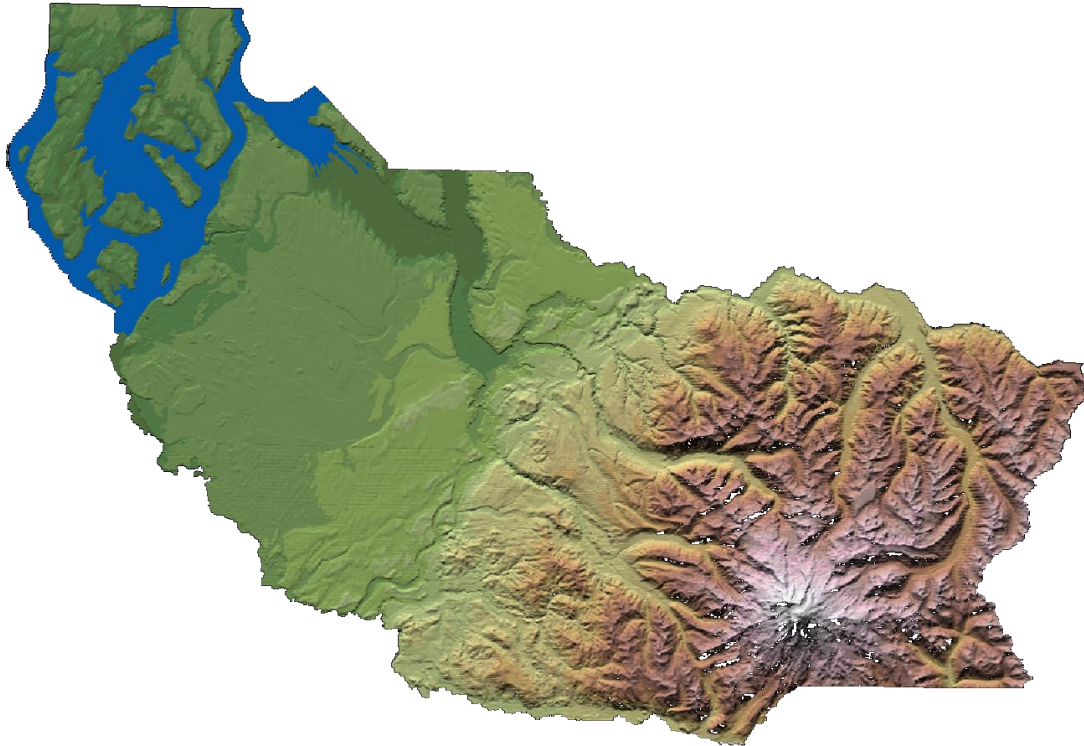


The Region 5 Strategic Plan



*Waiting for disaster is a dangerous strategy.
Now is the time to act to protect our future.*
-- Conclusion of the Presidential Commission on Critical Infrastructure Protection

A region-wide collaborative partnership.
2009 - 2014



PREFACE

As the Director of Pierce County's Department of Emergency Management, I am pleased to provide this copy of the Homeland Security Region 5 Strategic Plan. The plan provides the framework through which we will strengthen our ability to defend against, deter, dissuade, mitigate, and ultimately respond to and recover from terrorist attacks and natural disasters within the region.

We are indebted to the hundreds of private citizens, community and business leaders, tribal representatives, elected officials and federal, state and local government partners whose vision and commitment are reflected in this document. We share a common goal of protecting citizens from man-made and natural catastrophes. We will accomplish this task through effectively coordinating our strategies, tactics, information, technology and other resources, including contingency planning, training and multi-disciplinary/multi-jurisdiction exercises. This strategic plan sets the direction and priorities by which we will measure our success.

By following this plan and working together as partners, we will assure our preparedness for such contingencies and fulfill our commitment and responsibility to each other as citizens of Pierce County and the State of Washington.

Sincerely,

STEVEN BAILEY
Director, Pierce County Emergency Management

PLAN IMPLEMENTATION / REVISION

Responsibility for the writing, implementation, and revision of the Region 5 Strategic Plan resides with Pierce County Department of Emergency Management with guidance, direction and approval provided by the Regional Coordination Council. The Council, as chartered, has voting representatives from most public service sectors, including Law Enforcement, Fire, Public Health / Hospitals, Public Works, and Schools. The council sponsors four subcommittees. These are Planning and Intelligence, Resources, Training, and Exercise. These committees, in conjunction with representatives from PCDEM, will be responsible for the accomplishment of the tactical objectives as defined in the Strategic Plan Matrix.

This Strategic Plan will be reviewed under the following conditions:

1. As often as the National Strategy for Homeland Security changes
2. When updated guidance is received from Federal or State authorities regarding the use of Homeland Security funding
3. As determination is made locally that the Strategic Plan no longer meets current requirements
4. A time period of not more than 5 years has elapsed since the last formal review

All revisions will be approved by the Regional Coordination Council at the regularly scheduled meeting and the record of this approval will be documented in the meeting minutes.

EXECUTIVE SUMMARY

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

Terrorist organizations remain committed to targeting our families, our businesses, and our way of life. Protecting Region 5 (Pierce County)¹ from this campaign of terror requires teamwork. Likewise, natural disasters remain real and viable threats to our communities requiring concerted action to reduce our vulnerabilities and defend against all hazards. Only by strategic planning, training, and exercising can we enhance our collective preparedness and ensure, if disaster occurs, our response and recovery is seamless and effective. There is a role within this strategic plan for every person and every organization.

Our region-wide objectives are to:

- Be all-hazards ready to reduce Region 5’s vulnerability to terrorist attacks and natural disasters as they are defined in the Pierce County Hazard Identification and Risk Assessment (HIRA)
- Defend against, deter, dissuade and prevent terrorist attacks from occurring within Region 5.
- Include all Region 5 public safety disciplines and agencies in the planning effort.
- Address required National initiatives.
- Be consistent with the State of Washington Homeland Security Strategic Plan.
- Reflect adoption of the National Incident Management System (NIMS) and the National Response Framework (NRF).
- Recognize Region 5’s role in greater regional planning efforts (e.g., UASI).
- Place strong emphasis on training and educating the public to prevent, prepare for, mitigate, respond to and recover from all types of hazards, emergencies and disasters.

Our strategic goals and objectives are based on a foundation of shared values: freedom; community health and safety; economic prosperity and quality of life; security of people, infrastructure and the environment; continuous improvement; financial stewardship and accountability; and an all-citizen and all-region focus in every aspect of executing our strategy.

