



COVID-19 After Action Review Task Force Roll Out Meeting Summary

February 24, 2022

9:00am - 12:00pm Virtual via Zoom

List of attendees are included in Attachment A

Warm-Up Exercise: *If you could turn back the response clock to March 2020, what's one thing you would plan for differently going into the pandemic?*

<Responses can be viewed on the slide deck with debrief notes, slide #4, for this meeting posted on the [AAR website](#)>

Welcome and Introductions

Robert Ezelle, Director of the Washington Military Department's Emergency Management Division
Dr. Umair Shah, State Secretary of Health

Meeting Purpose

For the Task Force to get acquainted and to begin to build the foundation for collaboration. To provide clarity and to develop a collective understanding of the After Action Review (AAR). To align the Task Force around the timeline and process for the AAR. To begin to think more deeply together about the pandemic experience and different response perspectives.

Discussion of the Draft AAR Charter

The facilitator shared some overall comments:

- An after-action review of a global pandemic of this duration and impact is unprecedented.
- Even though this effort is called an after-action review, the state is still in the midst of responding and recovering from COVID-19. It is important to acknowledge that responses to COVID-19 have changed over time. People have learned from the challenges, gaps, and innovations and made modifications in their responses. In this AAR, the hope is to consider the whole of the experience and review adaptations.
- Foundational to this review is consideration of equity, disparity, and discrimination and through the review to identify recommendations that can address these issues.

Charter Highlights

The purpose of the Charter is to clarify what the AAR process will entail, how the AAR is structured, and approaches to different components of the AAR. It also describes logistics and expectations for participation.

The facilitator walked through an overview of the Charter covering what the AAR is intended to be and what it is not intended to be.

Intended to be:

- A cooperative learning effort to engage a diversity of interests and experiences during COVID-19 to review actions and to consider recommendations that strengthen the state's response to future pandemics and disasters

- Focused on the state level responses but includes the interface with non-state entities

Not intended to be:

- An evaluation, grading, or blaming exercise. The Task Force is looking for lessons being learned and identifying challenges as well as successes.
- Focused on every topic and “sector. Some topics are required by the proviso to be looked at. (Those are listed in the Draft Charter.) The Task Force will help to identify other essential key topics for review and discussion.
- A review of all topics as some topics may not be appropriate to this process or may be dealt with in other efforts.

The AAR will be comprised of several elements:

- Input and recommendations from proviso-based topic specific workgroups and other approaches to proviso-based topics
- State agency reviews and conversations to identify key issues, trends, and recommendations in response and recovery actions
- Analysis and synthesis of information gathered by the Military Department and Department of Health staff assigned to the AAR process
- Consideration of other relevant COVID response review initiatives
- AAR Task Force discussion, guidance, and recommendations
- Other elements that are identified during the review process

The overall structure of roles and responsibilities for the AAR:

- Chairs are the Military Department and the Department of Health-they have ultimate accountability for the AAR including producing reports, delivering reports and briefings to the legislature, and communication with other appropriate audiences
- AAR Steering Committee: comprised of staff from DOH and the Military Department- their role is to design and steward all elements of the AAR, develop meeting agendas, and draft reports
- WSU Facilitators:- are impartial and non-partisan conveners to assist with process design and facilitation
- AAR Task Force- their role is advisory, and the Task Force is not a decision-making body; all experiences and perspectives are welcomed and encouraged; areas of agreement will be noted, but consensus is not expected

Discussion focused on how to ensure that diversity, equity, and inclusion are integrated throughout the overall process. The WSU facilitators noted that they are connected to subcontractors who provide consultation related to race equity, accessibility, diversity, equity, and inclusion. It is important to include the perspectives and ideas of Task Force members in the approach(es) to equity, disparity, and discrimination for the AAR.

Action item: The Task Force was asked to read the charter in preparation for the next meeting.

Review of Meeting Logistics:

Meetings will likely remain virtual. Meeting summaries will capture an overview of what was discussed. Meeting summaries, as well as meeting recordings and slide copies will be posted online on the AAR website. The website will provide a link for written public comments which will be distributed to members.

Discussion, Comments and Questions

A concern was expressed that the Task Force represents both west/east and urban/rural regions of the state. The Proviso designates organizational representation, including state agency individuals who were approved by the Governor's Office. There were some challenges receiving applications from Eastern WA folks.

A concern was expressed that the process and outcome also reflect consideration for those who may be experiencing homelessness. Also noted: Non-Governmental Agency interest in available resources to support participation and representation in the Task Force.

Question: How will the project budget support equity? How will it work for individuals working in disparate and affected communities? Task Force members were encouraged to share ideas about how to create the approach(es)/process for including equity, disparity, and discrimination.

Task Force member expressed support for equity lens, as critical. The member is hoping that it is integrated and part of the entire process, not a separate and standalone work group. It is expected to be part of the whole process.

