

Our VISION:
A Disaster Re-
sistant University
as a global model
for other institu-
tions of higher
learning.

Our MISSION:
To administer a
campus-based com-
prehensive emer-
gency management
program in part-
nership with UW
academic depart-
ments, operating
units, staff, admin-
istration and neigh-
boring jurisdictions
in order to save
lives, protect prop-
erty and safeguard
the environment.

Disaster Digest

VOLUME V ISSUE 11

JULY 2014



Director's Corner

Steve Charvat, UWEM Director

Anybody who knows me understands that my favorite kind of restaurant involves one that features a smorgasbord, dim sum or some kind of buffet line. Why? Because like many people, I enjoy variety and being able to pick-and-choose what I want to eat. We at UWEM bring this same philosophy to our quarterly *UWEM Disaster Digest* as well. As our readership grows to nearly 1,000 subscribers, each with varying levels of interest in topics relating to emergencies, disaster management and/or business continuity, we regularly try to balance the needs of our diverse audience with news and information items about our department activities along with current "What's New" items about the various UW crisis management efforts and national/global disaster events. Based on regular customer service surveys and input, some readers of this *Digest* have suggested that this quarterly newsletter is too long, some say it's too short, while others feel the length/content is "just right". By producing this in an eco-friendly electronic format, it is our hope that you, the reader, will scan the headlines first and read those articles that are of interest to you. So just like a restaurant buffet, you can read/use those articles that interest you and skip the rest. Of course, we encourage anyone to email us with story suggestions as well as provide us with their honest critique of the actual content.

Finally, we have all heard that "*students represent the heartbeat of any college or university*". It was not until quite recently that I realized how true that saying really is. This past month, besides experiencing the end of the UW's fiscal year, end of Spring Quarter and Commencement, UWEM also bid a fond farewell to our most-recent batch of student interns and employees. So, while we begin the recruitment process for another 3-4 paid student interns (see article on p. 2), our offices will be a bit quieter than they have been for the past 6 years. I recently had some time over the past 4 weekends at home (while gardening) to slow down and reflect how much we rely upon – and often under-appreciate – the students who have touched our department.

Being a small office of only 3 permanent staff, UW Emergency Management has had the honor and pleasure of hiring 10 student employees and interns over the past 5 years. Collectively, they have accomplished a variety of much-needed projects that could not have been completed without their research efforts. A small sample of the key projects that they led included: (1) drafting an Emergent Volunteer Study, (2) developing a Virtual EOC software program, (3) achieving Storm-Ready Certification for the UW, (4) conducting Mass Care and Shelter Studies, (5) Hazardous Weather Annex to the UW's Disaster Plan, and (6) shepherding the UW's Seismic Resilience Project from initiation to completion. They also attended countless meetings and trainings, worked Husky Football games, helped out with fire drills and disaster exercises. As in any relationship, while all of our interns will be missed as they venture out into the professional world, both we at UWEM and the University of Washington are much richer for having them part of our team. Best of luck graduates!! Have a safe and peaceful summer everyone!

Partner of the Quarter: Randy West



By unanimous acclamation, the May-July 2014 Emergency Management *Partner of the Quarter* was awarded to UW Deputy Police Chief Randall L. West. Deputy Chief (DC) West is a well-known “rockstar” in the UW community when it comes to not only community-based campus law enforcement, but also for his support and enthusiasm for all things related to crisis coordination, emergency/disaster planning and building collaborative teams across various university operational units. His recognition certificate was presented at a special ceremony attended by his peers on June 25th at the UW Police Headquarters. Since joining the UW Police Department in February 2010, Deputy Chief West has been instrumental in guiding his peers in UWPD toward additional resources and opportunities for advancement when it comes to preparing for those events and incidents that are outside normal operations of a police agency. Coming from Southern California, where he served in various law enforcement capacities for over 30 years, DC West brought with him an appreciation and personal experiences of having survived various types of disasters that can also impact us here in the Pacific Northwest – including earthquakes.



As an avid supporter for UWEM and the University's entire disaster response and preparedness community, DC West has been an Emergency Operations Center (EOC) responder for a number of actual campus incident responses. He was a core member of two separate Lean Team project launches, as well as a core member of a number of disaster exercise planning teams. He is currently a standing member of the UW's Emergency Management Planning Committee and a primary liaison between the UWEM Department and UW Police operational units. His 24/7 availability, on-scene coordination and assistance with the UWEM Duty Officer and his keen ability to translate and transmit complex incident information to decision-makers in the Emergency Operations Center made him the natural choice for this quarter. So, the next time you see Deputy Chief West, let him know how much he is appreciated!



