

Washington State Emergency Management Advisory Group

August 5, 2015

0800 – 1600

Notes

Attendees:

	Present	Absent		Present	Absent		Present	Absent
Antolin		X	Green	*		McDougall	X	
Banks	X		Hardin		X	Pennington		X
Beck		X	Heinze	X		Shipman	*	
Boggs		X	Hooper	X		Sisson		X
Brooks	X		Hubbard	X		Smith		X
Duffey	X		Jenkins	X		Ufford	X	
Ezelle	X		Lewis	X		Wallace	X	
Fox	X		McCuen	*		Weise	X	
Graff	X		McDaniel					

*Representations: Randy August (McCuen), Ada McDaniel (Shipman), Ute Weber (Green)

Visitors: Barnaby Dow, Bill Ekse, Amy Gillespie, Mike Gordon, Denise Mack, Darrell Ruby, John Szymanski, Paula Towne

I. Start: 0813

II. Old Business

- a. Approve Previous Minutes
 - i. June 11 Hubbard moved/Hooper seconded. Minutes are approved.
 - ii. July 9 August moved/Hubbard seconded. Minutes are approved with changes.
 1. Change: Fox was present via phone conference
- b. Approve Agenda
 - i. Admin item: Two EMAG meetings scheduled in September. Cancel Sept. 10 meeting. Meeting will occur on Sept. 3 at Camp Murray in the afternoon.
- c. Communications to Hispanic Communities during Disasters:
 - i. Hand-out of colored map lists phone numbers for Hispanic Commissioners and their areas of responsibility. **Task: Kincheloe will send map via email with notes. (Attachment 1)**
 - ii. This tool will help us reach the Spanish-speaking communities during fires and other events.
 - iii. Pierce County is currently working on translating evacuation documents to multiple languages and will disseminate proactively. Pierce is also working with their Public Ed. Program, Fire, and LE to develop a template for Alert & Warning for non-English speaking communities.
 - iv. The state is working on bringing together a consortium of disability awareness advocates for partnerships that will help foster coordination for disaster events.

III. EMD Briefing:

- a. Wildland Fires: Extremely fortunate this year. Although there have been 16 fire mobilizations (usually this number is in the mid-single digits) there has not been a lot of impact at EMD. This is the first time in history that wildland fires have burned residences in western WA. We are still only entering the peak of fire season.

- b. Cascadia Rising (CR): EMD is heavily engaged in training, seminars, mini exercises. Report out of the Defense Support to Civil Authorities workshop that occurred with the maritime community; the 3rd Fleet, based in San Diego, supports the Pacific NW Mid-planning meeting for CR is Aug18 at the VA hospital at American Lake – registration is still open. The NY Times article elevated Cascadia and the need for planning.
- c. Emergency Preparedness Contracts: Refining template language. Reviewing applications for EMPG and HSGP.
- d. Personnel: Shannon MacFarlane is the new Private Industry Program Mgr position (previously Kevin Burke). Kathryn Howard is the new Infrastructure Protection Program Mgr. Hope to hire the new HazMat supervisor position and three follow-ons soon. The position for Marysville has fallen through – new position may be based in Anacortes or Camp Murray and will be focused on NW WA.

IV. **Regional Coordinators Facilitated Discussion (Attachment 2)**

- a. Role of Regional Coordinators (RC) and Preparedness Assessment Reports.
 - i. The reports take a lot of time and effort – how can we make the data meaningful, accessible, and usable?
 - ii. Denise Mack gave a presentation from the perspective of RCs. There have been challenges with last minute asks. Also, similar requests would be sent from different EMD sections.
 - iii. Have to compromise to meet the requirements while still trying to improve the process. The mechanisms to gather the data can be improved.
 - iv. Need a streamlined collection process that would still meet all the requirements. When the process is streamlined, it allows for more input and more accurate information.
 - v. Need to get the EMD pieces of the gears aligned so the Preparedness Cycle Workgroup can move forward.
 - vi. Need clearer communication between all levels.
 - vii. The Preparedness Cycle hasn't been active since October. The group was re-focused to the Local Preparedness Report (LPR), but the LPR is specific to the EMPG program, not whole community.
 - viii. RCs were put in place for one purpose, but their tasks have evolved and they're lacking guidance. Not all regions function the same – need to identify commonality.
 - ix. Desire is to make the process smooth and streamlined – one data ask at the right point in the year and which can populate SHSP, EMPG, and the report to the governor.
 - x. Need to go to the right people at the local level for the right information.
 - xi. Who owns the process? We all do. It is a partnership between the regions and the state.
 - xii. We are spending more effort using the RC as the spokesperson for the county instead of communicating with directors for information regarding statewide EM.
 - xiii. Initiative going forward: Establish a work plan and timelines.
 - xiv. Brief the EMAG and the EMC. **Present work plan to the EMAG in September and report during the Nov EMC meeting** (the Prep Cycle Workgroup had a work plan to go live by Jan 2016, but with the delay could get it revised going again).
 - xv. John Ufford will drive the process forward.
 - xvi. Rename Preparedness Cycle Workgroup to “Preparedness System Workgroup”

