

A decorative graphic on the right side of the page features three overlapping orange circles of varying sizes. A thin red line starts from the top-left corner, passes through the top of the largest circle, then through the top of the middle circle, and finally through the top of the bottom-most circle. The entire page is framed by a grey border with small grey triangles at the corners.

# **Emergency Management Division Strategic Plan**

**2012 - 2017**

**April 2012**

*In this document you will find the Emergency Management Division's (EMD) strategic focus for the next five years. The EMD management team updated objectives from the 2010 plan to reflect progress toward our goals. These goals and objectives guide us in accomplishing specific strategic themes; Preparedness, Mitigation, Response and Recovery. The themes are focus areas for our organization. The publication of new Federal emergency management doctrine in Presidential Policy Directive 8 (which adds Prevention and Protection as mission areas, while preparedness is the goal encompasses all five mission areas) does not significantly alter our direction. We continue to do work in all mission areas described in PPD 8, just as we have for years, with activities from one mission area overlapping with activities in others.*

*All of our programs and activities are important. These focus areas strengthen our organization and the services we provide to our stakeholders and partners. While casual observers might not see a direct connection between daily work in every program and these themes, goals, and objectives, I assure you that each current program is accounted for in our overall work program to fulfill the mission and vision.*

*Recognizing that not everything can be a priority, it is necessary to single out certain actions and activities that create capability and capacity. The priorities identified in this plan are those which I believe significantly advance the cause of emergency management across the state by creating capacity in areas where there were gaps and maintaining capacity in critical areas.*



James M. Mullen, Director  
Emergency Management Division  
Military Department

**Yellow highlighting indicates a major activity.**

**Grey highlighting with an asterisk indicates an EMD Director priority.**

**Vision** – A Disaster Resistant and Resilient Washington

**Mission** – Minimize the impact of disasters and emergencies on the people, property, environment and economy of Washington.

**Stakeholders** - State, local, federal, and tribal governments, city and county emergency managers, citizens, businesses, private non-profit and volunteer organizations.

**Strategic Theme 1** – EMD provides preparedness information to stakeholders prior to incidents (Mission Area: Preparedness)

**\*Goal 1A** – Maintain an active community preparedness program

**Objective 1A1**-- Advance the Map Your Neighborhood program

**Objective 1A2** – Maintain a core of preparedness information on the EMD web site

**Objective 1A3**-- Provide outreach and information to Washington based businesses

**Objective 1A4** – Build partnerships with the business community to improve resiliency

**Objective 1A5** - Advance the E911 “What’s Your Location” campaign

**Objective 1A7** – Extend preparedness information through mobile communications devices by modifying or developing mobile applications

**Objective 1A8** – Develop methods to determine the return on investment of each community preparedness program

**Goal 1B** – Identify actions and programs that increase society’s willingness to act on emergency management messages

**Objective 1B1** – Develop comprehensive strategies to employ the public, business and government in collaborative preparedness activities

**Goal 1C** – Develop and deliver consistent preparedness messages across the state

**Objective 1C1** – Develop an internal system to ensure consistency of preparedness messages delivered by the Division to our stakeholders both internal and external

**Objective 1C2** – Expand procedures to utilize social media for delivering public messages

**Goal 1D** – Promote and assist state agency and local jurisdiction preparedness activities

**Objective 1D1** – Identify capabilities-based priorities for state and local emergency response and recovery and improve where necessary

**\*Objective 1D2** – Exercise and evaluate designated high priority state capabilities through the exercise program

**Objective 1D3** – Provide professional emergency management and response training to state government, local government and Non-Governmental Organizations (NGO) stakeholders

**Objective 1D4** – Acquire and deliver training for identified gaps, shortfall elements, and priority capabilities

**Objective 1D5** – Provide exercise support to evaluate, validate and identify improvement areas for local jurisdiction plans, personnel, and systems.

**Objective 1D6** – Engage state agency partners in the State emergency management system

**Objective 1D7** – Manage all after action report items to a resolution

**Goal 1E** – Analyze and update the descriptions of natural and technological hazards in the state to enhance emergency management activities

**Objective 1E1** – Promote education and information about natural hazards through general and hazard specific programs

**Objective 1E2** – Promote education and information about technological hazards through general and hazard specific programs

**Objective 1E3** – Improve all-hazards information through the use of science and technology tools

**Objective 1E4** – Collaborate with state and federal agencies to acquire the latest hazard science and disseminate current information to the public

**Goal 1F** – Promote preparedness through Comprehensive Emergency Management planning based on current hazard description and analysis

**Objective 1F1** – Maintain a current State CEMP

**Objective 1F2** – Ensure local jurisdiction CEMPs are consistent with the State CEMP and current

**Strategic Theme 2**— EMD promotes mitigation of hazards and their impacts as a cost effective use of resources and produces benefits to the citizens (Mission Area: Mitigation)