Pierce County has unique challenges and inherent vulnerabilities with a land area of more than 1,794 square miles, extending from sea level to 14,411 feet at the summit of Mount Rainier, a volcano at the state’s highest point. No other county in the United States stretches from sea level to more than two and half miles elevation. There are 118 square miles of water in the County excluding Puget Sound. Puget Sound divides the

¹ Region 5 is a single county region; therefore the terms “Region 5” and “Pierce County” will be used interchangeably throughout this document.

County, with the portion west of the Sound located on the Kitsap Peninsula and connected to the rest of Pierce County by the Tacoma Narrows Bridge. In addition, a number of islands in the southern Sound are incorporated in the County. With a population over 800,000 residents, Pierce County is the second most populous county in Washington State. The County is well situated for industrial, commercial and residential growth. It is served by three major transcontinental railroads, excellent federal and state highways, one of the finest deep-water ports in the world, and Point Defiance Park; one of the nation's largest urban parks. Pierce County is also home to strategic military installations and major national and international business organizations.

Regional priorities are to ensure our safety and security by focusing on:

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

Region 5 and its local partners receive federal funding for initiatives that promote the National Strategy for Homeland Security and the achievement of the National Preparedness Goal as established by Homeland Security Presidential Directive 8. These funds not only enable Region 5 to train, exercise, and equip emergency responders, but also assist Region 5 to perform vulnerability and capability assessments, gap analyses, and develop strategic initiatives. That is why we have focused so heavily on developing this Strategic Plan. We need a clear overarching strategy if we are to address the full spectrum of our regional homeland security needs. This Strategic Plan, along with other state and local all-hazards plans, forms an important foundation for the thoughtful, orderly allocation of resources against domestic security and disaster requirements.

TABLE OF CONTENTS



Gig Harbor, WA

Preface..... 2

Executive Summary..... 3

Table of Contents.....5

Introduction.....6

Threat, Risk & Vulnerability.....9

Regional Priorities.....14

Strategic Plan Matrix 16

Conclusion.....30

Appendix A: Region 5 Homeland Security Organizational Structure.....31



Roy Rodeo, Roy WA

INTRODUCTION

Region 5's Three Step Planning Process

In order to develop a Strategic Plan that encompasses our regional goals and objectives and strives to meet the National Preparedness Goal, Region 5 followed the national planning standards outlined in the *Homeland Security Presidential Directive 8: National Preparedness-Annex 1* titled National Planning. The homeland security directive is the nationally-approved standardized approach to planning which is outlined by the steps: strategic, operational, and tactical. The planning expertise inherent in Region 5 permits the immediate incorporation of the national planning standards into the Strategic Plan and provides the Region with the flexibility and creative power to effectively define the steps of our plan.

The Region 5 overall vision is to maximize region-wide capabilities in order to reduce our vulnerabilities and create a safe and secure environment for all our citizens. Region 5 uses the following the three-step planning process to achieve the vision:

1. Strategic: The goal or intended outcome/vision of the plan.

The strategic portion of the planning process identifies strategic themes or goals we wish to achieve. It is the portion of the plan that should be determined ahead of time. A strategic goal is a finish line; it is what Region 5 is aiming to achieve through the operational and tactical objectives in the plan.

2. Operational: The grouping and organizing of tactical operations into operational themes in order to effectively and efficiently reach the strategic goal.

Planning operationally involves both the planning and decisions made by leadership, and the ability for others to implement those actions. It involves effectively managing resources based on experience and awareness at all aspects/levels of disaster response, and selecting a course of action in concert with planning efforts. The operational portion of the plan is considered the “bridge that links tactics and strategy”.

3. Tactical: The individual steps that need to be taken in order to fulfill the operational objectives of the plan.

The tactical portion is considered the “tangible, grass-roots” part of the planning process. It lays out the detailed steps that need to be taken in order to fulfill the operational objectives of the plan. Typically, when planning is done it is normal to only focus on the tactical portion, because that is where the action is. The tactical side tells you what you need to do, what equipment you need to buy, what specific steps must be accomplished.

Methodology

The Region 5 partnership is the region-wide collaboration of government, citizens, associations, tribal nations, and public and private sector organizations. This Strategic Plan reflects a shared set of principles which guide our decision-making process:

- **Build on that which exists.** It will be easier and faster to implement, more effective, and more likely to be accepted than creating something new. Capacity, once created, must be supported and sustained into the future.
- **Depend on voluntary cooperation.** Partnerships between industry and government and among government disciplines will be more effective and efficient than legislation or regulation.
- **Start with the stakeholders.** They have a strong human and economic stake in protecting their assets and maximizing customer satisfaction. Prevention through an empowered, educated, and vigilant citizenry.
- **Practice continuous improvement.** Take action in affordable increments. There is no “silver bullet” solution. Enhance response capability through planning, equipping, training, and exercising.
- **Coordinate security with maintenance and upgrades.** Security should be incorporated in planned maintenance and scheduled upgrades. Build core region-wide capabilities and augment resources based on assessed threats and vulnerabilities.
- **Promote government leadership by example.** Government-owned facilities should be among the first to adopt best practices, active risk management, and improved security planning. Achieve safe and effective protections through standardization and interoperability.
- **Region 5 will be secure only when our communities are secure.**



Port of Tacoma, WA

THREAT, RISK AND VULNERABILITY

Pierce County has unique challenges and inherent vulnerabilities with a land area of more than 1,794 square miles (the size of the State of Delaware), extending from sea level to 14,411 feet at the summit of Mount Rainier, a volcano and the state's highest point. No other county in the United States stretches from sea level to more than two and half miles elevation. There are 118 square miles of water in the County excluding Puget Sound. Puget Sound divides the County, with the portion west of the Sound located on the Kitsap Peninsula and connected to the rest of Pierce County by the Tacoma Narrows Bridge. In addition, a number of islands in the southern Sound are incorporated in the County. With a population over 800,000 residents, Pierce County is the second most populous county in Washington. The County is well situated for industrial, commercial and residential growth. It is served by three major transcontinental railroads, excellent federal and state highways, and one of the finest deep-water ports in the world. Pierce County is also home to strategic military installations and major national and international business organizations.

Many of the region's communities are vulnerable to natural hazards or man-made disasters. The Pierce County HIRA identifies 19 of these potential hazards, including earthquake, lahar, epidemics, and terrorism. During the past three decades the Region has experienced 21 federally declared disasters. Earthquakes and Mt. Rainier debris flows (lahars) pose the most catastrophic threat to life and property. Flooding, while not as catastrophic, causes the region significant damage at the greatest frequency. With the Region's population and built environment continuing to grow at a rapid pace, the vulnerability to these hazards only increases.

