

Statewide Emergency Preparedness 2009 Annual Report to the Governor



Photo (USACE): Construction for placement of grout curtain at Howard Hanson Dam.

**Washington
State Emergency
Management
Council**

Washington State Patrol

State Fire Marshal

Sheriff and Police Chiefs

State and Local
Emergency Management
Directors

Department of Ecology

Department of Health

Military Department

Building Officials

Private Industry

Search and Rescue
Volunteers

City Officials

County Officials

Washington State
Association of Fire Chiefs

Members-at Large

Washington Emergency
Management Division
Building 20: TA-20
Camp Murray, WA 98430

January 10, 2010

The Honorable Christine O. Gregoire
Governor of Washington
P.O. Box 40002
Olympia, WA 98504-0002

Dear Governor Gregoire:

On behalf of myself and the Emergency Management Council (EMC), I am honored to present you with the status of the statewide emergency preparedness in the 2009 Annual Report. The EMC members, constituents, and stakeholders value the opportunity to inform you on the activities, accomplishments, and lessons learned during the past year in the emergency management arena in our state.

The report focuses primarily on the activities conducted in preparation to respond to the threats posed by the H1N1 Pandemic influenza and the potential failure of the Howard Hanson Dam. The efforts to prepare for, respond to, and recover from a disaster generated by these threats involves local, state, federal, tribal, and non-governmental organizations. Many challenges have been identified and some resolved, yet several gaps remain for the emergency management community to address.

The EMC committees and workgroups continue to focus their efforts on gaps and develop outcomes that will support activities that strengthen our ability to respond and reduce the threat of the risks we face in the state from natural, technological, and human caused hazards. We appreciate your past support of the EMC efforts, and will continue to provide you with the status of the incremental improvement of our capability and emergency preparedness at the state and local level.

Sincerely,



Jim Scharf, Chair

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EXECUTIVE SUMMARY

In 2009, throughout the country every state was facing pandemic health outbreaks and extreme environmental anomalies causing flooding and droughts. Washington State was no exception. Two major risks were identified last year:

- Howard Hanson Dam.
- Influenza Pandemic (H1N1).

Howard Hanson Dam (HHD)

In January 2009, the United States Army Corps of Engineers (USACE) discovered damage to an abutment adjacent to the Howard Hanson Dam (HHD) on the Green River following near record rainfall. The dam located in King County, is the primary flood protection facility for the Green River Valley where over 100,000 people work on a daily basis and over 20,000 residents reside. The potential HHD failure has the capability to wreak havoc to the state's economy, environment, and claim lives of citizens living in the area of impact.

Influenza Pandemic (H1N1)

On June 11, 2009, the World Health Organization declared that a global pandemic of H1N1 flu is underway. More than 200 countries have reported cases of H1N1 flu infection. The emergency management communities in our state – from local jurisdictions to public health districts, to state and federal agencies, as well as the private sector, continue to deal with both the actual and anticipated effects of these risks.

KEY FINDINGS

The HHD and H1N1 are unique because they are both ongoing events. The preparedness and response community has been able to plan for these events, identify weaknesses in our capabilities, and make mid course corrections. The following examples are now common practices for both HHD and H1N1:

- Primary coordinators are appointed for both a specific event and a single point of contact.
- Public information is collaborative to ensure that messages are communicated out with one voice.
- Participants from different organizations exercise and work together to ensure the most effective response.
- Organizations involved in an emergency understand their roles and responsibilities.

We continually analyze our activities, capture “lessons learned” and implement new courses of action that improve the effectiveness of our state and local entities. The health and safety of our citizens and the well being of our economy are our highest priorities.

H1N1 REPORT

The Washington State Department of Health (DOH) has experienced its first real public health emergency this past year. Because of the close working relationship with the Emergency Management Division (EMD) over the last several years, we were able to use the incident command structure and other key emergency management principles to respond to this emergency. We learned that this response was much different than a typical flood, earthquake or emergency. We initially struggled with role clarification and how to engage and interact with the typical emergency management system.



The end of April was the beginning of a lengthy public health response to a novel influenza pandemic. DOH activated its emergency operations center to help coordinate surveillance and laboratory activities and address other requests for assistance. The Strategic National Stockpile determined that since the supplies of antivirals were in short supply, there was a need to send antivirals and personal protective equipment (PPE) to all the states. We opened the DOH Reception, Storage and Staging Center to receive, stage, store and ship thousands of doses of antivirals and personal protection equipment (PPE).

When summer came, the disease waned some but did not go away. The activity at DOH and local health departments continued to operate at a high level throughout the summer. Plans were made to receive millions of doses of H1N1 vaccine. We worked with our local health partners to distribute the vaccine and provide technical assistance to update mass vaccination clinics. We also reinforced community mitigation measures when the vaccine was not yet available.