UWEM is Looking for New Talent

Beginning this Fall, UWEM will be recruiting, interviewing and hiring 3-4 new student interns to work in our office part-time. If you know any current UW student (graduate/undergraduate, full/part time, extension, Bothell/Tacoma or currently enrolled in *any* program at a UW site), please contact us for details. We are looking for students to assist us in the development of a number of key priority projects that are part of an ongoing process improvement program. Sample projects include: (1) the development of a UW Disaster Social Media Analysis and Reporting tool, (2) development of a UW Volunteer and Donations Management Plan, (3) writing a UW Mass Care and Shelter Plan and Policy, and (4) enhancement of our virtual EOC Decision-making tool under the Google platform. These positions are paid and will work under the supervision of the UWEM management team while the students receive in-service training and allowing for real-world experiences in disaster management activities. Contact us at disaster@uw.edu for more information.

Welcome to the Team!

The following UW staff recently joined the EOC cadre as members of our 24/7 disaster and emergency response network over the past 6 months:

Ben Newton: Real Estate	David Anderson: Health Sciences
Gary Leonard: Student Life	Ellen Taylor: Student Life
Gloria Galloway: UW Police	Michael Sletten: UW Police
Mariann Woodland: Transportation Services	Joles Tahara: Transportation Services
Kent Kurth: UW IT	Michelle Ma: News & Information
Laura Mansfield: UW Bothell	Suzanne Huggins: Development
Gary Bangs: EH&S	Sheryl Schwartz: EH&S
Eric Hausman: EH&S	<i>(YOUR NAME HERE??)</i>

Join us in welcoming them to the ever-growing team of UW staff who may be called upon to staff the university’s Emergency Operations Center (EOC) before, during and after any major incident, disaster or crisis impacting the UW system.

Certified Staff the Few Among Many



This past March, the *International Association of Emergency Managers* (IAEM) notified the UW Emergency Management Department that it is only the 2nd organization in the state of Washington to boast that 100% of our staff is now Certified Emergency Managers (CEM) certified.

Siri McLean, Scott Preston and Steve Charvat have all earned this distinction after completing an extensive application, test and peer review process. The only other organization in Washington to have 100% certification status is the Emergency Services Coordinating Agency ([ESCA](#)). We are proud to bring this wealth of disaster, continuity and knowledge to the UW and stakeholders we serve.



The CEM[®] certification provides emergency managers with another resource to strengthen their credibility when making recommendations to stakeholders. What is the CEM? A Certified Emergency Manager has the knowledge, skills and ability to effectively manage a comprehensive emergency management program. A CEM has a working knowledge of all the basic and advanced tenets of emergency management, including mitigation, preparedness, response and recovery. A CEM has experience and knowledge of interagency and community-wide participation in planning, coordination and management functions designed to improve emergency management capabilities. A CEM can effectively accomplish the goals and objectives of any emergency management program in all environments with little or no additional training orientation. There are only 1,381 CEMs in the world: 1,300 in the United States and 81 throughout 14 international countries and now 3 at the UW!



Oso Landslide

Our beautiful state, with its snow-capped mountains, valleys, rivers and streams, ocean shores, canyons, plains and other natural features often provide a refuge from the day-to-day hustle and bustle. They also can prove to be deadly, we all sadly learned on the morning of Saturday, March 22, 2014. At 10:37 a.m. local time, a major mudslide occurred 4 miles east of Oso, Washington when a portion of an unstable hill collapsed, sending mud and debris across the North Fork of the Stillaguamish River, engulfing a rural neighborhood, and covering an area of approximately 1 square mile. Sadly, 42 people were killed. Many of us at the UW were somehow impacted, either directly or indirectly, by the tragedy near Oso. The March 2014 landslide engulfed 49 homes and other structures in an unincorporated neighborhood known as "Steelhead Haven". It also dammed the river, causing extensive flooding upstream as well as blocking State Route 530, the main route to the town of Darrington (population 1,347), approximately 15 miles east of Oso. The natural rock and mineral formation with the most recent activity in the area of Oso is known as the Hazel Landslide; this recent landslide event is being referred to in the media as "the Oso mudslide". Excluding landslides caused by volcanic eruptions, earthquakes or dam collapses, the Oso slide is the deadliest single landslide event in United States history. Our thoughts continue to go out to those impacted by this tragedy.



