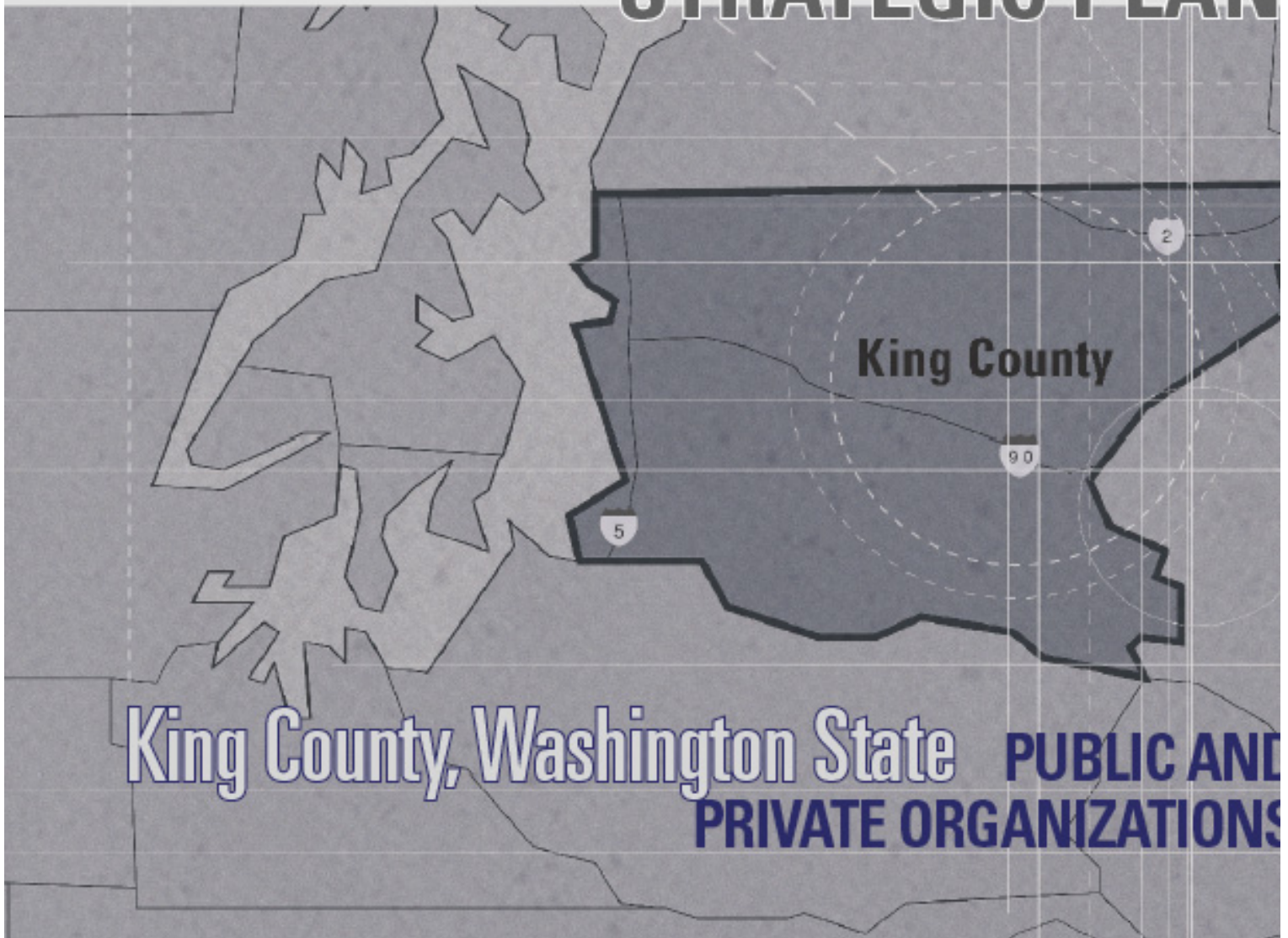# REGION 6 Homeland Security

STRATEGIC PLAN

King County, Washington State **PUBLIC AND PRIVATE ORGANIZATIONS**

King County

Guide to Understanding the Region 6 Homeland Security Strategic Plan

Overview

The Region 6 Homeland Security Strategic Plan (R6 HSSP) aligns the Region's many independent homeland security efforts and resources under a single Mission and Vision and a set of Guiding Principles and Regional Priorities. Intended to provide overarching direction, with implementation accomplished through individual, autonomous entities, the focus of the Plan is on strategic approaches rather than tactical or response operations.

This Plan is intended to:

- Ensure a coordinated, regional approach to homeland security.
- Prioritize use of limited resources.
- Ensure consistency with projects and programs implemented as a result of homeland security grant funding.
- Position the Region to take advantage of current and future opportunities.
- Communicate the goals and direction of the Emergency Management Advisory Committee (EMAC) and Regional Homeland Security Subcommittee (RHSS).
- Integrate private and public sector partners to prevent, mitigate, prepare, respond and recover from localized and regional events.
- Plan for and respond to trends in business, government, and technology, and to other environmental factors that will continue to impact the Region.

Content

The Region 6 Homeland Security Strategic Plan has been designed for multiple users. The Plan is divided into five major sections to aid readers with locating the information they need.

- **Executive Summary and Workplan** summarizes the purpose of the Plan as well as describe the priorities and goals. The workplan lists the high rank objectives that the Region will work to address in 2007. This section was developed to provide a comprehensive stand-alone snapshot of homeland security priorities that the region has undertaken. Each year the Workplan will be revised to reflect changing priorities and accomplishments.
- **Part I: Introduction** describes the purpose of the R6 HSSP and how the plan will be used.
- **Part II: Vision, Mission and Guiding Principles** used to develop the R6 HSSP.
- **Part III: Priorities, Goals, and Objectives** that will allow the Region to accomplish its Mission and achieve its Vision. The Listing of the Part III Priorities, Goals, and Objectives is also categorized by "Coordinating Lead" and ranking to demonstrate the level of priority or urgency. This categorization will allow all users to quickly find the segment of Objectives relevant to their needs.

The appendices contain valuable reference information to aid the reader. Supporting documentation and research, such as summaries of stakeholder interviews, can be found in separate annexes online at the King County Office of Emergency Management website on the Homeland Security Strategic Plan web page (http://www.metrokc.gov/prepare/homelandsecurity).

Readers are encouraged to review the entire Plan to obtain a complete understanding of its purpose and framework and the Region's Vision and Mission.

Plan Updates

Region 6 intends to update the plan annually. King County Office of Emergency Management on behalf of Region 6 will maintain the plan. You may contact King County Office of Emergency Management (OEM) at 206-296-3830 (phone) or send inquiries to 3511 NE Second Street, Renton, WA 98056-4192; www.metrokc.gov/prepare.

Executive Summary

The State of Washington, in creating Homeland Security "regions" and designating geographic King County as Region 6, has called for homeland security to be addressed from a multi-jurisdictional viewpoint. This approach to protecting the Region will leverage existing resources, optimize future resource opportunities and develop sustainability in the event of resource and funding changes.

The Region 6 Homeland Security Strategic Plan is a stakeholder-driven, five-year roadmap that is designed to guide decisions of resource allocation toward solutions that deliver a homeland security benefit to the entire Region. The strategies listed in this Plan would also improve the Region's capabilities with regard to natural, accidental or human-made disasters. Specific objectives in this Plan are prioritized in a matrix, listed according to regional priorities and specific goals attached to each priority. This document was developed through interviews of over 60 stakeholders, participation in stakeholder workshops and focus groups, and by an assessment and review of relevant plans.

Stakeholders, comprised of jurisdictions, disciplines and tribal nations within the Region with interests in homeland security, developed the Plan's Vision Statement – "a collaborative and coordinated Region 6 that is safe and secure for the 21st Century." The Vision recognizes the benefits from fully engaged, prepared, trained, and equipped contributors whose clear understanding of vulnerabilities informs the prioritization of regional resources. In addition, the Vision anticipates that the Region will have a full range of plans at all levels of government and business and that these plans will encourage multi-jurisdictional and multidisciplinary training and partnerships. Mutual goals will elevate organizational capability, sustainable levels of funding, and coordinated education and information efforts. Elected officials and key decision makers will be appropriately informed and support homeland security as a regional priority.

The Plan's Mission Statement is "to protect the citizens, property, environment, culture and economy of Region 6 (geographic King County) from acts of terrorism and natural disasters and to minimize the effects of these emergencies." The Mission promotes a regional approach and perspective to all planning and response activities, acknowledging that no individual jurisdiction stands alone. This regional orientation is to be applied to multiple disciplines as well as multiple jurisdictions. These multiple disciplines extend to non-governmental organizations, tribal nations, and the private sector.

Four Guiding Principles framed the development of the Plan:

- A Regional Approach with Broad Participation
- Planning, Coordination, Clear Roles and Responsibilities
- Unifying Standards and Protocols
- Assessment- and Strategy-Based Funding

Stakeholders applied the Guiding Principles to develop a Plan framework using seven regional Priorities. Listed under each regional Priority are specific Goals that either mirror or complement similar categories contained in the State's strategic plan. The Region 6 Homeland Security Strategic Plan Priorities and Goals are:

Regional Priority I. Coordinate and Strengthen Regional Emergency Preparedness, Prevention, Mitigation, Response and Recovery.

- Goal A: Commit to prevention of terrorist attacks as a Region.

- Goal B. Commit to planning for, responding to, and recovering from emergencies as a Region.
- Goal C. Coordinate all emergency management plans.
- Goal D. Develop and implement plans with the private sector, non-governmental organizations, and tribal nations.
- Goal E. Use the Incident Command System (ICS), the National Incident Management System (NIMS), and the National Response Plan (NRP) to coordinate multi-jurisdictional or multi-disciplinary responses.
- Goal F. Acknowledge that the Region is critically interdependent on entities outside its border, particularly in regard to the jurisdictions of Pierce and Snohomish County.

Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.
- Goal A. Understand threat and vulnerabilities at a regional level.
- Goal B. Obtain desired capability levels for equipment, training, and resources.
- Goal C. Develop emergency plans and procedures needed to enhance regional planning, preparedness, mitigation, response and recovery capabilities.
- Goal D. Provide appropriate equipment to enhance regional planning, preparedness, mitigation, response, and recovery capabilities.
- Goal E. Meet minimum levels of training established under Goal B, ensuring that emergency response personnel at all levels are involved in ongoing training.
- Goal F. Use exercises to test plans, identify gaps and assumptions, and build relationships across jurisdictions and disciplines.

Regional Priority III. Make Decisions That Will Generate Long-Term Regional Benefits and Sustainability.
- Goal A. Build mechanisms that will yield appropriate and effective funding decisions.

Regional Priority IV. Promote Critical Infrastructure Protection (CIP), Continuity of Operations (COOP), and Continuity of Government (COG) Plans for Public, Private, and Non-Profit Organizations, and Tribal Nations.
- Goal A. Encourage COOP/COG and business continuity plans across public, private, and non-profit organizations, as well as tribal nations to ensure that essential functions continue during and after a natural or human-made disaster.
- Goal B. Provide appropriate standardized, interoperable equipment to Region 6 responders and receivers to enhance prevention, mitigation, preparedness, response and recovery capabilities
- Goal C. Emphasize the critical role of information technology (IT) to business and government operations.

Regional Priority V. Develop Region-wide Interagency and Interoperable Communications Capabilities and Strategies.
- Goal A. Transmit critical information effectively among jurisdictions, tribal nations, agencies and organizations to enhance emergency planning and response.
- Goal B. Establish reliable and redundant intra- and inter-organizational voice and data communications.
- Goal C. Enable emergency responders and other appropriate organizations, such as utilities and public works departments, to access site-specific information.

Regional Priority VI. Develop Region-wide Public Information, Public Education, and Outreach Strategies.

- Goal A. Continue ongoing regional coordination of information efforts.
- Goal B. Coordinate public education messages distributed throughout the Region to ensure the public is receiving clear and uniform messages.
- Goal C. Increase public awareness of hazards and risks to promote self-reliance and personal safety.
- Goal D. Develop public education and information messages to specific cultural, language, and special needs groups; and those who would not be reached through mainstream media outlets.

Regional Priority VII. Enhance the coordination, capabilities and surge capacity of the Region's public health and healthcare system.

- Goal A: Build a regional Healthcare Coalition, a network of healthcare organizations and providers that are committed to strengthening the healthcare system for emergencies. The purpose of the Coalition is to develop a coordinated and effective medical and public health system response to all hazards through effective communications systems and protocols, strategic acquisition and management of resources, and collaborative response planning.
- Goal B: Implement Public Health – Seattle and King County's Preparedness Strategy.

Specific Objectives are identified to achieve each Goal, based upon stakeholder feedback and consensus. These Objectives range from organizing exercises and training, to emphasizing ways to include multiple disciplines in homeland security planning, to engaging the public and its elected officials.

Specific Objectives are identified to achieve each Goal, based upon stakeholder feedback and consensus. These Objectives range from organizing exercises and training, to emphasizing ways to include multiple disciplines in homeland security planning, to engaging the public and its elected officials. The Objectives adopted by stakeholders for inclusion in this Plan have been ranked according to the following categories: Rank (High, Medium, or Low) and Timeline (Short-term/within 18 months, Medium-term/within 18 months to 3 1⁄2 years, Long-term/within 3 1⁄2 years to five years). A Matrix with the recommended Objectives sorted by Rank and by Coordinating Lead follows Part III, Priorities, Goals, and Objectives. The Region will attempt to accomplish the Goals and Objectives described in the Plan to the best of its ability within the constraints of available funding and resources.

2007 Region 6 Homeland Security Strategic Plan Workplan

A Coordinating lead has been identified for each of the Objectives listed in the R6 HSSP. Starting in Fall 2006, each Coordinating Lead will identify the objectives that they will work on in the following 12 months. This additional prioritization of the Objectives acknowledges that it is not realistic, given available resources, to address all of the Objectives identified in the plan simultaneously. Prior to the submission of the Region's grant request to the State, the Coordinating Lead will identify approximately three Objectives to focus the direction of the Region's efforts and resources.

This section of the R6 HSSP will be updated each year to reflect the annual prioritization.