One main issue has to do with trust and the ability to accept information as trustworthy from both government and NGOs. Task Force member expressed hope that thinking from different community perspectives will help as part of this trust building exercise.

Action items: The facilitation team will send out a copy of the budget proviso language to Task Force members. A map indicating geographic locations of Task Force members and what areas they serve will be developed.

Senator Lovick's Comments

Senator Lovick thanked the Task Force members for their participation. His comments included: As we face the biggest public health crisis in modern history, what are we doing to plan for the next disaster or crisis? As the County Executive during the Oso landslide, he stated that he was impressed with the infrastructure in place. Senator Lovick added his desire that the state comes out of this pandemic stronger. He expressed that he wants to respond not as 39 counties and lots of cities, but as one state.

Break Out Discussion Groups <not recorded>note debrief slides and full group recording for context>

The Task Force Members were invited to participate in breakout discussion groups. The work assigned to each of the eight breakout groups included asking each member to "Tell a three minute 'COVID-19 response story: What has been one of the greatest challenges facing your agency, organization, or community? What was one adaptation or innovation that worked well? What important latent needs did the pandemic highlight?" Responses were recorded by a notetaker.

<Breakout group notes can be viewed on the slide deck with debrief notes, slides #13-22 for this meeting, posted on the [AAR website](#)>

Meeting Wrap-up:

The Task Force engaged in a wrap-up exercise. They wrote answers to the following prompt on sticky notes: *“When the After Action Review is completed, I hope the effort_____.”*

<Responses can be viewed on the slide deck, slide # 25, for this meeting, posted on the [AAR website](#)>

Task Force members were asked to fill out the survey they had been sent via email, and to submit bios if they would like them included in the public roster.

Members were reminded that meeting summaries and other relevant information will be posted on the website: <https://mil.wa.gov/pandemic-after-action-report-task-force>

WSU Facilitator contact information was noted, if members wish to connect between meetings.

Attachment A

List of Attendees 02-24-22

| <u>First</u> | <u>Last</u> | <u>Organization</u> |
|--------------|-------------------|--|
| Theresa | Adkinson | Grant County Public Health |
| Melanie | Bacon | Island County Commissioner |
| Dan | Banks | Department of Transportation |
| Nancy | Bickford | Washington Military Department |
| Nick | Demerice | Employment Security Department |
| Mike | Dennison | Department of Licensing |
| Stacy | Dym | ARC of Washington |
| Alison | Eisinger | King County Coalition for the Homeless |
| Carina | Elsenboss | King County Public Health |
| Robert | Ezelle | Washington Military Department Emergency Management Division |
| Chandra | Fox | Spokane County Department of Emergency Management |
| Sara | Franklin-Phillips | Commission on African American Affairs |
| Mike | Furze | Department of Commerce, Energy Division |
| Nariman | Heshmati, MD | Everett Clinic |
| Keith | Higman | Island County Public Health Director (came with Melanie Bacon) Department of Transportation Safety, Emergency Operations Manager |
| John | Himmel | |
| Angie | Hinojos | Central Cultural Mexicano |
| Winona | Hollins-Hauge | Central Area Senior Center |
| Darcy | Jaffe | Washington State Hospital Association |
| Faatima | Lawrence | Catholic Community Services of Western Washington |
| Jason | Marquiss | Department of Enterprise Services |
| Fernando | Martinez | Northwest Mountain Minority Supplier Development Council |
| Don | Mason | Island County COVID response manager (came with Melanie Bacon) |
| Brendan | McCluskey | King County Emergency Management |
| Sharlett | Mena | Immigrant Community |
| Travis | Nichols | Department of Health |
| Sudhir | Oberoi | Department of Licensing |
| Amy | Ockerlander | Duvall Mayor |
| Christina | Ortega | Yakima Pride |
| Nomi | Peaks | Department of Health/Pharmacy |
| Kristin | Peterson | Department of Health |
| Brianne | Probasco | Washington Association for Community Health |
| Sheri | Sawyer | Governor's Office |
| David | Shannon | Department of Social and Health Services Emergency Management |
| Ekkarath | Sisavatdy | Commission on Asian Pacific American Affairs |
| Jennifer | Smolen | Senator Rolfes Legislative Assistant |
| Kendrick | Stewart | Department of Commerce |
| Matt | Stoutenburg | Department of the Insurance Commissioner |

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| Adam | Wasserman | Washington Military Department |
| Ron | Weaver | Department of Health Emergency Preparedness |
| Nathan | Weed | Department of Health |
| Issac | Williamson | Director of Financial Institutions |

Facilitators:

Kevin Harris, William D. Ruckelshaus Center

Phyllis Shulman, William D. Ruckelshaus Center

Christina Sanders, Division of Governmental Studies and Services, Washington State University