



Washington Military Department

Emergency Management Division

2015-2020 STRATEGIC PLAN

VISION

A disaster ready and resilient
Washington State

MISSION

EMD leads and coordinates
mitigation, preparedness,
response, and recovery in
Washington State to minimize
the impact of disasters and
emergencies on the people,
property, environment, and
economy

VALUES

Public Service
Respect
Collaboration
Integrity
Competence
Esprit de Corps

MESSAGE FROM THE DIRECTOR



I am pleased to present the Washington Emergency Management Division (EMD) 2015-2020 Strategic Plan. This document identifies the strategic direction for enhancing EMD's capabilities and capacities to minimize the impact of disasters and emergencies on the state's people, property, environment, and economy. This is a complex mission that requires coordination, cooperation, and contributions from the entire division and its partners, including state agencies, local jurisdictions, tribal governments, and non-governmental organizations in the areas of mitigation, preparedness, response, and recovery.

The EMD management team critically reviewed past performance and considered the division's vision, mission, and values before determining the course for the next five years. This assessment included evaluations of risks, capabilities, and needs.

I recognize our resource limitations and understand that not everything can be the highest priority. Changes within the state budget will directly impact EMD's ability to achieve these goals and objectives. We may not be able to accomplish everything, but we will do everything we can to ensure a disaster ready and resilient Washington State.

INTRODUCTION

To develop the Washington State Emergency Management Division 2015-2020 Strategic Plan, leadership reviewed the vision and mission; identified values; conducted an analysis of strengths, weaknesses, opportunities, and threats (SWOT); and determined EMD’s strategic direction through development of four goals. Leadership modified the vision to include resilience and validated the mission statement remained appropriate. The six values (public service, respect, collaboration, integrity, competence, and *esprit de corps*) are new to EMD and represent the division’s commitment to those characteristics. Leadership used the results of the SWOT analysis to guide the division’s goals; unit and section managers contributed objectives and action plans necessary to achieve the goals.

The Emergency Management Division’s (EMD) four goals are: (1) foster a culture that strives to achieve excellence in all we do (championed by the Director’s office); (2) build and enhance collaborative relationships (championed by the Preparedness Unit); (3) improve emergency management capabilities (championed by the Mitigation, Response, and Recovery Unit); and (4) secure adequate, sustainable resources and policies at state, local, and tribal levels (championed by the Director’s office). These goals build on priorities set forth by the Military Department’s strategic plan; Governor Inslee’s Results Washington performance management framework; the Washington State Enhanced Hazard Mitigation Plan; and the division’s vision, mission, and values. The goals provide direction for the supporting sub-goals, which then cascade to objectives and action steps.

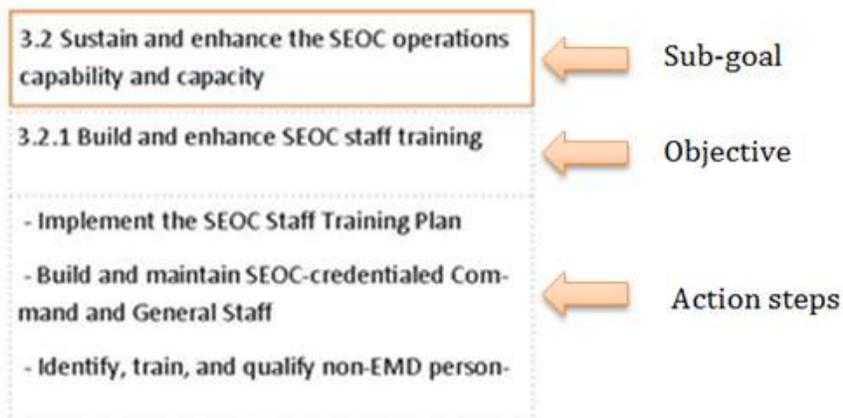




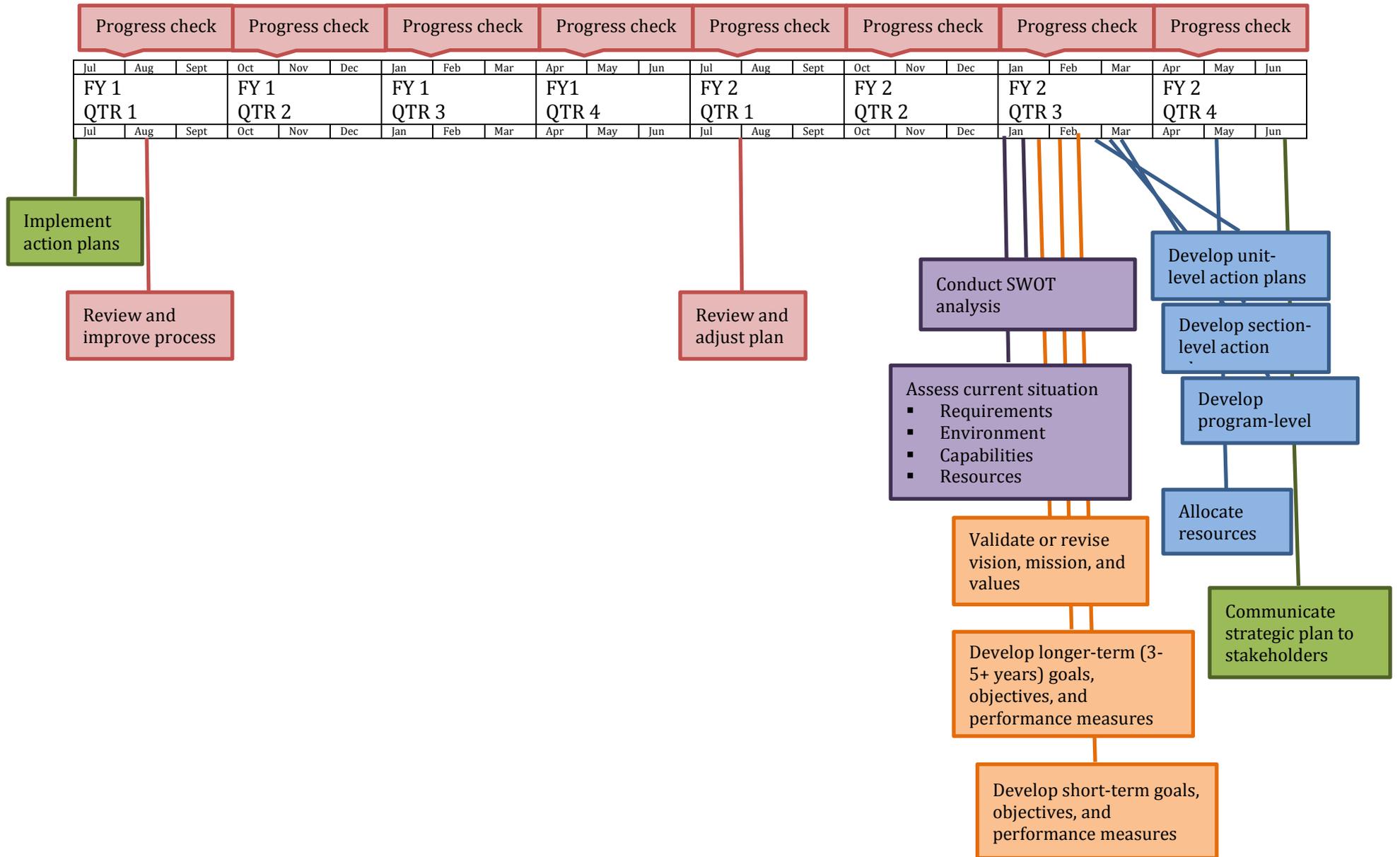
Figure 1 - Five-phase strategic planning cycle