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
EMAC	High	I.B	1. Support regional preparedness and strategic planning. Inform planners of regional priorities. EMAC representatives should keep their own stakeholders informed about regional priorities and regional planning activities.	Short-term (Complete by March 2007)
EMAC	High	I.E	1. Require use of NIMS/ICS and the NRP as a prior condition for Federal, State, and Regional funding.	Completed
EMAC	High	II.F	1. Involve participation of high-level officials who would be involved in a real event.	On-going
EMAC/RDPTR	High	I.C	1. Complete and implement the Regional Disaster Plan. Tie together and deconflict various plans, including UASI and Washington State plans.	Long-term (Complete by September 2010)
EMAC/HSC	High	IV.A	1. Encourage development of individual COOP/COG and business continuity plans. Conduct a regional assessment of the existence and adequacy of plans. Encourage use of the COOP/COG template created under II.C.3.	Short-term (Complete by March 2007)
EMAC	High	V.A	2. Advocate for the formalization, validation, and use communication protocols for sharing critical information from State and Federal agencies with local agencies, and from law enforcement agencies with non-law enforcement agencies and other appropriate private, public, and tribal organizations and companies. Consider encryption as a tool.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
Healthcare Coalition/ Public Health Seattle and King County	High	VII.A	1. Establish and sustain a regional Healthcare Coalition that includes hospitals, ambulatory care providers, safety net healthcare organizations, professional associations, home health and long term care providers , and partners with key stakeholders, such as EMS, the American Red Cross, Puget Sound Blood Bank and the Washington Poison Center.	Medium-term (Complete by March 2009)
Healthcare Coalition/ Public Health Seattle and King County	High	VII.A	2. As part of the Healthcare Coalition, develop and maintain a Regional Medical Resource Center that serves as central clearinghouse for managing communications, information, and resources in a response for the healthcare delivery system. The Center will be responsible for developing procedures, protocols and memoranda of understanding among participating organizations and stakeholders.	Medium-term (Complete by March 2009)
Healthcare Coalition/ Public Health Seattle and King County	High	VII.A	3. Encourage and support health care organizations to develop, maintain, train, and exercise all-hazard emergency preparedness.	Medium-term (On-going)
KC OEM	High	I.B	2. Coordinate Emergency Operations Center (EOC) and dispatch operations, looking at facilities from a regional level.	Long-term (Complete by September 2010)
KC OEM	High	IV.A	2.Emphasize to the private sector the importance of investing in business continuity planning. Encourage the private sector to fund business continuity planning activities.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
KC OEM	High	VI.B	1. Develop a regional public education plan with clear roles and responsibilities and agreed-upon key messages.	Short-term (Complete by March 2007)
KC Police Chiefs	High	I.A	1. Establish comprehensive information gathering, analysis, and dissemination systems that include public and private entities (local, regional, State, and Federal partnership.)	Short-term (Complete by March 2007)
KC Police Chiefs	High	II.E	3. Focus on chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents, emphasizing training on screening, surveillance, and early detection by emergency responders and health care professionals.	Short-term (Complete by March 2007)
PSAPs/RCB	High	V.B	1. Ensure interoperability of communications in the Urban Area.	Medium-term (Complete by March 2009)
Public Education Work Group	High	VI.C	1. Encourage public understanding about the importance and implications of 72-hour (3 days) self-reliance and shelter in place, focusing on business preparedness, animal preparedness, and preparedness for special needs individuals.	Short-term (Complete by March 2007)
Public Health for Seattle and King County	High	II.E	2. Train and exercise with Public Health - Seattle & King County authorities in emergency response.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
Public Health for Seattle and King County	High	VII.B	1. Develop the capability to detect, report, investigate and control an emergent communicable disease outbreak.	Short-term (On-going)
Public Health for Seattle and King County	High	VII.B	2. Develop the capability to detect report and mitigate exposure to environmental hazards.	Medium-term (Complete by March 2009)
Public Health for Seattle and King County	High	VII.B	3. Develop the capability to dispense medications/vaccinations quickly and on a mass scale.	Short-term (Complete by March 2007)
Public Health for Seattle and King County	High	VII.B	4. Develop the capability to quarantine/isolate individuals and monitor their health status daily.	Short-term (Complete by March 2007)
Public Health for Seattle and King County	High	VII.B	5. Develop the capability to triage, transport and track mass casualties.	Short-term (Complete by August 2007)
Public Health for Seattle and King County	High	VII.B	6. Develop the capability to collect, secure, store, identify, autopsy and certify mass fatalities.	Medium-term (Complete by March 2009)
Public Health for Seattle and King County	High	VII.B	7. Develop the capability to stabilize and treat mass casualty incident victims for infectious disease, hazardous exposure, burns, trauma or radiological poisoning.	Long-term (Complete by September 2010)
Public Health for Seattle and King County	High	VII.B	8. Develop the capability the lead the regional response to health-related emergencies utilizing NIMS.	Short-term (Complete by December 2006)
Public Health for Seattle and King County	High	VII.B	9. Develop the capability to analyze hazardous substances and biological agents proficiently and quickly	Complete

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
Public Health for Seattle and King County	High	VII.B	10. Develop the capability to disseminate information about health risks and protective behaviors to the public and key partners.	Complete
Puget Sound Alliance for Cyber Security	High	IV.C	1. Use a regional approach and collaboration to protect key information technology systems. Extensive planning and testing is needed to ensure that there are redundancy and effective backup systems in place. Specific focus and workshops on Control Systems Security, Resilient Cyber Capabilities, and IT Risk Management.	Short-term (Complete by March 2007)
Region 6 Citizen Corp Council	High	VI.C	2. Utilize neighborhood groups, such as Citizen Corps Councils and Community Emergency Response Teams (CERT).	Short-term (Complete by March 2007)
RHSS	High	II.A	1.Draw on available assessments to create a single, user-friendly roll-up of potential hazards and vulnerabilities from a regional, all-hazards perspective.	Medium-term (Complete by March 2008)
RHSS	High	II.A	2. Investigate alternative funding sources to assess the needs, threats and vulnerabilities to major air, sea and other transportation systems, as well as related interdependencies.	Medium-term (Complete by March 2008)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS	High	II.B	1. Use available resources including Coordinating Lead expertise, the Universal Task List, and best management practices, to establish regional standards for special teams, jurisdictions of different sizes and agencies representing all disciplines, specifying desired levels of equipment, training, exercise and other resources.	Medium-term (Complete by March 2008)
RHSS	High	II.B	2. Conduct an analysis to identify gaps between regional standards established in II.B.1 and current training standards and equipment and resource capabilities and regional goals. Establish performance measures to guide progress toward achieving the regional standards.	Medium-term (Complete by March 2009)
RHSS	High	II.B	3. Track progress toward meeting and achieving performance measures established in II.B.2.	Medium-term (On-going)
RHSS	High	III.A	1.Develop and maintain a fair and transparent grant distribution methodology with agreed-upon priorities and criteria requiring that all projects: 1) support the R6 HSSP; 2) demonstrate long-term regional benefits; and 3) and have systems in place for these benefits to be demonstrated and retained upon project completion.	On-going

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS	High	III.A	2.Bring together beneficiaries of UASI, SHSP, LETPP, RTII, Port-Mass Transit, MMRS, Citizen Corps, LINX, and Public Health grant funds to identify gaps, overlapping grant-funded activities, and planning priorities. Develop an integrated, comprehensive five-year regional funding plan.	Short-term (Complete by March 2007)
RHSS	High	V.A	1. Building on the Tactical Interoperability Communications Plan and TRIS, oversee activities related to the inter-organizational and inter-jurisdictional operability, reliability, redundancy, access, and security of the Region's communication system. Specifically advance the following three components through working with partners: - Develop information sharing protocols (Regional Communications Board; - Address cyber security issues (Puget Sound Alliance for Cyber Security) - Communicate changes once completed (to be assigned)	Short-term (Complete by March 2007)
RHSS (CIP)	High	IV.B	1. Allocate response equipment based on funding, regional needs, and sustainability of regional capabilities and capacities.	On-going
RHSS (CIP)	High	IV.B	2. Develop and utilize equipment caches to support regional equipment sustainability.	On-going

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS (CIP)	High	IV.B	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives	On-going
RHSS (CIP)	High	IV.B	4. Develop a Critical Infrastructure Plan.	Complete.
RHSS (MEPG)	High	II.D	1. Allocate response equipment based on funding resources, regional needs, and sustainability of regional capability and capacity.	On-going
RHSS (MEPG)	High	II.D	2. Develop and utilize equipment caches to support regional equipment sustainability.	On-going
RHSS (MEPG)	High	II.D	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives.	On-going
RHSS (P&A)	High	II.C	1. Provide support for the development of a recovery plan template for public organizations.	Medium-term (Complete by March 2008)
RHSS (P&A)/ KC OEM	High	III.A	3.Develop a framework and methodology for evaluating outcomes of grant expenditures and their effectiveness in contributing to the desired state of regional prevention and preparedness.	Medium-term (Complete by March 2009)
RHSS (T&Ex)	High	II.E	1. Provide counterterrorism training to emergency responders to understand, deter, and interdict terrorist activity.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS (T&Ex)	High	II.E	4. Develop NIMS, ICS, and NRP training opportunities.	Short-term (Complete by March 2007)
RHSS (T&Ex)	High	II.F	2. Sponsor exercises and workshops to foster an understanding of regional preparedness, response and recovery capabilities. Work up to a three-county full-scale exercise.	Medium-term (Complete by March 2009)

Part I

Introduction

Introduction

Washington State Region 6 – which consists of geographic King County – has undertaken an ambitious strategic planning effort to assess and address needs related to homeland security, and disaster preparedness and response capabilities. The Region encompasses 39 local jurisdictions including urban, suburban, and semi-rural communities, two Federally recognized Indian tribal nations, more than 120 special purpose districts, and internationally known business entities. Along with terrorist threats, the Region faces a myriad of natural and technological hazards, including earthquakes, fires, floods, severe storms, energy failures, and hazardous materials releases.

Region 6 has many strengths. The Region has a culture of working together, with strong partnerships and established agreements for collaboration, and a history of using the Incident Command System (ICS). The homeland security community is progressive and has a high level of awareness of its strengths and vulnerabilities. The relative frequency of natural disasters in the Region has resulted in systems and people that are practiced and prepared to react, respond, and recover. The Region is focusing on multi-jurisdictional collaboration and has a renewed emphasis on coordination with the private sector. There are mutual aid agreements, Fire Mobilization Plans, a Regional Disaster Plan, and communication systems, such as Northwest Warning, Alert, and Response Network (NW WARN), Regional Public Information Network (RPIN), Business Emergency Network (BEN) with additional information systems currently under development. The Region exhibits a strong sense of interdependence and recognizes the importance of regional planning, coordination, and response. This growing focus on a regional approach is carried through to the process of allocating available public funds to address high priority needs and proposed projects with the greatest regional benefit.

At the same time, Region 6 faces a number of significant challenges. These challenges were identified and explored during interviews with more than sixty Region 6 stakeholders concerned with emergency preparedness and homeland security. These interviews, along with an assessment of existing relevant plans within the Region, formed the basis for stakeholder workshops and focus groups that have yielded a Vision, Mission, Guiding Principles, Priorities, Goals, and Objectives. Plan implementation is led by the Region 6 Homeland Security Council/ Emergency Management Advisory Committee supported by the Regional Homeland Security Subcommittee. Responsibility for the implementation of specific Objectives will be delegated to stakeholders and partners, led by those entities identified as Coordinating Leads.

The key elements of this Plan are contained in three Parts:
- Part I – Introduction,
- Part II – Vision and Mission, and
- Part III – Strategic Priorities, Goals and Objectives.

Additional reference materials are included in appendices. The research and supporting data for this plan, including the results of stakeholder interviews, surveys, and analysis of related plans, can be found in supporting reference annexes on the King County Office of Emergency Management website on the Region 6 Homeland Security Strategic Plan webpage http://metrokc.gov/prepare. The Plan will be updated annually. King County Office of Emergency Management will maintain the Plan on behalf of Region 6. You may contact King County Office of Emergency Management (OEM) at 206-296-3830 (phone) or send inquiries to 3511 NE Second Street, Renton, WA 98056-4192.

Part II

Vision, Mission, and Guiding Principles

Vision, Mission, Guiding Principles

Our Collective Vision and Mission

Vision Statement:

"A collaborative and coordinated Region 6 (geographic King County) that is safe and secure for the 21st Century."

Mission Statement:

"To protect the citizens, property, environment, culture and economy of Region 6 (geographic King County) from acts of terrorism and natural disasters and to minimize the effects of these emergencies"

A Regional Approach

Given the complex and high-level threat faced by Region 6 and the interdependency of the individual jurisdictions and organizations involved, we have determined that taking a regional approach to homeland security is critical. No event of significance is truly local, as political boundaries are permeable and local critical infrastructure may serve the entire Region. No jurisdiction stands alone: the high-risk, well-resourced municipality may be as dependent on a smaller jurisdiction for support in an emergency as the smaller jurisdiction is on the larger jurisdiction's special teams or specialized equipment.

Coordination and collaboration are required by discipline and function as well as by geography. Police, fire, and emergency responders contribute complementary skills and resources and need to be able to communicate and work together effectively. The Region's non-governmental organizations, tribal nations, public health department, hospitals, public works departments, utilities, special purpose districts, ports and educational institutions play a critical role in prevention, preparation, response, and recovery efforts. Significant resources and expertise held by the private sector should be brought to bear. Members of the public depend on, and contribute to, homeland security and public safety efforts.

The Region's history of using the Incident Command System (ICS) will be helpful for implementation of the National Incident Management System (NIMS). The Region has aligned its strategies with the National Preparedness Goal's seven priorities.

Guiding Principles

The following "Guiding Principles" are a distillation of the approach described above. These Guiding Principles emerged from stakeholder interviews and discussion. They have been commonly agreed upon and serve as the framework for the development of the Region 6 Homeland Security Strategic Plan.

A Regional Approach with Broad Participation

- Recognizing the interdependency of the organizations and jurisdictions that make up Region 6, we adopt a regional approach to homeland security.
- The participation and resources of a broad range of organizations in the public, private, tribal and non-profit sectors, as well as those that bridge these sectors, are critical components of regional security.

- The public is an integral player in responding to emergencies.
- Our interdependencies do not stop at the Region 6 (King County) border.

Planning, Coordination, Clear Roles and Responsibilities

- Multi-organizational and multi-disciplinary prevention, preparation, response, and recovery must be carefully coordinated and collaborated, with clearly understood roles and responsibilities.
- Planning and exercising are necessary components of effective emergency response and recovery, both for individual organizations and for coordination of multi-organizational efforts.
- Effective emergency response involves prevention, preparation, mitigation, response, and recovery.

