

University of Washington Emergency Management Strategic Plan

2014 thru 2019

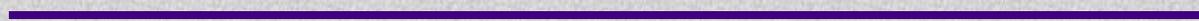


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What's New in the 2014 Edition?

The 2014 UWEM Strategic Plan has been re-formatted for easier reading. The newer chart format will allow users to identify new projects and initiatives (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@uw.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 3 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, Lean and Balanced Scorecard 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 everything, but we will do everything 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 supports other departments, units and campuses in developing and enhancing their own internal capabilities. UWEM hopes to increase the overall disaster readiness of the entire university.
2. *Employ an all-hazards approach for mitigation, preparedness, response and recovery.* 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 the 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 demonstrates leadership 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. The implementation of these strategies will help to ensure that they can be maintained or upgraded as necessary to reflect changes and concerns with the national and statewide requirements regarding 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 University of Washington emergency management strategy. The UW will utilize existing technologies to make the emergency management initiatives more efficient and effective.

8. The following are 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 ability and capacity to gather and share information to produce disaster resilience by continuously leveraging and improving information technology
- 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 and academic 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 (UW Police Department), Seattle Fire/EMS/HAZMAT, and City/County Public Health officials.
2. Other supporting campus emergency personnel (also known as “*secondary*” or “*emergency*” responders) include UW Medical Center (UWMC) and Harborview staff, UW Emergency Management staff, Environmental Health and Safety (EH&S) Staff, volunteer campus building evacuation staff, Emergency Operations Center (EOC)/Unit Response Center (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 concepts by all UWEM employees and its partners.		
	Implementation Step	Status	Time & Notes
	1.1.A: Update all UW policies and procedures (e.g., Administrative Policy Statements) as they relate to continual changes to emergency management practices and situations.	Ongoing (APS 13.1 updated in 2013)	2014-2019
	1.1.B: Revise the UW UWEM's Balanced Scorecard annually to reflect changes in priorities, assignments and environmental shifts in responsibilities.	Ongoing	2014-2019 (Annual Review, quarterly updates)
	1.1.C: Engage campus partners in the Lean process.	Annual (1 project/ year led or UWEM participation)	2014-2019
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.		
	Implementation Step	Status	Time & Notes
	1.2.A: Promote active participation and attendance bi-monthly EMPC meetings. Involve new UW internal and external partners in the EMPC process.	Ongoing	2014-2019 (Bi-Monthly)
	1.2.B: Review EMPC membership makeup to ensure maximum input by key stakeholders.	Ongoing	2014-2019 (Annual)

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Implementation Step		Status	Time & Notes
1.2.C: Involve EMPC membership in development of meeting agendas and action items.		Ongoing	2014-2019 (Bi-Monthly)
1.2.D: Change EMCP leadership by electing a non-UWEM member to chair the committee on an annual basis			Started 2013
1.2 E: Survey EMPC members annually on effectiveness and structures for feedback and continued growth.			Started 2013
Objective 1.3	Address emergency management program successes and shortcomings through the conduct of period evaluations of performance objectives.		
Implementation Step		Status	Time & Notes
1.3.A: Develop strategic plan proposed revisions via initial review by UWEM staff at its “all-hands” retreat.		Completed	2014-2019 (Annual)
1.3.B: Review strategic plan implementation progress and submit and receive concurrence by the EMPC.		Ongoing	2014-2019 (Annual)
1.3.C: Participate in a robust Balanced Scorecard program, including tying UWEM activities with Facilities Services-wide goals and objectives.		Ongoing	2014-2019
1.3.D Utilize Lean and Balanced scorecard concepts and formal programs in continuous improvement programs.			2014-2019 (Annual)

Objective 1.4		
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	Time & Notes
1.4.A: UWEM staff reviews and comments on WA State legislative bills that are introduced during the Spring session.		2014-2019 (Bi-Annual)
1.4.B: 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.	Not Yet Begun	2014
1.4.C: UWEM staff to actively participate in national standards-setting organizations, boards and forums (i.e, NFPA 1600 and EMAP)	Ongoing	2014-2019

