

Exploration Guide

Homeland Security and All Hazards Emergency Management Center of Excellence



To ensure that the Center’s work is as transparent as possible, our “About Us” Section on our website hosts information about our Advisory Board and staff, our monthly activity, quarterly/annual reports, information briefs, newsletters, web statistics and our yearly calendar. For more information, please visit www.hsem-coe.com.

Table of Contents

Centers of Excellence History and Authority	2
HSEM Center – Our History	2
Our Role	3
Our Partners	3-4
Center at a Glance - Services	5
COE HSEM Education Experts - At Your Service.....	5-6
Website, News Briefs and Special Reports	7
Strategic Conversation - Strategy Reports - Issue Briefs.....	7-8
Industry and Education Events	8
Program Reviews	8-9
Handbooks & Guidelines – Technical Assistance – Training Institute.....	9
Effective Broker for all Colleges.....	10-14
2015-16 Snapshot Work Plan Activities.....	15-16
2016-17 Snapshots Work Plan Activities	17-18
Envisioning the Future: Strategic Discussions	18-19
Considerations for Education, Government, Business and Industry	19
Strategic Discussions.....	19-22
Our Organization, Continuity, Sustainability Funding Grants.....	22-23
Accountability	23
Funding Facts	24
Current and Completed Grants.....	24
Grant Submissions 2015-2016	25
Appendix.....	26
1.0 SHB 1323 Center of Excellence Legislation	26
2.0 2015-17 Key Accomplishments	27-29
3.0 Community College Systems: Services and Support	29-31
4.0 Industry and Education Events	31-32
5.0 Improving Service: State CTC Preparedness	33

Centers of Excellence History and Authority

In 2009, Washington State became the first and only state in the nation to codify Centers of Excellence (COE) into state statute (HB 1323) under the State Board for Community and Technical Colleges (SBCTC). The statute designated the Centers as statewide leaders in industry-specific community and technical college workforce education and training.

The legislation states, "It is the role of Centers to employ strategies to create educational efficiencies; build a diverse, competitive workforce for strategic industries; maintain an institutional reputation for innovation and responsiveness; develop innovative curriculum and means of delivering education and training; act as a broker of information and resources related to community and technical college education and training for the targeted industry; and serve as partners with workforce development councils, associate development organizations, and other workforce and economic development organizations."

Centers are hosted on campuses around the state. Hosting a Center of Excellence on a campus creates some unique challenges due to the industry's focus of the Center's work and the statewide leadership model. While Centers were initially designated as a result of the expertise and outstanding programs of an individual college, their roles have evolved to one representing the work of the entire community and technical college system as it pertains to a specific industry driving the state's economy. As such, they are no longer "owned" by a particular campus, but rather, they are "owned" by the entire CTC system.

HSEM CENTER – OUR HISTORY

In the aftermath of the World Trade Center terrorist attack, the Department of Homeland Security (DHS) developed standards for planning, responding to, and recovering from other similar terrorist attacks. Through Homeland Security Presidential Directive 8 (HSPD-8), the President tasked the Secretary of Homeland Security with developing a National Preparedness Goal to strengthen the all-hazards preparedness of the United States to prevent, respond to, and recover from major events. These included the adoption of the National Incident Management System (NIMS) and the Incident Management System (ICS). These and other initiatives included training of our first responders, other agencies and communities. The intent was to create an ability to respond to an incident and to be able to communicate and work under one standard system.

With 85% of first responders being trained in Community and Technical Colleges, the Center of Excellence for Homeland Security was established in September 2004. Pierce College was designated as the host college. The Center's mission was to infuse Homeland Security initiatives throughout the Community and Technical College system and to better prepare the system for response and recovery from a critical incident. The Center's target industries included all Community and Technical Colleges in Washington, other Centers of Excellence, the industries they represent and each of the ten Federal Department of Homeland Security designated responder agencies (law enforcement, emergency management and communications, emergency, medical and public health, Public Works, fire, hazardous materials, and other public agencies).

OUR ROLE

The role of the Center has evolved over its 12 years to meet other critical incident demands and expanded to include “all hazards” emergency management. Now, the goal for Homeland Security-Emergency Management Center of Excellence (HSEM-COE) is to provide effective leadership and coordination that rapidly responds to the interests of education institutions and employers in order to prepare a skilled workforce to help maintain our national security and ensure an effective response to all-hazard events through educational and training initiatives. This aligns with the sector and college programming; research and analysis of sector gaps and needs, and products and services that build disaster resilience in our colleges, organizations, businesses and communities across the state.

The Center delivers dynamic Homeland Security/Emergency Management training, exercises and workshops statewide throughout the Community and Technical College system in collaboration with our community partners. Guided by our Advisory Board, public and private organizations and businesses, education and labor, the Center has delineated clear education and career pathways in HSEM and related fields to advance the state’s critical mitigation, preparedness, response and recovery needs.

OUR PARTNERS

POWER OF RELATIONSHIPS

The Center promotes a large collection of pathway programs, including degrees in:

- Criminal Justice
- Corrections
- Occupational Health and Safety
- Fire Services and Fire Command
- Private Security and Safety
- Cybersecurity
- Emergency Medical
- Homeland Security-Emergency Management
- other allied educational areas

Education leaders tell us they are looking for reliable information, data analysis, and resources. Working together with our research educators, they receive support for curriculum development, program enhancement and expansion, facilitations of articulation agreements, professional development workshops and conferences. We facilitate skill panels to identify and assist CTC colleges in developing new programs, curriculum, and specialty focused certificates to address curriculum and training needs and gaps.

PUBLIC-PRIVATE PARTNERS

To ensure it has the best practices and educational research available the Center maintains a strong relationship with:

- FEMA’s Emergency Management Institute (EMI),
- International Association of Emergency Managers (IAEM)
- Washington Association of Sheriffs and Police Chiefs(WASPC)
- International Association of Campus Law Enforcement Administrators (ICLEA)
- Washington State Patrol (WSP)
- Fire Marshall Office
- Our state’s public colleges
- Our state’s public universities

We are members of the NSF-ATE Cyber Watch West Consortium whose headquarters are located at Whatcom Community College, National Disaster Preparedness Training Centers at (NDPTC) at the University of Hawaii, and University of Texas A&M Engineering Extension Service (TEEX).

Public and private partners include:

- Governor’s Emergency Management Council
- Washington State Association of Emergency Managers (WSEMA)
- Washington Association of Sheriffs & Police Chiefs (WASPC)
- Partners in Preparedness
- Northwest HealthCare Response Network
- Pacific NW Tribal Emergency Management Council (NWTEMC)
- State Agencies and Councils
- Washington State Hospital Association
- Washington Association of Building Officials (WABO)
- DHS Disaster Resilient Universities
- Pacific NW Economic Region
- Resiliency Center (PNWER)
- Academy of Criminal Justice Sciences(ACJS)
- SBCTC Security, Safety and Emergency Management Council (SSEM)
- WA State Military Transitions Council
- Superintendent of Public Instruction (OSPI) and it’s School Safety Council through WASPC and Police Chiefs and Labor

We maintain strong ties with our local, state, regional and federal government public safety, security, cybersecurity and emergency management organizations, Workforce Boards and Labor, other state agencies and non-profit organizations such as WIN 2-1-1, and international response organization such as World Vision and American Red Cross.

A sample of our private industry partners include:

- APEMS Solutions
- APM Terminals
- Port of Tacoma
- Virginia Mason and Multi-Care Healthcare System
- The Informatics Applications Group, Inc.
- Oracle
- Amazon
- Costco Wholesale
- McKinstry
- State Farm and Nationwide Insurance
- Starbucks
- Other private security, risk management & recovery services businesses
- ASIS Securities Management
- Chambers of Commerce
- Association of Washington Business (AWB)
- Pacific NW Defense Coalition (PNWDC)

CENTER-AT-A-GLANCE OUR SERVICES



Surveys and Reports

Dedicated to moving HSEM training and education forward with cutting edge knowledge and experience.

Activity Reports and Work Plan	Market Briefs	Issue Briefs	Program Reviews	Special Reports	Events
Handbooks-Guidelines-Training	Consultation and Technical Assistance	Web Statistic Reports	Newsletters		

The Center of Excellence holds a unique position in our state’s higher education system. It provides in-depth research, recognizing and sharing best practices, and inspiring collaboration between education leaders and industry to drive change in diverse and technologically advancing industries to ensure the appropriate leadership, technology and systems training and education needs are met. It serves as a resource that creates and shares model curricula, identifies educational pathway opportunities, facilitates the establishment of certificate and degree programs, identifies industry specific skill standards and best practices and identifies gaps in the system’s ability to meet existing and emerging needs. The Center is advised by a 30-member Advisory Board that advocates, coordinates, establishes strategic plans and advises the Center.

COE HSEM EDUCATION EXPERTS-AT YOUR SERVICE

Our collaboration with our key industry partners links us with remarkable leaders in the Public Health and Safety, Security, Cybersecurity, Law Enforcement, Fire and HSEM fields. We have subject matter experts on our industry advisory board as well as access to regional and national curriculum and HSEM experts and Senior Fellows on our staff and consulting team. Education and industry leaders share their accomplishments and ongoing challenges through a variety of interactions. We are recognized as knowledge experts and are speakers, trainers and consultants for organizations and events around the state and nationally. (See Appendix 2.0 – 2015-17 Key Accomplishments page 28).