The biennial strategic planning cycle at EMD occurs in five phases (Figure 1 - Five-phase strategic planning cycle): analysis, strategy, operations, implementation, and improvement. EMD’s leadership begins the cycle approximately six months prior to the start of the biennial budget to align the resource needs for achieving strategies with the budgeting process. The Planning, Analysis, and Logistics Section Manager leads processes for developing, maintaining, and tracking progress for the strategic plan. Leadership quarterly reviews progress against the plan’s goals (Figure 2 – Strategic planning timeline).

The Planning, Analysis and Logistics Section maintains the EMD Strategic Plan.

EMD Strategic Plan
2015-2020

Figure 2 – Strategic planning timeline



EMD Strategic Plan

2015-2020



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Emergency Management Division

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Values					
Public Service	Integrity	Respect	Competence	Collaboration	Esprit de Corps
Goal 1 Foster a culture that strives to achieve excellence in all we do	Goal 2 Build and enhance collaborative relationships	Goal 3 Improve emergency management capabilities		Goal 4 Secure adequate, sustainable resources and policies at state, local, and tribal levels	
1.1 Define and communicate leadership vision for a culture of excellence	2.1 Increase and improve stakeholders' understanding of who we are, what we do, and how we do it	3.1 Synchronize emergency management activities across all jurisdictions and partners		3.3 Increase Washington residents' preparedness	
1.2 Identify, refine, and develop standards to provide effective and efficient delivery of services	2.1.1 Conduct semi-annual meetings	3.1.1 Synchronize plan development that addresses state, local, and tribal needs		3.4 Implement Next Generation (NG) 911	
1.3 Build and develop an engaged workforce	2.1.2 Build and maintain relationships with private industry to increase state-wide capabilities	3.1.2 Increase effectiveness of state preparedness system		3.4.1 Develop NG 911 five-year investment system	
1.3.1 Develop and employ consistent recruitment and selection	2.1.3 Implement enhanced process to analyze and assess impact of changing federal and state guidelines and directives	3.1.3 Implement effective, efficient, and scalable organizational structures (NIMS)		3.4.2 Increase number of counties that fully implement NG 911	
1.3.2 Develop workforce capable of meeting future staffing needs	2.1.4 Increase awareness and understanding of emergency management activities among policy makers, legislators, and state agency partners	3.1.4 Implement comprehensive state-wide training strategy		3.4.3 Develop NG 911 public education campaign	
1.3.3 Foster workforce engagement	2.1.5 Build a network of stakeholders for cybersecurity	3.1.5 Implement integrated state-wide exercise program		3.5 Improve state-wide mitigation and recovery capabilities	
1.4 Assess and develop plans to enhance infrastructure, policies, and authorities to most effectively meet our mission	2.2 Engage Whole Community to develop common approach to all phases of emergency management in accordance with WAC 118.30	3.1.6 Improve suite of tools available for emergency managers		3.5.1 Implement Resilient Washington	
1.5 Increase customer satisfaction		3.2 Sustain and enhance the SEOC operations capability and capacity		3.5.2 Implement Washington Recovery Framework	
		3.2.1 Build and enhance SEOC staff training program		3.5.3 Implement state-wide hazard mitigation strategies with state agency and local partners	
		3.2.2 Improve SEOC operational capabilities			
		3.2.3 Define and implement effective and efficient SEOC modernization plan			
					4.1 Develop a strategy to address resource and policy needs
					4.1.1 Identify funding needs for state-wide emergency management system
					4.1.2 Secure funding for state-wide emergency management system
					4.1.3 Review and update emergency management policies
					4.2 Effectively structure and manage personnel resources
					4.2.1 Complete staffing study and implement recommendations
					4.2.2 Rewrite position descriptions to maximize flexibility
					4.2.3 Effectively manage personnel
					4.3 Effectively manage financial resources
					4.3.1 Build a four-year budget that
					4.3.2 Effectively manage financial



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Goal 1

Foster a culture that strives to achieve excellence in all we do

<p>1.1 Define and communicate leadership vision for culture of excellence</p> <ul style="list-style-type: none"> - Develop vision and socialize with leadership - Socialize vision with employees - Communicate vision to employees and stakeholders 	<p>1.3 Build and develop an engaged workforce capable of achieving EMD's mission and strategic objectives</p> <p>1.3.1 Develop and employ consistent recruitment and selection practices to emphasize quality, fit, competency, and diversity</p> <ul style="list-style-type: none"> - Partner with HRO to develop outreach strategies and resources - Develop and deliver Recruit the Best guidance and training for hiring managers - Streamline internal selection process, emphasizing competency, equity, and fit with organizational and unit/section values - Develop and implement three-part interview template: com- <p>1.3.2 Develop workforce capable of meeting future staffing</p> <ul style="list-style-type: none"> - Aggregate and analyze current skills and qualifications of staff - Analyze trends in attrition and forecast talent needs - Adjust/expand training and development opportunities to meet changing needs of units/sections, programs, and employees - Develop standard expectations and competencies - Build and incorporate long-range individual development plans - Develop sustainable process for strategic staffing planning - Develop and maintain succession plan 	<p>1.4 Assess and develop plans to enhance EMD infrastructure, policies, and authorities</p> <ul style="list-style-type: none"> - Assess and validate existing authorities - Partner with IT to develop technology
<p>1.2 Identify, refine, and develop standards for effective and efficient delivery of services</p> <ul style="list-style-type: none"> - Identify all processes by workcenter - Link process to results and strategic objectives - Prioritize objectives and processes - Identify and evaluate best practices - Engage stakeholders to determine needs and expectations - Establish customer service standards for essential processes - Analyze and document key recurring processes - Develop division, unit, and section operations manuals - Develop section duties and responsibilities rosters - Determine process efficiency 		<p>1.5 Increase customer satisfaction</p> <ul style="list-style-type: none"> - Determine customer needs and expectations - Develop measurement tool - Determine how often and when to measure - Conduct survey to establish baseline performance - Analyze data

