



STRATEGIC PLAN

Pierce County Emergency Management (PCEM) is proud to share its 2018 – 2021 Strategic Plan. This 'Guiding Light' document took over a year to revise and includes input and feedback from both internal and external stakeholders

Pierce County Emergency Management



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Record of Changes		
Date	Changes	Approved by:
April 2014	Origination Date	Lowell Porter, Director
January 2018	Revised (2018-2021)	Lowell Porter, Director





Message from the Director

Dear Emergency Management Partners and Stakeholders:

Pierce County Emergency Management (PCEM) is proud to share its new 2018 – 2021 Strategic Plan. This “Guiding Light” document took over a year to develop internally and with support from numerous partners and stakeholders.

We developed this resource to ensure PCEM effectively fulfills its leadership role in the emergency management community in Pierce County (Homeland Security Region 5), the state of Washington and nationally. Achieving our strategic priorities will ensure emergency responders and communities throughout Pierce County are better prepared to respond to and recover from future emergencies and disasters more efficiently. PCEM, utilizing a whole community business model, is committed to working in close partnership with all groups and organizations who have a vested interest in enhancing emergency preparedness and community resiliency.

Together, we will create resilient communities and enhance public safety in Pierce County by:

- Being vision focused and mission driven;
- Establishing strategic objectives with defined outcomes;
- Aligning the allocation of resources to our strategic objectives;
- Creating integrated systems that produce the best return on investment;
- Continuously building the organizational capacity necessary to achieve success; and
- Maintaining effective and transparent accountability processes that track progress, measure success, and drive our external communications.

Thank you for your support of and commitment to helping PCEM accomplish this important public safety mission, and for making Pierce County a vibrant community where people choose to live, work, and raise a family.

Respectfully,

A handwritten signature in blue ink that reads "Lowell Porter". The signature is fluid and cursive, with the first name being more prominent.

Lowell Porter, Director
Pierce County Emergency Management



County Overview

Demography/Geography/Topography

Pierce County is the second largest county in Washington State with nearly 860,000¹ residents. The extremely varied topography ranges from sea level to 14,411 feet at the summit of Mt. Rainier. The county is in the west central part of the state and has a land area of 1,157,120 acres or 1,808 square miles. 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. In addition, many islands in the southern Sound are incorporated in the county. (Appendix #1 – Pierce County map)

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 way to commercial expansion. The water from all major rivers with headwaters on Mt. Rainier, except for 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 enter Puget Sound. The White, Carbon and Mowich Rivers are all tributaries of the Puyallup and join it before it enters the Sound. The White River borders Pierce County to the north and drains the east side of the mountain. 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.

Commencement Bay, Pierce County's principal port, is an arm of Puget Sound that allows easy access to the sea. The largest developed portions of the County are located near Puget Sound on gently rolling terrain formed from glacial outwash and till. The eastern portion of the County consists of foothills rising up to the crest of the Cascade Range, includes Mount Rainier National Park and is utilized primarily for timber production and recreation.

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, the abundance of lakes and other recreational opportunities contribute to an excellent quality of life in Pierce 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.

(¹United States Census Bureau (v2016))



Climate

The climate of Pierce County is generally mild. The Cascade Mountains to the east block cold winter air and the Willapa Hills and the Olympic Mountains to the west remove much of the moisture from many Pacific storms before they reach the lowland areas of the County.

Definite seasons are evident, with the rainy season generally from October through April. Precipitation on the western and central portions of the County is usually in the form of rain, with occasional snow during the winter, while the eastern portion of the County is subject to a very heavy winter snowpack. This snowpack melts each spring with the exception of the upper slopes of Mt. Rainier, where snow remains year-round, locked up in an extensive glacier system.

Tacoma's average rainfall is approximately 39.25 inches per year, most of which falls between October and April. Precipitation in the mountainous areas of the eastern part of the county is well over 100 inches per year. Average daily temperatures in December range between 47 degrees for the high and 36 degrees for the low; and August averages range between 77 degrees for the high and 56 degrees for the low.¹

Economy

Tacoma, the county seat, is the third largest city in the state. It is Pierce County's principal center for urban concentration and functions as the primary center for industry and trade. It is served by three major transcontinental railroads, federal and state highways and a deep-water port.

The dominant forces in the Pierce County economy are lumber, shipping, service industries, military support and government. Military support activity has fluctuated in the past but Joint Base Lewis/McChord points to continued strength in this sector. The impact of the military, state and local government, the school system and the health services system can be seen in that these few areas make up the top ten employers in the County. As in the rest of the country, the service sector has grown over the past few decades.

Summary Statement

Realizing that there will always be unanticipated emergencies that arise, the County has attempted to plan and prepare for those hazards and their related risks that are specific to Pierce County. These hazards are described in the Pierce County Hazard Identification and Risk Assessment and include natural, technological, and human caused hazards.

Homeland Security:

Pierce County comprises Region 5 in the nine-region homeland security structure in the state of Washington. (Appendix #2 Homeland Security Region map)

(¹www.usclimatedata.com/climate/Tacoma/Washington/united-states/uswa0441)



Pierce County Hazards:

<u>Natural:</u>	Avalanche Drought Epidemic Landslide Tsunami Wildland Fire	Climate Change Earthquake Flooding Severe Weather Volcanic
<u>Technological:</u>	Abandoned Mines Energy Emergency Pipelines	Dam Failure Hazmat Transportation Accident
<u>Human Caused:</u>	Civil Disturbance	Terrorism

Emergency Management Leadership

Vision

Improving lives through innovative and passionate public service.

Mission

Create resilient communities and enhance public safety by empowering the whole community in Pierce County to prevent, mitigate, prepare for, respond to, and recover from all types of hazards, emergencies and disasters.

Values

Ethical	Behavior and actions are legal, transparent, and of good intention.
Accountable	An opportunity to tell a success story about something for which you are responsible.
Prepared	Have researched, studied, considered, reflected, and strategized for meaningful participation and outcomes.
Motivated	Inspired and determined to give maximum effort every day.
Professional	Courteous, respectful, knowledgeable, humble, a team player.
Analytical	Use logic, reason, data, and best practices to make decisions.
Collaborative	Willingness to work with others (inside and outside of the department), sharing responsibility and credit, to achieve successful outcomes.
Flexible	Amenable to listening to and considering other ideas and ways of doing things.
Diverse	Believes that a variety of perspectives, experiences, practices and backgrounds enriches our work environment.
Stewardship	Careful, responsible, and trustworthy management of people, resources, projects, products, and programs entrusted to our care.



