

EMERGENCY MANAGEMENT ADVISORY GROUP (EMAG)

MINUTES

7/7/2016 ~ EMD POLICY ROOM ~ CAMP MURRAY ~ 1:00 PM – 4:00 PM

Meeting called to order by Robert Ezelle, EMD Director, 1:00 PM

In Attendance – Introduction of Attendees

Scanned sign in sheet following minutes. "*" = Phone participant

Members

- | | | | |
|---|---|---|---|
| <input checked="" type="checkbox"/> Randy August | <input checked="" type="checkbox"/> Jason Biermann* | <input checked="" type="checkbox"/> JoAnn Boggs | <input checked="" type="checkbox"/> Eric Brooks* |
| <input checked="" type="checkbox"/> Deanna Davis* | <input checked="" type="checkbox"/> Sandi Duffey | <input checked="" type="checkbox"/> Robert Ezelle | <input checked="" type="checkbox"/> Barb Graff |
| <input checked="" type="checkbox"/> Tory Green* | <input checked="" type="checkbox"/> Kurt Hardin | <input type="checkbox"/> Scott Heinze | <input type="checkbox"/> PattiJean Hooper |
| <input checked="" type="checkbox"/> Walt Hubbard | <input checked="" type="checkbox"/> Gary Jenkins* | <input checked="" type="checkbox"/> Ed Lewis | <input checked="" type="checkbox"/> Ada McDaniel |
| <input checked="" type="checkbox"/> Scott McDougall | <input type="checkbox"/> Larry Robinette | <input checked="" type="checkbox"/> Lee Shipman | <input checked="" type="checkbox"/> Chuck Wallace |
| <input type="checkbox"/> Ute Weber | <input checked="" type="checkbox"/> Jay Weise* | | |

Supporting Staff

- | | | | |
|---|---|---|---|
| <input checked="" type="checkbox"/> Dan Banks | <input checked="" type="checkbox"/> Lit Dudley | <input type="checkbox"/> J. Hollingsworth | <input checked="" type="checkbox"/> Alysha Kaplan |
| <input checked="" type="checkbox"/> Rob Lang | <input checked="" type="checkbox"/> T.J.Rajcevich | <input checked="" type="checkbox"/> Kristin Ramos | <input checked="" type="checkbox"/> Jennifer Schaal |
| <input checked="" type="checkbox"/> John Ufford | | | |

Guests/Other Attendees

- | | | | |
|---|--|--|-------------------------------------|
| <input checked="" type="checkbox"/> Butch Aiken | <input checked="" type="checkbox"/> MG Daugherty | <input checked="" type="checkbox"/> Wanda Tsosie | <input type="checkbox"/> Guest Name |
|---|--|--|-------------------------------------|

Opening Comments-Cascadia

Robert Ezelle & General Daugherty

- General Daugherty:
 - From the EMC, a "push" system is required to go into "auto pilot" in response to a catastrophic incident.
 - Cascadia Rising provided opportunities to address lessons learned and fine tune planning processes.
- Robert Ezelle:
 - Commodities need to be flowing to be able to feed 1.4 million people right away. How is this accomplished when infrastructure conditions are unknown? The numbers to feed will only increase as the time passes. The goal is three days to get life sustaining commodities moving. Advance planning is needed to map out how to achieve this goal.

- Airports need to be assessed right away for use. Which airports can support which air frames? Movement coordination planning needs to go down to the smallest detail, from the initial “push” to the end use customer. Planning is needed regarding how to get the ports, roads, rails, and airfields open. Transportation infrastructure is the lynchpin of the response.
- Communications are vital. Survivable communications network to include voice and data is a necessary investment for adequate response and recovery.
- Expecting the public to prepare for three days is reasonable and doable, but 7-10 days is required in reality. (Further discussion resulted in TAG indicating that two weeks should be the new minimum preparation standard) Cascadia is a national issue. A CSZ event will have nationwide impacts. The nation will have to pull together for an efficient response.
- How do commodities get to the CPODs and how does the public get to the CPODs?
- There needs to be a regional (Washington, Oregon, California) investment to make Washington resilient. California has strengthened their highway infrastructure, but Washington needs funding to strengthen transportation infrastructure.
- Additional resources are needed for planning as well. A humanitarian catastrophe will be the result if Washington does not have the planning or preparation in place.
- If Washington is going to exercise how to distribute resources, command and control is required
 - All of the participant communities need to be incorporated into the ESFs

Strategic Level Discussion

Robert Ezelle

- Barb Graff
 - Every meeting should be opened with a statement that emphasizes how current capacities are exceeded.
 - Seattle had clarity about what the National Guard had to offer.
 - The state needs a different planning paradigm and prioritization to find solutions so these problems.
 - How are strategic priority decisions being made? How was the decision made to distribute Urban Search and Rescue teams?
 - Washington needs a regional response concept developed and implemented.
 - There have been some discussions with the Navy about what can be provided and where.
 - Washington should get out of the four year major exercise cycle and focus on mass care and other topics that encourage the public to take action. Seattle is hungry for more planning. Large exercises take up so much time; a recommendation is to scale back and test specific plans and capabilities.
 - Seattle was not aware of the planned state conference calls.
 - One recommendation is to use the Tel 1A to distribute meeting call in information because including more participants than needed is better than to leave jurisdictions off the call. Jurisdictions can be notified in advance of an exercise of the potential deluge of email notifications.
- General Daugherty
 - A starting point for planning is needed, and plans can be adapted as required.
 - Any disaster where the National Guard is mobilized will have a standard control mechanism, with the JOC activated, and liaisons at the ESF #20 desk.
 - The cause is unknown how the Tribes were left off of exercise planning and TAG will look into why this happened. TAG was told federal staff cannot write state plans (purpose violation).
 - WNG was able to obtain some State Active Duty budget funds and may try to use this money to assist with planning efforts.
 - There is a small National Guard force with most having civilian jobs.