The agency appointed an H1N1 Pan Flu Coordinator in early June to centralize all response and communications activities. The Coordinator immediately established a Core Planning Team and 6 workgroups to focus on key areas of response: Vaccination, Surveillance, Community Mitigation, Communications, Antivirals and Healthcare Systems. The overall team met once a week from mid June through mid December. The workgroups each met as needed. We also established a modified incident command system that continues at a reduced level today.

In addition to the internal workgroups mentioned above, DOH began holding frequent calls with federal, state, tribal and local partners to discuss specific details of the response. We held high level DOH, Local Health Jurisdiction, and Tribal leadership calls as needed, to work toward consensus on various topics. There were also many topic specific calls with local partners and national calls that occurred several times a week during the fall.

In August DOH and EMD pulled the state agency pan flu workgroup together to focus on issues related to continuity of operations, interdependencies and situational awareness regarding H1N1. In September, DOH assisted the EMD and the Governor's Office in holding a tabletop exercise for state agencies where the scenario included a pandemic flu outbreak. The Governor's Pandemic Flu

Summit was the next day and included selected members of federal, state, tribal, local government, and members of the business community.

RESPONSE ACTIONS TAKEN

Laboratory

The DOH Public Health Lab (PHL) played a key role in identifying cases of H1N1 early in the outbreak and continues to confirm the strain is still circulating in the state. A team of eight microbiologists did the testing and reporting. To date, the PHL has processed over 3,500 samples. In order to accommodate the additional level of H1N1 testing at the PHL, some non-flu routine testing was temporally shifted to King County Public Health Laboratory during May to June time period.

Epidemiology

The Communicable Disease Epidemiology Section played a key role in surveillance and disease investigation for the H1N1 outbreak. Surveillance systems were enhanced or added in order to have a better picture of what was happening with the disease in our state. Weekly reports were produced to provide situational awareness of the ongoing outbreak. Starting in the summer, DOH requested that healthcare providers and hospitals submit specimens from hospitalized and deceased patients with positive rapid influenza A tests for sub-typing. The DOH website continues to monitor and update the situational information as shown below:

Hospitalizations and Deaths for all strains of influenza in Washington	Hospitalizations (9/19/09 to 1/16/10)	Deaths (9/19/09 to 1/16/10)
Western Washington residents	948	56
Eastern Washington residents	432	20
Total	1380*	76

* Data from DOH. Table updated 1/21/2010

*Total hospitalizations decreased this week after corrections were made to previously reported numbers in Eastern Washington.

Vaccination

The vaccination campaign carried out here in Washington, as well as across the nation was the biggest vaccination campaign ever conducted in the United States. Vaccine became available in early October and by the middle of December, 2009 reached over 2 million doses for our state. This is well below what was originally planned and will provide good community immunity in the population. More and more vaccine is flowing into the state daily and as of the week of December 14th, all Washington counties opened up vaccine availability to all state residents.

5 temporary staff was added to input data from the almost daily allocations of vaccine and reports on doses administered. Once vaccine began to arrive in early October, daily allocation had to be managed and turned around to the local health jurisdictions for ordering in a short time frame. In addition, 26 Immunization Program staff worked on some aspect of the response during the last several months. Several staff dedicated almost 100% of their time to H1N1.

As of December 22, vaccine availability in Washington	
H1N1 Doses Available	2,173,200 doses of H1N1 influenza vaccine have been allocated.
H1N1 Doses Ordered (orders placed as of COB 12/21/09)	1,903,400 doses of H1N1 vaccine were ordered – about 88% of the allocation.
H1N1 Doses Distributed (expected to arrive by COB 12/22/09)	1,876,700 doses (86% of the available H1N1 vaccine) have shipped. 99% of the H1N1 vaccine ordered to date will have shipped (1,876,700 of 1,903,400 doses).

Communications

Communications are always key to a successful implementation of any activity, especially in an emergency. The local health jurisdictions requested, very early on in the process, that a big media campaign be handled at the state level so consistent messages would be shared across the state. In the meantime - already developed ads were run statewide through a variety of medium. A public affairs company was hired to develop radio and TV ads as well as other ancillary products. The ads were released right after Thanksgiving – primarily due to the lack of sufficient vaccine supplies in the state prior to that. The Secretary of Health sent messages through the Governor’s Office and to fellow cabinet members to share with their agencies about H1N1 and messages around best practices for reducing the transmission of the flu. The outbreak has received a lot of media attention since April and our staff has been able to consistently provide up-to-date key messages for that week’s hot topic.

Weekly communications occurred with many partners, especially our local health partners to ensure consistent and timely messages were being communicated.

In addition to the 9 staff in the Communications Office who spent a considerable amount of time on H1N1 activities, additional temporary short term staff were trained and assigned to tasks as needed.