About the Department

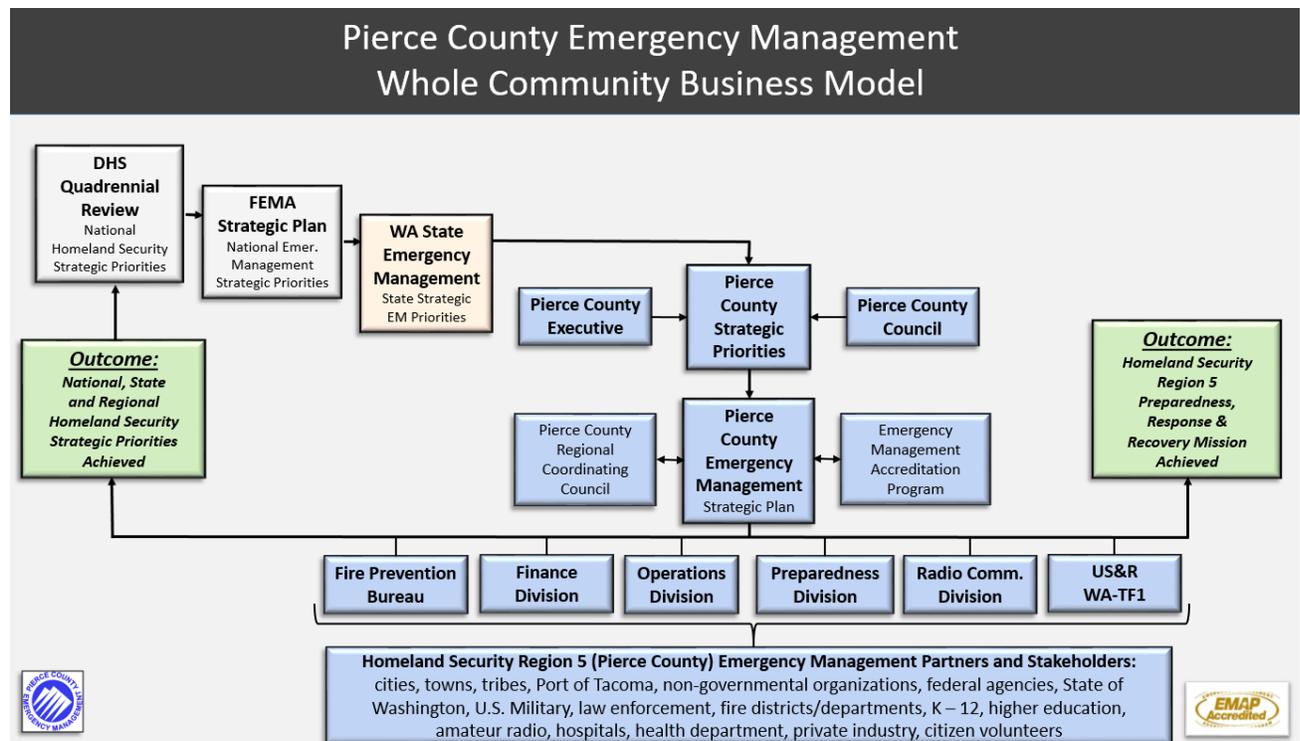
Pierce County Emergency Management (PCEM) is a nationally recognized and award-winning department charged with preparing and protecting the people that choose to live, work, and raise a family in the second largest county in Washington State. It is one of the first county emergency management departments in the United States to be accredited through the rigorous Emergency Management Accreditation Program (EMAP). PCEM uses a business process that is data-driven, evidenced based, leverages integrated systems and emphasizes a culture of continuous innovation and a passion for customer service.

Whole Community Business Model

PCEM works collaboratively, in a whole community approach, with partners and stakeholders.

Homeland Security Region 5 - Pierce County Emergency Management Partners and Stakeholders include: cities, towns, tribes, Port of Tacoma, non-governmental organizations, federal agencies, state of Washington, U.S. Military, law enforcement, fire districts/departments, K – 12, higher education, amateur radio, hospitals, health department, private industry, citizen volunteers.

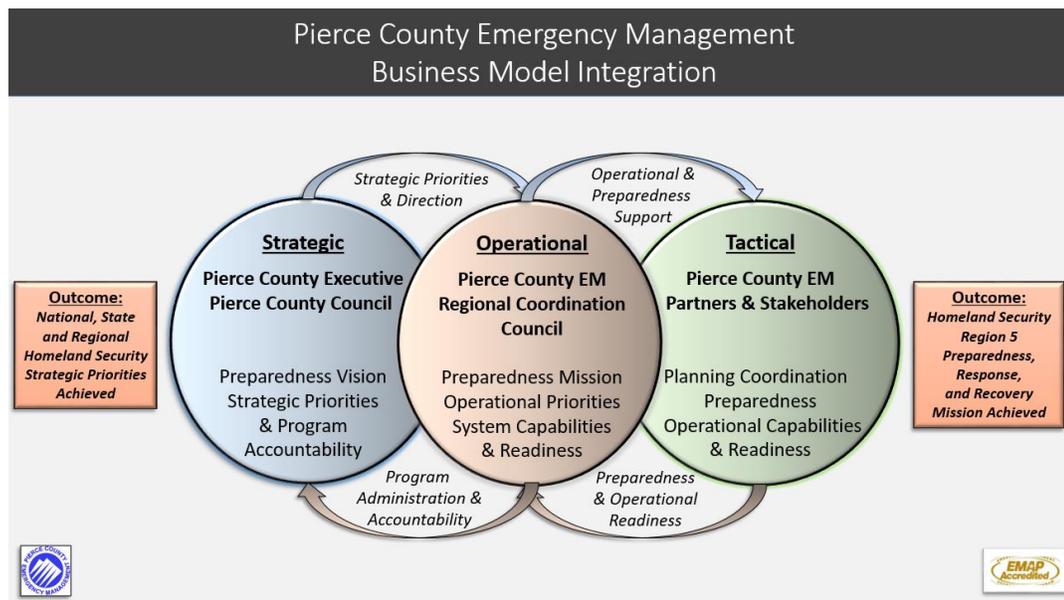
PCEM is responsible for a variety of operational areas within its six divisions of Finance, Fire Prevention Bureau, Operations, Preparedness, Radio Communications/E-911, and Urban Search & Rescue (US&R). A business process model defines the ways in which operations are carried out to accomplish intended organizational goals and objectives.



Business Model Integration

This diagram demonstrates how the PCEM Business Model integrates its organizational strategy; structure; and staffing across all three levels of the County's integrated emergency management system; achieves local, state and national homeland security priorities; and creates lines of accountability to the executive branch, legislative branch, and agencies of accountability (Washington Emergency Management Division, State Auditor's Office, Federal Emergency Management Agency, and Government Accountability Office).

Strategic components addresses the *why* and the *how*; **Operational** components addresses the *what* and *when*; and **Tactical** components addresses the *who* and *where* of a model. PCEM developed a four-year work plan that puts these strategic planning components into action.



Emergency management work is governed by federal and state laws, county codes, and national program standards such as but not limited to: Washington Administrative Code (WAC) 118-04, 118-30, 118-40, 118-66, 118-67, 118-68 and 246-976, Revised Code of Washington (RCW) 19.27 and 38.52, Pierce County Code 2.06, 2.118 and 17C, and Emergency Management Accreditation Program (EMAP). Below are summary statements providing details for some of those requirements.

Emergency Management Accreditation Program (EMAP)

Emergency Management Accreditation Program is a national standard followed by emergency management organizations, fostering excellence and accountability in emergency management and homeland security programs by establishing credible standards and an evaluation process including self-assessment, peer review and committee and commission review for state and local emergency management programs across the country. EMAP is a rigorous yet scalable industry standard and is flexible in design so that programs of varying sizes, populations, risks, and resources can use it as a blueprint for improvement and attain compliance with the standard.

