

## Washington State Emergency Management Advisory Group

April 2, 2015

8:00 – 3:30

Notes

- I. Start 0800
- II. Review and adopt draft objectives (See attachment 1)
  - a. Changed Objective 1 from system/s to process/es throughout.
  - b. Objective 4 changed “we will develop a framework for maximizing EM human capital”.
  - c. Objective 5, will leave to theme team to merge the two options.
  - d. Objective 1 and 2 seem similar however 1 is a process or the mechanics of how to do tasks and 2 is how to systematically integrate partnerships and work together.
  - e. Objective 1 – internal to the EM community
  - f. Objective 2 – reaches farther out for response to include nontraditional organizations. Added “for collaboration in disaster preparedness response”.
  - g. Objective 3 – Build or ID?, need to do the gap analysis, may mean building more/better relationships.
- III. Theme Team report back and group feedback
  - a. EM Process/protocols – accept King County process for WA standard? Are there other processes throughout the state that need to be Identified?, IMT type 3 and 4 teams regarding use, credentialing, training; some captured in Human Capital proposal. (See attachment 2)
  - b. Statewide framework for disaster preparedness – half of group not available therefore they did not have any updates. Will do work in break out session.
  - c. Capabilities – Plain English and common terms, common (one centralized) database, capability assessment updated annually. Developed form, can map specialized resources, and will tie into resource typing in the future. Where is the ID'ing of soft capabilities (county specialties ie Pierce County and their FAST or USAR)? Resource list of knowledge or capability. Need to prioritize FEMA 31 capabilities. Went from top down (FEMA) and started with response capabilities. Need to categorize and list all partnerships and MOU's and interlocal agreements locally. (See attachment 3)
  - d. Human Capital – changed from human resource to human capital. Broke down into two groups, individuals and groups.
    - i. Individuals - Reservists – SME and existing volunteers (database), everybody's resource, need human resources policy for deployment of reservists and their reimbursements.

- ii. Groups - Teams – Three types of teams (EMAT, VoIMAT, SAT). Three initial response groups (DRG in which the three teams above are in one team). Type 3 and 4 IMT discussed. State should examine nonprofit/volunteers being used as IMTs (Team Rubicon). (John Pennington concept paper). Look at developing EMAT as a first priority. Database second priority. Work under WAMAS.
  - 1. Feedback: connect with either Kurt Hardin or Alysha Kaplan at state regarding reimbursement language. Need to work out who reimburses when there are multijurisdictional participants. EMAT should be multi-faceted. (See attachment 4)
- e. Finance – will do work in small group today.
- f. Are there more initiatives? NO
- g. What are the drivers? Tactics, mind mapping

#### IV. Theme Teams (break out into groups)

- a. Processes – Pattijean leader
- b. Framework – Jay leader, How do we start with the whole process?
  - i. ID risk locally
    - 1. Planning, Mitigation, Response, Recovery – What do we need to do after we identify the risks?
    - 2. Identify the involvement
    - 3. Identify the resources used
    - 4. Common After Action Report
    - 5. Central repository to glean the information
  - ii. Community Engagement
    - 1. Who do we need to bring to table?
    - 2. What is the value to the folks involved?
    - 3. Identify best practices
  - iii. Community education, training, and exercise
  - iv. Enhances original list (#1)
  - v. Dove tails into Objectives #1 and #3
  - vi. Value of learning from lessons learned
  - vii. State of California has a website for best practices/exercises/LLIS and recreated standard AAR.
  - viii. Common matrix that everyone can glean the info from to get a common product.
  - ix. What are the benchmarks and by when?
  - x. How will we know when it's done?
- c. Capabilities – one proposal/initiative
  - i. How do we use risk and personnel out into regions and counties and the capabilities needed to respond?
  - ii. Statewide resource database
    - 1. Database has to be simple, trained monkey approach
    - 2. Who is going to do the work?