Over the last ten years there have also been numerous documented terrorist threats, extremist group activities, and possible terrorist cells operating within our borders. The threats and events included conventional weapons, improvised or high-yield explosive devices, bioterrorism hoaxes, and attempted cyber attacks. Several of the Region's communities have highly visible and vulnerable targets. These critical facilities, sites, systems, and special events are often located near routes with high transportation access.

While these man-made and natural hazards threaten lives and property in the region, they also threaten the underlying systems upon which our communities are built. The following list identifies some of the region's major critical infrastructure sectors:

- **Agriculture** – Agricultural products include berries, lettuce, beans, cabbage, and flower bulbs. Pierce County leads the United States in rhubarb production, raising about 50 percent of the nation's supply. The Puyallup Valley's farmers also lead the state in producing lettuce, cabbage, radishes and green onions.

The County leads the state some years in pumpkin productions, and Pierce County is second in tulips and daffodils.

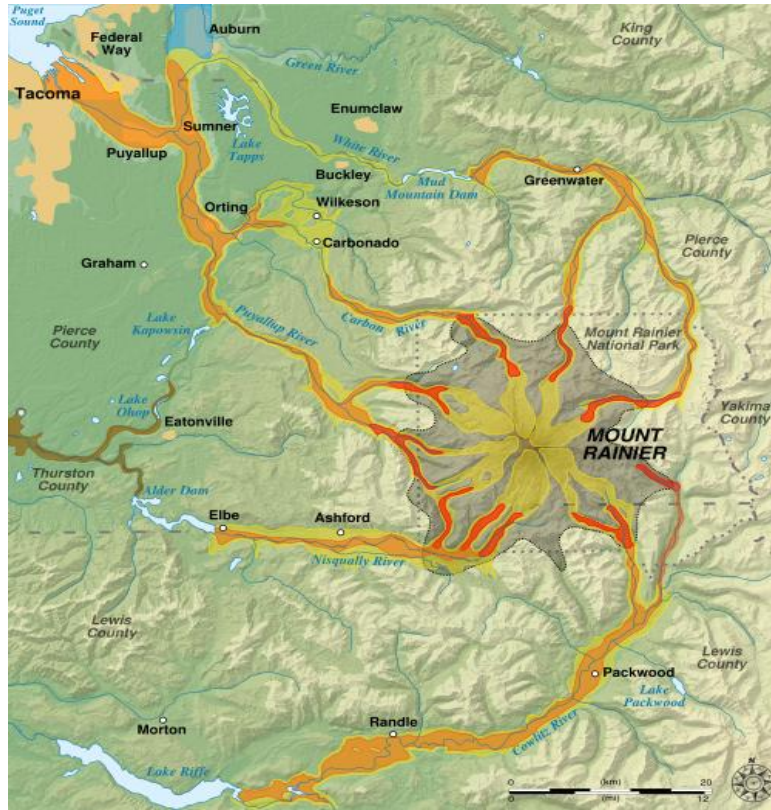
The value of the 80 agricultural crops, livestock and livestock products is \$80 million, which ranks 14th among the state's 39 counties. However, the County's agricultural base continues to shrink as farmers and farmland is lost to the urbanization process. Pierce County lost 18,000 acres of farmland between 1982 and 1997.

- **Water** – There are 118 square miles of water in Pierce County excluding Puget Sound. Puget Sound divides the County, with the portion west of the Sound located on the Kitsap Peninsula. In addition, a number of islands in the southern Sound are incorporated in the County. Anderson Island, McNeil Island and Fox Island are the three major islands within the county and lie west of Tacoma and Steilacoom. Anderson and McNeil Islands can be reached only by ferry or boat. There is a connecting bridge to Fox Island. Anderson Island has a resident population of only a few hundred people, but during the summer months, this population can swell to several thousand people. There are no medical facilities on either Anderson or Fox islands. However, emergency medical technicians and paramedics are available through the resident fire service. McNeil Island is a state correctional facility.



Anderson Island, Pierce County WA

The Puyallup and White River valleys are fertile regions comprising one of the most intensively cultivated areas in the state. This is, however, gradually giving away to commercial expansion. The water from all major rivers combines with headwaters on Mt. Rainier, with the exception of the Cowlitz and its tributaries draining the southeast corner of the mountain, flows into Puget Sound. They are the Puyallup, White, Nisqually, Mowich and Carbon Rivers. Of these, only the Nisqually and Puyallup actually enter Puget Sound. The White, Carbon and Mowich Rivers are all tributaries of the Puyallup. The White River borders Pierce County to the north and drains the east side of the mountain.



Mount Rainier Flows, Pierce County WA

The Nisqually forms the southern border of the County and drains the south side of the mountain. With its tributaries, the Mowich and the Carbon, the Puyallup River contains the runoff from both the north and west sides of Mt. Rainier. It discharges their combined waters into Commencement Bay. There are numerous other rivers and creeks throughout the County.

Included within the boundaries of Pierce County are 361 lakes greater than one acre in size. One hundred and sixty-two of these are above 2,500 feet in elevation. National forests, 225 miles of saltwater shoreline, and the abundance of lakes and other recreational opportunities contribute to an excellent quality of life in Pierce County.

- Healthcare and Public Health** – Key to sustaining the health of our residents, is the healthcare and public health sector that is made up of state and local health departments, hospitals, health clinics, mental health facilities, nursing homes, blood-supply facilities, laboratories, mortuaries, pharmaceutical stockpiles, and veterinary services. While there are literally thousands of licensed facilities, the region’s public health system is directed by the Tacoma/Pierce County Health Department. The healthcare system is composed of 96 licensed and 102 rural health clinics.

- **Emergency Services** – Pierce County has over 15,000 emergency responders: fire, rescue, emergency medical services, 9-1-1, law enforcement, and emergency management personnel that are vital to assuring our region’s critical homeland security capabilities.
- **Government Facilities** – Within Pierce County there are major Army and Air Force facilities. Fort Lewis and McChord Air Force Base, strategically located to support and deploy forces worldwide, provide employment to over 32,000 civilian and military employees in the region.

There is also a great deal of other federal and state government infrastructure in Pierce County that is vital to state and national security. Pierce County is home to the Joint Pierce County/City of Tacoma Emergency Operations Center, Headquarters of the Washington National Guard, the State Emergency Operations Center, Federal Courthouses, and many other important facilities.

Public education is a key component of our governmental capabilities. There are 308 schools, both public and private, spanning the levels from elementary to colleges and trade schools. In addition to being vital regional resources that must be protected, schools provide significant resources for emergency response and recovery facilities as command centers, staging areas, and recovery operations centers.