EMAP Components

Define, document, evaluate, and track identified emergency management policies, procedures and tasks in the following areas as identified in the 2016 Emergency Management Standard document.

- Hazard Identification and Risk Assessment (HIRA) & Consequence Analysis
- Hazard Mitigation
- Prevention
- Operational Planning and Procedures
- Incident Management
- Resource Management, Mutual Aid and Logistics
- Communications and Warning
- Facilities
- Training
- Exercises, Evaluations and Corrective Actions
- Emergency Public Information and Education

Emergency Medical Services Standards

PCEM provides coordination for the Emergency Medical Services program. Emergency Medical Services training, certification, licensure and verification, and system administration standards are outlined in WAC 246-976. The Medical Program Director (MPD) is required to provide medical control; which is the oral or written direction by the MPD or their assigned delegate for the certified prehospital Emergency Medical Services (EMS) personnel who provide emergency medical care to patients of all age groups. These activities are required by law to enhance the ability for EMS personnel to provide services to its clients. The EMS program promotes quality pre-hospital emergency patient care through:

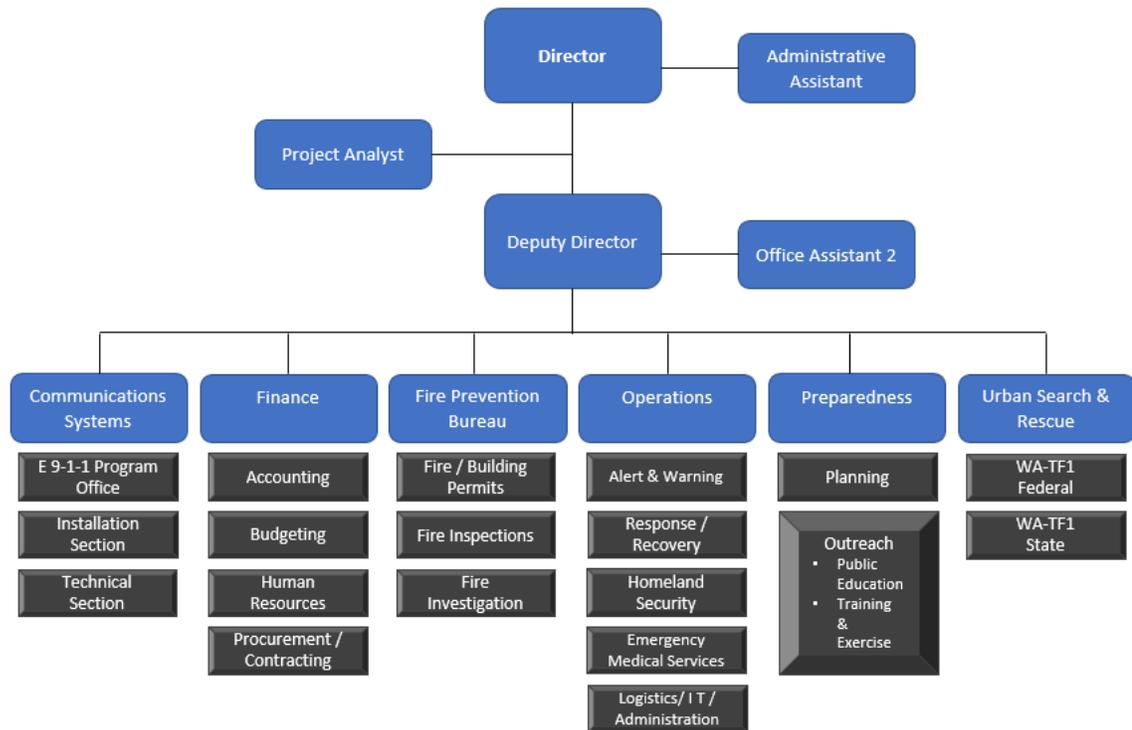
- Supervision of emergency medical training;
- Recommendation of EMS personnel for certification;
- Recertification or decertification;
- Development of patient care protocols; and
- Participation in the administration of patient care policies and procedures.

Fire Prevention Bureau Standards

PCEM provides coordination for the Office of Fire Prevention and Arson Control (Fire Prevention Bureau) as identified in PCC 2.06.12.M.6. The Revised Code of Washington (RCW) 19.27 provides the regulations used by the Fire Prevention Bureau. Further, Pierce County Code 17C.60.010 adopted the International Fire Code for prescribing regulations in all of the unincorporated areas of Pierce County, and in the incorporated towns and cities of the County who have contracted with Emergency Management for services.



Emergency Management Organizational Structure



Communications Systems

The Communications Systems Division maintains, operates, and is responsible for a vast spectrum of communications and public safety systems and equipment within Pierce County and the South Puget Sound region. The division strives toward regional partnerships and engagement of key stakeholders to ensure public safety and emergency communications are available to the citizens and first responders of Pierce County. In addition, this division acts as a liaison with other government and private entities to coordinate and maintain appropriate licenses and ensures the system meets federal and state requirements. The Communications Systems Division is comprised of three sections: Technical Section, Installation Section, and the E911 Program Office.

Technical Section

The Technical Section of the Communications Systems Division is responsible for the maintenance and proper operation of state-of-the-art data and communications networks. These systems include, but are not limited to, a 700 MHz public safety radio network, multiple high-speed microwave backbone networks, Very High Frequency (VHF) and Ultra-High Frequency (UHF) radio networks, and an integrated Lahar Warning System. These complex networks and systems serve the public safety interest of over 1.8 million citizens, both in Pierce County and throughout the Puget Sound region. The services provided by these networks and systems include regional radio communications capabilities, electronic emergency equipment, traffic radar program, community alert and warning which integrates an updated Lahar Warning System, as well as other highly technical communications capabilities. These radio systems and communications networks



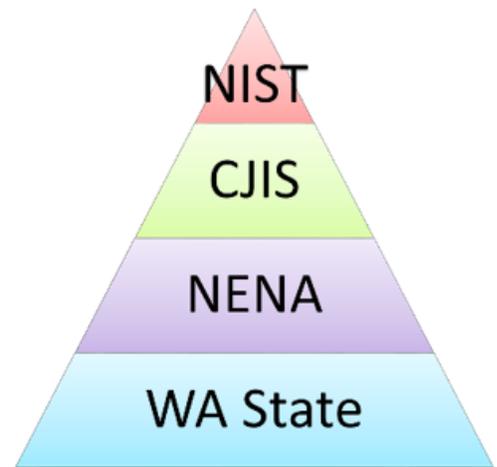
provide connectivity and support to an array of partners such as law enforcement, fire suppression and prevention, emergency medical services, public safety dispatching, regional transit, multiple Pierce County departments, multiple school districts, cities and municipalities within Pierce County, multiple mutual aid users, and the Washington Department of Transportation. Operational reliability of this critical infrastructure is the highest priority of the Technical Section in order to support the safety of Pierce County residents and visitors as well as the community of first responders.