Other key activities conducted over the last several months included:

- Receipt and distribution of antiviral medications, N95 respirators and other personal protective equipment from the Strategic National Stockpile.
- Development and distribution of materials for special populations that include pregnant women, children with special healthcare needs, religious groups, healthcare providers, business organizations and schools.
- Close collaboration with the Office of Superintendent of Public Instruction (OSPI) on special needs of schools and provided funds to OSPI for a school liaison to assist with these activities.
- Ongoing collaboration with Labor and Industries, Department of Corrections, Department of Social and Health Services, Emergency Management Division, Department of Veterans Affairs, Department of Early Learning and the Office of the Insurance Commissioner.
- Special assessments from sentinel provider sites on the use of critical care beds; ventilator use; and the number of healthcare workers and pregnant women vaccinated.

- Early and continued community mitigation messages about social distancing, staying home when ill, covering your cough and washing your hands frequently to reduce disease transmission especially with the late and slow arrival of vaccine.
- Coordination with EMD to ensure the business community was receiving appropriate information.

Below is a sample of “lessons learned” from our recent experiences. DOH is also developing a more comprehensive report over the next several months that will include lessons learned and the action steps the public and private sectors can take to improve the system for future pandemic responses.

WHAT WORKED?

- A Pandemic Flu Coordinator was immediately appointed
- Topic specific workgroups were set up right away
- Frequent internal and external communication was established
- The incident command structure was established and used
- Managing Executives were appointed on rotation to provide immediate access to the senior level point of contact
- Back-ups were identified to cover for all key positions in case of illness and to avoid burn-out
- The system was adaptive when planning assumptions did not reflect reality
- Phone calls with the Local Health Jurisdictions worked well to update information and reach consensus
- The agency as a whole was very responsive and supportive - especially with the short term loaning of staff
- Advance planning, training and exercises were successful
- The temporary suspension of the Thimerosal law allowed better and early access to limited supplies of vaccine for young children and pregnant women.
- Weekly 1-page briefing sheets were developed to help keep information flowing

LESSONS LEARNED

- Not everyone understood or bought into incident command (IC) right away, so IC training is essential
- The response plans were based on a severe outbreak that started overseas, so plans need to be adjusted for these types of events.
- It took too long to hire additional staff to assist – so we need to immediately hire non-perm staff

- Relationships with Washington State Nurses Association and other partners on healthcare system response and issues need to be enhanced.
- Situational awareness with EMD and other partners during a public health driven emergency need to be enhanced.
- Ethical and policy issues need to be identified and conversations need to take place to resolve them for future events.
- Evaluate the amount and timing of communications with the public on issues related to vaccine availability and costs associated with the delivery of the vaccine.

The response has gone well and it is important to understand that this event is not yet over. Most influenza experts expect there to be a third wave to coincide with the peak seasonal flu season after the first of the year. DOH will remain vigilant with surveillance, vaccine promotion and community mitigation messaging.

HOWARD HANSON DAM REPORT

In January 2009, the United States Army Corps of Engineers (USACE) discovered damage to an abutment adjacent to the Howard Hanson Dam on the Green River following near record rainfall. The dam is the primary flood protection facility for the Green River Valley where over 100,000 people work on a daily basis and over 20,000 residents reside.



The Green River Valley houses industrial warehouses, transportation distribution nodes, and aerospace activity. For over 40 years the Howard Hanson Dam and Green River levees in King County provided effective flood control, but may no longer be as effective due to structural problems discovered in January. The potential for serious Green River flooding required immediate and significant planning and preparation in order to lessen the impact on residents and businesses in the Green River Valley. Various planning scenarios that were developed indicate businesses could suffer over \$3 billion dollars of damage and that more than 26,000 Washington residents could be affected and homeless by the potential Green River flooding in a catastrophic situation.

RESPONSE ACTIONS TAKEN

The King County and King County Flood Control District requested the state implement a number of actions in preparation for possible flooding in the Green River Valley. These actions were to:

- Submit a written request to the USACE for Advanced Measures.
- Provide state support and coordination of emergency planning efforts including emergency planning drills.
- Provide emergency response resources to include sandbags, heavy equipment, gravel, and general emergency management support.
- Appoint a single state Point of Contact to support emergency response efforts.

On July 20, 2009 Governor Gregoire requested that the USACE provide Advanced Measures of assistance, under Public Law 84-99, for King County and the communities within the county threatened by a potential water release which would result in major flooding. The request included:

- Assistance with raising low areas along the Dykstra Levee on the Green River. This preventive measure would be used to protect the city of Auburn and the Green River Valley from the imminent threat of unusual flooding as a result of the damage to the abutment of

the Howard Hanson Dam. The state and local jurisdictions did not have sufficient resources to complete this urgent work before the coming flood season. The approval of USACE Advance Measures of Assistance to raise low areas of the Dykstra Levee would complement state and local efforts to improve levees along the Green River and help prevent flooding in the Green River Valley.