- **Defense Manufacturing Capability** – The “defense industrial base” refers to the support systems and capability of industry to produce essential material to support national military objectives -- e.g., repair parts, ammunition, chemical defense supplies, food, medical, and fuel supplies. Within the region’s borders there are numerous defense contractors producing critical military equipment systems and supplies.
- **Information and Telecommunications** – Voice and data services are vital to business operations and for keeping citizens connected to government and one another. This critical infrastructure sector affects every resident because of the complex interdependencies and the magnitude of telecommunications and cyber systems within Pierce County.
- **Transportation** – The region’s transportation infrastructure has aviation, maritime, rail, bridges, highways, trucking, busing, pipelines, and mass transit systems. There is a robust transportation system in Pierce County built upon a network of over 1,700 miles of federal, state, and local roads, and three ferry routes. The famed Tacoma Narrows Bridge spans a portion of Puget Sound to connect the western part of Pierce County and the entire Kitsap Peninsula with the larger, eastern part of Pierce County. More than 90,000 vehicles per day traverse the Narrows Bridge. The region is also served by two major national railroad operators as well as AMTRAK. Pierce County has one of world’s best deep water ports. The Port of Tacoma is the sixth largest container port in the

nation. Pierce County has two general aviation airports, a large seaplane base, as well as military flight facilities.

- **Energy** – Electricity generating plants in Pierce County include two dams belonging to the Nisqually Hydroelectric Project: Alder Dam and LaGrande Dam. Both dams combine to produce over 110 MW of power. Approximately 87 percent of the annual output of electricity is produced by hydroelectric facilities.



Alder Dam, WA

- **Banking and Finance** – Herein are included: physical banking and financial structures, financial utilities and human capital, wholesale banking operations, financial markets, regulatory institutions, physical repositories for documents and financial assets. Pierce County is home to the international headquarters of a major financial investment company as well as a regional headquarters of a major insurance company.
- **Chemical Industry and Hazardous Materials** – The use of chemicals is a fundamental component of Pierce County industry and infrastructure. The manufacture and distribution of chemicals occur on a daily basis and are required for all aspects of business and daily life. These chemical products and waste are transported through major population centers on County highways, rails and waterways. The combined quantity of manufactured, processed, transported, and stored hazardous chemicals presents a significant threat to the citizens of Pierce County. The threat of harm from a hazardous chemical release is present whether the release is accidental or an act of terrorism.
- **Postal and Shipping** – Pierce County is home to key sea and ground terminals that are vital in the intermodal movement of cargo regionally, nationally and internationally. The Port of Tacoma handles more than 2 million containers each year and conducts over \$36 billion in annual trade. More than 70 percent of the Port's international container cargo comes from, or is going to, the central and eastern regions of North America – making Tacoma a true "Gateway Port." The Port also handles more than 70 percent of the marine cargo moving between the lower 48 states and Alaska.

- **Key Assets** – Historical attractions, monuments, cultural centers, nationally prominent companies, commercial centers, sports stadiums, schools, universities, and parks and recreation are among the many key assets in Pierce County.



Zoo Lights at Point Defiance Zoo, Tacoma WA



Tacoma Narrows Bridge, Pierce County WA

REGIONAL PRIORITIES



Mt. Rainier, Pierce County WA

- **Partnership and Leadership:** Promote a collaborative environment for sharing information, resources, assistance, and expertise as we jointly strive to enhance our security environment.
- **Communication:** Establish interoperable systems that provide critical information in a timely fashion to those who need it and in a form that is easy to use and understand.
- **Infrastructure:** Integrate government and private critical infrastructure protection and vulnerability reduction efforts to improve the resiliency of the individual pieces and interconnecting systems that make up our critical infrastructure (e.g., economy, agriculture, food, water, public health, emergency services, government, defense manufacturing capability, information and telecommunications, energy, transportation, banking and finance, chemical industry, and postal and shipping).
- **Prevention:** Conduct a wide spectrum of prevention efforts including intelligence and warning capabilities to ensure joint situational awareness, domestic counterintelligence, and hardening of critical infrastructure.
- **Mitigation:** Reduce the vulnerability of Pierce County to natural and man-made disasters
- **Emergency Preparedness/Response - Education & Training:** “Trained, Equipped and Exercised = A Ready Pierce County.” Provide effective and comprehensive education for all emergency responders, emergency managers, citizens, volunteers, tribal nations, government, and private sector entities.
- **Emergency Response & Recovery - Minimize Damage & Recover from Events:** The region-wide objective is to minimize damage and recover rapidly from any events that may occur. Efforts will continue to encompass an all-hazards approach that is integrated into region-wide emergency management.

- **Resource Capacity:** Homeland security resources are limited. There is a shared responsibility to fund and ensure wise stewardship of scarce resources that synchronizes with our goals and objectives and builds long-term sustainability



Interstate 5 rush hour, Pierce County, WA

STRATEGIC PLAN



Northwest Trek, Eatonville, WA

Homeland security strategic planning is conceptual in nature and must integrate many sectors of society. For all goals, objectives, and strategies, Region 5 partners as a region-wide community will work together with government at all levels, tribal nations, the private sector, associations, organizations, and citizens to ensure a safe and secure county for our residents. The matrix presented on the following pages outlines regional goals, objectives, and tactics which are part of the strategic planning framework linkage that transforms the region-wide vision into action. Themes are groupings of operational objectives defined by strategic goals which represent what must be achieved to fulfill the regional vision. Operational objectives further define goals with tactical objectives shaping the specific steps to accomplish the goals. The tactical objectives are each assigned to PCDEM, the Regional Coordination Council (RCC), or one of the RCC subcommittees to supervise their accomplishment, along with a timeline where appropriate.



Tacoma, WA

STRATEGIC PLAN MATRIX

Theme: Prevention and Protection

Strategic Goal: Proactive deterrence, preemption, and prevention efforts are established. Allocation of resources is synchronized with our Region's goals and objectives. Regional information gathering and intelligence analysis and production for all threats is easily accessible to all regional partners. Critical infrastructure and information technology protection, risk management, and cost/benefit analysis is conducted through regional partnerships and collaboration.

Operational Objective 1: Prevention and Protection Planning, Training, and Exercises: Regional plans are developed to encompass deterrence, preemption, and prevention efforts; including wisely managing scarce regional resources. Plans are regularly trained and exercised for regional partners involved in prevention and protection activities.