- The state may be constantly broke for decades unless there is a major taxing and budget reconfiguration.
 - Progress with the ESFs is the goal between large scale exercises so that plans can be exercised and improved.
 - A recommendation is to publicize two weeks self-sustainment planning for the public.
 - Due to six different exercises being conducted simultaneously, there was a lot of artificiality built in to the exercises.
 - If communications are down, then HF radio would need to be relied on for conference calls and other information for situational awareness and resource ordering.
- Kurt Hardin
 - We need the right people at the ESF #20 desk to do the job.
 - Once capacity is reached in eastern Washington, hospitals will need to move patients and family members to other states.
 - Recommend contacting County Commissioners to have them get the appropriate messages to the legislature.
 - EMD can educate legislators, but cannot lobby.
 - Consistent messaging is important.
 - As commodities flow in, some confidence in government by the public may be restored.
 - There is a recommendation to gain the attention of policy makers outside of election years.
 - Sometimes, organizations need something to plan toward (large exercise) to be able to test multiple plans simultaneously.
 - NORTHCOM had their own battle rhythm that did not coincide with state, local, or Tribal schedules.
- JoAnn Boggs
 - She was an evaluator for the City of Tacoma during the exercise and would like to see eastern Washington included more in exercise planning and play.
 - Spokane representatives tried to get more involvement and she would like more participation for eastern Washington in the future.
- Scott McDougall
 - Pacific County had participation from 25 people, and the initial thought was how the exercise was great. After analysis, there was the realization not very few staff would actually be able to report in response to a catastrophic incident.
 - Infrastructure takes a whole new meaning in Pacific County due to geographic vulnerability.
 - The situation is overwhelming, and there are struggles in dealing with vital issues in a comfortable manner.
 - Robin and Rick coordinated well with Chuck.
- Robert Ezelle
 - Vulnerable geographic areas may need to rely on assistance, such as helicopters, for initial response.
 - A Cascadia discussion, and possible presentation at WSEMA, is under consideration.
 - A large problem is being defined; and EMAG members are advised to talk to their legislators.
 - Cultural differences will be addressed through additional planning efforts.

- Chuck Wallace
 - When asked where patients would be moved, the direction was the fairgrounds.
 - There needs to be more discussion about viability of patient and public movement.
 - Staff involved in the exercise enjoyed the participation and learned about catastrophic response.
 - One recommendation is to consider the “what ifs”, and consider alternatives for data service or cloud service for back up files.
 - There may be compatibility issues with DSL versus USB, and assistance to connect may be needed for communications.
 - Six to eight months ago, the exercise planning seemed to become more military-centric, and there also appeared to be a shift from a local perspective to a military perspective.
 - Elected officials may not be aware of all the problems and challenges related to a catastrophic response.
 - Grays Harbor is currently a one-person shop for the county.
 - Grays Harbor is trying to work a public education system with the local cities for coordination, and see which can be more prepared than the other. A suggestion is to make a game out of the situation.
 - Sometimes, people need to be made to see “what is in it for them”.
 - Politicians sometimes promise resiliency along the coast, but the public has the perception that there is money attached.
 - There was Tribal representation in the Grays Harbor ECC.
 - Appreciated TAG “peeking under the tent” when the National Guard has been faced with federal restrictions.
 - There was supposed to be a black out period, but not everyone complied, and too many participants did not pause to think about what information would be available in a real incident.
 - There needs to be redundant communication, and not assumptions that cell phones or other devices would be functional.
 - There were unrealistic assumptions about what the National Guard can provide at the day three mark.
 - The Police Chief had delegation of authority until there was a fatality, and then the authority was back to the elected official.
 - Restoration of communications, voice, data, radio, etc. needs to be emphasized.
 - Demonstrating *some* capability brings about more public confidence.
 - A previous boss would not permit going outside the “three days, three ways” approach and if a longer time frame is recommended, the guidance needs to come from the state.

- Ada McDaniel
 - King County is coming out Monday and the State will be out Tuesday. There is plenty of storage space for CPODs. Auburn is also coming out. Needs help determining what resources would be needed to support the area
 - When personally experienced limited communications, reality set in about the need to have radios and the ability to use amateur radio

- Lee Shipman
 - Tribes want to do everything they can to help anyone who needs help. There were 24 Tribes that participated in the disaster.
 - Some Tribes were left out of the exercise planning, unless a planner wanted to use Tribal property for a meeting or other exercise related use.

- Coastal tribes have supplies to last two weeks due to preparedness planning emphasis. Other communities' plans have shifted to "go to Shoalwater". Shoalwater can care for 2,000 people for two weeks.
 - The Shoalwater mobile command center was used to contact Quinault and the Duty Officers at EMD, as well as some other Tribes.
 - The perception was that the Tribes were being left off state exercise planning, but a benefit was local county relationships were built as a result.
 - Several Tribal representatives went to a training to see how the state and Tribes can work together with fatality management. With limited coroners, bodies may be laying around until a deputized coroner can get to them. There are no answers. Tribal members will not leave their dead.
 - One incident was a Tribal EOC call for an evacuation. The assumption was to leave the dead behind in body bags without consideration of how the local wildlife would affect the deceased remains. Cultural aspects need to be included in exercise planning and training.
- Alysha Kaplan
 - Wanted to know how the Tribal liaison role functioned
 - Lee Shipman responded that Brynne Walker stayed with them as their knowledgeable navigator.
 - There were some communication challenges, but impact lessened by the liaison.
 - FEMA's minimum messaging for preparedness is 7-10 days.
- Randy August
 - There were challenges getting participation commitment from exercise planners.
 - There was a cultural difference in POD distribution. Tribes take care of Elders, but reports came back as items being stolen (North Dakota) when extra supplies were being delivered to Elders.
 - Disasters on large rural reservations will be largely handled by Tribes, but in other areas, Tribal members want to get resources for their elders. There is hope that cultural differences will be understood.
 - There are concerns about the "push" method of resource providing and delivering unrequested resources, and clear guidelines are needed.
 - There was agreement with the concept of deputizing law enforcement in disaster response.
 - Crisis standards of care is at hospital standards, but rural requirements and actions are different than urban.
 - When there is a shortage of medical staff, there are alternatives when there are medical needs and not enough doctors or hospitals.
- Sandi Duffey
 - If Central Washington had a 5.0 for five minutes, the area would likely not be able to help, but would need help themselves, due to unreinforced masonry and other contributing factors.
 - Gorge campgrounds area has an area for camping, food, and water, which may be able to be used for western Washington evacuees.
 - There were concerns about where the camps are set up and who would support. Do the supplies go to the west side, or do the evacuees head east?
 - There needs to be some form of a structure to house and support a large number of people.
 - If communications are down, then HF radio would need to be relied on for conference calls and other information.
 - A power line in Grant County causes a lot of static on the radio lines.

