

University of Washington



## MULTI-YEAR STRATEGIC PLAN

(2009 THRU 2014)





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### **What's New in the 2009 Edition?**

The 2009 UWEM Strategic Plan has been re-formatted for easier reading. The newer chart format will allow users to identify new projects (show with a  logo), completed projects from prior years (shown with a  logo). In addition, color-coding has been added to allow readers to follow the progress of each initiative, project or activity. Your comments for additional improvements are welcomed. Send all comments to [disaster@u.washington.edu](mailto:disaster@u.washington.edu). Thank you.

## **Purpose**

This document will serve as the Strategic Plan for the University of Washington's emergency management program for the next five years. The purpose of the strategy is to identify strategic direction for enhancing the University's capabilities and capacities to prevent and reduce the vulnerability of UW to natural, human-caused and technological emergencies and disasters. This is an exceedingly complex mission that requires coordination, cooperation, and focused effort from the entire university and its many partners – City, County and state government, as well as students, faculty/researchers, staff, neighboring citizens and the private and non-profit sectors.

It is important to note that this strategy, in order to succeed, must *involve* not only the UW Emergency Management (UWEM- a small 2.5 FTE office), but must also actively *engage* UWEM's partners in preparedness throughout the UW Campus and the surrounding community. It is only through this active partnership can any of these ambitious plans be accomplished!

This strategy was developed to address many of the findings identified over the past 5 years via post-emergency event evaluations, customer service surveys and drill and exercise hot-washes. The assessment includes comprehensive evaluations of risks, capabilities and needs of the University of Washington. The results of these assessments provide insight on emergency and disaster management needs of the UW, and helped to shape how UW will address those needs.

To be effective, the University should apply all available resources to address unique planning, equipment, training and exercise needs to assist in building an enhanced and sustainable capacity to prepare for, respond to and recover from threats or act of terrorism, natural disasters or accidents.

The format of the plan follows the structure contained in *NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs* with additional UW-specific elements added on at the end.

There are clearly not enough resources available to achieve "everything" that must be done. Current and future budgetary reductions and cutbacks will likely have a direct impact on the ability of the university to realize many of the activities, projects and proposals in this revised strategic plan. The University may not be able to accomplish every thing, but we will do every thing we can do to ensure our disaster resilience, safety and security.

## Vision

The Vision of the UW's emergency management program:  
*A Disaster Resistant University as a global model for other institutions of higher learning.*

## Mission

*To administer a campus-based comprehensive emergency management program in partnership with UW academic departments, operating units, staff, administration and neighboring jurisdictions to save lives, protect property and safeguard the environment.*

## Core Values

- Ethical behavior
- Timely response to emergency needs and requirements
- Expertise in emergency/disaster management and contingency management
- Learning and growth for all of our public safety partners
- Effective communications on how we conduct our business
- Quality service to our internal and external customers
- A safe, healthy and protected campus
- Flexible solutions to our customers requirements
- Respect for individual differences

## UW's Emergency Management Focus

1. *UWEM will act primarily as a campus-wide subject matter expert and coordinator of disaster efforts.* Due to the size and focus of UW Emergency Management (as a division of the Facilities Services Department), UW Emergency Management staff focuses its primary efforts on the preparedness efforts of the university system. In doing so, it provides guidance, technical expertise and support other departments, units and campuses in developing and enhancing their own internal capabilities. In doing so, UWEM hopes to increase the overall disaster readiness of the entire university.
2. *Employ an all-hazards approach for mitigation, preparedness response and recovery.* It is recognized that effective planning, training and equipping of emergency personnel is beneficial in addressing a myriad of situations. Adopting an all-hazards approach in our planning, training, and exercising for emergency response and recovery will greatly enhance the UW's overall readiness. No one hazard, threat or current issue should overshadow the general concept of preparing for all-hazards.
3. *Build coalitions and working groups.* The UW will continue to build coalitions and working groups that will implement the objectives and goals of its emergency management program.
4. *Enhance capabilities through planning, training, and exercising.* The UW will continue with ongoing efforts to provide quality planning, training, and exercise assistance to those agencies and organizations responsible for prevention and emergency response and recovery. This will ensure that the UW's readiness and prevention capabilities are among the best in the nation and a leader in higher education.
5. *Address sustainability considerations in all endeavors.* One issue that must be taken into account in all planning efforts is the sustainability of programs and strategies. Efforts will be taken in the implementation of these strategies to ensure that they can be maintained or upgraded as necessary to reflect anticipated changes and concerns associated with the national and statewide requirements and standards and fiscal constraints
6. *Ensure that strategies are measurable.* The UW will ensure that its strategies are measurable so that progress can be assessed.
7. *Utilize new technologies.* As new technologies become available, they will be assessed and incorporated into the objectives and implementation steps for the University of Washington emergency management strategy. The UW will

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- utilize existing technologies to make the emergency management initiatives more efficient and effective.
8. The following are considered to be priority areas for the UW's emergency management and homeland security funding:
    - Enhance overall UW Community all-hazards disaster preparedness, mitigation and response
    - Enhance our capability and capacity to gather and share information and produce actionable disaster resilience by continuously leveraging and improving upon existing information systems and, when necessary, implementing new systems
    - Protect the UW's physical infrastructure from natural and human-caused hazards and threats
    - Continuously enhance the UW's disaster preparedness capability and capacity
    - Protect the UW's unique research assets
    - Protect the UW's critical assets to ensure business continuity
    - Strive for multi-dimensional communications redundancy to ensure multiple modes of communications after an event
    - Enhance response capabilities and capacities across the institution
  9. *Maintain an emphasis on incident command/incident management principles.* The UW has taken a proactive approach in utilizing the incident command systems and conducting incident command training. It will continue to use this approach and incorporate the National Incident Management System (NIMS) into ongoing efforts.

## **ASSUMPTIONS, ARTIFICIALITIES, AND DEFINITIONS**

The University of Washington Emergency Management Multi-Year Strategic Plan takes into account some basic assumptions, artificialities, and definitions. Some of those are captured below.