Tactical Objectives	Lead Department(s)	Timeline
1. Define region-wide Homeland Security interests, roles, responsibilities and structure	RCC	Ongoing
2. Insure National Incident Management System (NIMS) compliance by conducting regular training and exercises	Training & Exercise	Ongoing
3. Develop and maintain comprehensive emergency management plans	PCDEM	Ongoing
4. Conduct training and exercising of the comprehensive emergency management plans	Training & Exercise	Ongoing
5. Implement and manage system to ensure allocation of resources follows our regional goals and objectives	Resource	Ongoing
6. Develop plans, train, and exercise on the gathering, analysis, and sharing of intelligence information	Planning & Intelligence	Ongoing
7. Conduct training and exercises for critical infrastructure protection plan and IT security guidelines	Training & Exercise	Ongoing

Operational Objective 2: Resource Cataloging: Regional resources, including equipment and personnel, are inventoried, cataloged, and organized for effective and efficient use during prevention, protection, response, and recovery operations.

Tactical Objectives	Lead Department(s)	Timeline
1. Establish plans and systems for resource identification, typing, inventorying, tracking, reporting, and training	Resource	Ongoing
2. Develop reimbursement programs and processes to maintain readiness of resources	Resource	Complete

Operational Objective 3: Information/Intelligence Gathering, Recognition of Indications and Warnings, Analysis, and Production: All source threat and other criminal and/or terrorism-related information is identified, gathered, and entered into region-wide integrated intelligence system.

Timely, accurate, and actionable intelligence/information products are produced in support of prevention, awareness, deterrence, response, and continuity planning operations for regional partners.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop and maintain regional intelligence gathering capabilities	Planning & Intelligence	Ongoing
2. Develop and maintain procedures, systems, and/or technology to process the inflow of gathered information from all sources in a timely fashion	Planning & Intelligence	Ongoing
3. Develop regional intelligence analysis capabilities	Planning & Intelligence	Ongoing
4. Establish and maintain a regional indications and warnings reporting system	Planning & Intelligence	Complete
5. Establish reporting procedures to identify threats/hazards at all levels	Planning & Intelligence	Complete

Operational Objective 4: Intelligence and Information Sharing & Dissemination: Effective and timely sharing of information and intelligence occurs across Federal, State, regional, local, tribal, public, and private sector entities to achieve coordinated awareness of, prevention of, protection against, and response to a threatened or actual terrorist attack, major disaster, or other emergency.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop system to facilitate the exchange of information and data among Federal, regional, State, local and tribal agencies	Planning & Intelligence	Complete
2. Develop processes and procedures for sharing security related information with non-traditional public and private sector organizations	Planning & Intelligence	JUN 2010

Operational Objective 5: Critical Infrastructure Protection: The risk to, vulnerability of, and consequence of an attack on critical infrastructure within the region is reduced through the identification of critical infrastructure through use of risk assessments, prioritization of assets, implementation of protective and preventative plans, and development of regional partnerships.

Tactical Objectives	Lead Department(s)	Timeline
1. Conduct risk analysis of critical infrastructure to identify hazards, threats, and vulnerabilities	PCDEM	APR 2010
2. Develop a regional critical infrastructure protection plan	PCDEM	
3. Prioritize critical infrastructure and key assets for more immediate protection based on risk, vulnerability assessment, and threat relationships	RCC	Ongoing
4. Conduct cost-benefit analysis to assess viability of countermeasures and distribution of resources	Resource	Ongoing
5. Support public and private sector entities in developing site-specific infrastructure protection plans	RCC	Ongoing
6. Conduct training and exercises for critical	Training & Exercise	Ongoing

infrastructure protection activities		
--------------------------------------	--	--

Operational Objective 6: Information Technology Security: Information technology databases and equipment, including interdependent physical and cyber information systems, are protected from destruction, tampering, or viewing from any sources not granted access or permission by regional partners.

Tactical Objectives	Lead Department(s)	Timeline
1. Identify threats to and vulnerabilities of information technology and cyber systems throughout the region	RCC	JUL 2013
2. Develop guidelines for information technology infrastructure protection and security in the region	RCC	JUL 2013

Theme: Command, Control, and Communications

Strategic Goal: Promote seamless regional communications and collaboration to ensure that all-hazard incident management and Emergency Operations Center activities, including emergency public information and warnings, are managed through an effective and efficient command, control, and communications framework.

Operational Objective 7: Command, Control, and Communications Planning, Training, and Exercises: Plans and procedures are developed with regional partners to encompass all command, control, and communications efforts. Training and exercises are regularly conducted for regional partners involved in command, control, and communications activities.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans and procedures for all-hazard incident management capability	RCC	Ongoing
2. Develop standardized training courses and exercises on incident command and management, structure, coordination, processes and procedures	Training & Exercise	Ongoing
3. Develop and maintain, train, and exercise emergency operations plans and procedures	Training & Exercise	Ongoing
4. Develop mutual aid agreements among Federal, regional, State, tribal, and local jurisdictions	RCC	Ongoing
5. Develop, train, and exercise communication plans, policies, and procedures that support Federal, regional, State, local and tribal governments, and other regional partners	Training & Exercise	Ongoing

Operational Objective 8: Interoperable Communications: Communications interoperability includes both dependent and interdependent components, networks, databases, support systems, and personnel.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop a plan for communications interoperability among regional partners	RCC / PCDEM	JUN 2011

2. Develop backup communications and information technology systems supporting communications interoperability	RCC / PCDEM	Ongoing
3. Promote and facilitate development of redundant communications networks	RCC / PCDEM	Ongoing
4. Develop communications interoperability training and exercising for regional partners	Training & Exercise	Ongoing

Operational Objective 9: Emergency Public Information and Warnings: Information regarding threats to health, safety, and property are delivered to the general public through clear, consistent information delivery systems. This information is updated regularly and outlines protective measures that can be taken by individuals and their communities.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for public communications, notifications, and warnings	PCDEM	MAY 2010
2. Develop and maintain emergency declaration protocols and templates	PCDEM	Complete
3. Develop processes and procedures for sharing security related information with the public	PCDEM / Planning & Intelligence	Complete
4. Develop and implement public information, alert/warning, and notification training and exercise programs	Training & Exercise	Ongoing

Theme: Community Preparation & Participation

Strategic Goal: Increase citizen preparedness and participation to improve region-wide emergency preparedness and readiness capabilities. Place strong emphasis on training and educating the public to mitigate, prepare for, respond to, and recover from all types of hazards, emergencies, and disasters; including how to take care of themselves during an incident and how to prepare for long term recovery efforts.

Operational Objective 10: Public Education: Place strong emphasis on training, educating, and informing the public to mitigate, prepare for, respond to, and recover from all types of hazards, emergencies, and disasters.