Before



After



Before



After

Recovery Told in Numbers

- ⇒ Almost **\$1.7 million** in state and federal disaster assistance funding has been approved for individuals and families who were affected by the SR 530 slide.
- ⇒ The U.S. Small Business Administration's Office of Disaster Assistance has approved approximately **\$1.2 million** in low-interest disaster loans.
- ⇒ So far, FEMA has approved more than **\$10 million** to help state, local and tribal communities cover costs such as emergency response operations and removing debris to help communities recover from the SR 530 slide.
- ⇒ A total of more than **\$7 million** in donations from across the U.S. was received by three nonprofit organizations: American Red Cross, United Way and the Cascade Valley Hospital Foundation, which is based in Arlington, WA.
- ⇒ On April 24, the Sauk-Suiattle Indian Tribe hosted a traditionally prepared salmon dinner for **80** people who were involved in the SR 530 slide response and recovery.
- ⇒ Nearly **600** National Guard soldiers were deployed to assist with the response efforts at the site of the SR 530 slide. Washington National Guard members sorted donations at a Joint Resource Center and managed other critical needs.
- ⇒ Nearly **37,000** meals have been provided by volunteers. Among them were American Red Cross members who provided more than **29,000** meals and snacks; the [Soup Ladies](#) who served **6,655** hot, homemade meals to disaster relief crew members at the site of the SR 530 Slide; and a group of students from Darrington who made more than **1,300** sandwiches for the first responders.
- ⇒ The [Oso Proud Oso Strong Flag Fundraiser](#) sold **150** flags, **38** of which have been donated to local businesses and community members of Oso. The proceeds go to the communities affected. So far, **\$750** has been raised.
- ⇒ Approximately **29** local voluntary organizations have provided assistance, including firefighters from the Oso Fire Department and members of the Urban Search and Rescue California Task Force 7.
- ⇒ More than **45** search and rescue canines were active in the response to the SR 530 slide.

<http://www.fema.gov/news-release/2014/06/05/75-days-after-sr-530-slide-10-stories-recovery>

[Snohomish County Flickr Photos](#)

[Ariel Before & After Images](#)

[USGS Computer Simulation of SR530 Slide](#)





EOC Director



President Young



Switchboard



Operations



Planning



Senior Controller



Logistics



Finance



Plans Chief



Simulation Cell



Media & Communications

EOC Functional Exercise: Turbulent Tango

On March 27, 2014, 64 EOC responders including President Young and other members of the Emergency Policy Council, 10 controllers, 6 evaluators and 3 observers all participated in the annual university-wide disaster exercise. In previous years the university has tested response capabilities for critical infrastructure breakdowns, earthquakes, hazardous material spills, a plane crash and even an active shooter scenario. This year the decision was made to test our response to civil unrest on the Seattle campus. The purpose of this exercise was to evaluate player actions against current response plans for civil unrest.

Turbulent Tango was a functional exercise (FE) designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to a disaster that is significant enough to warrant the activation of the university's Emergency Operations Center (EOC). A FE is a complex event that requires detailed planning. To conduct an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies took part in the planning process as well as the exercise conduct and evaluation.

This Exercise was produced at the direction of the University of Washington with the input, advice, and assistance of Turbulent Tango planners.

The University's Emergency Management Planning Committee endorsed the following Goals and Objectives for this exercise. All exercise goals were demonstrated during exercise play and ultimately accomplished to some degree. Through demonstration of these objectives, the exercise players successfully simulated an effective response to scenario events. At the same time, exercise play revealed ways that future responses could be made more effective.

- EOC responders and/or alternates will employ their roles and responsibilities as defined by the UW All-Hazards Emergency Management Plan.
- EOC responders will demonstrate their ability to develop situation awareness and provide information and reports as necessary.
- The EOC will practice coordination between the UW EOC and external partners (Seattle OEM).
- The EOC will practice coordination between the UW EOC and Unit Response Centers (URCs).
- The EOC will illustrate the effective involvement of senior leadership during an EOC activation.
- The EOC Media & Communications Team will coordinate, manage, and disseminate public information materials and monitor that the correct information has been received by the general public.

Overall, the Turbulent Tango Exercise was a huge success in that it met and addressed all 6 of the primary objectives. Yes, mistakes were made, but all were done in a non-lethal atmosphere where participants took this opportunity to learn from this experience and make continuous improvements to their plans, systems, networks, and policies. Disasters don't happen every day. The best way for us to learn about planning gaps and create new plans and procedures is through exercises like Turbulent Tango. Mistakes can be made and no one gets hurt. Exercises create an environment for no fault learning through hands on experience. Many great lessons were learned during Turbulent Tango that will be addressed for future events.



External Evaluators

Anne Guthrie Explains the Birth of UWEM

This past February, I had the pleasure of sitting down with Anne Guthrie, former Safety Administrator with Facilities Services, and learned how UW Emergency Management came about at the UW. As an alumni and disaster geek it was great fun to learn the steps that were in play even when I was a student at the UW in the late 90s.



Ann Guthrie and Siri McLean

Events leading up to the birth of UWEM:

1989: The 6.9 earthquake in Loma Prieta, CA

1990: Several members from the University of California system visited the UW to share their lessons learned from the Loma Prieta earthquake and what mitigation steps their Facilities department was taking. About 70 UW FS people attended at the HUB.