Here are examples of our work:



ALLIED HEALTH DEANS & DIRECTORS MEETING

The Center has facilitated a process with the Cascadia Tech Academy and Puget Sound Skills Centers of articulating the Homeland Security-Emergency Management AA degree at Pierce with their respective HSEM and Criminal Justice programs. The new HSEM BAS at Pierce has been approved and both programs are eager to begin the process attempting to articulate up to an Associate's Degree through the 1080 hours of instructional time in the Criminal Justice program at PSSC and similar hours at CTA. PSSC, CTA and Pierce have exchanged curriculum content with the Dean of Health and Technology, Ron May. The curriculum outcomes will be reviewed for each program and they will collaborate in the decisions about what content needs to be added to articulate the potential of a student earning credits towards completing an Associate Degree while in High School, which will lead directly to the HSEM BAS at Pierce. Dr. Thomas Mosby, the Executive Director of Career Pathways and Partnerships and Highline Public Schools, and Jeffrey Kaliner, CTA Program Director, are both looking forward to completing the process.

The Center Director and staff attended and presented at the March 2, Allied Health Deans and Directors meeting with Rachel Pairsh, the Peninsula College Director of the Medical Assisting Program, on "Disaster Preparedness" in Allied Health Program. A small workgroup made up of Allied Health Dean and Directors, along with the Center Directors for Allied Health and HSEM, have been working on identifying and addressing emergency management core curriculum training needs and issues. Rachel presented on her program's emergency/disaster training exercise that they do with the Nursing Program with their students prior to graduation. The exercise incorporates all of the required and recommended EM learning objectives for healthcare professionals. The Centers and workgroup also drafted an EM Allied Health Core Curriculum survey which would identify what EM curriculum is currently being utilized in our state's Allied Health programs as well as the gaps and the restraining forces for implementation of EM curriculum. The Centers will continue to work with the Dean and Directors group on the inclusion of EM curriculum into the appropriate health care programs.

Occupational Safety and Health *Washington Career Pathway*

The Center is working with the OSH program on an Employer Engagement Survey. The OSH Discussion Guide has been drafted and the staff will meet with Darren Linker, Edmonds & Pierce Colleges Coordinator of OSH program, to edit OSH Employer Engagement discussion guide and design processes for conducting OSH Employer Engagement discussions with hiring managers. The discussion pointed to the fact that the OSH programs currently have an Advisory Board, so, many of the questions in the discussion guide are already addressed by the Advisory Board. The next step will be to set up a meeting with the Pierce College and Edmond's Deans that oversee the OSH program to determine if there are particular data points that could be gained through an OSH Employer Engagement study. Darren has asked for assistance from the Center to design the new OSH Apprenticeship program marketing materials. Discussions were also held on how the Center can support placement for interns from the Edmonds Emergency Management and Business Continuity AAS-T degree.

WEBSITE, NEWS BRIEFS AND SPECIAL REPORTS

Education decision makers use the Center's convenient website, which provides local, state and national resources and information on our six industry clusters. We focus on providing access for students and the industry workforce to industry news through our "[Work Experience Marketplace](#)" and our "[Career Pathways Program Guide](#)". It provides updated information on our CTC training, education programs, trends and career research, information on our state's K-12 systems of Skills Centers, colleges and universities and resources available for our veterans, women, and gives a foundation for relevant Bachelors of Applied Science and master's degrees offered in the region. The Program Guide is available online and can be downloaded for a print version. Our [guides and handbooks](#) section on our website includes our guides developed as part of our participation in the state's Prior Learning Workgroup "[Guide to Establishing Military Pathways](#)", "[Pathways Mapping](#)", "[Crosswalk Development - Deep Dive](#)" and our guide which was developed to help our CTC colleges develop innovative collaborations and sharing of curriculum and programs called "[Guide to Establishing Online Program Collaboration](#)".

Our [Special Reports Section](#) provides education leaders with research-based content that includes perspectives from industry experts and public-sector peers. We provide current thinking, best practices, tips for successful program implementation and professional development guidance, access and dissemination of industry news via eNews and Bulletins, website and social media.

The Center produced a HSEM COE Holiday Newsletter which provided a snapshot of our Center's work in 2016 and schedule of events and activities for 2017.

Dick Walter, the Vice Chair of the Washington State Emergency Management Council who represents the Association of Washington Business (AWB), sent a holiday message and said, "Linda, I was very impressed by your entire presentation (in the Newsletter), including summaries. Very engaging and catches the eye of the beholder."

Please visit the Our Services page on our website for the HSEM COE 2016 Holiday Newsletter
<https://drive.google.com/file/d/0B1-OpFj6Gh-IS1NENFpwaGxYekk/view>

STRATEGIC CONVERSATIONS-STRATEGY REPORTS-ISSUE BRIEFS

Roundtables are a series of gatherings with key career cluster educators, practitioners and industry leaders to focus on education and training needs, trends and identify needs and other issues. "[Securing the Supply Chain](#)" Forum is an example what types of education and training needs exist and what types of curriculum and programs may be needed in the future. These [Special Reports](#) from subject matter experts answer key questions about emerging issues and are shared through a variety of media.

Here is an example:



Workforce Snohomish Visit -The Center Director and staff met with Kathleen Lefcourt and the staff at the Workforce Center to talk about workforce and employer engagement with a focus on cybersecurity businesses. The Workforce Center is hosting a meeting that is bringing employers together around IT jobs and they needed assistance in identifying companies, as well as job titles and functions. The Center was able to provide them with an overview of this specific segment of the HSEM workforce and provide several introductions to resources that are available for them in the Snohomish County area. These include the UW Bothell Center for Information Assurance and Cybersecurity. We also provided the introduction to one of our Advisory

Board Members who works with the UW Program who could assist with specific contact information for Cyber Security hiring managers. Additional contacts for Highline as well as CyberWatch West were provided.

INDUSTRY AND EDUCATION EVENTS

The Center brings together educators and their students, practitioners and industry experts at statewide and regional events. Designed to encourage interaction, meaningful discussions and sharing best practices, and professional development, our events offer time for networking, building relationships and launching partnerships. (See Appendix 4.0 Industry and Education Events for a complete list of our events)

Here is an example:

Holiday Open House - On December 15, over 35 staff, Advisory Board Members, stakeholders and friends attended the Center’s Holiday Open House at the Center’s offices at Pierce College in Ft. Steilacoom. The event was our way to show thanks to our staff, our Host College and partners in industry, labor, education and government for helping with the development of the curriculum and programs that connect workers and educators to employers and professional developers for faculty. Center’s Holiday Open House



<http://wp.pierce.ctc.edu/blog/hsemcoe/2016-holiday-open-house/>

PROGRAM REVIEWS

The Center facilitates reviews and assessments on HSEM career cluster programs and curriculum, both current and proposals for new programs including types of degrees, programs, courses, delivery methods, and faculty that teach in these areas. Reports provide recommendations on how programs and curriculum can improve the availability, access, quality, and knowledge/skill areas in all-hazard HSEM education cluster within the CTC system. The Center works with industry professionals to review program degrees and certificates that are in place each year including proposals for applied baccalaureate degrees. Programs may request reviews and receive customized reports.

Here are examples:

Criminal Justice Employer Engagement Brief

Criminal Justice (CJ) Curriculum Survey and Employer Engagement Brief

The CJ Survey will help identify current KSAs that will be utilized by the CTC CJ programs to develop an agreed upon core curriculum and common core numbering. The survey was distributed to Deans and CJ program managers in December with results expected to be reported in January. The results from this survey and an earlier Criminal Justice Workforce Training Needs/Professional Development Survey will be made available along with the final Criminal Justice Employer Engagement brief completed in mid-December to all Deans, Program Managers and faculty. The Employer Engagement Brief summarizes interviews with hiring managers on what the CTC system can do to better meet the job market needs for those graduating with a Criminal Justice degree. This report summarized months of work and fulfilled the SBCTC Work plan requirements. The report findings are available on the Centers website at <https://drive.google.com/file/d/0B1-OpFj6Gh-ldXVIQ200Y2pSTDg/view>.



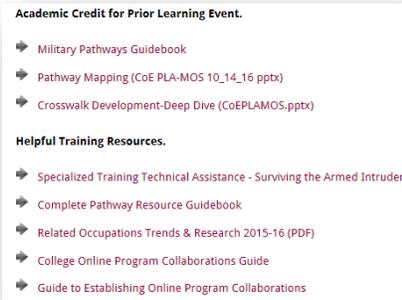
Independent Insurance Agents
& Brokers of Washington

New Program Opportunity – Insurance Industry

A Policy Associate with the State Board for Community Colleges (SBCTC), provided information about meeting the Independent Insurance industry’s interest in pursuing a possible training program and degree. The Center contacted Danial Holst, the Executive VP for the association, and discussed the opportunity of our Center working with the association on identifying their training needs and opportunities for program development. One of the Center’s staff has experience and expertise in working in the insurance industry and Danial sees a natural fit with all-hazard emergency management and occupation health and safety programs which currently exist in our system. We will be meeting in March.