- V. **Process Improvement.** Consider projects that we're working on as process improvements. Capture the problem you're solving, the current process, improvement process, and root causes. This Lean A3 form can be a way to capture, track, and monitor initiatives that are being worked on. Suggestion: Utilize and share EMD projects to see how it would work.

Task: Tirzah will attach form to draft notes. (Attachment 3)

VI. **Workgroup Report Out**

- a. Resource Management Workgroup: **(Attachment 4)**
- b. Human Capital Workgroup: Discussion was tabled until John Pennington could be here to report.
 - i. EMATs are not trained as IMTs. Identify criteria for an EMAT member. For short-term refer to your IMT as an IMT. This is the trial/pilot phase.
- c. Standardization Workgroup
 - i. Met yesterday, 8/5 – see Exhibit A for parking lot items and timeline
 - ii. Goal is a “plug-and-play” resource management system and process that is consistent and applied statewide.
 - iii. Not everybody knew about the EMAG’s initiative. Need to socialize the effort that is underway. By Friday, everybody in EMAG should send that slide deck out to stakeholders.
 - iv. NY City has developed a product that we might be able to use.
 - v. Other channels/systems will still exist.
 - vi. Crosswalk forms – determine essential elements of information – paper will be finalized in the next two –three weeks. Once the form is done, it will go out as a statewide launch. Would like it to come from Robert for distribution.
 - vii. Who pays for the training and outreach?
 - viii. Do we have the opportunity to present at WSEMA? Will talk to Ute.
 - ix. What if a county decides *not* to adopt the process? If we made a commitment to the committee then we have to follow that through, and commit to the process as a state. We need a common system.
 - x. It’s the EMAG’s responsibility to bring information back to the represented agencies, but also bring their feedback to the EMAG.
 - xi. This is connected to the CEMP. This process will be depicted in the CEMP as the resource mgmt. process.
 - xii. The theory behind it is that the job aid is standard and deliverable across the state.
 - xiii. The more that our constituents can see the value-added in our systems and processes, they’ll be more likely to adopt what we suggest in the future.
- d. Capabilities Workgroup: No update
- e. Finance Workgroup **(Attachment 5)**
 - i. What do we intend to use the funding for?
 - ii. Define the “ask” and finalize a timeline.
 - iii. Tie to the discussion that occurred for EMPG funding a couple years ago.
 - iv. Funding should be for sustainment of local and emergency management programs.
 - v. Accreditation
 - vi. How much human resources would be needed to achieve standards and accreditation? Hard to quantify how much time and people involved.
 - vii. Critical element is that it’s data-driven.
 - viii. Tribal support is not mentioned in the handout document.

- ix. Identifying the revenue source is critical.
- x. What is the baseline personnel? Director and Planner? Look at EMPG and how it funds a base. Can we build off of that for each community?
- xi. We don't want to lose the concept of an integrated agency, like ESCA, and how they coordinate their cities with dedicated EM personnel.
- xii. We need to make a cost-effective argument that supports efficiency and effectiveness.
- xiii. Every jurisdiction needs a viable program that works for that jurisdiction.
- xiv. Shame legislature to fund the state adequately by the state.
- f. Framework Workgroup: No update
- g. SCRIPT Report
 - i. Have not met since June.
 - ii. Darrell is leading the working group to meet at the end of this month.
 - iii. Lost contractor support due to lack of funding.
 - iv. Framework should be out for review early next year.

