



2015 Center of Excellence – Homeland Security Emergency Management Annual Educators and Practitioners Summit

“Honoring the Past...Leaning In To the Future”

Welcome Address

The Center of Excellence for Homeland Security Emergency Management celebrated its 10th Anniversary with its annual Educators and Practitioners Summit on June 16, 2015 at Pierce College Puyallup. The Summit provided our educators and industry partners the opportunity to come together and learn about new best practices, and emerging trends that will revolutionize how Homeland Security Emergency Management (HSEM) curriculum and training are delivered. Discussions and workshops with presenters currently active in the HSEM shared knowledge, skills, and abilities in areas such as building community resilience, disaster management, education, public health, cyber security, and natural disaster and climate change. Summit outcomes included more creative outlooks for education delivery and bringing more awareness to how our practitioners can contribute more effectively to educational and career pathways.

Pierce College Chancellor, Michele Johnson welcomed Summit participants and speakers by reminiscing about the history of the Center. She referenced how Washington State is the only state in the nation to codify Center of Excellences (COEs) under the State Board for Community and Technical Colleges (SBCTC). There are ten COEs around Washington which represent different industry sectors and develop partnerships with business, labor and industry, education, and the workforce system. The primary goal of the COEs are to help build a competitive workforce to ensure continued economic vitality. When the idea of the COEs came about it was really the “brain child” of the former Director of Workforce Education, Jim Crabbe. Jim had a vision that it would be important for our 34 community and technical colleges to have these Centers organized around industry sectors to coordinate the efforts of education across the state. The COEs provided the opportunity to bring together educators and industry to strategize about how resources can be maximized and redundancy eliminated. “It was important to identify Centers that could not only work across the state, but would be beneficial to colleges, educators, as well as labor and industries,” Michele stated and added, “When Jim was thinking about the creation of the Centers back in 2004 he had asked Pierce College if it would be possible for the college to be willing to host the Center of Excellence for Homeland Security Emergency Management (COE-HSEM).” Michele knew that having the COE-HSEM hosted at Pierce College Fort Steilacoom would be a great opportunity to expand the efforts of broadening Washington State’s education outreach and economy.

Opening Keynote Panel – WA State Emergency Management Division Directors of the Past and Present

The opening keynote panel included past and present Washington State Emergency Management Division (WA-EMD) directors, Jim Mullen and Robert Ezelle. Jim Mullen opened with, “A lot is expected of emergency managers, yet relatively little is known about what we do and how we do it. As a group we are pretty bad about tooting our own horn.” Often times at WA-EMD emergency managers would receive an assignment from the Governor that probably should have been assigned to a larger, more specialized cabinet department. Jim protested to the Adjunct General about how taking on certain assignments without additional resources and without additional expertise could result in problematic outcomes. He was told, “The Governor believes that WA-EMD won’t screw it up and that this cannot be screwed up.” People kind of know what emergency managers are about. Sometimes this profession has been the victim of its own self-effacing approach.

Robert explained, “As state director I do not have the authority to direct anyone.” Still, it should be noted that it is not so much as directing that is the problem, but as much as it is communicating, collaborating, and pulling together the whole community to solve problems for the common good. The notion of sharing ideas needs to be more acknowledged and recognized as a positive. Several years ago FEMA established eight (8) principles an Emergency Manager must be:

1. We need to be comprehensive – need to take into account all stakeholders.
2. We need to be progressive – disaster resilient communities.
3. We need to use Risk Management principles.
4. We need to Access the resources we have.
5. We need to be integrated – how do we bring people together into an effective team.
6. We need to be collaborative, we need to build trust with one another.
7. We need to be coordinated and synchronize all activities. It is important to be adaptive, creative, and innovative.
8. Above all, we need to be professional.

Even though Emergency Management is becoming more and more recognized as a legitimate profession; nevertheless, that does not mean that just anyone can fill the position. It takes a person with the right amount of knowledge, skills, and abilities to become an Emergency Manager. A person needs to have dedication, the willingness to put forth their best efforts, be accountable, and most of all, be a leader in the community. Both Jim and Robert shared what skills they believe the new and emerging generation of the workforce need to acquire: strong problem solving skills, be willing to seek innovative solutions, good communications skills, collaborative and be willing to work with diverse partners, have the ability to function under pressure, be high energy, passionate, and want to make a difference. A potential Emergency Manager must have the interest and willingness to get things done.

