
APCO-WA	Washington Association of Public Safety Communications Officials
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ASC	Washington State Agriculture Subcommittee
AWB	Association of Washington State Business
AWC	Association of Washington Cities
AWPHD	Association of Washington Public Hospital Districts
BEAR	Ballistic Enhanced Armored Response
BLS	Basic Life Support
BSI	Body Substance Isolation
CAP	Civil Air Patrol
CAP	College of American Pathologists
CASM	Communication Assets Survey and Mapping Tool (DHS)
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CCC	Citizen Corps Council
CCP	Citizen Corps Program
CD	Compact Disk
CDC	US Center for Disease Control
CEMP	Comprehensive Emergency Management Plan
CERF-P	CBRNE Enhanced Response Force Package
CERT	Community Emergency Response Team
CHS	Washington State EMC Committee on Homeland Security
CIKR	Critical Infrastructure and Key Resources
CIP	Critical Infrastructure Protection
CISM	Critical Incident Stress Management
COG	Continuity of Government
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guides (FEMA)
CPOD	Community Point of Distribution
CSEPP	Chemical Stockpile Emergency Preparedness Program
CST	Civil Support Team

CTED	Washington State Department of Community, Trade, and Economic Development
DFI	Washington State Department of Financial Institutions
DFW	Washington State Department of Fish and Wildlife
DHS	US Department of Homeland Security
DIS	Washington State Department of Information Services
DMAT	Disaster Medical Assistance Team (FEMA)
DMORT	Disaster Mortuary Operational Response Team (FEMA)
DNA	Deoxyribonucleic Acid
DNR	Washington State Department of Natural Resources
DOC	US Department of Commerce
DOE	US Department of Energy
DOH	Washington State Department of Health
DOJ	US Department of Justice
DOT	US Department of Transportation
DPMU	Disaster Portable Morgue Unit
DSEG	Governor's Domestic Security Executive Group
DSHS	Washington State Department of Social and Health Services
DVD	Digital Video Disk
EAP	Employee Assistance Program
ECC	Emergency Coordination Center
ECY	Washington State Department of Ecology
EFSEC	Energy Facility Site Evaluation Council
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMC	Washington Emergency Management Council
EMD	Washington State Emergency Management Division
EMPG	Emergency Management Performance Grant
EMS	Emergency Medical Services
EMSTS	Emergency Medical Services and Trauma System
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan or Procedures
EPCRA	Emergency Planning and Community Right-to-Know Act
ESD	Washington State Employment Security Division
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FDA	US Food and Drug Administration
FEMA	Federal Emergency Management Agency
FERN	Food Emergency Response Network
FSA	US Farm Services Agency

GA	Washington State Department of General Administration
GEER	Geo-Engineering Earthquake Reconnaissance
GIS	Geographic Information Systems
GMAP	WA Government Management Accountability and Performance Program
HAZMAT	Hazardous Material
HHS	US Department of Health and Human Services
HIVA	Hazard Identification and Vulnerability Assessment
HSEEP	Homeland Security Exercise and Evaluation Program
HSGP	Homeland Security Grant Program
HSPD	Homeland Security Presidential Directive
HVAC	Heating, Ventilation and Air Conditioning
IAEM	International Association of Emergency Managers
ICS	Incident Command System
IED	Improvised Explosive Device
IMT	Incident Management Team
ILS	Intermediate Life Support
IPSC	Washington State Infrastructure Protection Subcommittee
ISO	International Standards Organization
JIC	Joint Information Center
JIS	Joint Information System
JTTF	Joint Terrorism Task Force
LEPC	Local Emergency Planning Committee
LHJ	Local Health Jurisdictions
LNI	Washington State Department of Labor and Industries
LPWG	Washington State EMC Local Programs Workgroup
LRN	Laboratory Response Network
LTRO	Long-Term Recovery Organization
MAA	Mutual Aid Agreement
MACC	Multi-Agency Coordination Center
MARSEC	Maritime Security
MASI	Metropolitan Area Security Initiative
MIL	Washington State Military Department
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
MYN	Map Your Neighborhood Program
NAHLN	National Animal Health Laboratory Network
NAIP	National Agriculture Imagery Program
NCPIP	National Continuity Policy Implementation Plan
NDMS	National Disaster Medical System