- a. Interns, UW, be creative
    - 3. Drives funding
    - 4. What resources should be identified?
      - a. Sources – UASI, HLS regions, Counties, cities, tribes, private sector, state, public health
    - 5. Can we add SME's to the list?
      - a. SME - leased people
    - 6. Functional, accessible, Easy
    - 7. What is the measureable goal to be successful?
    - 8. How do you get people to proactively populate?
      - a. Peer to peer assistance
  - iii. IMT's and special teams (example DeCon)
    - 1. Resources? Yes
    - 2. Identified?
    - 3. "All-Hazards" – leverage for coordination
    - 4. "Ownership"/oversight of IMT's (Type 3's and specialties)? – State committee
      - a. EMAC?
      - b. WSP?
      - c. EMD?
  - iv. Interdependency
    - 1. Cost efficiencies
    - 2. Recognizing who needs to part of the coalition
    - 3. Evidence based, Efficiencies of single point, Resources/\$
    - 4. Without human capital, we have nothing to share. Sustainable workforce is linked to sustainable funding (growth of profession)
- d. Human Capital –
  - i. Individuals
    - 1. Establish reservists/DAE – Data dump to EMD, EMD would keep a centralized database
    - 2. SME list
    - 3. Alert sense Nexus (groups)
      - a. Add two buttons: Resources, people
    - 4. Simple, visual, easy to deploy
  - ii. Teams
    - 1. EMAT (1-3), one can be developed within the year, concept paper needs tweaking
    - 2. VoIMAT (1-3), one can be developed within in the year, need concept paper
    - 3. SAT (3-7), really Strategic Advisory specialist (1 person), Identified within the year, needs concept paper
    - 4. Liability issues – deploy under Mission number, WAMAS
  - iii. Nexus to resources
- e. Finances –

- i. Tweaked definition – To equip the state emergency management communities (state, local, tribal) to prepare for, respond to, and recover from emergencies. We will advocate for sustainable funding for emergency management statewide by building a whole community coalition and performing a gap analysis.
  - ii. Identify coalition members
    - 1. Business, faith, media, NGO, human services, schools, higher education
    - 2. WSEMA, PIEPC (conferences), Outreach teams, Interdisciplinary response team
  - iii. Conduct evidence based gap analysis on funding (Pattijean), needs to be done before September
  - iv. Conduct evidence based gap analysis on capability (program elements), has to be done before September
    - 1. Proposed WAC elements
    - 2. Data gathering May-Aug; present at WSEMA in Sept
    - 3. Legislative initiative \$250k proposed
    - 4. Simple (yes/no), next few months
  - v. Develop strategies
    - 1. Policy
    - 2. Communication – specific messaging to specific partners
    - 3. Engagement
    - 4. Legislative
    - 5. Media
  - vi. Create template for talking points and action plan
  - vii. Interdependencies
    - 1. Cost efficiencies
    - 2. Recognizing who needs to part of the coalition
    - 3. Evidence based, efficiencies of single point, resources (4)
    - 4. Without human capital we have nothing to share, sustainable workforce is linked to sustainable funding (growth of profession)
- f. Parking Lot
- i. Regionalization
    - 1. Alumni groups that have nothing to do with geography
    - 2. Affinity groups
  - ii. Standardized planning process – create template
  - iii. Authority

## V. Resource Ordering Initiative Proposal

### a. Discussion

- i. EMAG would reach a consensus and then each member would take it forward and vet with their groups. Send draft out and vet with other stakeholders. Between bullets #1 and #2. Need to have a deadline for

comments. Committee is willing to do the grunt work to get feedback during testing period. Need to be careful at how we roll this out.

1. Period before announcement – time period, less than 1 month to get out to groups and get feedback.
  2. Do we need a dog and pony show? We will need an explanation for each jurisdiction, King County is willing to present.
  - ii. Need a Yes/No process flow chart. Are we going to validate the organizational structure per King County or are we looking at the process flow in the generalized functions? Can do both.
  - iii. Host webinars to help socialize. Cascadia Rising '16 Operational Subcommittee can be used as a force multiplier to help share/educate/train on this.
  - iv. Timeline
    1. Generalize process flow by April 7 – Pattijean and John U
    2. Socialize and vet with constituency groups
      - a. Problem statement
      - b. Solution
      - c. Why it is important
    3. Theme team will have speaking points and draft letter by April 10 that can then be tailored for constituents.
    4. Send letter to constituency group before Partners or start of Partners.
    5. Touch base with constituent groups by April 14. Feedback to EMAG by end of month (silence is consent).
    6. Need to marry up common form and process by April 16.
  - v. Test May through January
    1. Get feedback
    2. Adjust
    3. May 2015 Project
  - vi. Training and Exercise May through January
    1. Storm/Flood
  - vii. Cascadia Rising '16 exercise
    1. All or opt in?
    2. King County and Seattle can help people run tests in January
    3. When can other jurisdictions exercise this? Do training with the smaller jurisdictions. Training session at the LEPC during State program update. Use Webinars.
  - viii. Insert this process into the state CEMP logistics process this summer as well as when the state reviews local CEMPs.
  - ix. Post blog regarding EMAG vision, common form, and common process commitment on EMD blog
  - x. End goal – When state adopts and uses. September 1, 2016 all resource requests must use this process.
- b. Consensus-testing tool

