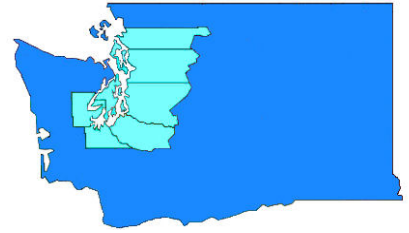


Puget Sound

Regional Catastrophic Disaster Coordination Plan and Annexes



Recommendations Report

August 2012

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Executive Summary

The Puget Sound Regional Disaster Coordination Plan and its Annexes each developed a series of recommendations to further develop the concepts and processes identified in each document. In most cases, the existing RCPGP plans represent only initial steps toward enhanced coordination within each subject areas. The project leads and their advisory teams became more informed about capability gaps in their respective disciplines as the plans took shape.

One of the beneficial outcomes of the RCPGP planning processes is a more realistic understanding of the planning, resources and training that will lead to effective regional coordination of response to and recovery from a catastrophic incident. Taken together, these recommendations can inform future funding decisions that will further build this capacity within the federal, state and local emergency management community.

Table 1 below summarizes the recommendations from the Coordination Plan and its Annexes. The recommendations are reproduced in their entirety in the remainder of this report.

Table 1. Recommendations by Plan/Annex

Plan/Annex	Recommendation
Coordination Plan	<ul style="list-style-type: none"> • Build counties' capacity for regional coordination • Communication tools for common operating picture • Local/regional recovery plans • Tribal partnerships • Build trust between elected officials and emergency managers • Assign permanent staff as public information officer (PIO) • Use generic PIO email address • Maintain current PIO contact list • Create virtual PIO resource library • Use regional IT platform for public information • Exercise JIC/JIS in multi-agency exercises
Evacuation and Sheltering	<ul style="list-style-type: none"> • Use NEMTS (National Mass Evacuation Tracking System) to track evacuees • Develop mega-sheltering concept
Pre-Hospital	<ul style="list-style-type: none"> • Staff EMS Coordination Group positions • Provide IT/Communications infrastructure to support Coordination Group • Identify fiscal/documentation lead for Coordination Group

Resource Management and Logistics	<ul style="list-style-type: none"> • Enhance coordination processes • Improve staff capacity and training • Develop resource typing • Share information about resource inventories • Resource request protocols and tracking • Enhance distribution procedures and capacities • Identify and integrate private sector resources into planning and response
Structural Collapse Rescue	<ul style="list-style-type: none"> • Adopt SCR typing • Adopt equipment standards • Type heavy equipment for Fire Mobilization purposes • Adopt standards for structural evaluation, search and victim marking • Standardize rescue procedures • Develop consistent information format • Develop Fire Chief's Association MOU with AGC • Work with AGC to maintain contact information and call out procedures • Maintain relationship between fire mobilization and SCR • Develop state EMD and Fire Mobilization agreements with Type 1 Task Forces • Review Fire Chief Associations' countywide mutual aid agreement re: SCR
Transportation Recovery	<ul style="list-style-type: none"> • Improve coordination among emergency management and transportation agencies • Develop port interlocal agreement • Establish regional transportation recovery policy • Develop local transportation recovery plans • Integrate transportation recovery into existing T&E schedules • Improve private sector coordination • Develop incentives to expedite transportation recovery • Provide emergency replacement plans/procedures for marginal or inadequate structures • Provide uniform bridge damage assessment reporting • Provide uniform airport damage assessment reporting

Victim Information and Family Assistance Center	<ul style="list-style-type: none"> • Develop mutual aid agreements for local FACs • Develop state mass fatality concept of operations, including state-led FAC operations • Develop state criteria for state-level FAC (thru FY 2010 project) • Develop state concept of operations for patient tracking
Volunteer and Donations Management	<ul style="list-style-type: none"> • Develop state capacity to oversee volunteer and donations management • Develop public information and media messaging for volunteerism and donations • Enhance WAC relative to spontaneous volunteer liability coverage • Continue state-wide planning for spontaneous volunteer and unsolicited donations management • Develop a coordinated process to share situational awareness within the Puget Sound region

Coordination Plan Recommendations

A. Workshops and Stakeholder Interviews

The Regional Catastrophic Planning Team conducted a series of workshops to better define catastrophic disaster coordination in the Puget Sound Grant region. Grant staff and project leads for the Coordination Plan Annexes also interviewed key stakeholders throughout the region, including Regional Catastrophic Planning Team members, to identify gaps and barriers associated with regional (i.e. multi-county) coordination. In addition, the Washington Department of Health, in conjunction with the Northwest Tribal Emergency Management Council, presented survey findings to the Seventh Annual Tribal Emergency Preparedness Conference in September 2010, which also identified several gaps in emergency management coordination between the Tribal Governments and Local, State and Federal agencies.¹

The most commonly identified coordination gaps from these interviews and the survey are as follows:

- insufficient staffing resources
- lack of shared situational awareness/common operating picture/common data set
- lack of coordinated public information (see section B below)
- variation across boundaries (private sector concern)
- variation in partnerships between Tribes and local, State and Federal emergency management agencies (see representative findings in Table X-1.)

B. Lessons Learned

The Regional Catastrophic Planning Team also conducted a video conference with emergency management personnel who led the response to and recovery from major disasters. These included major wildfires in California (Ron Lane, Director of San Diego County Office of Emergency Services), Hurricane Katrina, (Robert Latham, former director of Mississippi Emergency

Robert Latham, former Mississippi Emergency Management Agency Director

- Only 15-18% of resource needs were initially provided during Hurricane Katrina.
- Resource prioritization was the biggest challenge facing MEMA during Katrina.
- The most important aspect is establishing relationships
- Unified Public Information releases were the state's greatest strength.

Ron Carlee- former County Manager, Arlington Virginia

- "Trust is the soil in which networks grow and prosper."
- Must involve elected officials: establishing close relationships between emergency managers and elected officials has facilitated a strong regional foundation.
- Annual elected officials' seminars have provided training and roles for elected officials during emergency incidents.
- The region uses the "1 Message, Many Voices" approach to information distribution during emergency incidents.
- Development of Regional Alert System (RICCS) has been region's greatest accomplishment.

¹ Tribal Public Health Emergency Preparedness Survey 2010

Management Agency) and the 911 attack on the Pentagon, (Ron Carlee, Arlington County Manager). Highlights of their presentations are provided in the sidebars of this section.

Recommended practices common to each of these disasters include:

- Pre-define regional resource allocation processes for a catastrophic incident, since local and State resources will be overwhelmed.
- Build trust and relationships among elected officials and emergency managers.
- Coordinate public information, including common public messages.

Ron Lane, Director, San Diego County Office of Emergency Services

- Virtual Joint Information Center was established during 2007 Wildfires for Coordination of operations, public information, and evacuation alerts.
- Alert San Diego – Mass messaging service to homes is used throughout region for public information and evacuation alerts.
- Regional Coordination during emergencies includes:
 - Providing Situational Awareness
 - Public Information distribution
 - Allocation of Resources

Table X-1. Select Responses from the Tribal Public Health Emergency Preparedness Survey 2010

Select Responses from the Tribal Public Health Emergency Preparedness Survey 2010		
<i>During the preparation of the tribe's CEMP, which of the following external (non-tribal) organizations were included as partners?</i>	<i>Does the tribe have written operational plan(s) to obtain essential utilities (e.g. potable water, electricity) in the event of a disaster or emergency?</i>	<i>Which of the following emergency response partners has the tribe coordinated with on planning activities or emergency response exercises? (check all that apply)</i>
10 (43%) Federal Emergency Management Agency		
9 (39%) Indian Health Services	11 (48%) Yes	19 (83%) Tribal law enforcement
7 (30%) Washington State Department of Health	6 (26%) No, but work is in progress to develop the plan	19 (83%) Tribal health and medical services
7 (30%) Local health jurisdiction	4 (17%) No	7 (30%) Tribal fire services
4 (17%) Hospitals (including military or VA)	2 (9%) The tribe currently has no written operational response plan(s) for essential utilities	8 (35%) Tribal emergency medical services
8 (35%) Community clinics		19 (83%) Tribal Government
12 (52%) Emergency medical services		10 (43%) Federal Emergency Management Agency
9 (39%) Local emergency management agency(ies)		10 (43%) Indian Health Services
7 (30%) Department of Emergency Management		11 (48%) Washington State Department of Health
15 (65%) Law enforcement		11 (48%) Local health jurisdiction
14 (61%) Fire services		5 (22%) Hospitals (including military or VA)
0 (0%) Canadian emergency response planners		2 (9%) Non-tribal community clinics
2 (9%) The tribe currently has no written CEMP		8 (35%) Non-tribal emergency medical services
3 (13%) Don't know		11 (48%) Non-tribal emergency management agency(ies)
0 (0%) None of the above		13 (57%) Department of Emergency Management
1 (4%) Other: _____		10 (43%) Non-tribal law enforcement
ARC, ARES/RACES, MRC, etc.		8 (35%) Non-tribal fire services
		4 (17%) Other: _____

C. Public Information Work Group

Public information officers and other key stakeholders throughout the Grant region assisted with the development of Section V, Public Information of this Plan. Public information officers and emergency managers identified information sharing gaps, needs, concerns, and potential protocols. Given the Puget Sound region's infrequent experience with multi-county disasters or catastrophic incidents, public information officers in the region have not had occasion to develop relationships or protocols that cross agency boundaries. This Section identifies recommendations for next steps, most of which focus on building these relationships and establish new ways of sharing and coordinating public information associated with a catastrophic incident.

D. Recommendations

The following recommended next steps will further enhance regional coordination in planning for, responding to and recovering from a catastrophic disaster. These recommendations build on the gaps identified during Regional Catastrophic Planning Team workshops and stakeholder interviews and from the multi-agency public information planning team.