1991: Earthquake Readiness Advisory Committee (ERAC) group was established at the UW. The first Emergency Management committee was appointed, driven by FS folks in partnership with UW Police and EHS. A formal report was produced.

1994: The 6.7 earthquake in Northridge, CA.

1995: The UW participated in Soundshake, a regional earthquake exercise. It was identified that the university needed the ability to conduct post-earthquake evaluations of buildings. A conversation with City of Seattle engineers ensued and with some training a group of UW Campus Engineers was deputized as the ATC-20 team.

1996: Preparedness training began for essential employees and the original search & rescue training for UWPD & FS was conducted.

1998: The UW participated in Soundshake, the second regional earthquake exercise.

2000: The UW was 1 of 6 pilot universities awarded a Disaster Resistant Universities (DRU) grant from FEMA.

2001: The 6.7 Nisqually, WA earthquake occurred and the 9/11 terrorist attacks in NY & DC.

2002: Elenka Jarolimek, Masters student at the UW produced the first Hazard Impact Vulnerability Analysis (HIVA) report as her master's project. During a field trip to Berkley UW Facilities people noticed their informative emergency posters and returned with suggestions for the UW to create similar communication tools. In coordination with EH&S posters were designed as well as campus evacuation maps and distributed in buildings across campus.

2003: Environmental Health & Safety established PEAT (Pre-Entry Assessment Team) as a first responder disaster team. The team's primary function is to monitor for chemical releases and other hazards in buildings before reentry by staff or search and rescue teams.

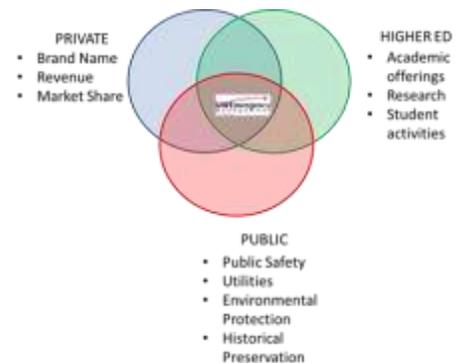
2003: UWEM was established as a 1-person function with the hiring of Mr. Steven Charvat.

Higher-Ed Emergency Management Coordination

The typical operating situation for higher education tends to be a highly complex mix of administrative, academic and research work with additional special events and social activities. All higher education institutions will have an element of public safety and security and many institutions have residential students, adding another layer of complexity to planning concerns and provision of housing, food, utilities and other 24/7 services. Institutions with teaching hospitals have even more sophisticated planning needs that are specific to the healthcare field.

This means that while practical emergency management as a general profession is applicable to higher education, there is often a significant difference in the skills required of higher education emergency managers when compared to their municipal counter-parts. The complex combination of public expectations, institutional concerns and University Community needs in higher education requires a sophisticated combination of skills that cross three major areas social sectors: Private, Public and Higher Education. The diagram below is a simplified example of the representative activities in these sectors at the typical university and the role that university emergency management plays at the center of emergency planning and coordination for each of these sectors.

When a college or University has a special event or incident that exceeds the institutional capabilities to manage through response, stabilization and recovery activities, then additional emergency and planning resources are needed to provide more support to the College or University experiencing the crisis. Many institutions are forced by circumstances to look for support from their local municipal partners.



Municipal emergency managers can provide limited assistance, but overall will be less effective at planning, coordination and incident management than higher education emergency management professionals who have the same basic training as their municipal colleagues, but with the added value of extensive experience in managing the unique challenges of a higher education environment.

Municipal emergency management is supported by a series of agreements and codified mutual aid compacts that ensure support is available when needed from the next higher level of government. The City may go to the County and the County to the State and the State to the Federal Government to elevate resource requests in response to the growing needs of an escalating incident. This is part of the Emergency Management Assistance Compact (EMAC) that all 50 states participate in. Higher education institutions currently do not have any such system in place and are not recognized under the interstate EMAC agreement.

When disasters or serious incidents occur at institutions of higher education, the best support these institutions can receive is to have well-trained higher education emergency management professionals from other regional higher education institutions on hand. These professionals understand the best practices of emergency management as well as the unique concerns and challenges of the University Community.

Unfortunately, while there are very effective methods of sharing planning information, there is no centralized coordination among higher education communities for *practical* support during an incident. What needs to happen is for community colleges, technical schools and Universities, both public and private, to form regional coalitions that will support established mutual aid agreements to provide these critical resources to each other in times of need, the way EMAC works for the municipal jurisdictions. This level of cooperation would be of significant benefit to our society by working to improve the overall resiliency and ensure the continuity of higher education everywhere.