- Walt Hubbard
 - There was increased frustration about how to get resources on the streets. Even if there was the infrastructure, there is no framework for the allocation of resources. There is a plan on paper, but the plan is not exercised very much.
 - The attention span for this event is very short, and there needs to be urgency regarding decisions.
 - Decisions need to be made at a higher level, or there will be a situation where it's "every jurisdiction for itself". There were concerns over civil disobedience.
 - Messaging regarding resource distribution is vital, and will demonstrate to elected officials that something is being done in the community.
- Lit Dudley
 - Public messaging can be supporting with Exercise and Training's Public Education staff.
 - Exercise staff made attempts to de-conflict schedules early on.
- Butch Aiken
 - Public messaging for preparedness needs to be at least five days, and the east side has been pretty lucky this year regarding incidents.
 - There are concerns that the western evacuees may not be able to be supported in his area (Asotin).
- Dan Banks
 - Exercises need to be driving the planning, instead of the other way around.
 - 10:00 AM is the established time for conference calls for exercises and activations.
- T.J. Rajcevich
 - About a day or day and a half was used to determine who needed to be on the distribution list for conference calls.

Task Reports:

T.J. Rajcevich

1. EMPG/Monitoring – Provided a hard copy handout for the EMAG members
 - There are approximately 65 contracts as of today 22 cities 32 counties and 6 Tribes.
 - The Performance Period end September 30th of this year, with some extensions.
 - If a City does not apply for funding, that funding goes to the County within which they reside.
 - If a City is awarded an EMPG grant agreement and there are unspent funds, the EMD Director will determine the best usage of the funds in accordance with WAC 118-09.
 - "WAC 118-09-40 (3) Unspent Funding: Any allocated EMA funds not expended by, or accepted by, an EMO shall be reallocated among remaining eligible EMOs as the director determines will best sustain and enhance statewide emergency management capabilities."
 - FEMA has accepted the EMPG application as approved for the next federal fiscal year.
 - Capabilities and risks are being evaluated.
 - Shortened performance periods negatively impact spending ability, and having an application process in place for the distribution of unspent funds will help ensure full expenditure of funds as well as support local jurisdiction.
 - The key to expending remaining funds is to identify a gap and get an early start.
 - Regional workshops are planned and there will be Tribal technical workshops planned as well to help with finalizing applications.
 - There are current efforts to include planning, grants, and training representatives in grant application workshops for a consistent, standardized approach.
 - Looking at most equitable way to distribute funds, assuming the match can be met

- EMPG funding has been relatively stable over the last three years
- Funding may have decreased due to lack of quantifying the benefits of the funding
- Additional recommendations and concerns are welcomed.

2. Chapter 118-09 WAC

- When any unexpended locally allocated funds occur, EMAG will discuss allocation of funding.
- Efforts are underway to determine how to spend funds within the limited time frame.
 - Robert Ezelle
 - Local funding is local funding, and as funding becomes available, distribution options will be determined.
 - If a city does not want to apply for funding, then the funds may likely go to the county (not a policy statement).
 - This year is the last of the transition years.
 - EMD has not taken EMPG “hits” in funding due to demonstration of effective use of funding compared to HSGP funding “guts”.
 - Congress is asking FEMA how capability gaps are being closed with funding.
 - Funding reports need to be tied back to Core Capabilities.
 - JoAnn Boggs
 - Does not agree with current funding methodology, which resulted in approximately a 50% reduction for Pend Oreille County.
 - Lee Shipman
 - There is frustration with the decreased timeline for Tribal applications, and there are not training or workshops available in a timely manner to assist the Tribes.
 - The Shoalwater Bay Tribe invoices quarterly.
 - Randy August
 - If there is unallocated Tribal, the funds may roll up into the next year.
 - Barb Graff
 - The ultimate goal is that all Washingtonians are covered by a viable emergency management program, with a city to county to state approach.
 - Two counties (Ferry and Garfield) have chosen not to apply. If a county does not apply, could a neighboring county apply for those unclaimed funds in exchange for designated emergency management tasks?
 - Robert would like to have continued conversations on this topic.
 - Requested that T.J. email information on reallocation and summary of presentation information
 - Butch Aiken
 - Asotin is receiving less than \$18,000 this year, but next year will be a minimum of \$18,000, if Asotin can make the match.