- Pre-placement of flood response materials to include sandbags for both the Green and White Rivers. The state maintains a total of about 40,000 sandbags in three Puget Sound locations to assist local jurisdictions, plus a reserve of about 100,000 sandbags at Camp Murray to supplement area stockpiles across the state. King County has about 100,000 sandbags to cover flood emergencies on the many flood-prone rivers and streams in the County. The number of sandbags required to meet the demands of the threatened flood on these two rivers would far exceed the local and state capability. Therefore, the Governor also requested that the USACE provide, at a minimum, one million sandbags to supplement our combined resources.
- Planning assistance to help the local jurisdictions and communities prepare and conduct emergency drills.
- Provide additional assistance as required under other federal or USACE programs.

On September 8, 2009 King County submitted a second request to Washington State for additional assistance. On September 10, 2009 Governor Gregoire submitted a second request to the USACE refining and clarifying the July 20, 2009 letter, specifically requesting Aquadams, Hesco Containers, Transco Supersaks, sandbags, and sufficient material for fill. On September 21, 2009 the USACE denied the Advanced Measures request and instead, due to the increased probability of flooding, approved flood preparedness measures. These measures included sandbags, 8.2 miles of levee repair, and temporary flood barriers.

On September 14, 2009 Governor Gregoire issued Directive 09-14, Preparing for Potential Green River Flooding. The Directive formalized and expanded the ongoing state support for King County, and local jurisdictions within the county. It also:

- Designated The Adjutant General (TAG), Major General Lowenberg, as the Principal State Official (PSO) to coordinate and facilitate Washington State Green River Flood preparations.
- Established a Green River Preparation Subcabinet chaired by TAG
- Directed State Agencies and Departments to support the PSO and do everything reasonably possible to assist local governments preparing for flooding in the Green River Valley
- Required all state agencies to implement their assigned duties as specified in the Comprehensive Emergency Management Plan (CEMP) and report the status to PSO
- Provided specific minimum guidance to selected state agencies
- Invited and encouraged the Commissioner of Public Lands, Superintendent of Public Instruction, Attorney General, and the Insurance Commissioner to support Green River Flooding preparations

The Subcabinet directed the use of the National Incident Management System (NIMS) and the state Emergency Operations Center (EOC) to be activated to a Phase II on September 27, 2009 in support of Green River flood planning preparations and to support King County and the Cities of

Auburn, Kent, Renton, and Tukwila. The EOC activated the Operations, Planning, Logistics, and Finance/Admin Sections and all Emergency Support Functions (ESFs) with the exception of ESF 4 (Firefighting). To facilitate the Green River support for local jurisdictions, six workgroups were established within the ESF structure:

Workgroup	Purpose
Shelter/Housing workgroup - split into two subgroups:	<ul style="list-style-type: none"> • Sheltering – assist local jurisdictions with congregate care sheltering requirements. • Disaster Housing – work with local, state, federal, and private non-profit stakeholders on long-term disaster housing issues.
Public Messaging	Work with local and state partners to craft and disseminate a message that all organizations speak with many voices but one message.
Logistics	Coordinate resource requirements for local and state agencies, specifically for sheltering requirements.
Communications	Work with private and public communications facilities on the protection of facilities and develop continuity of operations plans for various flood scenarios within the Green River.
Energy	Work with public and private energy companies to identify critical infrastructure and facilities. Developed COOP concepts for facilities in the Green River potential flood areas.
Finance/Admin/Legal	Work specific issues on cost; possible resources at the state and federal level; and legal authorities for local, state, and federal governments to implement various programs in support of Green River preparedness activities.

Weekly Subcabinet meetings began on September 21, 2009 and continued through to December 14, 2009. The meetings included reports covering alert and notification; evacuation; sheltering; long-term housing; and briefings from state agencies on preparedness actions in support of local jurisdictions, and mitigation actions to protect or move state facilities at risk. King County, USACE, and Federal Emergency Management Administration (FEMA) were key participants during several subcabinet meetings. In order to capture lessons learned during this process, an In Progress Review (IPR) was held on December 15, 2009 to document processes that went well and ensure areas requiring improvement were addressed.

The following sections highlight key elements of the IPR that worked and lessons learned for improvement.

WHAT WORKED?

- The direction provided by the Principal State Official and the communication between state agencies through the weekly Subcabinet and State EOC meetings enhanced the planning, progress, and coordination of the response by state agencies.
- The coordination by each of the workgroups helped to define the state's role in the event of catastrophic flooding. In particular, the potential for this event caused agencies to develop

effective strategies for supporting local jurisdictions in the handling of congregate sheltering, mass evacuation, emergency contracting and logistics.

- Agencies from all levels of government collaborated on public information to ensure a one-voice message through a variety of delivery methods.

LESSONS LEARNED

- While work remains, this event validated that energy and communication providers have built redundancy into their systems.
- The requirement for a long-term housing strategy needs continued work.
- The development of a process to forecast long-term, economic impact would provide a tool for planning comprehensive, long-term recovery. This tool could serve as a model process in the future that assists communities in planning effective long-term recovery.
- The Subcabinet was established with six working groups, yet the State EOC has 16 designated emergency support functions (ESF) that focus on very similar requirements. This caused a challenge with the role of the working group versus the responsibility of the ESF.

