

2006 WSEMA Conference Vancouver, Washington September 19-21, 2006

Eric Holdeman, Director King County Office of Emergency Management attended the 2006 Washington State Emergency Management Conference held in Vancouver, WA. There were 161 people registered for this event. These are his notes from that event.

Hurricane Katrina – FEMA Joint Field Office Response, Bill Lokey, FEMA Region X: These remarks are totally only Bill's and should not be attributed to FEMA or DHS.

These are his perceptions of the event. "History is always a race between education and catastrophe." H.G. Wells is a quote he used.

Good judgment comes from experience and experience comes from bad judgment.

Issues from Mt. St. Helens:

- Lack of communications
- Coordination vs. control
- Tension between media vs. public officials
- Multiple command elements

Have we learned anything? Or, do we keep repeating the same mistakes?

DHS was formed after 9/11. 180,000 people and many, many organizations were merged.

HSPD-5

- Single comprehensive national approach
- Ensure everyone works together
- Integrate crisis and consequence management
- DHS Secretary as the Principal Federal Official
- National Incident Management System
- National Response Plan (NRP)

The NRP superseded other specific plans

Disaster ICS Issues

- Agencies are decentralized
- Agencies operate within their structure
- Rarely a mandated chain of command
- Lack of experience with regional events
- Difficulty integrating outside relief agencies

So what happened in Katrina? “Command and coordination structures outlined in the NRP for a natural disaster were slow to develop and not effectively executed.”

They did their normal preparations and had used Hurricane Pam Exercise as a basis for planning.

- JFO was set up in Baton Rouge, not New Orleans (NO)
- JFO did not become operational for 12 days
- JFO lacked adequate, trained staff
- JFO Coordination Group not established

They were operating from it from day one, but full operational connectivity to the state took a long time.

Michael Brown was working directly with the Governor and his activities were not coordinated with the JFO. The military set up their own command post.

- PFO (Brown) still working on organization on 8/31
- A number of command centers emerged
- Responders not familiar with NIMS
- Insufficient interoperable communications

The Federal Govt. is not a 911 Responder

- Rescue and medical efforts not coordinated
- No unity of command, little coordination
- Confusion over DOD role in the catastrophic (Mission assignments must be approved by the Secretary of Defense)
- Situational awareness was poor

In other words, we...

- Were not prepared
- Got overwhelmed
- Could not communicate

- Did not establish unified command
- Did not work together
- Found our planning inadequate

But despite all this...

- Urban Search and rescue teams were put to work
- National Defense Medical System Activated
- Commodities were being provided to the Super Dome, but not reported by the media
- Distribution of commodities was an issue
- The urban legend of the Dome lives on—unfortunately

The federal government is suppose to be supplemental to the state and local response.

There were shelters everywhere. The expectation was that FEMA should be everywhere at once. They moved to get people to over 400 “pop-up” shelters.

They had a very distributed coroner system. No state level coroner in Louisiana. The National Guard and active duty military refused to help with the coroner mission.

Pets and animals were a big issue. It’s not just cats and dogs that they had to deal with, snakes, birds, etc.

Critical Infrastructure is an important part of our modern society. Most of it is in the private sector.

Security was needed to get shipments of food and water through to keep it from being appropriated by local law enforcement.

If you get painted poorly by the media—there is no recovering.

The aftermath is a good reason to do better planning. The grilling by congress was not pretty.

For the 2006 Hurricane Season FEMA’s philosophy is : More, sooner, closer, safely.

- More planning being done
- More stuff
- Better Facilities
- More Training
- More Teams
- More Exercises

- Pre-scripted Mission Assignments
- Pre-designated PFO and FCOs

FEMA's primary authority is mission assignments to other federal agencies. The time to execute these has been shortened.

The NRP has been updated to address issues from Katrina. The Joint Task Force (JTF) is the solution to unity of command. It has been clarified when the military may take charge.