1. At the UW, “First Responders” are identified in the general categories of Law Enforcement (UWPD), Seattle Fire/EMS/HAZMAT, and City/County Public Health officials
2. Other supporting campus emergency personnel (also known as “*secondary*” or “*emergency*” responders) include UWMC and Harborview staff, UW Emergency Management staff, Environmental Health and Safety Staff, volunteer campus building evacuation staff, EOC/URC responders and associated field staff, and Facilities Services (FOMS/Unit-2) staff. This definition is often expanded to personnel at the County and state level who respond to incidents as well as private sector partners who serve in a response capacity
3. “Private Sector Partners” are all those who are not representative of the public sector, such as private businesses, agencies and organizations.
4. “Local” is a term that refers to entities such as counties, cities, municipalities, tribal nations and/or other groups not affiliated with the University.
5. “Evaluation” is an embedded and integral part of planning, training, and exercise.
6. In implementing these strategies, certain “equipment” will be required in order to accomplish specific tasks. The word equipment is not placed in every strategy, but it is implied that certain specialty equipment may and will be required, and that jurisdictions, agencies, and individuals may have to purchase this equipment themselves.

## Program Management

### Goal 1:


*Ensure strong and ongoing program management through the development, review and update of written program policies, regulation and authorities. Included in this goal is the support of an overall program coordinator, advisory committee and periodic program evaluation.*

**Objective 1.1 Use and Promote the UWEM Vision, Mission and Balanced Scorecard concepts by all UWEM employees and its partners**

Implementation Step	Status	Timeframe (notes)
1.1.A: Include program Mission and Vision on all employee business cards and key communications materials.	COMPLETED 	2007
1.1.B: Update all UW policies and procedures (e.g., Administrative Policy Statements) as they relate to continual changes to emergency management practices and situations.	Ongoing	2009-2014
1.1.C: Revise the UW UWEM's Balanced Scorecard annually to reflect changes in priorities, assignments and environmental shifts in responsibilities.	Ongoing	2009-2014 (Annual Review, quarterly updates)

**Objective 1.2 Effectively utilize the knowledge, skills and abilities of the UW's advisory committee (Emergency Management Planning Committee/EMPC) in the development, review and modification of programs and activities.**

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Implementation Step	Status	Timeframe (& notes)
<u>1.2.A</u> : Promote active participation and attendance bi-monthly EMPC meetings. Involve new UW internal and external partners in the EMPC process.	Ongoing	2009-2014 (Bi-Monthly)
<u>1.2.B</u> : Rotate EMPC meetings to various off-site and department locations to highlight the diversity of the membership.	Ongoing	2009-2014 (Bi-Monthly)
<u>1.2.C</u> : Review EMPC membership makeup to ensure maximum input by key stakeholders.	Ongoing	2009-2014 (Annual)
<u>1.2.D</u> : Involve EMPC membership in development of meeting agendas and action items.	Ongoing	2009-2014 (Bi-Monthly)
<u>1.2.E</u> : Increase direct student involvement via formal participation of GPSS and ASUW in all EMPC meetings.		Started 2008

**Objective 1.3**

**Address emergency management program successes and shortcomings through the conduct of period evaluations of performance objectives.**

Implementation Step	Status	Timeframe (& notes)
<u>1.3.A</u> : Develop strategic plan proposed revisions via initial review by UWEM staff at its “all-hands” retreat.	Completed - 01/07/09	2009-2014 Annual Updates
<u>1.3.B</u> : Review strategic plan implementation progress and submit and receive concurrence by	Pending review by EMPC January 2009	2009-2014 (Annual)


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Implementation Step	Status	Timeframe (& notes)
the EMPC.		
<u>1.3.C</u> : Participate in a robust Balanced Scorecard program, including tying UWEM activities with Facilities Services-wide goals and objectives.	Ongoing 	2009-2014

**Objective 1.4**

**Implement a strategy that allows the program to address needs for legislative and regulatory revisions that evolve over time.**

Implementation Step	Status	Timeframe (& notes)
<u>1.4.A</u> : UWEM staff to attend Statewide Emergency Management Council (EMC) meetings at Camp Murray, WA, to influence and assist in the development of new/revised statewide laws, regulations and programs that impact emergency management programs at the UW. (Bi-Monthly/Ongoing)	Ongoing	2009-2014 (Bi-Monthly)
<u>1.4.B</u> : Develop an UWEM written process and/or procedure which outlines the steps by which UWEM staff must follow in order to recommend or influence decisions or information provided to UW, statewide or other federal legislative or regulatory bodies.	<i>Not Yet Started</i>	2009
<u>1.4.C</u> : UWEM staff to	Ongoing	2009-2014

Implementation Step	Status	Timeframe (& notes)
actively participate in national standards-setting organizations, boards and forums (i.e, NFPA 1600 and EMAP)	 NEW	

## Hazard Identification, Risk Assessment, and Impact Analysis

### Goal 2:

*Ensure that UW has identified all hazards (natural and human- caused), their likelihood of occurrence and the vulnerability of people, property, the environment and the UW itself to those hazards. The UW will use a broad range of sources (federal, state, city...) in identifying these hazards.*

### Objective 2.1

Ensure that the current UW Hazard Identification and Vulnerability Analysis (HIVA) will address all of the requirements of a full HIRA/Impact Analysis.