- i. Group approved Resource Management Process Proposal with amendments

VI. Prioritize initiatives

- a. Gap Analysis under Finance – 29 votes
- b. Individuals – 18 votes
- c. Statewide Resource Database – 14 votes
- d. Teams – 5 votes
- e. Objective 3 – 2 votes

VII. Gap Analysis Proposal on funding and capability

a. Discussion

- i. Will not be done until WSEMA in September 2015. Pattijean has a research fellow that is working this. Looking at Florida model and other states' models. NEMA also has data on this. Six questions on SurveyMonkey right now re: funding. Testing right now. Will bring back, as White Paper to WSEMA Legislative committee once done. This gap analysis is on funding only.
- ii. Capability Gap analysis – letter from group/Robert to get more participation. Have a conversation with the universities for a grad project without money. Barnaby, from King County, has the skeleton for the survey. Independent survey and analysis.
  - 1. UW, WSU, Evergreen, Pierce College, Northeastern, WWU
  - 2. Have graduate students do the leg work on the survey and the analysis.
  - 3. Use EMAP capabilities as ideal (students research this as well), How to we define the gap vs ideal? Benchmark against Florida model (EMAP at state and local levels)?
  - 4. What are the other pieces in terms of capabilities that we need to look at? EMAP would be minimum baseline, risk/hazard based compliance.
  - 5. Need revenue source solutions, bring in economists to evaluate the economic effects.
  - 6. Need a better incentive for participation. Face-to-face visitations may provide better info. Tiered approach: send out, phone call, then visit. Need to vet design of the survey. Get quantitative data from the survey but get qualitative data from the visits.
  - 7. Need to think big. Resiliency, disaster relief for citizens when no FEMA monies available, preparedness. Add in first responder component.
  - 8. What are we capable of now?
  - 9. Pattijean will do a paper.
  - 10. Need to use Barnaby's survey and incentivize. June 15 to secure commitment from university. August to gather data.

- b. Consensus-testing tool
  - 1. Both initiatives approved as one.
  
- VIII. Next steps and close
  - a. Next meeting afternoon of Thursday, May 7<sup>th</sup> at EMD
    - i. Updates, discussion, decisions
    - ii. Report from Resource Management
  - b. June all day retreat, Second Thursday King County RCECC, June 11
  - c. Work on other initiatives throughout April and May. Review the notes/initiatives and send back comments to EMD. Theme team owns the initiatives but everyone will socialize to constituents.
  
- IX. Closed at 1515

## Emergency Management Advisory Group

**Mission** – Work together to insure all Washingtonians are served by an interoperable EM process and serve as an advisory body to the Washington State EMD Director and emergency Management Council (EMC) on local/statewide emergency management matters.

**Short term strategic vision:** Develop the essential components of a statewide emergency management framework by the end of 2016.

**Long term strategic vision:** Build a sustainable, operational, and adaptable statewide framework for emergency management by 2021.

### Objectives:

1. Develop a set of statewide EM processes/protocols that stresses interoperability, efficiency, and shared resources.

**DEFINITION:** To insure interoperability and efficiency, we will promote common statewide information and resource management processes by developing requirements, choosing and socializing processes across the state. (Priority 1)

**INITIATIVE 1:** Accept the King County Resource Management process as the Washington State standard.

### Planning Assumptions:

- Adoption takes place in April 2015 through unanimous acceptance of the Emergency Management Advisory Group (EMAG). DONE
- There will be an official announcement of the resource management process through the Washington State Emergency Management Division with backing from the EMAG.
- The testing and revision period will happen between May and August 2015.
- The training and exercise period will happen between September 2015 and January 2016.
- All EMAG members will be involved in the testing, revision, training, and exercise stages.
- All EMAG members will actively support and enhance the adoption of the statewide resource management process.
- All participants in the *Cascadia Rising 2016* exercise will use the Washington State resource management process.
- The resource management process will be reviewed by EMAG every-other-year to remain contemporary and flexible.

## Attachment 1

2. Establish an effective, efficient statewide framework for disaster preparedness and response.

**DEFINITION:** To insure the best possible outcomes with the available resources, we will define the framework of a statewide process by engaging the “whole community” including tribes, in the development of the framework.