HANDBOOKS & GUIDELINES – TECHNICAL ASSISTANCE and TRAINING INSTITUTE

Provides education decision makers with guidance on a variety of education areas, processes and best practices related to important workforce needs. Our website’s [Preparedness Section](#) provides access to resources, training and education to help a college and community to prepare its citizens, local community organizations, agencies and business and industry to respond and recover from all-hazard events.



MOS Pathways is a crosswalk that can be viewed on the CyberWatch West website or downloaded as a PDF file. It’s based on a list of Military Occupational Specialties (MOS) related to technology, IT, and security. MOS is the military terminology for job types in any of the branches of service and each MOS is assigned a code to be identified. The crosswalk, created by the Center and CyberWatch West, correlates each MOS with specific skill sets and job descriptions, which are then translated into specific courses offered at Whatcom Community College (WCC), where CyberWatch West is based. College faculty and administrators needing to make an accurate comparison between mapped WCC courses and courses offered at their own institutions can refer to the Course Outcomes chart at the end of the document.

EFFECTIVE BROKER FOR ALL COLLEGES



The Center provides statewide coordination within our profession and industry sector for the 34 CTC colleges across the state, state's Skills Center, public colleges and universities. For over twelve (12) years, the Center has represented our Sector and has served as an economic development driver, supporting workforce education and training, promoting innovation and efficiencies, and has researched and disseminated workforce supply and demand information for our professional fields.

The field of HSEM is broad and includes many areas of work responsibilities. There are six career pathway groups with shared skills and responsibilities of occupations in which allows our system to effectively utilize a "Guided Pathways Approach" to support our students. Each pathway addresses a different career cluster within the program area of HSEM.

Criminal Justice: Nineteen (19) colleges around the state offer programs that teach students to analyze and think critically about the practices, policies, procedures, and institutions that make up the Criminal Justice Field. This field includes pathways in Corrections, Forensics Science, Pre-law and Paralegal. ([Criminal Justice Market Brief](#))



Criminal Justice

Criminal justice careers are found at all levels of the federal, state, county and local governments, private sector and includes:

- law enforcement
- corrections
- forensics science
- homeland security
- private security
- academia
- legal services

According to the [Bureau of Labor Statistics](#), as of 2016, roughly three million workers were employed in the criminal justice field. While jobs in the criminal justice and police fields have been historically reserved for men, women in law enforcement are becoming more and more common, as are women in criminal justice field as a whole.

Over the past year, the Center, in collaboration with the CJ Programs and their Deans, has published its research and analysis on an assessment of current CTC AA curriculums being offered by our 19 programs. A [CJ Employer Engagement Brief](#) was completed and published after discussions with the CJ programs. Over 20 employers completed two surveys, including a faculty professional development survey and a core curriculum survey, which identified curriculum priorities and gaps.

“According to the [Bureau of Labor Statistics](#), as of 2016, roughly three million workers were employed in the criminal justice field.”

In December 2016, the Center distributed the [CJ Curriculum Survey](#) which helped identify current KSAs that will be utilized by the CJ programs along with additional information to develop an agreed upon core curriculum and common core numbering. On March 22, 2017, the Center hosted its initial discussion with our state's Criminal Justice Programs, Workforce Dean, University program faculty and CJ Programs Advisory Board Members on the development of a statewide CJ AA degree core curriculum. The results from an earlier Workforce Training Needs/Professional Development Survey were distributed and are available online. Our state's public Universities shared their requirements for students who choose the pathway into their programs from our community colleges and skills centers and talked about the future employment requirements that will be needed by our graduates in this rapidly changing career field. A report from the meeting will be used at the next quarterly meeting held July at Big Bend College. This meeting will accompany a formal DACUM process.

Attendees are encouraged to attend a free Public Safety Technology Symposium on March 21st, at Clover Park Technical College, which will inform our discussion on updating technology curriculum. A copy of our newly released CJ Employer Engagement Brief is available on our website.

<http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>

Example of our work:

The Center is working with the US Department of Labor's Women's Bureau, which has launched a web page called [Women Build, Protect, and Move America](#). They support women in law enforcement and those who are interested in pursuing the law enforcement & public safety careers. The Center staff will be meeting with the regional administrator, Betty Lock, and Hari Chon, the Program Analyst, to discuss opportunities and to inform CJ programs of the CJ Career Fairs the Department hosts.



Cyber Security

Cybersecurity: A program in this pathway prepares students for careers involving the protection of information on computers against the unauthorized access or modification of information. This is done using various programs, networks, systems and policies and procedures to safeguard and protect information. Programs introduce security management, planning and recovery. There are 33 CTC colleges offering a variety of Information Technology programs. The Center for Information Technology focuses on directly supporting those colleges and their IT programs and our Center focuses on the security administrative and management and planning aspects.

Colleges that offer Systems and Communications Security or Cyber Security CERT:

- Clark College
- Columbia Basin College
- Edmonds Community College
- Green River Community College
- Highline College
- Lake Washington Institute of Technology
- North Seattle College
- Tacoma Community College

Whatcom and Peninsula College have a Cybersecurity and/or Cyber- Forensics AAS-TII and CERT and Highline and Columbia Basin have a Cybersecurity and Forensics BAS. Spokane Falls has a Forensics and Network Security CERT and has submitted a Statement of Need to establish a Cybersecurity BAS.

The Center has a partnership understanding with CyberWatch West (CWW) and the UW Tacoma's Cyber Security Leadership MA Program to collaborate and share information and access to curriculum. In 2016, the Center assisted the Department of Commerce, CyberWatch West and Whatcom College in organizing a panel for their Cybersecurity in Higher Education event which was part of the National Cyber Security Awareness Month. Corrinne Sande, Director of CWW and Whatcom Community College's CIS program, hosted a one-hour session and panel and the Center secured the participation of the Senior Director for Cloud Operations

at Oracle and Center Board Member, Erika Voss. The Center provides *eBulletin* notifications to its statewide mailing lists to inform its constituents of the opportunity to attend events and posts events on its events calendar.



Medical & Health Services

Emergency Medical and Health Care Services: A pathway of Emergency Medical and Health Services technician deal largely with the performance of basic life-saving skills. This pathway provides lectures and hand-on practice. Twelve (12) of our CTC colleges offer Emergency Medical Technician Certifications and many of our colleges offer Allied Health, Nursing, Vet Tech and Dental Hygiene which all require basic introduction to emergency and disaster curriculum as part of their training.

The Center Director and staff, Anita Janis, attended and presented at the March 2017, Allied Health Deans and Directors meeting with Rachel Pairsh, the Peninsula College Director of the Medical Assisting Program, on “Disaster Preparedness” in Allied Health Program. A small workgroup made up of Allied Health Dean and Directors, along with the Center Directors for Allied Health and HSEM, have been working on identifying and addressing emergency management core curriculum training needs and issues. Rachel presented on her program’s emergency/disaster training exercise which they do with the Nursing Program with their students prior to graduation. The exercise incorporates all the required and recommended EM learning objectives for healthcare professionals. The Centers and workgroup also drafted an EM Allied Health Core Curriculum survey which would identify what EM curriculum is currently being utilized in our state’s Allied Health programs, gaps and the restraining forces for implementation of EM curriculum. The Centers will continue to work with the Dean and Directors group on the inclusion of EM curriculum into the appropriate health care programs.

Fire Service and Administration: Fire service professionals face a diverse and complex environment. Things like fire protection, fire prevention planning, fire education, emergency preparedness, coordination, resource economics, and many other issues need to be addressed and managed on a daily basis. The duties of the firefighter include extinguishing and controlling fires, performing rescue and evacuation work incidental to fire control, and aiding in response to accidents, natural disasters, and other incidents where human lives are threatened. There are eight colleges offering Fire Science or Fire Fighter first responder programs and only Pierce College offers the Fire Command and Administration AA degree which support incumbent workers to move into management and administrative positions.

The Center has been working with the Program Manager of the Pierce College’s Fire Command & Administration (FCA) degree to look at Program efficiencies and collaborations. The Center has helped to develop a work plan and one of the first steps is to help update their program to bring it into compliance with the FESHE standards. This enables them to collaborate with Bates Tech’s Fire Science program (which is already EHSE certified) which will result in at least 6 common courses. It also gives the programs the opportunity to share these courses and coordinate schedules and avoid unnecessary duplication. Through this partnership, they will be able to share enrollment in these combined courses. That will benefit the students by providing a richer learning environment, as well as improve the efficiency of both programs. The Fire Command and HSEM Degree Program already worked out the framework and technical details to share a number of courses in the HSEM AA degree. This approach was recommended by the Center to the Fire and HSEM programs over two years ago.