Hazard Identification, Risk Assessment and Impact Analysis (HIVA)

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 HIVA/Impact Analysis.		
Implementation Step	Status	Time & Notes	
<p><u>2.1.A:</u> Review and update May 2002 UW HIVA to ensure that the hazards address the following conditions:</p> <ul style="list-style-type: none"> • Personnel Health and Safety • Continuity of Operations • Property, Facilities and Infrastructure • Delivery of Services • The Environment • Economic and Financial Condition of the UW • Regulatory & Contractual Obligations • Reputation of the UW 	Not Yet Begun	2014	
<p><u>2.1.B:</u> Conduct Loss Estimation study to better understand the economic impacts on the university.</p>	Not Yet Begun	2014-2019	
<p><u>2.1.C:</u> Ensure Cyber Threat and Information Security are integrated into the HIVA update.</p>		2014	

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	Time & Notes	
<p>3.1.A: Review and Revise the 2012 UW Hazard Mitigation Plan:</p> <ul style="list-style-type: none"> • Establish an Ad-Hoc University-wide Hazard Mitigation Advisory Group (HMAG). • HMAG to meet regularly to provide input and guidance into 2012 UW Hazard Mitigation Plan update. • UWEM staff to meet with FEMA and State EMD technical assistance staff to ensure compatibility and adherence to state and federal planning requirements. • Submit updated UW Hazard Mitigation plan to State EMD. 	Ongoing	2014-2016 (Bi-Annual)	
<p>3.1.B: 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"> • Develop ongoing internal system for project identification, application development and benefit/cost analysis. • Educate University administrators about the benefits of implementing Hazard Mitigation measures. • Apply for federal/ FEMA (e.g., PDM/ HMGP) grants to fund pre-identified mitigation projects. • Coordinate with Minor capital safety survey/assessment efforts and UW Seismic Resilient Work Group Restoring the Core Building renewal initiative in implementing mitigation measures. 	Ongoing	2014-2019	

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	Time & Notes
<p>4.1.A: Coordinate internal UW efforts to pre-identify key resources to include:</p> <ul style="list-style-type: none"> • Personnel • Equipment • Training • Facilities • Funding • Expert Knowledge • Materials • Timeframes in which each is needed • Quantity, response times, limitations, costs estimates and liabilities with using each of the involved resources. 	Ongoing	2014
<p>4.2.B: Develop a written resources assessment to address know resource shortcomings (see 4.1.1A) and the steps necessary to overcome these shortfalls</p>	Not Yet Begun	2016
<p>4.2.C: Develop a resource inventory via active involvement of Purchasing Services and Financial Mgmt/ Equipment Inventory (goods and services), Human Resources (personnel), and Facilities Services/ CRP in the emergency planning process.</p>	Not Yet Begun	2016-2019 (Annual)
<p>4.1.D: 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</p>	Not Yet Begun	2015