**INITIATIVE 1:** Create a common matrix that anyone can glean information from to get a common product.

- i. Identify risks locally
  1. Planning, Mitigation, Response, Recovery
  2. Identify the involvement
  3. Identify the resources used in the past
  4. Common After Action Report
- ii. Community Engagement
  1. Who do we need to bring to table?
  2. What is the value to the folks involved?
  3. Identify best practices
- iii. Community education, training, and exercise
- iv. Value of learning from lessons learned
- v. Look at state of California as an example of website for best practices/exercises/LLIS and recreated standard AAR.

3. Establish a statewide risk-based approach to building all hazard capabilities.

**DEFINITION:** To achieve optimal alignment of resources during all-hazard events, we will create a data driven method to determine and prioritize capabilities by mapping current capabilities by ownership and location, and by identifying need at a local, tribal and regional level.

**INITIATIVE 1:** To create and maintain a list of local and Tribal resources and capabilities that can be utilized for disaster response operations in Washington State.

**Critical elements in this process:**

- Use plain English and common terms
- The database should be simple to understand – keeping the assessment to major categories and functions – not an inventory of all property and human resources.
- The capabilities assessment will be updated yearly

**Planning Assumptions**

## Attachment 1

Local and Tribal Emergency Managers who fill in the capabilities assessment sheet will:

- own and/or manage the resources they identify.
- have the authority to deploy/employ the resources they list.
- will update their portion of the list yearly.
- understand the incident will impact the ability to utilize or share any or all of the identified resources.
- have ultimate authority as to whether the resource can be shared.
- will return the resource in the same condition it was received.

#### 4. Enhance the capability of existing statewide EM human capital

**DEFINITION:** In order to utilize human resources and augment them when local/tribal capabilities are exceeded, we will develop a common methodology by developing consistent standards, credentialing, and training.

##### INITIATIVE 1: Disaster Assistance Employees (DAE)

A Disaster Assistance Cadre should be developed, formalized and become the centralized, statewide data base of recruited, trained, and fully vetted volunteers *and* subject matter experts (SME) who are available for deployment and, when activated, carry the potential status of temporary state employees with reimbursable costs attached to the specific assignment in the event of a Robert T. Stafford Act Presidential Disaster Declaration.

The primary objective of a state wide DAE cadre is to supplement Emergency Management Organization volunteer needs on an individual basis (from generalists to specialists to subject matter experts) to any affected local or tribal jurisdiction.

##### INITIATIVE 2: Emergency Management Assistance Teams (EMATs)

EMATs are developed, deployable entities comprised of current emergency management professionals and select support functions/staff in the State of Washington.

The primary objective of an EMAT is to provide structured support to emergency management directors/coordinators and their respective Emergency Operations Centers (EOC) when requested **and/or** work in conjunction (interface) with Incident Management Teams (IMTs) when they are conducting tactical operations for the affected jurisdiction.

##### INITIATIVE 3: Volunteer Management Assistance Teams (VoIMATs)

Volunteer Management Assistance Teams should be developed and consist of groupings of experienced, respected volunteer leaders

## Attachment 1

(individuals) who are trained, vetted, and specifically tasked with the strategic management of **spontaneous volunteers** during an incident or disaster.

These teams are deployed, at times in concert with Emergency Management Assistance Teams, in order to effectuate the most consistent management of spontaneous volunteers when large scale incidents or disaster occur in Washington. It is envisioned that VoIMATs will deploy together as a team and be the single focal point for spontaneous volunteer registration(s) and integration of these volunteers into the response phase of incidents or disasters when practicable.

### INITIATIVE 4: Strategic Advisory Teams (SATs)

Strategic Advisory Teams will exist to support emergency managers/coordinators in their decision making process, by developing a “forum” for critical or strategic thinking during the incident or disaster. For complex incidents or disasters that have the capability to overwhelm a jurisdiction or region for an extended period, and ideally where an EMAT/VoIMAT has been requested by that jurisdiction, the activated SAT will contain a **Strategic Advisory Team (SAT) Specialist** (formerly described as a Think Tank or Synthesis Group concept).

### INITIATIVE 5: Incident Management Teams (IMT): Type 3, Type 4, and NGO

Type 3 Incident Management Teams are a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within Washington and/or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period.

## 5. Secure ongoing, sustainable funding for all levels of EM within WA State.

**DEFINITION:** To equip the state emergency management communities (state, local, tribal) to prepare for, respond to, and recover from emergencies. We will **advocate for sustainable funding for emergency management statewide by building a whole community coalition and performing a gap analysis.**

### INITIATIVE 1: Conduct evidence based gap analysis on funding

Pattijean Hooper from City of Kirkland and a research fellow are working on a survey that will look at the funding gaps throughout the state. They are looking at Florida and other states as models for how they fund their Emergency Management program. A white paper will be sent to WSEMA Legislative Committee once the survey is done.