Fire Service

The Center is working with the program to address the opportunity to utilize the Collaborating College Model with the Fire Command & Administration Program to offer MOU's to other colleges who would like to offer this Program. The Center is helping to look at the employment and enrollment numbers across the state in the current Fire Services Programs and already has talked with Lower Columbia, Columbia Basin, Skagit and Wenatchee Valley Colleges who have indicated a strong interest to offer this online program. After analyzing the trends and enrollment data and establishing the need, Pierce College may be interested in establishing a BAS degree which would provide a pathway to students and incumbent workers to secure a 4-year degree. Currently, a bachelor degree is only available in eastern Oregon.



Homeland Security-Emergency Management (HSEM): These Programs are designed to prepare the next generation of emergency and policy leaders with the knowledge and skills they need to respond to a natural, public health threat, wartime, technological disaster, hostage situation or other emergency. They do so by coordinating response and crisis management activities, providing disaster preparedness training, and emergency and recovery plans and procedures.

There are ten (10) collaborating colleges sharing the Pierce College HSEM online AA/Cert degree program. This innovative approach (see [Guide to Establishing Online Program Collaboration](#)) was developed by the Center and enables one online program to be delivered statewide to any college completing an MOU and at no cost to the college for adding a new Program for their students and community. Currently, Big Bend, Edmonds, Highline, Olympic, Peninsula, Pierce, and Skagit Valley are actively offering the Program. Cascadia and Columbia Basin will be offering the degree in 2017. Renton Tech has a current MOU with Pierce, but has not offered it to its students at this time.

Edmonds offers an Emergency Management and Business Continuity AAS-T or CERT. The Center is currently working with Edmonds to utilize the Online Program Collaboration model to allow the delivery of their Business Continuity degree to any college who is interested.

Since 2007, the Center supported Pierce College in its establishment of their online **HSEM AA/Certificate Degree Program** and facilitated the completion of agreements with ten (10) other colleges to collaborate with Pierce to offer the degree program statewide. Colleges who have entered into an agreement with Pierce can offer and market the HSEM program as their own and graduate students from their campuses. Colleges receive state FTE's funding for all general education and HSEM courses. They reimburse Pierce College on a fee per credit basis which pays for the use of program and faculty and staff who provide student services to all colleges. In 2015, Pierce College began the process to establish a **BAS-HSEM degree** to fill a leadership and management training gap in the HSEM educational pathway identified by the Center ([HSEM Market Brief](#)). The Center was instrumental in providing research information, analysis and completed an employer engagement survey to provide information needed for the BAS Statement of Need. The Center's staff and Senior Fellows also worked with Pierce College to identify a core curriculum. The college received final approval for the BAS degree in fall of 2016 and began offering the BAS in the winter quarter of 2017.

With the support of the HSEM Advisory Board and Highline College, the Center (in 2015) facilitated the Establishment of a new Certificate, **Maritime, Port and Transportation Security Certificate (MPTSC)**. The Center completed a skills assessment and analysis ([MPTSC Program Proposal](#)) to develop the certificate.

The MPTSC is offered at Highline College which is one of the HSEM collaborating colleges. Highline utilizes curriculum from the HSEM, Security Officer and Supply Chain Management curriculum at Highline. The Certificate was available in the fall of 2016.

In 2016, the Center assisted the Military Transitions Manager at Joint Base Lewis McChord (JBLM) and State Board for Community and Technical College (SBCTC) Workforce staff in bringing the **Mission Critical Operations (MCO)** curriculum from Cleveland College in North Carolina to support a 20 week Career Skills Program on JBLM. The Center's subject matter experts worked with industry and JBLM to craft a customized curriculum that addresses the training requirement for [Mission Critical Operators](#) Certificate. The Center is working to identify colleges interested in offering this certificate program.

Occupational Safety and Health (OSH): Professionals in this field work to prevent accidents and health hazards to workers, the community, and the environment. They are responsible for the compliance with state and federal regulations regarding workplace safety and are involved in risk management planning, industrial security and handling of hazardous materials.

Currently, Edmonds and Pierce College share this online Program and there are no other CTC colleges offering this online AA degree. The Center is facilitating discussions with both colleges to utilize the Online Program Collaboration approach and complete MOU's with interested colleges. The Center has researched the employment trends and discussed this opportunity with several colleges around the state who have the need in their district for this type of education and training program.



Occupational Safety

The Center is currently working with the OSH Program Coordinator and OSH Advisory Committee on an employer engagement survey.

The Governor's Industrial Safety and Health Conference was held in the fall of 2016 in Spokane. The Center's eastern WA Representative attended this two day event which brings together workers, employers, safety and health professionals, medical providers and other experts to deliver a program of cutting-edge education, best practices, peer networking and demonstrations. She spoke with several vendors about creating internship opportunities to support students and will be following up with the Occupation Health and Safety Program (OHS) Manager to identify students' requirements for work experience opportunities. The Center is working with the Edmonds and Pierce OSH staff and will review the best practices information and training discussed at the conference to identify any curriculum changes, gaps or trends to help enhance the current shared online program. The Center is facilitating discussions with the two colleges about taking this online program statewide, utilizing the Center's collaborating college model.

2015-16 SNAPSHOT WORK PLAN ACTIVITIES

Website Link to 2015-16 Work Plan <https://drive.google.com/file/d/0B1-OpFj6Gh-lbWUtNGVMaGlmYWM/view>

1. Supply Chain Management Curriculum Collaboration –

Built on the FY 14-15 Work Plan. Successfully partnered with COE for Global Trade & Supply Chain Management. Brought together 83 participants. 36% representing college and university faculty, students and program staff, 34% from security/transportation industry; 18% from local, state and federal government; 7% from health/public health organizations and 6% from response non-profits. The Center identified gaps and needs for training, including risk concerns in hiring personnel, and the importance of continuing the dialogue between industry and academia. The Supply Chain Management Forum will continue in 2017. A preliminary agenda for the 2016 Forum was drafted by participants as part of the Forum's evaluation process.

2. Work Experience Marketplace –

The Center established a user-friendly internship, volunteer and job marketplace site on its website. The Marketplace is for students, employers, colleges and their safety, security and emergency management faculty and staff. This site services the CTC system colleges statewide populated the Marketplace with information about jobs and work experience opportunities. As part of its Employer Engagement Activities, the Center recruits and trains employers for colleges statewide. The Center has provided an Internship Guidebook developed to faculty and employers. Additional information is available on the website for students, colleges and employers on how to increase student success when competing in the job marketplace. The Center's staff have been meeting with college career centers, Workforce staff, Deans, faculty and College Executives to share information and approaches on how to improve employer engagement outcomes. Our Marketplace site continues to grow and engage employers in offering internships. Staff have helped place students in several government agencies and at companies such as Amazon and Costco which were recruited through our Employer Engagement effort. For more information, see our Surveys and Reports section of our website <http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>

3. Career Pathway Engagement –

2015 Employer Engagement Pilot – Using the HSEM pathway employers as a six (6) month pilot, the Center used a structured interview approach to engage hiring managers in the public and private sectors in emergency management, security-cybersecurity, and business continuity departments. The Center collaborated with CTC college program faculty and staff prior to employer meeting and identified key employer questions. With the success of the Pilot, the Center made some modifications to the process and then began the next series of engagements for employers in the Criminal justice and Occupational Health and Safety career clusters. The CJ hiring managers concurred with the EM managers in stating that students need better skills in writing and critical thinking. They said that students are lacking in basic communication skills, meaning they are having difficulty with face-to-face communications. Other soft skills attributes such as time management, flexibility/adaptability and leadership skills were included in the report. The Employer Engagement Reports are available on our website at <http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>. Results of the reports are shared with Deans, faculty and staff of the Programs, Center of Excellence Directors and staff, Advisory Board Members of career pathway programs and other workforce stakeholders. The 2016-17 Work Plan will continue this activity under the title of Career Pathway Engagement.

4. **Career Pathway Engagement –**

Articulation Opportunities – Coordinated, standardized and accessible, HSEM/Cybersecurity workforce education programs are critical to the state’s emergency management preparedness and economic resilience. The Center worked with staff from OSPI and state’s Skill Centers to increase awareness of current HSEM-all hazard career pathways and expanded the HSEM career pathways at all attainment levels with a focus on K-12 through engagement of Skills Centers in HSEM cluster program delivery. The Center has determined after discussions with OSPI and Skills Center Director’s that possibility of dual credit or articulated transfer credit is feasible. Center staff is working with the Puget Sound Skills Center (PSSC), the Clark County Skills Center (Cascadia Tech Academy) and HSEM pathway program faculty and Deans to complete articulations agreements with Lower Columbia, Highline and Pierce College’s HSEM and CJ programs. Other HSEM collaborating colleges will be able to utilize the agreements for their colleges. This initiative will continue into the 2016-17 Center work as part of our Career Pathway Engagement activities.

5. **Military Pathways Project**

This is part of a larger statewide effort to bring the SBCTC system into compliance with federal and state legislation addressing Prior Learning Assessment efforts to identify existing program curriculum that could crosswalk to a Military MOS and receive program credit. The Center proposed to establish a more streamlined process for Military personnel to have their experience and training recognized and qualify for academic credit. The Center worked with the state’s PLA Workgroup and developed a Military Pathways Guidebook (see Surveys and Reports Section on website). PLA crosswalks were completed for HSEM, Fire Command, and Criminal Justice. In addition, the Center worked with Whatcom College’s providing training on how to address PLA evaluations for programs and worked with the CyberWatch West and Whatcom’s Information Technology Program Director to produce an online decision making tool to complete PLA curriculum credit assessments for Military Occupational Specialties’ (MOS). The tool is available online through Cyberwatch West’s website at <http://www.cyberwatchwest.org/index.php/faculty-141/mos-pathways>. The Center presented at the Prior Learning Assessment conference for, the past two years on competency based assessments and use of the Military MOS crosswalk tool.