Additional IPRs are scheduled to continue collecting information on the Planning, Preparedness, and Mitigation efforts for the Green River basin.

The Green River Planning and Preparedness activities were an excellent process to review capabilities at the local, state, and federal levels for a potential catastrophic scenario statewide. While focused on flooding impacts, most, if not all areas, are easily applied in an all hazards approach which benefits all citizens within Washington State. A detailed after action report, incorporating the IPRs at the state level, will be completed at the end of the preparedness activity.

EMERGENCY MANAGEMENT COUNCIL COMMITTEES AND WORKGROUPS

As required by RCW 38.52.040, the Emergency Management Council (EMC) advises the Governor and the Director of the Military Department on all matters pertaining to state and local emergency management by promoting, assessing, and reporting on statewide readiness. The members represent city and county government, sheriffs and police chiefs, Washington State Patrol, Washington State Military Department, and the Department of Ecology, state and local fire chiefs, seismic safety experts, state and local emergency management directors, search and rescue volunteers, and medical professionals who have expertise in emergency medical care, building officials and private industry.

The EMC has seven subcommittees and workgroups for issues pertaining to:

- Homeland security.
- Local programs.
- Organizational effectiveness.
- Public education and participation.
- Public-private partnership.
- Recovery and restoration.
- Seismic safety.
- State preparedness strategic planning and reporting.

COMMITTEE ON HOMELAND SECURITY (CHS)

The purpose of the CHS is to develop initiatives and recommend statewide strategies that address “all hazards” as well as threats and acts of terrorism through mitigation, prevention, preparedness and response and recovery activities. The CHS serves as the state’s integration point for jurisdictional and regional collaboration, information sharing, law enforcement and intelligence connectivity, communication, systems interoperability and technology management to address terrorism. The CHS objectives are to:

- Evaluate the current structure of the CHS, including roles and responsibilities, and to determine necessary changes to improve effectiveness.
- Initiate needed improvements with concurrence of the Emergency Management Council.
- Bi-annually evaluate the effectiveness of the CHS and its workgroups.
- Sustain and support the activities of the Washington Joint Analytical Center (WAJAC).
- Identify and support strategies that engage appropriate partners in the collection and assessment of data.

SEISMIC SAFETY COMMITTEE (SSC)

The SSC is tasked with providing a framework for improving Washington’s resiliency through seismic mitigation policies. The SSC objectives are to:

- Serve as the EMC's focus group for all activities related to seismic safety;
- Identify and promote existing state, local and regional mitigation initiatives that use committee advocated strategies;
- Coordinate the development of a statewide strategy for educating, mitigating, planning, responding to and recovering from seismic events.
- Develop an effective and coordinated mechanism to assess and disseminate risk and threat information;
- Identify resource opportunities to include but not be limited to funding, equipment, staffing, and technology. Recommend appropriate lead agencies or entities for specific seismic issues;
- Provide a forum for general coordination and the exchange of information among federal, state, local, and private entities;
- Recommend legislation and policy changes to improve and enhance statewide seismic safety;
- Develop a methodology for an annual assessment report of statewide seismic safety improvements, deficiencies and needs to the EMC using a consistent format and method;
- Evaluate and prioritize recommendations on the basis of cost-benefit to the life safety, property, environment, and economic vitality of the state.
- Evaluate the efficacy of establishing an Earthquake Loss Reduction Plan.
- Identify what changes to state authorities, actions and activities must be made to expedite progress in meeting the seismic safety plan elements.

STATE EMERGENCY RESPONSE COMMISSION (SERC)

The SERC serves to improve state and local hazardous materials emergency response capabilities and coordinate hazardous materials issues and initiatives. The SERC objectives are to:

- Support expanded hazardous materials response coverage throughout the state.
- Focus on greater leadership, training and involvement at the Local Emergency Planning Committees (LEPC) during the next two years.

LOCAL PROGRAMS WORKGROUP (LPW)

The LPW will work with state and local program officials to determine the baseline capability and standards that will be utilized to determine acceptable operational levels for local emergency management programs. The LPW objectives are to:

- Assess the current statewide needs and integrate the results into future planning, exercises, trainings and equipment decisions.
- Identify and establish the criteria and standards for local emergency management program readiness.
- Validate the criteria and standards. Complete a survey/assessment of the current emergency management system.
- Assess and identify resources and funding options to support and sustain a statewide emergency management system.
- Develop initiatives to optimize local funding.

- Identify and support efforts to acquire additional resources to ensure the emergency management system statewide is meeting basic standards for service.
- Expand the number of qualified and trained state agency personnel to be available to provide “surge capacity” at the state and local levels.
- Request authorization from the Governor’s Office to expand and train additional state personnel for emergency response capacity.
- Assess current capacity of qualified and trained personnel at the local and state level.
- Ensure that State agencies complete agreements to increase capacity by a specific date.