Unifying Standards and Protocols

- Local jurisdictions must have strong plans and a base level of equipment, staffing, and training capacity to meet their own needs and to respond to regional needs when required.
- Standardization of communications, equipment and procedures is desired.
- Communications systems and effective information sharing among organizations are critical components of a coordinated and collaborative approach to homeland security.
- Continued use of ICS and implementation of NIMS will be supported.

Assessment- and Strategy-Based Funding

- Assessment of threat, risk, vulnerability, and level of responsibility should serve as the basis for building Region-wide capabilities and resource allocation.
- Funding should follow strategy and reinforce policy.
- Capacity, once created, must be supported and sustained into the future.

Seven Regional Priorities

- Regional Priority I. Coordinate and Strengthen Regional Emergency Preparedness, Prevention, Mitigation, Response and Recovery

- Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.

- Regional Priority III. Make Decisions That Will Generate Long-Term Regional Benefits and Sustainability.

- Regional Priority IV. Promote Critical Infrastructure Protection (CIP), Continuity of Operations (COOP), and Continuity of Government (COG) Plans for Public, Private, and Non-Profit Organizations, and Tribal Nations

- Regional Priority V. Develop Region-wide Interagency and Interoperable Communications Capabilities and Strategies

- Regional Priority VI. Develop Region-wide Public Information, Public Education, and Outreach Strategies

- Regional Priority VII. Enhance the coordination, capabilities and surge capacity of the Region's public health and healthcare system

Looking to the Region's Future: A Vision for 2010

The narrative below describes our ideal future for the Region. We believe this future is both aspirational and achievable given the Goals and Objectives detailed in this Plan and will attempt to accomplish these to the best of our ability within the constraints of available funding.

In 2010, five years after the adoption of this Strategic Plan, it is the goal of Region 6 to have a resilient regional homeland security system capable of preventing, preparing for, mitigating, responding to, and recovering from the full range of emergencies from terrorism to natural hazards. The Region benefits from appropriately engaged, prepared, trained, and equipped contributors from the public and private sectors, tribal nations, public health, hospitals, and non-governmental agencies. Our clear understanding of the Region's assets, critical infrastructure, threats and vulnerabilities, and corresponding priorities, guides allocation of resources across the Region.

Five-year goals also include having plans in place at the local, sub-regional, and regional level, defining clear roles and responsibilities and creating plans to ensure the continuity of government and critical services in the event of a regional emergency. Stakeholders across jurisdictions and disciplines routinely train and exercise these plans, establishing solid partnerships, mutual respect, and an appreciation for the benefits of working collaboratively. Goals for equipment, training, and communications protocols ensure that individual organizations have the means and information necessary to effectively prevent, mitigate, prepare for, and respond to emergencies, as well as the means to sustain this level of preparedness over time. Coordinated and consistent public information efforts have created an educated citizenry with realistic expectations of the homeland security community and an understanding of the need for 72 hours (3 days) of self-sufficiency. Elected officials and other key decision makers are appropriately informed and support homeland security as a regional priority.

Part III

Priorities, Goals, and Objectives

Priorities, Goals, and Objectives

Background

The homeland security strategies (Priorities, Goals, and Objectives) in this Plan flow from many sources. They reflect the political, geographic and economic realities of Region 6, while addressing the existing and emergent threats to public health and safety, and to the economic well being of its citizenry.

Strategies in this Plan should reflect the best in homeland security thinking, emphasizing the perspectives of those who provide resources essential to the Region's preparedness. Thus, these strategies should have a concrete relationship to the Washington Statewide Homeland Security Strategic Plan, and should constitute at least partial implementation of the goals and objectives found in the State's plan. Appendix C shows the linkage between National and State Priorities and Capabilities and the Region's objectives. Further, these strategies need to be consistent with the thinking of those who must implement them, and make sense to higher jurisdictional authorities.

These strategies reflect the thinking of the stakeholders who participated in the Strategic Planning Workshops in March and May 2004, and the input from interviews conducted during the preceding January/February timeframe. After the initial release of the Plan in December 2004, the Coordinating Leads began working on the Objectives and implementing the Plan. The Federal government also implemented the National Incident Management System (NIMS) and released a National Preparedness Goal with seven National Priorities. In July 2005, a workshop was held to reassess the Plan and a revised plan was issued in September 2005. The second annual review workshop was held in June 2006 as stakeholders focused on the high rank objectives and revisions to the plan. At this workshop stakeholders also identified emerging issues, some of which the Region may decide to develop into new objectives in the near future. These emerging issues are listed in Appendix D. This revised version of the Region 6 Homeland Security Strategy Plan was released in October 2006.

The strategies that follow are also based on the interests of citizens and organizations outside of the immediate stakeholder community who are important to a successful regional homeland security strategy. These strategies are intended to be objective and professional.

In summary, these Priorities, Goals, and Objectives are written from the perspective of stakeholder needs, State objectives, Region 6 conditions and national requirements. They are presented by stakeholders who believe that the Plan's implementation will assist Region 6 in meeting the threat of terrorism, as well as threats posed by natural and technological disasters, in ways that are both measurable and prudent.

Implementation and Review

This Plan will be implemented to the best of the Region's ability and as funds become available. It is intended to be a living document that will change over time as Objectives are implemented, Goals are met, and circumstances in the Region change. The Plan was reviewed six months after its first issuance, and will be reviewed on a regular basis thereafter, to determine its usefulness and relevance to current concerns of the Region. The Implementation Status Matrix describing actions and tasks taken to implement the Objectives can be obtained from King County Office of Emergency Management.

Timeline and Urgency Definitions

In general, short-term is defined as tasks that can be started and completed within 18 months following the release of this Plan; medium-term is defined as tasks that can be completed in 18 months to three and one-half years; and long-term is defined as tasks that can be completed in three and one-half years to five years. "On-going" Objectives will be repeated or conducted continuously once developed. Objectives that were considered but are beyond the five-year time frame are labeled "future" tasks and are beyond the implementation strategy of this Plan.

High rank Objectives are of immediate importance, critical to successful implementation of this Plan, and will be completed first. Medium rank Objectives are important, but implementation can wait until high rank Objectives have been addressed. Low rank Objectives are desirable, but are less critical to the successful implementation of this Plan.

Key for Coordinating Lead Acronyms on Strategic Plan Priority Matrix

Abbreviation	Coordinating Lead
EMAC	Emergency Management Advisory Committee
IT	Information Technology
KC Fire Chiefs	King County Fire Chiefs Association
KC Police Chiefs	King County Police Chiefs Association
KC OEM	King County Office of Emergency Management
PSAPS	Public Service Answering Points
PNWER	Pacific Northwest Economic Region
R6 HSC	Region 6 Homeland Security Council
RCB	King County Regional Communications Board
RDPTF	Regional Disaster Plan Task Force
RHSS	Regional Homeland Security Subcommittee
RHSS (CIP)	Regional Homeland Security Subcommittee, Critical Infrastructure Protection Workgroup
RHSS (T&Ex)	Regional Homeland Security Subcommittee, Training and Exercise Workgroup
RHSS (P&A)	Regional Homeland Security Subcommittee, Planning and Administration Workgroup
RHSS (MEPG)	Regional Homeland Security Subcommittee, Multidisciplinary Equipment Planning Group

Abbreviation	Coordinating Lead
RPIN	Regional Public Information Network
UASI	Urban Area Security Initiative Workgroup

Implementation Matrix – High, Medium and Low Rank Objectives

The following matrix represents all the high, medium and low rank Objectives developed by stakeholders for the Strategic Plan. This version reflects stakeholder comments submitted during the 2006 annual review of the plan. Changes include –

- Revising the wording of the objectives at the request of the coordinating lead

- Revising the ranking of an objective. In a few cases, medium objectives were elevated to a high rank and a high rank objective was downgraded to a medium rank.

- The numbering of some of the objectives have been revised at the request of the coordinating lead.

- New objectives have been added to Priority VII on enhancing the coordination, capabilities, and surge capacity of the Region's public health and healthcare system.

Regional Priority I. Coordinate And Strengthen Regional Emergency Preparedness, Prevention, Mitigation, Response And Recovery		
Goal A: Commit to prevention of terrorist attacks as a Region. The foremost goal of any homeland security plan is to prevent, detect, and interdict, a terrorist attack before it occurs.		
Objectives	1. Establish comprehensive information gathering, analysis, and dissemination systems that include public and private entities (local, regional, State, and Federal partnership.)	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	KC Police Chiefs

Regional Priority I. Coordinate And Strengthen Regional Emergency Preparedness, Prevention, Mitigation, Response And Recovery		
Objectives	2. Establish and leverage alliances within our diverse communities to inform and enlist support for a shared responsibility to prevent terrorism.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	Citizen Corps

Goal B. Commit to planning for, responding to, and recovering from emergencies as a Region.

A regional response across jurisdictions, tribal nations, and disciplines, and by public, private, and volunteer entities will be most effective in facing emergencies of significance by: establishing regional priorities; building strong individual organizations; and creating an effective coordination system. Stakeholders should continue to work at lowering political and jurisdictional barriers to achieving a high level of all-hazards preparation, and better regional coordination. They can lead by example, by supporting regional training, exercises, funding, goals, vulnerability assessments, and other strategies found in this document.

Objectives	1. Support regional preparedness and strategic planning. Inform planners of regional priorities. EMAC representatives should keep their own stakeholders informed about regional priorities and regional planning activities.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	EMAC

<table>
<tr><td colspan="3" style="background-color:#C8102E">Regional Priority I.
Coordinate And Strengthen Regional Emergency Preparedness,
Prevention, Mitigation, Response And Recovery</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">2. Coordinate Emergency Operations Center (EOC) and dispatch operations, looking at facilities from a regional level.</td></tr>
<tr><td>Rank</td><td>High</td></tr>
<tr><td>Timeline</td><td>Long-term (Complete by September 2010)</td></tr>
<tr><td>Coordinating Lead</td><td>KC OEM</td></tr>
<tr><td colspan="3">Goal C. Coordinate all emergency management plans.

Regional coordination of homeland security planning efforts will increase interoperability and better define roles and responsibilities of all organizations.</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">1. Complete and implement the Regional Disaster Plan. Tie together and deconflict various plans, including UASI and Washington State plans.</td></tr>
<tr><td>Rank</td><td>High</td></tr>
<tr><td>Timeline</td><td>Long-term (Complete by September 2010)</td></tr>
<tr><td>Coordinating Lead</td><td>EMAC/RDPTR</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">2. When appropriate opportunities arise, clarify and synchronize preparedness, response, and recovery roles and expectations directly with local, regional, State, and Federal agencies.</td></tr>
<tr><td>Rank</td><td>Low</td></tr>
<tr><td>Timeline</td><td>Long-term (Complete by September 2010)</td></tr>
<tr><td>Coordinating Lead</td><td>KC OEM</td></tr>
</table>

Regional Priority I. **Coordinate And Strengthen Regional Emergency Preparedness,** **Prevention, Mitigation, Response And Recovery**		
Objectives	3. Review existing and proposed laws and regulations to ensure synchronization with regional goals and objectives.	
	Rank	Medium
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	KC OEM
Goal D. Develop and implement plans with the private sector, non-governmental organizations, and tribal nations.		
Objectives	1. Develop and maintain mutual aid agreements, memoranda of understanding, and intergovernmental memoranda of understanding (MAAs, MOUs, and IMOUs) with non-governmental organizations (NGOs) for implementation of regional and local planning documents.	
	Rank	Medium
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	RHSS
Goal E. Use the Incident Command System (ICS), the National Incident Management System (NIMS), and the National Response Plan (NRP) to coordinate multi-jurisdictional or multi-disciplinary responses.		
Objective	1. Require use of NIMS/ICS and the NRP as a prior condition for Federal, State, and Regional funding.	
	Rank	High
	Timeline	Completed

	Regional Priority I. **Coordinate And Strengthen Regional Emergency Preparedness,** **Prevention, Mitigation, Response And Recovery**	
	Coordinating Lead	EMAC
Goal F. Acknowledge that the Region is critically interdependent on entities outside its border, particularly in regard to the jurisdictions of Pierce and Snohomish County.		
Objective	1. Develop training commensurate with equipment in tri-county exercises, with State and Federal participation.	
	Rank	Low
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	RHSS (T&Ex)

Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.		
Goal A: Understand threat and vulnerabilities at a regional level.		
Objectives	1. Draw on available assessments to create a single, user-friendly roll-up of potential hazards and vulnerabilities from a regional, all-hazards perspective.	
	Rank	High
	Timeline	Medium-term (Complete by March 2008)
	Coordinating Lead	EMAC
Objectives	2. Investigate alternative funding sources to assess the needs, threats and vulnerabilities to major air, sea and other transportation systems, as well as related interdependencies.	
	Rank	High
	Timeline	Medium-term (Complete by March 2008)
	Coordinating Lead	RHSS

	Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.

Goal B. Establish desired capability levels for equipment, training, and resources.

To strategically direct future funding to address gaps in the Region's capabilities, it is necessary to first establish desired capabilities and assess where gaps exist between the current state and this desired state. The goals and assessment described in this Goal can be used to inform funding allocation processes and decisions.

Objectives	1. Use available resources including Coordinating Lead expertise, the Universal Task List, and best management practices, to establish regional standards for special teams, jurisdictions of different sizes and agencies representing all disciplines, specifying desired levels of equipment, training, exercise and other resources.	
	Rank	High
	Timeline	Medium-term (Complete by March 2008)
	Coordinating Lead	RHSS
Objectives	2. Conduct an analysis to identify gaps between regional standards established in II.B.1 and current training standards and equipment and resource capabilities and regional goals. Establish performance measures to guide progress toward achieving the regional standards.	
	Rank	High
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	RHSS

Regional Priority II. **Assess and Address Regional Assets, Needs,** **Threats and Vulnerabilities.**		
Objectives	3. Track progress toward meeting and achieving performance measures established in II.B.2.	
	Rank	High
	Timeline	Medium-term (on-going)
	Coordinating Lead	RHSS
Objectives	4. Develop a matrix specifying the level of Incident Command System (ICS) training required for each of the disciplines listed in the National Response Plan.	
	Rank	Medium
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	RHSS(T&E)
Goal C. Develop emergency plans and procedures needed to enhance regional planning, preparedness, mitigation, response and recovery capabilities.		