Implementation Step	Status	Timeframe (& notes)
<u>2.1.A:</u> Review and update May 2002 UW HIVA to ensure that the hazards address the following conditions: <ul style="list-style-type: none"> <li>• Personnel Health and Safety</li> <li>• Continuity of Operations</li> <li>• Property, Facilities and Infrastructure</li> <li>• Delivery of Services</li> <li>• The Environment</li> <li>• Economic and Financial Condition of the UW</li> <li>• Regulatory &amp; Contractual Obligations</li> <li>• Reputation of the UW</li> </ul>	Not Yet Begun	2009-2010

Implementation Step	Status	Timeframe (& notes)
2.1.B: Conduct Loss Estimation study to better understand the economic impacts on the university.		2010 (or earlier if funding is made available)

## Hazard Mitigation

### Goal 3:

*Insure that UW's hazard mitigation program targets limited resources and prioritizes mitigation activities to lessen the impacts of disasters to the UW Community (its students, faculty, researchers, staff, neighbors and visitors).*

**Objective 3.1      Ensure that the UW's Hazard Mitigation Plan is updated and meets all federal and state requirements and standards.**

Implementation Step	Status	Timeframe (& notes)
<p>3.1.A: Review and Revise the 2007 UW Hazard Mitigation Plan:</p> <ul style="list-style-type: none"> <li>• Establish an Ad-Hoc University-wide Hazard Mitigation Advisory Group (HMAG).</li> <li>• HMAG to meet regularly to provide input and guidance into 2007 UW Hazard Mitigation Plan update.</li> <li>• UWEM staff to meet with FEMA and State EMD technical assistance staff to ensure compatibility and adherence to state and federal planning requirements.</li> </ul>	Not Yet Begun	2009-2010

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Implementation Step	Status	Timeframe (& notes)
<ul style="list-style-type: none"> <li>Submit updated UW Hazard Mitigation plan to State EMD.</li> </ul>		
<p><u>3.1.B:</u> Identify and actively pursue funding and grants to support projects and activities identified in the UW's Hazard Mitigation Plan:</p> <ul style="list-style-type: none"> <li>Develop ongoing internal system for project identification, application development and benefit/cost analysis.</li> <li>Educate University administrators about the benefits of implementing Hazard Mitigation measures.</li> <li>Apply for federal/FEMA (e.g., PDM/HMGP) grants to fund pre-identified mitigation projects.</li> <li>Promote use of UW-Internal Emergency Preparedness Grant program for mitigation efforts/projects.</li> <li>Coordinate with Minor capital safety survey/assessment efforts and Restoring the Core Building renewal initiative in implementing mitigation measures.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Annual (or as-available)</p> <p>Annual</p> <p>Ongoing</p>	<p>2009-2014</p>

## Resource Management

### Goal 4:

*Develop systematic methodologies for the prompt and effective identification, acquisition, distribution, accounting and use of personnel and major items of equipment for essential emergency functions.*

**Objective 4.1** Resource management objectives shall be geared toward the hazards identified in the UW's hazard identification process

Implementation Step	Status	Timeframe (& notes)
<p><u>4.1.A:</u> Coordinate internal UW efforts to pre-identify key resources to include:</p> <ul style="list-style-type: none"> <li>• Personnel</li> <li>• Equipment</li> <li>• Training</li> <li>• Facilities</li> <li>• Funding</li> <li>• Expert Knowledge</li> <li>• Materials</li> <li>• Timeframes in which each is needed</li> <li>• Quantity, response times, limitations, costs estimates and liabilities with using each of the involved resources.</li> </ul>	Ongoing	2009-2010
<p><u>4.2.B:</u> Develop a <u>written</u> resources assessment to address know resource shortcomings (see 4.1.1A) and the steps necessary to overcome these shortfalls</p>	Not yet Begun	2010
<p><u>1.2.C:</u> Develop a resource inventory via active involvement of Purchasing Services and</p>	Not yet Begun	2009-2014 (Annual)

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Implementation Step	Status	Timeframe (& notes)
Financial Mgmt/ Equipment Inventory (goods and services), Human Resources (personnel), and Facilities Services/ CASPO in the emergency planning process.		
<u>4.1.D</u> : Develop and distribute a written policy and procedure on dealing with voluntary (solicited & unsolicited) donations of goods and services. This will be done in coordination with local volunteer agencies related to the acceptance, inventory, maintenance and distribution/re-direction of donations	Not yet Begun	2010-2011

**Mutual Aid**

**Goal 5:**

*Enhance the UW's ability to respond to major emergencies or disasters via the update, revision and/or development of new mutual aid agreements with local response and recovery partners.*

**Objective 5.1** Inventory and evaluate current UW Mutual Aid Agreements.

Implementation Step	Status	Timeframe (& notes)
<u>5.1.A</u> : With the assistance of the UW Emergency Mgmt. Planning Committee and Attorney General's Office, conduct a comprehensive	Not yet Begun	2010

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Implementation Step	Status	Timeframe (& notes)
inventory of current mutual aid agreements with regional partners.		

**Objective 5.2** Develop revised and/or new Mutual Aid agreements to address unmet needs and requirements.

Implementation Step	Status	Timeframe (& notes)
<u>5.2.A</u> : Contact peer higher education institutions for samples/templates of their mutual aid agreements.	Not yet Begun	2010
<u>5.2.B</u> : Develop and receive internal approval for any new MOU's/ MAA's identified and developed as part of this process.	Not yet Begun	2010

**Objective 5.3** Reference all Mutual Aid Plans in Applicable UW Emergency Plans.


Implementation Step	Status	Timeframe (& notes)
<u>5.3.A</u> : Ensure that all current and new Mutual Aid agreements are cross-referenced in the UW's <u>Emergency Response Management Plan</u> and other emergency preparedness and response/recovery plans.	Not yet Begun	2010 ERMP Plan Update

## Planning

### GOAL 6:

*Through a collaborative effort, ensure that the UW continues to foster a strong emergency planning process that addresses the diverse requirements of this element.*

**Objective 6.1** Continue ongoing revisions to the UW's Emergency Response Management Plan (ERMP) as the university's primary plan for dealing with all-hazards large-scale emergency operations and response.


Implementation Step	Status	Timeframe (& notes)
6.1.A: Ensure full-compliance of the UW's ERMP with federal and state NIMS compliance requirements.	Completed in 2007 and Ongoing 	2009-2014
6.1.B: Add the following actions and activities to the current ERMP. These currently are not specifically addressed (2008): <ul style="list-style-type: none"> <li>• Donated Goods</li> <li>• Voluntary Organizations</li> <li>• Fire Protection</li> <li>• Mortuary Services</li> <li>• Agriculture</li> <li>• Animal Control</li> <li>• Military Coordination</li> </ul>	Not yet Begun	2010 ERMP Update
6.1.C: Communication and coordination with other campuses and field stations. Expansion of the Unit Response Center (URC) concept.	Ongoing	2010



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**Objective 6.2**      Develop and distribute a UW disaster recovery plan.