PUBLIC-PRIVATE PARTNERSHIP WORKGROUP (PPPW)

The PPPW is tasked with assessing and analyzing strengths and weaknesses and initiate actions to enhance, expand, and strengthen partnerships at all levels. The PPPW objectives are to:

- Expand the public-private partnerships initiative at the state and local level through agreements or other mechanisms.
- Develop a methodology to assess the public-private partnership initiative, and assess and identify improvement areas.
- Implement the improvements.

RECOVERY-RESTORATION WORKGROUP (RRW)

The RRW is tasked with identifying and adopting “best management practices” that effectively and expeditiously return the state to normal business. The RRW objectives are to:

- Collaborate with other efforts and groups addressing these issue(s).
- Collect and analyze data and develop a best practice strategy for “Recover Washington.”
- Apply Best Management Practices (BMPs) to an actual response and recovery, and evaluate and modify them as needed.

STATE PREPAREDNESS WORKING GROUP (SPWG)

The State Preparedness Working Group (SPWG) is a network of emergency management and response representatives of federal, state, tribal, and local governments and the private sector across Washington. The SPWG workgroup objectives are to:

- Develop processes and products related to the statewide all-hazards preparedness strategic planning and preparedness reporting.
- Expand the membership to represent emergency management and response disciplines in federal, state, tribal, and local governments and the private sector.
- Develop processes for statewide strategic planning, capabilities assessment, performance assessment, and reporting.
- Coordinate input to and produce the Washington Statewide All-Hazards Preparedness Strategic Plan

ORGANIZATIONAL EFFECTIVENESS WORKGROUP (EOW)

The EOW was tasked with evaluating the effectiveness of the EMC organization. The EOW objectives were to:

- Evaluate the current EMC membership, organization, and responsibilities.
- Assess the subcommittee structure.
- Analyze the current structure and organization utilizing the assessment criteria developed.
- Complete recommendations for modification as needed (See Action Plan in Attachment 2).
- Evaluate frequency of EMC meetings.
- Evaluate effectiveness of EMC reports to the Governor.

Washington State Emergency Management Council Statutory Authority and Responsibilities

RCW 38.52.040

Emergency management council — Members — Ad hoc committees — Function as state emergency response commission — Rules review.

(1) There is hereby created the emergency management council (hereinafter called the council), to consist of not more than seventeen members who shall be appointed by the governor. The membership of the council shall include, but not be limited to, representatives of city and county governments, sheriffs and police chiefs, the Washington state patrol, the military department, the department of ecology, state and local fire chiefs, seismic safety experts, state and local emergency management directors, search and rescue volunteers, medical professions who have expertise in emergency medical care, building officials, and private industry. The representatives of private industry shall include persons knowledgeable in emergency and hazardous materials management. The council members shall elect a chairman from within the council membership. The members of the council shall serve without compensation, but may be reimbursed for their travel expenses incurred in the performance of their duties in accordance with RCW [43.03.050](#) and [43.03.060](#) as now existing or hereafter amended.

(2) The emergency management council shall advise the governor and the director on all matters pertaining to state and local emergency management. The council may appoint such ad hoc committees, subcommittees, and working groups as are required to develop specific recommendations for the improvement of emergency management practices, standards, policies, or procedures. The council shall ensure that the governor receives an annual assessment of statewide emergency preparedness including, but not limited to, specific progress on hazard mitigation and reduction efforts, implementation of seismic safety improvements, reduction of flood hazards, and coordination of hazardous materials planning and response activities. The council or a subcommittee thereof shall periodically convene in special session and serve during those sessions as the state emergency response commission required by P.L. 99-499, the emergency planning and community right-to-know act. When sitting in session as the state emergency response commission, the council shall confine its deliberations to those items specified in federal statutes and state administrative rules governing the coordination of hazardous materials policy. The council shall review administrative rules governing state and local emergency management practices and recommend necessary revisions to the director.

[1995 c 269 § 1202; 1988 c 81 § 18; 1984 c 38 § 5; 1979 ex.s. c 57 § 8; 1975-'76 2nd ex.s. c 34 § 82; 1974 ex.s. c 171 § 6; 1951 c 178 § 5.]

Notes:

Effective date -- 1995 c 269: See note following RCW [9.94A.850](#).

Part headings not law -- Severability -- 1995 c 269: See notes following RCW [13.40.005](#).

Effective date -- Severability -- 1975-'76 2nd ex.s. c 34: See notes following RCW [2.08.115](#).