What has been done:

- Emphasis on Federal NIMS/ICS
- DCO/DCE assigned to each FEMA Region
- Deploy FEMA Liaisons to State/Local EOCs
- Improved tracking of resources
- Expanded immediate recovery capabilities
- Improved registration capability
- Strengthen disaster workforce

The Stafford Act

The Governor must first ask, and s/he needs to be more specific than "send everything you've got!"

- Planning
- Federal Response
- Recovery Programs
- Mitigation
- Federal Coordinating Officer (FCO)

Joint Field Office (JFO) is the key location. State and Local representatives are key at this location.

What you get from FEMA is more dependent upon what you do, and not what we do.

Four things:

- Educate the public
- Train the responders
- Have a plan
- Get acquainted

Most disaster problems are management problems not skills problems, but most disaster training is skills training. CHAOS (Commissioner Has arrived on Scene). Who's in charge?

Air Operations Supporting Response, Thomas Peterson, WSDOT State Aviation Emergency Services Coordinator, and others.

They are in the State EMP, ESF-1 Transportation. They have seven districts in the state. They have one towed fifth wheel mobile command post.

State and Regional Disaster Airlift.

They can perform different missions. Damage assessment, transportation impacts/status, etc. For Katrina there were 350 helicopters operating in the area.

When the U.S. President is flying there is a thirty mile no fly zone around Air Force 1, which will severely constrict air operations during a visit.

There is a State and Regional Disaster Plan

- General damage assessment
- Assessment of airport capabilities
- Can fly routes and record point assessments with still photos
- Possible to use airports as staging areas and assessing their viability

There are faith based religious groups who want to use air assets.

An AWACs type of control is needed for air operations in disasters. UAVs can be part of the mix and were used in New Orleans.

Following a disaster air traffic control needs to be reestablished. When the military rolled in they established another level of control.

Civil Air Patrol Presentation on Satellite digital Imaging System (SDIS).

SDIS allows aircraft to send digital photos. This is done with hand held digital cameras. Pictures are downloaded to a laptop and then sent to the ground. They have used satellite phones installed in aircraft.

They can also do voice communications to ground stations with the SAT phone.

Washington State Patrol (WSP) now have a downlink capability for video transmission.

Washington State EMD Update, multiple EMD speakers

Tsunami Warning is an area of emphasis. Much of this is coming from the Governor's Office.

There is a Public Education Strategic Plan

1. Provide training & support to local jurisdictions and tribes
2. Design a user-friendly website that promotes a change in preparedness attitude & activity [Have identified funds and master designer and established a EMD working Group]
3. Redesign preparedness messages consistent with proven methods from the social sciences.
4. Support public & private schools
5. Provide TTT to local jurisdictions/tribes on organizing neighborhood & business response Teams [pilot materials; should be available mid-October]
6. Organize state agency Steering Committee [scheduled for 12/06]

National Incident Management System (NIMS)

- FFY05 was the initial "Self Certification" year
- Only state governments were required to comply. Local jurisdictions and tribes were "encouraged" but not required
- State self-certified as "FFY05 compliant"
- FFY06 is the last of the "self certification" years
- All levels of government must comply and state must certify
- Electronic progress report established to "measure statewide progress" and to "facilitate reporting." Final reports are due to State EMD by 9/30/06
- State certification due to DHS, OG&T by 10/20/06

Note: The certification will acknowledge that not every community or individual responder has completed all the requirements in FFY06. States must certify that most compliance measures have been realized and that good faith efforts are underway to achieve full compliance.

FFY07 will be a "performance Based Matrix Reporting System" year Except for ICS300 & 400, no new requirements. Existing FFY06 requirements continue into FFY07. Locals and tribes will report progress made to the state. State will roll it up to the NIC. Method to report progress is still TBD. Possibly NIMCAST, but probably via our state's progress report.

It looks like the national implementation is perhaps a four year program from DHS. We expect more information from the Director of the NIMS Integration Center later in the conference.

Mitigation Workshops two being held in October. Flyer was available at the conference.