- 1) Build county capacity for regional (i.e. multi-county and multi-agency) coordination of planning, response and recovery.
- 2) Develop communications tools to provide a common operating picture.
- 3) Develop local and/or regional recovery plans.
- 4) Develop stronger partnerships between Tribal Governments and local, State and Federal emergency management agencies.
- 5) Build trust and relationships among elected officials and emergency managers.
- 6) Each State-recognized emergency management entity should assign dedicated personnel to the public information function.
- 7) Each State-recognized emergency management entity should establish a standing generic email address (e.g. PIO@county.wa.us).
- 8) Public information officers from the eight Puget Sound counties should meet regularly.
- 9) Maintain and distribute a current public information officer contact list.
- 10) Develop a virtual public information officer resource library.
- 11) The State Emergency Management Division, counties and tribal governments should consider developing a regional platform/site on which to share public information.
- 12) Multi-agency exercises should incorporate Joint Information Center/Joint Information System formation.

1. Build county capacity for regional (i.e. multi-county and multi-agency) coordination of planning, response and recovery

This Coordination Plan recommends that cities and other recognized emergency agencies coordinate with their county Emergency Operations Center, which in turn coordinate with each other and the State Emergency Operations Center. This coordination responsibility is in addition to county Emergency Operations Center obligations to residents in the unincorporated areas of the county and to other county departments. Planning duties may include creating, maintaining or updating regional plans; response and recovery duties may include participating in regional conference calls and/or regional working groups. Persons responsible for this coordination should not be serving both functions: regional and local, as it will be difficult to be to do justice to both missions at the same time. At the same time, persons with regional responsibilities must be trusted and skilled agents of the county emergency management director.

Gap – A county Emergency Operations Center regional responsibilities may be ad hoc and/or frequently reassigned and may also be in conflict with local county responsibilities.

Recommendation – Each county emergency management agency should assign dedicated personnel to regional coordination of planning, response and recovery.

Year 1	County Emergency Managers identify strategies by which to assign dedicated personnel to regional coordination functions.
Year 2+	Emergency managers implement strategies by which to assign dedicated personnel to regional coordination functions.

2. Develop communications tools to provide a common operating picture

The Regional Catastrophic Planning Team developed the Incident Snapshot form to provide early situational awareness among regional partners after a catastrophic incident. However, during a catastrophic incident, the region will lack a common operating picture by which to effectively distribute information and enhance decision making. At present, emergency managers and responders face a complex assortment of different technologies and tools – many untested. Several initiatives may warrant support from the region, including FEMA’s Pacific Northwest Pilot Virtual USA/WISE project and the Puget Sound Regional Council’s Regional Intelligent Transportation Systems Implementation Plan. The latter would develop only one component of a common operating picture: a regional transportation routing map; the former is a much broader application across Alaska, Idaho, Montana, Oregon and Washington that integrates with numerous information systems to create a web-based common operating picture and numerous analysis tools.

Gap – The region lacks a mechanism to share a common operating picture.

Recommendation – Develop one or two working models by which to establish a common operating picture for emergency managers.	
Year 1	County Emergency Managers volunteer to participate in and/or test current pilot projects associated with a common operating picture.
Year 2+	Participating emergency managers report to the region on the progress and/or outcomes of the pilot projects.
Year 3+	Emergency managers select and implement successful tools to provide a common operating picture.

3. Develop local and/or regional recovery plans

Local recovery plans are conspicuous by their absence in the Puget Sound region, and the state recovery plan remains a work in progress. Long-term recovery processes require significant public and private sector partnerships and extend well beyond the day-to-day purview of emergency managers. But a pre-planned process will help expedite a community's recovery after a catastrophic incident.

Gap – Few, if any, local governments in the Grant region have adopted recovery plans; no regional or state recovery plans have been adopted.

Recommendation – Develop local and/or regional long term recovery plans.	
Year 1	RCPT members determine a strategic approach to develop local and/or regional recovery planning. Support the update of the State ESF-14 Long Term Recovery Annex.
Year 2+	Obtain funding and resources to develop local and/or regional recovery plans.

4. Develop stronger partnerships between Tribal Governments and local, State and Federal emergency management agencies

Tribal governments may work with the United States government on a nation-to-nation basis. However, in a catastrophic incident, Federal assistance to their communities will be delayed and support from local and State agencies may be beneficial. Many of the tribal governments within the Grant region have effective working relationships with State and county emergency management agencies. However, the 2010 Tribal Public Health Emergency Preparedness Survey found less than half of respondents had coordinated with Federal or State agencies on planning activities or emergency response exercises; almost half do not have written operational plans to obtain essential utilities in the event of a disaster or

emergency (although 25% are working on this); and three-quarters of respondents have not coordinated with non-tribal healthcare facilities or organizations regarding the proper handling of human remains of tribal members in the event of mass fatalities.

Gap – A significant number of tribal governments in the Puget Sound Grant region have limited partnerships with local, State and Federal emergency management agencies.

Recommendation – Improve Tribal partnerships with local, State and Federal emergency management agencies.	
Year 1	Expand Counties’ outreach to Tribal Governments
Year 2+	Actively involve Tribal Governments in Federal, State and Local emergency management training and exercise

5. Build trust and relationships among elected officials and emergency managers.

Most emergency managers in the region do not report directly to elected officials, but a critical incident will require that emergency operations structures integrate systems and personnel with institutions and individuals that have political decision-making authority. A catastrophic incident will require that emergency management agencies assist each other, and elected officials may be asked to authorize transfers of resources and/or delegations of authority. Support for these requests will be more forthcoming if positive relationships exist between elected officials from neighboring agencies and between elected officials and their emergency managers.

Gap – Elected officials in the region have limited experience in disaster-related multi-agency coordination but they will be required in a catastrophic incident to exercise political decision-making authority such as delegations off authority or transfers or resources.

Recommendation – Provide expanded training and exercise opportunities for elected officials to interface with emergency managers and practice regional collaboration in a simulated disaster situation.	
Year 1+	Identify and/or develop training and exercise opportunities appropriate for elected official participation.
Year 2+	Provide at least one training and exercise opportunity for local elected officials during each term of office.

6. Assign dedicated personnel to the public information function

In agencies with limited resources, public information officers are assigned on an ad hoc basis, depending upon who is available and the nature of the incident. As a result, individuals do not build long-term relationships or develop leadership responsibilities within the public information officer community. Established relationships are consistently cited as the key to success in managing complex emergency response and recovery operations.

Gap – Many public information officers are assigned on the day of an incident and/or frequently reassigned.

Recommendation – Each State-recognized emergency management entity should assign dedicated personnel to the public information function.	
Year 1	Emergency managers and existing public information staff identify strategies by which to assign dedicated personnel to the emergency management public information function. One strategy in place today is the need for counties to identify participants for the two-day G290 Basic Public Information Officer Courses currently on a three-year track to be trained in each Homeland Security Region in the State. Dedicated training may be available for Counties if cost-sharing arrangements are available.
Year 2+	Emergency managers implement strategies by which to assign dedicated personnel to the public information function.

7. Establish permanent generic public information email addresses for emergency management public information officers

When an agency’s public information officer email address is linked to an individual, that address becomes invalid when the individual changes jobs or employers. A permanent generic address will remain valid for much longer and will also consolidate public information officer communications at one site.

Gap – Public information officer contact information tends to follow assigned individuals, leading to ineffective communication systems.

Recommendation – Each State-recognized emergency management entity should establish a permanent generic public information email address (e.g. PIO@county.wa.us). King County developed this protocol as a result of its preparations for potential catastrophic flooding in the Green River Valley.	
Year 1	Emergency managers work with their information technology personnel to create a generic public information officer email address. Public information officers develop and disseminate protocols for the use of this mailbox.
Year 2+	Public information officer mailbox is integrated into training and exercises.

8. Public information officers from the eight Puget Sound counties should meet regularly

Many public information officers from the eight Puget Sound counties have never met each other and do not routinely share information. Regular meetings, whether in person or virtually, will provide introductions and begin to establish relationships that will smooth the way for information sharing during a catastrophic incident. This group may elect to address several of the recommendations set forth in this plan, including a system by which public information officer responsibilities may be shared during a catastrophic incident. Examples include monitoring social media or drafting regional messages about volunteering and donations. The group could also coordinate ongoing campaigns, exchange best practices, templates and plans, and pursue opportunities for professional development through exercises and training.

Gap – Public information officers' unfamiliarity with each other will complicate information sharing during a catastrophic incident.

Recommendation – Establish a regular meeting of the public information officers from the eight Puget Sound counties to develop coordination and collaboration strategies.

Year 1	Identify a lead agency to convene the initial meeting; establish protocols for future meetings; develop a work program for future meetings.
Year 2	Address priority issues from the work program; update work program.

9. Maintain and distribute a current public information officer contact list

Public information officers maintain contact lists for their immediate/local communications needs but many public information officers do not have contact information for their peers beyond county lines or Homeland Security Regions. The State EMD External Affairs Section currently maintains a contact list through their training and exercise program that is updated as training is scheduled for each region. A centralized database of contact information could be easily shared within the Puget Sound region but would need to be updated at least annually.

Gap – Local emergency management entities do not have current contact information for public information officers throughout the Puget Sound region, particularly beyond county boundaries. Resource constraints present challenges for regularly maintaining this information.

Recommendation – Identify an agency or agencies to update and disseminate a public information officer contact list for public information officers throughout the Puget Sound region.

Year 1	Identify an agency to create an initial public information officer contact list.
Year 2	Identify a system to update/maintain the public information officer contact list.