	Regional Priority II. **Assess and Address Regional Assets, Needs,** **Threats and Vulnerabilities.**	
Objectives	1. Provide support for the development of a recovery plan template for public organizations.	
	Rank	High
	Timeline	Medium-term (Complete by March 2008)
	Coordinating Lead	RHSS
Objectives	2. Provide support for the development of evacuation plans.	
	Rank	Medium
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	KC OEM
Objectives	3. Provide support for the development of recovery and resumption plans for critical infrastructures.	
	Rank	Medium
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	RHSS (CIP)

		Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.	
	4. Provide support for the development of a flow chart describing information sharing between field commands and EOCs.		
Objectives	Rank	Medium	
	Timeline	Medium-term (Complete by March 2008)	
	Coordinating Lead	RHSS	
Objectives	5. As resources allow, provide support for the development of other templates for activities in the four phases of emergency management.		
	Rank	Medium	
	Timeline	On-going	
	Coordinating Lead	RHSS	
	Goal D. Provide appropriate standardized, interoperable equipment to Region 6 responders and receivers to enhance prevention, mitigation, preparedness, response, and recovery capabilities.		
Objectives	1. Allocate response equipment based on funding resources, regional needs, and sustainability of regional capability and capacity.		
	Rank	High	
	Timeline	On-going	
	Coordinating Lead	RHSS (MEPG)	

Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.		
Objectives	2. Develop and utilize equipment caches to support regional equipment sustainability.	
	Rank	High
	Timeline	On-going
	Coordinating Lead	RHSS (MEPG)
Objectives	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives.	
	Rank	High
	Timeline	On-going
	Coordinating Lead	RHSS (MEPG) CL encouraged to engage KC Fire Chiefs

Regional Priority II.
Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.

Goal E. Meet minimum levels of training established by the Region, ensuring that emergency response personnel at all levels are involved in ongoing training.
Train frequently to accommodate staff turnover and to ensure a well-qualified line of leadership succession. It is important to provide training beyond the front line of emergency responders, because during a major event they will require back-up and relief.

Objectives	1. Provide counterterrorism training to emergency responders to understand, deter, and interdict terrorist activity.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RHSS (T&Ex)
Objectives	2. Train and exercise with Public Health - Seattle & King County authorities in emergency response.	
	Rank	High
	Timeline	Short-term (on-going)
	Coordinating Lead	Public Health for Seattle and King County
Objectives	3. Focus on chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents, emphasizing training on screening, surveillance, and early detection by emergency responders and health care professionals.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	KC Police Chiefs

	Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.	
Objectives	4. Develop NIMS, ICS, and NRP training opportunities.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RHSS (T&Ex) CL encouraged to engage KC Fire Chiefs

Goal F. Use exercises to test plans, identify gaps and assumptions, and build relationships across jurisdictions and disciplines.

Focus on multi-jurisdictional and multidisciplinary exercises, using regionally based plans and resources identified for regional use. Use scenarios relating to recently completed annexes, such as terrorism annexes. Use regionally-focused tabletop exercises more often, during plan development or plan review activities. Use full-scale exercises as needed for testing major system advancements, multi-county exercises, or coordination with State and Federal agencies. With the exception of cyber-terrorism and bioterrorism, focus exercises on infrastructure, not populations.

Objectives	1. Involve participation of high-level officials who would be involved in a real event.	
	Rank	High
	Timeline	On-going
	Coordinating Lead	EMAC

Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.		
Objectives	2. Sponsor exercises and workshops to foster an understanding of regional preparedness, response and recovery capabilities. Work up to a three-county full-scale exercise.	
	Rank	High
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	RHSS (T&Ex)
Objectives	3. Develop a five-year exercise plan that is updated annually and is efficient, sustainable, and cost-effective.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RHSS (T&Ex)
Objectives	4. Test memoranda of understanding, memoranda of agreement, and mutual aid agreements via exercises.	
	Rank	Medium
	Timeline	Medium-term (On-going)
	Coordinating Lead	RHSS (T&Ex)

Regional Priority II. Assess and Address Regional Assets, Needs, Threats and Vulnerabilities.		
Objectives	5. Facilitate the participation of related volunteer organizations and other non-profits in joint exercises.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RHSS
Objectives	6. Target grants that may be applied to overtime, backfill, and exercises costs, thus lessening the burden on local jurisdictions.	
	Rank	Medium
	Timeline	Short-term (On-going)
	Coordinating Lead	RHSS (T&Ex)
Objectives	7. Follow Federal Homeland Security Exercise Evaluation Program (HSEEP) guidelines.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RHSS (T&Ex)

<table>
<tr><td colspan="3" align="center">**Regional Priority III.**
Make Decisions That Will Generate Long-Term Regional Benefits and Sustainability.</td></tr>
<tr><td colspan="3">**Goal A. Build mechanisms that will yield appropriate and effective funding decisions.**</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">1. Develop and maintain a fair and transparent grant distribution methodology with agreed-upon priorities and criteria requiring that all projects: 1) support the R6 HSSP; 2) demonstrate long-term regional benefits; and 3) and have systems in place for these benefits to be demonstrated and retained upon project completion.</td></tr>
<tr><td>Rank</td><td>High</td></tr>
<tr><td>Timeline</td><td>On-going</td></tr>
<tr><td>Coordinating Lead</td><td>RHSS</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">2. Bring together beneficiaries of UASI, SHSP, LETPP, RTII, Port-Mass Transit, MMRS, Citizen Corps, LINX, and Public Health grant funds to identify gaps, overlapping grant-funded activities, and planning priorities. Develop an integrated, comprehensive five-year regional funding plan.</td></tr>
<tr><td>Rank</td><td>High</td></tr>
<tr><td>Timeline</td><td>Short-term (Complete by March 2007)</td></tr>
<tr><td>Coordinating Lead</td><td>RHSS</td></tr>
</table>

	Regional Priority III. **Make Decisions That Will Generate Long-Term Regional Benefits and Sustainability.**	
Objectives	3. Develop a framework and methodology for evaluating outcomes of grant expenditures and their effectiveness in contributing to the desired state of regional prevention and preparedness.	
	Rank	High
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	RHSS (P&A)/ KC OEM

Regional Priority IV.
Promote Critical Infrastructure Protection (CIP), Continuity of Operations (COOP), and Continuity of Government (COG) Plans for Public, Private, and Non-Profit Organizations and Tribal Nations

Goal A. Encourage COOP/COG and business continuity plans across public, private, and non-profit organizations, as well as tribal nations to ensure that essential functions continue during and after a natural or human-made disaster.		
Objectives	1. Encourage development of individual COOP/COG and business continuity plans. Conduct a regional assessment of the existence and adequacy of plans. Encourage use of the COOP/COG template created under II.C.3.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	R6 HSC
Objectives	2. Emphasize to the private sector the importance of investing in business continuity planning. Encourage the private sector to fund business continuity planning activities.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	KC OEM
Objectives	3. Use a regional approach to lead local government COOP/COG planning, training and exercising.	
	Rank	Medium
	Timeline	Medium-term (Complete by March 2009)

		Regional Priority IV. Promote Critical Infrastructure Protection (CIP), Continuity of Operations (COOP), and Continuity of Government (COG) Plans for Public, Private, and Non-Profit Organizations and Tribal Nations
	Coordinating Lead	KC OEM
Objectives	4. Use a regional approach to advocate and lead business continuity planning, training, and exercising within the public, private, and non-profit sectors and tribal nations.	
	Rank	Medium
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	PNWER
Objectives	5. Distribute and encourage organizations to follow Federal guidance for developing State and local COOP plans.	
	Rank	Low
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	RHSS
Objectives	6. Develop and exercise Continuity of Government and Services (COG/S) plans as a jurisdiction and as a Region.	
	Rank	Low
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	RHSS

Regional Priority IV. Promote Critical Infrastructure Protection (CIP), Continuity of Operations (COOP), and Continuity of Government (COG) Plans for Public, Private, and Non-Profit Organizations and Tribal Nations

Goal B. Provide appropriate standardized, interoperable equipment to Region 6 responders and receivers to enhance prevention, mitigation, preparedness, response and recovery capabilities.

Critical infrastructure protection (CIP) requires inclusion of the private sectors and recognition of their needs. Critical Infrastructure Protection (CIP) should focus on the protection and prevention, and in the event of an incident causing infrastructure damage, the need to restore a community to a well-functioning whole. A regional CIP program should examine interdependencies within and across sectors because failure in one sector typically leads to cascading failures in other sectors.

Objectives	1. Allocate response equipment based on funding, regional needs, and sustainability of regional capabilities and capacities.	
	Rank	High
	Timeline	On-going
	Coordinating Lead	RHSS (CIP)
Objectives	2. Develop and utilize equipment caches to support regional equipment sustainability.	
	Rank	High
	Timeline	On-going
	Coordinating Lead	RHSS (CIP)

	Regional Priority IV. Promote Critical Infrastructure Protection (CIP), Continuity of Operations (COOP), and Continuity of Government (COG) Plans for Public, Private, and Non-Profit Organizations and Tribal Nations	
Objectives	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives	
	Rank	High
	Timeline	On-going
	Coordinating Lead	RHSS (CIP)
Objectives	4. Develop a Critical Infrastructure Plan.	
	Rank	High
	Timeline	Complete
	Coordinating Lead	RHSS (CIP)
Objectives	5. Add an Annex to the Critical Infrastructure Protection Plan that addresses selected critical infrastructure interdependencies and cascading effects of infrastructure failure.	
	Rank	Medium
	Timeline	Long-term (Complete by March 2010)
	Coordinating Lead	RHSS (CIP)

Regional Priority IV. Promote Critical Infrastructure Protection (CIP), Continuity of Operations (COOP), and Continuity of Government (COG) Plans for Public, Private, and Non-Profit Organizations and Tribal Nations		
Goal C. Emphasize the critical role of information technology (IT) to business and government operations.		
Objectives	1. Use a regional approach and collaboration to protect key information technology systems. Extensive planning and testing is needed to ensure that there are redundancy and effective backup systems in place. Specific focus and workshops on Control Systems Security, Resilient Cyber Capabilities, and IT Risk Management.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	Puget Sound Alliance for Cyber Security

Regional Priority V. Develop Region-wide Interagency and Interoperable Communications Capabilities and Strategies		
Goal A. Transmit critical information effectively among jurisdictions, tribal nations, agencies and organizations to enhance emergency planning and response.		
Objectives	1. Building on the Tactical Interoperability Communications Plan and TRIS, oversee activities related to the inter-organizational and inter-jurisdictional operability, reliability, redundancy, access, and security of the Region's communication system. Specifically advance the following three components through working with partners: o Develop information sharing protocols (Regional Communications Board; o Address cyber security issues (Puget Sound Alliance for Cyber Security) o Communicate changes once completed (to be assigned)	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RHSS
Objectives	2. Advocate for the formalization, validation, and use communication protocols for sharing critical information from State and Federal agencies with local agencies, and from law enforcement agencies with non-law enforcement agencies and other appropriate private, public, and tribal organizations and companies. Consider encryption as a tool.	
	Rank	High
	Timeline	Short-term (Complete by March 2007
	Coordinating Lead	EMAC

<table>
<tr><td colspan="3" style="background-color:#800040">Regional Priority V.
Develop Region-wide Interagency and Interoperable Communications Capabilities and Strategies</td></tr>
<tr><td colspan="3">Goal B. Establish reliable and redundant intra- and inter-organizational voice and data communications.</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">1. Ensure interoperability of communications in the Urban Area.</td></tr>
<tr><td>Rank</td><td>High</td></tr>
<tr><td>Timeline</td><td>Medium-term (Complete by March 2009)</td></tr>
<tr><td>Coordinating Lead</td><td>PSAPs/RCB</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">2. Continue to advance the development, validation, and use of Region 6 communication interoperability standards.</td></tr>
<tr><td>Rank</td><td>Medium</td></tr>
<tr><td>Timeline</td><td>Long-term (Complete by September 2010)</td></tr>
<tr><td>Coordinating Lead</td><td>RCB</td></tr>
<tr><td rowspan="4">Objectives</td><td colspan="2">3. Upon completion of the State Interoperable Communications Plan, review regional standards for compatibility.</td></tr>
<tr><td>Rank</td><td>Medium</td></tr>
<tr><td>Timeline</td><td>Medium-term (Complete by March 2009)</td></tr>
<tr><td>Coordinating Lead</td><td>RCB</td></tr>
</table>

Regional Priority V. Develop Region-wide Interagency and Interoperable Communications Capabilities and Strategies		
	4. Ensure adequate backup systems for the 800 MHz system.	
Objectives	Rank	Medium
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	RCB
Goal C. Enable emergency responders and other appropriate organizations, such as utilities and public works departments, to access site-specific information.		
Objectives	1. Evaluate the feasibility of developing site-specific information sharing technologies (e.g., making building schematics, evacuation plans, and contact information available via a graphic interface to be used for command and control purposes.)	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RHSS
Objectives	2. Implement technologies to share site-specific information when feasible. Access and authorization procedures must include strong security measures to prevent information from becoming compromised.	
	Rank	Medium
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	Determine at a future point

Regional Priority V. Develop Region-wide Interagency and Interoperable Communications Capabilities and Strategies		
Objectives	3. Encourage the participation of private sector firms, while ensuring that the information provided by the private sector is not subject to public disclosure requirements.	
	Rank	Low
	Timeline	Future (on-going)
	Coordinating Lead	Determine at a future point

Regional Priority VI. Develop Region-wide Public Information, Public Education, and Outreach Strategies		
Goal A. Continue ongoing regional coordination of information efforts.		
Objectives	1. Improve information systems, such as the RPIN Website, BEN and NW WARN, to make them more effective and redundant.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	RPIN
Objectives	2. Implement a regional Joint Information System (JIS).	
	Rank	Medium
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	KC OEM

Regional Priority VI. Develop Region-wide Public Information, Public Education, and Outreach Strategies		
Goal B. Coordinate public education messages distributed throughout the Region to ensure the public is receiving clear and uniform messages.		
Objectives	1. Develop a regional public education plan with clear roles and responsibilities and agreed-upon key messages	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	KC OEM
Objectives	2. Develop a regional marketing strategy.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	KC OEM
Objectives	3. Work with television, radio, and print media representatives to use their distribution capabilities to get accurate information out to the public.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	KC OEM

		Regional Priority VI. Develop Region-wide Public Information, Public Education, and Outreach Strategies	
Objectives	4. Develop an inventory of existing public information resources, messages, and tools that can be used for public education.		
	Rank	Medium	
	Timeline	Medium-term to Long-term	
	Coordinating Lead	RPIN	
Objectives	5. Develop brief summaries of the Region 6 HSSP targeted to elected officials and personnel in each discipline.		
	Rank	Medium	
	Timeline	Short-term (Complete by March 2007)	
	Coordinating Lead	KC OEM	
	6. Conduct surveys to establish a baseline, and later resurvey to assess the impact of the messages.		
Objectives	Rank	Medium	
	Timeline	Short-term (Complete by March 2007)	
	Coordinating Lead	KC OEM	

	Regional Priority VI.
	Develop Region-wide Public Information, Public Education, and Outreach Strategies

	Goal C. Increase public awareness of hazards and risks to promote self-reliance and personal safety.	
Objectives	1. Encourage public understanding about the importance and implications of 72-hour (3 days) self-reliance and shelter in place, focusing on business preparedness, animal preparedness, and preparedness for special needs individuals.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	Public Education Work Group
Objectives	2. Utilize neighborhood groups, such as Citizen Corps Councils and Community Emergency Response Teams (CERT).	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	Region 6 Citizen Corp Council
Objectives	3. Address public expectations of assistance, relief and compensation. Include need for regional solutions and responses in the message.	
	Rank	Medium
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	Public Education Work Group

Regional Priority VI. Develop Region-wide Public Information, Public Education, and Outreach Strategies		
Goal D. Develop public education and information messages to specific cultural, language, and special needs groups; and those who would not be reached through mainstream media outlets.		
Objectives	1. Develop public education approaches and messages for sectors of the population with special needs (e.g., non native English speakers, individuals with disabilities.)	
	Rank	Medium
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	Public Education Work Group

Regional Priority VII. Enhance the coordination, capabilities and surge capacity of the Region's public health and healthcare system	
Goal A: Build a regional Healthcare Coalition, a network of healthcare organizations and providers that are committed to strengthening the healthcare system for emergencies. The purpose of the Coalition is to develop a coordinated and effective medical and public health system response to all hazards through effective communications systems and protocols, strategic acquisition and management of resources, and collaborative response planning.	