Critical Infrastructure Accomplishments:

- Half of the sub-sector (110) CI identified, prioritized and entered into database
- 2004/05 Buffer Zone Assessments completed and equipment ordered or in place
- iMap Data Base Updated
- Application for PClI Submitted
- ACAMS fielding coming soon

Senior Public Officials Training

Legislature passed in 2006 session to support a one-year training program for Senior Public Officials. Actions:

- Senior Public Officials include local jurisdiction, tribal legislative, and state elected and appointed public officials
- Audience: Mayors, county executives, commissioners, tribal councils, state agency directors, legislators
- Four-hour workshop to provide officials training in their roles and responsibilities in an emergency
- Workshop conducted in partnership with local emergency manager
- Sr. Public Officials Trainer: Scott Jackson (253) 12-7080.

Statewide Training & Exercise Program

- August 2006 Workshop
- Workshop defined state exercise goals and objectives
- Regions provided input for state-delivered (EM) and OGT courses
- HSEEP guidelines –building block events
- Integrated, web-based calendar will rollout to regions individually
- Federal Coordinating Group established in July
- 2010 Olympics Security working group established

Emergency Management Preparedness Assistance Grant (EMPAG)

Background

- \$2M provided in State Fiscal Year 07 to enhance emergency preparedness at the state and local levels.

E911 Program

Legislation

- Possible VoIP E911 tax language in next WA legislative session

Next Generation 911

- Internet Protocol Based
 - 100% New Standards
 - 100% New Network

Existing Network Diversity

Public Information news

New web sites being used. The EMD newsletter has been replaced with:
www.washingtonresponder.com

During disasters this web site will be used to post public information on the disaster:

www.wadisasternews.com

Amateur Radio, Gordon Grove, ARES/RACES and Ed Bruette, Washington State RACES Officer. A very nice video was shown that highlighted their interests and capabilities in supporting disaster response.

Most of their training and exercises are done in a vacuum. What is needed is to have more of an interface with the public and private agencies that they are a resource to. They asked that emergency managers consider adding amateur radio elements into our exercises. There are 1,500 ARES members on the West side of Washington and 400 ARES members on the East Side.

Lessons Learned in Business Continuity, Jim Morgan, Starbucks Company. [I'm back late from a break] They have had a series of events that helped them define and improve their program. These included deaths of employees (known as Partners) at a store, WTO Riots (they have now added blast film to windows), Nisqually Earthquake. They were extremely lucky on the day of the earthquake not to have people killed or seriously injured.

They made the decision to close all their stores on the day of 9/11 so their Partners could be home with their families.

How they interfaced with their New York stores was not good. They had a bottled water incident that got them much bad press. Jim ended up spending six weeks in New York to do some damage control with their employees. They started writing new procedures immediately to include anthrax procedures.

They needed non-local employee assistance program staff to come help. So in Katrina they flew them in from St. Lewis.

The impact of catastrophes on shareholder value. It looks at a case study of what happens to the share price in the year following a disaster. Non-recovered businesses continue a downward spiral. The shareholder's perception of the management's response is critical. Customers/shareholders vote with their feet/dollars.

They have eleven staff on their team. There is a Business Recovery Group, Emergency Response and IT Disaster Recovery Group.

Their Goals:

- Protect partners
- Contain the incident
- Communicate to stakeholders, including the media
- Assess the affects of the disaster correctly
- Decide on and implement optimal response plans

During a crisis people want familiarity. People want comfort. This includes a cup of coffee and a place to meet. [This is what I've heard called a "Third Place"].

Thailand Tsunami event provided an opportunity to donate funds. Afterwards their recovery function took on the international component.

Katrina—Lessons Learned:

- A whole new ball game
- Established a response team for their 12 stores that were impacted
- Regional Field Office in Atlanta used
- Set goals for how people would feel about the response
 - Partners overwhelmed with the support provided financially and emotionally
 - Responder responses
 - Partner responders
 - Shareholders
- Locating Partners was the number one priority--Their Partners were scattered everywhere
- They had 367 missing partners scattered to 20 different states
- Started working on temporary housing solutions. Met buses coming to Houston.
- They leased short term apartments in both Texas and Louisiana.
- They pushed out \$500 to each partner
- They also purchased \$25K in gift checks which were sent to leadership to disburse to partners

- Corporate donation of \$5M
- The last Partner found had only worked for Starbucks for four hours. He was in a small apartment in Atlanta.
- They then did surveys to measure their performance on their five goals.