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	Time & Notes
	5.1.A: With the assistance of the UW Emergency Mgmt. Planning Committee (EMPC) and Attorney General's Office, conduct a comprehensive inventory of current mutual aid agreements with regional partners.	Not Yet Begun	2014-2015
Objective 5.2	Develop revised and/or new Mutual Aid agreements to address unmet needs and requirements.		
	Implementation Step	Status	Time & Notes
	5.2.A: Contact peer higher education institutions for samples/templates of their mutual aid agreements.	Not Yet Begun	2014-2019
	5.2.B: Develop and receive internal approval for any new MOU's/ MAA's identified and developed as part of this process.	Not Yet Begun	2014-2019
	5.2.C: Develop substantial MOUs for food, housing, medical care with agencies or other universities outside the region.		
Objective 5.3	Reference all Mutual Aid Plans in Applicable UW Emergency Plans.		
	Implementation Step	Status	Time & Notes
	5.3.A: Ensure that all current and new Mutual Aid agreements are cross-referenced in the UW's All-Hazard Emergency Management Plan and other emergency preparedness and response/recovery plans.	Not Yet Begun	2014 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 All-Hazards Emergency Management Plan (EMP) as the university's primary plan for dealing with all-hazards large-scale emergency operations and response.		
Implementation Step	Status	Time & Notes	
6.1.A: Ensure full-compliance of the UW's EMP with federal and state NIMS compliance requirements.	Completed in 2007 and Ongoing	2014-2019	
6.1.B: Add the following actions and activities to the current EMP. These currently are not specifically addressed (2008): <ul style="list-style-type: none"> • Donated Goods • Volunteer Management • Fire Protection • Mass Fatality • Mass Sheltering • Agriculture • Animal Control • Military Coordination 	Partially Complete	2014 EMP Update	
6.1.C: Communication and coordination with other campuses and field stations. Expansion of the Unit Response Center (URC) concept.	Ongoing	2014	
6.1.D: Update of Annex 2 Communicable Disease Outbreak Plan		Part of 2014 Plan update	

Objective 6.2		
Develop and distribute a UW disaster recovery plan.		
Implementation Step	Status	Time & Notes
<u>6.2.A</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	2015
<u>6.2.B</u> : Work with State EMD and FEMA Region X to develop a draft <u>recovery</u> plan.	Not Yet Begun	2014 (Financial Management to lead)
<u>6.2.C</u> : Review DRAFT Recovery plan with UW's (new) Disaster Recovery Committee.	Not Yet Begun	2015
Objective 6.3		
Support and sustain a Business, Academic and Research Continuity (BARC) 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	Time & Notes
<u>6.3.A</u> : Hire a full-time (permanent) Business Continuity Manager and provide sufficient resources to support an enterprise-wide program.		Completed in 2010
<u>6.3.B</u> : Identify, purchase, implement and maintain a viable business continuity software program to support the University's business continuity planning efforts through automation		2009-2014 Started in 2012
<u>6.3.C</u> : Deliver business continuity training and guidance to new departments.	Ongoing	2014-2019 (Annually)

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Implementation Step	Status	Time & Notes
<u>6.3.D</u> : Test the BCM plans for each department to ensure the continuity planning process remains relevant to business operations of each department.	Ongoing	2014-2019 (Annually)
<u>6.3.E</u> : Encourage unit/ department-led business continuity activities that align with campus-wide strategies and initiatives.	Ongoing	2014-2019
<u>6.3.F</u> : Exercise business continuity plans.		2014-2019
<u>6.3.G</u> : Encourage units/depts to lead business continuity activities that align with campus wide strategies and activities.		2014-2019

Objective 6.4 Develop a campus water and sewerage outage plan.

Implementation Step	Status	Time & Notes
<u>6.4.A</u> : Develop an emergency drinking water plan for the university.		2015
<u>6.4.B</u> : Develop a “pottie” plan and address sewer issues.		2015
<u>6.4.C</u> : Develop a plan to treat water from alternate sources to utilize after a disaster if water service is interrupted.		2015
<u>6.4.D</u> : Develop a plan for use of IMA pools as a resource for emergency water.		2015

Objective 6.5	Develop an emergency Transportation Plan for critical staff movement during/after a disaster or incident	
Implementation Step	Status	Time & Notes
<u>6.5.A</u> : Develop and allocate emergency transportation resources for essential staff (not just UWMC or HMC staff) in rough terrain. This would be for physical plant and animal care staff.		2016-2017
Objective 6.6	Integrate special needs into planning efforts.	
Implementation Step	Status	Time & Notes
<u>6.6.A</u> : Incorporate needs and requirements for individuals with disabilities into all phases as relevant.		2016-2017
<u>6.6.B</u> : Invite representatives of the disability community to EMPC meetings as permanent members		2014
Objective 6.7	Develop an emergency Backup Power Plan for the Seattle campus.	
Implementation Step	Status	Time & Notes
<u>6.7.A</u> : Develop a comprehensive emergency power plan with redundancy.		2016-2017
<u>6.7.B</u> : Integrate alternative power sources independent of public utilities and municipal lines of communication (i.e. co-generation/solar etc.)		2016-2017