Installation Section

The Installation Section of the Communications Systems Division is responsible for public safety equipment installations on a wide range of emergency response and public service vehicles. The Installation Section performs multiple tasks including acquisition, installation, repair, and preventative maintenance of all emergency equipment systems. Public safety equipment installations can range from in-vehicle radar systems, to vehicular radio repeaters, to full emergency lighting and siren systems installations. The Installation Section strives to ensure the highest quality installation standards are practiced to safeguard citizen and responder safety during emergency response efforts.

E 911 Program Office

The Enhanced 911 Program Office supports and manages the administration of the county-wide 911 system. Services include technical support for the various public safety communications centers and public safety answering points (PSAPs), as well as distribution of excise tax revenue to support PSAP telecommunicator training, 911 processing equipment, and system maintenance. The E911 Program Office has the responsibility of planning for Next Generation 911 systems, services, and security, and is also responsible for maintenance and updates to the E911 Database for the County. The Office has been providing local and regional leadership related to the cybersecurity efforts associated with the deployment of integrated Next Generation 911 services. The focus has been on ensuring that local cybersecurity policies, procedures, and practices align with the minimum standards established by the state of Washington E911 Coordinator's Office as well as the overarching standards promulgated by the National Institute of Standards and Technology's (NIST) Cybersecurity Framework. Additionally, the Office seeks to ensure PSAP operate under and perform to the standards and best practices identified by the National Emergency Number Association (NENA). The E911 Program also performs long-term planning and integration activities associated with the various emergency communications systems within Pierce County, including those serving the first responder community as well as the alert and warning systems serving the County's residents and visitors.



Pierce County is focusing on developing a best practices approach to NG911 cybersecurity that includes State and nationally recognized standards.



Finance

The Finance Division manages all fiscal and administrative functions for the department including: budgeting, contracts and agreements, human resources, travel, procurement, payroll, audit, grants management and fiscal reporting. The Finance Division ensures all transactions and processes are compliant with Generally Accepted Accounting Principles (GAAP), federal, state and local laws, Pierce County Ordinances and Codes and all applicable policies and procedures.

Fire Prevention Bureau

The Fire Prevention Bureau exists to provide a safer environment for the citizens of Pierce County. Our mission is to prevent the loss of life and property caused by fire or explosion and to enforce the provisions of legally adopted fire codes. Our tools are: public education, inspections, enforcement of codes and ordinances related to fire and life safety, and fire investigation.

Operations

The Operations Division has primary responsibility to maintain, operate, and sustain an effective regional Emergency Operations Center (EOC) and Alert and Warning program that is prepared to activate and support response and coordination efforts, and provide effective and timely notification of incidents and events within Pierce County.

To meet Department of Homeland Security requirements, staff provide coordination and collaboration with stakeholders to close gaps as it relates to the vulnerabilities of terrorist attacks through homeland security planning, training, exercise, and equipping of first responders and essential personnel within Pierce County.

Emergency Medical Services Office

Emergency Medical Services, staff provide oversight of EMS certifications, promote quality prehospital emergency patient care through patient care protocols and training, and sustain an accessible, efficient, high quality, and well-coordinated countywide emergency medical and trauma care system.

Preparedness

Outreach Section

The Outreach Section is responsible for public education to inform the community about hazards and protective measures, and training and disaster preparedness exercises to establish and sustain capabilities.

Planning Section

The Planning Section is responsible for reducing risk through prevention and mitigation projects, improving operational readiness by documenting practices, and assisting in recovery by developing pre-disaster whole-community initiatives that facilitate continuity of operations.

Urban Search & Rescue (US&R)

Washington State Task Force 1 (WA-TF1) Urban Search & Rescue was established in 1991 and consists of members from 27 participating agencies from three primary jurisdictions: City of



Seattle Fire Department, King County, and Pierce County. WA-TF1 is one of 28 National Urban Search & Rescue Task Forces that respond to natural and man-made disasters throughout the United States of America. WA-TF1 is considered a 'multi-hazard' discipline, as it may be needed for a variety of emergencies or disasters at any moment in time, involving the location, initial medical stabilization of individuals trapped, physical search and rescue operations (extrication), survey and evaluate hazardous material threats, reconnaissance missions on land and in water, and stabilize damaged structures while providing feedback to local, state, and federal officials. The National US&R Response System's Strategic Plan is ambitious in terms of its strategies and implementing actions; and it provides a blueprint that guides the actions of the 28 FEMA Task Forces nationwide.

Leadership Framework

- The ability to create a clear vision of the future this is success
- The ability to share that vision with a growing number of committed leaders
- Who then become a cohesive team committed to achieving that vision success
- And by doing so, achieve what was once not possible



Innovation Cycle

Vision The ability to see clearly the future as it can be, and defines for others what can be.

Leadership The ability to create a clear vision of future success; to share that vision with a growing number of committed leaders who then become a cohesive team committed to achieving the vision and, by doing so, achieve what was once not possible.

Innovation Data-driven; identifying problems, setting priorities and allocating resources accordingly; Evidence-based - using proven strategies and best practices; Integrated-systems approach - forcing the parts of a system to work cooperatively and in support of each other

How We Prioritize Resources

PCEM recognizes that there are an infinite number of work activities to include projects, programs, and plans that the organization could lead or support in a finite amount of time in which we perform the work. We also understand that maximizing the use of time by our internal team members and external stakeholders, partners, and community members is incredibly important to effectively and efficiently achieve high-quality outcomes. To do so, our department utilizes the P.O.S.T. methodology to establish the Purpose, Outcome, Stakeholder, and Time-line and determine if the activity aligns with our Strategic Plan. By making a compelling **business case** that is data-driven, priority focused, and outcome based, we believe that our work will consistently be representative of the highest priorities of Region 5 and Pierce County.

Purpose – Why are we doing it?

Outcome – What do we expect to get out of it?

Stakeholder – Who is/should be a part of it?

Time-line – When will key milestones occur and when will it conclude?

Pierce County Executive’s Strategic Planning and Performance Management Framework

Strategic Objective/Goal	Intended Results/Outcome
Vibrant Communities	
Safer Communities	People have confidence they are safe at home, at work and throughout the County
Better Behavioral Health	Residents have access to and options for behavioral health services to support a fulfilling life
Healthier Environment	Future generations have clean, safe and fun places to enjoy the outdoors
Improve housing affordability	Everyone has a clean, safe place to live
Entrepreneurial Climate	
Lower cost of doing business	Government policies and procedures are streamlined so that companies save time and money
Attract, grow and retain more businesses	Pierce County has a thriving economy
Improve mobility and infrastructure	People and goods move freely; future growth is planned for and supported
Increase workforce readiness	Businesses have access to skilled and trained employees
Effective Government	
Greater accountability for results	Measurement and public transparency drives improved decisions and performance
Stronger regional leadership	Collaborative relationships that result in improved service delivery and regional decisions which reflect Pierce County interests and priorities
Continuously improve customer service	Customers consistently receive high-quality service
Hire, develop and engage talented employees	Productive, innovative employees work for Pierce County and recommend it as a great place to work