More lessons learned:

- More communication, to include out of state contacts for Partners. The reverse side of their ID card has the employee notification number.
- Clear pay expectations. Pushing for direct deposits, but now only at 50% of workforce
- 4,000 sales days were lost. Two stores were permanently closed.
- They have opened two new stores.
- 80% of their partners have returned to work, to include to other cities
- Turn over has been high

First \$1M grant went to the Red Cross, some to Habitat for Humanity and remainder of funds has been turned over to a committee in New Orleans for them to administer.

They have found that quick improvisation is essential, but the goals need to remain. Business needs to be prepared to take care of their employees for seven days.

Pandemic Flu planning—applying the lessons learned to the future.

Principal Federal Official (PFO) 101: Rear Admiral Richard Houck. The PFO position authorized by HSPD-5. He does not expect the PFO job to go away. He sees the position as one of coordination vs. command. The DHS Secretary designates who the PFOs are. PFOs have been designated for the current hurricane season, but none have been designated for the West Coast.

PFO Roles and Responsibilities:

- Represent Secretary of Homeland Security
- Ensures seamless interaction of Federal activities in support of and in coordination with State and local tribal requirements.
- Ensure overall coordination of Federal resource allocation activities in concert with the FCO and FRC
- Provide strategic guidance to Federal entities
- Facilitate interagency conflict resolution as necessary
- Serve as primary although not exclusive, point of contact for Federal interface with State, local jurisdictions
- Participate in on-going steady-state preparedness efforts, if pre-designated

- Ensure Federal agencies respond to state/local requests and needs.

PFO

- Maximizes incident management efforts through effective and efficient coordination
- Provides primary point of contact and situational awareness for Secretary of Homeland Security

PFO is part of the Joint Field Office (JFO) Coordination Group with the FCO, State Coordinating Officers (SCO), and other Senior Federal Officials(?) (SFO). The Defense Coordinating Officer (DCO) is the one who can coordinate the DOD assets.

Summary:

- Local Officials are responsible for incident management
- Federal Assistance provided at request of and in support of local government
- FCO is in charge of Federal Assistance using ICS structure
- DCO support local officials through FCO using mission assignment process
- State representatives are members of JFO Coordination Group
- PFO is a facilitator, coordinator, communicator with limited authority.

Disaster Response – A Reality Check: Tom Miner, Pierce County. Tom spent his Katrina disaster response time in Mississippi.

Tom stressed that the Incident Command System (ICS) is the key to a successful disaster response.

Generally, he feels FEMA and the response got a bad rap. There were many successes. The size of the disaster was just huge. The Urban Search and Rescue Teams did over 6,000 rescues, but didn't get any credit for doing so. They were operational within 16 hours of arriving in the area. His team(s) searched 85 miles of coastline/six counties.

They lived in tents on asphalt out of a former water park. Normal temperature was around 106 degrees. No running water and no toilets—very austere.

There were NDMS DMAT, DMORT, VMAT—28 Teams dispatched.

Military/National Guard/Coast Guard were great to work with. The military was running out of domestic resources. The Coast Guard did 33,544 rescues. There were 70-100 rescue aircraft over city by day three. There were no fatal accidents. Most rescues completed by September 7th. 80% of New Orleans was flooded.

There was an unprecedented Evacuations (400,000 from New Orleans), with evacuees ending up in all 50 states. Shelters in 15 states. Predictions were accurate. There was plenty of notice. Staging areas out of harms way. Preparations were based on previous experiences. 72 hour max warning by national weather service.

There was a 30' storm surge. Biggest ever seen in memory. US&R Teams did searches. Storm surge went up to eight miles inland.

There was no fuel, no water, no food in the impacted areas. Stores were stripped of supplies for hundreds of miles. Counter flow traffic evacuation is a huge decision. Small towns blocked freeway exits to their towns because they were full.