Tactical Objectives	Lead Department(s)	Timeline
1. Educate the public on the development of disaster plans and kits	PCDEM / Training	Ongoing
2. Provide K-12 all-hazard awareness programs	Training	OCT 2011
3. Develop public education programs and materials in multiple languages, as well as for citizens with disabilities and other at-risk populations	Training	OCT 2011
4. Establish a plan to engage citizens in preparedness, training, drills/exercises, and volunteer support	PCDEM / Training & Exercise	Ongoing
5. Establish and maintain a process to evaluate citizen preparedness and participation in preparedness programs	Exercise	Ongoing

Operational Objective 11: Public Education Training and Exercises: Training and exercises are regularly conducted for regional partners involved in public education efforts (both trainers and citizens) to ensure full understanding of preparing for, responding to, and recovering from an incident.

Tactical Objectives	Lead Department(s)	Timeline
1. Train and educate citizens, volunteers, tribe, the business community, the media and government on terrorism and disaster response	Training	Ongoing
2. Develop and provide crime prevention, counter-terrorism and public education program materials to the public	Training	Ongoing
3. Develop and conduct training courses for citizen participation in incident management	PCDEM / Training	Ongoing
4. Train the public to be aware of suspicious items and behavior and the most effective way to report information	Training	Ongoing
5. Develop and implement training and exercises for the distribution of public information	Training & Exercise	Ongoing

Operational Objective 12: Volunteer and Donations Management (V&DM): The positive effect of using volunteers and donations, including partnering with local non-profit organizations to identify and reach vulnerable populations before and during emergency situations, is maximized to augment incident operations.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for managing donated supplies, services, money and equipment, and volunteers	RCC / PCDEM	JUN 2010
2. Develop and maintain training and exercise programs to prepare volunteers for all-hazard incident support	Training & Exercise	Ongoing
3. Develop plans for working closely with public information officers (PIO's) to disseminate critical information about appropriate ways to volunteer and donate	RCC / PCDEM	Ongoing
4. Subsidize preparedness kits for low-income families that cannot afford their own	Resource	SEP 2014
5. Develop plans to use food banks, churches, etc., as distribution points for supplies during an emergency	Resource	SEP 2011

Theme: Health

Strategic Goal: Enhance healthcare and public health systems throughout the region to ensure capacity and capability to respond to emergencies, all-hazards events, and large-scale disasters involving mass prophylaxis and medical surges, as well as maintaining continuity of care for non-incident related illness or injury.

Operational Objective 13: Health Planning, Training, and Exercises: Plans and Procedures are developed to encompass all health-related efforts; especially in the areas of mass prophylaxis and medical surge. Training and exercises are regularly conducted for regional partners involved in health-related efforts to ensure full compliance and understanding of plans and procedures.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans, procedures, training and exercise programs to safeguard public health operations	RCC / PCDEM Training & Exercise	Ongoing
2. Develop incident-specific health plans (e.g., incident involving contamination of food, water, or drug supplies; disease outbreak)	RCC / PCDEM	JUL 2012
3. Develop plans and procedures for maintaining emergency communications among public health services and other health care providers	RCC / PCDEM	JUL 2011
4. Develop system to provide accurate and relevant public health and medical information to clinicians, responders, and the public in a timely and efficient manner	RCC / PCDEM	Complete
5. Develop and maintain accountability procedures for EMS personnel, equipment, and supplies	RCC / PCDEM / Resource	Ongoing
6. Develop and conduct a comprehensive health operations training and exercise program.	Training & Exercise	Ongoing

Operational Objective 14: Medical Supplies Management and Distribution: Critical medical supplies and equipment are appropriately secured, managed, distributed, and restocked in a timeframe appropriate to the incident.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for the provision of medical personnel, equipment, laboratories, pharmaceuticals and supplies	Resource	SEP 2012
2. Develop system to inventory regional medical supplies, equipment, ambulance services, hospitals, clinics and first aid units	Resource	SEP 2012

Operational Objective 15: Epidemiological Surveillance and Investigation: Potential exposure to disease is identified rapidly by determining exposure and mode of transmission and agent, interrupting transmission to contain the spread of the event, and reducing number of cases.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop system to provide efficient surveillance to facilitate early detection and mitigation of disease	RCC	May 2013
2. Develop plans and procedures to interrupt transmission and spread of disease	RCC	May 2013

Operational Objective 16: Isolation and Quarantine: In accordance with legal authorities, individuals who are ill, exposed, or likely to be exposed are separated, movement is restricted, basic

necessities of life are available, and their health is monitored in order to limit the spread of a newly introduced contagious disease (e.g., pandemic influenza).

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for implementing and managing isolation and quarantine operations in accordance with appropriate legal authorities	RCC	JUN 2013
2. Develop and implement training and exercises for isolation and quarantine activities	Training & Exercise	Ongoing

Operational Objective 17: Emergency Triage and Pre-Hospital Treatment: Emergency Medical Services (EMS) resources are effectively and appropriately dispatched and provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, while maintaining the capabilities of the EMS system for continued operations.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop system to ensure appropriate protective resources are available, including vaccinations, prophylaxis, and personal protective equipment	RCC / Resource	OCT 2012
2. Develop plans to provide pre-hospital decontamination appropriate to the nature of incident and number of injured/ill	RCC	OCT 2012

Operational Objective 18: Mass Prophylaxis: Appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon the onset of an event to prevent the development of disease in exposed individuals.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for the distribution of mass prophylaxis	Resource	OCT 2012
2. Develop and implement a mass prophylaxis inventory management system	Resource	OCT 2012
3. Develop and implement training and exercises for mass prophylaxis repacking, distribution, and dispensing activities	Training & Exercise	Ongoing

Operational Objective 19: Fatality Management: Methods are implemented to ensure appropriate fatality management activities occur such as; decontamination of the **affected** area, having notifications sent to appropriate individuals, and proper disposal procedures are met.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for managing fatalities through on-scene, morgue, ante-mortem data management, victim identification, and final disposition activities	RCC	MAY 2012
2. Develop and implement training and exercise programs for fatality management	Training & Exercise	Ongoing
3. Develop plan for dealing with large numbers of dead or dying animals	RCC	MAY 2012
4. Develop plan for deliberate mass farm	RCC	MAY 2012

animal killings		
-----------------	--	--

Operational Objective 20: Responder Safety and Health: Develop and implement plans and procedures to insure no illnesses or injury to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of preventable exposure to potential threats and injuries.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans to ensure the safety of all on-scene responders during an event	RCC	Ongoing
2. Provide required personal protective equipment (PPE) to first responders	Resource	Ongoing
3. Provide all required health and safety training, including PPE training, pre-incident training site/incident specific training, and exercises to develop and maintain appropriate knowledge and expertise for responders	Training & Exercise	Ongoing
4. Develop plans and procedures to conduct decontamination activities for all responders as necessary	RCC	SEP 2011

Theme: Response

Strategic Goal: Regional response capabilities are strengthened to prepare first responders and citizens to respond to emergencies, all-hazard events, and large-scale disasters including CBRNE & WMD detection and response, as well as resource and volunteer coordination, protection and distribution activities.