Are Female Hurricanes Really Deadlier than Male Hurricanes?

(CNN) -- Apparently sexism isn't just a social problem -- if you're in the path of a hurricane, gender bias might actually kill you.

A study suggests people prepare differently for hurricanes depending on whether the storm has a male or female name.

"Feminine-named hurricanes (vs. masculine-named hurricanes) cause significantly more deaths, apparently because they lead to a lower perceived risk and consequently less preparedness," a team of researchers wrote in the [Proceedings of the National Academy of Sciences](#).

In other words, a hurricane named "Priscilla" might not make people flee like a hurricane named "Bruno" would.

The study analyzed death rates from U.S. hurricanes from 1950 to 2012. It suggests that changing a severe hurricane's name from Charley to Eloise could nearly triple its death toll.

"For severe storms, where taking protective action would have the greatest potential to save lives, the masculinity-femininity of a hurricane's name predicted its death toll," the study said.

Hurricane Katrina in 2005, which left more than 1,800 people dead, was not included in the study because it was considered a statistical outlier. Neither was Hurricane Audrey in 1957, which killed 416 people.

The study does note that both of those very deadly hurricanes had female names.

Questioning the data

But not everyone buys the team's hypothesis. Jeff Lazo of the National Centre for Atmospheric Research said the pattern is most likely a statistical fluke, according to [National Geographic](#).

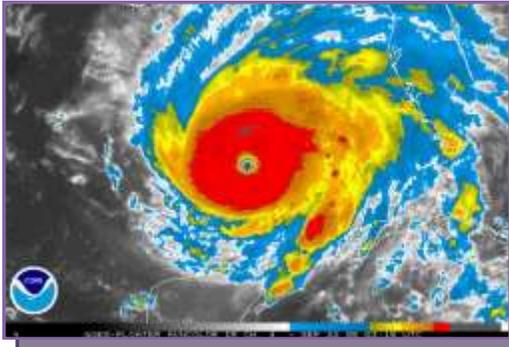
He notes that all hurricanes had female names until 1979 -- meaning the study included 29 years without male hurricane names.

That's significant because hurricanes have generally gotten less deadly over time, Lazo told National Geographic.

"It could be that more people die in female-named hurricanes simply because more people died in hurricanes on average before they started getting male names," Lazo said.

Study: Experiments back up the claim

But the researchers said they didn't just analyze death tolls from actual hurricanes, they also conducted a series of experiments to test their hypothesis.



In one experiment, participants predicted the intensity of 10 hurricanes -- five with female names and five with male names. The male hurricanes were deemed more intense -- regardless of the gender of the participant.

In another test, participants were asked to judge the risks of a hypothetical "Hurricane Alexander" and a "Hurricane Alexandra." Despite being told both had uncertain intensity, respondents considered Hurricane Alexander to be riskier.

A third experiment tested whether participants would be more likely to evacuate due to a "Hurricane Christopher" vs. a "Hurricane Christina." As expected, more people would flee their homes if Hurricane

Christopher came barreling toward them compared to an impending Hurricane Christina.

Why name hurricanes anyway?

Giving hurricanes short, easy-to-remember names helps reduce confusion when two or more tropical storms are brewing at the same time, the [National Hurricane Center](#) said.

For decades, all hurricanes were given female names in part because hurricanes were unpredictable, the study said, citing the "Encyclopedia of Hurricanes, Typhoons and Cyclones."

"This practice came to an end in the late 1970s with increasing societal awareness of sexism, and an alternating male-female naming system was adopted," the report said.

Each year's list of hurricane names is alphabetical, alternating between male and female monikers. If you're trying to get your name on the hurricane list, don't bother. A U.N. World Meteorological Organization committee has already set up six years' worth of names. The lists repeat after each six-year cycle.

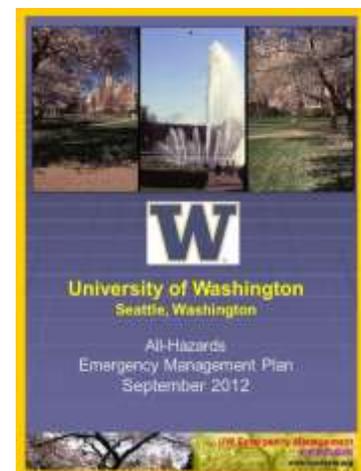
"The only time that there is a change is if a storm is so deadly or costly that the future use of its name on a different storm would be inappropriate for obvious reasons of sensitivity," the National Hurricane Center said.

This year's list of names include "Omar" and "Sally." It's unclear how people might prepare differently if caught in the paths of those storms.