Implementation Step	Status	Timeframe (& notes)
<u>6.2.A</u> : Work with State EMD and FEMA Region X to develop a draft <u>recovery plan</u> .		2009  (Financial Management to lead)
<u>6.2.B</u> : Appoint new UW Disaster Recovery Advisory Committee comprised of representatives of key UW departments and units as well as critical community partners .	Not yet Begun	2009
<u>6.1.C</u> : Review DRAFT Recovery plan with UW's (new) Disaster Recovery Committee.	Not yet Begun	2009

**Objective 6.3**      Develop, support and sustain a Business Continuity Management (BCM) program for all UW departments and functions. This program, also known as continuity planning, will identify UW critical and time-sensitive applications, vital records and functions that must be maintained as well as personnel and procedures necessary to do so, while the UW is recovering from a major emergency or disaster.

Implementation Step	Status	Timeframe (& notes)
<u>6.3.A</u> : Complete the FEMA-funded BCM pilot project with 4 representative departments and units <i>(and development of an Administrative Policy Statement to support the program)</i>	Completed in 2007  	2006-2007  APS 13.2 "Business Continuity Management" promulgated August 2007
<u>6.3.B</u> : Hire a full-time (permanent) Business	No funding available	2009-2014

Implementation Step	Status	Timeframe (& notes)
Continuity Manager and provide sufficient resources to support an enterprise-wide program.		
<u>6.3.C</u> : Identify, purchase, implement and maintain a viable business continuity software program to support the University's business continuity planning efforts through automation	As funding is made available	2009-2014
<u>6.3.D</u> : Deliver business continuity training and guidance to eight new departments.	As funding is made available	2009-2014 (Annually)
<u>6.3.E</u> : Test the BCM plans for each department to ensure the continuity planning process remains relevant to business operations of each department.	As funding is made available	2009-2014 (Annually)
<u>6.3.</u> Encourage unit/department-led business continuity activities that align with campus-wide strategies and initiatives	Ongoing 	2009-2014

## Direction, Control and Coordination

### Goal 7:

*Ensure that UW officials are able to effectively (1) analyze emergency/ disaster situations and decide how quickly to respond; (2) direct and coordinate response personnel; (3) coordinate with outside jurisdictions and partners; and (4) use available resources efficiently and effectively.*



#### Objective 7.1

Take proactive steps to protect the health of all UW campus community residents, visitors and staff against the devastating effects of a major emergency or disaster.

Implementation Step	Status	Timeframe (& notes)
7.1.A: Develop written protocols with key 24/7 campus emergency response public safety answering points (UWPD and FOMS/ Facilities Services) that ensure that UW Emergency Mgmt. is notified of potential or actual emergency events in a timely manner .	In-process	2009

**Objective 7.2**

In coordination with UWPD, ensure that the UW is fully compliant with developing and increasingly-complex federal National Incident Management System (NIMS) requirements, protocols and mandates.

Implementation Step	Status	Timeframe (& notes)
7.2.A: Ensure that all current and new UW emergency and first responder personnel are trained to the minimal NIMS requirements.	Completed in 2008  & Ongoing	2009-2014
7.2.B: Develop an orientation and training welcome packet for all new UW Emergency Operations Center (EOC) responders.	Not yet Begun 	2009

## Communications and Warning

### Goal 8:



*The UW will have a robust system for emergency communications. It will establish, utilize, maintain, augment and provide backup communication methods and devices for both day-to-day and large-scale emergency response operations. It will also utilize redundant and effective means of warning University officials and the campus community of potential hazards, threats and events requiring protective actions by the campus community. Utilize new and emerging technologies to build upon existing communications warning systems, and create new systems as necessary to ensure that the UW's public and private sector partners are kept well informed about homeland security issues and can communicate with each other as necessary.*

#### Objective 8.1

Emergency communications procedures and systems shall be established and regularly tested to support the UW's emergency management programs.

Implementation Step	Status	Timeframe (& notes)
<u>8.1.A</u> : Test the EOC responder call-up list at various times, days-of-the week and times of the month utilizing both automated and manual backup systems.	Ongoing	2009-2014 (Quarterly)
<u>8.1.B</u> : Update and distribute EOC Call-up list.	Ongoing	2009-2014 (Every 6 months)
<u>8.1.C</u> : Test EOC communications including phones, computers, wireless.	Ongoing	2009-2014 (Every 6 months)
<u>8.1.D</u> : Test Emergency Communications Systems (ECS) Phones – aka “ <b>RED Phones</b> ”	Not yet Completed	2009-2014 Annual
<u>8.1.E</u> : Provide regular preventive maintenance and testing of SEMOC including regular vehicle maintenance,	Ongoing	2009-2014

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Implementation Step	Status	Timeframe (& notes)
communication systems upgrades, and power systems maintenance.		
<u>8.1.F:</u> Test emergency back-up communications pedestal located in W-14 parking lot.	Ongoing	2009-2014 (Every 6 months)
<u>8.1.G:</u> Establish signage, comm.-unications methods and training on information dissemination protocols with the 8 Mass Assembly Areas.	Partially Completed 	Completed 2008  <i>(still need to develop signage)</i>
<u>8.1.H:</u> Analyze means and methods of communicating with City, County and State EMD partners (inter-operability) and recommend improvements to current systems.	Not yet Begun	2010
<u>8.1.I:</u> Update and distribute President's cabinet confidential wallet card	Ongoing 	2009-2014 (Annual)

**Objective 8.2**

Implement a reliable emergency communications process to contact members of the campus community in the event of a pending or immediate campus emergency or disaster.