Two questions dominate the discussion when State-EMD directors get together at the National Emergency Managers Association (NEMA): 1.) who is teaching emergency management to these students? And 2.) What are they learning?

Emergency management has four key elements:

1. Preparedness
2. Response
3. Recovery
4. Mitigation

Each element requires a base of knowledge and specialized expertise to implement programs effectively. They require coordination among multiple disciplines and interests. Some have confused mitigation with prevention, an affliction that can be blamed on government officials' ignorance post-9/11. We can't confuse prevention with mitigation as the former is the interdiction of a hazard or threat to keep it from happening. Emergency management recognizes that we exist as a profession because not everything can be prevented. Mitigation is where risks, threats, or hazards are addressed with the purpose of minimizing the negative consequences known of those hazards. The term preparedness is often combined with the word "community" to help educate communities on what hazards could be encountered, doable cost, and effective measures put in place to help alleviate the destruction in order to protect themselves and their loved ones whether they are at home, work, or school.

The element of response gets the most attention. Why is that? Well, recovery or rather failure to recover garners more attention only in the sense that failure often gets elected and appointed officials fired. "We aren't typically bad at response," said Jim, "I think we do it pretty well, especially during natural disasters. The public is pretty forgiving of the response if the government response is less immediate. Because, after all, it happened to us too."

Recovery and ineptitude or the perception of ineptitude is different. A key part in the government's obligation to protect life and safety, the economy, and the environment during a disaster is by anticipating and planning for recovery. Jim shared that he had the opportunity to advise two governors and their staff. He explained how recovery planning had to begin in advance before the next disaster struck. Jim said, "Attempts to have intelligent and effective protocols and procedures inserted after the disaster occurs about where we should relocate and reoccupy tends to come too late."

Promoting leadership and recovery planning is essential. Science can infer a lot of the issues and challenges in the planning for a better recovery in advance. "The four elements are linked," expressed Jim, "We mitigate to minimize the negative consequences of an event. We prepare communities to sustain themselves for a period of time. We practice our response to ensure efficient and effective allocation of resources to resolve major problems that may come up. All of that can minimize the issues from which we will have to recover."

An important partner in emergency management and the four elements is the private sector: business and industry. Arguably, the private sector accounts for 85% of our state's economy. Government and industry have its strengths and limitations. Working together in a complimentary way maximizes what each does well. Prior to being director at WA-EMD, Jim was the director at Seattle Emergency Management for 12 years. His team at the time established a two-way communications process to exchange information and observations with private sector interests not only during a disaster, but before anything occurred. Emergency management is often a bridge that allows for the aggregation of a number of disciplines to become a cohesive force in preparing and managing disasters. The more effort to reach out to other professions and other disciplines the more diverse skill pool of personnel will be

drawn to the HSEM field as a result. We are talking about a broader description of diversity in terms of background, experience, and depth. It is important to make a proper fit between the person and the job.

Good emergency managers have certain attributes regardless of where they come from. They are problems solvers, active communicators, and value effectiveness over efficiency, and they take responsibility for their own imperfections even when it hurts. It is important for emergency managers to maintain flexibility and integrity in a political environment, whether it be public or private. The focus needs to be on the next disaster in order to anticipate the crisis they may not be ready to face not dwelling on the last one.

To educate those who will join the HSEM profession, especially early on in their careers there are an array of knowledge to uncover despite the field's short history. Emergency management concepts are the glue that holds communities together under duress. All-hazards management requires participation by everyone not just emergency managers.

Founder's Luncheon

The Center of Excellence – HSEM's Advisory Board Chair, Chris Johnson kicked off the Founder's Luncheon as he spoke about, "what it is that students of today and tomorrow need to be successful in this field." Chris explained his hope for the COE-HSEM to move forward and be, "the one stop shopping place as far as education and career fields." The long term goal is to have the COE-HSEM be the model not only for the state of Washington, but across the nation on how to tie in perspective employers, higher learning institutes and students on what is needed in terms of experience, education and skills.

Jo Ann Baria, Vice President of Workforce, Economic and Professional Development for Pierce College chatted about the benefit of her job is new program development. She enlightened the luncheon attendees, "We need trained and educated professionals in this field. Pierce's commitment to the Center remains strong." Jo Ann made a point to mention the importance of defining what professional and education skills students need in order to be successful in the HSEM field. Pierce College Fort Steilacoom was prepared to be the place to host the Center back in 2005 as the college is adjacent to Camp Murray and has a lot of military transitioning, so HSEM was considered a good fit for them. When Jim Crabbe came to Pierce College and asked if the college would like to host the COE-HSEM the response was an immediate, "Yeah! We are ready to do that. We can take that on." Jo Ann described.