Operational Objective 21: Response Planning, Training, and Exercises: Plans and procedures are developed to encompass all response efforts. Strengthen regional response capabilities to prepare first responders and citizens for all-hazards. Training and exercises are regularly conducted for regional partners involved in response activities.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop system to determine regional readiness and response capabilities	RCC	Ongoing
2. Develop plans and procedures for public safety, security response, debris removal, rescue and recovery operations	RCC	Ongoing
3. Designate liaison representatives to incident response management structure	RCC	As required
4. Develop and implement training and exercise program to support response operations and improve all-hazard incident management capabilities	Training & Exercise	Ongoing
5. Train & exercise public safety personnel for CBRNE, WMD, and Haz-Mat detection and response activities	Training & Exercise	Ongoing

Operational Objective 22: Critical Resource Logistics and Distribution: Critical resources are available to incident managers and emergency responders upon request for proper distribution and to

aid disaster victims in a cost-effective and timely manner.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans and procedures for acquiring and ordering resources	Resource	Ongoing
2. Develop plans and procedures for mobilizing, allocating, and delivering resources during response activities	Resource	Ongoing
3. Develop system to provide resource tracking support to the IC/EOC	Resource	Ongoing

Operational Objective 23: CBRNE Detection, Response & Decontamination: Chemical, biological, radiological, nuclear, and/or explosive (CBRNE) materials are rapidly detected and characterized at ports of entry, critical locations, events, and incidents in order to ensure quick and effective response activities.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop a CBRNE standard operating procedure (SOP)	RCC	SEP 2011
2. Conduct training and exercises on screening, surveillance, monitoring, detection, testing, analyzing, and disseminating CBRNE information	Training & Exercise	Ongoing
3.. Develop system to coordinate CBRNE material threat and discovery information with intelligence, public safety, public health and other appropriate agencies	RCC / PCDEM	SEP 2011

Operational Objective 24: WMD and HazMat Response and Decontamination: Hazardous materials release is rapidly identified and mitigated; victims exposed to the hazard are rescued, decontaminated, and treated; the impact of the release is limited; and responders and at-risk populations are effectively protected.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop a WMD/HazMat standard operating procedure (SOP)	RCC	SEP 2011
2. Develop and implement exercise programs for WMD/hazardous materials response and decontamination	Exercise	Ongoing

Operational Objective 25: Food and Agriculture Safety and Defense: Threats to food and agriculture safety are prevented, mitigated, and eradicated to ensure that trade in agricultural products is restored, affected products are disposed of, affected facilities are decontaminated, public and plant health are protected, notification of the event and instructions of appropriate actions are effectively communicated with all regional partners, and confidence in the food supply is maintained.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for managing and monitoring animal control, agricultural surveillance, and potential food-related health issues	RCC	SEP 2013
2. Develop plans, training, and exercises for responding to a food safety or agricultural disease event	Training & Exercise	Ongoing

3. Develop processes for safe, verified disposal and decontamination of contaminated or damaged food products	Resource	SEP 2013
---	----------	----------

Operational Objective 26: Citizen Evacuation and Shelter-In-Place (short and long term): Affected and at-risk populations are safely sheltered-in-place or evacuated to safe refuge areas.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans for pre-identification of sufficient and suitable facilities for evacuation and post-impact shelters (to include non-traditional shelter facilities such as camps, hotels, etc.)	RCC / PCDEM	MAY 2012
2. Develop plans for storing/delivering shelter supplies in the pre-incident phase, during an incident, and the post-incident phase, as applicable	Resource	MAY 2012
3. Develop and implement programs to train local citizens on evacuation, reentry and shelter-in place processes	Training	Ongoing
4. Develop plans to address common issues (e.g. cultural, language, people with disabilities in general population shelters, etc.)	RCC / PCDEM	MAY 2012
5. Develop and coordinate plans to deliver evacuation traveler information directly to the public and through the media	RCC / PCDEM	MAY 2012
6. Develop and implement systems for tracking evacuees and those who shelter in place	RCC / PCDEM	MAY 2012

Operational Objective 27: Search and Rescue: The greatest numbers of victims are rescued and transferred to medical services, in the shortest amount of time while maintaining rescuer safety.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans, training, and exercises for urban search and rescue operations	PCDEM	Ongoing
2. Develop plans, procedures and protocols to incorporate certified SAR volunteers in response activities	PCDEM	JUL 2012
3. Develop system to ensure adequate resources are available for conducting searches for victims using canine, physical, and electronic search capabilities	Resource	JUL 2012
4. Develop system to maintain accountability of personnel, equipment, and supplies for SAR incidents	Resource	JUL 2012
5. Incorporate Region 5 search & rescue assets into appropriate UASI regional and State plans	PCDEM	Ongoing

Theme: Recovery

Strategic Goal: Develop regional capability for rapid economic and community recovery from all-hazard events. Build long term financial stability, capacity, and capabilities for response to all-hazard events. Structural damage assessments and restoration of lifelines are conducted to restore safety, resources, and capabilities.

Operational Objective 28: Economic and Community Recovery Planning, Training, and Exercises: Plans and procedures are developed to encompass regional economic and community recovery from all-hazard events. Training and exercises are regularly conducted for regional partners involved in recovery activities.

Tactical Objectives	Lead Department(s)	Timeline
1. Manage, update, train, and exercise Continuity of Operations (COOP) plans	RCC / PCDEM	Ongoing
2. Develop community recovery, hazard mitigation, and economic stabilization plans and programs with public and private sectors	PCDEM	Ongoing
3. Develop training and exercises for community recovery, hazard mitigation, and economic stabilization	Training & Exercise	Ongoing
4. Develop plans and procedures for comprehensive stress management strategies, programs, and crisis response teams	PCDEM	Ongoing

Operational Objective 29: Debris Management and Decontamination: Coordinate and facilitate clean-up, removal, and recovery of areas affected by accumulation of debris.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop procedures for demolishing and decontaminating dangerous buildings/infrastructure and the disposal of debris	PCDEM	JAN 2012
2. Develop procedures for decontamination of debris	RCC	JAN 2012
3. Develop system for coordinating transportation of debris from incident scenes to disposal sites	RCC	JAN 2012

Operational Objective 30: Structural Damage Assessment: The full range of engineering, building inspection, and enforcement services are implemented, managed, and coordinated for the affected area.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plans and procedures for conducting structural damage assessments	RCC	APR 2012
2. Exercise and train appropriate regional partners on conducting structural damage assessments	Training & Exercise	Ongoing