ATTACHMENT 1: 2009 Emergency Management Council

Members Name	Representing Organization
John Batiste	<i>Washington State Patrol</i>
Mike Matlick	<i>Fire Protection Bureau</i>
Jim Scharf	<i>Police Chiefs</i>
Marty Best	<i>State EM Directors</i>
Dale Jensen – Vice Chair	<i>Department of Ecology</i>
Mary Selecky	<i>Department of Health</i>
LG Nelson	<i>Building Officials</i>
Paul Pastor	<i>Sheriffs</i>
Jim Mullen	<i>Military Department</i>
Peter Goldmark	<i>Department of Natural Resources</i>
Bill Gillespie	<i>Search and Rescue</i>
Dick Walter	<i>Private Industry</i>
Richard Hildreth	<i>City Officials</i>
Malcom Friedman	<i>County Officials (WA State Association of Counties)</i>
JoAnn Boggs	<i>Local EMD Directors</i>
Brian Schaeffer	<i>Local Fire Chiefs</i>

Attachment 2: EMC Action Plan 2010
Revised February 2010

Task	Action Agenda	Objective	Activity/Strategy	Action Plan	Timeline/Status	Lead(s)
<i>I. Stabilize and improve response and recovery statewide</i>						
1.1	Ensure demands placed on emergency responders do not outstrip capabilities and resources.	a) Complete quantitative assessment of current needs statewide and integrate results into future planning, exercise, training and equipment decisions.	i. Appoint a Local Program work group to identify criteria and establish standards.	Draft measurement criteria and standards.	Completed 5/09	<i>Marty Best, WSEMA President</i>
			ii. Validate criteria and standards.	Outreach to stakeholders from 3/09 to 5/09.	Completed 9/09	
			iii. Complete survey/assessment of current emergency management system.	Assess & increase local jurisdictions meeting criteria.	Target date: 12/11	
				Results are integrated into future planning and resource decisions to sustain system.	Target date: 12/11	
		b) Assess and identify resources and funding options to support and sustain emergency management system.	i. Optimize local funding. ii. Obtain additional resources to ensure the emergency management system statewide is meeting basic standards for service.	Statewide emergency management system meets or exceeds basic standards	Ongoing	
		c) Expand the number of qualified and trained state agency personnel to be available to provide "surge capacity" at state and local levels.	i. Assess current capacity of qualified and trained personnel to provide staff augmentation. ii. State agencies complete agreements to increase capacity by specific date.	EMD to evaluate and clarify staff augmentation needs and options.	10/10 Activities ongoing	<i>Jim Mullen (EMD)</i>
1.2	Develop and strengthen effective emergency preparedness and response partnerships	a) Assess and analyze strengths/weaknesses and initiate actions to enhance, expand and strengthen partnerships at all levels.	i. Expand public-private partnerships initiative at the state and local level.	Expanded public-private partnership statewide by connecting with PIER system.	Ongoing activity	<i>Wendy Freitag (EMD)</i>
				Implemented EMD Business Portal, PIER Business Info site, and implemented EOC Business Liaison training program. Expansion of Business Liaison program in process.	Ongoing Ongoing activity	

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Task	Action Agenda	Objective	Activity/S strategy	Action Plan	Timeline/ Status	Lead(s)
		b) Evaluate and modify partnership program annually.	<ul style="list-style-type: none"> i. Track % of Business partners on the state’s CI/KR list enrolled in Corporate Relations program. ii. Assess and identify improvement areas. iii. Implement improvements. 	Improvements/Changes implemented.	Annually	<i>Wendy Freitag (EMD)</i>
1.3	Improve response and recovery capabilities to minimize human, economic, and environmental losses.	a) Adopt a statewide core personal preparedness message, support initiatives and programs that address all-hazard preparedness..	<ul style="list-style-type: none"> i. Appoint broad based workgroup. ii. Evaluate current messaging used throughout state. iii. Develop agreed upon core message to be integrated at the state and local level. iv. Collaborate/coordinate statewide to support disaster preparedness. v. Coordinate with Catastrophic planning grant project. vi. Evaluate adoption of message. vii. Design an evaluation tool and complete effectiveness evaluation every 2 years. 	<p>Form a statewide working group with local jurisdictions to address all-hazard disaster preparedness.</p> <p>Coordinate with Regional Catastrophic Planning Team (RCPT).</p>	<p>Completed Jan 09</p> <p>RCPT work began Jan 09</p>	<i>No EMC lead appointed/ EMD</i>
		b) Adopt a “best management practice” to effectively and expeditiously return the	<ul style="list-style-type: none"> i. Establish a Recovery-Restoration work group. ii. Partner with other 	<p>Work Group established.</p> <p>Drafted and reviewed mission, goals and objectives.</p>	<p>Completed Nov 08</p> <p>Completed Feb 09</p>	<p><i>Kurt Hardin and Wendy Freitag (EMD)</i></p>