10. Develop a virtual public information officer resource library

Agencies and organizations within the Puget Sound region could share public information-related resources through a virtual library. King County's regional Sharepoint site could easily accommodate this function. This resource library could be designed to hold the following types of materials:

- Public information materials that allow for adaptation of information that is specific to the population, risk characteristics, and contact information for each jurisdiction, but are consistent with other jurisdictions in the region in general terminology and instructions.
- Accessible message templates directing citizens to appropriate sources of emergency information such as:
 - school status;
 - hospital/ antibiotic/ health department information;
 - transportation status;
 - shelter/ reception center; and
 - family reunification information.
- Information about trainings or other county public information officer events.
- A list of regional on-call experts that could be contacted regarding particular types of emergencies
- A shared team of "Digital" Volunteers—individuals throughout the region who could support public information officer functions from remote locations

Gap – Local emergency management entities do not have a ready means by which to share existing public information officer materials, many of which are readily transferable.

Recommendation – Develop a virtual public information officer resource library.	
Year 1	Evaluate interest in developing a regional public information officer library. Establish a task force to define library contents. Review existing platforms that could support this function and recommend a preferred option. Implement the preferred option.

11. Consider developing a regional platform/site on which to share public information

Two of the most commonly used public information sharing platforms in the Puget Sound region are the three-county (King, Pierce, Snohomish) Regional Public Information Network (RPIN) and the State Emergency Management Division's Public Information Emergency Response (PIER) system. RPIN posts news alerts from more than 100 Federal, State, and local government, emergency response, health, transportation, and utility agencies. However it does not provide a ready means to categorize or sort information and it does not serve the entire Grant region. Alternately, the State Emergency Management Division's PIER system shares public information between businesses in 18 critical infrastructure sectors. Emergency Management Division's system was highlighted as a best practice by the National Emergency Management Association. In addition, many emergency management agencies post public information on their respective websites and through press releases. A consolidated system would support better information sharing and more timely identification and resolution of conflicting messages.

Gap – Public information officers within the region currently share public information in an ad hoc fashion, leading many agencies to hear about their neighbors' messages through the media. This also contributes to apparent and sometimes actual conflicting messages.

Recommendation – The State Emergency Management Division, counties and tribal governments should consider developing a regional platform/site on which to share public information.

Year 1	Convene public information officers from the Puget Sound counties, tribal governments and State Emergency Management Division to define desired functionality of a shared platform. Create task force to evaluate existing programs and recommend a preferred option. Identify next steps to implement the preferred option.
Year 2	Implement the preferred option.

12. Incorporate formation of Joint Information Centers and Joint Information System into multi-agency exercises

Emergency management agencies within the Puget Sound region vary widely in resources and protocols associated with a Joint Information Center or Joint Information System, and these differences should be known and accounted for through training and exercise in advance of an incident. Neither a Joint Information Center nor a Joint Information System can be effective if they are newly created the day of an emergency incident. They must be built before a crisis happens. Development of an effective Joint Information Center and Joint Information System requires extensive teamwork, coordination and partnership across organizations and jurisdictions.

Gap – Larger emergency management entities tend to have defined Joint Information Centers, but the region has never created a multi-county Joint Information System.

Recommendation – Incorporate formation of Joint Information Centers and Joint Information System into multi-agency exercises.	
Year 1	Counties should work with the recognized emergency management entities within their boundaries and with the State Emergency Management Division to define protocols for a Joint Information Center.
Year 2	Counties and Tribal Governments within the Puget Sound Region should work with the State Emergency Management Division to develop protocols for a multi-county Joint Information System. Note: King, Kitsap, Pierce and Snohomish Counties are all slated for state JIS/JIC training prior to June 2012 in support of the Evergreen Quake functional exercise.
Year 3	Recognized emergency management entities should incorporate JIC/JIS formation into their training and exercise programs.

Evacuation and Sheltering Recommendations

A. National Mass Evacuation Tracking System

The National Mass Evacuation Tracking System (NMETS) is the recommended system to track evacuees during a catastrophic incident. NMETS is composed of both manual and computer-based systems that are designed to assist States in tracking the movement of transportation-assisted evacuees, their household pets, luggage and medical equipment during evacuations.

The System includes three distinct evacuation support tools that can be used during an incident affecting the region:

- Paper Based and Low Tech
- Handheld System
- Advanced Technology

During enrollment, RFID (radio frequency identification)/barcode wristbands are given to evacuees and their possessions. The wristband numbers are used to link all household members and their possessions electronically in the system. The wristbands, which contain a unique identifying number that is associated to an evacuee's information, are scanned at each site to record the evacuee's location and departure/arrival times. This information may be used to create transportation manifests, determine sheltering requirements and inform operational decision-making regarding the allocation of emergency resources.

B. Mega-Shelter Planning

One of the major gaps identified in the planning process is the identification of mega-shelter sites and planning surrounding a regional mega shelter concept in the Puget Sound Region. The concept of operating multiple small scale shelters in the region may stress the support system for sustained sheltering activities in a catastrophic incident. A mega shelter would allow resources to be focused to single sites. It is recommended that future planning efforts include the development of a regional mega sheltering concept.

The International Association of Venue Managers (IAVM) and the American Red Cross have collaborated to enhance the planning processes and preparedness for mega-sheltering and, in partnership with many stakeholders, have produced The *Mega-Shelter Planning Guide*. The purpose of the guide is to provide public assembly venues, their communities, emergency managers, shelter operators, and the many others who may be involved in a mega-shelter's operation with a comprehensive guide to formulate and implement plans and procedures. The guide is designed to be a resource in all phases of mega-sheltering – planning, preparedness, readiness, response and recovery and includes specific sections that provide action steps for each of these phases. The *Mega-Shelter Planning Guide* is a valuable resource for shelters of all sizes and for all stakeholders. The guide can be found at:

<http://www.iavm.org/cvms/pdf/MSPG-11'15'2010.pdf>

Pre-Hospital Emergency Triage and Treatment Recommendations

This section identifies and describes key issues or planning/funding gaps that may affect EMS Coordination Group operations. These issues/gaps require additional work to resolve:

- 1) Sustainment of staffing for the EMS Coordination Group Coordinator position, as well as the positions in the Situation Assessment Unit, Resource Status Unit, and Documentation Unit.
- 2) Provision of dedicated and reliable back-up IT/Communications infrastructure needed to support the EMS Coordination Group during incident response.
- 3) Determining which agency/authority will maintain responsibility for tracking and documenting financial expenditures related to EMS Coordination Group preparedness planning, training/exercising, and response activities.

Resource Management and Logistics Recommendations

The following recommendations are presented as next steps for improving the Region’s resource management and logistics capability. They were derived from interviews, workshops, and research on the Region’s capabilities and needs.

The recommendations are organized by gaps identified during the development of the Resource Management and Logistics Annex (RMLA), including:

- Coordination
- Staff Capacity and Training
- Resource Typing
- Resource Inventories
- Resource Requesting
- Distribution
- Private Sector

They are then categorized by whether they are recommendations for the Region or best practices for individual jurisdictions. Suggested time frames for carrying out the proposed activities are also shown.

I. Coordination

Most jurisdictions within the Region prefer to have the State’s coordinating role strengthened rather than create a separate regional coordination structure.

Gaps	1. There is limited local-to-local resource sharing and coordination.
	2. The Region does not have a process or system for jurisdictions to share information with each other about what resources they need or what resources they have available.
	3. There is mixed desire for Mutual Aid Agreements in both the public and private sectors.
Recommendations for the Region	
Years 1-2	1. Encourage logistics representatives from local jurisdictions, tribal nations, the State and the private sector to meet regularly to improve coordination and share logistics best practices and challenges.
	2. Use the Coordination Plan’s Incident Snapshot form to share immediate status and participate in Regional Conference Calls to maintain real-time information sharing.
	3. Improve and build on the State and Local Logistics Call described in this annex. <ul style="list-style-type: none"> a) Support State efforts to pre-plan and regularly test the Logistics Call.

<p>Years 1-2 continued</p>	<p>b) Support State efforts to identify triggers for activating the Logistics Call and ways to fine-tune it based on the size and type of event.</p> <p>c) Encourage the State to summarize and provide easy access to information gathered during the Logistics Call.</p> <p>4. Establish a schedule for Regional and State conference calls that maximizes operational efficiency and promotes the best common operating picture.</p> <p>5. Identify additional Multi-Agency Coordinating processes, systems and structures that support local resource sharing and coordination; incorporate them into the RMLA.</p> <p>6. Support the development of administrative procedures for the WA Intrastate Mutual Aid Agreement.</p> <p>7. Discourage jurisdictions within the Region from opting out of the WA Intrastate Mutual Aid Agreement.</p> <p>8. Identify an agreed-upon platform for posting and viewing what local resources are available.</p> <p>9. Continue to revise and update the RMLA so its usefulness and accuracy are maintained.</p>
<p>Years 3-5</p>	<p>1. Encourage the State to support resource sharing between jurisdictions either by funding a State emergency budget to cover some resource costs in the event of a State-declared emergency and/or funding a State emergency budget to offer short-term loans to jurisdictions to cover the immediate cost of resources in the event of a State-declared emergency.</p>
<p>Best Practices for Individual Jurisdictions</p>	
<p>Years 1-2</p>	<p>1. Use the Coordination Plan's Incident Snapshot form to share immediate status and participate in Regional Conference Calls to maintain real-time information sharing</p> <p>a) Provide resource status updates so other jurisdictions know what is needed and available.</p>
<p>Years 3-5</p>	<p>1. Participate in the State and Local Logistics Call when initiated by the State EOC.</p> <p>2. Train and exercise on resource coordination, collaboration and mutual aid systems and processes; implement identified corrective actions.</p>

II. Staff Capacity and Training

Jurisdictions cited staff capacity and level of training as one of the Region’s greatest resource gaps.