Direction, Control & 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	Time & Notes	
<u>7.1.A:</u> Develop a UWEM 24/7 Duty Officer Program and procure a dedicated response vehicle with on-site command and control equipment and supplies	Completed 	2012-13	
<u>7.1.B:</u> 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	2014	
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	Time & Notes	
<u>7.2.A:</u> Ensure that all current and new UW emergency and first responder personnel are trained to the minimal NIMS requirements.	Completed in 2008 & Ongoing	2014-2019	
<u>7.2.B:</u> Develop an orientation and training welcome packet for all new UW Emergency Operations Center (EOC) responders.	Completed 	2011	

Objective 7.3		
Implementation Step	Status	Time & Notes
<u>7.3.A</u> : Formalize on-scene response plans for mid to high level incidents, including building management, incident notifications, communications etc.		2014

Communications & Warnings

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	Time & 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	2014-2019 (Quarterly)
<u>8.1.B:</u> Update and distribute EOC Call-up list.	Ongoing	2014-2019 (Every 6 months)
<u>8.1.C:</u> Test EOC communications including phones, computers, wireless.	Ongoing	2014-2019 (Every 6 months)
<u>8.1.D:</u> Test Emergency Communications Systems (ECS) Phones – aka “RED Phones”	Ongoing	2014-2019 (Annual)

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	Time & Notes
8.1.A: 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	2014-2019 (Quarterly)
8.1.B: Update and distribute EOC Call-up list.	Ongoing	2014-2019 (Every 6 months)
8.1.C: Test EOC communications including phones, computers, wireless.	Ongoing	2014-2019 (Every 6 months)
8.1.D: Test Emergency Communications Systems (ECS) Phones – aka “RED Phones”	Ongoing	2014-2019 (Annual)
8.1.E: Establish signage, communication methods and training on information dissemination protocols with the 8 Mass Assembly Areas.	Not Yet Begun	2014-2019
8.1.F: Analyze means and methods of communicating with City, County and State EMD partners (inter-operability) and recommend improvements to current systems.	In process (radio tests weekly)	2014-2019
8.1.G: Update and distribute President's cabinet confidential wallet card	Ongoing	2014-2019 (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	Time & Notes
<u>8.2.A</u> : Build upon existing systems in order to expand the capabilities of systems that may be utilized as a communication and warning tool.	Ongoing	2014-2019
<u>8.2.B</u> : Ensure that warning systems are designed to provide information to special need populations as warranted via student and staff disability offices.	Ongoing	2014 UW Alert, Outdoor & Indoor Alert, reader boards, strobe lights and text messages
<u>8.2.C</u> : Assess the current “warning” capabilities and technology across the campus and then implement systems to satisfy any gaps that may exist.	Completed 	2013
<u>8.2.D</u> : Provide NOAA tone-alert all hazards weather radios to all UW Residence hall offices.	Completed 	2013 StormReady certified
<u>8.2.E</u> : Develop a communications plan and system to connect students/staff/faculty to family/friends of campus.		2014-2015

Operations & 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	Time & Notes
<u>9.1.A:</u> Review and revise the position descriptions for all key UW responders as delineated in the UW's <i>All-Hazard Emergency Management Plan</i> .	Ongoing	Last completed as part of the September 2012 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	2014-2019
<u>9.1.C:</u> Promote personal preparedness via ongoing disaster training (i.e., " <i>Who Depends on You</i> " course offered by UWEM)	Ongoing	2014-2019
<u>9.1.D:</u> Develop an EOC Responder "how-to" SOP and training program to provide guidance for EOC roles and responsibilities.	In Process	2014-2019
<u>9.1.E:</u> Encourage all residents of the UW campus (students, faculty, staff) to participate in volunteer programs that support UW's emergency preparedness and response efforts (New: HuskyCERT)	In Process	2014-2019