Operational Objective 31: Post-Incident Resource Management: Resources are inventoried post-incident to determine areas requiring repair and/or replacement.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop systems for resource recovery and rehabilitation, replenishment, disposition and retrograding	Resource	Ongoing
2. Establish plans and systems for post-incident resource identification, inventorying, tracking, and reporting	Resource	MAR 2013

Operational Objective 32: Restoration of Lifelines: Develop and implement a system to ensure the capability to initiate and sustain restoration activities including facilitating the repair and/or replacement of infrastructure for oil, gas, electric, telecommunications, and drinking water, wastewater, and transportation services.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop comprehensive plans and procedures for timely and efficient restoration of lifelines	RCC	MAR 2013
2. Exercise and train appropriate regional partners on restoration of lifelines activities	Exercise & Training	Ongoing

Theme: Performance Assessments

Strategic Goal: Performance assessments are conducted and processed in order to determine areas of strength and areas that need improvement within Region 5. Performance assessments are incorporated into planning efforts and funding strategies.

Operational Objective 34: Performance Assessment Planning and Administration: Plans and procedures are developed for conducting homeland security performance assessments to ensure Region 5 is progressing towards achieving the National Preparedness goal. Data from performance measures are used to determine areas of improvement and weaknesses in our regional capabilities.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop plan to conduct performance assessments on all themes in the regional strategic plan	RCC	Ongoing
2. Develop plans and procedures for gathering, processing, and analyzing information obtained from performance assessments	RCC	Ongoing

Operational Objective 35: Incorporate Results with Planning Processes and Funding Strategies: Performance assessments findings are integrated into planning efforts in order to effectively improve on areas of weakness in our regional activities and capabilities. Findings are used to develop future funding strategies for maintaining/improving regional capabilities.

Tactical Objectives	Lead Department(s)	Timeline
1. Develop guidelines for an all plans review cycle	RCC / PCDEM	Complete
2. Incorporate results from performance assessments into planning process to improve on areas of weakness	RCC	Ongoing

3. Develop and conduct refresher training courses emphasizing changes or additions to existing plans	Training	Ongoing
4. Use results from performance assessments in developing funding strategies to maintain and/or improve regional capabilities	RCC	Ongoing

Operational Objective 36: Plans Management: Insure regional planning efforts integrate supporting plans and initiatives for effective control and coordination.

Tactical Objectives	Lead Department(s)	Timeline
1. Create a clearinghouse for all plans that support the Region 5 Strategic Plan	RCC / PCDEM	Ongoing
2. Determine confidentiality and control access of supporting plans	RCC / PCDEM	Ongoing
3. Develop a mechanism that shows the interrelationships between all Homeland Security and Emergency Management plans	RCC / PCDEM	Ongoing

CONCLUSION

Region 5 strives to build capabilities and capacities that are integrated into the Region's all-hazard emergency management strategy and that can be sustained long term. Much has been done to counter the ongoing threats of terrorism through increased planning, equipping, training, and exercises. In addition, region-wide security continues to improve through enhancing regional coordination, educating and engaging the citizenry, strengthening existing partnerships and forming new, collaborative relationships.

Region 5 will focus its attention on the priorities in this strategic plan and continue to work with local, state and national partners. This strategic plan will help determine the Region's homeland security and disaster response requirements, thereby enabling the region to focus resources and maximize our preparedness. The regional strategy is the product of a collaborative, community-based effort. It sets the direction for synchronizing efforts and making wise choices. It also provides a process for collectively planning and coordinating region-wide efforts to include the setting of standards, priorities, and policies. The strategy is a constantly evolving one. We will evaluate our progress, learn, and change as necessary.

We are faced with daunting challenges matched only by the multitude of opportunities to secure our region – our homeland. The consequences of not being prepared are unacceptable. Through a conscious, calculated and collaborative strategy, we will enhance our preparedness and insure Region 5 remains a safe and secure place to live, work and raise our families.



Washington State Bird: Willow Goldfinch (*Carduelis tristis*)

APPENDIX A – Region 5 Homeland Security Organizational Structure

Homeland Security Regional Coordination Council (RCC)

The Region 5 Homeland Security Regional Coordination Council (RCC) is the chief homeland security policy making body in the region and is the core membership of the Terrorism Early Warning Task Force (TEW) in Pierce County. The RCC's planning and coordination structure is representative of the major disciplines in the region and includes members from county, cities, towns, and tribe within the regional geographical boundary. This regional configuration was implemented to distribute federal grant funds, develop emergency responder equipment priority lists, plan and execute training exercises, create regionally based mutual aid plans, and develop volunteer infrastructure to support citizens' involvement in homeland security initiatives. This regional structure has increased communication and collaboration, to include the sharing of best practices and resource coordination. Operations and physical resources are maintained at the local jurisdiction (county, city and tribal) level, and coordination and planning are facilitated at the regional level.

Four committees support the RCC/TEW in its decision-making process: Planning and Intelligence; Training; Exercise; and Resource & Equipment.

- The **Planning and Intelligence Working Committee**, in conjunction with the Regional Intelligence Group, develops and updates a regional threat assessment, coordinates the dissemination of threat information throughout the TEW task force, and develops plans and policies for consideration of the Council to respond to those threats.
- The **Training Committee** identifies training requirements necessary to implement approved plans and policies, and to properly use allocated equipment. It prioritizes training needs and training opportunities consistent with the priorities approved and funding provided.
- The **Exercise Committee** plans and coordinates region-wide terrorism/disaster response exercises and promotes and facilitates joint exercises on a smaller scale.
- The **Resource and Equipment Working Committee** identifies funding opportunities, emergency response equipment requirements and local emergency response resources. It prioritizes equipment needs. It develops a means to order and distribute equipment consistent with funding provided and the plans and policies approved by the Council. It catalogues resources using the Rapid Access to Resources System.

The State-Wide Integrated Intelligence System

This system consists of two primary components:

- (1) The Washington State Fusion Center (WSFC)
- (2) Regional Intelligence Groups (RIG) encompassing the entire State of Washington.

The statewide goal of the Integrated Intelligence System is to establish a structure to gather, analyze, and report sensitive threat information throughout Washington State. This system will be a true cross-jurisdictional partnership, integrating local, tribe, state, and federal law enforcement, as well as first responders, emergency management, and when appropriate the private sector.

The Region 5 RIG coordinates with the TEW Planning & Intelligence Committee on threat assessments and sharing information with TEW stakeholders. It also determines time-sensitive intelligence/information to be disseminated through the Pierce County Warning, Alert and Response Network.



Daffodils in Puyallup Valley, WA