### Summary of Changes

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<td>08/27/17</td>
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<td>All Goals, Objectives and Strategies were reviewed, assessed, and modified. This adjustment made the Strategic Plan valid through the end of State Fiscal Year (SFY) 2021.</td>
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Vision, Mission and Values

Our Vision
A disaster ready and resilient Washington State.

Our Mission
EMD leads and coordinates mitigation, preparedness, response, and recovery in Washington State to minimize the impact of disasters and emergencies on the people, property, environment, and economy.

Our Values
Public Service
Respect
Integrity
Dedication
Excellence
From the Director

Strategic Planning is the path we take from why we exist – our mission – to what we want to become – our vision. Goals become a translation of that vision and enable us to ask the question “what do we want?”. It is speculated that approximately less than 10% of Strategic Plans are effectively executed. Our Strategic Plan was developed to cover the 5-year timeframe, but we felt it was necessary to assess the relevancy of that plan and ensure we were in the minority regarding effectively executed plans.

I am extremely pleased to present the 1st revision to the 2015-2020 Washington Emergency Management Division (EMD) Strategic Plan. This updated document identifies the modifications to our strategic way ahead and will assist us in redefining success as we improve our capabilities and apply precision to the delivery of our core services. We have a highly complex mission that necessitates close coordination, intense cooperation, and unwavering collaboration with our partners, stakeholders, and customers. A great deal of thought, time, energy, and commitment went into this revision.

Having a revised strategic plan is imperative to obtaining efficiencies across our entire organization especially during a time of combined limited resources and an unclear picture of the fiscal landscape of the next 3-5 years.

I want to thank you all for your efforts – we will be a better organization for having gone through this process and I do sincerely look forward to the monthly Results EMD, our periodic workplan reviews and our annual Strategic Plan reviews.

Robert Ezelle, Director
Washington Emergency Management Division
Director’s Intent

EMD will effectively respond to and recover from emergency incidents. This includes the ongoing work of planning, organizing, equipping, training, and exercising coupled with a culture of innovation and continuous improvement to ensure our workforce and the partners on which we depend will be able to handle any situation, either natural or human-caused, with which we are confronted.

We will enhance the individual and family preparedness of EMD staff so that they are able to respond during a disaster and provide the essential services on which our State depends. We will also work with the whole community to enhance the preparedness of individuals and families, ensuring their ability to survive for as long as necessary until help arrives.

Washington State is confronted with many hazards that could prove to be catastrophic. These include major earthquakes, volcanic eruptions, wildland fires, widespread flooding, and human-caused events. In partnership with the whole community, develop detailed plans that will allow us to mitigate, respond to and recover from catastrophic events as well as the more routine events we experience each year.

Effectively administer our programs. Every team member, work center, section and unit support the mission of EMD. Our day to day and long-term activities must be focused on EMD’s overarching priorities, while providing outstanding support to our customers.

EMD cannot succeed alone, therefore, we will expand and strengthen our collaborative relationships across the whole community. We will seek out our stakeholders’ needs and do what we can to meet them.

Effectively manage our resources. Establish and maintain sound budgetary and fiscal practices. Secure the resources we need to support our statutory and policy obligations as well as conducting the preparedness activities needed in our state.

Take care of our workforce. Sustain a culture of excellence that emphasizes performance, teamwork, inclusion and individual empowerment. Attract and recruit the highest quality individuals to join our team.
Strategic Planning Methodology

Planning Process

A comprehensive review of the 2015-2020 EMD Strategic Plan was initiated in December 2016 within the Director's office and in close coordination with the EMD Strategic Planner. Once a plan was developed for how we would proceed through the process of revising our strategic plan - the hard, but necessary work began (Figure 1, Strategic Planning Process: Five Tasks). From the very beginning the need to include the entire organization with management in this process was a top priority. The EMD initiated a whole-of-staff review across the entire strategic plan:

- Vision, mission, and values
- Organizational priorities
- Goals, Objectives and Strategies (Program Manager workplans)
- Performance and/or effectiveness measures

Strategic planning, when done properly, should help answer some highly critical questions:
- Where are we now?
- Where could we be? Where are we going? Where should we be going?
- Are we on track?