<http://www.cnn.com/2014/06/03/us/female-hurricanes-deadlier/>

Time for an Update

It is that time again for the bi-annual review and update of the 2014 UW All-Hazards Emergency Management Plan. Please feel free to review the [current plan](#) and provide feedback to disaster@uw.edu by September 1, 2014.



Seahawks Victory Parade

The historic Seahawks' victory over the Denver Broncos at the Super Bowl XLVIII led to a second historic event on February 5, 2014 in Seattle: the Seahawk's Victory Parade. With an estimated 750,000 people in attendance, this parade became the largest special event in Seattle's history. Some of the employees of the University's Emergency Management, EH&S and Housing and Food Services served as part of the SeaFair volunteer Emergency Management Group to assist the City with public safety and crowd management during the celebration.

Some of the particulars of the event made for a very complex emergency planning challenge for the City and Seafair group to manage:

The Venue: The parade route stretched approximately 2.5 miles from Seattle Center to Century Link Field. The crowd density was such that emergency officials for the city, with the help of nearly every other jurisdiction in the greater Puget Sound area, struggled to maintain a safe route for the public and ensure adequate access for emergency response. Evacuation along the route would have been exceptionally difficult had a problem developed during the parade that created an unsafe situation for the public.

The Weather: It was a beautifully clear day, but cold. Really, really cold. The sub-freezing temperatures were a challenge for spectators and emergency workers alike. Where does one go to warm up in Seattle? Well, Starbucks of course. Except that the lines for those Starbucks and other café locations near the parade route were long enough to stretch a block or more.

The Crowd: Seattle is used to working large special events. Seafair has a number of mid-large attended special events throughout the weeks of July and August, including the Torchlight Run, the Torchlight Parade and of course, the hydroplane races. The Seahawks' victory parade dwarfed Seafair attendance, bringing in over 3 times the usual crowd. The extra people in the downtown corridor meant that traffic, public utilities and just about everything else was overwhelmed. This was a regular week day in Seattle, so businesses were still in full operation as well. The resulting crowd was literally wall to wall people, in that the public was so densely packed along the parade route that people were stretched from the walls of the buildings on one side of the street to the other all along the parade route. The surge of the crowd would at times force spectators along the parade route into the parade route. This did result in a few minor



injuries where horses from police mounted units were reported to have accidentally stepped on the feet of the displaced fans. Fortunately, more serious medical situations did not develop along the parade route. Gaining access for medical units to transport the sick or injured would have been extremely problematic.

Communications: Radios for event staff as well as cellular networks were unreliable due to the numbers of people attempting to use radios and cellphone to communicate with each other, post on social networking sites, etc. While radios were more reliable than cellular phone, they were still unstable at times and instructions to event personnel from command posts and coordinating centers was difficult. Had a major incident developed during the parade, the public would have had a difficult time getting a clear cellular signal to dial 9-1-1 and the City would have had a very difficult time sharing information with first responders.

The victory parade highlights in great detail the challenges that emergency management faces with large-scale special events. The parade was a rousing success overall and the City learned many valuable lessons in how to be better prepared for the next Seahawks victory (Super Bowl XLIX, of course!).



The Value of Volunteers in Disasters

Disasters and significant incidents are defined by the instantaneous excess of community need to available resources (i.e. we momentarily have more problems than we have solutions). This can be particularly true of the University Community, where we have a city within a city. Universities have all of the same problems as a city as well as some challenges a city doesn't have, often without all of the resources a city enjoys in terms of personnel and capabilities.

Well-trained and coordinated emergency volunteers can be a significant benefit to a University as a resource multiplier, assisting the career first responders by performing simple, common duties that do not require specialized training or authority. This allows the University emergency officials to evaluate the incident needs and allocate the specialized career first responders to those areas where only their unique skills and authorities will do.

Some examples of the use of well-trained volunteers from past incidents:

- Passive crowd management similar to the role of evacuation wardens.
- Logistics support by moving supplies about the campus.
- Providing additional work-hands for manual labor.
- Assisting professional rescuers by operating under their direction for light search and rescue, basic first aid, etc.
- Taking phone calls at call centers and in the emergency operations center (EOC).
- Directing injured persons to a treatment area.
- Escorting emergency vehicles through crowded venues at special events and protecting the emergency scene from the curious public while the professional first responders work the problem.
- Helping locate lost children.

Volunteers who are well-vetted through a background check, who are well-trained and who are part of an organized emergency volunteer management program are a great source of supplemental workers for the University during special events, emergencies and disasters at a time when other regional and University resources may be unavailable.