EMD Strategic Plan

2015-2020

Goal 1: Foster a culture that strives to achieve excellence in all we do (DO)			
1.1 By August 31, 2015, define and communicate leadership vision for a culture of excellence (DO)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Develop the vision and socialize with leadership	Director	DMT	June 30, 2015
Socialize the vision with employees	EMT	EMD, Communications, HRO	July 31, 2015
Communicate the vision to our employees and stakeholders	Director	EMD, stakeholders, Communications	August 31, 2015
1.2 By March 31, 2016, identify, refine, and develop standards for effective and efficient delivery of services to meet our mission (Assistant Director)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify all processes by workcenter	Assistant Director	DMT, staff who perform process	July 31, 2015
Link process to results / strategic objectives		DMT	August 28, 2015
Prioritize objectives / processes currently on our book of business		DMT	September 30, 2015
Identify and evaluate best practices (e.g., EMAP standards, etc.)		DMT, staff who perform process	October 30, 2015
Engage stakeholders to determine needs and expectations		DMT, stakeholders	September 30, 2015
Establish customer service standards for essential processes		DMT	November 30, 2015
Analyze and document key recurring processes		DMT, staff who perform process	January 29, 2016
Develop division, unit, and section operations manuals		DMT, staff who perform process	March 31, 2016

EMD Strategic Plan

2015-2020

Develop section duties and responsibilities rosters		DMT	March 31, 2016
Determine if processes are the most efficient way of delivering that service (i.e., Lean, remove redundancies, streamline, etc.)		DMT, staff who perform process	Ongoing
1.3 By July 31, 2017, build and develop an engaged workforce capable of achieving EMD's mission and strategic objectives (DO)			
1.3.1 By January 31, 2016, develop and employ consistent recruitment and selection practices to emphasize quality, fit, competency, and diversity (Assistant Director)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Partner with HRO to develop outreach strategies and resources	Assistant Director	HRO, Director, unit managers, section managers, supervisors	June 30, 2015
Develop and deliver Recruit the Best guidance and training for hiring managers			September 30, 2015
Streamline internal selection process, emphasizing competency, equity, and fit with organizational and section/unit values			November 30, 2015
Develop and implement three-part interview template: competence, values, and fit			January 31, 2016
1.3.2 By July 31, 2016, develop workforce capable of meeting future staffing needs (Assistant Director)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Aggregate and analyze current skills and qualifications of staff	Assistant Director	Unit managers, section managers, supervisors	July 31, 2016
Analyze trends in attrition and forecast talent needs			September 30, 2015
Adjust/expand training and development opportunities to meet changing needs of programs, sections/units, and employees		HRO, E&T	December 31, 2015
Develop standard expectations and competencies		Unit managers	December 31, 2015
Build and incorporate long-range individual development plans		Unit managers, section	May 31, 2016

EMD Strategic Plan

2015-2020

		managers, supervisors	
Develop sustainable process for strategic staffing planning		Unit managers	August 30, 2016
Develop and maintain succession plan		Unit managers	August 30, 2015
1.3.3 By July 31, 2017, foster workforce engagement to increase job satisfaction, morale, organizational effectiveness, retention, and pride in public service (Assistant Director)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Determine key elements that impact engagement and process for monitoring	Assistant Director	Unit managers, section managers, supervisors	October 31, 2016
Develop and implement onboarding process for new employees (including leadership)			February 28, 2017
Develop and implement transition process for promoting leaders		Director, unit managers	March 31, 2017
Develop and implement mentoring or buddy system program		Section managers, supervisors, staff	July 31, 2017
Develop and implement reward and recognition process		Unit managers, section managers, supervisors, staff	August 30, 2015
Analyze exit information and apply to improve engagement practices		Unit managers	October 31, 2015
1.4 By March 31, 2016, assess and develop plans to enhance our infrastructure, policies, and authorities to most effectively meet our mission (Assistant Director)			
Metric: Percentage developed of assessment plan			100%
Action Step	Owner	Involved Parties	Target Date
Assess and validate existing authorities	Assistant Director	DMT	March 31, 2016
Partner with IT to develop technology strategy			
1.5 By June 30, 2017, increase customer satisfaction by 10% (Assistant Director)			

EMD Strategic Plan

2015-2020

Metric: Increase customer satisfaction			10%
Action Step	Owner	Involved Parties	Target Date
Determine customer needs and expectations (also in 1.2)	Assistant Director	DMT	June 30, 2015
Develop measurement tool (e.g., survey)			August 31, 2015
Determine how often and when to measure			March 31, 2015
Conduct survey to establish baseline performance			December 31, 2015
Analyze data			Ongoing
Apply analysis for improvement			Ongoing

EMD Strategic Plan

2015-2020



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Values

Public Service	Integrity	Respect	Competence	Collaboration	<i>Esprit de Corps</i>
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Goal 2

Build and enhance collaborative relationships

2.1 Increase and improve the stakeholders' understanding of who we are, what we do, and how we do it

2.1.1 Conduct semi-annual meetings with state, local, and tribal emergency managers, TAG and EMD leadership team

- Schedule meetings, facilities, attendees, and audio/visual resources prior to PIEPC and WSEMA
- Provide draft agenda to EMD Director
- Prepare, finalize, and distribute agenda
- Produce and publish meeting notes

2.1.2 Build and maintain relationships with private industry to increase state-wide capabilities

- Identify and prioritize top ten businesses / industries with required resources and capabilities
- Actively participate in cybersecurity working groups, information sharing, and outreach events
- Identify key representatives from each critical infrastructure sector and integrate into working groups and T&E programs

2.1.3 Implement enhanced process to analyze and assess impact of changing federal and state guidelines and directives

- Identify guidelines and directives that require updates
- Identify stakeholders
- Identify changes and potential changes through stakeholder workgroup
- Analyze and assess potential impacts
- Implement changes

2.1.4 Increase awareness and understanding of emergency management activities among policy makers, legislators, and state agency partners