Objectives	1. Establish and sustain a regional Healthcare Coalition that includes hospitals, ambulatory care providers, safety net healthcare organizations, professional associations, home health and long term care providers , and partners with key stakeholders, such as EMS, the American Red Cross, Puget Sound Blood Bank and the Washington Poison Center.	
	Rank	High
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	Healthcare Coalition/Public Health Seattle and King County

Objectives	2. As part of the Healthcare Coalition, develop and maintain a Regional Medical Resource Center that serves as central clearinghouse for managing communications, information, and resources in a response for the healthcare delivery system. The Center will be responsible for developing procedures, protocols and memoranda of understanding among participating organizations and stakeholders.	
	Rank	High
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	Healthcare Coalition/Public Health Seattle and King County

Regional Priority VII. Enhance the coordination, capabilities and surge capacity of the Region's public health and healthcare system		
Objectives	3. Encourage and support health care organizations to develop, maintain, train, and exercise all-hazard emergency preparedness.	
	Rank	High
	Timeline	Medium-term (On-going)
	Coordinating Lead	Healthcare Coalition/Public Health for Seattle and King County
Goal B. Implement Public Health – Seattle and King County's Preparedness Strategy.		
Objectives	1. Develop the capability to detect, report, investigate and control an emergent communicable disease outbreak.	
	Rank	High
	Timeline	Short-term (On-going)
	Coordinating Lead	Public Health - Seattle and King County
Objectives	2. Develop the capability to detect report and mitigate exposure to environmental hazards.	
	Rank	High
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	Public Health - Seattle and King County

Regional Priority VII. Enhance the coordination, capabilities and surge capacity of the Region's public health and healthcare system		
Objectives	3. Develop the capability to dispense medications/vaccinations quickly and on a mass scale.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	Public Health - Seattle and King County
Objectives	4. Develop the capability to quarantine/isolate individuals and monitor their health status daily.	
	Rank	High
	Timeline	Short-term (Complete by March 2007)
	Coordinating Lead	Public Health - Seattle and King County
Objectives	5. Develop the capability to triage, transport and track mass casualties.	
	Rank	High
	Timeline	Short-term (Complete by August 2007)
	Coordinating Lead	Public Health - Seattle and King County

Regional Priority VII. Enhance the coordination, capabilities and surge capacity of the Region's public health and healthcare system		
Objectives	6. Develop the capability to collect, secure, store, identify, autopsy and certify mass fatalities.	
	Rank	High
	Timeline	Medium-term (Complete by March 2009)
	Coordinating Lead	Public Health - Seattle and King County
	7. Develop the capability to stabilize and treat mass casualty incident victims for infectious disease, hazardous exposure, burns, trauma or radiological poisoning.	
Objectives	Rank	High
	Timeline	Long-term (Complete by September 2010)
	Coordinating Lead	Public Health - Seattle and King County
	8. Develop the capability the lead the regional response to health-related emergencies utilizing NIMS.	
	Rank	High
Objectives	Timeline	Short-term (Complete by December 2006)
	Coordinating Lead	Public Health - Seattle and King County
	9. Develop the capability to analyze hazardous substances and biological agents proficiently and quickly.	
	Rank	High
	Timeline	Complete

Regional Priority VII. Enhance the coordination, capabilities and surge capacity of the Region's public health and healthcare system		
	Coordinating Lead	Public Health - Seattle and King County
Objectives	10. Develop the capability to disseminate information about health risks and protective behaviors to the public and key partners.	
	Rank	High
	Timeline	Complete
	Coordinating Lead	Public Health - Seattle and King County

Objectives by Rank and Coordinating Lead

The following two matrices have been sorted by rank and by Coordinating Lead to assist those implementing the Plan. These matrices do not contain any additional information that is not previously shown in the main Priority, Goal, and Objectives Matrix.

Matrix by Rank (High, Medium, Low)

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
High	I.A	1. Establish comprehensive information gathering, analysis, and dissemination systems that include public and private entities (local, regional, State, and Federal partnership.)	Short-term (Complete by March 2007)	KC Police Chiefs
High	I.B	1. Support regional preparedness and strategic planning. Inform planners of regional priorities. EMAC representatives should keep their own stakeholders informed about regional priorities and regional planning activities.	Short-term (Complete by March 2007)	EMAC
High	I.B	2. Coordinate Emergency Operations Center (EOC) and dispatch operations, looking at facilities from a regional level.	Long-term (Complete by September 2010)	KC OEM
High	I.C	1.Complete and implement the Regional Disaster Plan. Tie together and deconflict various plans, including UASI and Washington State plans.	Long-term (Complete by September 2010)	EMAC/RDPTR
High	I.E	1.Require use of NIMS/ICS and the NRP as a prior condition for Federal, State, and Regional funding.	Completed	EMAC
High	II.A	1.Draw on available assessments to create a single, user-friendly roll-up of potential hazards and vulnerabilities from a regional, all-hazards perspective.	Short-term (Complete by March 2008)	RHSS

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
High	II.A	2. Investigate alternative funding sources to assess the needs, threats and vulnerabilities to major air, sea and other transportation systems, as well as related interdependencies.	Short-term (Complete by March 2008)	RHSS
High	II.B	1. Use available resources including Coordinating Lead expertise, the Universal Task List, and best management practices, to establish regional standards for special teams, jurisdictions of different sizes and agencies representing all disciplines, specifying desired levels of equipment, training, exercise and other resources.	Short-term (Complete by March 2008)	RHSS
High	II.B	2. Conduct an analysis to identify gaps between regional standards established in II.B.1 and current training standards and equipment and resource capabilities and regional goals. Establish performance measures to guide progress toward achieving the regional standards.	Medium-term (Complete by March 2009)	RHSS
High	II.B	3. Track progress toward meeting and achieving performance measures established in II.B.2.	Short-term (On-going)	RHSS
High	II.C	1. Provide support for the development of a recovery plan template for public organizations.	Short-term (Complete by March 2008)	RHSS (P&A)
High	II.D	1. Allocate response equipment based on funding resources, regional needs, and sustainability of regional capability and capacity.	On-going	RHSS (MEPG)
High	II.D	2. Develop and utilize equipment caches to support regional equipment sustainability.	On-going	RHSS (MEPG)

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
High	II.D	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives.	On-going	RHSS (MEPG)
High	II.E	1. Provide counterterrorism training to emergency responders to understand, deter, and interdict terrorist activity.	Short-term (Complete by March 2007)	RHSS (T&Ex)
High	II.E	2. Train and exercise with Public Health - Seattle & King County authorities in emergency response.	Short-term (Complete by March 2007)	Public Health for Seattle and King County
High	II.E	3. Focus on chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents, emphasizing training on screening, surveillance, and early detection by emergency responders and health care professionals.	Short-term (Complete by March 2007)	KC Police Chiefs
High	II.E	4. Develop NIMS, ICS, and NRP training opportunities.	Short-term (Complete by March 2007)	RHSS (T&Ex)
High	II.F	1. Involve participation of high-level officials who would be involved in a real event.	On-going	EMAC
High	II.F	2. Sponsor exercises and workshops to foster an understanding of regional preparedness, response and recovery capabilities. Work up to a three-county full-scale exercise.	Medium-term (Complete by March 2009)	RHSS (T&Ex)
High	III.A	1.Develop and maintain a fair and transparent grant distribution methodology with agreed-upon priorities and criteria requiring that all projects: 1) support the R6 HSSP; 2) demonstrate long-term regional	On-going	RHSS

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
		benefits; and 3) and have systems in place for these benefits to be demonstrated and retained upon project completion.		
High	III.A	2.Bring together beneficiaries of UASI, SHSP, LETPP, RTII, Port-Mass Transit, MMRS, Citizen Corps, LINX, and Public Health grant funds to identify gaps, overlapping grant-funded activities, and planning priorities. Develop an integrated, comprehensive five-year regional funding plan.	Short-term (Complete by March 2007)	RHSS
High	III.A	3.Develop a framework and methodology for evaluating outcomes of grant expenditures and their effectiveness in contributing to the desired state of regional prevention and preparedness.	Medium-term (Complete by March 2009)	RHSS (P&A)/ KC OEM
High	IV.A	1. Encourage development of individual COOP/COG and business continuity plans. Conduct a regional assessment of the existence and adequacy of plans. Encourage use of the COOP/COG template created under II.C.3.	Short-term (Complete by March 2007)	EMAC/HSC
High	IV.A	2.Emphasize to the private sector the importance of investing in business continuity planning. Encourage the private sector to fund business continuity planning activities.	Short-term (Complete by March 2007)	KC OEM
High	IV.B	1. Allocate response equipment based on funding, regional needs, and sustainability of regional capabilities and capacities.	On-going	RHSS (CIP)
High	IV.B	2. Develop and utilize equipment caches to support regional equipment sustainability.	On-going	RHSS (CIP)

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
High	IV.B	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives	On-going	RHSS (CIP)
High	IV.C	1. Use a regional approach and collaboration to protect key information technology systems. Extensive planning and testing is needed to ensure that there are redundancy and effective backup systems in place. Specific focus and workshops on Control Systems Security, Resilient Cyber Capabilities, and IT Risk Management.	Short-term (Complete by March 2007)	Puget Sound Alliance for Cyber Security
High	V.A	1. Building on the Tactical Interoperability Communications Plan and TRIS, oversee activities related to the inter-organizational and inter-jurisdictional operability, reliability, redundancy, access, and security of the Region's communication system. Specifically advance the following three components through working with partners: - Develop information sharing protocols (Regional Communications Board; - Address cyber security issues (Puget Sound Alliance for Cyber Security) - Communicate changes once completed (to be assigned)	Short-term (Complete by March 2007)	RHSS
High	V.A	2. Advocate for the formalization, validation, and use communication protocols for sharing critical information from State and Federal agencies with local agencies, and from law enforcement agencies with non-law enforcement agencies and	Short-term (Complete by March 2007)	EMAC

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
		other appropriate private, public, and tribal organizations and companies. Consider encryption as a tool.		
High	V.B	1. Ensure interoperability of communications in the Urban Area.	Medium-term (Complete by March 2009)	PSAPs/RCB
High	VI.B	1. Develop a regional public education plan with clear roles and responsibilities and agreed-upon key messages.	Short-term (Complete by March 2007)	KC OEM
High	VI.C	1. Encourage public understanding about the importance and implications of 72-hour (3 days) self-reliance and shelter in place, focusing on business preparedness, animal preparedness, and preparedness for special needs individuals.	Short-term (Complete by March 2007)	Public Education Work Group
High	VI.C	2. Utilize neighborhood groups, such as Citizen Corps Councils and Community Emergency Response Teams (CERT).	Short-term (Complete by March 2007)	Region 6 Citizen Corp Council
High	VII.A	1. Establish and sustain a regional Healthcare Coalition that includes hospitals, ambulatory care providers, safety net healthcare organizations, professional associations, home health and long term care providers , and partners with key stakeholders, such as EMS, the American Red Cross, Puget Sound Blood Bank and the Washington Poison Center.	Medium-term (Complete by March 2009)	Healthcare Coalition/ Public Health Seattle and King County
High	VII.A	2. As part of the Healthcare Coalition, develop and maintain a Regional Medical Resource Center that serves as central clearinghouse for managing communications, information, and resources in a	Medium-term (Complete by March 2009)	Healthcare Coalition/ Public Health Seattle and King County

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
		response for the healthcare delivery system. The Center will be responsible for developing procedures, protocols and memoranda of understanding among participating organizations and stakeholders.		
High	VII.A	3. Encourage and support health care organizations to develop, maintain, train, and exercise all-hazard emergency preparedness.	Medium-term (On-going)	Healthcare Coalition/ Public Health Seattle and King County
High	VII.B	1. Develop the capability to detect, report, investigate and control an emergent communicable disease outbreak.	Short-term (On-going)	Public Health for Seattle and King County
High	VII.B	2. Develop the capability to detect report and mitigate exposure to environmental hazards.	Medium-term (Complete by March 2009)	Public Health for Seattle and King County
High	VII.B	3. Develop the capability to dispense medications/vaccinations quickly and on a mass scale.	Short-term (Complete by March 2007)	Public Health for Seattle and King County
High	VII.B	4. Develop the capability to quarantine/isolate individuals and monitor their health status daily.	Short-term (Complete by March 2007)	Public Health for Seattle and King County
High	VII.B	5. Develop the capability to triage, transport and track mass casualties.	Short-term (Complete by August 2007)	Public Health for Seattle and King County
High	VII.B	6. Develop the capability to collect, secure, store, identify, autopsy and certify mass fatalities.	Medium-term (Complete by March 2009)	Public Health for Seattle and King County
High	VII.B	7. Develop the capability to stabilize and treat mass casualty incident victims for infectious disease,	Long-term (Complete by September	Public Health for Seattle and King County