Steve Vincent, Sr. Client Engagement Executive with the Informatics Applications Groups and Center Advisory Board Member, has served for the past two years as the convener and secretary for the State’s Military Transition Council. Steve is former military and is committed to supporting our Military Members to successfully transition into the civilian workforce. Steve has supported the Center’s activities over the past two years as part of the State’s Military Transition Events hosted at JBLM each fall. He has facilitated presentation on employment in the cybersecurity field.

6. **Women in HSEM Leadership –**

Fostering diversity at every level of leadership is key to growing and enhancing the HSEM profession. The Center is hosting Forums and networking sessions to provide an opportunity for women to learn about leadership. Outcomes include improving our understanding of the needs and issues for students and incumbent workers going into the career fields and identifying additional training and education needs for advancement into management and leadership positions. At the first Forum in 2015, over 50 women participated. The plenary sessions were videotaped and are available online along with a written summary. A follow-up event was held in 2016. Videos and reports of these events are on our website at <http://wp.pierce.ctc.edu/blog/hsemcoe/center-of-excellence-video-library/>.

2016-17 SNAPSHOT WORK PLAN ACTIVITIES

1. **Securing the Supply Chain Forum: Food Safety and Security:**

This event will be held April 26, at Highline College. Discussions with the Forum work group this year will focus on global food safety and security and transparency and traceability related to food supply and distribution. Objectives are to identify best practices and applications needed by industry practitioners and program faculty to address advancing practices and technologies and review changes in federal regulations that are effecting and transforming the supply chain industry. The Centers are partnering with WA State Department of Agriculture Food Safety/Security Division and the Director of WA State's Department of Agriculture is scheduled to open the Forum and will discuss the state's global trade issues and reliance on our agriculture sector for our state's continued growth and prosperity. The Forum flyer is being distributed and registration opened in February. More information at <http://wp.pierce.ctc.edu/blog/hsemcoe/securing-the-supply-chain-forum/>.

2. **Career Pathways Engagement:**

The Career Pathways Engagement continues to conduct structured interviews with hiring managers in the pathway programs of Criminal Justice (CJ), Occupational Safety and Health (OSH) and Emergency Health Care Services Programs and will include K-20 programs in our guided career pathway model. Resource support and training is being offered to CTC program staff and faculty on effective utilization of internship/apprenticeship/externship approaches. The Work Experience Marketplace website will continue to grow and expand information and work experience opportunities in all of our HSEM career fields.

Staff is working with colleges to identify regional employers to establish internships. The Center has hired an Educations/Outreach Coordinator for eastern WA and we have regionalized our work assigning lead staff for each region of the state to collaborate with Workforce Councils, colleges and employers.

The Center completed its work with Pierce College on the establishment of the new HSEM BAS which launched winter quarter of 2017. Two additional colleges, Cascadia and Columbia Basin, made the decision to join the 7 current HSEM collaborating colleges to deliver the HSEM AA degree. Washington is the first state in the country to have a publicly funded K-20 HSEM career pathway as the Clark County's Cascadia Tech Academy (skills center) began to offer their HSEM program. Working with private and public partners, (McKinstry and Pacific Mountain Workforce Development Council) the Center gathered needed information and curriculum to support the establishment of a Mission Critical Operations (MCO) Certificate. Columbia Basin, Highline and Pierce College are interested in offering this Certificate. Brief available at <http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>.

3. **Public Safety/Security Program Assessment/Enhancement:**

This activity is designed to facilitate and support the CTC 19 Criminal Justice Programs to prepare students to be a successful part of the new "21st Century Policing". The Center is working with the programs and employers to determine a core learning outcomes and curriculum that all CJ programs could utilize as their base model curriculum and can adopt common core numbering. A survey of current curriculum offered by the programs has been completed and shared and subsequent survey to identify program faculty priorities and curriculum gaps/needs. On March 22, the CJ program faculty, Deans, Advisory Board Members, and employers along with representatives from our Skills Centers and Universities will attend a meeting hosted at Pierce College to review and discuss the research and survey findings, share program information, and decides on a strategy to complete a

DACUM process that will help to refine and define the future model core curriculum statewide.
<http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>

4. Women in Leadership Forum

“A Wave of Possibilities” was held in Lakewood. Over 50 women from 12 to 68 years old attended. Erika Koss and Dr. Natasha Frost with Northeastern University in Boston spoke on the changing roles worldwide of women as leaders. Dr. Frost, a Professor and researcher in Criminology and Criminal Justice, talked about the emergency roles and expanding opportunities for women in Criminal Justice. Her research shows that in less than 20 years, women will dominate this field. A video and summary of the forum is available online (<http://wp.pierce.ctc.edu/blog/hsemcoe/center-of-excellence-video-library/>). Future networking events are being scheduled and will focus on the technology and health care fields. The Center is currently establishing an online social media site where women can network and share best practices and employment opportunities.

ENVISIONING THE FUTURE: STRATEGIC DISCUSSIONS

The **HSEM industry** is both challenging and rapidly changing. Jobs within the industry are varied and becoming more specialized and technical. 64% of the jobs are in government, 17% of the jobs are in health care and social assistance and 19% are in other private sectors (Professional, industrial, scientific, trade/supply chain technical services).

Emergency management is a growing profession and is projected to continue growing at a rate of 20% or more, according to O*NET OnLine (created for the U.S. Department of Labor), which rates emergency management specialists as a “bright outlook occupation” in the labor market.

There are all kinds of jobs related to **criminal justice**, from desk clerks and counselors to undercover police and SWAT team officers. Criminal justice job titles are expected to grow rapidly in the next few years like Border Patrol and TSA, but some areas will grow at an average pace. There are a host of services and related systems in addition to these three segments, including counselors, probation officers, dispatchers, parole officers and social workers. Criminal justice operates at all levels of government and includes federal, state and local employees.

A Firefighter’s main responsibility is fighting fires, but they are often dispatched to accident scenes where they perform rescues and emergency medical procedures. Some firefighters specialize in cleaning up at accidents involving hazardous material, while others concentrate on fighting forest fires. Candidates must have a high school diploma (or its equivalent) and pass written and physical tests. To prepare, individuals can take fire science classes through certificate or degree programs. Once hired, firefighters complete training at fire academies before going on the job. Often, they’re also required to become certified emergency medical technicians or paramedics. Promotions to positions such as lieutenant, battalion chief or chief require years of experience and high performance levels on written tests. Those who become a battalion chief or higher usually hold a bachelor’s degree.

Organizations employing firefighters include airports, governments of cities and towns, industrial sites and chemical facilities. According to the U.S. Bureau of Labor Statistics (BLS), the demand for firefighters is expected to grow by 5% between 2014 and 2024 (www.bls.gov). The BLS also reported that the median salary for firefighters was \$46,870 per year as of 2015.

Occupational health and safety technicians collect data on the health and safety conditions of the workplace. Technicians work with occupational health and safety specialists in conducting tests and measuring hazards to help prevent harm to workers, property, the environment, and the general public.

Occupational health and safety technicians work in a variety of settings, such as offices, factories, and mines. Their jobs often involve considerable fieldwork and travel; most work full time. Occupational health and safety technicians typically enter the occupation through one of two paths. Some technicians learn through on-the-job training; others enter with postsecondary education such as an associate's degree or certificate.

The median annual wage for occupational health and safety technicians was \$48,070 in May 2015. Employment of occupational health and safety technicians is projected to grow 9% from 2014 to 2024, faster than the average for all occupations. Technicians will be needed to conduct tests, measure hazards, and ensure that employers are adhering to existing and new safety and health regulations.

CONSIDERATIONS FOR EDUCATION, GOVERNMENT, BUSINESS AND INDUSTRY

Students expect a degree in a public safety, security, cybersecurity and emergency management fields to give them the skills and knowledge they need to walk out of school and into a good job in the field. Employers, as we know from our Employer Engagement Surveys, expect a degree to give those job applicants skills and knowledge to make up for their lack of experience. The reality is that degree helps the job seeker in a competitive environment, and it should assure an employer that the applicants are up-to-date on the latest developments in the field but a degree doesn't replace experience.

Degrees are used to eliminate candidates in job pools. Anyone looking for employment in a professional field can find herself at a real disadvantage without one — especially in a fledgling and popular field like emergency management or cybersecurity. Degrees often do not provide the experience employers are seeking. For emergency management, that progression is expressed as training, education and experience. The traditional emergency manager role was planning and response, and most emergency managers came from response-oriented backgrounds — like fire, law and military — with strong training and field experience.

Even with training and experience, it will be harder to follow the traditional path of a lateral move from a response organization into emergency management without a college degree. On the flip side: it also will be hard to get that first job out of college without some experience. Employers tell us they are looking for applicants with all three: training, experience and a quality education.