- Identify stakeholders at policy and stakeholder levels
- Conduct needs assessment
- Analyze results
- Establish plan to fill gaps
- Implement plan
- Assess effectiveness of plan implementation

2.1.5 Build network of stakeholders for cybersecurity

- Develop charter for cybersecurity working group
- Schedule meetings, facilities, attendees, and audio / visual resources
- Prepare, finalize, and distribute agenda
- Produce and publish meeting notes
- Review, identify, and prioritize DHS and National Guard cybersecurity assessments

2.2 Engage Whole Community to develop a common approach to all phases of emergency management

- Identify existing relationships and contacts
- Survey stakeholders to determine needs
- Complete benchmarking of other states
- Share results, options, and recommendations
- Determine and invest in systems, processes, and activities
- Prioritize options and recommendations
- Implement strategy

EMD Strategic Plan

2015-2020

Goal 2: Build and enhance collaborative relationships (Preparedness)			
2.1 By March 31, 2018, increase and improve the stakeholders' understanding of who we are, what we do, and how we do it (Preparedness)			
2.1.1 Conduct semi-annual meetings with state, local, and tribal emergency managers, TAG, and EMD leadership team (Preparedness)			
Metric: On-time performance of meeting cycle			100%
Action Step	Owner	Involved Parties	Target Date
Schedule meetings, facilities, attendees (send save-the-date), and audio/visual resources six months prior to Partners in Emergency Preparedness conference (April) and Washington State Emergency Management Association Conference (September)	Exercise & Training – Partners Preparedness Grants – WSEMA	DO, PIEPC Committee, TAG, UMT	October 31, 2015
Provide draft agenda to EMD Director 90 days prior to meeting			February 1, 2016
Prepare, finalize, and distribute agenda 14 calendar days prior to meeting			April 10, 2015
Produce and publish meeting notes within 30 calendar days of meeting			May 15, 2015
2.1.2 By August 30, 2016, build and maintain relationships with private industry to increase state-wide capabilities for prevention, protection, mitigation, response, and recovery (PAL)			
Metric: Number of private organizations participating in exercises, planning, mitigation, response, and recovery			10% annual increase
Action Step	Owner	Involved Parties	Target Date
Identify and prioritize top ten businesses/industries with resources and capabilities required to assist state-wide prevention, protection, mitigation, response, and recovery	Private Industry Program Manager		June 30, 2015
Actively participate in private and public sector cybersecurity working groups, information sharing, and outreach events to encourage and increase overall participation in statewide policy development and exercise planning and execution cycle	Cyber Security Manager (CSM)	WANG, OCIO, CTS, UTC, COM	November 30, 2015

EMD Strategic Plan

2015-2020

Identify by name/position key public, private, and/or tribal cybersecurity representatives from each of the critical infrastructure sectors; integrate identified personnel into working groups, exercise and training programs to ensure proper support for SEOC and policy room activities during significant cybersecurity incidents	CSM, Preparedness	MIL, OCIO, CTS, COM, UTC	August 30, 2016
2.1.3 By March 31, 2017, implement enhanced process to analyze and assess the impact of changing federal and state guidelines and directives (Preparedness)			
Metric: Number of analyzed projects (guidelines/directives)			6 annually
Action Step	Owner	Involved Parties	Target Date
Identify guidelines and directives that require updates	Preparedness Unit Manager	Federal, state, and local emergency management program managers	December 31, 2014
Identify stakeholders	Preparedness Grants Section		June 30, 2015
Identify changes and potential changes through a stakeholder workgroup			March 31, 2016
Analyze and assess potential impacts			September 30, 2016
Implement changes	DO		March 31, 2017
2.1.4 By March 31, 2018, increase awareness and understanding of emergency management activities (state-wide resilience and preparedness) among policy makers, legislators, and state agency partners (Preparedness)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify stakeholders at policy and stakeholder levels	DO, EMT	Preparedness, MRR, E911, MIL SAD, Communications Director	December 31, 2014
Conduct needs assessment for policy and stakeholder groups	Preparedness	MRR, E911, MIL SAD, Communications Director	January 29, 2016
Analyze results of needs assessment			June 30, 2016
Establish plan to fill gaps	Preparedness	MRR, E911, MIL SAD, Communications	January 31, 2017

EMD Strategic Plan

2015-2020

		Director	
Implement plan	DO	Preparedness, MRR, E911, MIL SAD, Communications Director	December 31, 2017
Assess effectiveness of plan implementation			March 31, 2018
2.1.5 By August 30, 2016, build a network of stakeholders for cybersecurity (Cyber)			
Metric: Conduct quarterly meetings with private, public, and tribal sector cybersecurity key stakeholders			100%
Action Step	Owner	Involved Parties	Target Date
Develop charter that transforms the CEMP cybersecurity annex Integrated Planning Team (IPT) into an enduring cybersecurity working group	CSM	UTC, MIL	December 31, 2014
Schedule meetings, facilities, attendees, and audio/visual resources	UTC, CSM	OCIO, CISO, DOC, UTC, MIL	October 31, 2014
Prepare, finalize, and distribute agenda seven days prior to meeting	UTC, CSM	UTC, MIL	March 31, 2015
Produce and publish meeting minutes within 15 days of meeting	UTC, CSM	UTC, MIL	March 31, 2015
Review, identify, and prioritize DHS and National Guard cybersecurity assessments for critical infrastructure providers and/or state agencies as needed and/or upon request	CSM	MIL, DHS, OCIO, CTS, COM, UTC	August 30, 2016

EMD Strategic Plan

2015-2020

2.2 By February 1, 2017, engage Whole Community to develop a common approach to all phases of emergency management in accordance with WAC 118.30 throughout the state and at the community level (Preparedness)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify existing collaborative relationships and contacts used by EMD for preparedness, response, recovery, and mitigation at local, tribal, state, and federal levels	Preparedness	MRR, EH, DO, IT, COM	September 30, 2015
Survey stakeholders to determine needs as they relate to preparedness, response, recovery, and mitigation (also in 1.2)			January 29, 2016
Complete benchmarking of other states on the common approaches to EM they utilize		British Columbia, regional states, two additional states	July 1, 2016
Share results of analysis with options and recommendations		Stakeholders	September 30, 2016
Determine and invest in systems, processes, and activities that facilitate and enhance collaboration			November 15, 2016
Prioritize options and recommendations			December 1, 2016
Implement strategy			February 1, 2017