Continuity Corner

Insurance is Not Continuity

UWEM promotes a program called BARC (Business, Academic and Research Continuity). One of the key tenets to the concept that we use to promote overall continuity is not just to understand the problem (i.e. the risk), but to orient planning for the impact (i.e. the disruption). This allows for greater flexibility of planning as well as removes the limited view that problem-oriented planning can cause. Developing a separate plan for every problem that can be considered such as fire, flood, storms, hazardous materials, civil unrest, earthquakes, power outages, etc can quickly cause a continuity planner to feel overwhelmed. Additionally, even after all possibilities have been considered, life just has a way of throwing an incident our way that no one thought of. This is why planning for impact is important.

Identifying a critical resource that supports a core business process (whether administrative, academic or research) and planning to minimize the potential disruption of that resource is the bedrock for BARC planning at the UW. If despite our best efforts, that resource is still impacted, then efficient recovery becomes the next primary focus for that department. This is where insurance comes in. Having adequate insurance can help speed the recovery process along *under certain circumstances* where resource replacement or cost reduction/transference is a viable solution.

There are also many circumstances where insurance alone is not adequate continuity planning, they include:

The resource is unique. Research samples, historic collections and some specialized equipment or software programs fall into this category. These items, if damaged to the point of loss, are simply not possible to replace. In these circumstances, avoidance and mitigation of the potential loss are preferable to insurance or recovery.

The resource is complex. Perhaps the resource is very complex in how it is made, transported or stored. It is not something easily replaced. Our national electrical distribution grid relies on specialized very high-voltage transformers that are expensive, difficult to manufacture and difficult to replace. As such, they are not stock-piled and are replaced only as needed. Transportation of these critical pieces of equipment is challenging and expensive in its own right. Insurance and recovery are far less effective than adequately protecting and either avoiding or mitigating the potential problem.

The impact of the resource loss is catastrophic. Perhaps the resource is not unique or overly complex, but it's absolutely critical and its disruption has an immediate and catastrophic effect on the process. An extreme, but illustrative example of this is the air in a SCUBA system. A diver that runs out of the resource of air has an immediate and catastrophic disruption of dive operations. Insurance won't save the day or provide adequate recovery.

Insurance "protection" is a bit of a misnomer. While insurance is an important consideration as part of any viable continuity program, insurance is only *one* aspect of several key planning efforts that need to take place in order to be well-prepared to ensure business, academic or research continuity. Insurance must be combined with prudent, practical planning efforts that also include mitigation and impact management to be truly effective as part of a holistic, resilient continuity program.



Growing Resilience: Overcoming Cultural Barriers in Community Preparedness

The city of Seattle is an urban area that has experienced continuous growth over the last 2 decades, attracting new residents from around the globe. With this influx of new residents, additional challenges have been presented to agencies in the public sector, as we grapple to support customers who may not primarily speak, read or write English. In addition, some customs from North America may be viewed as strange or unorthodox; the opposite is also true as the City of Seattle (and the University of Washington, on a smaller scale) seek to embrace newcomers and increase understanding between sub-communities. The Seattle Office of Emergency Management (OEM) and the Seattle Department of Neighborhoods (DON) were recently awarded \$35,000 from the FEMA Community Resilience Innovation Challenge, based upon a proposal they developed and submitted jointly to help overcome cultural & language barriers among the immigrant communities of Seattle. Taking advantage of existing infrastructure from DON's P-Patch Community Garden Program, which develops urban agriculture sites to support minority communities, among others, the Seattle OEM will begin to build Community Emergency Hubs in selected community gardens and train neighborhood residents around these hubs to assist one another and liaison with the city during emergencies. Initially, 8-12 community gardens will be enhanced with this capacity, and these gardens are primarily used by 350 households that speak a variety of languages, including: Amharic (Ethiopian in origin), Tagalog (Philippines), Somali, Tigrinya (Horn of Africa language), Chinese, English, Hmong (SE Asian highlands), Mien (SE Asian highlands), Laotian, Thai, Vietnamese and Spanish. The idea is that training members of these small, close-knit communities on how the city at-large prepares & responds to disasters will improve their capacity to support one another and utilize resources from the city with decreased communication barriers & access to municipal services. As the community gardens are already developed as community centers-of-gravity, local residents from these minority communities can check in there to share information, resources and collaborate as neighbors during & immediately after an emergency. Kits are being designed to be pre-staged at these locations so that basic supplies can be expedited into the community, and city officials now have an official channel to better learn from these neighborhoods about ways to best support them. It is estimated that 5,000 people will benefit from this tailored planning effort. Planning and selection of the specific community gardens will occur this summer, and implementation will commence in the fall. For more information, go to <https://www.seattle.gov/neighborhoods/ppatch/> on your computer or smartphone.



Bon Voyage & Safe Travels: What to Know Before You Go!