1. National Preparedness Goal Refresh

Dan Banks

- Click on the bookmark to go to the PowerPoint presentation

2. EMAG Reset

- Where does the EMAG want to go as a group moving forward?
 - Walt Hubbard
 - One or two tasks should be identified with a focus on those only.
 - Badging and credentialing are different topics.
 - How will lessons learned be addressed from Cascadia?
 - Barb Graff
 - A focus on sustainable funding as a default mission area should be maintained.
 - This team should use EMAG meetings to address the issues exposed by the Cascadia Rising exercise.
 - Cascadia topics may also be able to address the regional concept.
 - One suggestion is to determine the level of efficiency in catastrophic planning.
 - The EMAG are public meetings and should be publicized
 - Randy August
 - Resource ordering is something that can actually be accomplished; sustainable funding is outside the EMAG realm.
 - Credentialing is a process that needs to be implemented on a larger scale and may be within EMAG capability on which agreement can be made.
 - Robert Ezelle
 - What is EMAG going to spend time on next month in Renton?
 - Should EMAG work on additional items or solicit work item topics by email?
 - Cascadia Lessons Learned should be reviewed to see what issues “bubble up to the top”
 - Another topic could be readdressing sustainable funding.
 - Regions Three and Four were considering a regional conference.
 - EMAG is an open meeting and anyone can attend.
 - Chuck Wallace
 - Region Three was considering a regional approach, but the thought of the level of work was overwhelming.
 - Jason Biermann
 - The SCRIPT was discussing the regional construct concept; however, there is no legal authority to operational the concept.
 - Sandi Duffey
 - Minutes have to be approved; therefore, EMAG members are voting members.

April 2016 EMAG Notes

- Motion to approve by Barb Graff
- Second by Sandi Duffey
- Discussion - None
- Approved as amended: All

Action Requests – Topics for Next Meeting

1. Regional Concept for jurisdiction support, such as IMT
2. Cascadia Lessons Learned
3. More Tribal Representation (can't speak for other Tribes)

Closing Remarks

Robert Ezelle

1. Jason Biermann
 - Position paper how to integrate EMAT into Emergency Management is in progress and will be finalized post fire season.
 - The key person needs to know what all the available options are.
 - A meeting invite will be provided to all interested parties, likely in centrally located Ellensburg.
 - The EOC Support Options document was reviewed.
 - Click on the bookmark to go to the document.
2. Barb Graff
 - Resources that are available need to be promoted, and local jurisdictions will determine what is needed.
 - The State will provide assistance by helping local jurisdictions determine resources that are most beneficial and needed by the affected jurisdiction.
3. John Ufford
 - The state can be used as a resource to determine best options

Adjournment

7/7/2016 3:50 PM

- Motion to adjourn by: Butch Aiken
- Second by: Chuck Wallace
 - Discussion: None
- Approval: All

Due Outs from Discussion

- None

**Emergency Management Council
Sign-in Sheet**
Please verify your information

Emergency Management Advisory Group (EMAG)

MEETING DATE: July 7, 2016

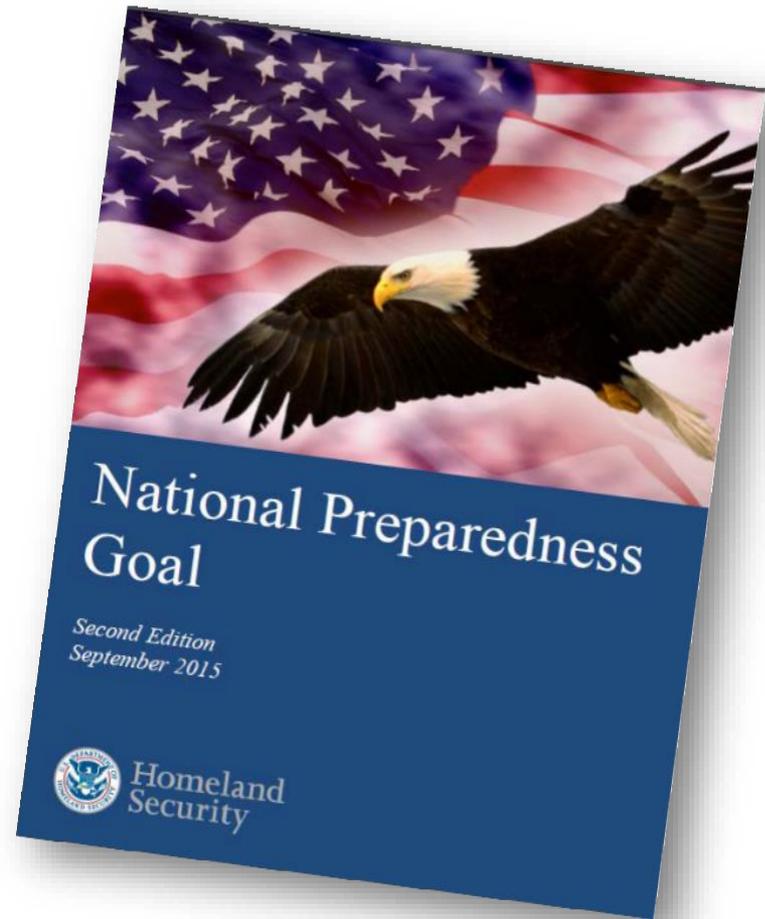
Representation	Last Name	First Name	Organization	Email	Signature
Westside Large County	Biermann	Jason	Snohomish County	jason.biermann@co.snohomish.wa.us	phone <i>[Signature]</i>
Eastside Small County Tier 1	Boggs	JoAnn	Pend Oreille County	jboggs@pendoreille.org	
Westside Medium County	Brooks	Eric	Island County	E.Brooks@co.island.wa.us	phone
Eastside Medium County	Davis	Deanna	Benton County	ddavis@bc.es.wa.gov	phone
Eastside Medium County	Duffey	Sandi	Grant County	sduffey@grantcountywa.gov	<i>[Signature]</i>
State	Ezelle	Robert	EMD	robert.ezelle@mil.wa.gov	<i>[Signature]</i>
Large Cities	Graff	Barb	City of Seattle	barb.graff@seattle.gov	<i>[Signature]</i>
Medium Cities	Green	Tory	City of Tacoma	tgreen@cityoftacoma.org	phone
State	Hardin	Kurt	EMD	kurt.hardin@mil.wa.gov	<i>[Signature]</i>
Westside Large County	Heinze	Scott	Pierce County	sheinze@co.pierce.wa.us	
Medium Cities	Hooper	PattiJean	City of Kirkland	pjhooper@kirklandwa.gov	
Westside Very Large County	Hubbard	Walt	King County	walt.hubbard@kingcounty.gov	<i>[Signature]</i>
Small Cities	Jenkins	Gary	City of Pullman	gary.jenkins@pullman-wa.gov	
Eastside Large County	Lewis	Ed	Spokane County	elewis@spokanecounty.org	phone
Tribes	McDaniel	Ada	Muckleshoot Indian Tribe	ada.mcdaniel@muckleshoot.nsn.us	<i>[Signature]</i>
Westside Small County Tier 1	McDougall	Scott	Pacific County	smcdougall@co.pacific.wa.us	<i>[Signature]</i>
Tribes	Robinette	Larry	Confederated Tribes of the Colville Reservation	larry.robinette@colvilletribes.com	
Tribes	Shipman	Lee	Shoalwater Bay Tribe	leshipman@shoalwaterbay-nsn.gov	<i>[Signature]</i>
Eastside Small County Tier 3	Sisson	Kent	Chelan County	kent.sisson@co.chelan.wa.us	<i>[Signature]</i>
Westside Small County Tier 2	Wallace	Chuck	Grays Harbor County	cwallace@co.grays-harbor.wa.us	<i>[Signature]</i>
Medium Cities	Weber	Ute	City of Tacoma	uweber@cityoftacoma.org	
TRIBES	AUGUST	RANDY	COLVILLE TRIBES	uweber@ci.tacoma.wa.us	phone
Eastside Small County Tier 2	Weise	Jay	Adams County	jayw@co.adams.wa.us	<i>[Signature]</i>
Supporting Staff	Call In: 1-877-820-7831	Passcode: 125896	Moderator: 7282990		
State	Banks	Dan	EMD	dan.banks@mil.wa.gov	<i>[Signature]</i>
State	Hollingsworth	John	EMD	john.hollingsworth@mil.wa.gov	
State	Rajcevic	T.J.	EMD	timothy.rajcevic@mil.wa.gov	<i>[Signature]</i>
State	Ramos	Kristin	EMD	kristin.amos@mil.wa.gov	<i>[Signature]</i>
State	Schaal	Jennifer	EMD	jennifer.schaal@mil.wa.gov	<i>[Signature]</i>
State	Ufford	John	EMD	john.ufford@mil.wa.gov	<i>[Signature]</i>
State BUTCH	Lang Aiken	Robert Asst. of Dir	EMD	robert.lang@mil.wa.gov butcherdena@lakewood.com	<i>[Signature]</i>

