



EMD33

2023-2033 Strategic Plan



MISSION

The Washington Emergency Management Division leads and coordinates prevention, protection, mitigation, response, and recovery in Washington to minimize the impact of disasters and emergencies on the people, property, environment, and economy.

VISION

A disaster ready and resilient Washington.

CORE VALUES

Public Service: We embrace a spirit of public service — we serve people in Washington in a responsive, transparent, and effective manner. We are faithful stewards of the public trust.

Respect: We treat everyone with courtesy, fairness, dignity, and compassion. We value the contributions of others and recognize the importance of diversity.

Integrity: We act transparently and honestly. We are responsible for our actions and hold ourselves accountable to the highest personal, professional, and ethical standards.

Dedication: We wholeheartedly invest ourselves and go above and beyond in accomplishing our mission. We support, encourage, care for one another, and celebrate our accomplishments.

Excellence: We strive for excellence — we set high standards and expectations, seek continuous improvement in our organization, and achieve superior results. We are committed to providing leadership, fostering innovation, and delivering the highest quality of service to our customers and stakeholders.

FROM THE DIRECTOR

I am pleased to present the EMD 2023-2033 ten-year strategic plan. This plan represents a number of major shifts. It is intended to be transformational, not just for the Emergency Management Division but for the statewide emergency management community and the stakeholders we serve. This plan tackles such broad topics as disaster resilience, preparedness, readiness, emergency communications, and resourcing, and identifies steps the Washington Emergency Management Division must take if it is to be able to respond to and recover from a catastrophic incident such as a Magnitude 9 earthquake, a volcanic eruption, or human-caused mass casualty incident. At the same time, it is designed to bolster the state's capacity to respond to the ever-increasing magnitude and complexity of incidents and disasters stemming from climate change.



The plan is as much aspirational as it is rooted in day-to-day tasks we must accomplish to effectively manage our programs. It is intended to provide a blueprint of actions to take and resources that must be secured in order to build the capacity for our emergency management community to effectively fulfill its mandate of building a disaster ready and resilient Washington. It will require partnership with state agencies, local and tribal governments, and stakeholders from both the private and non-profit sectors to accomplish many of the goals and objectives outlined in the plan.

Making our communities truly disaster resilient will be a decades-long undertaking. This plan represents the first few steps of the journey. Historically we have released five-year plans. The complexity of the operating environment and the magnitude of change and investment necessary means we need to start looking at things through a longer lens. Often it takes multiple legislative sessions to accomplish a change to statute. Investments may need to be preceded by studies before a decision package can be put before the legislature. Stakeholder consensus must be built. Therefore, we are making a conscious decision to change the scope of the plan from five years to ten years.

Goals contained in the plan are focused on closing key gaps between our current state and our aspirational state of a disaster ready and resilient Washington; on our team; and on the effective delivery of our mandatory programs and how we measure success.

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This plan is intended to be the North Star for EMD. It is meant to guide our day-to-day activities, as well as serve as a blueprint for investment and future change. Our intent is to review the plan annually and update it as necessary, so consider it to be a living, breathing document that adapts to changes in the environment while continuing to focus on the long game. A lot of groundwork has already been laid and several early objectives are well on their way to fruition. I'm excited to be on this journey with you and look forward to the great things we will accomplish together.

Robert Ezelle
Director, Emergency Management Division

Vision for 2033

The Washington Emergency Management Division must be ready to prevent, mitigate against, respond to, and recover from all threats and hazards that may adversely impact our state. The EMD must be more resilient and increase our capacity to coordinate, provide resources, and support the people of our jurisdictions following any natural or human-caused event. We will achieve this by ensuring we can rapidly share information and understanding in ways that leverage current technology and alternate forms of communication.

EMD will be characterized by a strong culture of continuous innovation, creativity, respect, accountability, empowerment, and growth. This culture is fostered by supportive and established leadership, effective and efficient training, and clear, consistent program management.¹

Purpose

The Washington Emergency Management Division Strategic Plan, *EMD33*, provides guidance for more than 30 programs, staff, and leaders. This document further informs work by county and tribal emergency management offices across the state as we collectively contribute to the state's Emergency Management Program. This strategy unifies² the efforts of county and tribal emergency management organizations for a comprehensive and effective approach to homeland security and emergency management and provides context for management and policy decisions.

This strategy takes an all-hazards approach to disaster preparedness, which means it can help prepare us for any public emergency and will inform rational, risk-based decision making based on identifiable goals and objectives for program and policy development.

Planning Context

Much of the work leading to 2033 is focused on building our resilience to the threat from the Cascadia Subduction Zone and the resulting damage resulting from earthquakes and tsunamis. Emerging threats warrant additional attention and include the increasing impact of wildfires, floods, cyber related events, violent domestic extremism, and others.

¹ Intended to fulfill EMAP requirement 3.1.1

² Intended to fulfill EMAP requirement 3.1.1

Planning Process

EMD undertook the strategic planning for this document in 2022, with support from external partners across the state. EMD leadership crafted potential goals and objectives, and worked through 2023 to socialize them across the organization to ensure the right priorities were established. As well, the Emergency Management Advisory Group provided input on drafts as we worked to refine the end product. The draft goals and objectives were then shared with all county emergency managers and the state's Emergency Management Council for their feedback, edits, and additions.

