



Washington Military Department
Emergency Management Division

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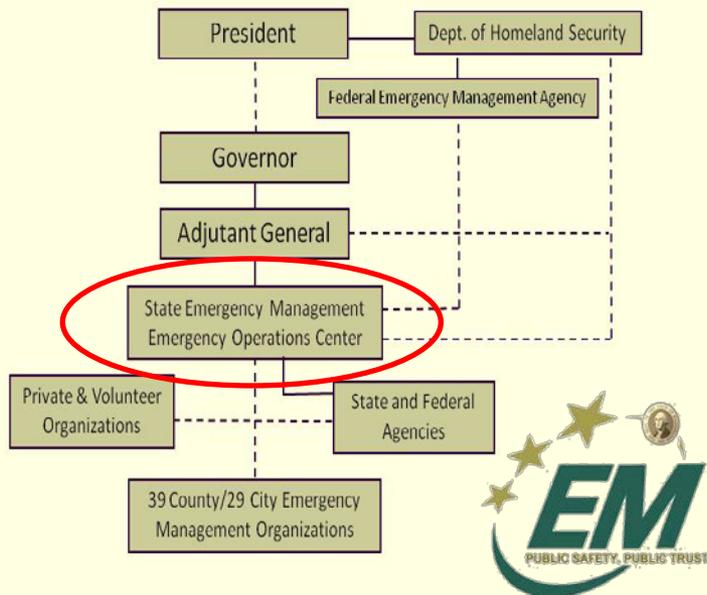
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Washington Military Department Emergency Management Division

The Emergency Management Division

Emergency Management Coordinating Agencies



- Washington is a home-rule State; Local and Tribal Governments are the first-line responders during emergencies.
- We coordinate state activities to help communities minimize the impacts of emergencies and disasters.
 - Administer federal grants to sustain local and state emergency management programs and help with recovery from disasters.
 - Provide training and exercises for local emergency managers and first responders.
 - Help communities and businesses establish preparedness programs.
 - Help organizations with emergency planning.
- We operate the State Emergency Operations Center:
 - Provide statewide alert and warning 24 hours a day
 - **Coordinate the state's response to help impacted communities during emergencies or disasters.**



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EMD Preliminary Lessons from the SR 530 Slide





Lesson 1: The Imperative of Situational Awareness

- Local EOC took approximately 8 hours to understand the magnitude of the landslide
- Initial information gathering was delayed due to rescue efforts – air assets used for rescue vs. information transmission due to terrain of incident – limited airspace to conduct operations
- State EOC situational awareness lagged behind Snohomish County

GET EYES-ON EARLY!!



Lesson 2: Even “Small” Events Can Be Catastrophic

- The slide was catastrophic to the communities of Oso, Darrington, and Arlington
- County resources were overwhelmed
- Complexities observed in this event will certainly be observed in a catastrophic event and should be addressed in our planning efforts
 - Search and rescue
 - Command and control
 - Public information and messaging
 - Recovery



Lesson 3: Get the Command and Control Structure Right

- ICS and NIMS were followed in this disaster, but challenges still emerged due to geographically separated communities
- Scale IMT appropriately for complexity of the incident
- Technical experts need to be capable of functioning in an ICS structure
- EMD needs to be prepared to interface with all elements of a complex command and control structure

The C2 lessons from SR530 have significant implications for a truly catastrophic event or events involving multiple counties/jurisdictions.



Lesson 4: Be Proactive and Innovate

- We must be flexible, adaptable and innovative. The SR530 slide turned the SEOC's paradigm on its head
- Lean forward and look for ways to solve the problems experienced by the locals
 - Student/teacher transport
 - Fiber repair
- IST innovations -- 43 of 43 recovered
- Economic recovery



Lesson 5: It's All About The Money

- All disasters are local
- Who pays when local needs exceed resources?
 - State? Federal? Private? Voluntary?
 - Public activities
 - Private needs
- Who can pay? Constitutional prohibition against lending the State's credit
- Cash flow concerns at the city and county level



Lesson 6: Manage Expectations

- During a disaster needs abound
- There is not enough money or enough resources to go around
- Federal assistance will not make individuals or communities whole
- We experienced significant challenges in managing the expectations of local elected officials and those impacted by the disaster

Don't promise what you can't deliver. Deliver what you promise.