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		state to normalcy.	<ul style="list-style-type: none"> iii. Collect data, analyze and develop a “best practice” strategy. iv. Draft/review ESF 14. v. Establish “Recover Washington” best management practice (BMP). 	Review Statewide All-Hazard Strategic Plan Target Capability 37/Recovery.	Completed; no changes made. Dec 08	
		c) Use BMP in emergency response/recovery effort.	i. Apply BMP to actual response and recovery; evaluate and modify as needed.	Demonstrate improvement in recovery performance.	Target date: Dec 10	<i>Kurt Hardin and Wendy Freitag (EMD)</i>
1.4	Sustain the CBRNE program statewide.	a) Support efforts by the State Emergency Response Commission (SERC) to seek legislative action to establish a sustainable CBRNE program statewide.	i. Provide support to Commission’s legislative initiative with testimony and/or other reports or data.	CBRNE bill introduced 2009 state legislative session CBRNE bill introduced in 2010 state legislative session	Ongoing	<i>EMC</i>
2. Improve organization/administrative effectiveness.						
2.1	Seismic Safety Committee: Reduce casualties and damage to critical infrastructure, and improve communication of information to aid in response and recovery from a seismic event.	<ul style="list-style-type: none"> a) Evaluate efficacy of establishing an Earthquake Loss Reduction Plan. b) Identify what changes to state authorities, actions and activities must be made to expedite progress in meeting seismic safety plan elements. 	<ul style="list-style-type: none"> i. Appoint members with appropriate expertise to a work group to review the 2008 Seismic Safety Program Annual Report to determine progress toward meeting Seismic Safety Comprehensive Plan objectives and compliance with Growth Management Act. ii. Develop a Blueprint 	i. Established strategy to meet goals. Developed and implemented strategy for “Earthquake Resilient Washington” and School Seismic Safety Pilot Project.	i. Committee has held well-attended meetings since Jan 09	<i>Dave Norman (DNR)</i>
				Assess Committee accomplishments and identify new Committee objectives and targets.	Completed: Nov 09	
				ii. Form subgroup and establish		

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			for a Resilient State iii Inventory Schools for Seismic Safety iv. Recommend Legislative Action iii.	outline for project and establish funding for completion. iii. Develop work plan and identify schools for pilot project	for completion Dec 2012 iii. Pilot started March 2010. Target date for completion Dec 2010 iv. Recommendations made in Nov 2009 SSC report and to EMC	
2.2	Focus the state's efforts on activities that effectively address and reduce threats and acts of terrorism.	a) Improve CHS effectiveness to serve as the state's integration point for jurisdiction/regional collaboration, information sharing, law enforcement and intelligence connectivity, communication, systems interoperability and technology management to address terrorism.	i. Evaluate current CHS structure, roles and responsibilities to determine necessary changes to improve effectiveness. ii. Initiate needed improvements with concurrence of EMC. iii. Evaluate bi-annually effectiveness of sub-committee and workgroups.	Evaluate structure, roles, and responsibilities and determine needed improvements. Seek concurrence of EMC and implement improvements. Evaluate effectiveness.	Completed. May 09	<i>John Erickson (DOH)</i> <i>Paul Pastor (Pierce County Sheriff)</i>
		b) Sustain and support the activities of the WAJAC.	i. Identify and support strategies that engage appropriate partners in the collection and assessment of data.			
2.3	Improve the development,	a) Facilitate completion of the statewide annual	i. Coordinate preparedness cycle	Conduct "planning cycles" meetings at EMD.	Began Apr 09 Ongoing activity	<i>Jill Bushnell (WMD)</i>

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	planning and assessment of state emergency preparedness, response and recovery.	preparedness cycle: assess capabilities; identify gaps and priorities; update plans and strategies; target investments.	<p>activities within MIL/EMD.</p> <p>ii. Complete statewide capabilities assessment for 2009 State Preparedness Report. Engage state, local, and other stakeholders to determine baseline for each of the 37 target capabilities.</p> <p>iii. Assess Regional/State Agency capabilities.</p> <p>iv. Integrate assessment results into statewide improvement and strategic planning.</p>	<p>Complete statewide capabilities assessment.</p> <p>Complete regional and state agency capability assessments.</p> <p>Integrate assessment results into in statewide improvement planning.</p>	<p>Target date: Feb 2010</p> <p>Target date: Feb 10</p> <p>Target date: Mar 10</p>	
2.4	Improve EMC performance outcomes.	<p>a) Evaluate current committee membership, organization & responsibilities.</p> <p>b) Assess sub-committee structure.</p>	<p>i. Analyze current structure and organization utilizing assessment criteria developed.</p> <p>ii. Complete recommendations for modification as needed.</p>	<p>Analyze roles, functions and impact of sub-committees.</p> <p>Recommendations and accomplishments include:</p> <ul style="list-style-type: none"> • All vacant membership positions have been filled. • EMC meetings will be held quarterly. • Subcommittees and workgroups provide update to Action Plan at quarterly meeting. • Focus articles and quarterly updates to Action Plan reported quarterly to Governor. • The EOW was abolished on 12/31/2010. 	<p>Initial analysis completed 4/09</p> <p>Recommendations completed and implemented.</p>	<i>Dale Jensen (Ecology)</i>