Figure 1 - Strategic Planning Process: Five Tasks

Washington Emergency Management 2015-2020 Strategic Plan
Developing Vision, Mission and Core Values

By the end of February 2017, the EMD had validated the vision, mission and values. The bottom-up process identified multiple options for the vision and mission statements, but ultimately no changes were made to either. Our EMD values had significant revisions through the process which included management led sessions within each unit, executive level sessions to find common value themes, processes to eliminate any duplication from across the units, and clearly defining each selected value. The below is the result of all the hard work from across EMD:

- **Public Service:** We embrace a spirit of public service -- we serve the people of Washington State in a responsive, transparent, and effective manner. We are faithful stewards of the public trust.
- **Respect:** We treat everyone with courtesy, fairness, dignity, and compassion. We value the contributions of others and recognize the importance of diversity.
- **Integrity:** We act transparently and honestly. We are responsible for our actions and hold ourselves accountable to the highest personal, professional, and ethical standards.
- **Dedication:** We wholeheartedly invest ourselves and go above and beyond in accomplishing our mission. We support, encourage, care for one another and celebrate our accomplishments.
- **Excellence:** We strive for excellence -- we set high standards and expectations, seek continuous improvement in our organization, and achieve superior results. We are committed to providing leadership, fostering innovation, and delivering the highest quality of service to our customers and stakeholders.

EMD developed Division priorities simultaneously with the revisions to the EMD Values. These started with the Director's Priorities and by March 2017 evolved into the list below:

- Respond to Emergency Incidents
- Conduct Catastrophic Planning
- Enhance Preparedness
- Effectively Administer our Programs
- Achieve and Maintain Financial Sustainability
- Take Care of Our Workforce
- Sustain a Culture of Excellence
- Sustain and Strengthen Our Collaborative Relationships

Developing Goals, Objectives and Strategies

By the first week of March 2017, we shifted focus into Goal setting. EMD units/section conducted an interval review of existing Goals which considered Washington Military Department Goals. By early April 2017 the following goals were developed, defined, and approved:

*Washington Emergency Management 2015-2020 Strategic Plan*
Goal 1 Enhance disaster preparedness and resilience: Unify & synchronize whole community that efficiently and effectively plans, trains, exercises, executes and assesses missions that build preparedness, mitigation and recovery for Washington state emergencies/disasters.

Goal 2 Build and enhance collaborative relationships: Proactive and consistent engagement with our stakeholders, customers, partners, and policy makers that create shared understanding, enhance support, improve resourcing and enable team work with EMD.

Goal 3 Improve emergency management capabilities: Identify and commit to sustaining EMD strengths and filling priority gaps that improve our core capabilities to enable a more effective response to emergencies and disasters.

Goal 4 Secure adequate, sustainable resources, and ensure appropriate policies at state, local and tribal levels exist: Identify current needs and future requirements regarding sustainable funding and appropriate laws.

EMD management presented the approved goals to the entire staff on April 12, 2017. Management also provided guidance to help staff develop objectives that support our organizational goals. Through the rest of April, May, and into the first half of June, EMD staff developed and refined staff objectives. At the Strategic Planner and Director's Office level those objectives were dissected; any duplications were eliminated, any similarities were consolidated, and any like efforts were shared by multiple sections/programs. In some cases, a handful of objectives were found to support other objectives and therefore moved down into a supporting strategy.

The program staff simultaneously began work on their supporting strategies that would ultimately support each Goal Objective. Program staff completed the refinement of objectives and supporting strategies and presented the final Strategic Plan to the EMD Director at the end of August 2017.

The sections in this Strategic Plan Revision capture all updates to the Goals, Objectives, and Strategies. All supporting project workplans, that support the execution of the strategies, are kept at the program manager/section manager level and are not captured in this revision.

We intend to review the outputs and outcomes of our efforts through a monthly meeting we have branded as "Results EMD" to:

1. Keep us in line with Washington State’s commitment to strategic planning efforts within the "Results Washington" umbrella;
2. To synchronize our efforts with the WMD Strategic Planning review process; and
3. Because this process is ultimately about achieving results.

This meeting will convene on the 3rd Tuesday, monthly. We plan to receive updates on every strategy not less than once every 4 months or 3 times per year.
Strategic Goals, Objectives and Strategies

Goal 1: Enhance Disaster Preparedness and Resilience

Defined: Unified and synchronized whole-community that efficiently and effectively plans, trains, exercises, executes and assesses missions that build preparedness, mitigation and recovery for Washington State emergencies and disasters.