Gaps	1. For most of the Region's jurisdictions, logistics staffing is inadequate, both in terms of the number of staff available and their level of training.
	2. Logistics staff do not have adequate training to perform their duties.
Recommendations for the Region	
Years 1-2	1. Develop training recommendations for logistics staff, identify online and classroom training to achieve recommended levels, share information about training opportunities with other jurisdictions, pursue collaborative training opportunities.
	2. Encourage the State to provide training on resource costs, reimbursement processes, and cost-sharing in the event of a catastrophic incident.
Years 3-5	1. Build regionwide staff capacity. <ul style="list-style-type: none"> a) Cross-train between jurisdictions within a county. b) Cross-train between counties. c) Develop and maintain a roster of trained logistics staff.
	2. Develop and deliver regional logistics training that builds a common knowledge base, promotes consistent terminology and ensures a shared understanding of roles and responsibilities.
Best Practices for Individual Jurisdictions	
Years 1-2	1. Build local staff capacity. <ul style="list-style-type: none"> a) Identify experienced individuals who have retired to help back-up local logistics staff, prioritizing individuals who know the organization. b) Ensure logistics staff are able to meet the demands of their job and are not assigned conflicting or competing roles in other parts of the organization.
	2. Establish a training program for logistics staff; maintain training records and a roster of who has received training. <ul style="list-style-type: none"> a) Develop a process for making rostered staff available to other jurisdictions.

	3. Encourage staff to attend Community Points of Distribution (CPOD) training.
Years 3-5	1. Encourage staff to attend staging area training.
	2. Train data analysts to rapidly synthesize and analyze information from resource requests, logistics calls and other sources.

III. Resource Typing

Most local jurisdictions and the State are waiting for the National Integration Center (NIC) to finish resource typing and then will adopt the NIC's definitions. In addition, few jurisdictions have begun typing Tier II resources. Consequently, many resources likely to be requested during incidents are named differently by different jurisdictions.

Gaps	1. Inconsistent resource naming by the Region's jurisdictions is likely to hinder resource sharing during incidents.
	Recommendations for the Region
Years 1-2	1. Form a regionwide working group to address resource typing. <ul style="list-style-type: none"> a) Develop a common convention for naming resources not currently typed. b) Make a list of likely problems for any given scenario and develop a typology of missions and resource requests associated with those problems.
Years 3-5	1. Task the regionwide working group with the following: <ul style="list-style-type: none"> a) Categorize the resource requests by function: Animal Health, Emergency Management, Emergency Medical Services, Fire, Hazmat, Health & Medical, Law Enforcement, Public Works, and Search & Rescue. b) Design a regional categorization considering capacity and/or capability for resources that are commonly exchanged through mutual aid.

IV. Resource Inventories

Not all jurisdictions in the Region inventory their resources. The inventories that are maintained vary in terms of sophistication and detail. There is no central technology platform or standard software in use that facilitates information sharing about jurisdictionally owned resources. As a result, jurisdictions do not have information about what resources might be available to them, either from neighbors or the State.

Gaps	1. A regional inventory of resources does not exist.
	2. There is a lack of information about what resources might be available from different jurisdictions.
Recommendations for the Region	
Years 1-2	1. Support the development of interoperable technology platforms and software.
	2. Encourage jurisdictions to agree to share their resource inventories.
Years 3-5	1. Provide support to jurisdictions that have not developed a local resource inventory.
	2. Develop regional technology standards.
Best Practices for Individual Jurisdictions	
Years 1-2	1. Develop and maintain a resource inventory.
	2. Share local inventories by posting them on a shared site, using an interoperable technology or other methodology.

V. Resource Requesting

In the eight-county region, there is no standard process or central system for jurisdictions to request resources from one another. Some jurisdictions view the State system as not being very robust because they are unable to track their requests once they make them.

Gaps	1. The Region does not have an established process for local jurisdictions to request resources from one another.
Recommendations for the Region	
Years 1-2	1. Identify a forum for local-to-local resource requests.
	2. Support the State’s development of its WebEOC tracker board, which allows local jurisdictions to view the status of requests forwarded to the State EOC.

	Best Practices for Individual Jurisdictions
Years 1-2	1. Implement the Region's processes and systems for resource requesting, including cities routing their requests through the county when practical and including mission language when making a resource request.
	2. Establish contracts for commodity delivery with pre-negotiated costs. a) Execute pre-event contracts or other agreements with local contractors to achieve redundancy.
	3. Familiarize purchasing staff with the State's pre-event contracts for emergency services and equipment. Cost and rates are pre-negotiated. Local jurisdictions can use these contracts.

VI. Distribution

Some counties have designated Local Staging Areas (LSAs). However, in many cases these LSAs serve multiple and conflicting purposes and are not equipped with the necessary equipment for unloading trucks. Most jurisdictions have not designated Community Points of Distribution (CPODs), but have some idea about where they might be located to best serve the area in need.

For most jurisdictions, the lack of trained staff to operate LSAs and CPODs is a concern. Additionally, many staff may be unable to reach the LSA or CPOD and others will take care of their families and neighbors before reporting to the LSA or CPOD.

Gaps	1. There is an overlap in the identification of LSAs by some jurisdictions.
	2. There is limited local planning for LSAs and CPODs.
	3. The Region does not have a standardized system for tracking resources.
	4. Most position descriptions do not address responsibilities or expectations unique to catastrophic incidents.
	Recommendations for the Region
Years 3-5	1. Identify multi-jurisdictional staging area locations and develop plans and processes to support logistical operations for multiple jurisdictions.

	Best Practices for Individual Jurisdictions
Years 1-2	<ol style="list-style-type: none"> 1. Identify and develop facility agreements for potential LSAs and CPODs. <ol style="list-style-type: none"> a) Deconflict locations designated for other uses. b) Determine site equipment requirements and find resources to meet them. c) Share CPOD location information with the Region and State.
Years 3-5	<ol style="list-style-type: none"> 1. Develop local LSA and CPOD plans, including position descriptions, job checklists and required equipment lists.
	<ol style="list-style-type: none"> 2. Train staff and volunteers to operate the LSAs and CPODs.

VII. Private Sector

Private sector skills, expertise, and resources are not used as effectively as they could be.

Gaps	<ol style="list-style-type: none"> 1. Most of the Region's jurisdictions do not integrate the private sector in their logistics planning.
	<ol style="list-style-type: none"> 2. Local EOC activities are not well coordinated with the private sector.
	Recommendations for the Region
Years 1-2	<ol style="list-style-type: none"> 1. Develop an inventory and description of transportation services and determine how resources might be distributed given different incident scenarios.
Years 3-5	<ol style="list-style-type: none"> 1. Develop an inventory and map the locations of significant resources held by private utilities, other private sector companies, Ports, fuel suppliers, etc.
	Best Practices for Individual Jurisdictions
Years 1-2	<ol style="list-style-type: none"> 1. Establish a private sector desk in the EOC.
	<ol style="list-style-type: none"> 2. Invite private sector representatives to participate in annual exercises in anticipation of a business liaison being present at the EOC during incidents.
	<ol style="list-style-type: none"> 3. Provide structural inspection training to local contractors so they can be more directly involved in response and recovery efforts.

Structural Collapse Rescue Recommendations

General Information

The development of the Regional Structural Collapse Rescue Annex involved two phases. One was the development of a tactical plan based upon the concept of "if it happens tomorrow" listing tactical issues, including, but not limited to, operational policy and concepts, resources, communications procedures, frequencies and contact information that are in common use or available now for structural collapse rescue response.

The second phase involved identifying gaps and developing recommendations that may serve to improve local and regional capabilities for structural collapse rescue in the Puget Sound Region as well as statewide. These recommendations are included in this section. These include general recommendations that are listed in the body of this section and specific recommendations that are included in the Appendices to this Annex.

Recommendation 1

It is recommended that Washington State Fire Services adopt typing for structural collapse rescue resources.

Currently, structural collapse rescue resources are not uniformly typed in Washington State. Departments that have typed their resources base it on typing standards from other states, such as Florida or California. It is recommended that the typing system for Task Forces and Squads presented in Appendix A be adopted. It is further recommended that implementation of the typing be phased in over time to ensure consistency in use and application.

Recommendation 2

It is recommended that Washington State Fire Services adopt the FEMA Urban Search and Rescue Response System Cache List as the equipment standards for structural collapse rescue resources.

The Washington State Fire Marshal's office recommended that a state standard be established for structural collapse resources equipment for reimbursement when appropriate through the Fire Services Resources Mobilization Plan. It is recommended to adopt the FEMA Cache list for this purpose. This will help standardize response and the sharing of equipment in response operations. This list could also be used for strategic planning and budget development for future purchases and capability development. See Appendix B for web links and information.

Recommendation 3

It is recommended that Washington State Fire Marshal's Office continue to work with the Fire Service and the Associated General Contractors (AGC) to type heavy equipment, specifically cranes and that typing and cost information be added to the WAGE & EQUIPMENT RATES FOR THE WASHINGTON STATE FIRE SERVICE for use with Fire Mobilization.

Currently the WAGE & EQUIPMENT RATES FOR THE WASHINGTON STATE FIRE SERVICE does not include cranes. Appendix B has information about work completed so far. It is recommended that the State Fire Marshal's Office continue to work with the fire service and the AGC to complete this typing and cost determination for work after the life-rescue phase.

Recommendation 4

It is recommended that Washington State Fire Services adopt the national standards for structural evaluation, search and victim marking.

Information about these systems is provided in Appendix C. These marking systems are generally used by the structural collapse rescue resources in Washington State, but they have not been formally adopted as a state standard.

Recommendation 5

It is recommended that standardized procedures be used in the callout and initial actions for structural collapse rescue incidents.