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
		hazardous exposure, burns, trauma or radiological poisoning.	2010)	
High	VII.B	8. Develop the capability the lead the regional response to health-related emergencies utilizing NIMS.	Short-term (Complete by December 2006)	Public Health for Seattle and King County
High	VII.B	9. Develop the capability to analyze hazardous substances and biological agents proficiently and quickly	Complete	Public Health for Seattle and King County
High	VII.B	10. Develop the capability to disseminate information about health risks and protective behaviors to the public and key partners.	Complete	Public Health for Seattle and King County
Medium	I.A	2. Establish and leverage alliances within our diverse communities to inform and enlist support for a shared responsibility to prevent terrorism.	Short-term (Complete by March 2007)	R6 Citizen Corps Council
Medium	I.C	3. Review existing and proposed laws and regulations to ensure synchronization with regional goals and objectives.	Long-term (Complete by September 2010)	KC OEM
Medium	I.D	1. Develop and maintain mutual aid agreements, memoranda of understanding, and intergovernmental memoranda of understanding (MAAs, MOUs, and IMOUs) with non-governmental organizations (NGOs) for implementation of regional and local planning documents.	Medium-term (Complete by March 2009)	RHSS
Medium	II.B	4. Develop a matrix specifying the level of Incident Command System (ICS) training required for each of the disciplines listed in the National Response Plan.	Medium-term (Complete by March 2009)	RHSS (T&E)

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
Medium	II.C	2. Provide support for the development of evacuation plans.	Long-term (Complete by September 2010)	KC OEM
Medium	II.C	3. Provide support for the development of recovery and resumption plans for critical infrastructures.	Long-term (Complete by September 2010)	RHSS (CIP)
Medium	II.C	4. Provide support for the development of a flow chart describing information sharing between field commands and EOCs	Medium-term (Complete by March 2008)	RHSS
Medium	II.C	5. As resources allow, provide support for the development of other templates for activities in the four phases of emergency management	On-going	RHSS
Medium	II.F	3. Develop a five-year exercise plan that is updated annually and is efficient, sustainable, and cost-effective.	Short-term (Complete by March 2007)	RHSS (T&Ex)
Medium	II.F	4. Test memoranda of understanding, memoranda of agreement, and mutual aid agreements via exercises.	Medium-term (On-going)	RHSS (T&Ex)
Medium	II.F	5. Facilitate the participation of related volunteer organizations and other non-profits in joint exercises.	Short-term (Complete by March 2007)	RHSS
Medium	II.F	6. Target grants that may be applied to overtime, backfill, and exercises costs, thus lessening the burden on local jurisdictions.	Short-term (On-going)	RHSS (T&Ex)
Medium	II.F	7. Follow Federal Homeland Security Exercise Evaluation Program (HSEEP) guidelines.	Short-term (Complete by March 2007)	RHSS (T&Ex)

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
Medium	IV.A	3. Use a regional approach to lead local government COOP/COG planning, training and exercising.	Medium-term (Complete by March 2009)	KC OEM
Medium	IV.A	4. Use a regional approach to advocate and lead business continuity planning, training, and exercising within the public, private, and non-profit sectors and tribal nations.	Medium-term (Complete by March 2009)	PNWER
Medium	IV.B	5. Add an Annex to the Critical Infrastructure Protection Plan that addresses selected critical infrastructure interdependencies and cascading effects of infrastructure failure.	Medium-term (Complete by March 2009)	RHSS (CIP)
Medium	V.B	2. Continue to advance the development, validation, and use of Region 6 communication interoperability standards.	Long-term (Complete by September 2010)	RCB
Medium	V.B	3. Upon completion of the State Interoperable Communications Plan, review regional standards for compatibility.	Medium-term (Complete by March 2009)	RCB
Medium	V.B	4. Ensure adequate backup systems for the 800 MHz system.	Long-term (Complete by September 2010)	RCB
Medium	V.C	1. Evaluate the feasibility of developing site-specific information sharing technologies (e.g., making building schematics, evacuation plans, and contact information available via a graphic interface to be used for command and control purposes.)	Short-term (Complete by March 2007)	RHSS

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
Medium	V.C	2. Implement technologies to share site-specific information when feasible. Access and authorization procedures must include strong security measures to prevent information from becoming compromised.	Long-term (Complete by September 2010)	Puget Sound Alliance for Cyber Security
Medium	VI.A	1. Improve information systems, such as the RPIN Website, BEN and NW WARN, to make them more effective and redundant.	Short-term (Complete by March 2007)	RPIN
Medium	VI.A	2. Implement a regional Joint Information System (JIS).	Long-term (Complete by September2010)	KC OEM
Medium	VI.B	2. Develop a regional marketing strategy.	Short-term (Complete by March 2007)	KC OEM
Medium	VI.B	3. Work with television, radio, and print media representatives to use their distribution capabilities to get accurate information out to the public.	Short-term (Complete by March 2007)	KC OEM
Medium	VI.B	4. Develop an inventory of existing public information resources, messages, and tools that can be used for public education.	Medium-term to Long-term	RPIN
Medium	VI.B	5. Develop brief summaries of the Region 6 HSSP targeted to elected officials and personnel in each discipline.	Short-term (Complete by March 2007)	KC OEM
Medium	VI.B	6. Conduct surveys to establish a baseline, and later resurvey to assess the impact of the messages.	Short-term (Complete by March 2007)	KC OEM
Medium	VI.C	3. Address public expectations of	Short-term	Public Education

RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE	COORDINATING LEAD
		assistance, relief and compensation. Include need for regional solutions and responses in the message.	(Complete by March 2007)	Work Group
Medium	VI.D	1. Develop public education approaches and messages for sectors of the population with special needs (e.g., non-native English speakers, individuals with disabilities.)	Long-term (Complete by September 2010)	Public Education Work Group
Low	I.C	2. When appropriate opportunities arise, clarify and synchronize preparedness, response, and recovery roles and expectations directly with local, regional, State, and Federal agencies.	Long-term (Complete by September 2010)	KC OEM
Low	I.F	1. Develop training commensurate with equipment in tri-county exercises, with State and Federal participation.	Long-term (Complete by September 2010)	RHSS (T&Ex)
Low	IV.A	5. Distribute and encourage organizations to follow Federal guidance for developing State and local COOP plans.	Medium-term (Complete by March 2009)	RHSS
Low	IV.A	6. Develop and exercise Continuity of Government and Services (COG/S) plans as a jurisdiction and as a Region.	Long-term (Complete by September 2010)	RHSS
Low	V.C	3. Encourage the participation of private sector firms, while ensuring that the information provided by the private sector is not subject to public disclosure requirements.	Future (on-going)	Determine at a future point

Objectives by Coordinating Lead

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
EMAC	High	I.B	1. Support regional preparedness and strategic planning. Inform planners of regional priorities. EMAC representatives should keep their own stakeholders informed about regional priorities and regional planning activities.	Short-term (Complete by March 2007)
EMAC	High	I.E	1. Require use of NIMS/ICS and the NRP as a prior condition for Federal, State, and Regional funding.	Completed
EMAC	High	II.F	1. Involve participation of high-level officials who would be involved in a real event.	On-going
EMAC/RDPTR	High	I.C	1. Complete and implement the Regional Disaster Plan. Tie together and deconflict various plans, including UASI and Washington State plans.	Long-term (Complete by September 2010)
EMAC/HSC	High	IV.A	1. Encourage development of individual COOP/COG and business continuity plans. Conduct a regional assessment of the existence and adequacy of plans. Encourage use of the COOP/COG template created under II.C.3.	Short-term (Complete by March 2007)
EMAC	High	V.A	2. Advocate for the formalization, validation, and use communication protocols for sharing critical information from State and Federal agencies with local agencies, and from law enforcement agencies with non-law enforcement agencies and other appropriate private, public, and tribal organizations and companies. Consider encryption as a tool.	Short-term (Complete by March 2007)

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COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
Healthcare Coalition/ Public Health Seattle and King County	High	VII.A	1. Establish and sustain a regional Healthcare Coalition that includes hospitals, ambulatory care providers, safety net healthcare organizations, professional associations, home health and long term care providers , and partners with key stakeholders, such as EMS, the American Red Cross, Puget Sound Blood Bank and the Washington Poison Center.	Medium-term (Complete by March 2009)
Healthcare Coalition/ Public Health Seattle and King County	High	VII.A	2. As part of the Healthcare Coalition, develop and maintain a Regional Medical Resource Center that serves as central clearinghouse for managing communications, information, and resources in a response for the healthcare delivery system. The Center will be responsible for developing procedures, protocols and memoranda of understanding among participating organizations and stakeholders.	Medium-term (Complete by March 2009)
Healthcare Coalition/ Public Health Seattle and King County	High	VII.A	3. Encourage and support health care organizations to develop, maintain, train, and exercise all-hazard emergency preparedness.	Medium-term (On-going)
KC OEM	High	I.B	2. Coordinate Emergency Operations Center (EOC) and dispatch operations, looking at facilities from a regional level.	Long-term (Complete by September 2010)
KC OEM	High	IV.A	2.Emphasize to the private sector the importance of investing in business continuity planning. Encourage the private sector to fund business continuity planning activities.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
KC OEM	High	VI.B	1. Develop a regional public education plan with clear roles and responsibilities and agreed-upon key messages.	Short-term (Complete by March 2007)
KC OEM	Medium	I.C	3. Review existing and proposed laws and regulations to ensure synchronization with regional goals and objectives.	Long-term (Complete by September 2010)
KC OEM	Medium	II.C	2. Provide support for the development of evacuation plans.	Long-term (Complete by September 2010)
KC OEM	Medium	IV.A	3. Use a regional approach to lead local government COOP/COG planning, training and exercising.	Medium-term (Complete by March 2009)
KC OEM	Medium	VI.A	2. Implement a regional Joint Information System (JIS).	Long-term (Complete by September2010)
KC OEM	Medium	VI.B	2. Develop a regional marketing strategy.	Short-term (Complete by March 2007)
KC OEM	Medium	VI.B	3. Work with television, radio, and print media representatives to use their distribution capabilities to get accurate information out to the public.	Short-term (Complete by March 2007)
KC OEM	Medium	VI.B	5. Develop brief summaries of the Region 6 HSSP targeted to elected officials and personnel in each discipline.	Short-term (Complete by March 2007)
KC OEM	Medium	VI.B	6. Conduct surveys to establish a baseline, and later resurvey to assess the impact of the messages.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
KC OEM	Low	I.C	2. When appropriate opportunities arise, clarify and synchronize preparedness, response, and recovery roles and expectations directly with local, regional, State, and Federal agencies.	Long-term (Complete by September 2010)
KC Police Chiefs	High	I.A	1. Establish comprehensive information gathering, analysis, and dissemination systems that include public and private entities (local, regional, State, and Federal partnership.)	Short-term (Complete by March 2007)
KC Police Chiefs	High	II.E	3. Focus on chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents, emphasizing training on screening, surveillance, and early detection by emergency responders and health care professionals.	Short-term (Complete by March 2007)
PNWER	Medium	IV.A	4. Use a regional approach to advocate and lead business continuity planning, training, and exercising within the public, private, and non-profit sectors and tribal nations.	Medium-term (Complete by March 2009)
PSAPs/RCB	High	V.B	1. Ensure interoperability of communications in the Urban Area.	Medium-term (Complete by March 2009)
Public Education Work Group	High	VI.C	1. Encourage public understanding about the importance and implications of 72-hour (3 days) self-reliance and shelter in place, focusing on business preparedness, animal preparedness, and preparedness for special needs individuals.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
Public Education Work Group	Medium	VI.C	3. Address public expectations of assistance, relief and compensation. Include need for regional solutions and responses in the message.	Short-term (Complete by March 2007)
Public Education Work Group	Medium	VI.D	1. Develop public education approaches and messages for sectors of the population with special needs (e.g., non-native English speakers, individuals with disabilities.)	Long-term (Complete by September 2010)
Public Health for Seattle and King County	High	II.E	2. Train and exercise with Public Health - Seattle & King County authorities in emergency response.	Short-term (Complete by March 2007)
Public Health for Seattle and King County	High	VII.B	1. Develop the capability to detect, report, investigate and control an emergent communicable disease outbreak.	Short-term (On-going)
Public Health for Seattle and King County	High	VII.B	2. Develop the capability to detect report and mitigate exposure to environmental hazards.	Medium-term (Complete by March 2009)
Public Health for Seattle and King County	High	VII.B	3. Develop the capability to dispense medications/vaccinations quickly and on a mass scale.	Short-term (Complete by March 2007)
Public Health for Seattle and King County	High	VII.B	4. Develop the capability to quarantine/isolate individuals and monitor their health status daily.	Short-term (Complete by March 2007)
Public Health for Seattle and King County	High	VII.B	5. Develop the capability to triage, transport and track mass casualties.	Short-term (Complete by August 2007)
Public Health for Seattle and King County	High	VII.B	6. Develop the capability to collect, secure, store, identify, autopsy and certify mass fatalities.	Medium-term (Complete by March 2009)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
Public Health for Seattle and King County	High	VII.B	7. Develop the capability to stabilize and treat mass casualty incident victims for infectious disease, hazardous exposure, burns, trauma or radiological poisoning.	Long-term (Complete by September 2010)
Public Health for Seattle and King County	High	VII.B	8. Develop the capability the lead the regional response to health-related emergencies utilizing NIMS.	Short-term (Complete by December 2006)
Public Health for Seattle and King County	High	VII.B	9. Develop the capability to analyze hazardous substances and biological agents proficiently and quickly	Complete
Public Health for Seattle and King County	High	VII.B	10. Develop the capability to disseminate information about health risks and protective behaviors to the public and key partners.	Complete
Puget Sound Alliance for Cyber Security	High	IV.C	1. Use a regional approach and collaboration to protect key information technology systems. Extensive planning and testing is needed to ensure that there are redundancy and effective backup systems in place. Specific focus and workshops on Control Systems Security, Resilient Cyber Capabilities, and IT Risk Management.	Short-term (Complete by March 2007)
Puget Sound Alliance for Cyber Security	Medium	V.C	2. Implement technologies to share site-specific information when feasible. Access and authorization procedures must include strong security measures to prevent information from becoming compromised.	Long-term (Complete by September 2010)
RCB	Medium	V.B	2. Continue to advance the development, validation, and use of Region 6 communication interoperability standards.	Long-term (Complete by September 2010)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RCB	Medium	V.B	3. Upon completion of the State Interoperable Communications Plan, review regional standards for compatibility.	Medium-term (Complete by March 2009)
RCB	Medium	V.B	4. Ensure adequate backup systems for the 800 MHz system.	Long-term (Complete by September 2010)
Region 6 Citizen Corp Council	High	VI.C	2. Utilize neighborhood groups, such as Citizen Corps Councils and Community Emergency Response Teams (CERT).	Short-term (Complete by March 2007)
R6 Citizen Corps Council	Medium	I.A	2. Establish and leverage alliances within our diverse communities to inform and enlist support for a shared responsibility to prevent terrorism.	Short-term (Complete by March 2007)
RHSS	High	II.A	1.Draw on available assessments to create a single, user-friendly roll-up of potential hazards and vulnerabilities from a regional, all-hazards perspective.	Medium-term (Complete by March 2008)
RHSS	High	II.A	2. Investigate alternative funding sources to assess the needs, threats and vulnerabilities to major air, sea and other transportation systems, as well as related interdependencies.	Medium-term (Complete by March 2008)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS	High	II.B	1. Use available resources including Coordinating Lead expertise, the Universal Task List, and best management practices, to establish regional standards for special teams, jurisdictions of different sizes and agencies representing all disciplines, specifying desired levels of equipment, training, exercise and other resources.	Medium-term (Complete by March 2008)
RHSS	High	II.B	2. Conduct an analysis to identify gaps between regional standards established in II.B.1 and current training standards and equipment and resource capabilities and regional goals. Establish performance measures to guide progress toward achieving the regional standards.	Medium-term (Complete by March 2009)
RHSS	High	II.B	3. Track progress toward meeting and achieving performance measures established in II.B.2.	Medium-term (On-going)
RHSS	High	III.A	1.Develop and maintain a fair and transparent grant distribution methodology with agreed-upon priorities and criteria requiring that all projects: 1) support the R6 HSSP; 2) demonstrate long-term regional benefits; and 3) and have systems in place for these benefits to be demonstrated and retained upon project completion.	On-going