VII. September Meeting Agenda

- a. Preparedness System Working Group
- b. EMAG's roles and responsibilities
- c. Human Capital Workgroup
- d. State Independent Living Commission – 30 min
- e. Standardization Workgroup (Topic: Resource ordering form and slide deck. Action: Endorsement and consensus for launch) – 30 min
- f. Finance Workgroup (Topic: focused and defined ask. Action: Endorsement and timeline specifics for outreach to partners) – 30 min
- g. Brief SCRIPT update – 5-10 minutes

VIII. Good of the order

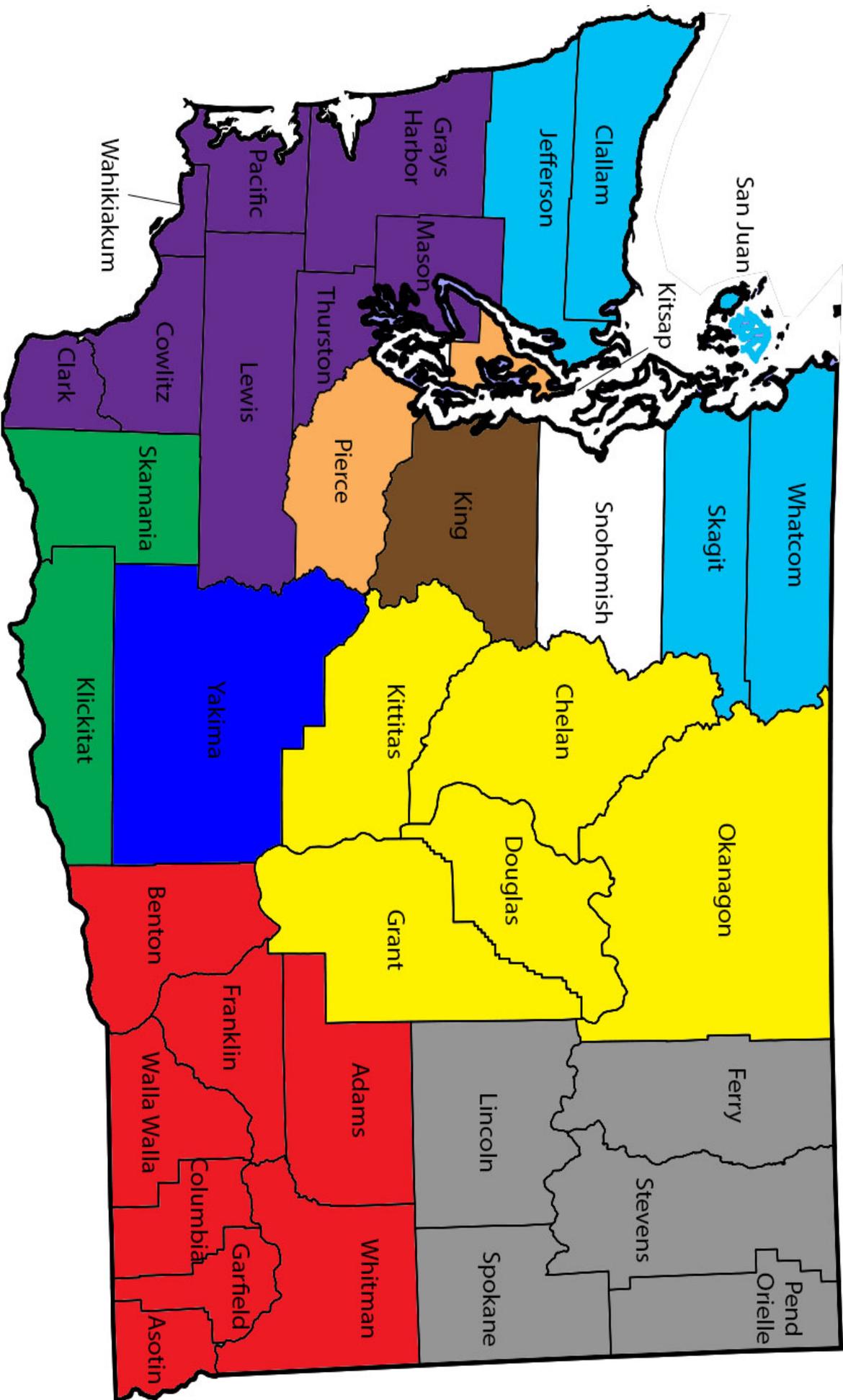
- a. Pierce hired Jill Bushnell
- b. Seattle hired Luke Meyers as new EM Coordinator
- c. Seattle rolled out a community emergency alert system <http://alert.seattle.gov/>
- d. WSU hosted EMI course mid-July
- e. Ocosta school district vertical evacuation. Community-driven. On schedule to be complete before Christmas, but will most likely be done sometime between then and Easter. YouTube videos available online
- f. Workgroup in October. Location: King County RCECC