National Preparedness System



What is the National Preparedness Goal?

- The Goal describes a vision for preparedness nationwide.
- The Goal identifies the core capabilities and capability targets necessary to achieve that vision across the five mission areas.
- The Goal follows a whole community approach to preparedness; it recognizes that everyone can contribute to and benefit from national preparedness efforts.



National Preparedness Goal Definition

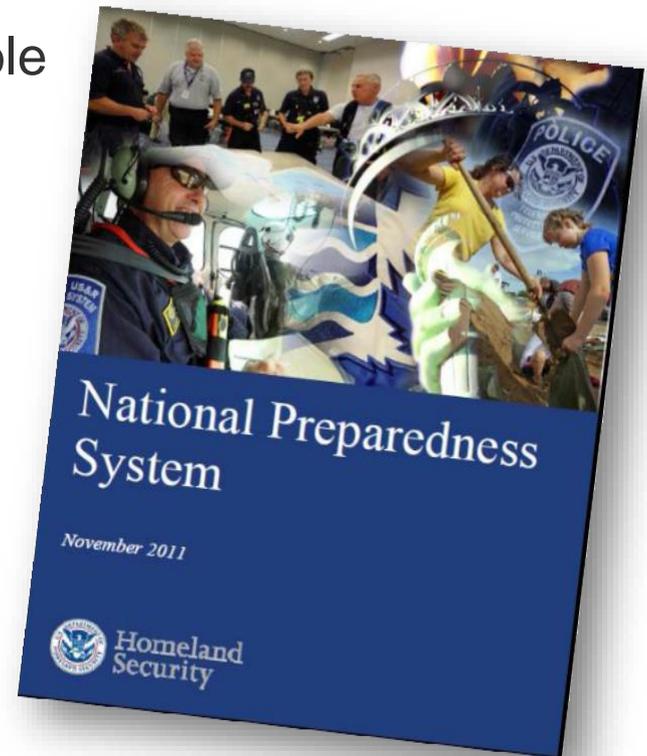
- The vision for national preparedness, as defined within the National Preparedness Goal document, is:

A **secure and resilient nation** with the **capabilities** required across the **whole community** to **prevent, protect** against, **mitigate, respond** to, and **recover** from the **threats and hazards** that pose the **greatest risk**.

- To achieve the goal they have developed the National Preparedness System.

National Preparedness System

- The **National Preparedness System** describes an organized process for the whole community to move forward to achieve the National Preparedness Goal.
- It has six parts:
 - Identifying and Assessing Risk
 - Estimating Capability Requirements
 - Building and Sustaining Capabilities
 - Planning to Deliver Capabilities
 - Validating Capabilities
 - Reviewing and Updating