An Initial Actions Checklist has been developed for actions to be taken in the initial call out, initial response reconnaissance and subsequent stages of structural collapse rescue and is provided in Appendix D. This was developed from existing policy and procedures or structural collapse rescue resources in the region. It is recommended that this checklist be used as a starting point for developing response procedures to help guide consistent response policy and procedures for structural collapse rescue response. Departments with structural collapse rescue capabilities should continually coordinate and improve upon this checklist from exercises and lessons learned during actual response with the strategic goal of standardizing structural collapse rescue response in Washington State.

Recommendation 6

It is recommended that the fire service adopt a consistent format to gather structural collapse rescue incident information for dissemination to the Emergency Operations Center (EOC) and the general public.

Appendix E provides three templates that can be used as tools for ease of reference in gathering and reporting information following a structural collapse incident. Template A includes a list of basic structural collapse incident information items that should be gathered. This is a sample only and should not be deemed to cover all potentially relevant data necessary for response or public communication. Template B is a building specific template. One Template B can be completed for each building impacted by an incident. This is a sample only and should not be deemed to cover all potentially relevant data necessary for response or public communication. Template C is for recording incident public communications. Templates A and B are specific to a structural collapse incident and are in addition to any general communications protocols that an agency may have in effect.

Recommendation 7

It is recommended that county Fire Chief's Associations follow the lead of the King County Fire Chief's Association and develop a standard Memorandum of Understanding (MOU) with the Associated General Contractors (AGC) for the use of private sector resources and expertise during the life-rescue phase of a significant incident.

Structural collapse rescue situations often require the equipment and expertise of the private sector, especially the construction industry. Appendix F is a model Memorandum of Understanding that is based upon the MOU developed between the Associated General Contractors of Washington (AGC) and the King County Fire Chiefs Association. It creates a general framework for providing private sector lifesaving disaster aid, expertise and equipment.

This model MOU provides the basis for an agreement that can be signed by each respective Fire Chief's Association in the Puget Sound Region and the Washington Chapter of the Associated General Contractors (AGC).

Under this Memorandum of Understanding, the fire service is responsible for utilizing the National Incident Management System (NIMS) for mitigating disasters, identifying specialized equipment that may be of assistance in structural collapse rescue, assisting in the development of training for construction industry personnel, and developing a mechanism by which these training personnel may be called upon in the life-rescue phase of an emergency.

The construction industry and skilled trades are responsible for assisting in the development of training programs, assisting with the development of a mechanism by which these training personnel may be called upon in the life-rescue phase of an emergency, assisting with the identification of equipment that may be used in rescue operations and assisting with the coordination of equipment and supplies that can be mobilized.

Recommendation 8

It is recommended that ongoing relationships be maintained with the Associated General Contractors (AGC) of Washington to keep contact information and call out procedures up to date for the use of private sector resources and expertise in structural collapse rescue response and other significant incidents, including the use of a Private Sector Liaison as an advisor to the Incident Commander.

The AGC has offered to be the 24/7 contact for initiating planning and training efforts and mobilizing equipment, expertise and supplies during response. Appendix G is a recommended emergency contact procedure for the ACG and information needed to activate AGC. Specific contact information will be provided when a county Fire Chief's Association signs the MOU with the AGC. To facilitate coordination and understanding of AGC capabilities, equipment, terminology and operational protocols in an emergency, it is also recommended to utilize a Private Sector Liaison as part of the Command Staff of the Incident Commander at an incident. This position can assist the Incident Commander in requesting and utilizing private sector construction industry resources.

Recommendation 9

It is recommended that an ongoing relationship be maintained with the Washington State Fire Mobilization Staff concerning structural collapse rescue operations.

If a collapse rescue situation goes beyond the capabilities of a jurisdiction and their existing mutual aid resources, the State Fire Services Resource Mobilization Plan could be activated to bring in additional structural collapse rescue resource to assist. As structural collapse rescue incidents of this magnitude have happened infrequently in Washington State, the use of this Annex will be rare. Subsequently, an ongoing dialogue with State Fire Mobilization staff and the use of this plan in training and exercises will be necessary to ensure the contents and guidance provided in the Annex remains consistent with and operationally compatible with Fire Mobilization policy and Procedures.

Recommendation 10

It is recommended that information in this Annex be used in local, regional and state disaster training, drills and exercises.

With the infrequent nature of structural collapse rescue incidents, the Annex will need to be used at every opportunity in disaster training, drills and exercises to ensure the fire service and other stakeholders are familiar with its contents and it can be periodically discussed and updated.

Recommendation 11

It is recommended that the Washington State EMD and the State Fire Mobilization Plan should develop agreements with any Type 1 Task Force (FEMA Type 1 US&R Task Force) or equivalent in Washington State to facilitate the activation of such resources as a state resource in a lifesaving emergency.

Although incidents that require structural collapse rescue resources are historically rare in Washington State, and there are many existing highly capable structural collapse rescue resources developed in the state, a situation could develop where the skilled members of the task force and/or their specialized equipment are needed to save lives. A written agreement between the state and Type 1 Task Forces outlining operational and reimbursement policy and procedures would help ensure there were no delays in these resources being able to respond. It is further recommended that the terms of the agreement be the same as the agreement the WA-TF-1 has with FEMA.

Recommendation 12

It is recommended that the County Fire Chief's Associations review their countywide mutual aid agreement and any agreements with neighboring counties and jurisdictions to ensure they are up to date with respect to structural collapse rescue.

In the development of this annex, very few mutual aid agreements covering across county borders were located, the exception being agreements between agencies bordering South Snohomish County and North King County. Very few mutual aid agreements currently in place that were reviewed provide for

reimbursement of loaned resources. Although several of the agreements allow for jurisdictions in the adjacent county to sign on, it is unknown at this time the extent to which this has occurred.

As structural collapse rescue incidents may last longer than one operational period and may also be part of an incident that is declared a federal disaster by the President, consideration should be given to reviewing both intra- and inter-county mutual aid agreements to ensure they anticipate funding and reimbursement requirements.

Transportation Recovery Annex Recommendations

A. General Information

Transportation stakeholders played a crucial role in developing the Regional Transportation Recovery Annex. The process involved workshops, discussion seminars and interviews as well as reviews of existing plans and recovery guidance literature.

The project team applied gap analyses to existing local transportation recovery planning documents to provide a snapshot of the status of such planning. Gap analysis also provided a guide to expanding the content for the reviewed document. The planning team reviewed the documents using the Department of Homeland Security's *Target Capabilities List (TCL), a Companion to the National Preparedness Guidelines, Recovery Mission Area* information as a guide. The TCL was modified to address transportation-related issues exclusively. The team also sought guidance from the State of Washington's Disaster Assistance Guide for Local Government (April 2008).

A large amount of information was developed to help guide recovery of the regional transportation network after a catastrophic incident. This Section outlines the above information and the recommendations developed to improve regional preparedness. There is no provision of funding or requirement for any jurisdiction to implement these recommendations or best practices.

*With the infrequent nature of major disruptions to the regional transportation network, **the Annex should be used at every opportunity in disaster planning, training, drills and exercises**, to ensure that emergency management and transportation agencies and other stakeholders are familiar with its contents.*

B. Recommendations

The following recommendations in Table X – 1 are offered to continue the momentum toward improved capability to manage recovery efforts for the regional transportation network.

Table X – 1: Recommendations

Recommendations	
1	Improve coordination among emergency management and transportation agencies.
2	Develop an interlocal agreement among the ports.
3	Establish a regional transportation recovery policy.
4	Develop local jurisdiction transportation recovery plans.
5	Integrate transportation recovery into existing training and exercise schedules.
6	Improve private sector coordination.
7	Develop incentives to expedite transportation recovery.
8	Provide emergency replacement plans/procedures for marginal or inadequate structures.
9	Provide uniform bridge damage assessment reporting.
10	Provide uniform airport damage assessment reporting.

1. Improve Coordination among Emergency Management and Transportation Agencies

Gap – Transportation planners and engineers are often not involved in emergency management planning, training and exercises.

The majority of current regional transportation planning is focused primarily on emergency response. While emergency management agencies have developed relationships with transportation agencies, they are primarily with transportation operations staff rather than with those responsible for the types of capital design and construction projects required to recover from a catastrophic incident. When the emergency period is over, and the focus of effort moves to recovery, transportation expertise is more often provided by planners and engineers who, in larger departments, are not involved in day-to-day transportation operations nor in initial disaster operations.

Recommendation – Emergency management and transportation agencies should develop and implement strategies to involve transportation planners and engineers in the emergency management planning cycle, especially for recovery planning.

Year 1	Emergency managers and transportation contacts identify planners and capital projects that need to be more involved in recovery planning. Add transportation recovery issues to training and exercise opportunities. Involve capital project transportation staff in ongoing emergency management planning and training cycle.
Year 2	Continue to involve capital project staff in planning training and exercises.
Year 3 +	Continue to involve capital project staff in planning training and exercises.

2. Develop an Interlocal Agreement among the Ports.

Gap – There is no region-wide interlocal agreement among ports to provide for the sharing of resources after a catastrophe.

In 2004, WSDOT’s Highways and Local Programs distributed the Public Works Emergency Response Mutual Aid Agreement to public works directors and engineers in all Washington cities and counties. The purpose of the agreement is to allow signatory agencies to make the most efficient use of their assets by enabling them to coordinate transportation resources and to maximize funding reimbursement after disasters and/or emergencies.

*The **Public Works Emergency Response Mutual Aid Agreement** is a best practice that enables agencies to assist peers in other departments or jurisdictions on an as-needed basis in a disaster/emergency.*

The Public Works Emergency Response Mutual Aid Agreement provides an administrative mechanism for immediate response contingent on other agencies having the necessary resources and expertise. All eight counties within the Puget Sound Region are signatory to this agreement. This could provide a model for ports.