Logistics & 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	Time & 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	2014-2019
<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	2014-2019

Objective 10.2 **Maintain a 24/7 ready, state-of-the-art Emergency Operations Center (EOC) suitable for operating under emergency conditions and capable of withstanding a major regional disaster, such as an earthquake.**

Implementation Step	Status	Time & Notes
<u>10.2.A:</u> Conduct a full-scale drill involving the city of Seattle utilizing the UW's EOC as their primary back-up EOC..	In Process	2014
<u>10.2.B:</u> Equip the EOC with additional 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. (including the installation of base HAM radio station)	In Process	2014-15

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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	2014-2019

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	Time & Notes	
<u>11.1.A:</u> 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	2014-15	
<u>11.1.B:</u> Analyze current capabilities of our prevention, response, and recovery partners through: <ul style="list-style-type: none"> • Review of assessment data. • Analysis of training curriculums. • Collaborating with multiple training partners • Follow-up on action items/lessons learned. 	Ongoing	2014-2019	
<u>11.1.C:</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	2014-2019 (Annual)	
<u>11.1.D:</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)	2014-2019	

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Implementation Step	Status	Time & Notes
<u>11.1.E</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	2014-2019
<u>11.1.F</u> : Revised CERT program with the new development of HuskyCERT student organization.	 A yellow starburst badge with the word "NEW" in white capital letters on a purple background.	2014-2019

Exercise, 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
<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	2014-2019
<u>12.1.B:</u> Establish and implement standards for exercise design, conduct, evaluation and reporting across the UW.	Ongoing	2012
<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	2014-2019 (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	2014-2019 (Included as part of the annual EOC exercise)
<u>12.1.E:</u> Conduct exercise activities in order to better define and refine our response to all-hazard situations, such as: <ul style="list-style-type: none"> • Terrorism (CBRNE) • Natural Hazards (including disease outbreaks) • Human-Caused Disasters 	Ongoing	2014-2019 (Annual)

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Implementation Step	Status	Time & Notes
<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	2015 (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)	2014-2019
<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	2014-2019
<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	2014-2019
<u>12.1.J</u> : Conduct an assessment to determine the level of overall preparedness for the UW's URCs and departments/Units - in the form of a survey.	In Process	2013
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	Time & Notes
<u>12.2.A</u> : Participate and facilitate all meetings of the UW AAR committee.	Ongoing	2014-2019 (After each major special event and emergency incident)
<u>12.2.B</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	2014-2019

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	Establish and educate a well-informed campus community about all-hazards emergency management and homeland security issues.		
Implementation Step	Status	Time & Notes	
<u>13.1.A:</u> Collaborate with UW News and Information and Media relations to provide adequate internal coverage of emergency management activities and programs.	Ongoing	2014-2019	
<u>13.1.B:</u> 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"> • UWEM Website • UW Safety Portal • Facebook • Preparedness Campaigns • Campus Media outlets • On-site training and teaching opportunities • Mitigation Project identification and development 	Ongoing	2014-2019	
<u>13.1.C:</u> Develop a multi-year comprehensive campus UWEM marketing plan providing campus with realistic emergency management expectations.	Ongoing	2014-2019	

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	Time & Notes	
<u>14.1.A:</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	2014-2019	
<u>14.1.B:</u> Ensure communications and follow-up with funded departments, UW Grant and Contracts Accounting and other sources to ensure all expenditures are accounted for and properly submitted to the sponsor for reimbursement.	Ongoing	2014-2019	
<u>14.1.C:</u> Pursue new external grants and contracts to supplement reduction in state supported budgets and projects.	Ongoing	2014-2019	
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	Time & 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	2014 (during/after any major emergency or disaster)	