Objective 1.1: Support statewide cybersecurity base. Supports WMD Objective 1.1
Strategies:
- 1.1.1 Conduct quarterly response exercises with state agencies, local and/or private partners that include a cyber objective.
- 1.1.2 Apply for federal cybersecurity grants to enhance community preparedness.
- 1.1.3 Conduct outreach, participate in outreach opportunities to promote statewide cyber emergency preparedness.

Objective 1.2: Provide direct support to local jurisdictions and Tribes to enhance community preparedness across the state. Supports WMD Objectives 1.2, 1.3, 1.8
Strategies:
- 1.2.1 Increase the capacity of local emergency management offices, tribes, and state agencies by: creating and promoting preparedness programs and materials that increase disaster awareness; and promoting preparedness activities to their residents and employees.
- 1.2.2 Expand the unified public outreach capability of the following WA EMD programs: Disaster Preparedness, Limited English Proficiency, Geological Hazards, and State Mitigation.

Objective 1.3: Improve statewide resiliency to natural hazards. Supports WMD Objective 1.10
Strategies:
- 1.3.1 Implement state hazard mitigation programs to improve local mitigation planning, project identification, and risk reduction efforts.
- 1.3.2 In coordination with state and federal partners, implement the earthquake early warning system.
- 1.3.3 Grow the number of small/medium sized businesses with continuity plans to improve the resilience of Washington’s economy.
- 1.3.4 Identify dependencies and interdependencies between lifeline critical infrastructure facilities to recognize mitigation opportunities and inform restoration prioritization.

Objective 1.4: Increase support to local, tribal, and statewide planning activities. Supports WMD Objective 1.10
Strategies:
• 1.4.1 Enhance Local Emergency Planning Committee (LEPC) plans to meet the
needs of the community adapting to new threats profiles by 2020.
• 1.4.2 Expand the LEPC Program Planner responsibility into general support of
planning activities at the local level across the state.
• 1.4.3 Complete and promulgate the Washington Restoration Framework in
December 2019.
• 1.4.4 Support statewide catastrophic preparedness and resilience.
• 1.4.5 Enhance local Comprehensive Emergency Management Plans (CEMPs) by
reviewing local CEMP for compliance with EMD standards and conducting
CEMP development Assistance visits.

Objective 1.5: Implement Next Generation 911 (NG911) no later than December 2018.
Supports WMD Objectives 4.3, 4.4, 4.5
Strategies:
• 1.5.1 Increase E911 Unit performance and provide superior support to the 911
community.
• 1.5.2 Execute the NG911 implementation timeline.
• 1.5.3 Sustain and maintain Next Generation 911 throughout Washington State.

Goal 2: Build and Enhance Collaborative Relationships
Defined: Proactive and consistent engagement with our stakeholders, customers,
partners, and policy makers that create shared understanding, enhance support,
 improve resourcing and enable team work with EMD.

Objective 2.1: Enhance the current statewide emergency resource and distribution
system by 2021.
Strategies:
• 2.1.1 Update and promulgate Emergency Support Function (ESF) 7 Annex and
Appendices to the CEMP.
• 2.1.2 Community Points of Distribution (CPOD) training and site identification.
• 2.1.3 Promulgate resource training.
• 2.1.4 Maintain or increase Inter-governmental Agreements (IGAs) and
Memorandums of Understanding (MOUs).

Objective 2.2: Identify and develop the network of private sector, critical infrastructure,
and cyber organizations.
Strategies:
• 2.2.1 Create high impact, sustainable partnerships with the private sector.
• 2.2.2 Collaborate with critical infrastructure owner/operators to ensure a
coordinated approach to preparedness, response, recovery and mitigation
activities.
• 2.2.3 Incorporate private sector capabilities into EMD programs and State Emergency Operations Center (SEOC) activations.

**Objective 2.3 Improve how we engage with local and tribal emergency management.**

Strategies:
- 2.3.1 Collaborate with internal and external partners/stakeholders through workgroups to ensure consistency, credibility, and effectiveness of disaster preparedness activities.
- 2.3.2 Create and implement a collaborative exercise toolkit for local jurisdictions and tribal governments.
- 2.3.3 Expand whole community engagement in ESFs.
- 2.3.4 Engage in active collaboration and outreach with the 911 community, first responder and emergency communications communities at the local, state, national and international stages.