Some Puget Sound region ports have agreements for sharing maintenance personnel during an emergency. A catastrophic incident may cause damage at one or more

ports within the Puget Sound region, requiring aid from other Washington-area ports. Requests for aid may include personnel (e.g., maintenance, operations, longshoremen, trades, emergency management, etc.) or equipment.

The Western Airports Disaster Operations Group “WESTDOG” agreement also provides a model for the regions ports. A draft port agreement to increase cooperation among Washington-area ports has been prepared by the seaports in the region. Due to the highly competitive and proprietary nature of port business, interlocal agreements are not often successful. However, the intent of the Washington-area ports interlocal agreement is to enable port operations to return to pre-disaster levels in a shorter time period.

Recommendation – Ports in the Puget Sound Regions should develop and implement an interlocal agreement among Washington-area ports for sharing personnel and equipment. A draft framework has been developed based on the WESTDOG agreement and is currently being presented to engender support at local maritime meetings, such as the Harbor Safety Committee.

Year 1	Develop model agreement for use by Washington-area ports similar to the Western Airports Disaster Operations Group “WESTDOG” agreement for airports.
Year 2	Ports prepare procedures, forms, agreements and lists of available resources that may be made available following a disaster. Develop and execute agreements.
Year 3 +	Regularly update info on resources, contacts and other information referenced in agreement.

3. Establish Regional Transportation Recovery Operations Policy

Gap – There is no regional structure or process in place to accommodate regional coordination of transportation recovery.

After a catastrophe, some transportation recovery issues, such as traffic management strategies and situational awareness may, from a span-of-control standpoint, be better coordinated on a regional level. In a catastrophe, the volume of information and coordination needs may be best managed by establishing regional coordination structures.

Recommendation – State and local emergency management agencies should develop a forum among transportation stakeholders, including Metropolitan Planning Organizations (MPOs), Regional Transportation Planning Organizations (RTPOs), local and state transportation agencies, and the private sector, for the purpose of developing regional transportation recovery policies.

Year 1	Identify a champion to take the lead on this initiative. This could be through emergency management agencies or the Metropolitan Transportation Organizations (MPO) and Regional Transportation Planning Organizations. (RTPO) Develop a process for sharing the planning expertise of transportation stakeholders and share strategies for convening public and private sector stakeholders.
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Year 2	Develop a schedule for short term, long term and emergency implementation.
Year 3 +	Develop data and implement regional Traffic Demand Management (TDM) strategies.

4. Develop Local Transportation Recovery Plans

Gap – Few local implementation plans exist for specific potential disruptions to the regional transportation network.

The Regional Transportation Recovery Annex addresses transportation disruptions and short, mid and long term solutions and options from a regional perspective. Stakeholders and the project team identified fifty major disruption situations, and developed regional alternative routes and solutions. (See Appendix B) Most of the regional roadway transportation network is under the direction and control of state government. Waterways, airways and railways are under the direction and control of a mix of local, state, federal and private sector stakeholders.

Detailed recovery plans exist for major transportation system disruptions, such as those involving the Alaskan Way Viaduct, the SR 520 Bridge and for potential closures of Interstate 5 in the Olympia/Thurston County area. However, such planning is absent at local levels.

Recommendation – Local transportation agencies should develop local implementation and transportation recovery plans for potential disruptions to key areas of the local and regional transportation network.

Year 1	Implementation plans should look at the step- by- step specifics of what needs to be done and who is going to do it each affected jurisdiction.
	Identify impediments to implementing the recovery plans, and develop solutions to overcome the impediments.
	Identify key facilities for which specific local plans should be developed. Assign lead for each of the individual plans. Identify stakeholders and develop planning teams.
Year 2	Develop detailed local transportation recovery implementation plans.
	Integrate local transportation recovery implementation plans into the ongoing planning, training and exercising cycle of local jurisdictions.
Year 3 +	Regularly update plans to reflect infrastructure and resource changes.

5. Integrate Transportation Recovery into Existing Training and Exercise Schedules

Gap – Major disaster exercises traditionally focus on emergency response, as opposed to the longer-term issues of recovery. In fact, recovery issues are generally not included in local and state training and exercise programs.

Once the Transportation Recovery Annex has been approved by the RCPT, it will be important to integrate transportation recovery issues into existing training and exercise schedules at local and state levels. Emergency management agencies should utilize experts from ESF-1 in their respective jurisdictions to work with exercise development teams to include specific transportation specific recovery information in exercises. Low cost examples would be adding questions about specific transportation recovery issues to a scheduled table top exercise, including issues about long term regional recovery coordination to a functional or full scale exercise and inviting transportation planners and engineers to emergency management training sessions. This recommendation also supports Recommendation 1

Recommendation – Emergency management agencies should integrate transportation expertise (ESF-1) and transportation recovery issues into existing local emergency management and transportation agencies' training and exercise programs.

Year 1	Integrate transportation recovery issues and expertise into local and regional training and exercise development and execution.
Year 2	Conduct training programs and begin exercise implementation including incorporating transportation related scenarios into regional exercise programs.
Year 3 +	Continue training and exercise program updating by sharing new information received from the Corrective Action Plans and After Action Reports among transportation stakeholders.

6. Improve Private Sector Coordination

Gap – Formal agreements between public transportation agencies and private sector stakeholders could be improved to better integrate the private sector into ongoing emergency management planning, training and exercise programs.

Private businesses play a significant role in protecting the community during disasters. Businesses also play a vital role in working with government to facilitate and provide emergency recovery from all types of disasters -- from small-scale to catastrophic. Each mode of transportation (roadway, waterways, airways and railways) has many private sector transportation stakeholders.

Like the public sector, the private sector can support emergency recovery efforts consistent with the National Incident Management System. Private sector facilities, primarily intended to provide a locally-based function, could integrate with transportation recovery efforts at local government levels as appropriate. Private sector facilities intended to provide a regional or multi-county function could integrate with transportation recovery efforts at the state level. Formalizing *public-private partnerships* would also enhance coordination amongst participants.

Recommendation – Emergency management and transportation agencies should expand coordination with private sector providers to involve them more in ongoing regional transportation planning and coordination.

Year 1	Expand communication and coordination channels with private sector transportation providers across all modes of transportation. Formalize public-private partnerships by developing model Memoranda of Understanding (MOUs) addressing roles and responsibilities, coordination, protections/indemnification and administration.
Year 2	Customize MOUs and obtain signatures among targeted private and public sector participants.
Year 3 +	Continually ensure that roles and responsibilities, coordination, protection and administration clauses are still valid and update if necessary.

7. Develop Incentives to Expedite Transportation Recovery

Gap – There are no preplanned incentives to expedite recovery operations after a catastrophe.

Rebuilding a transportation network as a result of a catastrophic incident requires unprecedented cooperation between local, regional, state and federal agencies as well as with the private sector. Demolition and reconstruction allows all agencies involved to develop and implement innovative solutions to existing “red tape” problems in order to restore the transportation network quickly. The incentives developed and implemented in rebuilding Interstate 10 in Los Angeles County after the 1994 Northridge Earthquake is one example of expediting the reconstruction of a major transportation network.

County officials instituted a remarkable series of incentives: an accelerated bid, design and award process; 24-hour work days, seven days a week (12-hour shifts); 24-hour /day decision making and inspection; an early bonus equaling \$200,000per day (along with a disincentive of \$200,000per day late penalty). By finishing 74 days early, the contractor received a \$14.8 million bonus.

Recommendation – Transportation agencies should use past lessons learned and case studies to develop information and guidance related to methods that could be employed under Washington State regulations to expedite transportation construction projects.

Year 1	Work with local, State and federal transportation agencies to plan on utilizing Federal Highway Administration (FHWA) emergency relief (ER) funds and develop incentive-disincentive mechanisms such as bonus and penalty targets. <i>Note: ER projects are exempt from regional planning and transportation improvement plans (TIP) and air-quality conformity requirements, as long as the replacement projects are in-kind and in-place.</i>
Year 2	Provide training and workshops to integrate information into local plans and procedures.
Year 3 +	Sustain capability through ongoing workshops, training and exercises.

8. Provide Emergency Replacement Plans/Procedures for Marginal or Inadequate Structures.

Gap – Local pre-planning for disaster recovery of marginal or inadequate structures by local planning and public works departments has not yet been established.

Local comprehensive transportation plans identify roadway improvements based on population demands and maintenance required for local area roads. Many jurisdictions have identified marginal or inadequate structures (e.g., bridges that create traffic bottlenecks, bridges that will need to be replaced, addition of bike lanes or high occupancy vehicle lanes on bridges, etc.) that may need future improvements or additional capacity. In an effort to expedite recovery, local jurisdictions should prepare design/build requests for proposals (RFPs) that can be issued quickly after a major disaster for structures that may need replacement. FEMA will only provide funding for replacement of a structure in its current location. Jurisdictions must find additional funding sources for improvements or expansion.

Recommendation – Transportation agencies should develop schematic design plans of bridges or transportation structures that coincide with comprehensive transportation and land use planning documents. Prepare design/build RFPs for replacement of structures to be issued quickly after a disaster.

Year 1	Identify marginal and inadequate structures in local areas.
Year 2	Discuss replacement options and develop schematic level plans for marginal and inadequate structures. Prepare RFPs that correspond with schematic level design plans for issuance after a major disaster.
Year 3 +	Regularly update information and coordinate with emergency planners for reference of prepared RFPs in emergency plans.

9. Provide Uniform Bridge Damage Assessment Reporting

Gap – There is no uniform damage assessment form for use by first response bridge inspectors.