All coastal East – West roads were destroyed. Staff lost homes and all belongings. Treated and released patients had no place to go. People in rural areas were as impacted as the larger cities. They were forgotten—but still had the same impacts.

Most of looting was blown way out of proportion. There were people “appropriating supplies” in order to survive. Distribution of supplies was extremely difficult. Armed escort necessary for commodities and fuel. Local law enforcement was hijacking supply trucks.

Bureaucracy:

- Curfews, entry reentry, priorities
- Requests for supplies required written authorization

Federal Issues:

- Federal agencies command from afar
- Do not understand ICS
- Separate logistics functions
- Lack of coordination among agencies
- Each agency established separate commands

Local confusion:

- No clear ICS structure with common briefings and common planning
- Local EOC's totally inadequate in size and capability
- IC commands and EOC supports the IC decisions based on established policy
- EOC supports operations, not a command agency

Expectations:

- Public expects government to have answers
- Public does not understand disaster response
- Public believes that will be given water and ice and fuel because it has been promised repeatedly
- We have promised that government is prepared for everything
- They are people just waiting somewhere to respond
- FEMA is a large federal agency with thousands of responders
- There are warehouses full of supplies

Use of media

- Government used media to tell people to stay away, they did not
- Policy was to keep people out, not to provide supplies
- Government did not use only working media outlet, i.e. local radio to get out their message
- Small local radio is best means of getting message out, not national outlets
- National media focused on New Orleans
- People did not have TV or papers did not care about problems in New Orleans.

Public

- Did not take warnings seriously
- Did not hear warnings in some cases
- Cried wolf too many times
- Complacent
- Unrealistic expectations
- 3 days of supply was not enough preparation
- Primary needs, waster, ice, food, fuel generators

Civics Lesson:

- Disasters are local responsibility
- Counties request assistance from state
- FEMA provides resources to locals
- Locals are responsible for distribution and utilization
- Feds cannot freelance or distribute without tasking
- Feds cannot and will not take over unless asked by local government
- Feds can only suggest solutions
- National Guard is a state asset

The U.S. Army needs (110 hours) five days to get their supply train in place before they can sustain a deployed force.

Self deploying first responders are more of a burden than a help!
Life safety is hard to provide without power.

What to do?

- Be realistic with expectations
- Expect confusion
- Cannot plan for all eventualities
- Must have flexibility to adapt to change
- Must have authority to make decisions

Pandemic Flu-Situation and Planning, Dr. Frank James, San Juan county Health Officer. He has done consulting for corporate America.

His first message was be prepared to be on your own for eight weeks, food, water, and prescriptions. M95 masks—you need to buy them and store them [Note: Seattle—King County Public Health disagrees with this recommendation, they believe that masks should be put on patients who are symptomatic and used by healthcare workers].

Soap for hand washing is one of the key disease prevention measures you can take.

Flu pandemics effects can be highly variable. In his county the Sheriff's Office are the first folks who will get anti-viral medicines or a vaccine.

There are ten questions from citizens:

1. What is a Pandemic?

A pandemic is an epidemic that has gone global. Pandemic comes from the Greek "all-people" Pandemics are inevitable, about at 3% risk annually. They can cause:

- High levels of sickness and death
- Drastic disruption of critical services
- Severe economic issues

There will be little warning time between the onset of spread of a pandemic and its arrival in the U.S.

Infection control measures will make the difference in the spread of the disease. We are using 50 year old technology to make vaccines. Measures include:

- Social distancing

- Isolation (those with symptoms)
- Quarantine (those exposed)
- Closing schools and public meeting places
- Wearing masks
- Washing hands

A flu typically hits a community for a six to eight week period with recurring cycles.

1918 Pandemic was the most severe with 675,000 people dying

National impact of a Pandemic of a 1918 provides an estimate of up to 2M dead for today's population. We could have a milder impact, more like 1968.

Over the past 15 years the surge capacity has been cut to maybe 5%.

2. How likely is a pandemic?

Requirements for a Pandemic include: Novel virus with widespread susceptibility, it replicates in humans and is highly pathogenic and sustained human to human transmission.