**Objective 2.4: Improve State agency partnerships.**

Strategies:
- 2.4.1 Provide guidance for replication of Emergency Worker Program by State Agencies.
- 2.4.2 Improve agencies collaborative participation in State Agency Liaison (SAL) workgroup.
- 2.4.3 ESFs – increase whole community engagements.

**Objective 2.5: Develop partnerships to support catastrophic preparedness initiatives.**

Strategies:
- 2.5.1 Coordinate the integration of state catastrophic planning with catastrophic plans of local jurisdictions, tribes, and federal partners through collaboration and engagement in preparation for the 2022 Catastrophic Earthquake Exercise.
- 2.5.2 Collaborate with earthquake, tsunami and volcano workgroups and state/local preparedness workgroups.

**Goal 3: Improve Emergency Management Capabilities**

Defined: Identification of and commit to sustaining EMD strengths; and filling priority gaps, to improve our core capabilities to enable a more effective response to emergencies and disasters.

**Objective 3.1: Develop and test state level catastrophic plans by 2021.**

Strategies:
- 3.1.1 Develop and test base EMD Continuity of Operations (COOP) plans by 2018.
- 3.1.2 Full catastrophic EMD COOP Plan by 2020.
- 3.1.3 Develop and test base Continuity of Government (COG) plan by 2021.
• 3.1.4 Update the Catastrophic Incident Annex (CIA) to the CEMP by the spring of 2021.
• 3.1.5 Develop and conduct progressive exercises series to test components of catastrophic plans, policies, and procedures.

**Objective 3.2: Achieve and maintain Emergency Management Accreditation Program (EMAP) accreditation by 2019.**

Strategies:
• 3.2.1 Conduct EMAP Training for EMD standards POCs and draft rationales.
• 3.2.2 Close standards gaps identified in self-assessment.
• 3.2.3 Complete rationales and conduct pre-assessment.
• 3.2.4 Request and conduct on-site assessment.
• 3.2.5 Complete any follow-up to on-site assessment or EMAP committee review, if required.

**Objective 3.3: Develop and implement integrated EMD processes that assess and improve SEOC capabilities.**

Strategies:
• 3.3.1 Incorporate and prioritize all past and current After-Action Review (AAR) improvement items into the Correction Action Program/Improvement Plan (CAP/IP) Matrix and begin quarterly updates by staff by the end of 2018.
• 3.3.2 Develop and implement an SEOC assessment process to train and certify EMD personnel on assigned SEOC positions.
• 3.3.3 Improve GIS Common Operating Picture (COP) capabilities for SEOC.
• 3.3.4 Test and validate EMD plans through exercises.
• 3.3.5 Design and conduct SEOC training that is valued and supportable by agencies/divisions external to EMD and survey training effectiveness regularly.
• 3.3.6 Conduct statewide training and exercises that fills capability gaps identified through the Training and Exercise Workshop (TEPW).

**Objective 3.4: Align EMD plans and planning processes by 2020.**

Strategies:
• 3.4.1 Align all EMD plans with the Hazard Identification and Vulnerability Assessment (HIVA).
• 3.4.2 Update the Fixed Nuclear Facility (FNF) Protection Plan as an incident annex to the State CEMP.
• 3.4.3 Create and implement a CEMP update cycle that incorporates all EMD prevention, protection, mitigation, preparedness, response, and recovery planning processes.
• 3.4.4 Develop and implement Statewide Multi-Year Training and Exercise Plan (TEP).
• 3.4.5 Identify and increase linkages to other statewide, local, tribal, private, and Non-Governmental Organization (NGO) plans.
Objective 3.5: Modernize information and communication technology in the SEOC and Alert and Warning Center (AWC).

Strategies:
- 3.5.1 Modernize State Emergency Operations Center.
- 3.5.2 Modernize Alert and Warning Center.

Objective 3.6: Develop a state Individual disaster/ emergency assistance program as defined in RCW 38.52.030.

Strategy:
- 3.6.1 Develop a comprehensive state Individual disaster/emergency assistance program as defined in RCW 38.52.030 that will include a communications plan, administrative plan and funding source.

Goal 4: Secure adequate, sustainable resources and ensure appropriate policies at the state, local and tribal levels exist.

Defined: Identify current needs and future requirements regarding sustainable funding and appropriate laws, rules, and policies.

Objective 4.1: No later than June 2018 develop sustainable funding mechanism to support long-term health of the EMD.