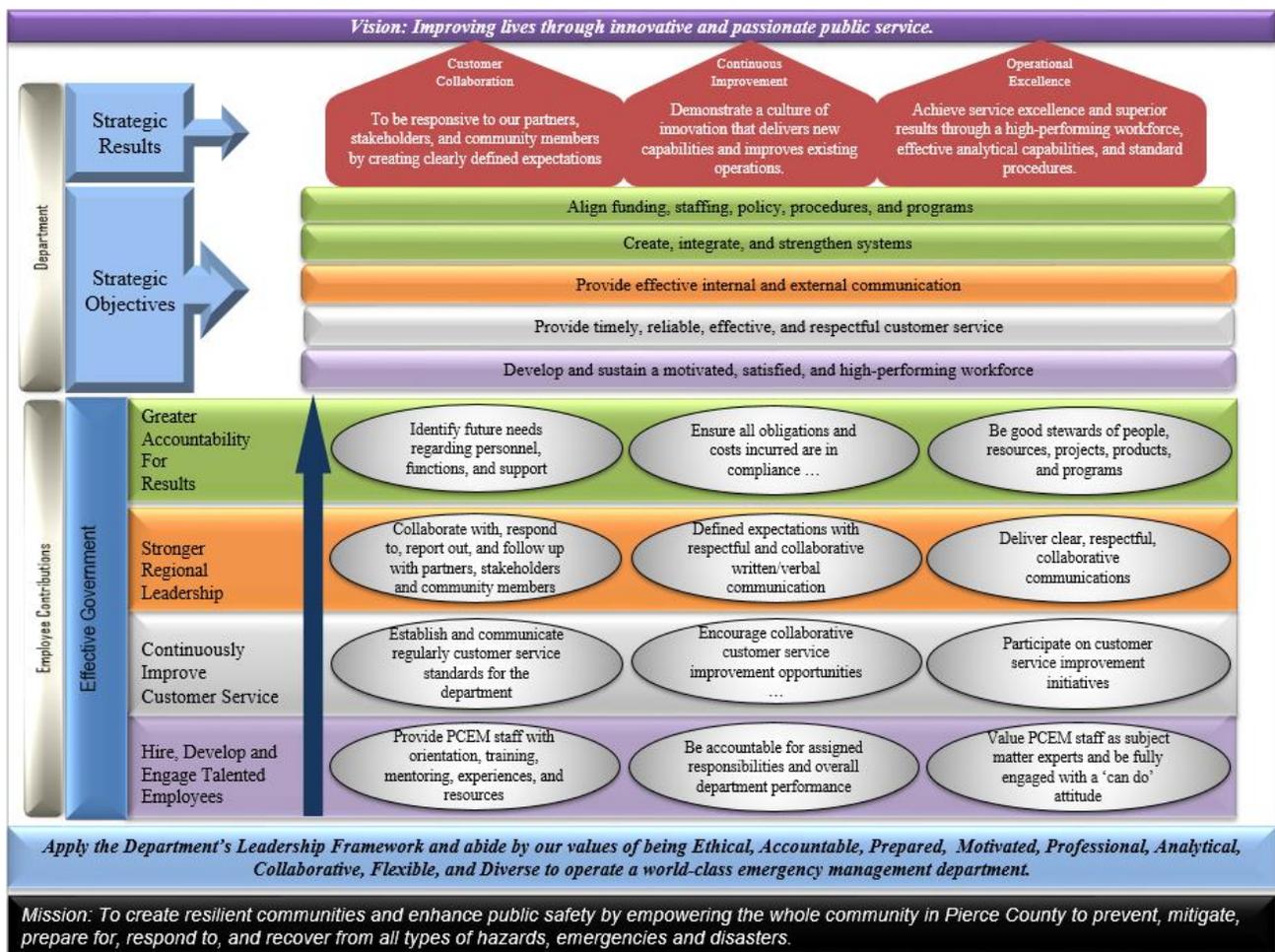
Department Strategy Map

The Balanced Scorecard methodology creates cascading alignment of strategic objectives and their intended results (outcomes) from overarching Executive priorities, referred to as Tier 1, to the department level, referred to as Tier 2.

This foundation provides the under pinning for aligning the vision to the strategy, the strategy to our programs, our programs to the budget, and the budget to service delivery, we can better align our valuable resources (dollars, assets, people) with strategic objectives.

Through data-driven decision making, we focus on:

- Measuring what matters;
- Selecting the right initiatives and projects;
- Choosing the right products and services;
- Process improvements guided by strategy;
- Employees focused on results; and
- Prioritizing limited resource allocations.

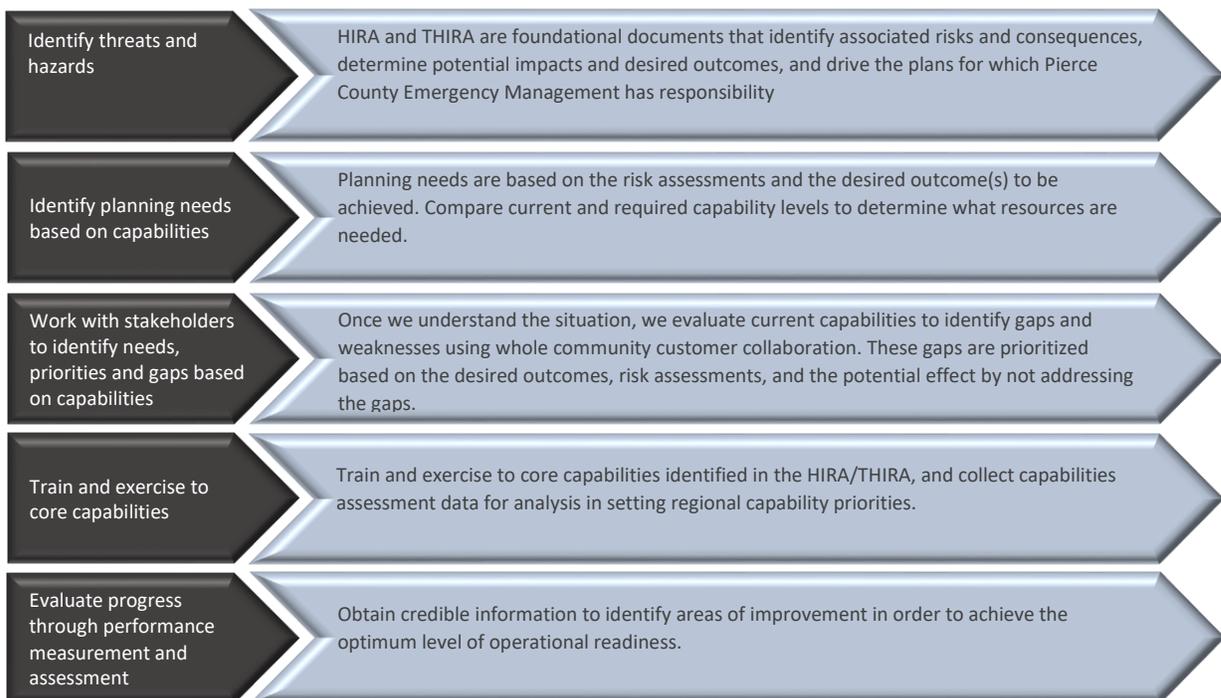


Department Strategic Objectives

1. Align funding, staffing, policy, procedures, and programs.
2. Create, integrate, and strengthen systems.
3. Provide effective internal and external communication.
4. Provide timely, reliable, effective and respectful customer service.
5. Develop and sustain a motivated, satisfied, and high-performing workforce.