EMD Strategic Plan

2015-2020



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Goal 3

Improve emergency management capabilities

3.1 Synchronize emergency management activities across all jurisdictions and partners			3.2 Improve SEOC operational capabilities	
<p>3.1.1 Synchronize plan development that addresses state, local, and tribal needs</p> <ul style="list-style-type: none"> - Maintain state CEMP and supporting plans - Review local jurisdiction plans for consistency with state plans - Maintain State Enhanced Hazard Mitigation Plan - Develop and maintain state-wide Emergency Management and Homeland Security Strategic Plan - Promote continuity of operations plans state-wide 	<p>3.1.3 Implement effective, efficient, and scalable organizational structures</p> <ul style="list-style-type: none"> - Consolidate regional structures across disciplines - Establish four SEOC IMATs - Establish branch directors / unit leaders for IMATs <p>3.1.4 Implement comprehensive state-wide training strategy</p> <ul style="list-style-type: none"> - Align T&E planning strategy with Emergency Management and Homeland Security Strategic Plan - Build state-wide training strategy 	<p>3.1.6 Improve suite of tools available for emergency managers</p> <ul style="list-style-type: none"> - Identify tool requirements for preparedness, response, recovery, and mitigation - Establish interoperable information and communications technology strategy for preparedness coordination - Establish WebEOC as operational information-sharing platform state-wide - Establish PIER and Business Portal as public information sharing platforms state-wide 	<ul style="list-style-type: none"> - Identify alternate SEOC in Eastern Washington - Update MAC Group / Policy Group structure, process, and procedures - Update SEOC structure, process, and procedures - Develop strategy for alternate / virtual SEOC - Integrate critical state agencies in SEOC activation and exercises - Identify and use resources for crowd-sourced situational awareness - Revise SEOC SOP 	
<p>3.1.2 Increase effectiveness of state preparedness</p> <ul style="list-style-type: none"> - Reengineer state preparedness system - Implement WAC 118-30 improvements - Implement reengineered preparedness system - Analyze preparedness system and adjust - Link grant funding to priorities - Include cybersecurity priority as part of grant fund- 	<p>3.1.5 Implement integrated state-wide exercise program</p> <ul style="list-style-type: none"> - Align the T&E planning strategy with Emergency Management and Homeland Security Strategic Plan - Build state-wide exercise strategy that follows HSEEP - Address catastrophic response and recovery - Integrate cybersecurity exercise scenarios into state-led exercises - Increase number of state agencies, boards, commissions and councils that exercise COOP plans 	<p>3.2 Sustain and enhance the SEOC operations capability and capacity</p> <p>3.2.1 Build and enhance SEOC staff training</p> <ul style="list-style-type: none"> - Implement the SEOC Staff Training Plan - Build and maintain SEOC-credentialed Command and General Staff - Identify, train, and qualify non-EMD person- 	<p>3.2.3 Define and implement effective and efficient SEOC modernization plan</p> <ul style="list-style-type: none"> - Develop five-year communications and information technology vision for EMD and SEOC operations - Identify communications and information technology tools - Adopt and implement state-of-the-art communications and information technology 	

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Goal 3

Improve emergency management capabilities

<p>3.3 Increase Washington residents' preparedness</p>	<p>3.4 Implement NG 911</p>	<p>3.5 Improve state-wide mitigation and recovery capabilities</p>
<ul style="list-style-type: none"> - Create and promote preparedness materials and programs that help local emergency management offices educate residents and utilize local resources - Collaborate with disaster preparedness workgroups and programs to enhance message consistency, credibility, and effectiveness - Provide state agencies with products and strategies that increase disaster awareness and promote preparedness activities to employees - Facilitate local organization of neighborhood disaster response teams - Support Office of Superintendent of Public Instruction to train students and staff in effective disaster planning and preparedness - Increase awareness of and participation in Great Washington ShakeOut - Promote tsunami awareness to increase capacity of coastal jurisdictions and tribes 	<p>3.4.1 Develop NG 911 five-year investment plan</p> <ul style="list-style-type: none"> - Identify projected costs - Develop plan to increase reliability and survivability of state 911 system - Synchronize NG911 planning state-wide <p>3.4.2 Increase number of counties that fully implement NG 911</p> <ul style="list-style-type: none"> - Align state-wide E911 financial policies with NG911 strategic plan - Develop procedures to ensure effective oversight of ESInet and vendor performance - Modernize all PSAP equipment - Reconnect Telco end offices to ESInet - Implement geospatial call routing state-wide <p>3.4.3 Develop NG 911 public education campaign</p> <ul style="list-style-type: none"> - Identify current and future NG 911 capabilities and limitations - Determine education message element priorities - Determine financial resource availability and desirability for commercial development / dissemination - Develop campaign messages and dissemination format - Disseminate public education state-wide 	<p>3.5.1 Implement Resilient Washington</p> <ul style="list-style-type: none"> - Create multiagency subcabinet working group - Validate and prioritize recommendations and create implementation plan for Governor and Legislature approval - Develop process for inclusion in Results Washington to monitor overall progress - Align federal and state resources to initialize recommendations and objectives - Assess performance in achieving objectives <p>3.5.2 Implement Washington Recovery Framework</p> <ul style="list-style-type: none"> - Finalize new, scalable WRF proof of concept - Finalize document through division, department, and Governor review and approval - Plan and complete series of exercises with relevant parties - Revise WRF document based on after action reports <p>3.5.3 Implement state-wide hazard mitigation strategies with state agency and local partners</p> <ul style="list-style-type: none"> - Develop process to assess and monitor state agency progress in implementing mitigation projects and achieving objectives in Washington State Enhanced Hazard Mitigation Plan - Align available federal grant funding with state agency needs

EMD Strategic Plan

2015-2020

Goal 3: Improve emergency management capabilities (MRR)			
3.1 By June 30, 2019, synchronize emergency management activities across all jurisdictions and partners			
3.1.1 By October 31, 2018, synchronize plan development that addresses state, local, and tribal stakeholder needs (PAL)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Maintain state CEMP and supporting plans (FNF, Volcano Coordination, etc.) annually	PAL Section Manager		Annually December 31
Review local jurisdiction plans for consistency with state plans annually			Annually December 31
Maintain State Enhanced Hazard Mitigation Plan on federally directed schedule	Mitigation Strategist		October 31, 2018
Develop and annually maintain state-wide Emergency Management and Homeland Security Strategic Plan	State Preparedness Assessment Program Manager		Annually December 31
Promote continuity of operations plans state-wide annually	PAL Section Manager	iCOOP	Annually June 30
Publish the Cybersecurity Annex to the CEMP	Cyber Security Manager	MIL, OCIO, CTS, UTC, COM	March 31, 2015
3.1.2 By December 31, 2017, increase effectiveness of the state preparedness system			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Reengineer the state preparedness system	Preparedness Unit		December 31, 2015
Implement WAC 118-30 improvements			
Implement the reengineered preparedness system			December 31, 2017
Analyze preparedness system and adjust as necessary			
Link grant funding received by the state to priorities	Preparedness Grants Section		December 31, 2017
Include cybersecurity priority as part of grant funding process to	Preparedness Grants		