Strategies:
- 4.1.1 Develop long-term strategy for funding of LEPC Planner positions.
- 4.1.2 Assist the development and proposal of legislation in 2019 to establish funding for the state Disaster Recovery Program (Disaster Recovery Program Fund).
- 4.1.3 Reduce reliance on Federal Preparedness Grants funding by 40% no later than the end of SFY21 (19-21 biennium).
- 4.1.4 Ensure Washington State 911 Funding is sustainable and adequate to support the statewide enterprise.
- 4.1.5 No later than SFY19 Long Session, develop and execute strategies that work to create/ensure a long-term funding mechanism for emergency management operations at the State level.

Objective 4.2: Update Emergency Management RCWs/WACs and pursue the development and adoption of new legislative actions/activities.

Strategies:
- 4.2.1 Assist the development and proposal of legislation in 2019 to establish funding for education, training and outreach for earthquake early warning.
- 4.2.2 Assist the development and proposal of legislation in 2019 to establish funding for supporting the implementation efforts of the Resilient Washington Subcabinet recommendations.
- 4.2.3 Revise and Update RCW 38.52 and WAC(s) to meet current mission needs.
Workplan Review and Assessment Process

The intent of this section is to communicate the process and mechanism by which we intend to conduct periodic reviews of our strategic plan. Strategies employed by Program Managers, Supervisors and/or Section Managers to achieve Objectives receive formal review at the Division level. Section Managers must review workplans with Program Managers periodically either formally or informally.

Program Managers, Supervisors and/or Section Managers provide brief updates and progress of their individual strategies to the Director or Assistant Director through a monthly meeting branded “Results EMD.” All the objectives are briefed on a rotational basis over 4-month cycles with select objectives each month. Results EMD will be executed on the third Tuesday of the month and last for approximately 1-1.5 hours.

Project Timelines, performance measures, effectiveness measures and project workplans are all briefing options for program managers during Results EMD. At a minimum the briefs should address performance/effectiveness measures and conversation should center around whether the project workplan is on target, ahead of schedule or behind schedule. Performance measures are synonymous with behavior and equates to what a program is doing right and can be observed, while effectiveness measures are the evaluation of the results of the performance and validate whether you are doing the right things.

For consideration, “outputs” of a strategy/objective equate to performance measures while “outcomes” of a strategy/objective equate to effectiveness measures. Results EMD is an opportunity for Program Managers to make recommendations, receive guidance, share best practices with other Program Managers, and potentially gain peer reviews/perspectives of their projects. Additionally, Program Managers should observe the briefings from other Program Managers to determine cross-program linkages.
EMD will assess the Strategic Plan annually to ensure strategies remain timely and valid. The assessment may include conducting a gap analysis which is an assessment and analysis of where we want or expected to be versus where we are. The gap analyses could result in dramatic shifts in priorities or acceptance of risk in some areas. A common tool to capture any gaps is the Strengths, Weaknesses, Opportunities, and Threats (SWOT) (Figure 2) evaluation but, other gap analysis tools may be more appropriate. As each gap analysis is conducted some basic questions can be asked throughout the process:

- What exactly is the gap?
- What are the consequences of the gap?
- Who is responsible to addressing the gap?
- What are our options and are there any associated costs?
- Can we afford to not address the gap, are there any associated risks?
- If a project(s) is off track, do we need to conduct a root cause analysis (Figure 3) to identify and define the root cause of the problem and implement a corrective action?

**Strengths:**
- Things we are good at
- Resources
- Competencies and capabilities
- Quality, reputation
- Flexibility, experience, knowledge

**Weaknesses:**
- Improvements
- Skill or knowledge gaps
- Financial issues/concerns
- Right people doing the right jobs
- Leadership/management issues
- Staff motivation and involvement

**Opportunities:**
- Trends
- Cost reductions
- Faster, better, easier options
- Innovation
- Diversification

**Threats:**
- Environmental
- Projected cost increases, over investing with limited or decreased ROI
- Seasonal
- Policy changes

Figure 2 – SWOT
During a root cause analysis (RCA) attempt to move beyond sub-causes or proximate causes by continuing to ask the question, Why? Often you can move beyond the basics of staffing, materials, equipment/tools, methods/processes, systems, and/or policies and past "symptoms" of a problem to get to a specific reason that created the problem.

Figure 3 – Root Cause Analysis