Planning Cycle for Emergency Management Activities

PCEM strives to be data-driven, to predict the predictable, and to make continuous improvement through the Innovation Cycle. Therefore, to guide our preparedness and operational emergency management activities, we have adopted the cycle below. The logical flow of the process ensures that, by first referencing the **Hazard Identification and Risk Assessment (HIRA)** and the **Threat and Hazard Identification and Risk Assessment (THIRA)**, we use the hazards, risks, and threats that historical data, scientific modeling/analysis, and intelligence information indicate are the greatest risk for Region 5/Pierce County. This data drives our planning process, assists us in identifying our needed capabilities and in conducting a gap analysis based on those needs, determines what sort of new and sustained training should occur, provides relevant justification to exercise our plans against core capabilities, leverages an established methodology to evaluate and measure our progress, and informs our funding priorities to include investment justifications for grants.





Greater Accountability for Results

Department Objective

Align funding, staffing, policy, procedures and programs

Intended Outcome

PCEM will achieve service excellence and value-driven results through a high-performing workforce, effective analytical capabilities and standardized procedures.

- Identify future needs regarding personnel, functions and support.
- Ensure all obligations and cost incurred are in compliance with contract's terms, conditions and intended purposes.
- All team members are good stewards of the people, resources, projects, products, and programs entrusted to them.

Department Performance Measure

Number of audit findings

Pierce County Emergency Management funding sources are: license & permit revenue, intergovernmental revenue, revenue for contracted services, excise tax, special revenue and budgeted general fund support. Department expenditures include: salaries, benefits, supplies, other services and charges, capital outlays, and transfers.

This measure will track the number of audit findings with a target of zero (0).

Division Initiatives

- Maintain auditable financial records (Finance Division)
- Maintain auditable equipment database (Urban Search & Rescue)
- Maximize opportunities for external funding (Operations Division)
- Conduct divisions workload capacity study (Director's Office)
- Promote Preparedness Month cities / towns outreach (Preparedness Division)
- Establish and maintain an annual equipment refurbishing/reconditioning program (Communications Systems Division)
- Strengthen the Liaison Program (Preparedness Division)
- Develop process documents for consistent and cohesive mechanisms and approaches to system services (Communications Systems Division)



Greater Accountability for Results

Department Objective

Create, integrate, and strengthen systems

Intended Outcome

PCEM will demonstrate a culture of innovation that delivers new capabilities and improves existing operations.

- Regularly evaluate department programs, projects, products, processes and services.
- Ensure programs, projects, products, processes and services are documented and satisfactory to meet laws, codes, regulations, and standards requirements.

Department Performance Measure

Lean process improvements estimates achieved

Pierce County Emergency Management has adopted a Lean Six Sigma approach to process improvement: Define the issue, Measure the impact, Analyze data to determine root cause, test Improvement ideas, Control the implementation of approved recommendations (DMAIC). This process also supports the elements of building a compelling business case, which would include projected savings.

This measure will track the percent of projected savings achieved when implementing recommended improvements with a target of 80%.

Division Initiatives

- Align division's work with standards, state laws, county code, funding requirements and best practices (department wide)
- Achieve 2020 EMAP Reaccreditation (Director's Office)
- Comprehensive Emergency Management Plan update project (Preparedness Division)
- Improve regional mitigation coordination (Preparedness Division)
- Maintain, operate, and sustain an effective Emergency Operations Center (EOC) (Operations Division)
- Maintain, operate and sustain effective alert & warning systems such as PCWarn, PCAlert, EAS, IPAWS, WEA, Lahar, etc. (Operations Division)
- Support an accessible, efficient, high quality, well-coordinated, county-wide emergency medical and trauma care system (Operations Division)
- Pre-vehicle and post-vehicle work inspections worksheet implementation (Communications Systems Division)
- Implement work order tracking form/system (Communications Systems Division)
- Comprehensive cybersecurity policy and response plan development and implementation (Communications Systems Division)



Stronger Regional Leadership

Department Objective

Provide effective internal and external communication

Intended Outcome

PCEM will be responsive to our partners, stakeholders, and community members by creating clearly defined expectations through respectful, collaborative, and reciprocal written and verbal communication.

- Consistently collaborate with, respond to, report out, and follow up with partners, stakeholders, and community members.
- Clearly define and communicate division's services, roles, and responsibilities.
- Deliver clear, respectful, collaborative communications.

Department Performance Measure

Percent of County departments with updated Continuity of Operations Plans (COOP) (BBPM)

Pierce County Emergency Management (PCEM) will expand the Continuity of Operations (COOP) Program by continuing to host quarterly coordinator workshops for all Pierce County Departments, developing COOP training and exercise templates by October 2018, and providing local cities and towns with a plan template, access to quarterly workshops, and technical assistance in 2020.

Measure #1 Cities and Towns served by PCEM receive COOP template with a target of 100% by year end of 2019.

Measure #2 County departments and Cities and Towns served by PCEM receive an invitation to attend quarterly COOP workshops with a target of 100% in 2020.

Measure #3 will track the percent of County departments with an updated COOP with a target of 100% by 2021. (BBPM)

Division Initiatives

- Continuity of Operations Plan Program (Preparedness Division)
- Improve Incident Command System Training Program for Senior and Elected Officials (Preparedness Division)
- Complete the Lahar Alert & Warning Systems implementation with USGS (Communications Systems Division)
- Improve coordination with PCSD-IT unit for in-vehicle IT device installations and maintenance (Communications Systems Division)





Continuously Improve Customer Service

Department Objective

Provide timely, reliable, effective, and respectful customer service

Intended Outcome

PCEM will be responsive to our partners, stakeholders, and community members by creating clearly defined expectations through respectful, collaborative, and reciprocal written and verbal communication.

- Establish and regularly communicate customer service standards for the department.
- Encourage collaborative customer service improvement opportunities to increase efficiencies and effectiveness.
- Participate on customer service improvement initiatives.

Department Performance Measures

Minutes of lobby wait time for fire code permit customers (BBPM) and completion of fire investigation reports

Pierce County Emergency Management in collaboration with Pierce County Planning and Public Works continues to focus on direct customer interaction at the Development Center. Fire Prevention Bureau interacts with customers as part of the permitting process by providing project requirements to each specific project when customers come into the lobby. This interaction helps streamline the submittal process. Fire Prevention Bureau also completes a fire investigation report for each Deputy Fire Marshal investigation. These reports are completed promptly to ensure that requesters can obtain these records in a timely manner.

Measure #1 will track the minutes a customer waits in the development center lobby with a target of less than 20 minutes. (BBPM)

Measure #2 will track the number of days to complete a fire investigation report with a target of six business days or less.