Pierce had to apply and it was competitive at the time. They got funding from the State Board of Community and Technical Colleges. We need trained educated professionals in this field. Skills panels were created to help identify the training and education needed for upcoming HSEM professionals in the field.

Incoming President for the Washington State Emergency Management Association (WSEMA), Jody Woodcock considers herself one those "accidental emergency managers." Twenty-eight years ago Jody was an inspiring journalism student starting at Pierce College. She was interested in the governmental side of journalism and decided to get into political science. After enrolling in Pacific Lutheran University Jody obtained an internship at the Executive's office at Pierce County. She shared that at the time she had no clue what emergency management was until meeting Richard Schroedel at Pierce County Emergency Management and started working with them at the agency. "We have new people, new ideas, new styles that can be integrated into HSEM." Jody said and reminded everyone about the value

of teamwork. She added, “We’re all coming together. Be willing to lead...jump into a team. Have brand new ideas on doing things.”

Chandra Fox, President for the International Association of Emergency Managers Region 10 often receives daily phone calls from folks asking the same questions, “I want to be an emergency manager? How do I get into the business? What should I do?” In response, Chandra has gotten into the habit of asking them two questions in return. The first is, “Why? Why do you want to be an emergency manager? What about this appeals to you? Can you articulate that?” The second question she asks is, “What? Do you even know what an emergency manager actually does? Do you know what this career and profession entails?” Chandra joked that she has yet to hear back the response of, “I really love being in meetings.”

Chandra said that she is a “big picture kind of girl” and that people in the EM field often do not “toot their own horn.” There are times in HSEM where we often focus too much on the field response and not in areas that expose what EMs do. It minimizes the contributions EMs make in this field. By focusing on field responses it can help narrow the picture of what people think in terms of being an emergency manager.

Everything we do in emergency management is to make things happen and really should be titled “disaster leadership.” It’s good leadership that brings people together.

Workshop Highlights

Kevin Burke – State Credentialing and Re-Entry Process (video of workshop available on Center’s Website)

Businesses are faced with many challenges to be able to withstand a disaster and then to bounce back afterwards. In this session, information and resources were provided from state and federal agencies. Attendees learned the importance of preparing their employees and families to assist them after a disaster that would enable them to return to work more quickly. About seven months ago Kevin was given a problem statement to create a uniform methodology of having businesses re-enter disaster zones. He narrowed down the scope and prioritized the project to set up a system that will allow critical infrastructure to re-enter disaster zones. However, the downside to re-entering businesses in disasters are the push backs from government agencies. Private Sector Requests generally fall in these categories:

- HOV lane access.
- First on first off ferries.
- Reduced trucking regulations.
- Weight state waivers.
- Law enforcement escort if needed.

Kevin also recently began working with the National Sheriffs Association in support of a nationwide access control tool for crisis situations. There are several Non-Government Associations that are focused on re-entry issues so the Private Sector Liaisons for the Washington State Emergency Management Division (WA State EMD) continue to track their initiatives in this space to see if there are opportunities

to partner up with. There are discussions around WA State EMD will plan to organize an exercise later this summer

Brock Long – Public Private Partnerships: Shifting the Focus (video of workshop available on Center’s Website)

The workshop touched on the topic of the evolving need for collaboration and cooperation in the public and private sectors. Brock Long facilitated the discussion about how government organizations and private industry can adapt to changes in the current culture and share their perspectives on how they can work more effectively together. Small business is critical to the response to any emergency or disaster and the session looked at ways we can prepare for and respond most effectively. The view of public and private partnerships are changing. It is no longer about what the private sector can do for the government during disasters. Rather, it is how can the government get out of the way and help businesses get back online. The relationship between government and business is evolving. There are many benefits to establishing a Business Emergency Opportunity Center (BEOC):

- Serves as an outlet to provide situational awareness to business and industry.
- Assists local businesses in the disaster in the disaster affected area.
- Shifts emphasis of disaster supply chains away from massive amounts of free goods to restoring local businesses and suppliers in the disaster affected area.
- Rapidly identifies available resources for hire outside of traditional assistance.
- Reduce the down time.