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	Time & Notes
<u>14.3.A:</u> 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	2014-2019
<u>14.3.B:</u> 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 sensitive and thereby protected from public disclosure laws.	Not Yet Begun	2015
<u>14.3.C:</u> Provide training to UW Departments and units on current/ changing federal and state grant requirements and implementation procedures	Not Yet Begun	2014-2019 (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	Time & Notes	
<p>15.1.A: Improve emergency management systems currently in place across the UW system:</p> <ul style="list-style-type: none"> • Review UW’s emergency management system and assess strategic planning efforts. • 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. • Implement required changes through legislation, administrative rules and other appropriate means in order to strengthen and build upon existing emergency management systems. 	Ongoing	2014-2019 (Annual)	
<p>15.1.B: Identify ways in which the UW can sustain programs and initiatives put into place to attain/complete the campus’ emergency management mission.</p>	Ongoing	2014-2019 (Annual)	
<p>15.1.C: Review legal statutes, administrative rules, polices and mutual aid agreements to determine any additions or changes that need to be implemented.</p>	Ongoing	2014-2019 (Annual)	

<p>Goal 16: <i>Maximize the use of cutting-edge technology in our efforts to achieve our overall emergency management mission.</i></p>		
<p>Objective 16.1</p>		
Implementation Step	Status	Time & Notes
<p><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</p>	Ongoing	2014-2019 (Bi-Monthly)
<p><u>16.1.B:</u> Develop, update and acquire appropriate and necessary information and equipment for the support of GIS databases.</p>	Ongoing	2014-2019
<p><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.</p>	Ongoing	2014-2019
<p><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.</p>	Ongoing	2014-2019
<p><u>16.1.E:</u> Virtual EOC Tools</p>		2014-2019
<p>Objective 16.2 Collaborate with professionals in the field to improve upon our use of technology to accomplish our emergency management mission.</p>		
Implementation Step	Status	Time & Notes
<p><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.</p>	Ongoing	2014-2019

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Implementation Step	Status	Time & Notes
<u>16.2.B</u> : Assess the current technology capabilities across the UW emergency management community and its partners.	Not Yet Begun	2014-2015
<u>16.2.C</u> : Through collaboration, develop baseline standards for system users.	Not Yet Begun	2015-2016
<u>16.2.D</u> : Identify technological gaps in the current system based on assessment and baseline data.	Not Yet Begun	2015
<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	2015-2016 (based on availability of fiscal resources)

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	Time & Notes	
<u>17.1.A:</u> : Complete an employee professional development and skills enhancement plan for each employee.	Ongoing	2014-2019	
<u>17.1.B:</u> Support all UWEM staff by encouraging their attendance at Statewide Emergency Preparedness Conferences – <i>e.g., the Partners in Emergency Preparedness Conference.</i>	Ongoing	2014-2019	
<u>17.1.C:</u> Promote use of the UW’s Tuition Exemption program.	Ongoing	2014-2019	

List of Strategic Plan Acronyms

AAR	After-Action Report
AVP	Associate Vice President
BARC	Business Academic and Research Continuity
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
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

2014-2019 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 2014-2019 emergency management strategic plan.

Dates/ Timeframe	Activity	Notes
2011 through December 2013	UWEM Staff maintained informal notes and suggestions for possible modifications for the 2014 updated plan	As a working document, the strategic plan continues to evolve. UWEM staff is encouraged to keep a log of potential changes for future updates.
January 2014	UWEM Director develops first DRAFT of 2009-2014 proposed Strategic Plan	
November- December 2013	UWEM Team reviews and revised DRAFT plan	Draft #2 completed and provided for partner and public input
December 2013- January 2014	2009-2014 Draft #2 available to the public for comment and review	Posted on the UWEM homepage: www.huskyem.org
January 2014	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 2014	All written comments due to UWEM on the DRAFT 2009-2014 Plan	
February 2014	Final 2009-2014 Plan printed, posted electronically and provided to all key partners.	