## Attachment 1

INITIATIVE 2: Conduct evidence based gap analysis on capability (program elements)

WSEMA Legislative Committee and Pattijean from City of Kirkland are working on a survey as a graduate student project. Will most likely be based on the EMAP standards. This survey will include a send out document or SurveyMonkey, a phone call, and a face to face visit. Pattijean will do a paper once the results and analysis are back.

Both of these initiatives were approved by the EMAG as one initiative. The goal is to get these two done before this year's WSEMA conference.

***State of Washington***  
**Emergency Management System:**  
***Utilizing Human Capital***



**Concept Paper**

March 31, 2015

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# Emergency Management System: Human Capital

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## **Background and Concepts**

In order to design an effective **system** of emergency management in the State of Washington, it is imperative to explore, organize, and engage the human capital/resources that currently exist or could potentially exist for the purposes of supporting existing and future emergency management organizations.

This paper seeks to recommend a framework for more effectively integrating emergency management human capital into current emergency management practices at the statewide level.

Some of the concepts described within only require simple agreement and acceptance by emergency management professionals, their respective organizations, and the State of Washington. Others, however, may require statutory creation, change, or deletion in order to be executed effectively.

For the purposes of background only, this paper will explore human capital in terms of the **Individual** and of **Teams**.

Individuals:

### **Disaster Assistance Employees (DAE)**

A Disaster Assistance Cadre should be developed, formalized and become the centralized, statewide data base of recruited, trained, and fully vetted volunteers **and** subject matter experts (SME) who are available for deployment and, when activated, carry the potential status of temporary state employees with reimbursable costs attached to the specific assignment in the event of a Robert T. Stafford Act Presidential Disaster Declaration.

The primary objective of a state wide DAE cadre is to supplement Emergency Management Organization volunteer needs on an **individual basis** (from generalists to specialists to subject matter experts) to any affected local or tribal jurisdiction.

The state wide DAE Cadre is an on-call volunteer work force **for** local and tribal jurisdictions and may be comprised in large part of local volunteers from existing jurisdictions (Ex. Seattle OEM volunteer is also a member of the statewide DAE Cadre) or from stand alone volunteers who have no known "home" jurisdiction (Ex. Retired School Principal who is not a volunteer for any specific local jurisdiction).

## Emergency Management System: Human Capital

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The DAE Cadre is not a component of the existing Washington State Disaster Reservist program (Ex. Individual Assistance liaison to local government), rather it exists for the purposes of creating a consistent and stable data base of individual volunteers that can supplement both tribal, and local incidents/disasters and those entities (EM organizations) that coordinate them.

### Teams:

#### Emergency Management Assistance Teams (EMATs)

EMATs are developed, deployable entities comprised of current emergency management professionals and select support functions/staff in the State of Washington.

The primary objective of an EMAT is to provide structured support to emergency management directors/coordinators and their respective Emergency Operations Centers (EOC) when requested **and/or** work in conjunction (interface) with Incident Management Teams (IMTs) when they are conducting tactical operations for the affected jurisdiction.

EMATs are not intended (or designed) to usurp the authorities and responsibilities of local emergency management organizations, rather to supplement these organizations as a **supplemental resource** for more effective coordination.

Additionally, EMATs are not intended to be a replacement or alternative to existing or future Incident Management Teams (IMTs), rather they exist as a **strategic compliment** to the well established tactical roles and responsibilities that IMTs fulfill during incidents or disasters.

EMATs are designed to afford local emergency management professionals at varying degrees of size, shape, and capability the opportunity to perform emergency management functions consistently.

#### Volunteer Management Assistance Teams (VolMATs)

Volunteer Management Assistance Teams should be developed and consist of groupings of experienced, respected volunteer leaders (individuals) who are trained, vetted, and specifically tasked with the strategic management of **spontaneous volunteers** during an incident or disaster.

These teams are deployed, at times in concert with Emergency Management Assistance Teams, in order to effectuate the most consistent management of spontaneous

## Emergency Management System: Human Capital

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volunteers when large scale incidents or disaster occur in Washington. It is envisioned that VolMATs will deploy together as a team and be the single focal point for spontaneous volunteer registration(s) and integration of these volunteers into the response phase of incidents or disasters when practicable.