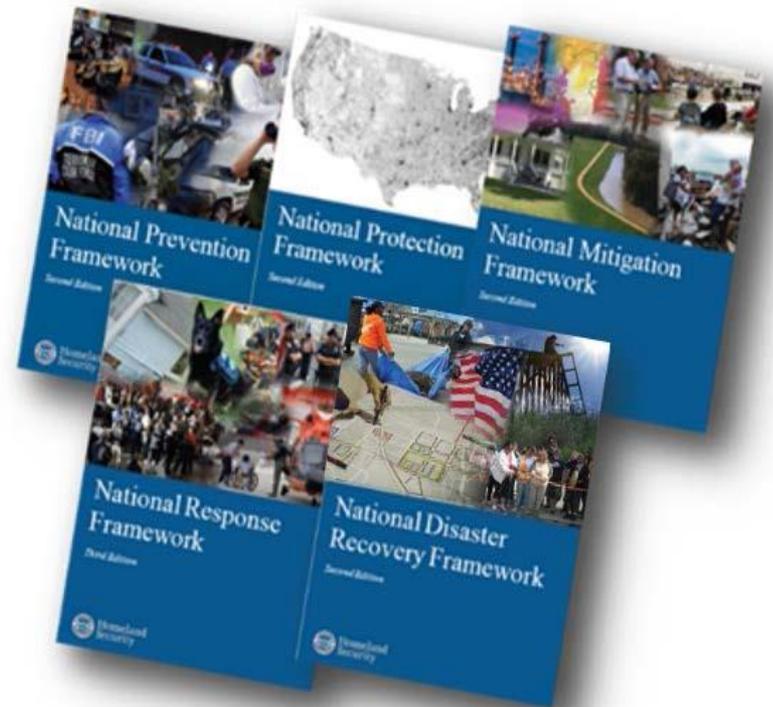


What are the National Planning Frameworks?

- The Frameworks set the strategy and doctrine for building, sustaining, and delivering the core capabilities identified in the National Preparedness Goal.
- The Frameworks describe the coordinating structures and alignment of key roles and responsibilities for the whole community.
- The five Frameworks are:
 - National Prevention Framework
 - National Protection Framework
 - National Mitigation Framework
 - National Response Framework
 - National Disaster Recovery Framework

What's Inside the Frameworks?

- Introduction
- Scope
- Roles and Responsibilities
- Core Capabilities
- Coordinating Structures and Integration
- Relationship to Other Mission Areas
- Operational Planning
- Supporting Resources
- Conclusion



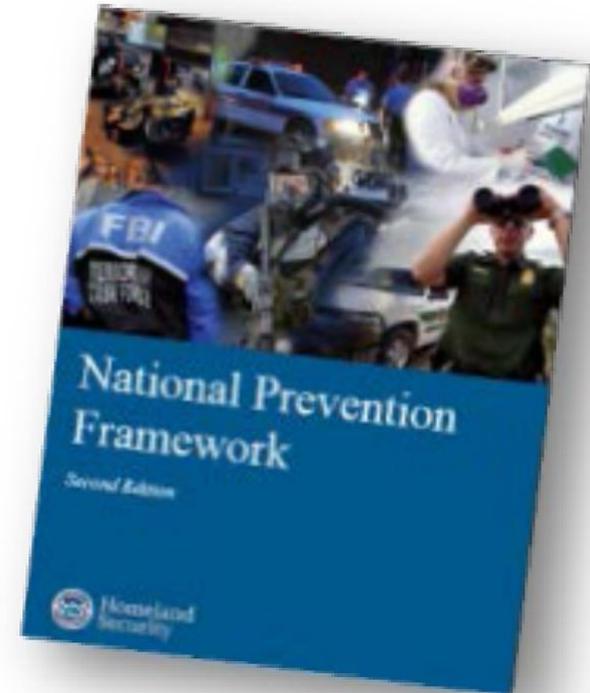
National Prevention Framework

- **The Prevention Framework covers:**

- The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.
- *Imminent* threats or acts of *terrorism*

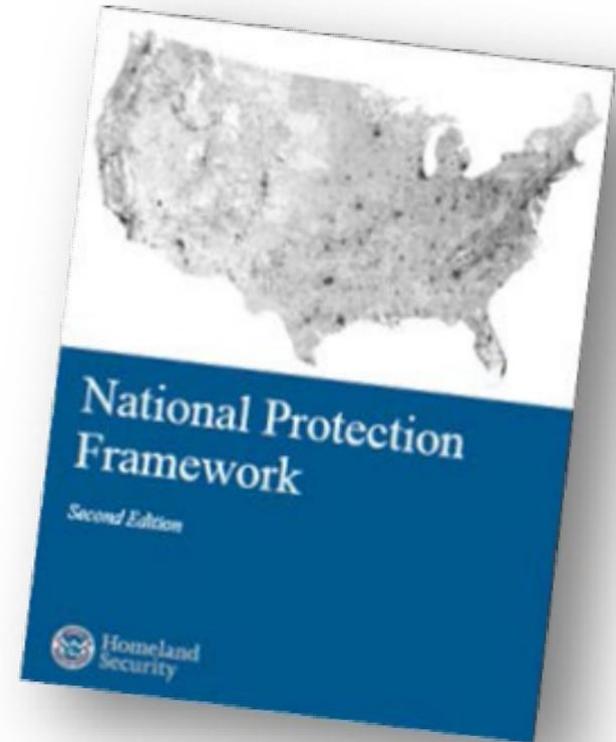
- **Guiding principles:**

- Engaged partnerships
- Scalability, flexibility, and adaptability
- Readiness to act



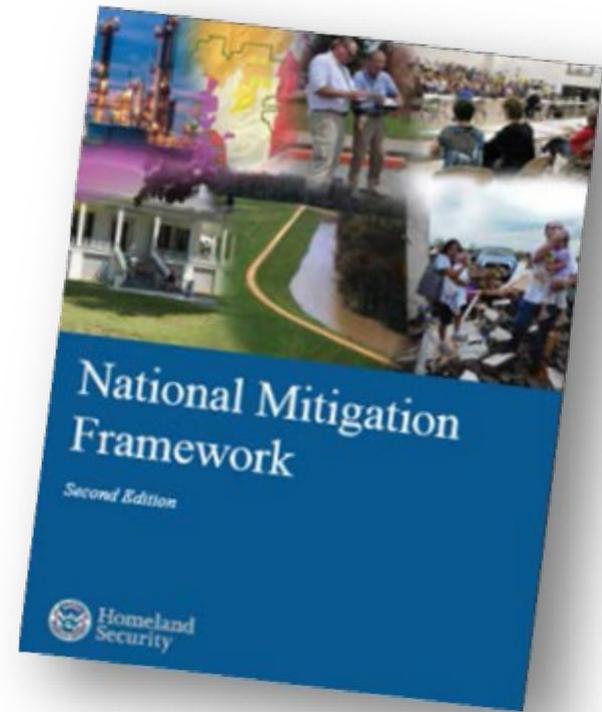
National Protection Framework

- **The Protection Framework covers:**
 - The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.
 - *Focuses on steady-state and enhanced steady-state conditions.*
- **Guiding principles:**
 - Resilience, scalability, and sustainability
 - Risk-informed culture
 - Shared responsibility