**Goal 2A** – Maximize federal grant programs to fund mitigation opportunities

**\*Objective 2A1** – Maintain the state Hazard Mitigation Plan at the Enhanced level

**Objective 2A2** – Apply Hazard Mitigation program (Pre Disaster Mitigation, Flood Mitigation Act, and Hazard Mitigation Grant Program) grants to affect greatest impact reduction to high hazard areas

**Objective 2A3** – Reduce repetitive and severe repetitive losses, including those caused by flooding

**Goal 2B** – Promote and integrate hazard mitigation into community planning

**Objective 2B1** – Support new policies to enhance hazard mitigation initiatives

**Objective 2B2** – Promote structural and non-structural hazard mitigation programs

**Goal 2C** – Provide incentives for mitigation initiatives

**Strategic Theme 3** – EMD promotes effective stakeholder coordination to reduce incident impacts on society (Mission Area: Response)

**Goal 3A** – Maintain a viable E911 program statewide

**\*Objective 3A1** – Implement Next Generation 911

**Objective 3A2** – Provide operational and technical support to 911 services

**Objective 3A3** – Utilize evolving technologies

**\*Goal 3B** – Maintain Current State Emergency Operations Center Capability (SEOC)(State FY09 is baseline) and enhance capability when appropriate

**\*Objective 3B1** – Implement EOC Command and General Staff and Emergency Support Function staff education and training plan

**Objective 3B2** – Maintain updated EOC position descriptions and processes

**Objective 3B3** – Ensure communications, warning, and coordination systems meet evolving functional requirements

**\*Objective 3B4** – Conduct an assessment of SEOC infrastructure, correct deficiencies and implement improvement recommendations

**\*Objective 3B5** – Implement a statewide program of shared and real time information that results in enhanced situational awareness using Virtual USA concepts and other emerging technologies

**Objective 3B6** – Identify, create, and maintain datasets unique to EMD making them easily available to agencies and jurisdictions with a minimum of human intervention

**Objective 3B7** – Develop and implement an EOC training process that includes documentation of position skill levels

**Objective 3B8** – Develop social media monitoring capabilities within the EOC

**Objective 3B9** – Support the Department of Commerce in the implementation and use of an Energy Disruption Reporting System

**Goal 3C** – Maintain and enhance the state emergency logistics capability

**\*Objective 3C1** – – Maintain Emergency Management Assistance Compact (EMAC) and Pacific Northwest Emergency Management Arrangement (PNEMA) processes and procedures for inbound and outbound resources and test regularly through activations and exercises

**Objective 3C2** – Coordinate development of implementing instructions and procedures for the Washington Mutual Aid Compact (WAMAC) in accordance with RCW 38.56

**Objective 3C2** – Expand the automation of resource requesting and tracking

**Objective 3C3** – Conduct an Emergency Logistics Capstone Exercise to validate the Emergency Logistics Plan

**Objective 3C4** – Form partnerships to leverage and share resources

**Objective 3C5** – Develop a prioritization methodology to manage resource shortfalls

**Objective 3C6** – Foster vertical integration of logistics planning efforts between the local, private, state and federal levels

**Objective 3C7** – Assess logistics capability on an annual basis

**Objective 3C8** – Support local jurisdiction logistics planning efforts

**Goal 3D** – Support development of improved mass care capabilities across the state in order to reduce impact on all residents

**\*Objective 3D1** – Support the Department of Commerce in development of a state disaster long term housing plan

**\*Objective 3D2** – Support the Department of Social and Health Services in development of a state disaster sheltering support plan

**Objective 3D3** – Support the Department of Enterprise Services in development of state donations management capability

**Objective 3D4** – Develop and coordinate a state volunteer management program and capability

**Goal 3E** – Identify and assess state level critical infrastructure

**Objective 3E1** – Complete Buffer Zone Protection Plans on state critical infrastructure

**Objective 3E2** – Complete security coordination plans on identified critical infrastructures

**Strategic Theme 4** – EMD engages stakeholders to improve disaster recovery (Mission Area: Recovery)

**Goal 4A** – Maximize federal and state programs to expedite recovery after disasters

**Objective 4A1** – Complete update to CEMP ESF 14 – Long Term Community Recovery and ensure it is synchronized with the National Disaster Recovery Framework

**Goal 4B** – Encourage infrastructure owners to protect assets

**Goal 4C**— Encourage development of Business Continuity and Continuity of Operations Plans in businesses and state agencies

**Strategic Theme 5** – EMD reviews statutes and rules to suggest modifications or adopt rules that increase the effectiveness of the program as necessary (Mission Area: All)

**Goal 5A** – Maintain and update rules in support of emergency management

**Objective 5A1** – Review RCW 38.52 and recommend changes

**Objective 5A2** – Review and make key updates to WAC 118

**Goal 5B** – Support legislation and policy that improves disaster resistance and resilience across the state

**Objective 5B1** – Draft recommendations to amend laws so they effectively address hazard mitigation

**Objective 5B2** – Develop hazard mitigation policies that protect and improve the environment

**Objective 5B3** – Support activities to strengthen state and local building code enforcement