EMD Strategic Plan

2015-2020

incent development of mature programs	Section, Cyber Security Manager		
3.1.3 By December 31, 2018, implement effective, efficient, and scalable organizational structures at the state and support the same at local levels following the National Incident Management System (NIMS) (Response)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Consolidate regional structures across disciplines	TAG	MIL, DOH, WSP, ECY ...	December 31, 2018
Establish four SEOC IMATs	Response Section		December 31, 2016
Establish branch directors / unit leaders for IMATs	Manager		December 31, 2016
3.1.4 Implement a comprehensive state-wide training strategy to improve emergency response and recovery capabilities (E&T)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Align the Training & Exercise planning strategy with the Emergency Management and Homeland Security Strategic plan and its priorities	Exercise & Training Section Manager		Six months from HLS Strategic Plan
Build a state-wide training strategy that integrates federal/state/local/tribal/private industry	State Training Program Manager		Annually September 30
3.1.5 By December 31, 2018, implement an integrated federal/state/local/tribal/private industry state-wide exercise program that will improve response and recovery capabilities (E&T)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Align the Training & Exercise planning strategy with the Emergency Management and Homeland Security Strategic Plan and its priorities	Exercise & Training Section Manager		Annually September 30
Build a state-wide exercise strategy that follows HSEEP methodology and integrates federal/state/local/tribal/private industry	State Exercise Program Manager		Annually June 30
Address catastrophic response and recovery (four-year cycle			Response - 2016

EMD Strategic Plan

2015-2020

alternating with recovery)			Recovery - 2018
Integrate cybersecurity exercise scenarios into four state-led exercises that support one or more Tier 1 capabilities.		CSM, MIL	December 31, 2017
Build capacity for self-sustaining exercise programs at local and tribal levels			Annually December 31
Through lessons learned and after action reports following statewide exercises that include cybersecurity injects, update the CEMP with any specific cybersecurity roles and responsibilities for key stakeholders supporting the policy room or relevant ESFs	Cyber Security Manager		June 30, 2015
Support Results Washington in promoting best practices in continuity of operations planning (COOP) exercises to increase number of state agencies, boards, commissions, and councils that annually exercise COOP plans	PAL Section Manager / COOP Program Manager		Annually December 31
3.1.6 By December 31, 2016, collaborate with state, local, and tribal stakeholders to improve the suite of tools available for emergency managers			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify tool requirements for preparedness, response, recovery, and mitigation	Assistant Director	EMC; state, local, tribal emergency managers	March 15, 2016
Establish an interoperable information and communications technology strategy for preparedness (prevention, protection, mitigation, response, and recovery) coordination	Assistant Director	OCIO, CTS, DES, MIL, WSP, WSDOT, DNR	March 15, 2016
Establish WebEOC as the operational information-sharing platform for state-wide response activities and common operating picture	Assistant Director	SEOC Workgroup, MIL IT	December 31, 2016
Establish PIER and Business Portal as the public information sharing platforms within the state	MIL Communications Director / Private Infrastructure PM	Private sector partners	December 31, 2016

EMD Strategic Plan

2015-2020

3.2 By December 31, 2018, sustain and enhance the State Emergency Operations Center (SEOC) operations capability and capacity			
3.2.1 By December 31, 2018, build and enhance the SEOC staff training program (E&T)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Implement the SEOC Staff Training Plan (including plans for alternate SEOC staff)	SEOC Staff Training PM	SEOC Workgroup	June 30, 2015
Build and maintain SEOC credentialed Command and General Staff (four deep)	SEOC Staff Training PM		December 31, 2016
Identify, train, and qualify non-EMD personnel to augment SEOC staffing	SEOC Staff Training PM		December 31, 2018
3.2.2 By December 31, 2016, improve SEOC operational capabilities (Response)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify alternate SEOC in Eastern Washington	Response Section Manager		December 31, 2015
Update Multiagency Coordination Group / Policy Group structure, process, and procedures in the context of a complex incident	Preparedness Unit Manager		December 31, 2016
Update SEOC structure, process, and procedures in the context of a complex incident	Response Section Manager		December 31, 2016
Develop strategy for alternate / virtual SEOC, including complex incidents	Response Section Manager	MIL, IT/Telecom, Preparedness	December 31, 2015
Integrate critical state agencies in SEOC activation and exercises	Director		December 31, 2015
Identify and use resources for crowd-sourcing messages and information	Preparedness Unit	MIL Communications	November 30, 2015
Revise SEOC Standard Operating Procedures (SOP)	Response Section Manager		June 30, 2015

EMD Strategic Plan

2015-2020

3.2.3 By June 30, 2019, define and implement an effective and efficient SEOC modernization plan (Response)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Develop a five-year communications and information technology vision for EMD and SEOC operations	Response Section Manager	IT, Assistant Director	September 30, 2015
Identify communications and information technology tools that support vision implementation		MRR, IT, CFMO, SALs, Telecom	March 31, 2016
Adopt and implement state-of-the-art communications (e.g., satellite phones) and information technology provided funding is available			June 30, 2019
3.3 Increase Washington residents' preparedness (E&T)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Create and promote preparedness materials and programs that help local emergency management offices educate their residents and utilize local resources to enhance their public education programs	Public Education Coordinator	Local and tribal emergency management staff	Annually December 31
Collaborate with disaster preparedness workgroups and programs to enhance message consistency, credibility, and effectiveness	Public Education Coordinator	Workgroup and program staff	Annually December 31
Provide state agencies with products and strategies that increase disaster awareness and promote preparedness activities to their employees	Public Education Coordinator	State agency emergency management staff	Annually December 31
Facilitate local organization of neighborhood disaster response teams (Map Your Neighborhood / Community Emergency Response Teams) to enhance the capability of local jurisdictions and tribes to care for all residents in the first hours of a disaster response	Public Education Coordinator	Local and tribal emergency management staff	Annually December 31
Support the Office of Superintendent of Public Instruction (OSPI) in its responsibility to educate and train its students and staff in effective disaster planning and preparedness	Public Education Coordinator	OSPI staff	Annually December 31
Develop and implement strategies for increasing awareness and promoting participation in the Great Washington ShakeOut	Earthquake Program Manager	Public Education Coordinator	Annually October 31