National Mitigation Framework

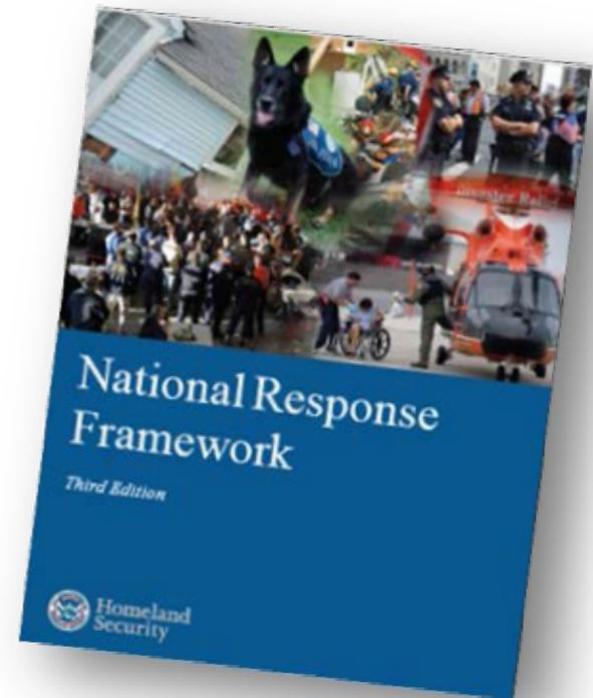
- **The Mitigation Framework covers:**
 - The capabilities necessary to reduce the loss of life and property by lessening the effects of disasters.
 - *Resilience is a key focus*
- **Guiding principles:**
 - Resilience and sustainability
 - Leadership and locally focused implementation
 - Engaged partnerships and inclusiveness
 - Risk-conscious culture



National Response Framework

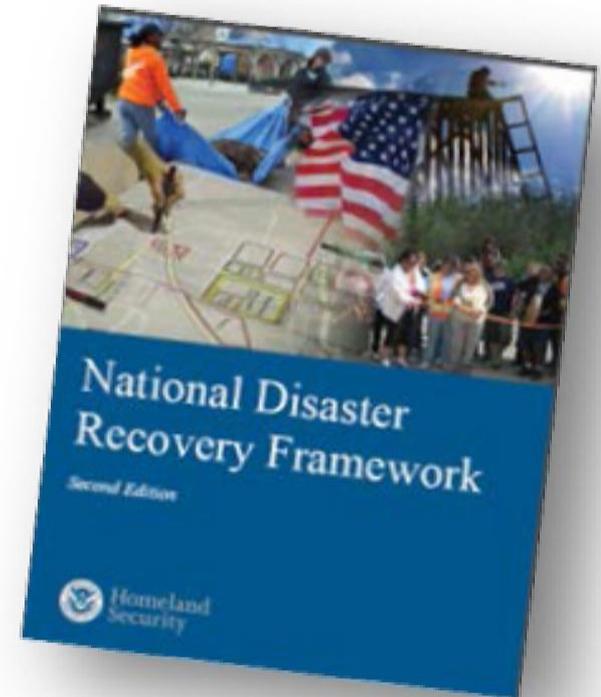
- **The Response Framework covers:**
 - The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

- **Guiding principles:**
 - Engaged partnership
 - Tiered response
 - Scalable, flexible, and adaptable operational capabilities
 - Unity of effort through unified command
 - Readiness to act



National Disaster Recovery Framework

- **The Recovery Framework covers:**
 - The capabilities necessary to assist communities affected by an incident to recover effectively.
- **Guiding Principles:**
 - Individual and family empowerment
 - Leadership and local primacy
 - Pre-disaster recovery planning
 - Engaged partnerships and inclusiveness
 - Unity of effort
 - Timeliness and flexibility
 - Resilience and sustainability
 - Psychological and emotional recovery



EOC Support in WA State: Options and Opportunities

May 8, 2016

Background: There is a long history of emergency management (EM) organizations across the State of Washington supporting each other in times of crisis. However, recent large scale and extended incidents (SR530 in 2014, and major wildland fires in 2014 and 2015) have highlighted the benefit of a more detailed understanding of what options are available to local EM offices in need of outside EOC/ECC support.

Purpose: This document will identify and evaluate possible options, identify current challenges, and discuss possible next steps.

The following emergency management staff contributed to this discussion via their participation in an informal work group: Jason Bierman (Snohomish DEM), John Unfred (Lakewood DEM), Alysha Kaplan (WA EMD), Maurice Goodall (Okanogan DEM), Darren Higashiyama (Kittitas Sheriff), Jesi Chapin (Thurston DEM), Brendan Cowan (San Juan DEM).

Scope: Many EM organizations have a dedicated cadre of volunteers and local public agency staff who support EOC operations during activations; however, during larger incidents there is often a need for additional support due to some combination of incident scale, complexity, or duration. Needed support may take many forms, ranging from the short term back-fill of one or two key positions to a complete long term EOC support structure.

Possible Solutions: There are three potential sources of EOC support that will be addressed in this document, with a focus on local government resources available within the State of WA. Those three options are:

- A. Traditional mutual aid: simple exchange of staff between local governments. This may be guided by the [WA State Mutual Aid System](#), or it may be done via alternative agreements.
- B. Type III All Hazard Incident Management Teams (IMTs), of which there are 9 in in WA State, ranging in capability, structure, and cost.
- C. One or more proposed (but not yet created) Emergency Management Assistance Teams (EMATs) which provide a coordinated group of emergency management professionals whose primary mission is EOC support.