IX. Next Steps

- a. Social at the Maplewood Golf Course will be rescheduled
- b. Next year's meeting schedule
 - i. Short meeting after each EMC
 - ii. Schedule placeholder for long meetings which will be agenda-driven
- c. Next meeting: September 3, 2015 1300-1600, Camp Murray

X. Closed: 12:38

Washington State Commission on Hispanic Affairs Commissioner's Designated Areas



- Gloria Ocha-Bruck - Chair**
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Preparedness & Assessment



A SYSTEM UPDATE

History



- At Regional Coordinators meetings, concerns were raised about reporting:
 - Short turn-around time (Fed to State to Region to Local)
 - Insufficient time to engage local partners
 - Redundant asks
 - Does not flow
 - Time consuming

Products

Source

- State Leads
- Workshops
- Jurisdictions
- Capabilities Assessments
- IPW
- TEPW



Outputs

- Strategic Plan
- THIRA
- NIMS
- SPR
- Priorities
- IPW
- Multi-Year T&E Plan

Redesign Team



Volunteer Team Members

- Amy Gillespie – Pierce County/R5
- Denise Mack – King County/R6
- Darrell Ruby – Spokane County/R9
- Arel Solie – WSP
- Dave Hall – EMD
- Charma Anderson – EMD
- Lit Dudley – EMD

Objective



To have a comprehensive preparedness system that provides value to all stakeholders.

Evaluation Process



- Requirements
 - Meet Federal requirements
 - Inform State needs
- Needs
 - Regional Coordinators/Leads
 - Locals

Outcomes



- Core Capabilities based
- Data driven to allow analysis and prioritization in order to sustain and improve statewide system
- Of value to and informative of all levels of the system
- Single data collection; streamlined and efficient
- Will inform reporting requirements and planning efforts

Benefits



- **Efficient**
 - One-time data collection
 - Scaled to discipline
 - Meets or informs all reporting requirements
- **Effective**
 - Related to local hazards, threats, and risks
 - Efficiency facilitates input
 - Greater input provides more accurate assessment
 - Input is relevant
 - Data is able to analyzed, applied at all levels



- ❖ Questions
- ❖ Discussion
- ❖ Evaluation
- ❖ Recommendation



NEXT STEPS

Attachment 3

Process:

Name of Preparer:

Date:

1. Clarify the Problem:

2. Identify Performance Gaps (Current Conditions)

3. Set Improvement Targets (Future Conditions)

4. Determine Root Cause (Analyze)

5. Develop Countermeasures (Experiment)
Potential Countermeasures:
Selected Experiment:

6. See Countermeasures Through

7. Confirm Results and Process

8. Follow-up (Standardize or Experiment more?)

Attachment 4

Resource Management Workgroup report to EMAG

Goal: to have a consistent statewide resource management process in Emergency Management.

Assumptions:

- all emergency management personnel will adopt the process making resource management fully interoperable (plug and play)
- this new process will be utilized for play in Cascadia 2016 statewide

These are Parking Lot items from the meeting the Resource Management Workgroup had with logistics subject matter experts Thursday Aug 6th. All of these items will be addressed in the coming months before the Cascadia 2016 exercise.