State and local agencies within the Puget Sound region have bridges that they own, maintain, and/or inspect. Local agencies either inspect their own bridges or have contracts with other agencies for required bridge inspections. After a catastrophic incident, such as an earthquake, resources may be overwhelmed, and inspection of bridges may need to be completed by trained first response teams (e.g., those comprising transportation maintenance personnel) as opposed to bridge engineers. A uniform damage assessment form would help provide consistent information for managing transportation system recovery. This assessment information would be transmitted to local Emergency Operations Centers/Emergency Coordination Centers in accordance with existing local communications protocols and used for operational planning and priority setting as well as for emergency public information purposes.

Recommendation – Bridge inspection departments in transportation agencies should develop and implement use of a uniform damage assessment form for first response bridge inspections. (See Appendix E for a recommended template.)

Year 1	Provide or update bridge inspection forms to coincide with the Level 1 First Response Inspection Documentation form provided in Appendix E.
Year 2	Provide training by bridge inspectors and program managers for road maintenance personnel and emergency operation centers on use of the form. Bridge departments should also identify individuals who reside nearest given structures for inspection.
Year 3 +	Regularly update information on forms and contact information for maintenance personnel.

10. Provide Uniform Airport Damage Assessment Reporting

Gap – No uniform status/damage assessment reporting format for Puget Sound region airports has yet been developed.

Some Puget Sound region airports have damage assessment reporting procedures. After a catastrophic incident, the status of airports will be critical in providing emergency supplies for both short term and long term recovery. The State (WSDOT Aviation Division) is currently developing a status/damage report for airport sponsors (i.e., person or entity primarily responsible for airport operations), developing a query and report format, and creating access for outside agencies to view reports in the WSDOT Aviation – Airport Information Database (such as FAA and State EOC).

Recommendation – Airports should develop and implement uniform damage assessment and reporting procedures for region's airports. Provide training or bulletins for recommended use of the Airport Information Database to both airport sponsors and emergency management. The WSDOT Aviation Division is currently developing this application and will lead this effort.

Year 1	Develop damage assessments and reporting procedures for use by airport sponsors. Provide training for emergency management personnel and airports for how to view reports and exchange information.
Year 2	Provide training and exercises for use of reporting mechanisms.
Year 3 +	Regularly update info on resources, contacts, and other information contained in the Airport Information Database.

C. Best Practices

The following Best Practices in Table X – 2 are offered to provide ideas and information to improve transportation resiliency and sustainability.

Table X – 2: Best Practices

Best Practices	
1	Include Three Elements in Local Transportation Recovery Planning: Leadership, Capabilities and Accountability
2	Develop Regional Transportation Policies
3	Allow Flexibility in Applying Transportation Resources across Jurisdictions
4	Develop a Collaborative Environment for Recovery Efforts
5	Utilize Innovative Contracting Techniques to Expedite Recovery
6	Designate Special Teams for Emergency Deployment
7	Create Maritime Coordination Committees
8	Provide Travel Advisory Systems used in Day-to-Day Planning

1. Include Three Elements in Local Transportation Recovery Planning: Leadership, Capabilities and Accountability

The Government Accountability Office states in their report *Catastrophic Disasters-Enhanced Leadership, Capabilities, and Accountability Controls Will Improve the Effectiveness of the Nation's Preparedness, Response, and Recovery System*, that preparing for, responding to and recovering from any catastrophic incident involves three basic elements: leadership, capabilities and accountability. It is a best practice for local governments to address the following three elements in local planning, especially in transportation recovery plans:

- **Leadership.** Clearly defined, effectively communicated and well-understood legal authorities, roles and responsibilities, and lines of authority at all levels of government facilitate rapid and effective decision making.
- **Capabilities.** Capabilities needed for catastrophic incidents should be part of an overall national effort to integrate and define what needs to be done, where, by whom, and how well. At the local level this means:
 - Planning to ensure that needed capabilities are ready.
 - Realistically testing capabilities through training and exercises.
 - Identifying and subsequently addressing problems.
 - Working in partnership with federal, state and nongovernmental stakeholders to integrate an all-hazards risk management framework into decision making.

This is central to assessing catastrophic incident risks and guiding the development of national capabilities to prevent or mitigate, where possible, and respond to such risks.

- **Accountability.** Controls and mechanisms should be in place to ensure that resources are used appropriately, and that contracts have sufficient provisions for fair and reasonable prices to help with expected reimbursements through disaster relief programs. Following a catastrophic incident, decision-makers face a tension between the demand for rapid response and recovery assistance—including assistance to victims—and implementing appropriate controls and accountability mechanisms.

2. Develop Regional Transportation Policies

The Puget Sound Regional Council (PSRC) is currently spearheading an effort to coordinate traffic operations in the Central Puget Sound Region. Summarized in the document, *Regional Concept of Transportation Operations: Best Practices* (July 2009), this effort is based on similar work in California, Arizona, Oregon, and elsewhere.

The report identified key issues to be resolved for day-to-day operations as follows:

- Define roles and responsibilities of participating agencies.
- Establish a plan for developing, implementing and maintaining signal plans.
- Identify a technical strategy for implementing cross-jurisdictional coordination.
- Establish the physical infrastructure required to support the program.
- Integrate with regional long-range planning efforts and continually “keep an eye on the ball” towards implementing regional operational concept over the long term.

Implementing coordinated transportation policy is essential for transportation recovery. The issues involved with normal day-to-day operations are similar to those in an emergency, and the work done by the PSRC provides an excellent starting point to extend this concept to the entire eight County Puget Sound Region and to expand this concept to include emergency operations and emergency transportation policy.

The Puget Sound Regional Council's effort to develop a Regional Concept of Operations is providing a mechanism to overcome the jurisdictional and policy issues of coordinated operations.

3. Allow Flexibility in Applying Transportation Resources across Jurisdictions

In the document *Recovering from Disasters: The National Transportation Recovery Strategy* (2009), the USDOT cites the LA Swift project in Louisiana as a best practice in short-term solutions. Following Hurricane Katrina, a multi-jurisdictional effort resulted in a free bus service for persons displaced to Baton Rouge to their jobs in New Orleans. This was accomplished through:

- Collaboration of operating and funding agencies
- Recognition of the importance of transportation to economic recovery
- Flexibility to provide a non-traditional service to address a specific need

This transportation incentive helped expedite economic recovery by not only getting people back to their jobs, but also providing access to companies with job openings.

4. Develop a Collaborative Environment for Recovery Efforts

In the document *Recovering from Disasters: The National Transportation Recovery Strategy* (2009), the USDOT cites the I-35W Bridge project as a best practice in recovery. A broad collaboration, deliberately carried out to enlist maximum participation, was key to rebuilding the collapsed bridge ahead of schedule and under budget. The I-35W Bridge project team extensively involved the community in the design and construction of a replacement bridge.

The effort included community residents, local businesses, civic groups, government at all levels, cultural and educational institutions and the media. This collaborative approach rallied a positive response for the bridge rebuild.

5. Utilize Innovative Contracting Techniques to Expedite Recovery

Recovery from a 1994 earthquake in the Los Angeles area required a departure from the traditional methods used and/or permitted for publicly funded projects. The effort is cited as a best practice in USDOT's *Recovering from Disasters: The National Transportation Recovery Strategy* (2009).

Several new methods expedited completion of multiple projects: A+B bidding (a combination of cost and time), invitational bidding and design-build bidding. The use of monetary incentives, both positive and negative, helped shorten schedules and minimize delays.

6. Designate Special Teams for Emergency Deployment

Best Practices in Emergency Transportation Operations Preparedness and Response: Results of the FHWA Workshop Series, (December 2006), cites a number of best practices for special resources. Among them is the designation of "Tiger Teams".

Teams of people with special capabilities such as bridge inspection or airport expertise are assembled and can be deployed anywhere in the region on very short notice to respond to a disaster. These teams can be especially effective in early damage assessment.

7. Create Maritime Coordination Committees

Maritime stakeholders in the Puget Sound region, i.e., United States Coast Guard (USCG), Ports, Washington State Ferries, Department of Ecology, labor, private companies (tugs, barges, salvage and ferries), etc. meet regularly in committees to discuss maritime safety and security issues for both routine operations and for disaster response and recovery. The frequent meetings and coordination among stakeholders creates relationships that will be utilized for response and recovery after a catastrophic incident.

The Marine Transportation System Recovery Unit (MTRU) comprises a group of maritime stakeholders selected by the USCG who coordinate both through pre-incident Marine Transportation System recovery preparedness (such as exercises) as well as through committee meetings.

The USCG coordinates operations with other government agencies including, but not limited to: Customs and Border Protection, the Transportation Security Administration, the Federal Bureau of Investigation, the Department of Defense, the U. S. Navy, the Washington State Patrol, Washington State Ferries, the

Washington State Department of Ecology, and various city, county and port police/sheriff and fire departments. The USCG Marine Transportation System Recovery Unit (MTSRU) is responsible to unified command via the planning section for the planning and implementation of recovery of the maritime system including the intermodal awareness.

The Coast Guard participates in the following committees or groups, which includes many of the maritime stakeholders:

- Area Maritime Security Committee (AMSC)
- Washington State Ferry (WSF) Security Committee
- Puget Sound Operations Planning Cell
- Port Readiness Committee (PRC)
- Operations Integration Working Group
- Consolidated Targeting and Enforcement Team (USCG, CBP, ICE)
- Joint Terrorism Task Force (JTTF)
- Regional Intelligence Group
- Harbor Safety Committee (HSC)

8. Provide Travel Advisory Systems used in Day-to-Day Planning

WSDOT provides daily “Freight Travel Advisory” notifications to help freight companies plan for disruptions. It also allows freight stakeholders to incorporate transportation disruptions into their day-to-day planning. By setting up communication tools that are used on a day-to-day basis, it allows for stakeholders to be better prepared for a catastrophic incident – to know what to expect and where to obtain pertinent information for transportation planning.