Rachel Anderson and Teresa Carlo- Education & CERT Curriculum: Best Practices for the Future – Session 1 and 2

The Education and CERT Curriculum workshop was broken up into two session. Each session held an interactive discussion about where and why CERT will lead into successes and how the needs can help create opportunities that lean into the future of emergency management. Boundary and responsibility confusion between professional and volunteer organizations were detailed, and steps to integrate both in a dynamically positive light were proposed. Rachel Anderson led the first session while Teresa Carlo led the second session. Rachel addressed the economic benefits of CERT integration into higher education where she described it as a global future. Some of the benefits to integrating CERT in higher education are:

- Economic value add.
- Reducing long term costs.
- Student/career impacts from all majors.
- Reduces overall response costs to L/S/F agencies.
- Prevents loss of life.
- Improved recovery time.

- Safe and informed citizens.
- Professional responders become more “volunteer fluent”.
- Volunteers become more familiar with effective skill sets.
- Cohesion between pro responders and volunteers within public and private sectors.
- International connectivity
- Improved interconnected relationships with others around the world.

In the second session Teresa Carlo’s presentation was titled “CERT – Us versus Them”. She began with a hand drawn illustration on the board of disaster response in planning/preparedness context:

Planning/preparedness context:

1. – Us
 2. – Fire Service
 3. –
 4. –
 5. –
 6. – Incident Command (NIMS)
 7. – Disaster Psych
 8. – Terrorism
 9. – Drill
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She went on to use the illustration to spark an interactive discussion about why, how, and where to integrate CERT into a course/s at Pierce College. Her hope is have faculty and administration support the push and implementation of two-credit hours of CERT into Global Teacher Education. This concept would need one four-year school to accept the credit transfer.

James Rollins – Using Computer Aided Simulations to Enhance Learning through Gamification

The first 72 hours of a complex incident is considered the greatest challenge to an emergency management professional. An emergency management team must be in formation around the incident, they need to be organized in order to effectively save lives and preserve property. A team member who is adaptive, patient and trustworthy is necessary to establish a strong functioning group. James Rollins was the facilitator with a presentation that discussed how computer aided simulations can provide a

fail-safe environment. The simulation can effectively model the adaptive complexities of a disaster, where students can learn to apply resilient capacities to the problem and see the effect.

When combined with a well-designed curriculum, the computer-aided simulation provides a way for practitioners to facilitate effective group dynamics and help students to develop collaboration skills. Computer aided simulations is the next generation of training modalities. It will provide the end-to-end view of complex environments necessary to enhance realism and facilitate effective collaboration. Simulations help to promote collaboration, learning, and test plans. It also provides a safe environment when a diverse group of unaffiliated people are able to gather to discuss common perspectives of problem/s.

Margaret Rice – Homeland Security: Clark County Skills Center

The Clark County Skills Center has assisted in completing a program of study for Homeland Security by creating a class at the high school level. Now, Washington State offers Homeland Security learning opportunities K-12 through Masters level degrees. Margaret Rice, Dean of Students at the Clark County Skills Center (CCSC) provided attendees a glimpse at the high school Homeland Security course, the process CCSC went through to create the course, the benefits and units of study as well as the partnerships fostered through the development and launching of the course. The CCSC is a professional technical high school consortium. There are nine school districts in Clark County, 29 high schools, 1000+ students, and 15 programs. The mission of the CCSC is to prepare each of its students with relevant skills and knowledge for learning, pursuing a career, and enjoying life.

Vidya Nair and Courtney Sellers - A Pharmacist's Role in Chronic Disease Medication Management during Disaster Response

Clinical Pharmacists, Vidya Nair and Courtney Sellers facilitated the first breakout session in the Public Health EM workshop track. Attendees to the session learned about the ongoing problem of displaced disaster survivors having a lack of access to primary care services and chronic care medication. An estimated 50% patient population in the United States experiences at least one form of chronic disease in their lifetime. During disasters when these patients become displaced from home and lose their access to chronic disease medications and the associated clinical management services, the impacted community's ability to recover from the disaster becomes further complicated, thereby delaying vital medical care. To address this gap in care, Global Humanitarian Pharmacists Network (GHPN) was formed to utilize volunteer pharmacists to provide access to chronic disease management services and prescriptions on orders for maintenance medications. The goal is to prevent emergency department visits (ED) visits secondary to maintenance medication refill requests and ED admissions subsequent to disease exacerbations resulting from lack of access to medications. This initiative will be initially piloted in Washington (WA) state, followed by regional expansion, with the ultimate goal of launching this initiative nationally in the next three to five years.