



## COVID-19 After Action Review Task Force Meeting Summary

October 27, 2022 | 9:00 AM – 12:00 PM | Virtual

Attendees are included in Attachment A.

### Opening Remarks & Review of Agenda:

Kevin Harris welcomed the Task Force to the meeting. He reviewed the meeting's agenda.

### B → H Focus Area Workgroup Updates:

The Focus Area Workgroup Leads shared the following updates:

- **Workgroup B:** On October 20<sup>th</sup>, a workshop was held. Seven recommendations were drafted. The recommendations will be sent to the Task Force for review.
- **Workgroup C:** On the afternoon of October 27<sup>th</sup>, a workshop will be held. The recommendations will be sent to the Task Force for review.
- **Workgroup D:** The Ruckelshaus Center is working with Berk Consulting and Pacific Northwest Economic Region's Center for Regional Disaster Resilience. Stakeholder interviews are beginning, and process design is underway.
- **Workgroup E:** Meetings are held every two weeks. Survey findings are being discussed and synthesized. There have been 82 survey responses from 60 organizations.
- **Workgroup G:** Multifaceted data collection includes interviews, focus groups, and survey responses. Interviews and focus groups are being conducted. There have been 8,900 survey responses. Survey analysis will begin on October 31<sup>st</sup>. Survey analysis will include an equity perspective.
- **Workgroup H:** Webinars, interviews, and group discussions are conducted with school leaders and educational service districts. Scheduling has been an obstacle.

### Equity Gatherings Updates:

Kevin Baker shared the following updates:

- The purpose of the upcoming Equity Gatherings is to collect stories and recommendations. Participants should be ready to share their recommendations. Everyone is welcome.



- Different Equity Gatherings will be held around different issues, including accessibility, food insecurity, Latino/a interests, African American interests, and Indigenous community interests. An Equity Gathering will also be held for more general issues.
- If any members of the Task Force are interested in assisting with the Equity Gatherings, they should contact Kevin Baker, Kevin Harris, or Hazel Wilburn.

The Task Force discussed the Equity Gatherings:

- Kevin Harris: How do you want to be notified of the recommendations? How do you want to provide feedback to the gatherings' recommendations? Some groups may provide large amounts of material.
- Fernando Martinez: We could get the information, and then we could have a response period. Having the information in advance (of meetings) is important.
- Rayanna Evans: Having the information in advance would be great. During the monthly meetings, we could discuss the recommendations in breakout groups. We could use short sessions during the meetings to consolidate feedback.
- Carina Elsenboss: I'm struggling with the timeline. What's the best way to contribute?
- Kevin Harris: In three weeks, we'll better understand the timeline. We're still planning for the Equity Gatherings, and the Focus Area Workgroups continue to form.
- Rayanna Evans: The Proviso states the deadline, correct? The Proviso language could be changed. That's something we need to think about. Do we need more time?
- Carina Elsenboss: We would need our agencies to evaluate that.
- Rayanna Evans: That would reduce the intensity of our current commitment.
- Fernando Martinez: We have three weeks until we have a timeline. I would like to look at the timeline before extending the Proviso.
- Rayanna Evans: That's a good plan. If we need more time, we could propose to extend the timeline to complete specific tasks.
- Joy Adams: If there is funding attached to the Proviso, extending the Proviso could be a challenge. I would prefer to see the timeline before extending the Proviso. The further we are from the pandemic, the less validity our recommendations will have.