EMD Strategic Plan

2015-2020

earthquake drill			
Provide training, materials, and information that promote tsunami awareness and disaster preparedness activities to increase the capacity of coastal emergency management jurisdictions and tribes	Tsunami Program Coordinator	Public Education Coordinator	Annually September 30
3.4 By June 30, 2019, implement Washington State's version of Next Generation (NG) 911			
3.4.1 By September 30, 2015, develop a NG911 five-year investment plan (E911)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify projected costs of end state NG911 compatible equipment and Emergency Services IP Network (ESInet)	E911		March 31, 2015
Develop a plan to increase reliability and survivability of the state 911 system in keeping with industry standards and using best practices		DES, OCIO, Third-party security consultant	September 30, 2015
Synchronize NG911 planning across the state-wide 911 community, ensuring continuity between state and local plans		E911 Advisory Committee (AC)	September 30, 2015
3.4.2 By June 30, 2019, increase the number of counties that fully implement NG911 (E911)			
Metric: Increase number of counties from 0 to 39 that fully implement NG911			June 30, 2019
Action Step	Owner	Involved Parties	Target Date
Align state-wide E911 program financial policies with NG911 strategic plan	E911		September 30, 2015
Develop procedures to ensure effective oversight of the ESInet and vendor performance		DES, OCIO	March 31, 2015
Modernize all Public Safety Answering Point (PSAP) equipment to current National Emergency Number Association (NENA) i3 standard and digitally connect to the ESInet		DES, OCIO, Third-party security consultant, E911 AC	June 30, 2017
Reconnect Telco end offices to ESInet		CenturyLink	March 31, 2015
Implement geospatial call routing state-wide		DES, OCIO, Third-party vendors, E911 AC	June 30, 2019

EMD Strategic Plan

2015-2020

3.4.3 By September 30, 2016, develop NG911 public education campaign identifying 911 system capabilities and limitations (E911)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify current and future NG911 capabilities and limitations	E911	E911 AC Public Education sub-committee, E911 AC NG911 subcommittee, County 911 Coordinators	September 30, 2015
Determine education message element priorities		E911 AC Public Education sub-committee, E911 AC NG911 subcommittee, County 911 Coordinators	September 30, 2015
Determine financial resource availability and desirability for commercial development/dissemination of campaign		E911 AC	December 31, 2015
Develop campaign message(s) and dissemination format(s)		E911 AC Public Education sub-committee, Public Education Coordinator	June 30, 2016
Disseminate public education campaign state-wide		E911 AC Public Education sub-committee, Public Education Coordinator	September 30, 2016
3.5 By December 31, 2017, improve state-wide mitigation and recovery capabilities (MR)			
3.5.1 By December 31, 2017, implement Resilient Washington (Mitigation and Recovery)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Create multiagency subcabinet working group (requires authorization by Governor Inslee)	MR Section Manager	Governor	December 31, 2015

EMD Strategic Plan

2015-2020

Validate and prioritize Resilient Washington recommendations and create implementation plan for Governor and Legislature approval during next legislative session		MIL Intergovernmental Affairs and Policy	December 31, 2016
Develop process for inclusion in Results Washington to monitor overall progress in implementing validated objectives		MIL Intergovernmental Affairs and Policy, Preparedness Unit Manager	June 30, 2017
Align federal and state resources to initialize recommendations/objectives approved by Subcabinet and Governor/Legislature			December 31, 2017
Assess performance in achieving objectives			Annually December 31
3.5.2 Implement Washington Recovery Framework (Mitigation and Recovery)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Finalize new, scalable WRF proof of concept	MR Section Manager	Mitigation Strategist, DO, TAG	June 30, 2105
Finalize document through division, department, and Governor review and approval			August 30, 2015
Plan and complete series of exercises with relevant parties to test WRF concepts		Exercise & Training Section, local partners	June 30, 2017 and Annually
Revise WRF document based on exercise and real-world disaster AARs			Within nine months of exercise or disaster
3.5.3 Implement state-wide hazard mitigation strategies with state agency and local partners (Mitigation and Recovery)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Develop formalized process for assessing/monitoring state agency progress in implementing mitigation projects/achieving objectives identified in Washington State Enhanced Hazard Mitigation Plan	MR Section Manager	Mitigation Strategist, State Hazard Mitigation Officer	December 31, 2016
Align EMD's available federal grant funding with state agency		State Hazard Mitigation	June 30, 2017

EMD Strategic Plan

2015-2020

needs to maximize funding opportunities for implementation of one or more strategies identified within the plan		Officer	
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EMD Strategic Plan

2015-2020



Washington Military Department
Emergency Management Division

Vision: A disaster ready and resilient Washington State

Mission: EMD leads and coordinates mitigation, preparedness, response, and recovery in Washington State to minimize the impact of disasters and emergencies on the people, property, environment, and economy

Values

Public Service

Integrity

Respect

Competence

Collaboration

Esprit de Corps

Goal 4

Secure and manage adequate, sustainable resources and policies at state, local, and tribal levels

<p>4.1 Develop strategies to address resource and policy needs</p>	<p>4.2 Effectively structure and manage personnel resources</p>	<p>4.3 Effectively manage financial resources</p>
<p>4.1.1 Identify funding needs for state-wide emergency management system</p> <ul style="list-style-type: none"> - Define desired end state - Identify current state - Identify gaps - Identify resources and policies needed to close gaps - Identify what is needed to sustain 	<p>4.2.1 Complete staffing study and implement recommendations</p> <ul style="list-style-type: none"> - Implement Phase 1 of reorganization - Conduct E911 staffing assessment - Conduct HLS staffing assessment - Conduct E&T staffing assessment - Conduct PAL staffing assessment - Conduct MRR staffing assessment 	<p>4.3.1 Build a four-year budget that implements the strategic plan</p> <ul style="list-style-type: none"> - Establish annual long-term budget meeting each spring - Build baseline budget that incorporates all funding sources - Develop standardized format for reporting fund sustainability - Conduct long-term analysis of funding sources - Finalize four-year budget estimate
<p>4.1.2 Secure funding needs for state-wide emergency management system</p> <ul style="list-style-type: none"> - Develop a plan - Coordinate with other efforts to secure resources - Implement and sustain state-wide program to support local emergency management and EOC programs - Establish grant programs for locals 	<p>4.2.2 Rewrite position descriptions to maximize flexibility</p> <ul style="list-style-type: none"> - Revise E911 position descriptions - Revise HLS position descriptions - Revise E&T position descriptions - Revise PAL position descriptions - Revise MRR position descriptions 	<p>4.3.2 Effectively manage financial resources</p> <ul style="list-style-type: none"> - Perform financial activities in accordance with requirements - Process reimbursement requests quickly - Execute budget to support mission
<p>4.1.3 Review and update emergency management policies for enhanced effectiveness</p> <ul style="list-style-type: none"> - RCW 38.52 - WAC 118-04 - WAC 118-09 - WAC 118-30 	<p>4.2.3 Effectively manage personnel</p> <ul style="list-style-type: none"> - Provide performance feedback to personnel - Provide expectations to personnel 	