### Strategic Advisory Teams (SATs)

Strategic Advisory Teams will exist to support emergency managers/coordinators in their decision making process, by developing a “forum” for critical or strategic thinking during the incident or disaster. For complex incidents or disasters that have the capability to overwhelm a jurisdiction or region for an extended period, and ideally where an EMAT/VolMAT has been requested by that jurisdiction, the activated SAT will contain a **Strategic Advisory Team (SAT) Specialist** (formerly described as a Think Tank or Synthesis Group concept).

The total composition of a Strategic Advisory Team will be determined by each incident and its location, provided that the team is led by a Strategic Advisory Team **Specialist**, who preferably is an existing emergency management professional, a critical thinker, and one who can assertively coordinate the development of a strategic support framework for the affected jurisdiction.

Additional SAT members should be requested from within the local impacted community and may consist, for example, of members from local chambers of commerce, educational institutions and academia, or other fields or disciplines that can **positively contribute to the strategic decision making process** in an EOC and in support of an emergency management director/coordinator.

### Incident Management Teams (IMT): Type 3, Type 4, and NGO

Type 3 Incident Management Teams are a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within Washington and/or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period.

Consideration is requested that requirements, approval, and oversight of existing and future Type 3 Incident Management Teams reside with either the Washington State Patrol Fire Defense Committee, Washington State Emergency Management Division *or* within the domain of the existing Washington State Homeland Security Regions. This paper suggests that this critical discussion proceed for the purposes of creating a consistent framework across the state for the EOC/IMT interface.

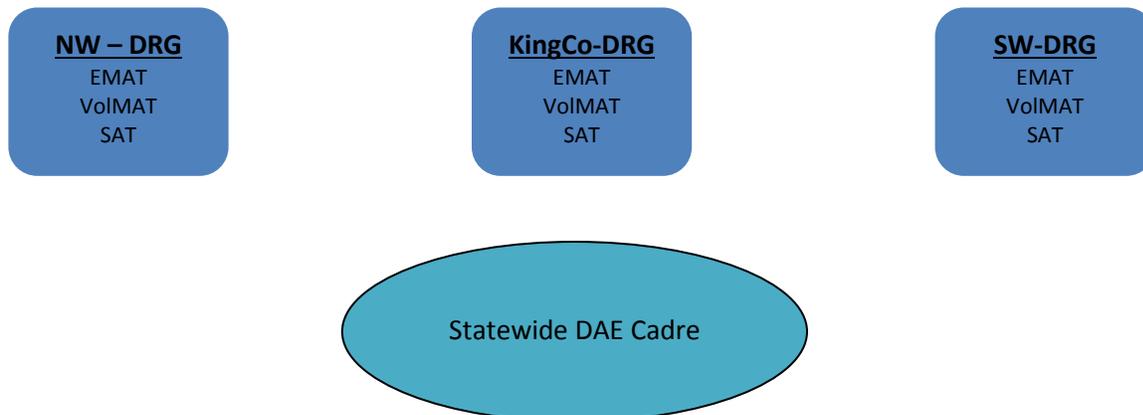
## Emergency Management System: Human Capital

Additionally, the state and local jurisdictions should consider the formation and training of smaller, intra-jurisdictional Type 4 IMTs that can support less complex incidents and more effectively (and routinely) interface with local EOCs and components of this concept paper (Ex. EMATs).

The State of Washington should **immediately** address the role and responsibilities of non-for-profit/NGO organizations that are increasing in visibility and activity during incidents and disasters (Ex. Team Rubicon). These organizations have at times been delegated authority to act as an IMT on behalf of smaller towns in Washington (Pateros, 2014) with limited or no oversight regarding legal liabilities, IMT standards, or interdependency with more traditional emergency management functions in Washington.

### Concept

**Disaster Response Groups (DRG):** There will exist three initial Disaster Response Groups, each consisting of an EMAT, VoIMAT, and SAT (designated specialist) in the State of Washington, each based within strategically pre-designated regions of the state (to be determined) and comprised of members (specialists) from any combination of cities, counties and tribes.



In order to support a *statewide* system of emergency management, this concept will eventually expand to include a total of seven Disaster Response Groups in the State of Washington.