Implementation Step	Status	Timeframe (& notes)
<u>8.2.A:</u> Develop, draft and disseminate a written emergency crisis communications plan.	Completed 	2007
<u>8.2.B:</u> Develop, draft and disseminate policies and procedures for automatic	Completed	2008

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Implementation Step	Status	Timeframe (& notes)
emergency updates of the UW public webpage, UWEM homepage, UWIN and MyUW webpages.		
<u>8.2.C</u> : Build upon existing systems in order to expand the capabilities of systems that may be utilized as a communication and warning tool.	Ongoing	2009-2014
<u>8.2.D</u> : Ensure that warning systems are designed to provide information to special need populations as warranted via student and staff disability offices.	Ongoing 	2009  (Promote use and sign-up for UWAAlert)
<u>8.2.E</u> : Assess the current “warning” capabilities and technology across the campus and then implement systems to satisfy any gaps that may exist.	Ongoing	2009-2014  <i>(as funding is made available to implement)</i>
<u>8.2.F</u> : Purchase and install tone-alert National Weather System and the National Oceanic and Atmospheric Administration (NOAA) weather radio system in the EOC.	Completed 	2007
<u>8.2.G</u> : Provide NOAA tone-alert all hazards weather radios to all UW Residence hall offices.	In 2009-2010 Internal grant request queue. 	2009


## Operations and Procedures

### Goal 9:

*Establish the development, coordination and implementation of operational plans and procedures which are fundamental to the UW's effective disaster response and recovery.*

**Objective 9.1** Ensure that the UW's emergency response and recovery efforts are provided seamlessly to the UW community.

Implementation Step	Status	Timeframe (& notes)
<u>9.1.A:</u> Review and revise the position descriptions for all key UW responders as delineated in the UW's <u>Emergency Response Management Plan</u> .	Ongoing	Last completed as part of the April 2008 Update
<u>9.1.B:</u> Develop a systematic approach for the screening, registration, credentialing, and validation of volunteers who are deployed or self-deployed to assist in disaster prevention, response and recovery.	Not yet Begun	2012
<del><u>9.1.C:</u> Encourage all residents of the UW campus (faculty, staff, students) to participate in volunteer programs that support UW's emergency preparedness and response efforts such as the Campus Emergency Response Team (CERT).</del>	The CERT program was discontinued in March 2008.	2005-2008
<u>9.1.D:</u> Promote personal preparedness via ongoing disaster training (i.e, "Who Depends on You" course	Ongoing 	2009-2014

Implementation Step	Status	Timeframe (& notes)
<i>offered by UWEM)</i>		
<u>9.1.E</u> : Develop an EOC Responder “how-to” SOP and training program to provide guidance for EOC roles and responsibilities.	Not yet Begun 	In conjunction with building the new EOC (2010?)

## Logistics and Facilities

### Goal 10:


*Ensure that the UW develops prevention, planning, response and recovery protocols and that we are active partners in creating a sound emergency management culture throughout the institution.*

**Objective 10.1** Build avenues in which UW as a national leader in higher education, can become significantly involved in the development and execution of the emergency management and homeland security initiatives

Implementation Step	Status	Timeframe (& notes)
<u>10.1.A</u> : Review and assess the current capabilities and resources of UW’s academic curriculum (both undergraduate and graduate) and evaluate how these capabilities can be utilized to aid in the university’s internal emergency management mission.	Ongoing	2009-2014
<u>10.1.B</u> : Assist in the development and enhancement of university-level collaborative research, teaching, and service efforts related to emergency management.	Ongoing	2009-2014

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**Objective 10.2** Re-develop, relocate or acquire/build a new UW Emergency Operations Center (EOC) suitable for operating 24/7 under emergency conditions and capable of withstanding a major regional disaster, such as an earthquake.

Implementation Step	Status	Timeframe (& notes)
10.2.A: Evaluate all alternative options for a new EOC facility.	Completed 	2006  <i>(2 separate studies were completed over a 5-year period recommending moving out of the current EOC sub-standard Bryant Building location)</i>
10.2.B: Equip the EOC with supportive technology that allows EOC responders to effectively operate, share information and have robust communications with unit response centers, regional emergency response partners and city/count/state decision-makers.	Ongoing  (but currently unfunded. There is no dedicated EOC operating budget)	2009-2014  <i>(as funding is made available)</i>
10.2.C: Strengthen or enhance the capabilities of the URCs. Create guidelines for establishing URC which can effectively operate and share information with the EOC.	Ongoing	2011-2014

## Training


### Goal 11:

*Develop a top-notch training program which involves the assessment, development and implementation of a training/education program for both UW officials as well as UW emergency response personnel.*

**Objective 11.1** Through a comprehensive multi-year training program, prepare our UW staff and employees, first and secondary/emergency responders and key partners for “all-hazards” incidents.

Implementation Step	Status	Timeframe (& notes)
11.1.A: Develop valid, objective and quantifiable benchmarks for UW officials, emergency responders, and key partners and then provide training to reach and sustain the level of skill, knowledge and ability.	Not yet Begun	2010
11.1.B: Analyze current capabilities of our prevention, response, and recovery partners through: <ul style="list-style-type: none"> <li>• Review of assessment data.</li> <li>• Analysis of training curriculums.</li> <li>• Collaborating with multiple training partners</li> <li>• Follow-up on action items/lessons learned.</li> </ul>	Ongoing	2011
11.1.C: Identify trained, qualified individuals and available resources throughout the state and	Ongoing	2009-2014 (Annual)

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Implementation Step	Status	Timeframe (& notes)
federal agencies that may be used to facilitate emergency management planning, training and exercises for UW officials, emergency responders, and key partners.		
<u>11.1.D:</u> Identify trained, qualified individuals and available resources throughout the state and federal agencies that may be used to facilitate emergency management planning, training and exercises for UW officials, emergency responders, and key partners	Ongoing	2009-2014 (Bi-Monthly)
<u>11.1.E:</u> Enhance web-based training materials and job aids as appropriate in order to promote and support distance learning.	Not yet Begun  (based on availability of resources)	2010- 014
<del>11.1.F: Continue development and enhancement of the successful UW Campus Emergency Response Team (CERT) program to include program expansion, training, planning, and exercise-related activities.</del>	The CERT program was discontinued in March 2008.	2005-2008
<u>11.1.G:</u> Provide a seamless and customer-service “friendly” conduit for free (or greatly reduced-cost) federal and state disaster and emergency training for the UW Community.	Ongoing  	2009-2014

## Exercises, Evaluations and Corrective Actions

### Goal 12:

**Objective 12.1** Through a comprehensive multi-year program, exercise and evaluate the UW's capability to prevent, prepare, respond to and/or recover from a major emergency or disaster incident.