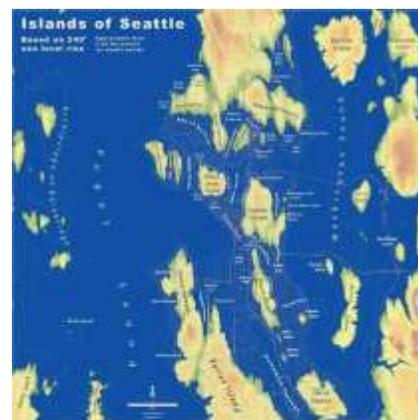


As community members of a world-class university, we have people who study abroad and travel for professional purposes constantly. Whether going to a conference for a long weekend, an athletic event or a summer immersion program in an exotic destination, there are some basics to keep in mind as you pack your bags. If staying within the United States do a little research about the place you're preparing to visit; this is especially true if you have never been there before or will be traveling alone. The [U.S. Department of Transportation](#) has great resources for traveling by car, bus, rail and air domestically. If you will be

heading into Canada or Mexico, or elsewhere overseas, a quick check with the [Department of State](#) will let you know if there are currently any Travel Advisories or Travel Warnings for your destination (or points in-between where layovers & transfers may occur). When in foreign countries, it is recommended to know where the nearest U.S. Embassy or Consul is located, and approximately how far it is from where you will spend most of your time. These officials are your best source of information about spending time within a host nation, and can help you navigate more unusual circumstances that you may not initially consider prior to traveling. For instance: Do you have an International Driver's license? Does your medical insurance have coverage limitations when traveling abroad? Are there laws that prohibit seemingly-harmless behavior or actions that we are exposed to routinely in the United States? Stopping by the local Embassy or Consul, even if only to familiarize yourself with its location and register as a visiting citizen, can provide a wealth of information that may be more up-to-date than what is available back here in America. Finally, always have someone "back home" aware of your intended destination, length of travel and a means to establish communication if anything happens. In today's modern society, e-mail is often the easiest way to stay in touch, as more & more countries have basic access to the Internet in libraries, universities, cyber cafes and through hotel accommodations. Telephone service, either land-line or mobile, can be harder to coordinate internationally; the issue with time zones is another factor altogether! In closing, a little homework before you hit the road can save you a lot of confusion and disappointment, as well as keep you safe enough to plan your next trip.

Just Add Water

For Seattle area residents who have always wanted a "waterfront view" or have contemplated what it would be like to live on a houseboat, this map may give you some food-for-thought. While the national debate over global *climate change* heats up (pardon the pun), it is generally accepted by most scientists that our planet is slowly but surely heating up. While not wanting to fall into the political debate of whether global warming is a result of human causes or natural cycles, the gradual and continual melting of the polar caps and other land-based ice formations continue to result in more severe and frequent storm patterns and an ever-rising sea level. Closer to home, our own Puget Sound will look much different if all the polar ice melts. Unfortunately, most of the UW-Seattle main campus will no longer be dry land as Portage Bay, the Montlake Cut, Lake Washington and the Puget Sound converge to form the new "University Shoal" How quickly will this happen? Not likely in our (or our children's' lifetimes), but unless current patterns are reversed, we can expect the Puget Sound area to transform into a lovely archipelago of islands much like the San Juans. Start saving your money for more frequent ferry trips as future commutes will almost certainly involve travel via water. For more information about this "Islands of Seattle" map, produced by UW staffer Jeff Linn, click [here](#).





July: Under the Bed Items

When disaster strikes, it may be difficult to think as rationally and as quickly as you would like. The more procedures you have in place, and the easier they are to remember and implement, the more effective and efficient will be your response. We recommend that you keep these basic response supplies under the bed. That way, day or night, you'll know where to go to get the essentials.

August: Utility Safety

Natural gas leaks and explosions are responsible for a significant number of fires following any major earthquake. It is vital that all household members know how to shut off the natural gas. Water quickly becomes a precious resource following many disasters. It is vital that all household members learn how to shut off the water at the main house valve.

September: Drop, Cover & Hold

During earthquakes, many people's fight/flight instinct urges them to *run!* – even when they *know* they should “drop, cover, hold.” Why? Rational thought (in other words, the *knowing*) flees. We learn to counter this instinctual response to run by *practicing* doing the safe thing. Studies show that people in our country tend to be hurt by falling objects, not collapsing structures. If you are on your feet trying to move, you are in danger from toppling bookcases, breaking windows, flying dishes, falling televisions, collapsing fireplaces, or shifting furniture. Safety comes from quickly getting to a place of safety.

HELP WANTED! UW Emergency Management is always looking for volunteers to be trained and ready to work in the Emergency Operations Center (EOC) upon activation. If you are interested in learning more about this wonderful opportunity please email:

disaster@uw.edu

Follow us on Facebook