EMD Strategic Plan

2015-2020

Goal 4: Secure and manage adequate, sustainable resources and policies state-wide at state, local, and tribal levels (DO)			
4.1 By December 31, 2022, develop strategies to address resource and policy needs			
4.1.1 By March 31, 2017, identify funding needs for state-wide emergency management system (Assistant Director)			
Metric: Percentage completed of action steps			100%
Action Step	Owner	Involved Parties	Target Date
Identify current status of state's emergency management system	Assistant Director	State-wide EM community, business community, insurance community, EMC, EMAG, MIL Intergovernmental Affairs and Policy Director, TAG, WSEMA	March 31, 2016
Define desired state-wide emergency management system and estimate funding required to achieve it			September 30, 2016
Identify what EMD needs to sustain funding			September 30, 2016
Identify gaps between current state and desired state			November 30, 2016
Identify resources and policies needed to close gaps			March 31, 2017
4.1.2 By December 31, 2022, secure funding needs for state-wide emergency management system (Assistant Director)			
Metric: Percentage of action steps completed			100%
Action Step	Owner	Involved Parties	Target Date
Develop a strategy for communicating gaps between current and desired states of state-wide emergency management system (see 4.1.1)	Assistant Director	EMC, EMAG, TAG, Governor's Office, WSEMA, MIL Intergovernmental Affairs and Policy Director	June 30, 2017
Develop a plan, including changes in policies, sources of revenue, and a legislative strategy, that will facilitate an adequate level of sustainable resources for all levels (state, local, and tribal) of emergency management			September 30, 2016
Select, socialize, and seek support for solutions			September 1, 2018
Propose legislation to implement recommendations			September 1, 2018
Implement solutions			July 1, 2019
Coordinate with other efforts looking to secure additional resources, including non-traditional partners in emergency		Private Industry Program Manager, EMC,	Ongoing

EMD Strategic Plan

2015-2020

management (e.g., private industry, education)		EMAG, TAG, WSEMA	
Implement and sustain a state-wide program to support local emergency management and EOC programs	Assistant Director	Governor's Office, Legislature, all state agencies	December 31, 2022
Establish grant programs for local governments and communities; identify decision-making body to oversee grant programs		EMC/SAC	December 31, 2022
4.1.3 By July 31, 2016, review and update emergency management policies for enhanced effectiveness (Preparedness)			
Metric: Percentage of action steps completed			100%
Action Step	Owner	Involved Parties	Target Date
RCW 38.52	DO	EMC, EMAG, TAG, Governor's Office, WSEMA	June 30, 2016
WAC 118-09	PGS	EMC, EMAG, WSEMA	July 31, 2016
WAC 118-30	PAL		March 31, 2016
WAC 118-04	Assistant Director		March 31, 2016
WAC 118-40	Assistant Director		March 31, 2016
4.2 By March 31, 2016, effectively structure and manage personnel resources			
4.2.1 By March 31, 2016, complete the staffing study and implement its recommendations (Assistant Director)			
Metric: Percentage of implementation plan completed			100%
Action Step	Owner	Involved Parties	Target Date
Implement current reorganization effort	DO	EMD, TAG, HRO	November 1, 2014
Conduct E911 staffing assessment		E911, HRO	March 31, 2015
Conduct PGS staffing assessment		Preparedness, PGS, HRO	April 30, 2015
Conduct E&T staffing assessment		Preparedness, E&T, HRO	June 30, 2015
Conduct PAL staffing assessment		Preparedness, PAL, HRO	August 31, 2015
Conduct MRR staffing assessment		MRR, HRO	October 30, 2015
Develop implementation plan		EMT	March 31, 2016

EMD Strategic Plan

2015-2020

4.2.2 By January 29, 2016, rewrite position descriptions to maximize staff flexibility (Assistant Director)			
Metric: Percentage of position descriptions modified			100%
Action Step	Owner	Involved Parties	Target Date
Identify common EMD functions across sections	DO	DMT	June 30, 2015
Revise E911 position descriptions	E911 UM	HRO	July 31, 2015
Revise PGS position descriptions	PGS SM	Prep, HRO	July 31, 2015
Revise E&T position descriptions	E&T SM	Prep, HRO	September 30, 2015
Revise PAL position descriptions	PAL SM	Prep, HRO	November 27, 2015
Revise MRR position descriptions	MRR UM	HRO	January 29, 2016
4.2.3 Effectively manage personnel (Assistant Director)			
Metric: Percentage of action steps completed			100%
Action Step	Owner	Involved Parties	Target Date
Provide performance feedback to personnel	Assistant Director	Managers and supervisors	Annually
Provide expectations to personnel			Annually
4.3 By September 30, 2015, effectively manage financial resources (DO)			
4.3.1 By September 30, 2015, build a four-year budget that implements the strategic plan (Assistant Director)			
Metric: Percentage of milestones completed on time			100%
Action Step	Owner	Involved Parties	Target Date
Establish annual long-term budget meeting each spring	Assistant Director	Unit and section managers	June 30, 2015
Update and review budget annually			Annually March 31
Build EMD baseline budget that incorporates all funding sources			June 30, 2015
Develop standardized format for reporting fund sustainability			June 30, 2015
Conduct long-term analysis of funding sources			July 31, 2015
Finalize four-year budget estimate			September 30, 2015

EMD Strategic Plan

2015-2020

4.3.2 Effectively manage financial resources (Assistant Director)			
Metric: Performed with each action step			Monthly
Action Step	Owner	Involved Parties	Target Date
Perform financial activities in accordance with requirements	Assistant Director	Managers and supervisors	Ongoing
Process reimbursement requests quickly			Monthly
Execute the budget to support the mission			Annually
Conduct scheduled monitoring visits			Monthly