STRATEGIC FRAMEWORK AND DISCUSSIONS

The Center's holds annual strategic planning session to evaluate progress towards the Center's goals and objectives, develop strategic platform to advance the Center's mission and vision and provide operational guidance to the organization. It evaluates the Center's efforts and effectiveness based their experience and knowledge of the industry and their relationships with key industry leaders. The Center collaborate with our many partners in education, government, private industry and non-profit organizations to gather continuous feedback to adjust the strategic framework as needed. The Board and the Center have intentionally expanded private sector representation on the Board and worked to build diverse representation for each career field we represent which includes representation from our state's tribal governments.

2015-16 GOALS: Established by the Center's Advisory Board

1. ***Improve workforce job outcomes to increase placements*** through the establishment of a sustainable internship brokering program (Work Experience Marketplace) utilizing employer engagement activities.
2. ***Develop career pathways and maps*** that include appropriate private certifications and training along with the Guide to HSEM Career Pathways.
3. ***Design processes and programs*** specifically targeting ***transitioning military personnel***. (Military Transitions)
4. ***Facilitate development and implementation*** of the Homeland Security-Emergency Management (HSEM) Bachelors of Applied Science (BAS) degree. (HSEM Certificate, AA and BAS Degrees)



Innovative Partnership Strengthens Statewide K-20 HSEM Career Pathways - Centers of Excellence 2nd Quarter Newsletter

“Washington is the first state in the country to have a publicly funded K-20 Homeland Security-Emergency Management (HSEM) career pathway,” said Linda Crerar, Director of the Center of Excellence for HSEM (COE-HSEM). A K-20 HSEM pathway has been one of the Center’s priority goals for the past four years. With the establishment of the

Pierce College Bachelors of Applied Science degree for Homeland Security Emergency Management (BAS-HSEM) in fall of 2016, the expansion of the HSEM AA Degree Collaborating Colleges statewide to ten (10), and the involvement of the Cascadia Technical Academy’s (CTA) Homeland Security-Emergency Management program with its new Emergency Operations Learning Center, that goal is has become a reality. The Center worked with Pierce College on the development of leadership and management as a focus area for the BAS-HSEM degree which is part of a guided career pathway designed to prepare students to become 21st century emergency management professionals. The Pierce College BAS-HSEM program builds off the strong foundation of a professional technical associate in Applied Science (AAA-T) degree in Homeland Security Emergency Management.

The Cascadia Tech Academy and the new BAS-HSEM degree will ensure students in our state have a K-20 guided career pathway in the Homeland Security Emergency Management field at a time when 21st century emergency managers face disasters that are more complex and diverse than ever before. More information on the new BAS degree can be found at <http://wp.pierce.ctc.edu/blog/hsemcoe/new-pierce-college-bas-hsem-degree/>

ALIGNMENT OF SYSTEMS, RESOURCES AND OUTCOMES

The Center’s 2016-17 Work Plan continues to focus on the successful 2015-16 goals and objectives. The priority elements the Advisory Board believes are critical to student career success (completing their degree and gaining employment in their career field) includes:

- ***Expand the Work Experience Market Place*** by continuing to grow work experience opportunities and engage employers in the career pathways in public safety and security, healthcare training and supply chain management in particular food safety and security and continuing to identify additional training and education opportunities.
- Provide technical ***support*** to the ***SBCTC’s “Guided Pathways Initiative.”***
- ***Engage our college communities and employers*** in listening sessions and focus groups by bringing together college’s career counselors, navigators, educators, students and employers to gather feedback for program improvements and innovations and facilitate adjustments as needed.
- Continue to ***innovate and streamline processes*** including use technology to improve access through website, applications, and building social media capabilities.
- Work with partners to build community resilience through embedding needed EM curriculum in our CTC Allied Health, Supply Chain Management and Organizational/Systems Management, and Agriculture Programs related to food safety and security.

SWOT ANALYSIS



Helpful
to achieving the objective

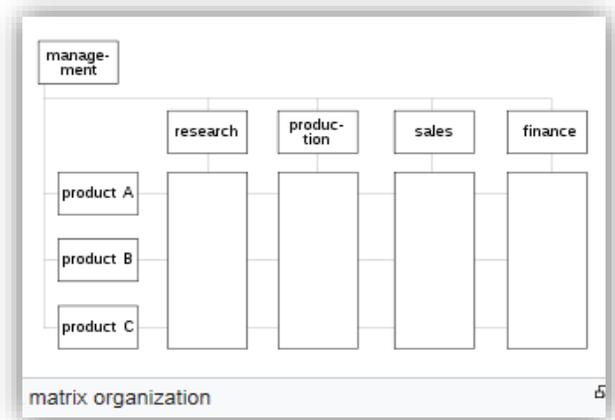
- Expanding the Center’s ability to utilize Social Media and other technology tools to engage and information a broader tech savvy audience about the HSEM career fields.
- Implementation of Workforce Innovations and Opportunity Act (WIOA) and Guided Pathways and the increasing number of BAS Degrees provides opportunity for specialization and incumbent training in industries such as insurance and response and recovery companies and organizations, and Mission Critical Operators (MCO) who work in industries providing industrial and safety monitoring for business and industry.
- Regionalized staffing and service delivery model implemented by the Center has allowed more effective face-to-face outreach building awareness of the Center’s services and helps us build strong collaborative relationships to better understand the needs of our customers.
- Center’s strategic platform and continuity planning addresses the long-term viability and sustainability of the Center which includes alternative staffing models. The Center uses volunteers and Senior Fellows who provide additional staffing resources. Our management model cross-trains Center staff, volunteers, and Advisory Board Members so they are able to fulfill several Center functions and operations.
- Strategies that increase resources which include foundation and business support and the expansion of the HSEM Institute’s fee based training and consultation services increases and diversifies revenue sources to support Center’s strategic plans.
- Utilizing the Center’s Collaborating Colleges Model continues to expand opportunities for system efficiencies and effectiveness. Discussions with Fire Command and Fire Services and Occupational Safety and Health online programs could lead to expanding access to these programs at local colleges statewide.
- Criminal Justice program discussions my lead to redesign the current delivery systems increasing access to specialized curriculum and building the consistency and quality of the programs’ core curriculum and improve graduate employment. (see Guidebook <http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>)
- Expanding Involvement of the Center’s activities with our state’s Skills Centers, such as the Cascadia Technical Academy’s (CTA) Homeland Security program, has provided a model that is being utilized and evaluated. This model will be shared with other Skills Centers and can be incorporated in to a Public Safety, Security and EM Management pathway. It can be introduced to high school students who may be interested in these career fields and our intent is to enable them to receive college credits in the specific careers fields.
- Building the coach/mentor program to align with CTC Guide Pathway initiatives, leadership development activities supporting students and faculty and expansion of the “Work Experience Market Place” for all HSEM career pathway students and programs.
- Improvement in website operations, communication tools, and upgrading technology will increase the use and effectiveness of Social Media and online training/education services.

Hamful to achieving the objective

- Shifts in state and federal resources and funding directives impact ability to provide services. Possible shift towards awarding more student loans and other funding to the private for profit education institutions again could lower numbers of students enrolled in public sector colleges due to more rigorous marketing and communication campaigns including strong social media activities by the private schools.
- Continuing need for CTC colleges to improve customer outreach, communications and marketing technology approaches and branding of their Pathway Programs to increase “customer” awareness of their programs . The Center will take a fresh look at the way we inform our publics about our community colleges career opportunities and services learning to use social media more extensively and effectively and collaborate and share with our colleges and Centers best practices to increase student enrollment.
- Increasing need for colleges to complete business continuity and disaster planning and reduce the reluctance within the college system to utilize students as interns who’s skills and knowledge could be used to improve emergency management and continuity plans and hold preparedness exercises for organizations.

OUR ORGANIZATION, CONTINUITY, SUSTAINABILITY

The Center, working with our Advisory Board and Staff, are prepared to address any type of disruption in our normal business operations, including when there may be executive leadership or other staffing changes. Our cross-functional work team brings together our staff who have different areas of expertise and experience to complete projects. It is a highly collaborative approach which groups staff into work teams that are often headed by someone other than a supervisor. The cross-functional team approach allows to us rapidly respond to change and address a variety of projects with differing durations and scope. The model allows for more efficient exchanges of information with people cooperating closely and sharing data and common goals which improves long term planning.



We assess our current plans and capabilities with our Board annually and evaluate activities and services and address key business practices looking for improvements of our website and information documentation and distribution to ensure continuity of service. An example of one of capabilities is in the utilization of our website to house the Center’s work products (<http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>), career education information and resources and the Preparedness Section for campus safety, community and business and organization resilience (<http://wp.pierce.ctc.edu/blog/hsemcoe/resilience/>) electronically. We are evaluating and enhancing our social media communication tools and training.