If the current bird flu mutates, the lethality will decrease significantly. The current 50% lethality will from the bird flu will go way down to perhaps to much less.

3. Do I have the flu?

- Non-productive cough
- Generalized discomfort
- Chills or shaking chills
- Fatigue
- Signs and symptoms in children can be different

3. Will I die from the Flu?

Pandemic is different, young people can have a higher death rate.

Infection control:

- Incubation period 1-4 days
- Period of communicability 3-5 days
- Mode of transmission, droplet spread (being 3-6 feet) with some after contact with objects.

Putting a mask on the person who is coughing is a good idea!

4. What is going on inside my body?

- Influenza virus is unusual in that it infects only the upper airways
- Systemic symptoms are

Pandemic deaths will be viral pneumonia. In a routine seasonal flu 95% of the people dying are over 60 years old.

5. What will happen in your community?

- Significant disruption of transportation
- Commerce and utilities
- Public safety capabilities
- No assistance from federal government

6. What can I do to protect myself

- Cover your cough
- Wash your hands
- Get healthy! Eat right, exercise...

National Incident Management System (NIMS), Al Fluman, Acting Director, NIMS Integration Center. He made a short presentation.

HPD-5 mandated implementation of NIMS. Based on flexibility and standardization.

He is working with Federal agencies to obtain their compliance. Requires state and local NIMS compliance as a condition for federal preparedness assistance.

NIMS implementation is going to take some time. No jurisdiction is ever going to be 100% NIMS compliant, because of changing events and personnel.

Emergency management is all about getting people to work together. He visited five different state incident command posts. He observed all using a version of ICS. A few problems were noted. He thinks the incident action plan objectives are easy, the strategies and tactics are much harder and not done as well.

Multi-agency coordination system. Need the ability in your system to coordinate and support what is happening in the field. This is a problem area for the current NIMS document. There will be a new document issued next Spring along with a revised NRP. The ability to gather, verify, and disseminate public information needs improving.

There will be a NIMS Implementation Workshop for PIOs in December. Joint Information Center Guidelines coming. Sample annex, sample SOPs coming in March of 2007.

Resource typing: 121 typed resources are organized by: category, kind and type. They will be adding new categories especially those within the public works category. More work is being done on credentialing. New piece of software coming to assist with this task of resource typing. NIMS-RIMS data will be exportable into other databases through XML.

They are going to be releasing a list of 20+ NIMS Workshops. These will be targeted to disciplines, PIO, Law Enforcement, Tribal, Agriculture, etc.

Federal agencies have been required to have a NIMS Implementation Plan in place. Most have done so. They are working with Federal Agencies to try to get them to do the work necessary.

There will be a new IS800B that will come out in the Spring of 2007 that will incorporate new changes to the NRP.

Next series of pilot tests will include representation from all disciplines. He noted there are some differences between sections of the country in how they approach ICS. Working towards specific training for each position in the command structure.

It appears that the structure for EOCs is not going to be mandated by the Feds. More information will be provided on Multi-agency Coordination Centers (MACC).

In 2007 they will end the self-certification business. New metrics and criteria will be coming. Performance based metrics will be forthcoming. They are going through an approval process now. Metrics are mechanisms to measure performance, both excellence and shortfalls. These will not all be number measurements. Most of the measurement for 2007 will be yes or no answers based on 2006 requirements. They will continue to collect data on number of people trained, etc.

New requirements for FY07. Expect seven new requirements. States will be asked to assess the implementation by locals. Ensure that State Public Information system can gather, verify, coordinate and disseminate information during an incident. Complete ICS-300 and ICS-400. Validate the inventory of response assets and conforms to homeland security resource typing standards. Utilize the State response asset inventory for EMAC requests, exercises and actual events. Establish a common operating picture using systems, tools and processes to present accurate information to incident managers. These will not be reported in FY07, but in FY08.