Implementation Step	Status	Timeframe (& notes)
<u>12.1.A:</u> Develop a multi-year comprehensive exercise program involving all elements of the public and private sector with a combined focus of testing plans, policies and procedures.	Ongoing	2009-2014
<u>12.1.B:</u> Establish and implement standards for exercise design, conduct, evaluation and reporting across the UW.	Not yet Begun	2009
<u>12.1.C:</u> Continue the establishment of ad-hoc Exercise Design Groups (EDC) to oversee the development of each major exercise, including the approval of each exercise goals, scenario, objectives and format.	Ongoing	2009-2014 (Annual)
<u>12.1.D:</u> Engage, to the fullest extent possible, multiple UW depts., units, City of Seattle, King County, other partner organizations and the private sector in exercise activities.	Ongoing	2009-2014 <i>(Included as part of the annual EOC exercise)</i>
<u>12.1.E:</u> Conduct exercise activities in order to better define and refine our response	Ongoing	2009-2014 (Annual)

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Implementation Step	Status	Timeframe (& notes)
to all-hazard situations, such as: <ul style="list-style-type: none"> <li>• Terrorism (CBRNE)</li> <li>• Natural Hazards (including disease outbreaks)</li> <li>• Human-Caused Disasters</li> </ul>		
<u>12.1.F:</u> Conduct a periodic <u>full-scale</u> exercise that calls for the physical identification, deployment, tracking and/or accountability of a variety of resources.	None currently planned	2011 (every 4-years)  <i>(last full-scale exercise conducted at Husky Stadium in 2007)</i>
<u>12.1.G:</u> Participate in other organizations'/ universities' disaster exercises as partners to assist them in testing their preparedness plans.	Ongoing  (and as requested and staff availability)	2009-2014
<u>12.1.H:</u> Work with other state, federal, local and private sector partners to identify funding streams to further support and promote exercises	Ongoing	2009-2014
<u>12.1.I:</u> Develop and disseminate exercise after-action reviews and reports (AARs) and corrective action planning and implementation for all exercises conducted on the UW campus.	Ongoing	2009-2014
<u>12.1.J:</u> Conduct and assessment to determine the level of overall preparedness for the UW's URCs and departments/Units - in the form of a survey.	Not yet completed	2008

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**Objective 12.2** Continue the effective use of the After-Action Review/After-Action Report (AAR) process for major incidents or emergency/disaster events impacting the UW campus.



Implementation Step	Status	Timeframe (& notes)
<u>12.2.A</u> : Develop a white paper with program proposal for AVP review and EVP approval.	Completed 	2006  <i>(EVP Weldon Ihrig approved the UW AAR process in August 2006)</i>
<u>12.2.B</u> : Convene an internal UW planning group to develop AAR program guidelines, procedures, membership and protocol.	Completed 	2006  <i>(EVP Weldon Ihrig approved the UW AAR process in August 2006)</i>
<u>12.2.C</u> : Participate and facilitate all meetings of the UW AAR committee.	Ongoing	2009-2014 (After each major event)
<u>12.2.D</u> : Promote the effective use of the UW's AAR process for smaller and medium-sized incidents (other than the current large-scale events).	Ongoing 	2009-2014

## Crisis Communications, Campus and Public Emergency Information



### Goal 13:

*Ensure that resources for public information are integrated and cohesive so that all UW and partner stakeholders can be kept informed about emergency and disaster-related issues, and ensure that these stakeholders will know how they are to utilize this information.*

**Objective 13.1.A** Establish and educate a well-informed campus community about all-hazards emergency management and homeland security issues.

Implementation Step	Status	Timeframe (& notes)
<u>13.1.A</u> : Conduct and sponsor a Campus-wide Emergency Preparedness and Disaster Fair for students, faculty and staff	Completed 	2006  ( <i>QuakeFest was conducted October 11, 2006 at the HUB</i> )
<u>13.1.B</u> : Develop, print and distribute an emergency preparedness insert in the employee weekly newspaper, <u>UWeek</u>	Eliminated due to budget cuts and <u>UWeek</u> no longer a print publication as of Fall 2008.	2007-2008
<u>13.1.C</u> : Ensure that the <u>UWeek</u> includes a feature on disaster preparedness, resources and staff “tips”.	Ongoing 	2009-2014  (Annual)
<u>13.1.D</u> : Collaborate with UW News and Information and Media relations to provide adequate internal coverage of emergency management activities and programs.	Ongoing	2009-2014
<u>13.1.E</u> : Meet with UW’s student newspaper ( <u>The Daily</u> ) news staff to ensure coverage	Not yet Begun	2009 (Annual)

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Implementation Step	Status	Timeframe (& notes)
relevant campus emergency management activities that are relevant to student safety and welfare		
13.1.F: Develop an UWEM "identity" program to increase awareness of the department's unique mission and activities. This will be accomplished via development of an office logo, presentations and targeted product placement.	Completed 	2005  (new logo, hats, shirts, letterhead, tabletop display completed)
13.1.G: Promote and assess prevention and preparedness awareness among the general campus public through a wide variety of methodologies such as: <ul style="list-style-type: none"> <li>• UWEM Website</li> <li>• Preparedness Campaigns</li> <li>• Campus Media outlets</li> <li>• On-site training and teaching opportunities</li> <li>• Mitigation Project identification and development</li> </ul>	Ongoing	2009-2014
13.1.I: Develop a multi-year comprehensive campus UWEM marketing plan providing campus with realistic emergency management expectations.	Not yet Begun 	2009

## Finance and Administration


### Goal 14:

*Develop and maintain fiscal and administrative procedures designed to support an emergency management program during both day-to-day as well as during disaster response/recover operations.*

**Objective 14.1** Identify, prioritize and track all general Emergency Management and Homeland Security funding sources coming into the UW, follow the expenditures and be accountable for those funds as they are put to use to ensure efficiency and effectiveness.