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS	High	III.A	2.Bring together beneficiaries of UASI, SHSP, LETPP, RTII, Port-Mass Transit, MMRS, Citizen Corps, LINX, and Public Health grant funds to identify gaps, overlapping grant-funded activities, and planning priorities. Develop an integrated, comprehensive five-year regional funding plan.	Short-term (Complete by March 2007)

RHSS	High	V.A	1. Building on the Tactical Interoperability Communications Plan and TRIS, oversee activities related to the inter-organizational and inter-jurisdictional operability, reliability, redundancy, access, and security of the Region's communication system. Specifically advance the following three components through working with partners:
			
			  - Develop information sharing protocols (Regional Communications Board;
			
			  - Address cyber security issues (Puget Sound Alliance for Cyber Security)
			
			  - Communicate changes once completed (to be assigned)
				Short-term (Complete by March 2007)

RHSS	Medium	I.D	1. Develop and maintain mutual aid agreements, memoranda of understanding, and intergovernmental memoranda of understanding (MAAs, MOUs, and IMOUs) with non-governmental organizations (NGOs) for implementation of regional and local planning documents.	Medium-term (Complete by March 2009)
RHSS	Medium	II.C	4. Provide support for the development of a flow chart describing information sharing between field commands and EOCs	Medium-term (Complete by March 2008)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS	Medium	II.C	5. As resources allow, provide support for the development of other templates for activities in the four phases of emergency management.	On-going
RHSS	Medium	II.F	5. Facilitate the participation of related volunteer organizations and other non-profits in joint exercises.	Short-term (Complete by March 2007)
RHSS	Medium	V.C	1. Evaluate the feasibility of developing site-specific information sharing technologies (e.g., making building schematics, evacuation plans, and contact information available via a graphic interface to be used for command and control purposes.)	Short-term (Complete by March 2007)
RHSS	Low	IV.A	5. Distribute and encourage organizations to follow Federal guidance for developing State and local COOP plans.	Medium-term (Complete by March 2009)
RHSS	Low	IV.A	6. Develop and exercise Continuity of Government and Services (COG/S) plans as a jurisdiction and as a Region.	Long-term (Complete by September 2010)
RHSS (CIP)	High	IV.B	1. Allocate response equipment based on funding, regional needs, and sustainability of regional capabilities and capacities.	On-going
RHSS (CIP)	High	IV.B	2. Develop and utilize equipment caches to support regional equipment sustainability.	On-going
RHSS (CIP)	High	IV.B	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives	On-going

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS (CIP)	Medium	II.C	3. Provide support for the development of recovery and resumption plans for critical infrastructures.	Long-term (Complete by September 2010)
RHSS (CIP)	Medium	IV.B	5. Add an Annex to the Critical Infrastructure Protection Plan that addresses selected critical infrastructure interdependencies and cascading effects of infrastructure failure.	Medium-term (Complete by March 2009)
RHSS (CIP)		IV.B	4. Develop a Critical Infrastructure Plan.	Complete.
RHSS (MEPG)	High	II.D	1. Allocate response equipment based on funding resources, regional needs, and sustainability of regional capability and capacity.	On-going
RHSS (MEPG)	High	II.D	2. Develop and utilize equipment caches to support regional equipment sustainability.	On-going
RHSS (MEPG)	High	II.D	3. Review equipment grant budget requests for standardization and interoperability consistent with state and regional equipment planning goals and objectives.	On-going
RHSS (P&A)	High	II.C	1. Provide support for the development of a recovery plan template for public organizations.	Medium-term (Complete by March 2008)
RHSS (P&A)/ KC OEM	High	III.A	3.Develop a framework and methodology for evaluating outcomes of grant expenditures and their effectiveness in contributing to the desired state of regional prevention and preparedness.	Medium-term (Complete by March 2009)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS (T&Ex)	High	II.E	1. Provide counterterrorism training to emergency responders to understand, deter, and interdict terrorist activity.	Short-term (Complete by March 2007)
RHSS (T&Ex)	High	II.E	4. Develop NIMS, ICS, and NRP training opportunities.	Short-term (Complete by March 2007)
RHSS (T&Ex)	High	II.F	2. Sponsor exercises and workshops to foster an understanding of regional preparedness, response and recovery capabilities. Work up to a three-county full-scale exercise.	Medium-term (Complete by March 2009)
RHSS (T&E)	Medium	II.B	4. Develop a matrix specifying the level of Incident Command System (ICS) training required for each of the disciplines listed in the National Response Plan.	Medium-term (Complete by March 2009)
RHSS (T&Ex)	Medium	II.F	3. Develop a five-year exercise plan that is updated annually and is efficient, sustainable, and cost-effective.	Short-term (Complete by March 2007)
RHSS (T&Ex)	Medium	II.F	4. Test memoranda of understanding, memoranda of agreement, and mutual aid agreements via exercises.	Medium-term (On-going)
RHSS (T&Ex)	Medium	II.F	6. Target grants that may be applied to overtime, backfill, and exercises costs, thus lessening the burden on local jurisdictions.	Short-term (On-going)
RHSS (T&Ex)	Medium	II.F	7.Follow Federal Homeland Security Exercise Evaluation Program (HSEEP) guidelines.	Short-term (Complete by March 2007)

COORDINATING LEAD	RANK	PRIORITY AND GOAL	OBJECTIVE	TIMELINE
RHSS (T&Ex)	Low	I.F	1. Develop training commensurate with equipment in tri-county exercises, with State and Federal participation.	Long-term (Complete by September 2010)
RPIN	Medium	VI.A	1. Improve information systems, such as the RPIN Website, BEN and NW WARN, to make them more effective and redundant.	Short-term (Complete by March 2007)
RPIN	Medium	VI.B	4. Develop an inventory of existing public information resources, messages, and tools that can be used for public education.	Medium-term to Long-term
Determine at a future point	Low	V.C	3. Encourage the participation of private sector firms, while ensuring that the information provided by the private sector is not subject to public disclosure requirements.	Future (on-going)

Appendix A

Glossary

The following definitions were taken from the Washington State Homeland Security Strategic Plan unless otherwise noted.

911 (9-1-1): Used to describe the 911 telephone systems, Public Safety Answering Points and associated radio and data systems used to receive calls for assistance from the public, catalog and triage information, direct responders to emergency locations and provide support to field responders until event closure or until particular functions are assumed by others under ICS.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making. (NIMS, March 1, 2004)

Asset: Anything that has value to the organization. (ISO I3335-1:1996)

Attack: A discrete malicious action of debilitating intent inflicted by one entity upon another. A threat might attack a critical infrastructure to destroy or incapacitate it.

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.

Bioterrorism: The intentional use of microorganisms or toxins derived from living organisms to produce death or disease in humans, animals, or plants.

Command and Control: The exercise of authority and direction by a properly designated commander over assigned or attached forces in the accomplishment of the mission; command and control functions are performed through an arrangement of personnel, equipment, communications, computers, facilities, and procedures employed by a commander in planning, directly coordinating, and controlling forces and operations in the accomplishment of the mission. (JCS Pub 1-02)

Communications: A method or means of conveying information of any kind from one person or place to another. (JCS Pub 1-02)

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: 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.

Critical Information: Information that provides (1) Specific facts about friendly intentions, capabilities, and activities vitally needed by adversaries for them to plan and act effectively so as to guarantee failure or unacceptable consequences for friendly mission accomplishment. (JCS Pub 1 02); and (2) confidential data and information regarding organizational or national assets, operations, strategies, and plans deemed essential for response, recovery, restoration, and protection.

Critical Infrastructure: Those systems and assets – both physical and cyber – so vital to the States, localities, and the Nation that their incapacity or destruction would have a debilitating impact on national, State and local security, economic security, and/or public health and safety. (National Strategy for Homeland Security, p.ix, USA Patriot Act, and modified to reflect State and local perspective)

Cyber-terrorism: A criminal act perpetrated by the use of computers and telecommunications capabilities, resulting in violence, destruction, distortion, or theft of critical information, and/or disruption of services to create fear by causing confusion and uncertainty within a given population with the goal of influencing a government or population to conform to a particular political, social, or ideological agenda.

Data: Data is unprocessed, unanalyzed raw observations and facts.

Deterrence: The prevention of action by fear of the consequences. Deterrence is a state of mind brought about by the existence of the threat of unacceptable counter action. (JCS Pub 1-02) Deterrence in the homeland security threat spectrum means an enemy is faced with evidence of planning, preparation, public mobilization, and training capable of stopping their objectives and thus does not mount an attack.

Disaster: As used in this Plan, this term is broadly defined to include disasters and emergencies that may be caused by any natural or human-made event. A large emergency event is one beyond a community's ability to address within its own and mutual aid resources.

Domestic Terrorism: Domestic terrorism involves groups or individuals without foreign direction whose terrorist activities are directed at elements of our government or population.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, am 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, March 1, 2004)

Emergency Management: The process by which the Nation, States, local jurisdictions, agencies and businesses prepare for emergencies and disasters, mitigates their effects, and responds to and recovers from them.

Emergency Operations Plan (EOP): A planning document that (1) assigns responsibility to organizations and individuals for implementing specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency; (2) sets forth lines of authority and organizational relationships and shows how all actions will be coordinated; (3) identifies personnel, equipment, facilities, supplies and other resources available for use during response and recovery operations; and (4) identifies steps to address mitigation issues during response and recovery activities.

Emergency Responder: Any entity, including fire, law enforcement, HAZMAT, public works, public health, emergency medical services personnel, state proprietary or private security personnel, who respond to emergencies. They will initiate the ICS system, assess information, take necessary actions, and begin notification of appropriate personnel. They may also likely be exposed to life-threatening hazards.

Emergency Services: A critical infrastructure characterized by medical, Police, Fire, and rescue systems and personnel that are called upon when an individual or community is responding to emergencies. These services are typically provided at the local level. In addition, State and Federal response plans define emergency support functions to assist in response and recovery.

Emergency Support Function: The functional approach that groups the types of assistance that a State is most likely to need (e.g., mass care, health and medical services) as well as the kinds of Federal operations support necessary to sustain State response actions (e.g., transportation, communications). ESFs are expected to support one another in carrying out their respective missions.

First Responder: See Emergency Responder.

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); (2) the preparation for, prevention of, deterrence

of, preemption of, defense against, and response to threats and aggressions directed towards US territory, sovereignty, domestic populations, and infrastructure; as well as crisis management, consequence management, and other domestic civil support. (JCS approved definition.) Also called HLS. See also Homeland Defense and Civil Support.

Hospital Emergency Incident Command System (HEICS): HEICS is the Incident Command System (ICS) framework specific to hospitals. The system was developed by the State of California and is used by many hospitals in Washington State. It specifies the chain of command and functional positions that may be required during a hospital's response to an emergency situation.

Incident Command System: A Standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of a 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, March 1, 2004)

Information: Processed fact reporting with or without analysis. It is often prepared for publication or dissemination in some form and is intended to inform rather than warn or advise.

Information Security: The protection of information and information systems against unauthorized access or modification of information, whether in storage, processing, or transit, and against denial of service to authorized users. Information security includes those measures necessary to detect, document, and counter such threats. Information security is composed of computer security and communications security. Also called INFOSEC. (JCS Pub 1-02)

Information System: The entire infrastructure, organization, personnel, and components for the collection, processing, storage, transmission, display, dissemination, and disposition of information. (JCS Pub 6-0)

Infrastructure: The framework of interdependent networks and systems comprising identifiable industries, institutions (including people and procedures), and distribution capabilities that provide a reliable flow of products and services essential to the defense and economic security of the United States and the smooth functioning of governments at all levels of society as a whole.

Intelligence: The product of adding value to information and data through analysis. Intelligence is created for a purpose. It is the process by which analysis is applied to information and data to inform policy-making, decision-making, including decisions regarding the allocation of resources, strategic decisions, operations and tactical decisions. Intelligence serves many purposes among which are the identification and elimination of threat sources, the investigation and resolution of threats, the identification and treatment of security risks, the elimination of threat sources, the mitigation of harm associated with risk, preemption, response, preparation, and operations related to threats and risks.

International Terrorism: Involves groups or individuals whose terrorist activities are foreign-based and/or directed by countries or groups outside the United States whose activities transcend national boundaries.

Interoperability: The ability of systems or communications to work together.