Proposed DRG region and designation:

- 1) **Northwest Washington (NW-DRG):** Snohomish, Skagit, Whatcom, Island, San Juan and Affiliated Tribes
- 2) **King County (KingCo-DRG):** King & Affiliated Tribes
- 3) **Pierce County (PierceCo-DRG):** Pierce & Affiliated Tribes

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- 4) **Coastal Washington (Coastal-DRG):** Clallam, Jefferson, Kitsap, Grays Harbor, Pacific, Mason & Affiliated Tribes
- 5) **Southwest Washington (SW-DRG):** Thurston, Lewis, Cowlitz, Wahkiakum, Clark, Skamania & Affiliated Tribes
- 6) **Central Washington (CW-DRG):** Okanogan, Douglas, Chelan, Grant, Klickitat, Kittitas, Yakima, and Affiliated Tribes
- 7) **Eastern Washington (EW-DRG):** Spokane, Ferry, Pend Oreille, Stevens, Lincoln, Whitman, Adams, Garfield, Asotin, Columbia, Walla Walla, Franklin, Benton, and Affiliated Tribe

### Assumptions

Disaster Response Groups (DRG) and their elements (EMAT, VolMAT, SAT) will contain a roster of individuals from existing government and select non-governmental organizations. Composition will ideally be from existing emergency management organizations and their primary stakeholder organizations.

Participation on an DRG will be voluntary and in addition to an individual team members' existing role and responsibility to his/her home organization.

The State of Washington will support this concept for the purposes of supplementing disaster assistance in anticipation of foreseeable events or when an emergency or disaster occurs.

Deployment of a DRG may be in conjunction with an Incident Management Team (IMT) or via a standalone mission assignment, depending on the specific needs of the requesting jurisdiction.

### DRG Composition

Disaster response Groups are established with set staffing, established procedures for activation and deployment, and the supplies required to support the requesting organization's emergency management director/coordinator and his/her incident in an EOC environment.

Staffing for deployed DRGs shall be consistent from one team to the next, in order to meet the intentions of a state-wide system of emergency management and to meet the basic expectations of the requesting jurisdiction. However, this standardization does not preclude an DRG from adapting to the specific needs of the requesting jurisdiction upon arrival and assessment of the incident **and** at the direction/discretion of the Emergency Management Director or Coordinator.

The functional composition of each DRG should be consistent with widely accepted doctrine contained within the National Incident Management System (NIMS) and the principles of the

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Incident Command System (ICS), enabling the most effective and seamless interaction between affected jurisdictions and potential Incident Management Teams.

For example, each EMAT should consist of a minimum of 6 members, with an additional 7<sup>th</sup> member added to the EMAT under certain circumstances. Nothing precludes an EMAT to adjusting its roster when deployed to meet the individual needs of the affected jurisdiction (Ex. 1 EMAT Leader and 3 Operations Section Specialists, no Public Information Specialist needed):

- **EMAT Leader**
- **Finance Section Specialist**
- **Logistics Section Specialist**
- **Operations Section Specialist**
- **Planning Section Specialist**
- **Public Information Specialist**
- *Strategic Advisory Team Specialist*

### **Training Requirements (Example for EMATs)**

All members of an Emergency Management Assistance Team should have completed the following training upon acceptance of a position within the team:

- ICS 100, 200, 300, and 400

Preferred requirements of EMAT members should include the following training or, at a minimum, be planned for training for the individual or the team as a whole:

- Previous Disaster Experience

Incidents requiring assistance from an EMAT will likely require leadership from each individual member of the team. Such leadership will likely be required within the requesting jurisdiction (the EOC) and potentially with external elements in the field (the IMT). Therefore, all EMAT members should strive to attend over the duration of their team the following training and the Washington State Emergency Management Division should place a high priority in supporting these individuals as they apply for this critical long-term training:

- National Emergency Management Advanced Academy (formerly FEMA Leaders Academy) EO-451, EO-452, EO-453, EO-454

## Emergency Management System: Human Capital

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### **Membership Selection (Example for EMATs)**

Selection of EMAT members for each team shall be determined from within the respective DRG region (ex. Coastal DRG). The DRG-EMAT Leader position may be appointed on an interim basis by the State of Washington Emergency Management Division (EMD) for the purposes of team recruitment and development if a region is unable to determine an interim leader. It is anticipated that once an EMAT Leader position is appointed, that individual will recruit and develop the teams from within the respective region with the most appropriate and balanced roster available and willing to serve.

### **DRG Activation and Mobilization Considerations**

Activation and mobilization of a DRG to support affected jurisdictions should occur via a request from the receiving jurisdiction. Although a request could be initiated for non-traditional emergency management incidents (ex. pre-planned events that require extraordinary support and in conjunction with an Incident Management Team) it is anticipated that requests will normally be “triggered” by the following:

- Significant or large scale incidents that are current or imminent
- Complex incidents requiring multi-agency coordination for response and transition-to-recovery
- Events that have the potential to overwhelm the jurisdiction and/or region
- Events that could, if unaddressed, negatively impact the statewide system of emergency management

### **DRG Deactivation Considerations**

Deactivation of any or all elements of a DRG shall occur when the emergency management director/coordinator of the impacted jurisdiction determines that the presence of the DRG is no longer needed or required.