Implementation Step	Status	Timeframe (& notes)
<u>14.1.A:</u> Identify correct funding sources, proper primary contacts and accurate budgets numbers to ensure smooth communication between sub-budgets and UWEM.	Completed 	2006
<u>14.1.B:</u> Develop and implement effective and detailed communications via e-mail, regular mail and telephone and effective filing systems to document all incoming invoices, packing slips and other paperwork to ensure efficient recording.	Ongoing	2009-2014
<u>14.1.C:</u> Install and maintain effective office filing systems, both electronic and hard to ensure proper documentation.	Completed 	2006
<u>14.1.D:</u> Ensure communications and follow-up with funded departments, UW Grant	Ongoing	2009-2014

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Implementation Step	Status	Timeframe (& notes)
and Contracts Accounting and other sources to ensure all expenditures are accounted for and properly submitted to the sponsor for reimbursement.		
<u>14.1.E</u> : Pursue new external grants and contracts to supplement reduction in state supported budgets and projects.	Ongoing 	Started 2007


**Objective 14.2**

Develop procedures to ensure that UW fiscal decisions can be expedited and shall be in accordance with established authority levels and accounting principles.

Implementation Step	Status	Timeframe (& notes)
<u>14.2.A</u> : Work with UW EOC Finance and Administration Section during disaster activations to ensure that all applicable financial and regulatory purchasing efforts are followed.	Ongoing 	2009  (during/after any major emergency or disaster)

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**Objective 14.3** Establish systems to ensure that all homeland security and emergency/disaster management funds distributed across UW system are recorded and tracked by the UWEM.

Implementation Step	Status	Timeframe (& notes)
14.3.A: Establish a procedure for reporting homeland security grants applied for and/or received across the state, in order to track and evaluate preparedness efforts	Completed 	2006
14.3.B: Ensure that UW departments and units that receive funding earmarked for emergency management/homeland security purposes from sources other than the FEMA/ Department of Homeland Security, such as the Centers for Disease Control, Health and Human Services, the United States Department of Agriculture or the Environmental Protection Agency will coordinate their activities through the UWEM.	Ongoing	2009-2014
14.3.C: Working with UWPD and the Attorney General's office, investigate laws, rules, and policies to determine if any information related to work production or grants/procurement should be considered	Not yet Begun	2010

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Implementation Step	Status	Timeframe (& notes)
sensitive and thereby protected from public disclosure laws.		
<u>1.2.D</u> : Provide training to UW Departments and units on current/changing federal and state grant requirements and implementation procedures	Not yet Begun	2009-2014 (Annual)

## Change Management and Technology

(Note: This UW-specific Strategy is not part of the NFPA Standard)

### Goal 15:

Ensure that emergency management mitigation, preparedness, response and recovery capabilities are maintained as the UW adapts to a changing world environment.

#### Objective 15.1

Facilitate required changes in policy, procedures, planning and performance in order to adapt to a changing world environment.

Implementation Step	Status	Timeframe (& notes)
<p><u>15.1.A:</u> Improve emergency management systems currently in place across the UW system:</p> <ul style="list-style-type: none"> <li>Review UW's emergency management system and assess strategic planning efforts.</li> <li>Collaborate with appropriate stakeholders to determine if the UW emergency management system is adequate to coordinate, manage and execute UW's Emergency Management Implementation Strategies.</li> <li>Implement required changes through legislation, administrative rules and other appropriate</li> </ul>	Ongoing	<p>2009-2014</p> <p>(Annual)</p>

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Implementation Step	Status	Timeframe (& notes)
means in order to strengthen and build upon existing emergency management systems.		
<u>15.1.B:</u> Identify ways in which the UW can sustain programs and initiatives put into place to attain/complete the campus' emergency management mission.	Ongoing	2009-2014 (Annual)
<u>15.1.C:</u> Review legal statutes, administrative rules, polices and mutual aid agreements to determine any additions or changes that need to be implemented.	Ongoing	2009-2014 (Annual)
<u>15.1.D:</u> Assist the UWPD with the coordination of the National Incident Management Systems (NIMS) implementation using guidance provided by the federal and state government	Ongoing	2009-2014

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**Goal 16:**

Maximize the use of cutting-edge technology in our efforts to achieve our overall emergency management mission.

**Objective 16.1**

Implementation Step	Status	Timeframe (& notes)
<u>16.1.A:</u> Develop the ability to view projects and planning activities on the UW campus spatially using Geographic Information Systems (GIS) to further enhance our ability to prepare for, respond to and recover from any incidents that may occur	Ongoing	2009-2014 (Bi-Monthly)
<u>16.1.B:</u> Develop, update and acquire appropriate and necessary information and equipment for the support of GIS databases.	Ongoing	2009-2014
<u>16.1.C:</u> Working with the appropriate academic departments or outside training vendors, provide GIS training and exercise opportunities for UW stakeholders involved with GIS operations.	Ongoing	2009-2014
<u>16.1.D:</u> Maintain and improve current technology to enable the UW's GIS capabilities to grow both by number of users and by application upgrades and additions for the GIS system.	Ongoing	2009-2014

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**Objective 16.2** Collaborate with professionals in the field to improve upon our use of technology to accomplish our emergency management mission.

Implementation Step	Status	Timeframe (& notes)
<u>16.2.A</u> : Establish working relationships with public and private partners to obtain the latest technology information available to improve upon our current systems.	Ongoing	2009-2014
<u>16.2.B</u> : Assess the current technology capabilities across the UW emergency management community and its partners.	Not yet Begun	2010-2011
<u>16.2.C</u> : Through collaboration, develop baseline standards for system users.	Not yet Begun	2011-2012
<u>16.2.D</u> : Identify technological gaps in the current system based on assessment and baseline data.	Not yet Begun	2012
<u>16.2.E</u> : Procure necessary resources to fill gaps and ensure that the necessary planning, training and exercise activities are provided to validate expenditures.	Not yet Begun	2012-2014 <i>(based on availability of fiscal resources)</i>

## UWEM Employee Development

(Note: This UW-specific Strategy is not part of the NFPA Standard)

### GOAL 17:

Through a collaborative effort, work to support all UWEM staff members to take full advantage of personal and job skill-related skills and knowledge enhancement.