Division Initiatives

- In collaboration with Planning and Public Works, participate in the *Best Public Agency initiative* – Timely and Reliable Service - (Fire Prevention Bureau)
- Establish community network / increase diverse language capabilities (Preparedness Division)
- Provide logistics and administrative support to facilitate effective response and preparedness activities (Operations Division)
- Deploy a fully secured and tested Integrated Text-2-911 solution at all Pierce County PSAPs (Communications Systems Division)
- Develop a schedule to review all chapters of fire code to better capture essential updates for the new code cycle that is adopted every three years. (Fire Prevention Bureau)



Hire, develop, and engage talented employees

Department Objective

Develop and sustain a motivated/satisfied high-performing workforce

Intended Outcome

All PCEM team members feel valued and connected to the department which leads to greater service to others, a feeling of satisfaction and accomplishment, and value-driven results.

- Provide all team members with the orientation, training, mentoring, experiences, and resources needed to produce high-quality work.
- Division managers and section supervisors are accountable for their areas of assigned responsibility and the overall department performance.
- Increase feedback mechanisms to identify opportunities to improve performance.
- All members of the team are valued as subject matter experts and expected to be fully engaged and participative with a can do, positive attitude.

Department Performance Measures - Employee engagement survey results (BBPM)

Pierce County Emergency Management supports and promotes staff development. The leadership utilize the newly developed annual review process to set individual staff goals and objectives. The Department participates in the county-wide employee engagement survey conducted by Human Resources bi-annually on the even numbered year. Departments receive data results for the County overall as well as their individual department. PCEM uses those metrics to identify areas for improvement and develop a strategy to improve the score.

Measure # 1 will track the percent of PCEM staff who participate annually in development opportunities with a target of 80%. (BBPM)

Measure #2 will track the percent of PCEM staff who have a completed annual review with a target of 100%.

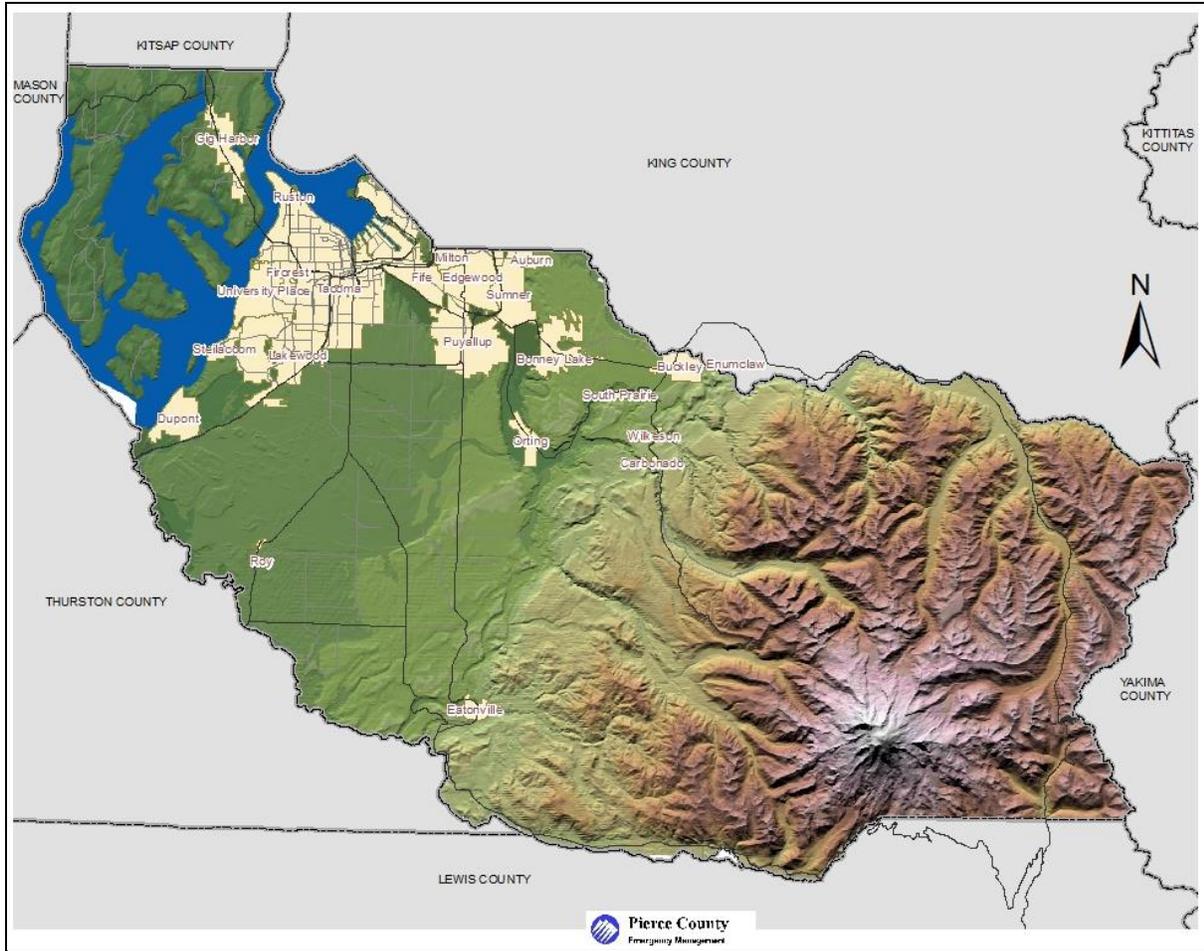
Measure #3 will track the percent of PCEM staff's overall satisfaction with a target of 95% being satisfied.

Division Initiatives

- Develop systems and processes that allow the technical team to assume roles/responsibilities currently contracted to vendors (Communications Systems Division)
- Provide training opportunities in job related duties (Fire Protection Bureau)
- Maintain systems and processes that allow the team to assume roles/responsibilities for successful mission assignments on a deployment (Urban Search & Rescue)
- Develop P.O.S.T. (Purpose, Outcome, Stakeholder, and Time-line) Training Program (Director's Office)
- Implement visual management strategies (Director's Office)
- Provide Lean Six Sigma training opportunities (department wide)



Appendix 1 – Map of Pierce County



Appendix 2 – Map of Washington State Homeland Security Regions



Concluding Statement

Maintenance and Updates to the Strategic Plan

Our Strategic Plan is designed to be a framework and “Guiding Light” document that identifies and sets meaningful strategic priorities, aligns our resource allocation, and achieves success through the application of proven strategies and best practices. Using both Balanced Scorecard and Lean Six Sigma methodologies, we review the strategic plan annually with a focus on identifying overall layout and information flow improvement opportunities, evaluate strategic objectives for relevance and/or completion and determine if performance measures targets need to be re-calibrated. In this 2018 – 2021 version, we worked to improve readability and search ability, we expanded the division sections to describe the work conducted in those areas, and provided content regarding laws, codes, and standards required for an emergency management department.

Stakeholder/Partner Review

PCEM provided a next to final draft to the following stakeholder and partner groups for review and input. We appreciate their collective contribution to our strategic plan: Central Pierce Fire & Rescue, City of Tacoma, Fife Police Department, Franklin Pierce Schools, Joint Base Lewis McCord, Metro Parks, Port of Tacoma, Puyallup Tribe of Indians, Puyallup City Council, Tacoma-Pierce County Health Department, and Pierce County’s; Auditor’s Office, Executive’s Office, Sheriff’s Department, Human Resources, and Planning and Public Works.