Joint Information System (JIS): Provides the public with timely and accurate incident information and unified public messages. This system employs Joint Information Centers and brings incident communicators together during an incident to develop, coordinate, and deliver a unified message. This will ensure that Federal, State, and local levels of government are releasing the same information during an incident.

Jurisdiction: The 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., city, county, State, or Federal boundary lines) or functional (e.g., law enforcement, public health). (NIMS, March 1, 2004)

Key Assets: Individual targets whose destruction would not endanger vital systems, but could create local disaster or profoundly damage our Nation's morale or confidence. Key assets include symbols or historical attractions, such as prominent national, state, or local monuments and icons. In some cases, these include quasi-public symbols that are identified strongly with the United States as a Nation, and fall completely under the jurisdiction of state and local officials, or even private foundations. Key assets also include individual or localized facilities that deserve special protection because of their destructive potential or their value to the local community. (The National Strategy for Homeland Security)

Law Enforcement: Individuals, full-time, or on a voluntary basis, who work for agencies at the local, municipal and State levels with responsibility as sworn law enforcement officers.

Lead Agency: Agency, entity, or combination of, that is recommended by the Committee on Terrorism to the Emergency Management Council to develop a proposal for the use and application of specific grants in support of the State strategic plan on terrorism. They would also manage the grants following guidelines developed and approved by the Emergency Management Council.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. It may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury. (NIMS, March 1, 2004)

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, Tribal, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the incident command system; multiagency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certifications; and the collection, tracking, and reporting of incident information and incident resources. (NIMS, March 1, 2004)

Preempt: Acting in an emergency capacity to eliminate an opponent's ability to take a specific action. These strategic efforts often include surveillance, detection, intelligence gathering/sharing, cooperation, early warning, and effective command and control.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the capability to protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and within the private sector to identify required resources. Within NIMS, preparedness focuses on establishing guidelines, protocols, and standards for planning, training and exercise, personnel qualifications and certification, equipment certification, and publication management. (NIMS, March 1, 2004)

Prevent: The security procedures undertaken by the public and private sectors to discourage terrorist acts, including antiterrorism and counterterrorism. Antiterrorism (AT) refers to defensive measures used to reduce the vulnerability to terrorist acts, to include limited response and containment by local military forces. Counterterrorism refers to offensive measures taken to prevent, deter, and respond to terrorism.

(JCS Pub 1-02) Prevention involves stopping an enemy before they strike with effective processes, seamless interactive systems, and comprehensive threat and vulnerability analysis.

Prevention: Actions to avoid an incident, to intervene to stop an incident from occurring, or to mitigate an incident's effects. 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, March 1, 2004)

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profits and not-for-profits, and formal and informal structures, including commerce and industry, non-governmental organizations (NGOs), and private voluntary organizations (PVOs). (NIMS, March 1, 2004)

Protect: Protection consists of five groups of activities: protecting personnel; assuming a mission-oriented protective posture; hardening of positions (infrastructure); using physical defense measures; and reacting to an attack. (JCS Pub 1-02)

Recovery: The development, coordination and execution of service- and site-restoration plans; the constitution of government operations and services; individual, private-sector, 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; post-incident reporting; and development of initiatives to mitigate the effects of future incidents. (NIMS, March 1, 2004)

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 as well as 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, March 1, 2004)

State: The National Strategy for Homeland Security defines "State" to mean "any state of the United States, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, the Canal Zone, the Commonwealth of the Northern Mariana Islands or the trust territory of the Pacific Islands." In most cases when (State) is referred to in this plan, we mean Washington State.

Strategic Goal: Broad statement that describes what must be done to successfully accomplish the mission outlined within each strategic perspective/theme.

Strategic Mission: The tasks assigned to an individual or unit that indicate the actions to be taken. (JCS Pub 1-02)

Strategic Planning: The systematic identification of opportunities and threats that lie in the future environment, both external and internal, which, in combination with other relevant data such as vulnerabilities and risks, provides a basis to make better current decisions to pursue opportunities and to avoid threats. It is an orderly process which outlines basic objectives and goals to be achieved and strategies to reach those goals and objectives with supporting action plans to make sure that strategies are properly implemented.

Strategic Theme: Areas we must excel at in order to accomplish our mission.

Strategic Vision: An idealized statement of the best possible future.

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

Terrorism: Under Homeland Security Act of 2002, terrorism is defined as an activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. (See Section 2 (15), Homeland Security Act of 2002, Pub. L 107-296,116 Stat 2135 (2002))

Terrorist Incident: The FBI defines a terrorist incident as a violent act, or an act dangerous to human life, in violation of the criminal laws of the United States or of any State, to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.

Unified Command: Most often a developing incident crosses jurisdictional boundaries. Unified command allows for each agency to have one incident commander; however, only one will speak at any one time. Depending on the top priorities, the incident commander's "voice" may change frequently. The unified commanders must develop one set of incident objectives, one incident action plan (IAP), and co-locate at one incident.

Volunteer: For the purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs the service without promise, expectation, or receipt of compensation for services performed. (NIMS, March 1, 2004)

Vulnerability: (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 a serious natural disaster or an unnatural (manmade) hostile environment; or (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. (JCS Pub 1-02)

Vulnerability Assessment: (1) Vulnerability assessment provides a measure to indicate the relative likelihood that a particular facility or incident within the jurisdiction may become the target of a terrorist attack. The factors considered include measures of attractiveness and impact; (2) vulnerability assessment and analysis also determines areas/planning/response and recovery strategies of facilities, systems and operations that may not withstand certain impacts from natural or manmade disasters. If possible, appropriate actions will be taken to address, mitigate, and decrease these identified vulnerabilities.

Weapons of Mass Destruction (WMD): (1) Any destructive device as defined in Section 921 of this title (which reads) any explosive, incendiary or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one quarter ounce, mine or device similar to the above; (2) poison gas; (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., Section 2332a)

Appendix B

Acronyms

ARC – American Red Cross

BEN – Business Emergency Network

CBNRE – Chemical, Biological, Nuclear, Radiological, Explosive

CEMP – Comprehensive Emergency Management Plan

CERT – Community Emergency Response Teams

CIP – Critical Infrastructure Protection

COG/S – Continuity of Government /Services

COOP/COG – Continuity of Operations/Government

DHS – Department of Homeland Security

DOD – Department of Defense

EMAC – Emergency Management Advisory Committee

EOC – Emergency Operations Center

ESF - Emergency Support Function

FBI – Federal Bureau of Investigation

FEMA – Federal Emergency Management Agency

GIS – Geographic Information System

GPS – Global Positioning System

HAZMAT – Hazardous Materials

HIVA – Hazard Identification and Vulnerability Analysis

HLS – Homeland Security

HSEEP – Homeland Security Exercise Evaluation Program

HSPD – Homeland Security Presidential Directive

ICS – Incident Command System

IT – Information Technology

JIS – Joint Information System

KC – King County

KC Fire Chiefs – King County Fire Chiefs Association

KC OEM – King County Office of Emergency Management

MEPG – Multidisciplinary Equipment Planning Group

MHz - Megahertz

MOA/MOU – Memorandum of Agreement/Understanding

NFPA – National Fire Protection Association

NGO – Non-Governmental Organizations

NIMS – National Incident Management System

NW WARN – Northwest Warning, Alert, and Response Network

ODP – Office of Domestic Preparedness

OEM – Office of Emergency Management

PNWER – Pacific Northwest Economic Region

PPE - Personal Protective Equipment

PSAP – Public Safety Answering Points

R6 HSC – Region 6 Homeland Security Council

RCB – King County Regional Communications Board

RDPTF – Regional Disaster Plan Task Force

RHSS – Regional Homeland Security Subcommittee

RHSS (CIP) – Regional Homeland Security Subcommittee, Critical Infrastructure Protection Workgroup

RHSS (LETPP) – Regional Homeland Security Subcommittee, Law Enforcement Workgroup

RHSS (T&Ex) – Regional Homeland Security Subcommittee, Training and Exercise Workgroup

RHSS (P&A) – Regional Homeland Security Subcommittee, Planning and Administration Workgroup

RPIN – Regional Public Information Network

SOP – Standard Operating Procedures

TOPOFF – Top Officials exercise

UASI – Urban Area Security Initiative Workgroup

UC – Unified Command

UCS – Unified Command Systems

WA EMD – Washington State Emergency Management Division

WA HSSP – Washington State Homeland Security Strategic Plan

WMD – Weapons of Mass Destruction

WSDOT – Washington Department of Transportation

Appendix C

Comparison of the Region 6, Washington State, and Urban Area Homeland Security Strategic Plans and National Preparedness Priorities

National Priority	State Priority	Target Capability	Statewide Initiative(s)	State Homeland Security Objectives	R6 HSSP Objectives
Strengthen CBRNE Detection, Response, and Decontamination capabilities	Prevention	CBRNE Detection, Explosive Device Detection & Response Operations, WMD/Hazardous Materials Response & Decontamination	CBRNE Detection Surveillance and Monitoring, CBRNE HAZMAT Response and Decontamination, Explosive Device Response Operations	5.4.5-5.4.6	I.A.1; II.A.1-II.A.2; II.B.1-II.B.3; II.C.2; II.E.1-II.E.3; II.F.3 - II.F.4; II.F.7
Implement the National Incident Management System & National Response Plan	Preparedness & Response, Recovery	Citizen Preparedness Risk Management Planning	NIMS/NRP: 1) NIMS Integration; 2) NRP Implementation; 3) NIMS Resource Management; Law Enforcement Investigation and Operations: 1) Mobilization Plan; 2) Forensic Labs; 3) Operations Plan; 4) Investigation Plan	5.1.1 - 5.6.2, 6.1.1-6.1.3	I.B.2; I.B.1;I.C.2; I.E.1 II.B.4; II.C.1; II.C.4 - II.C.5; II.E.4

National Priority	State Priority	Target Capability	Statewide Initiative(s)	State Homeland Security Objectives	R6 HSSP Objectives
Expanded Regional Collaboration	Partnership & Planning	Citizen Preparedness Risk Management Planning	Regional Collaboration; Citizen Preparedness: 1) Resources; 2) Public Education; 3) Non-Government Emergency Responders	1.1.1-1.2.2	I.A.1- I.A.2; I.B.1-I.B.2; I.C.1-I.C.3;I.D.1; I.F.1 II.A.2; II.D.1 - II.D.3; II.F.1 - II.F.2; II.F.4 - II.F.6 III.A.1 - III.A.3 IV.A.1 - IV.A.6 V.C.3
Implement the Interim National Infrastructure Protection Plan	Protection	Critical Infrastructure Protection, Food & Agriculture Safety and Defense	Critical Infrastructure: 1) Critical Infrastructure Protection Program; Agriculture: 1) Information Management; 2) Laboratory Enhancement; 3) Agricultural Products and Animal Disposal; 4) Surveillance and Inspection; 5) Response Coordination and Integration	4.1.1 - 4.2.5	II.C.3; IV.B.1 - IV.B.5
Strengthen Information Sharing and Collaboration capabilities	Prevention	Intelligence/Information Sharing and Dissemination	Statewide Integrated Intelligence System	3.1.1-3.2.1	I.A.1 IV.C.1 V.C.1 - V.C.3 VI.A.1 - VI.A. 2

National Priority	State Priority	Target Capability	Statewide Initiative(s)	State Homeland Security Objectives	R6 HSSP Objectives
Strengthen Interoperable Communications capabilities	Communication	Interoperable Communications, Information Gathering and Recognition of Warnings and Indicators	Interoperable Communications: 1) Regional Committees; 2) Equipment Management; 3) Cyber Infrastructure	2.1.1 - 2.3.2	II.D.3; V.A.1 - V.A.2; V.B.1 - V.B.4 VI.B.1 - VI.B.6; VI.C.1 - VI.C.3; VI.D.1
Strengthen Medical Surge and Mass Prophylaxis capabilities	Health Systems	Mass Prophylaxis, Medical Surge	Medical Surge: 1) Mass Fatality Management and Family Assistance; 2) Resource Sustainment; 3) Exercise Program; 4) Planning Integration; 5) Liability and Credentialing; Mass Prophylaxis: 1) Patient Tracking; 2) Staffing; 3) Resource Management	7.1.1 - 7.2.1	II.E.2- II.E.3 VII.A.1 - VII.A.3; VII.B.1 - VII.B.10

Appendix D

Emerging Issues

During the 2006 annual review of the R6 HSSP, Region 6 stakeholders identified a list of emerging issues that will impact the Region's planning in 2007 and beyond. These issues are listed below.

- **Evacuation Planning** – Identify under what circumstances will the Region need to be evacuated and then develop a comprehensive evacuation plan.

- **Special Needs Populations** – Identify the special needs populations and the type of support they will require during an incident. Implement preparation to be able to provide support to this segment of the population.

- **Recovery Plans** – Review recovery plans to include catastrophic disasters, mass care, and recovery. Conduct an expert review and provide guidance on how the National Response Plan will be implemented at the state and local level and identify Federal government expectations of state and local governments. Ensure that the results of the National Plan Review gets incorporated into the R6 HSSP. Link lessons learned, reports, and other types of analysis to the R6 HSSP.

- **National Infrastructure Protection Plan (NIPP)** – Identify how the NIPP will be implemented at the state and local level and how it aligns with the Region's CIP plan.

- **Citizen Corps** – Identify funding for implementing the citizen corps.

- **Metropolitan Medical Response System (MMRS)** – Investigate ways to better integrate with MMRS.

- **Sustainability** – Articulate the importance of sustainability as part of grant applications. This is especially important as federal grant funds are becoming decreasing.

- **CIP Program Integration** – CIP needs to be integrated with hazardous materials management (LEPCs). Identify ways to empower the critical infrastructure community to allow first responders to more focus on recovery of systems following an event than on protection and preparedness.

- **Response** – Improve response capabilities by incorporating Type III Incident Management Teams into the Region's response framework to help manage incidents and creating rapid deployment forces to serve as multi-jurisdictional surge support for law enforcement. Improve the Region's ability to respond to low-frequency, high-risk events

- **Fusion Centers** – Consider creating a Regional Terrorism Center.

- **Specialized Law Enforcement Capabilities** – Conduct an assessment of specialized law enforcement capabilities

- **Pandemic flu** – Improve pandemic flu preparedness and response capabilities.

- **Interoperable Communications** – Investigate funding for improving tactical interoperable communications.

- **Improve Regional Capabilities** – Identify ways to help support smaller, under-funded jurisdictions. Acknowledge the need to coordinate with other regions and other regional entities driving coordination