NEMA	National Emergency Management Association
NENA	National Emergency Numbers Association
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NOAA	National Oceanic and Atmospheric Administration
NPG	National Preparedness Guidelines
NRF	National Response Framework
NVOAD	National Voluntary Organizations Active in Disaster
NWTEMC	Northwest Tribal Emergency Management Council
ODIN	Outbreak Disease Information Network
OEWG	Washington State EMC Organizational Effectiveness Workgroup
OFM	Washington State Office of Financial Management
OIC	Washington State Office of the Insurance Commissioner
OPSCAN	Olympic Public Safety Communications Alliance Network
OSCCR	On-Scene Command and Coordination
OSFM	Washington State Office of the State Fire Marshal
OSPI	Washington State Office of the Superintendent of Public Instruction
PARKS	Washington State Parks and Recreation Commission
PBIED	Person-Borne Improvised Explosive Device
PEPW	Washington State EMC Public Education and Preparedness Workgroup
PHEPR	Washington State DOH Public Health Emergency Preparedness and Response
PHIMS	Washington State DOH Public Health Issue Management System
PHIN	US CDC Public Health Information Network
PHL	Public Health Labs
PIO	Public Information Officer
PNEMA	Pacific Northwest Emergency Management Arrangement
PNWCG	Pacific Northwest Wildfire Coordinating Group
PNWER	Pacific Northwest Economic Region
PPE	Personal Protective Equipment
PPPW	Washington State EMC Public-Private Partnership Workgroup
PSAP	Public Safety Answering Point
PSIC	Public Safety Interoperable Communications Grant
RACES	Radio Amateur Civil Emergency Services
RCIED	Radio Controlled Improvised Explosive Device
RCIPW	Regional Critical Infrastructure Protection Workgroup
RCPT	Regional Catastrophic Planning Team
RCW	Revised Code of Washington
RDF	Rapid Deployment Force
RHC	Regional Health Coalition

ROIP	Radio-over-Internet Protocol
RRWG	Washington State EMC Recovery-Restoration Workgroup
SAFECOM	Project Safe Communications (US)
SAL	State Agency Liaison
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SARVAC	Washington State Search and Rescue Voluntary Advisory Council
SCC	CIKR Sector Coordination Council
SERC	State Emergency Response Commission
SHMP	State Hazard Mitigation Plan
SHSP	State Homeland Security Program
SICG	State Interagency Coordinating Group
SIEC	State Interoperability Executive Committee (WA State)
SMFW	Washington State Mass Fatality Workgroup
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
SPR	State Preparedness Report
SPWG	Washington State EMC State Preparedness Working Group
SSC	Washington State EMC Seismic Safety Committee
SSP	Sector Specific Plan
SWAT	Special Weapons and Tactics
T-T-T	Train-The-Trainer
TAG	The Adjutant General
TAR	Technical Assistance Review
TCL	Target Capabilities List
TESC	Washington State CHS Training and Exercises Subcommittee
TEW	Terrorist Early Warning
UASI	Urban Area Security Initiative
US	United States
USAR	Urban Search and Rescue
VBIED	Vehicle-Borne Improvised Explosive Device
WA	Washington
WAA	Washington Ambulance Association
WABO	Washington Association of Building Officials
WACO	Washington Association of County Officials
WACOPS	Washington Council of Police and Sheriffs
WAFCA	Washington Fire Commissioners Association
WAHVE	Washington Health Volunteers in Emergencies
WAPHL	Washington Public Health Laboratories
WASPC	Washington Association of Sheriffs and Police Chiefs

WATrac	Washington State Hospital Bed Tracking System
WAVOAD	Washington Voluntary Organizations Active in Disaster
WCCMA	Washington City/County Management Association
WCNCS	Washington Commission for National & Community Services
WEMSIS	Washington EMS Information System
WFC	Washington Fire Chiefs
WIDRO	Washington Interfaith Disaster Recovery Organization
WIPP	Washington Infrastructure Protection Plan
WITA	Washington Independent Telephone Association
WMD	Weapons of Mass Destruction
WNG	Washington National Guard
WPPA	Washington Public Ports Association
WSAC	Washington State Association of Counties
WSAFC	Washington State Association of Fire Chiefs
WSALPHO	Washington State Association of Local Public Health Officials
WSCFF	Washington State Council of Fire Fighters
WSDA	Washington State Department of Agriculture
WSDOT	Washington State Department of Transportation
WSEMA	Washington State Emergency Management Association
WSFC	Washington State Fusion Center (formerly Washington Joint Analytical Center)
WSFC EB	WSFC Executive Board
WSPHA	Washington State Public Health Association
WSDOT	Washington State Department of Transportation
WSHA	Washington State Hospital Association
WSP	Washington State Patrol
WSSARCA	Washington State Search and Rescue Coordinators Association
WTO	World Trade Organization
WUTC	Washington Utilities and Trade Commission

Appendix E: Notes

ⁱ U.S. Department of Homeland Security. (September 2007). *Target capabilities list 2.0*. Retrieved January 5, 2009, from: <http://www.fema.gov/pdf/government/training/tcl.pdf>

ⁱⁱ U.S. Federal Emergency Management Agency. (2008). *Preparedness cycle*. Retrieved January 5, 2009, from: <http://www.fema.gov/emergency/nims/Preparedness.shtm>

ⁱⁱⁱ Washington State Governor's Office. (June 2007). *Gregoire management framework*. Retrieved January 5, 2009, from: http://www.accountability.wa.gov/resources/framework/management_framework.pdf

^{iv} Statewide training and exercise priorities are determined annually in the State Multi-Year Training and Exercise Plan development process, which includes a statewide improvement planning conference.