Plan Maintenance

EMD33 is a living document, and it is imperative that its contents remain current and aligned with the appropriate legal authorities, lessons learned, and ongoing stakeholder input. At a minimum, EMD will review and update the plan annually.³

Implementation Plan

EMD will develop a separate Implementation Plan that will outline the strategies and tactics to be used to accomplish each objective. The Implementation Plan provides more detail on the activities required for each initiative and metrics for measuring completeness, and will be reviewed and revised on an annual basis.

Four Strategic Goals

1. Culture and People
2. Inclusive Partnerships
3. Worldclass Programs
4. Community Resilience

The four strategic goals below will guide EMD over the next ten years.⁴

Goal 1

Build and sustain a culture that provides a safe, inclusive, valued, trusted, creative environment for the WA-EMD Team.

Goal 2

Foster and strengthen inclusive partnerships to advance resilience.

Goal 3

Build and deliver world-class customer-centric programs and services.

Goal 4

Collaborate with local, state, tribal, federal, and private sector partners to build and sustain resilience.

⁴ Intended to fulfill EMAP requirement 3.1.1

Goal 1

Build and sustain a culture that provides a safe, inclusive, valued, trusted, creative environment for the WA-EMD Team.

Objective 1.1

Sustain and enhance the recruitment of a talented and diverse workforce while improving the training, support for, and retention of team members as demonstrated by iterative improvements.

Objective 1.2

Foster an authentic culture of trust and empowerment.

Objective 1.3

Provide opportunities for growth and refinement by challenging our existing knowledge and processes through interdisciplinary collaboration.

What Success Looks Like

Success starts by making sure EMD is caring for its people, providing growth and professional development opportunities, and continually striving for excellence in individuals and teams across the organization. New and seasoned employees feel empowered by their management, they trust and are trusted do their jobs and contribute to our collective vision. Everyone will be respected and valued in the organization, and the bar of performance and accountability will be at the highest level. We will be a premier emergency management organization that professionals desire to join and seek professional growth.

Goal 2



Foster and strengthen inclusive partnerships to advance resilience.



Objective 2.1
 Transition to a customer centric organization by improving partner (local, tribal, state agencies, federal agencies) engagement and access to EMD information, services, and products.

Objective 2.2
 Support local communities through the delivery of grant programs.

Objective 2.3
 Champion investment, advocate for legislation, and lead policy change through deliberate engagements with senior executives and elected officials to improve the state's resilience.

Objective 2.4
 Deliver EMD programs and services that meet the unique needs of communities and specially address disadvantaged, marginalized, and underrepresented populations.

What Success Looks Like

The strength of EMD is reliant on strong partnerships and support to county and tribal emergency managers. EMD is a customer-centric organization, reflected in how we engage, communicate, and provide resources to partners and stakeholders across the state. We will be trusted by our partners and stakeholders, delivering programs and services that meet the unique needs of our communities. We will prioritize state support to serve those communities that are disadvantaged, marginalized, or underrepresented to ensure inclusivity and equity. State, local, and tribal emergency managers will jointly champion local and state emergency management needs through engagement with senior executives and elected officials.

Goal 3

Build and deliver world-class customer-centric programs and services.

Objective 3.1

Adapt program and service development and delivery based on emerging threats and operational demands.

Objective 3.2

Adapt knowledge, skills, and abilities to meet or exceed professional and industry standards.

Objective 3.3

Leverage continuous quality improvement through a comprehensive program evaluation strategy that measures the impact of EMD programs and services on the statewide emergency management system and on the communities of Washington.

Objective 3.4

Preserve and build public trust by providing equitable access to resources and services, embracing transparency, and holding ourselves accountable to the highest standards of professionalism and excellence.

What Success Looks Like

EMD's program delivery to the counties and tribes is at the center of our work supporting statewide emergency management. Program delivery in 2033 will continuously adapt to incorporate support to counties and tribes for emerging threats and operations. We will raise the level of professionalism and technical expertise of our team, and work to meet or exceed industry-specific standards. Continuous improvement and the measurement of our work will be an organizational norm as we deliver services to all, regardless of their economic, social, physical, or work status.

Goal 4

Collaborate with local, state, tribal, federal, and private sector partners to build and sustain resilience.

Objective 4.1

Build and sustain robust capabilities for mitigating against, preparing for, responding to, and recovering from the impacts of natural and human caused disasters.

Objective 4.2

Enhance readiness at all levels of government through collaboration with local and tribal governments, state, and federal agencies, coordinating vertically and horizontally integrated initiatives.

Objective 4.3

Sustain collaborative partnerships with infrastructure and industry partners to protect critical infrastructure.

Objective 4.4

Develop reliable, resilient systems to ensure the state emergency management service continues delivery regardless of the impacts from natural hazards or human-caused disasters.

What Success Looks Like

Statewide emergency management efforts strengthen local, tribal, and state government, critical infrastructure, and communities through critical infrastructure and government disaster resilience necessary for community stability. We will deliver services to strengthen this capability and ensure our ability to serve people in Washington is uninterrupted, regardless of the type of disaster or emergency.