**Objective 17.1** Assess the training and professional development needs of all UWEM permanent staff.

Implementation Step	Status	Timeframe (& notes)
17.1.A: : Complete an employee professional development and skills enhancement plan for each employee.	Ongoing	2009
17.1.B: Support all UWEM staff by encouraging their attendance at Statewide Emergency Preparedness Conferences – e.g., the <i>Partners in Emergency Preparedness Conference</i> .	Ongoing	2009-2014
17.1.C: Promote use of the UW's Tuition Exemption program.	Ongoing	2009-2014

## **Evaluation Criteria**

Evaluation is vital to the success of any strategic planning process. It is anticipated that the evaluation of the University of Washington's success with our Emergency Management Strategy will be both quantitative and qualitative in nature.

Periodic evaluations and reports will be conducted or prepared by UW Emergency Management. The evaluations or reports will help to measure progress in obtaining identified emergency management and homeland security goals.

It should be abundantly clear that there are a multitude of needs identified within the strategy that we may not be able to actualize due to lack of human, monetary and/or physical resources.

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List of Strategic Plan Acronyms

AAR	After-Action Report
AVP	Associate Vice President
BCM	Business Continuity Management
DHS	Department of Homeland Security
EH&S	Environmental Health and Safety Department
EM	Emergency Management
EMC	Emergency Management Council
EMD	(State) Emergency Management Division
EMPC	Emergency Management Planning Committee
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERMP	Emergency Response Management Plan
ESF	Emergency Support Function
EVP	Executive Vice President
FEMA	Federal Emergency Management Agency
FTE	Full-Time Equivalent
HAZMAT	Hazardous Materials
HIRA/HIVA	Hazard Identification and Risk/Vulnerability Assessment
HMAG	Hazard Mitigation Advisory Group
HMGP	Hazard Mitigation Grant Program
ICS	Incident Command System
MAAs	Mutual Aid Agreements
MOUs	Memorandums of Understanding
NFPA	National Fire Protection Association
NIMS	National Incident Management System
PDM	Pre-Disaster Mitigation
RCW	Revised Code of Washington
SFD	Seattle Fire Department
SOP	Standard Operating Procedure
URC	Unit Response Center
UW	University of Washington
URC	Unit Response Center
UWEM	University of Washington Emergency Management
UWPD	University of Washington Police Department

**2009-2014 Strategic Planning Process**

The following chart identifies the key timelines, processes and schedule utilized by the University of Washington in the review, editing and revision/production of the university's 2009-2014 emergency management strategic plan.

<b>Dates/ Timeframe</b>	<b>Activity</b>	<b>Notes</b>
2007  through  November 2008	UWEM Staff maintained informal notes and suggestions for possible modifications for the 2009 updated plan	As a working document, the strategic plan continues to evolve. UWEM staff are encouraged to keep a log of potential changes for future updates.
December 2009	UWEM Director develops first DRAFT of 2009-2014 proposed Strategic Plan	
January 7, 2009	UWEM Team reviews and revised DRAFT plan at its "all-hands" staff retreat	Draft #2 completed and provided for partner and public input
January 7, 2009 – January 31, 2009	2009-2014 Draft #2 available to the public for comment and review	Posted on the UWEM homepage: <a href="http://www.washington.edu/emergency">www.washington.edu/emergency</a>
January 15, 2009	UW Emergency Management Planning Committee reviews DRAFT #2 at its bi-monthly meeting	Input into the plan provided at EMPC meeting #34. Comments were recorded as part of the meeting minutes and incorporated in the final document. A new section of the Final plan is included with the EMPC priorities on p. 46.
January 31, 2009	All written comments due to UWEM on the DRAFT 2009-2014 Plan	
February 13, 2009	Final 2009-2014 Plan printed, posted electronically and provided to all key partners.	

**Strategic Priorities of EM Partners**

In addition to providing specific edits, wording and content suggestions to the 2009-2014 emergency management strategic plan, UW strategic partners (*consisting primarily of the 40 EMPC members and the UW's EOC responders*) were solicited to provide their input into prioritizing the eighteen (18) primary projects/activities identified in this plan. Using an anonymous online survey instrument<sup>1</sup>, the UW partners assisted UWEM in determining the following project priorities.

Activity, Service or Program	Absolute Ranking (1-18)	Ranking with Combined Scores of 4 & 5
Invest in a 24/7 Campus Functional EOC	1	1
Promote/increase stable base EM funding	2 (tie)	4 (tie)
Develop EOC responder plan and guide	2 (tie)	2 (tie)
Develop campus recovery plan	4	2 (tie)
Continue internal campus disaster grants	5	4 (tie)
More active involvement of President's Cabinet in campus disaster management activities	6	7 (tie)
Increase student, faculty, researcher outreach	7	10
Re-instate business continuity program	8 (tie)	6
More disaster drills and exercises	8 (tie)	11 (tie)
Increased EM marketing on campus	8 (tie)	14
More structured EM training programs	8(tie)	11 (tie)
Encourage use of WebEOC tool for disasters	12	7 (tie)
Written MOUs between UWEM and other UW units and departments	13 (tie)	9
Pursue EM accreditation for UW	13 (tie)	17
Increase non-structural hazard projects	15	16
Re-instate the CERT program on campus	16	13
Increase AAR program to more incidents	17	15
Grow the membership of the EMPC	18	18

While only advisory in nature, the rankings of our internal stakeholders provides additional programmatic and strategic guidance on the priority of effort to be undertaken over the next five years.

<sup>1</sup> The online survey can be found at: [http://www.surveymonkey.com/s.aspx?sm=WHp9hsHPmQHtFdcXwLez9A\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=WHp9hsHPmQHtFdcXwLez9A_3d_3d) The projects were categorized from a rating of 1=Very Low Importance to a rating of 5=Extremely Important.