Strategic Plan Steering Team

Department leadership assembled a steering team to guide the strategic plan update process. Representatives from each division were: Bo Greenfield from Finance, Brandie Warren from Fire Prevention Bureau, Celia Taylor and Chelsey Bell from Preparedness, Danni Colo from Administration, Kellie Pybas from Radio Communications, Kyle Bustad from Operations, and Shannon Markham from US&R.

Glossary

Business Case: a structured proposal for business improvement that functions as a decision package for organizational decision-makers. A business case includes an analysis of business process performance and associated needs or problems, proposed alternative solutions, assumptions, constraints, and a risk-adjusted cost-benefit analysis.

Dynamic Business Modeling: The ability to automate business models within an open framework. DBM is suited for open automation of strategy - driven business models.

Guiding Light: the resource used to clarify roles, responsibilities, and expectations; identify and prioritize objectives, initiatives and activities; and measure performances.

Hazard Identification and Risk Assessment (HIRA): an assessment of the hazards (natural, technological, and human caused) that threaten the life, property, and economy of those in Pierce County. It is the foundational document for all other Pierce County plans and covers in detail the problems associated with the 19 different hazards in the County.



Lean Six Sigma: (see Lean Six Sigma Terms below)

Outcome/impact: the desired change in behavior, attitude, knowledge, skills and conditions at the individual, divisional, or departmental level.

Output: the products and services from the direct result of an activity.

Performance Measurement: the ongoing monitoring and reporting of program/project accomplishments and progress toward pre-established targets/goals.

Perspectives: a perspective is a view of an organization from a specific vantage point. Four perspectives are traditionally used to encompass an organization's activities. The organization's business model, which encompasses mission, vision, and strategy, determine the appropriate perspectives.

Program Evaluation: a systematic process of obtaining credible information to help assess and improve programs (outcomes).

Servant Led: a servant-leader shares power, focuses on the needs of others before him/her self, and facilitates the development of people helping them to be high-performers.

Stewardship: the careful and responsible management of something entrusted to one's care, including people, resources, projects, products, and programs.

Strategic Initiatives: are **programs or projects** that turn strategy into operational terms and actionable items, provide an analytical underpinning for decisions, and provide a structured way to prioritize projects according to strategic impact. Projects deliver outputs while programs create outcomes.

Strategic Management: is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision, and strategy throughout the organization.

Strategy Map: A strategy map displays the cause-effect relationships among the objectives that make up a strategy. A good strategy map tells a story of how value is created for the business.

Strategic Objectives: provide the specific expectations that support our strategy and define the department's planned **intent** to carry out **our mission**. Objectives are designed to be measurable, specific and realistic translations of the mission statement to guide decision-making. If the strategic objective is not achieved then the likely result would be a significant decrease in customer satisfaction, system performance, employee satisfaction or retention, or effective financial management.

Threat and Hazard Identification and Risk Assessment (THIRA): an evaluation of the 32 core capabilities in relation to the major threats and hazards of concern to Pierce County. It provides a realistic scenario/context that determines what capability targets should be established for the selected hazards, and then uses this information for future planning.

Value-Driven: outputs that are driven by the established values of PCEM, mutually beneficial to the participants, and create results that are exponentially greater than if the participants acted alone.



Lean Six Sigma Terms

Lean:	A continuous improvement methodology that focuses on improving work flow by eliminating delays and waste.
Six Sigma:	A continuous improvement methodology focused on getting it right the first time by eliminating variation, solving root-cause of process problems, and keeping the customer's needs always at the forefront.
Lean Six Sigma	The combination of two continuous improvement methodologies to form 7 principles of continuous improvement: <ol style="list-style-type: none">1 Focus on the customer2 Identify and understand how the work gets done3 Manage, improve, and smooth the process flow4 Remove nonvalue-adding steps and waste5 Manage by fact and reduce variation6 Involve and equip people in the process7 Undertake improvement activity in a systematic way (DMAIC)
DMAIC:	 DEFINE Clearly articulate the business problem, goal, potential resources, project scope and high-level project timeline. This information is typically captured within a project charter document.
	 MEASURE Objectively establish a current baseline as the basis for the process area. The performance metric baseline(s) will be compared to the metric at the conclusion of the project to determine whether significant improvement has been made. The group decides on what should be measured and how to measure it.
	 ANALYZE Identify validate and select root cause for elimination. A large number of potential root causes may be identified by analysis. Use group consensus to validate top 3 – 4 causes to focus on.
	 IMPROVE Identify, test and implement a solution for a problem; in part or in whole. Try to focus on obvious solutions if they are apparent, and think creative.
	 CONTROL Monitor the improvements to ensure continued and sustainable success. Create a control plan by updating documents like business process and training records.
Kaizen:	A rapid process improvement event (usually 3 to 5 days) involving all levels of staff focused on a business process in an effort to make it simpler, faster, better, and less costly.



Belts (Green belt, Black belt, etc.)	Designations for degree of training and expertise in Lean Six Sigma methods. In increasing order; they are white belt, yellow belt, green belt, black belt, master black belt.
CTQs	Your customers' requirements that are Critical to Quality. Meaning, they will not be satisfied if those requirements are not met. They must be measurable.
DMADV (Design for Lean Six Sigma)	Similar to DMAIC, DMADV is used in Design for Lean Six Sigma. DMADV is used when no formal process exists to be improved, and instead an organization wants to design a new process using Lean Six Sigma principles. Stands for Define, Measure, Analyze, Design, and Verify.
Gemba	Japanese for "actual place." 'Going to the Gemba' is a key Lean Six Sigma concept. Solutions must be generated after observing how the work is accomplished in the actual place where it occurs.
Managing by Fact	Data-driven decision making that can only occur if accurate, valid data is analyzed.
Poka-yoke	Any effort to eliminate root causes of defects so that re-work-generating problems don't occur in the first place. Mistake-proofing.
Process Map	Working with staff who do the work to create a diagram of each step in the process. This helps with standardizing the work, identifying waste, and finding improvement opportunities. A value stream map shows all tasks, both value-creating and nonvalue-creating, from order to delivery of a product or service.
SIPOC Model	A high-level process map (usually 4 to 8 steps) that identifies your customers and the outputs they need, and identifies your suppliers and the inputs required from them.
Value	What your customer is willing to pay for. Value is providing the right products and services, at the right time, at the right price, and at the right quality.
Variation	There are two types of variation Natural variation is the normal differences in production Special cause variation means something has happened that affects the results (positively or negatively).
Visual Management	Helping employees see the status of something at a glance. Using a dashboard to keep track of where an organization is on specific areas of importance.
Waste	Any activity that uses resources but doesn't create value for the customer. Lean Six Sigma defines 7 types of waste (Muda) remembered with the acronym DOWNTIME: defects, overproduction, waiting, non-utilized talent, transportation, inventory, motion, and extra processing. Lean also takes into account waste created through overburden (Muri) and waste created through unevenness in workloads (Mura).





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