- Nathan Weed: The project began with ambiguity. As we explore the issues, we learn more. We need to turn our learnings into a report. There are different levels of learnings. We're at the broadest, highest level. I urge this group to consider what to include in our report. The work you're doing will continue after our report.
- Rosalinda Turk: The work we're doing is important. The information we're collecting matters. We're going to have more pandemics. Expanding the timeline would help. We've been using an equity approach, but that's not the case for everyone.
- Joy Adams: The work won't end with the Task Force. The report could be the first of several. We may need to split the difference between timely concerns and ongoing concerns. We may be able to do both.
- Sharlett Mena: I understand that we have deadlines, but I'm worried that equity will be an afterthought. I don't think we can detangle concerns.
- Nathan Weed: We can advance equity work in a broad, meaningful way. This work is moving forward, but it needs support from our report. It's only a matter of time before we'll have to respond to another disaster.
- Kevin Baker: We should think about this work from an adaptive leadership perspective. There are issues that we can solve quickly, and there are issues that require us to adapt. What can policies change immediately? How can policies be improved?
- Rayanna Evans: We may want to revisit this topic. We have two opportunities (to change the Proviso). The supplemental budget and the biennial budget.

### **Agency AAR Recommendations:**

The Task Force discussed Agency AAR recommendations:

- Kerstyn Dolack: In the Agency AARs, challenges with communication were a common theme. These challenges existed between agencies and levels of government. Agencies encountered confusion. We will continue looking for common themes.
- Nathan Weed: As we look through the Agency AARs, we will identify common themes that will elevate our conversations. The AARs don't exist in their own silos. This is the first time the AARs have been pulled together into one data source. There are gaps and pieces that will be missing from our perspective. What are the gaps? Where do we need to understand things better? We need to organize the information.



- Tristan Allen: Are we using the Agency AARs to update emergency plans? Propose policies? Where will we document our changes?
- Kevin Baker: How will we communicate our changes?
- Nathan Weed: The Task Force takes things to the next level. How do we take things to the enterprise level? What do we expect of the state? What do we expect of state agencies? What might make the state more resilient?
- Kevin Baker: How would others like to receive information? How should we ask questions about our recommendations?
- Tristan Allen: The pandemic was unique because communications didn't go down. Our plans should have been easier (to implement). We had to move quickly.
- Angie Hinojos: The individual reports are inward-looking. Outside information should become part of the total information. What pieces are taken out? What pieces rise up? The Equity Gatherings will be a positive step.
- Kevin Baker: Biases affect the information we absorb. We should question ourselves. We should get input around the information and recommendations.
- Rayanna Evans: I see many recommendations at the Governor's Office. Sometimes, the recommendations aren't cohesive enough to be practical. We need to be specific.
- Nomi Peaks: Sometimes, written communication can be overwhelming. Stories and visuals can help people process information. We could provide videos for people to get information about the recommendations.

### **Example Recommendations & Feedback Loops:**

Kevin Harris shared example themes and recommendations, which can be viewed on Slides Eight and Nine. He invited the Task Force to discuss the following questions:

- Can you use this format as a tool to flesh out recommendations through individual reflections, group discussions, and other convenings?
- What processes would you like to use to provide this feedback to the Task Force so that the report recommendations include the "right" amount of meaningful content?

The Task Force discussed the above questions.



- Angie Hinojos: We would like access to the Excel spreadsheet.
- Kevin Harris: I'm going to complete the spreadsheet before our next meeting. The spreadsheet can serve as a running list of recommendations.
- Fernando Martinez: Are you dividing the spreadsheet into themes? Is there a way to notify the Task Force when updates are made? We could look at the spreadsheet and add comments. Would it be better to use Dropbox?
- Kevin Harris: How would you divide the themes? How would you like to comment?
- Fernando Martinez: The simplest way is Dropbox. The alternative is to search through emails. As we're reviewing the themes, we should look at the timeline. We should also look at the speed at which recommendations will flow. Do we have diverse, inclusive, trustworthy leaders at the state level?
- Tristan Allen: Does anyone have thoughts around how to bucket the themes?
- Carina Elsenboss: What's the structure for addressing the themes? For one of our reports, the themes emerged after we clustered recommendations.
- Rayanna Evans: It would be great to use Dropbox.

Rayanna Evans shared a potential structure for bucketing themes and recommendations.