1. Staging, distribution, and receipt still needs to be determined as-well-as addressing resource shortfalls, training development, conducting training and drills. This needs to be followed up by a process refinement. (NYC has a universal logistics standards document we will research)
2. Other resource management channels will still exist and differ somewhat from Emergency Management process including: Fire Suppression, Dept. of Natural Resources, Public Utilities.
3. State forms and the King County forms need to be cross-walked. What are the essential elements of information required – all need to be in one simple form. Common status terminology needs to be ironed out, e.g. agreement on priority levels
4. FAQ sheet needs to be developed and distributed on this
5. EMAG workgroup needs to make a better commitment to promote and engage each of its constituent groups statewide on this effort!

Attachment 5

The Case for Sustainable Funding:

Creating Broad-Based Support for Emergency Management

I. Situation

Jurisdictions throughout the State of Washington struggle to find and maintain adequate levels of funding for their Emergency Management programs. The State's Emergency Management Division itself is 90% funded by federal grant dollars. Without proper funding, programs stagnate and die; important initiatives are not progressed; and basic program elements are not achieved due to a lack of staff time and resources. This situation makes an already difficult task nearly, if not completely, insurmountable. (Interesting thought... not sure how it fits, but it's important: this is the struggle of our poorest citizens writ large... How can they prepare, when they can't get through the day?)

To build our case for sustainable funding, we need to be able to articulate both *what* we do and the *value* of that work. We need to demonstrate that we are neither an adjunct to Fire and Law Enforcement; nor are we in competition with Fire and Law Enforcement. We must do a better job of promoting our agenda in all the ways we touch other programs, departments, and agencies, at all levels. Preparedness for schools and businesses. Mitigation in zoning and Capital Improvement planning. Infrastructure maintenance and protection. Continuity of governance and operations. Growth and protection of a community's economic engine and tax base. Emergency Management touches all of this and much more.

We need to clarify that Emergency Management is far more than field response operations. The misapprehension that all we do is field response is at the root of our funding difficulties. Leadership (elected and otherwise) assumes that since Fire and Law Enforcement are funded, Emergency Management is all taken care of. We need to explain why that is just not so. We need to justify our existence. As we define our State system, this information will be vital to the clear communication of the value we provide.

II. Concept

To accomplish this, we need to work from two directions: 1) we need to define the ask. What will the money be used for? Program sustainment, incident response costs, recovery, separate from the existing Disaster Response Account? Then we research and identify the most reasonable (palatable?) source for the funding to come from. And 2) we build grass-roots support for our proposal in communities throughout the State.

A. Funding

Where does sustainable funding come from in other states? Who does it successfully? Although a number of states have funding programs, they are funded in a variety of

Attachment 5

ways and very few are built with revenue from specified sources. Florida is the best known example, with their funding coming from a surcharge on insurance policies. Texas has a 501(c)3 to which the general public can contribute. Most other states have “Disaster” accounts which are funded only through appropriations, and often only in response to an event. And it’s a given that appropriations are subject to the vagaries of budget fights and funding shortfalls.

Our challenge is to find a revenue source that does not directly compete with our response partners, one that our community members can support and not feel is too onerous. Our argument must be that Emergency Management is an excellent economic investment – investing in resiliency protects all of our citizens (private and corporate), **and** protects the State from deficit spending in the future.

B. Community Support

By clearly articulating our extensive reach and the impact of Emergency Management programs on public and private sector functions and interests, we can build a coalition of broad-based support for the creation of a sustainable funding source. This coalition will add to our voice when we go before the legislature to ask for the funding.

We begin by identifying community members (individuals and groups) to solicit for support of our proposal. These could include: local Chambers of Commerce, service organizations (Rotary, Lions), United Way, VoA, trade associations, major employers, etc.

As each individual or group is identified, we can then craft talking points aimed at their specific interest. We can describe how Emergency Management supports, protects, assists whatever it is each group is focused on; and how sustainable funding can positively impact these issues. This is an educational opportunity on multiple levels.

Identifying and connecting with our community groups can (should) start now. Cascadia Rising and the article from the New Yorker have people talking. We can engage and turn the discussion to resiliency. How is the Region going to not only recover, but prosper, following an event of that magnitude?

III. Action / Timeline

This effort ties in very well with the agenda of the WSEMA Legislative Committee. The educational piece has been started with our very first “Emergency Management Day at the Capitol” last March. We can build on this, and every effort should be made to have a well-prepared campaign ready to go for our 2016 Day.