The following matrix outlines some of the advantages and challenges of each of the three possible solutions looked at by the work group:

ADVANTAGES	
Mutual Aid	<ul style="list-style-type: none">• Flexible, scalable, focused on specific needs.• Often based on existing relationships: comes with trust, knowledge of operations, politics, personalities, etc.• Great training and relationship building opportunities for responding resources.
IMTs	<ul style="list-style-type: none">• Already exist, rostered, credentialed, equipped with tools, admin support, procedures, etc.• Existing standards, typing, position qualifications, training, terminology, etc.• Often have extensive real world deployment experience (usually via wildland), train together, strong team cohesion.• Very strong focus on ICS.• Are used to being self-sufficient and working/bunking in austere conditions.• Are used to being deployed for a week or longer.• Can be deployed through a single POC.
EMATs	<ul style="list-style-type: none">• Strong EM knowledge, including PA, Stafford Act, working closely with EMD, FEMA, etc.• Used to operating in EOC/ECC environment, politically sensitive.• May have existing relationships with EM staff being supported.• Often have strong background in communication, training, holistic thinking, local government experience.

CHALLENGES	
Mutual Aid	<ul style="list-style-type: none"> • Usually requires fairly extensive scoping and recruitment in the heat of the moment. • Tend to be single resources- not used to working together, limited procedures, communications equipment, other support, etc. • WAMAS documentation is not coordinated with FEMA PA requirements.
IMTs	<ul style="list-style-type: none"> • Require a delegation of authority to operate- may not be appropriate in a situation where IMT is supporting, but not directly managing. Easily resolved with flexibility. • IMTs are often perceived as being wildland specific, rigid, and not functioning as well in environments requiring “soft” people skills. • Can be quite expensive- and challenges with independent taxing districts not being part of WAMAS, and some union contracts resulting in extremely high costs (portal to portal, etc.). • Not always willing to deploy piecemeal or as short teams. • Not all IMTs are truly multidisciplinary- may rely overly on fire service personnel.
EMATs	<ul style="list-style-type: none"> • Don't exist currently; require significant administrative support to manage training, roster/availability, etc. • Simply being an EM professional is not qualification for providing EOC support, especially logistics, planning, finance. • Though in a supporting role, will still require clearly defined scope of work. • May be difficult to find EM professionals able to deploy for assignments of 7+ days. • EM staff does not typically deploy to base camps/austere conditions. • There may be culture and expectation conflicts due to differences in geography, size of operation, etc. Not all communities or EM offices are identical in needs or approach.

Note on Costs: One of the most critical issues identified by the work group was the fact that, regardless of approach, the local jurisdictions most likely needing EOC support often do not have the resources to pay for the high cost of help. It is clear that, though welcomed at the local level, the use of WA Fire Mobilization for EOC support during an “All Hazard” event is politically divisive and unpracticed. No state agency has expressed interest in taking the lead on this issue, so it is likely to remain a local problem. The work group has not focused on the issue of who pays, but has noted that no matter the solution, many smaller jurisdictions may be better off having not enough help rather than help they cannot afford.

General Findings:

- Each of the three approaches has value, but none is perfect. As with many emergency management needs, we believe local jurisdictions are best off having a “quiver” of options available as opposed to any one individual approach.
- The role of WA State Emergency Management as a broker for identifying and deploying resources is absolutely critical- through the State EOC or the “WAMAS Desk”. Ensuring that EMD staff is fully aware of potential sources of EOC support is as critical as their knowing about generators, staging areas, or other basic logistics needs.
- The EMAT approach has potential and fills a need, but without robust administrative and management support EMAT is simply ad hoc mutual aid from EM professionals and not truly teams.
- There is a lack of awareness at both state and local EM levels of the make-up, approach, capabilities, and primary contacts of WA State's nine Type III All Hazard IMTs.

Best Practices:

- Local EM offices should develop relationships with neighboring EM offices for possible mutual aid support, and have understandings with IMTs (and potentially, future EMATs) about capabilities, cost, availability, etc.
- Any agency with the interest and administrative and financial resources necessary to support an EMAT should work to build a program that is reliable, diverse, well qualified, affordable, and committed to deployments of no less than a week. Team should be staffed according to a standardized ICS model.
- Local EOC offices anticipating a need for support may want to consider starting with a single EM

mutual aid resource (e.g. an experienced EOC manager) to assist with identifying needs and appropriately formatting resource requests.

Specific Recommendations:

- EMD should only facilitate the deployment of a resource to a local EOC if that resource has clearly demonstrated both qualification and interest well ahead of any need. This could be coordinated through a simple annual call for interest from individual EM professionals, IMTs, and EMATs and completion of an online form. A small diverse group could review submitted applications for appropriateness, and a “roster” email list of available resources could be maintained.
- The WA State Type III AHIMTs should compile a brief directory of their capabilities, contact info, and interest in providing EOC support that is provided to WA EMD and local EM offices. Strongly encourage flexibility around deployment of short teams.
- WA State Type III IMTs should consider expanding their rosters to include emergency managers familiar with FEMA’s assistance programs. They may also increase their ability to provide direct EOC support by ensuring team members who are excellent trainers, have outstanding communication skills, and are well versed in local government in both large and small jurisdictions.
- Hold a day long facilitated workshop with representatives from Type III IMTs, any jurisdictions interested in supporting an EMAT, and a diverse range of local and state EM personnel. Break into smaller groups to discuss best practices and recommendations for next steps. Focus should be on specific operational approaches, not larger more complex issues of cost, etc.

Conclusions: There is clearly a need for identified sources of local EOC support in WA State. There are multiple possible solutions, but more important than what is the “right” approach is that any solution be properly trained, equipped, and qualified and be consistently available for deployment on short notice as a fully self-sufficient resource available for a week or longer.