- Kevin Harris: We don't necessarily need a universal set of themes. Each workgroup is free to use different themes and different structures, including the structure Rayanna proposed.

### **Report Structure:**

Nathan Weed shared a potential structure for the report. He invited the Task Force to give feedback regarding the structure.

- Rayanna Evans: The "white space" represents equity. I have some concerns about putting equity in a separate box. Equity should be included with the Focus Areas.
- Nathan Weed: I wanted equity to stand out. We were given a format for the report, but it was lacking. What does our report need to look like? What should we include?



- Fernando Martinez: When you take off your glasses, you no longer see things through an equity lens. Are you considering the risk of failure? When I think about strategy, I think about risk.
- Nathan Weed: There may be some recommendations that should include risks. There are other recommendations that we should think differently about.
- Kevin Harris: Is there a risk of having too many recommendations? Should you consider stratifying?
- Fernando Martinez: If we have too many recommendations, nothing will be accomplished. If we stratify, those issues can be prevented.
- Nathan Weed: Our approach is flexible. A few high-level recommendations will add gravity to the report. Many recommendations will have a smaller impact.
- Angie Hinojos: How can we bring shifts and actions together? What's our "why?" Recommendations are important, but why are we doing this? I like equity in its own column. For every recommendation, you will be forced to think about equity.
- Nathan Weed: As themes come together, they will lead to recommendations. We can craft the recommendations into something that makes sense. We can incorporate our "why." We should be including equity with everything. People need a reminder.
- Tristan Allen: Could the report include root causes for the recommendations?
- Nathan Weed: We have done root cause analysis for some recommendations. Whether we include the analysis is the question. What's digestible?
- Rayanna Evans: We should have a space to consider where recommendations address equity. The title and the placement disturb me.
- Nathan Weed: That's what we were thinking. We were thinking that the recommendations would each include a section about equity.
- Rosalinda Turk: The public will not be interested in reading hundreds of pages. We should tell our story and explain how we're saving lives. We should put together a video.
- Angie Hinojos: We want to make this available to the entire community. We can think about things that would actually be engaging. For example, Centro Cultural Mexicano is creating a graphic novel about the pandemic.



**Closing Remarks:**

Kevin Baker and Kevin Harris thanked the Task Force for attending the meeting.



## Attachment A: Attendees

<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>
Adams	Joy	Washington State Employment Security Department
Allen	Tristan	Washington State Department of Commerce
Banks	Dan	Washington State Military Department
Corry	Chris	Washington State Legislature
Dolack	Kerstyn	Washington State Military Department
Dym	Stacy	The Arc of Washington State
Elsenboss	Carina	King County Public Health
Evans	Rayanna	Washington State Office of Financial Management
Ezelle	Robert	Washington State Emergency Management Division
Hinojos	Angie	Centro Cultural Mexicano
Hopkins	Jane	SEIU 1199NW
Linares-Hengen	Travis	Washington State Department of Health
Louderback	Samantha	Washington Hospitality Association
Martinez	Fernando	Northwest Mountain Minority Supplier Development Council
McCluskey	Brendan	King County Emergency Management
McPherson	Amber	Washington State Department of Health
Mena	Sharlett	Washington State Department of Ecology
Nichols	Travis	Washington State Department of Health
Oberoi	Sudhir	Washington State Department of Licensing
Ockerlander	Amy	City of Duvall
Peaks	Nomi	Washington State Department of Health
Probasco	Brianne	Washington Association for Community Health
Stoutenburg	Matt	Washington State Office of the Insurance Commissioner
Turk	Rosalinda	Washington State Department of Health
Weaver	Ron	Washington State Department of Health
Weed	Nathan	Washington State Department of Health

### **Facilitators:**

Kevin Baker, Kevin Baker Consulting

Kevin Harris, The William D. Ruckelshaus Center

Christina Sanders, WSU Division of Governmental Studies and Services