Our Center’s HSEM All Hazard Training Institute and our Senior Fellows program allows the Center to deliver multi-disciplinary EM training and education around the state (<http://wp.pierce.ctc.edu/blog/hsemcoe/hsem-institute/>) with experienced professionals in all of our career fields. Our Senior Fellows have allowed us expand our staff and expertise with volunteers who help provide research and share specific knowledge and expertise with us and contribute their services as trainers, speakers and consultants with our colleges and organizations at events around the state and nationally. The Institute is able to charge for some services when needed.

An example:



The involvement of our Senior Fellows allowed the Center to work with the HSEM Degree Programs, state and local Emergency Management Agencies and the University of Washington to provide service learning and internship opportunities for educators and students who participated as observer/recorders in the Cascadia Rising Exercise in June 2016. This regional exercise has been three years in the making and it was critical to practice the catastrophic earthquake preparation and response plans for our communities.

As an educational organization, we support and provide training and technical assistance for our colleges' Security, Safety and Emergency Management (SSEM) personnel. We support our colleges through technical assistance and training in Business Continuity. We have helped develop program delivery models that are expanding online learning access in a variety of HSEM careers. A key example is the online program delivery expansion of the Homeland Security-Emergency Management (HSEM) AA degree statewide. Access to this degree is now available in every region of our state. We are currently working with our Fire Command and Occupational Safety and Health Programs to take their online AA degree and access it at colleges statewide.

ACCOUNTABILITY

Accountability is woven into the Center's structure. Fiscal accountability occurs with the Host College and Center staff working with the college's grant and budget staff to ensure that accurate records are maintained and expenditures follow proper guidelines. Centers are accountable for performance to several bodies; the SBCTC Board staff and its Workforce Education Council and Instruction Commission, an Advisory Board, industry partners and their host college.

Accountability begins with a work plan that is developed with input from all partners. During the year, Centers submit quarterly reports and one annual report to the SBCTC and their host college. Accountability to WEC occurs through a WEC liaison who attends Centers' Directors quarterly meetings and helps identify points of collaboration where the Centers are able support WEC initiatives. Accountability to advisory boards and industry partners occurs during regularly scheduled meetings and summary reports. (See about Our Services <http://wp.pierce.ctc.edu/blog/hsemcoe/our-services/>)

CENTER STAFFING 2017

Center Director. Linda Crerar, Full Time

Program Manager, Kellie Hale, P/T,

Communications/Outreach Specialist, Wendy Freitag, P/T

Education/Outreach Coordinator, Eastside Representative, Anita Janis, P/T

Education/Training Consultant, Jim Baylor, P/T

Webmaster, Bryan Johnson, P/T

The Center also employes part-time Special Projects staff as needed.

FUNDING FACTS

SBCTC/General Operating Base Budget

COE Funding	Base	Objective Base	Total
2007-2008	\$100,000		\$100,000
2008-2009	\$120,000		\$120,000
2009-2010	\$120,000	\$50,000	\$170,000
2010-2011	\$120,000	\$50,000	\$170,000
2011-2012	\$120,000	\$50,000	\$170,000
2012-2013	\$120,000	\$50,000	\$170,000
2013-2014	\$154,000	\$50,000	\$204,000
2014-2015	\$154,000	\$50,000	\$204,000
2015-2016	\$154,000	\$50,000	\$204,000
2016-2017	\$154,000	\$50,000	\$204,000

Current and Completed grants:

	(1) Ferry Curriculum Dev.	(2) Skill Panels (10)	Depart of Education	DHS/FEMA Training (3 years)	WASPC Mapping	Special project	Total
2006-2007	\$100,000	\$60,000					\$160,000
2007-2008		\$50,000			\$24,000	\$60,000 SBCTC	\$134,000
2008-2009		\$10,000	\$178,000			\$60,000 SBCTC	\$248,000
2009-2010				\$80,000			\$ 80,000
2010-2011				\$80,000			\$ 80,000
2011-2012				\$80,000		\$14,260 Clery Train \$3,689 Work Study	\$ 97,949
2012-2013				\$ 4,800 State Train funds		\$ 3,689 Work Study	\$ 8,489
2013-2014				\$30,000 FEMA Training			\$ 30,000
2014-2015				\$30,000 FEMA Skagit		\$ 5,000 Business donate conference	\$ 35,000
2015-2016				\$60,000 FEMA Training Active Shooter UAV's			\$ 60,000
2016-2017				\$30,000 FEMA Training		\$13,860 Rural Development Grant	\$ 43,860

GRANT SUBMISSIONS 2015-17:

- **Department of Homeland Security Grant Finalist:**

The Center applied for a DHS Critical Infrastructure Resilience National Center of Excellence Grant with a consortium of Washington colleges and universities in June of 2015 and was selected as one of only four (4) national finalists. The site review was held on March 17 at the UW. DHS grant review team congratulated us on being one of the finalists in the country out of 25 applicants. The Center is part of the management team for the proposed program called the Collaborative Resilience Institute (CORE-1). DHS reviewers were very interested in the Center's workforce proposal. Several partnerships with programs within UW and other state universities have developed since this initial collaboration including with UW's Cyber Security Leadership Master's Degree who are now represented on our Board. The CORE-Institute was selected as one of two associates to support the University selected in Pennsylvania.

- **Public Works Training:**

The Center worked with Renton Technical College (RTC), Department of Commerce and the Public Works Trust Board on a statewide, online development of short-course training for incumbent workers in Public Works training. The legislature allotted \$250,000 for this project. The Center had worked with the Washington Association of Building Officials two years ago on a Certificate that incorporates current HSEM, Occupational Health and Safety and Construction Management curriculum that can be utilized in developing the short-course training. The goal of the project is to have a program developed to present to the Legislature.

- **\$100 Million TechHire Initiative Grant:**

In collaboration with the Center for Information Technology and Global Trade and Supply Chain Management, staff and faculty from Bellingham Tech, Pierce, Whatcom, and Highline Colleges submitted grant for the [TechHire](#) initiative which would have expanded pathways into tech jobs to those who have lacked access and are underrepresented in tech fields. The initiative did not receive funding.

- **Workforce Development Grant Application:**

The Center and Pierce College submitted a grant application requesting funding to establish the Mission Critical Operations (MCO) program. The project has two goals which include the development of an online degree pathway program that will include stackable/lattice certificates, an AAST and a pathway to a BAS. The online certificates/degree will be available statewide through Pierce's HSEM Degree Program. It did not receive funding.

- **Workforce Development Grant Application:**

The Center supported Edmonds Community College in their development and implementation of the first apprenticeship program in the Occupational Safety and Health (OSH) in Washington. Employment of occupational health and safety specialists is expected to grow and specialists will be needed to work in a wide variety of industries and organizations. This project was funded.

APPENDIX

APPENDIX 1.0 - SHB 1323 CENTERS OF EXCELLENCE LEGISLATION 2009

Statute Definition: SHB 1323 signed into law in April 2009. It defines “Center of Excellence” as a community or technical college designated by the College Board as a statewide leader in industry-specific, community and technical college workforce education and training. The College Board, in consultation with business, industry, labor, the workforce training and education coordinating board, the department of commerce, the employment security department, and the community and technical colleges, shall designate centers of excellence and allocate funds to existing and new centers of excellence based on a competitive basis.

Statutory Role: (Spelled out in SHB 1323) “It is the role of COE to employ strategies to create educational efficiencies; build a diverse, competitive workforce for strategic industries; maintain an institutional reputation for innovation and responsiveness; develop innovative curriculum and means of delivering education and training; act as brokers of information and resources related to community and technical college education and training for a targeted industry; and to serve as partners with workforce development councils, associate development organizations, and other workforce and economic development organizations. Examples of strategies include, but are not limited to: sharing curriculum and other instructional resources, to ensure cost savings to the system; delivering collaborative certificate and degree programs; and holding statewide seminars, conferences, and workshops on industry trends and best practices in community and technical college education and training.”

SBCTC Concept and Criteria: Washington State community and technical college’s Centers of Excellence are flagship institutions that support regional and state economic development through responsive education and training activities associated with a targeted industry. Centers of Excellence:

- Focus on a targeted industry that drives economic development in Washington State;
- Have an established reputation for innovative, flexible, and responsive education and training that supports the targeted industry needs;
- Function as a “one-stop” shop for the targeted industry;
- Provide a library of resources, data, and information that includes but is not limited to current labor market forecasts, the future direction of the targeted industry, leading edge educational programs, and diverse educational delivery methods that can be used to support community and technical college response to the targeted industry.
- Support seamless educational transition through K-20 collaborations and articulations;
- Lead or participate in industry Skills Panels and use industry defined skills standards as a basis for educational programs;
- Create and disseminate educational “best practices” used to serve the targeted industry;
- Provide coordination, support, coaching, and mentoring to other community and technical colleges serving the targeted industry.

Appendix 2.0 - 2015-17 KEY ACCOMPLISHMENT

Announcing Launch of Center's New Website <http://www.hsem-coe.wa>

In 2014, the Center's team worked to design a more user friendly, informative, and efficient site to update. In January of 2015, the new website was brought online. It serves as a gateway to all of the Homeland Security-Emergency Management educational programs and provides key information on emerging trends, technologies, and best practices. We added several new information categories such as the "technology innovations" listed under "Hot Topics". Our goal is to be one of the first websites you turn to when seeking out career opportunities, learning about training and education programs and finding out about new tools and technologies available in the field. The website is updated regularly with blog posts, trainings and educational program offerings.