MG Timothy Lowenberg, Adjutant General, Washington National Guard—Washington State Update: Partnerships and Threats are Global. He spoke of being in Thailand just recently. Within 72 hours of his departure there was a Coup. Why would we spend time in Thailand? We are trying to help them develop their emergency management program in that country. They are a long time ally. This is a critical anchor nation in this region of the world. They are also a major Washington State trading partner with 24% of the container traffic from Thailand major port comes to Washington State.

He firmly believes in an all-hazards approach. The massing of our population in major urban centers is creating more vulnerability. We have a fragile crucial infrastructure system that serves these populations. Our Water and Sewer discipline leads the nation in mutual aid agreements, like so many other aspects of our other Washington State. Continuity of essential services and government is not assured.

The military reserve forces are no longer a strategic reserve. The Air Force is now eliminating 40,000 positions. The administration is telling the National Guard to cut additional forces by. So while requirements are increasing our capabilities are decreasing. There are Washington Guard serving in many foreign countries and even in AZ for border augmentation.

There are changes being made to the Emergency Management Assistance Compact (EMAC) to improve and act upon lessons learned from Katrina.

Information sharing of intelligence is key. Interoperable communications and medical surge capacity. Our ability to deal with trauma is very limited. In Washington State the number of licensed beds and number in use and staffing levels—presents a very sobering situation.

Situation update:

Intelligence—an up hill fight for staffing for this function. The FBI is small and spread very thin. WAJAC (Washington Joint Analytical Center) is an important element in this effort. Half the states have centers like this. Arizona has one of the better systems. Part of a pilot project in the nation for information sharing. The RTII is another effort working to improve the use of technology in the Seattle UASI Region.

Struggling to get more clearances. Only 24 Secret level authorized for Washington State. It takes one year to get Secret Clearances and a two year process for a Top Secret clearance.

We have bi-weekly ferry security tele-conferences. Largest ferry system in the USA and second largest in the world. WSP now has a very large canine unit.

In July the Governor had a cabinet level pandemic flu tabletop. This included other appointed and elected officials. Long term recovery was an area of emphasis for this exercise.

Looking to improve our ability to look forward at our exercise and training events. The 2010 Winter Olympics will drive much of our preparedness. This is an ultimate challenge for inter-agency and inter-government coordination.

One of only 12 states with a CBRNE team. Ability to do some mass decontamination.

Remember that all disasters are local. The average state received 40% less funding than they did in FFY05, Washington took a 23% hit. The state legislature stepped up and appropriated \$2M for the one time 12 month commitment. There were 89 applications and a total of \$8M requested. 61 grants were made to help with equipment and training. The Governor will not be making a request to continue the program in the next legislative session. He does not believe that the insurance industry will support such a legislative measure.

We have a commitment to make our society more resilient. Personal preparedness needs to be emphasized. What can we do differently to get better results?

He spoke of the WSEMA's role and Roger Serra's role as WSEMA President in helping select Jim Mullen as the current Emergency Management Director. He wanted someone who's life was rooted in local emergency management.

Schools and OSPI are key to changing future generation's attitudes towards preparedness.

He believes in the International Association of Emergency Managers (IAEM) efforts to bring about changes in our national system. The National Emergency Management Association (NEMA) is another key national organization that is making a difference.

The Governor's Office is very interested in leading vulnerable population planning. More information on this planning will be forthcoming. There will be a Task Force established with WSEMA participation. Leadership on this effort will come from the Governor's Office.

There will be agency requested legislation to limit liability to the state and local governments during disasters. This has a basis for providing for protection for volunteers. The Katrina level disasters create a different standard of care than what exists today in a normal situation. This is the basis for this legislation.

Putting “Service” Back in Public Service: Chief Jeffrey D. Johnson, Tualatin Valley Fire & Rescue.

Service makes the difference. You can pick out the companies with good service, Nordstroms, Costco, Les Swab, etc.

Take care of the customers you currently have.

Price is not so much the issue, but getting less than what you paid for. It is what we get for what we pay.

We, as government, have not created value. We tend to confuse effort with outcomes.

We need to look at what the comes are that we want to have happen. What are we doing to make that happen.

[Stepped out to take phone calls and pages] Session finished without me in attendance].