Lesson 7: The Importance of Public Messaging

- Leadership of the Joint Information System was weak at the incident beginning
- Collaboration between city/county/state agency PIOs matured throughout the incident and appeared effective after the first 10-14 days
- There appeared to be a reluctance to provide the media with information at the beginning of the incident
- Interface between Medical Examiner's office and PIO took time to mature concerning the process used to announce fatality identifications
- Recommendation: Embed reporters with teams doing the search and recovery

In the absence of public messaging, people will create their own stories.



Lesson 8: Forward Presence is Essential

- Governor
- Governor's Staff
- TAG
- EMD Director
- Liaisons to County, IMT, and Tribes
 - They must be of appropriate seniority, have the right skillset, and know clearly what is expected of them

Forward presence shows the people involved in the disaster you care, but it also lets you hear their stories, building your situational awareness and alerting you to challenges.



Lesson 9: The Essential Nature of Partnerships

- Response and recovery needs to be an all of community, all of government effort
- Successful partnerships must be built prior to an event
- EMs will need to leverage their partnerships to successfully deal with an event
- Local EMs will support the needs of their counterparts who are dealing with an emergency
- **Be in a mindset of asking for help early. If you try to go it alone, you may not recognize you're overwhelmed until it is too late**
- Anticipate the partnerships you will need to build

Build partnerships with elected officials. They are instrumental in the process of securing federal assistance. They and their staffs are another set of eyes and ears in the community.



Lesson 10: Recovery is Every Bit as Important as Response

- Recovery planning needs to begin while the response is still underway
- While the State CEMP has provisions for a Recovery Task Force this was not used in recovery from the SR530 event
- EMD has submitted a proposal to the Governor to establish a Washington Restoration Framework but it is applicable only to large-scale events and is not scalable to cover smaller events

EMD must partner with stakeholders to develop a scalable recovery strategy that addresses events of all hazards and magnitudes.



Lesson 11: Tomorrow's Success Hinges on Today's Preparation

- Emergency Management is 95% planning, training, and exercising and 5% execution
- We were successful in responding to and recovering from the SR530 slide because we had put the EM structures in place at the state and local level and had built the necessary partnerships
- Our ability to deal with future, large-scale events depends on us doing the hard work to prepare and build resiliency now



Success

Emergency Management Division quickly stood up the State Emergency Operations Center:

- Activated for 38 days, the longest in at least the last 30 years
- Fulfilled more than 800 mission requests from Snohomish County
- Successfully used Washington's intrastate mutual aid compact for first time
- Held multiple coordination calls with local, state and federal leaders on a daily basis
- Sent hundreds of responders to assist Snohomish County.
 - At one point, more than 900 local, state and federal personnel and volunteers were involved in the search, rescue, and recovery operations





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Success

Coordinated local, state and federal agencies

Along with Snohomish County and federal agencies, *nearly 30 state agencies* helped with the response





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Success

Within 48 hours of the disaster, we mobilized specially trained Washington National Guardsmen to assist search and recovery efforts. In all, the Washington National Guard provided:

- **More than 630 soldiers and airmen** searched the debris field.
- **A highly trained, specialized Fatality Search and Recovery Team** helped the local medical examiner handle and identify victims found in the debris field.
- **A 50-man Search and Extraction Team** searched collapsed structures.
- **Four Decontamination Teams** washed off personnel and equipment leaving the debris field.
- **Two UH60 Black Hawk helicopters** helped search of the debris field, properly and respectfully remove human remains, and provided aerial tours to local leaders.
- **Vehicles and manpower transported students and teachers** between Arlington and Darrington, ensuring schools remained open.





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Success

Collaboration with Governor's Office, Congressional delegation, local elected leaders, and FEMA was crucial to receiving federal assistance quickly.





Game Changers

- Sustainable funding for statewide emergency management
 - Planning, organizing, equipping, training, and exercising at the state and local level to include National Guard State Active Duty
 - Building resiliency
- A mechanism to implement Resilient Washington
- A state assistance program to meet needs when Federal assistance is not forthcoming
- Sophisticated GIS information covering everything from sensitive archaeological sites to public infrastructure



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Questions?

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