Maritime and aviation transportation modes also have day-to-day notification mechanisms to mariners (Local Notice to Mariners (LNM) by USCG) and airmen (Notices to Airmen (NOTAM) by the FAA), respectively.

D. Best Practices Resources

There is a great deal of material documenting lessons learned and best practices in transportation recovery. The following Best Practices Resources in Table X – 3 are offered to provide sources of further information to improve transportation resiliency and sustainability.

Table X – 3: Best Practices Resources

Best Practices Resources	
1	USDOT – National Transportation Recovery Strategy
2	FHWA Workshop Series 2006
3	FHWA – Information Sharing Guidebook
4	Transportation Research Board Information

1. USDOT – National Transportation Recovery Strategy

The purpose of the *National Transportation Recovery Strategy (NTRS)* is to help local, state and tribal transportation stakeholders prepare for or manage the transportation recovery process following a major disaster.

http://www.dot.gov/disaster_recovery/resources/DOT_NTRS.pdf

2. FHWA Workshop Series 2006

The FHWA produced a series of publications to aid local, state and federal authorities in designing evacuation and other types of emergency transportation operations plans. One such publication is the *Best Practices in Emergency Transportation Operations Preparedness and Response: Results of the FHWA Workshop Series 2006*.

http://ops.fhwa.dot.gov/publications/etopr/best_practices/etopr_best_practices.pdf

*While transportation authorities have responsibility for developing transportation-specific plans, the **Federal Highway Administration (FHWA)** expects that they are being done in coordination with State and*

3. FHWA – Information Sharing Guidebook

Information-Sharing Guidebook For Transportation Management Centers, Emergency Operations Centers, And Fusion Centers – This guidebook provides an overview of the mission and functions of transportation management centers, emergency operations centers and fusion centers. It focuses on the types of information these centers produce and manage and how the sharing of such information among the centers can benefit both day-to-day and emergency operations of all the centers. Challenges exist to the ability to share information, and the guidebook addresses these challenges and options for handling them. It also provides some lessons learned and best practices identified from a literature search and interviews/site visits with center operators.

<http://www.ops.fhwa.dot.gov/publications/fhwahop09003/index.htm>

4. Transportation Research Board Information

State Public Transportation Division Involvement in State Emergency Planning, Response, and Recovery – This research documents existing and best policies and practices of state transit divisions pertaining to weather-related emergencies. This research includes state involvement in emergency planning, response and recovery. It identifies lessons learned from recent emergencies, key issues associated with the involvement of state public transportation divisions, and best practices. The report includes results of a national survey of state transit divisions, in-depth interviews with selected states and copies of, or links to, various resources related to emergency management.

http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rrd_326.pdf

Victim Information and Family Assistance Center Recommendations

This section identifies and describes key issues or planning that should be addressed in support of building greater FAC capabilities.

- 1) Local counties should build or identify mutual aid assets and develop agreements for local level FAC capability as a component of mass casualty and mass fatality response planning.
- 2) The State should develop a state level mass fatality concept of operations that outlines how mass fatality response, including FAC operations, would occur in the event that multiple jurisdictions are impacted and require a state-led FAC.
- 3) The State should develop criteria for when a state-level FAC should be implemented. It is recommended that this decision making criteria should be incorporated in to the FY 2010 Medical Recourse Decision Making Project.
- 4) A State level concept of operations should be developed for patient tracking, including how this information would be accessed and utilized in a State led FAC. The ongoing activities of the Patient Tracking Steering Committee should be leveraged to help inform this.

A single database system should be acquired to manage ante mortem data collection in a mass fatality incident occurring anywhere in Washington. A standardized and agreed upon platform would improve mass fatality operations and interoperability. The State should evaluate existing systems such as the DMORT Victim Identification Profile and the Unified Victim Identification System (UVIS) available through the New York City Office of the Chief Medical Examiner

Volunteer and Donations Management Gaps and Identified Best Practices

The concept of multi-county coordination for a catastrophic event in Washington State is a relatively new concept. Due to this; there is no way for one project to solve all issues, to all issues identified, in the time allotted for this grant. Below is an overview of the identified Gaps and Best Practices that the Puget Sound RCPGP Volunteer and Donations Management Project found while developing this Toolkit. The planning team for this project found that making these goals for future planning around volunteer and donations management efforts will ensure even better coordination in Washington State in the future.

1. There needs to be a more formalized and consistent Volunteer and Donations Management structure in Washington State.

Description of Issue:

There is currently no state-wide or regional entity that manages or oversees all volunteer & donations activities. Washington Volunteer Organizations Active in Disaster (WAVOAD) is a good central point of contact for finding out if volunteers are needed and linking volunteers with an affiliated volunteer organization. Each county, city, jurisdiction, and volunteer organization manages these activities in different ways; but without leadership and guidance in support of a unified Washington State mission for volunteer & donations management, a Regional plan will continue to have a large gap.

Possible Solutions:

- A statewide Volunteer and Donations Management Plan needs to be developed.
- Support from the governor's office on the management of spontaneous volunteers has been proven to be most effective. It provides a single consistent message to the public (including media and call center messages), it ensures the VRC's will be adequately staffed, and it provides a mechanism for coordinating the many volunteer efforts that will be taking place during a large scale disaster (Volunteer Florida Governor's Commission on Volunteerism & Service).
- Volunteer Centers that operate year-round to take on new volunteers and place them with an affiliated organization have proven to be successful. It is a natural transition for the volunteer center to switch from day to day activities to operating a volunteer reception center (VRC) in times of disaster.

2. The Puget Sound RCPGP needs a more coordinated public information and media messaging process surrounding volunteerism and donating.

Description of Issue:

Given the Puget Sound RCPGP Region's infrequent experience with multi-county disasters or catastrophic incidents, Public Information Officers (PIO's) have not had the opportunity to develop relationships or procedures that cross agency boundaries. In a Catastrophic disaster there is a critical need to have a

common and consistent message to the public regarding where and how to help the disaster-stricken community.

Possible Solution:

Cross-jurisdictional public information planning and coordination is needed to ensure that a consistent, unified message is being disseminated to the public regarding volunteerism and donating. This planning effort also needs to work closely with the local media outlets.

3. Washington State needs to enhance the WAC118-04 specifically for Spontaneous Volunteer Liability Coverage in large-scale or catastrophic disasters.

Description of Issue:

The current law in Washington State for volunteer liability protection titled Washington Administrative Code (WAC) 118-04 was developed for a specific pool of volunteers and doesn't specifically account for spontaneous volunteers. Liability protection under WAC 118-04 is limited to the volunteers that fall under an emergency management director's delegation of authority under a specific mission number, which allows the work to be completed by that volunteer. A mission number is a state assigned number that is given to a particular activity, training, exercise, or disaster that involves the use of volunteers.

This is found typically in volunteer Search and Rescue operations where the director delegates authority for that volunteer or volunteer group to do certain work under a certain request (mission number), like traveling outside of the county to assist another jurisdiction search for a missing hiker.

Registering spontaneous volunteers in times of a catastrophic disaster by nature will need a much more flexible process than this, but there is still the need to ensure that volunteers have the same liability protections as found under WAC 118-04. There are some situations where the law applies, such as being registered as a temporary emergency worker. This, however, still requires the same delegation of authority – and limits the scope of who can be covered and whom they can do the volunteer work for.

Possible Solutions:

- Provide training and educational opportunities for WAC 118-04 for those that use it to ensure an across the board understanding of what it covers.
- Review WAC 118-04 and consider making an amendment for catastrophic disaster or like-situations, where there may need to be more flexibility in the registration process for disaster volunteers (spontaneous and/or affiliated).
- Develop an extension or separate law to WAC 118-04 that specifically talks about liability coverage for volunteers who work for a non-emergency management agency.
- Consider revising the 'cap' placed on the reimbursement for claims to make it scalable for the type of declaration. In a catastrophic disaster, there is a much larger possibility of exceeding the cap before all claims have been met.

4. There needs to be continued spontaneous volunteer and unsolicited donations management planning across Washington State.

Description of Issue:

In the Puget Sound RCPGP Region, catastrophic disasters and the resulting spontaneous volunteer and unsolicited donations are a new concept; continuing to spend more time on this planning effort in the future will enhance our readiness should the time ever come that we have to face this issue.

The two concepts of volunteer management and donations management are very different. With the time allotted for this grant there was a heavy emphasis on filling the largest gap for spontaneous volunteer management, resulting in leaving a gap in planning for unsolicited donations management. More time and planning effort needs to be dedicated to this topic.

Possible Solutions:

- Include spontaneous volunteer and unsolicited donations management planning in Washington State Strategic Planning efforts and a continued goal.
- A Donations Management Template needs to be developed to give local jurisdictions a starting point for this planning effort. This will also lend itself to developing a more regional and unified approach to donations management in Washington State.

5. The Puget Sound RCPGP Region needs a coordinated process for sharing situational awareness information.

Description of Issue:

In order to respond and recover from a catastrophic disaster there needs to be coordinated efforts among impacted jurisdictions both to be able to support one another and to avoid duplication of efforts when resources will already be limited. The best way to accomplish this task is to ensure there is timely and accurate situational awareness in the Puget Sound RCPGP Region.

Possible Solutions:

- All spontaneous volunteer and unsolicited donations management activities are coordinated with the County EOC. Regular communications should occur between the County EOC and local jurisdictions to accomplish this task.
- Roles, responsibilities and expectations of Volunteer Reception Center directors need to be clearly delineated, particularly as they relate to local EOC organizational structure.
- A plan or process needs to be developed to ensure cross-jurisdictional situational awareness takes place during a large-scale or catastrophic disaster.