In the event that an incident requires long-term support from a DRG, the emergency management director/coordinator may coordinate with the State of Washington’s Emergency Management Division for the purposes of relieving the current DRG with another, when practicable, or seeking alternative regional or state assistance.

### **Guiding Principles and Core Values of DRGs/Team Members**

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### *A Consistent Framework for Support*

DRGs require consistent structure, staffing, training and capabilities to be an effective tool for requesting jurisdictions. **Any jurisdiction or tribe in Washington should be able to request *any* DRG, under *any* scenario, and receive the *same* support.**

### *Supporting Role*

Activated and deployed DRGs exist to **support** a state wide system of emergency management, by providing any jurisdiction or tribe emergency management support when requested. This support is not intended to usurp or impede upon the emergency management director/coordinator or his/her jurisdiction. In short, DRGs work at the request of and directly for the emergency management director/coordinator of the requesting jurisdiction.

### *Collaboration*

In concert with well established and accepted guiding principles of emergency management, DRGs will only support in a collaborative and coordination role. Any tasking of a DRG beyond that coordination role (e.g. command and control) should be considered cautiously and alternative solutions should be explored.

### *Interface with Incident Management Teams (IMT)*

Deployed DRGs (Emergency Management Assistance Teams) will work collaboratively with deployed Incident Management Teams to create a seamless interface between emergency management coordination and tactical operations that may be occurring simultaneously.

### *Competence*

Deployed DRG members are highly skilled leaders and strategic thinkers, willing to support (and take direction from) an emergency management director/coordinator during his/her time of need. Individuals are well versed on the concepts of Emergency Operations Center coordination and the strategic nature of EOCs in the overall response to incidents and disasters.

### *Committed*

DRG members are dedicated to the cause of supporting requested jurisdiction(s) and ensuring that a high degree of consistency exists from one EOC to another in the State of Washington. These groups, their teams, and their individual members are

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committed to solving problems and supporting the affected jurisdiction without individual, professional, or personal needs and egos.

### *Inclusive*

Membership in a State DRG is inclusive and collaborative. In order to be an effective support component of any incident or disaster, the emergency management and stakeholder professionals comprising DRGs comprehend and embrace the diverse nature of Washington's population, geography, and associated hazards.

### **State Authorities and Related Legislation**

Disaster Response Groups, their teams, and individuals will deploy and operate under the authorities governing emergency management and Intrastate Mutual Aid System (RCW 38.52; RCW 38.56).

### **Implementation Schedule (EMAT, SAT Only)**

In order to be successful, a phased approach to the development and execution of the concepts designed in this paper are optimal. The following represents a recommended phase-in approach:

#### **Phase 1**

Mid-April - July 1, 2015

Emergency Management Division and Emergency Management Advisory Group (EMAG) will review, amend, and acknowledge the concepts of this paper.

Washington EMD will assist in the review of legal and statutory requirements needed to execute the concepts in this paper, as well as examine any potential statutory changes that may be required for future engagement or growth of the DRG concept.

Washington EMD will formally recognize and designate three initial (pilot) DRG regions (ex. NW; Coastal; Central) and, in consultation with the EMAG and the Washington State Emergency Management Association (WSEMA), formally appoint respective DRG Leaders for each team if necessary (Ex. EMAT, VolMAT, SAT).

#### **Phase 2**

July 1 - September 1, 2015

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Three appointed initial DRG leaders will recruit and develop a roster unique to their region and coordinate a meeting(s) with other DRG leadership/teams for the purposes of furthering the concepts and ensuring consistency from one DRG to the next.

### **Phase 3**

August 1 - December 1, 2015

Three Initial DRGs will meet and if possible train within their regions as appropriate and meet where possible with emergency management directors/coordinators as well as any standing Incident Management Team within the region (or with one frequently deployed in support of that region).

This process will allow for DRG counties, cities, and tribes to 1) familiarize themselves with the concept of a DRG and 2) to consider how best to integrate or incorporate DRGs into existing response procedures and alongside pre-identified response elements including Incident Management Teams.

### **Phase 4**

January 1, 2016

The three initial DRGs will officially “stand up” and become available to requesting jurisdictions in the State of Washington.

### **Phase 5**

January 1 – December 31, 2016

Washington EMD will review the phased-in approach, amend or adjust as necessary, and designate remaining 4 DRG regions and their respective DRG leaders and continue the process until completed by December 31<sup>st</sup> 2016.

## Attachment 3