Ready, Set, Go!! "Work Experience Marketplace" is Open for Business!

In 2015, the Center launched its "Work Experience Marketplace," which helps students, employers and educators identify the latest jobs, internships, and volunteer opportunities under the professional pathways of HSEM. David Corr, a recent graduate of the HSEM AA degree program, completed an internship with the Washington Association of Sheriffs and Police Chiefs (WASPC) and was hired as their Division Assistant for Tactical Operations Support in the Critical Indicant Planning and Mapping System. David credits his hard work, good grades, and the internship as the reasons why he was able to secure the position with WASPC. He complimented the Center staff for its on-going support and guidance he received securing and completing his internship and now serves as a Center/HSEM Advisory Board Member.

Employer Engagement Pilot: What are employers looking for from the future workforce?

The Center has completed two (2) employer engagement surveys in the past two years. The first was in HSEM and the second was Criminal Justice. The Center is currently working on its third (3) for Occupational Health and Safety. Staff collaborated with several college program managers and administrators to develop an employer survey, "designed to capture key information about demands and trends, skills and competency gaps, and important curriculum updates in our industry," said Wendy Freitag, Communications and Outreach Coordinator. The Center holds one-on-one industry meetings with hiring managers to solicit their feedback. Generally, a total of 20 organizations participate in the process from public, private and nonprofit organizations.

One of the significant benefits from the employer engagement efforts has been the recognition by employers about the importance of internships/work experience as a direct pathway to future employment and endorsed internships as a way to ascertain if a student would be a good fit for their organization." View the initial pilot report on the Center's website www.coe-hsem.com or by contacting Wendy Freitag at wf Freitag@pierce.ctc.edu.

Building Diversity and Empowerment among Women in HSEM

The Center hosted over 40 women at its first annual "Women in HSEM Leadership Forum" on October 8, 2015 at Lakewold Gardens in Lakewood, Washington. The goal for the forum was to provide a positive environment for women entering the field to learn from those who have a proven track record in the Criminal Justice, Corrections, Public Health, Cyber-Security, and Emergency Management in the All-Hazards and Security industry. Our expert panelists and mentors were able to speak upon their own experiences with the participants about their lives as All-Hazards and Security professionals and subject matter experts. Link to video and Forum summary [HERE](#).

“Waves of Possibility” second annual Women’s in Leadership Forum

The second annual Women in Leadership Forum, “Waves of Possibilities,” was held October 15, 2016. Over 45 attendees walked away with an understanding of the importance of creating strong and dynamic relationships and collaborations with both women and men. A mentorship program helps match experienced professionals with mentees in the six Homeland Security Emergency Management (HSEM) career pathway fields: Criminal Justice, Fire Services, Cybersecurity, Occupational Health and Safety, Emergency Medical Services, and HSEM. The Center will continue to host quarterly networking events around the state. (See 2017 Events Calendar) **Read the Entire Event Summary:** <https://drive.google.com/file/d/0B1-OpFj6Gh-lemg3ZWV1WVRqQzA/view> **Watch the Video:** https://www.youtube.com/watch?list=PLOZ6UnFISxfJBgiPODPio9Nor03gPGs9I&v=HqcM_EzD1Qk

Program Engagement, Enhancement and Development

- **Innovations in Program Delivery:** Since 2007, the supported Pierce College’s establishment of their online HSEM AA/Certificate Degree Program helped the complete agreements with ten (10) other collaborating colleges statewide who can offer and graduate students from the HSEM AA degree program at their campuses. In 2015, Pierce College began the process to establish a BAS-HSEM degree to fill a leadership and management training gap in the HSEM educational pathway identified by the Center. Pierce received final approval for the BAS degree in fall of 2016.
- **Employer Engagement:** The HSEM Advisory Board established a Maritime, Port and Transportation Security Certificate. The Center completed a skills assessment to develop the Certificate. The MPTC is available at Highline College which also is one of the HSEM collaborating colleges. Highline utilizes part of the HSEM curriculum along with their Security Officer and Supply Chain Management training to offer the MPTC certificate program in the fall of 2016.
- **Building Education Capacity:** The Center assisted the Military Transitions Manager at Joint Base Lewis McChord (JBLM) and State Board for Community and Technical College (SBCTC) Workforce staff in bringing the Mission Critical Operations (MCO) curriculum from Cleveland College in North Carolina to support a 20-week Career Skills Program on JBLM. The Center’s subject matter experts have been worked with industry and JBLM to craft a customized curriculum that addresses the training requirement for MCO. Working to identify colleges interested in offering this certificate program.

CJ Programs DACUM

In December 2016, the Center distributed the [CJ Curriculum Survey](#) which identified current KSAs that will be utilized by the CJ programs to develop an agreed upon core curriculum and common core numbering. Center facilitated the start of a DACUM process in March 2017, hosted at Pierce College. The results from an earlier Workforce Training Needs/Professional Development Survey and Employer Engagement Brief were distributed and are available online at [Our Services](#).

"Guide for Utilization of Collaborating Colleges” “Model Pioneered by the Center and Pierce College

The Center published a **Guide** for colleges interested in using the “collaborating college” model for offering their online degree/certificate programs at other SBCTC colleges. This approach, pioneered by the Center and Pierce College, allows schools to expand and enhance their program offerings quickly and with minimal costs in delivering online degree programs statewide.

PLA Workshop October 2016

Center staff presented to over 50 participants on Prior Learning Assessment (PLA) Mapping. They walked participants through the steps needed to complete a “crosswalk deep dive” which included how to develop a project plan, research, documentation using SharePoint and deliver a web supported SharePoint site accessible to users. The CyberWatch West site which the Center helped to establish was the example presented. To view the site, use the link below. <http://www.cyberwatchwest.org/index.php/faculty-141/news-for-faculty/260-new-online-resource-helps-community-colleges-grant-veterans-credit-for-prior-learning>

Center’s Website’s Enhancement About Us ensures that the Center’s work is transparent as possible to our constituencies that hosts information about the Center’s Advisory Board, staff, reports and surveys, SBCTC work plan reports, newsletters and briefing documents, web statistics and yearly calendar.

Appendix 3.0 - COMMUNITY COLLEGE SYSTEM SUPPORT AND SERVICES

WORKFORCE COLLABORATIONS

- **BAS Council/Conference – November 2016 at South Seattle College:** At the August 15, meeting of the State BAS Leadership and Management group, it was announced that the BAS workgroup had become an official Council under the Instruction Commission. Linda Crerar, who has been participating in the workgroup since its inception, was asked by the Council and is now serving as the liaison for the Centers of Excellence to the BAS Leadership Council. Linda is served on the planning committee for the 2016 BAS Conference that was held in November at South Seattle College's Georgetown Campus.
- The Center met with **Cascadia and Columbia Basin College** Deans and Vice-Presidents to share information about becoming a HSEM Collaborating College. Currently, there a seven (7) colleges statewide offering the HSEM AA degree. In November, Cascadia College’s Board of Trustees gave the green light to add the HSEM AA degree program to their portfolio and on November 2015, Columbia Basin College’s VP for Instruction, announced that they would be moving forward with the Agreement to offer the program at their college. Find more information on Collaborating Colleges at <http://wp.pierce.ctc.edu/blog/hsemcoe/pathways-programs/>
- The Center helped initiate and supported the development of a skills center HSEM Program at Clark County Skills Center. An open house was held at the new **Cascadia Tech Academy** in the fall of 2016. With this program in place, the SBCTC system now has a **K-20 HSEM guided career pathway in HSEM** designed to prepare students to become 21st century emergency management professionals. The program is being shared with Skills Centers statewide as a best practice. A K-20 HSEM pathway has been one of the Center’s priority goals for the past five (5) years.
- **Credit Granted for Prior Learning through New Online Tool:** CyberWatch West, with the assistance of the research and technical work completed by the Center, launched a new online tool for community and technical colleges that grant credit for prior learning (CPL) to veterans studying information technology (IT) and cybersecurity.
- On October 13, at the **annual PLA Workshop**, Center staff presented a training session describing the process utilized in the Center’s [PLA Guide](#) that it had published in 2015 for MOS crosswalks and provides hand on demonstration of how to construct similar crosswalk for other career fields.

SYSTEM COLLEGES COLLABORATIONS

- **Development of the Land Survey/Civil Engineering**

The Center is participating in the workgroup working to develop the Land Survey/Civil Engineer program at Renton Technical College. Attended mapping sessions, recruited the HSEM and OHS Program Coordinators to participate. Shared information about the curriculum developed for the Washington Association of Building Officials which mirrors many of the skills required for surveyors and civil engineers.
- **Building an HSEM BAS Student Survey**

Assisted Pierce College HSEM Program Coordinator and Administration providing labor statistics and other workforce information and trends for the Statement of Need. Facilitated the development of an articulation agreement between the statewide HSEM Degree program and Clark County Skills Center's Homeland Security Program.
- **Public Health Preparedness: Disaster and Bioterrorism**

Provided Center of Excellence for Allied Health with information on the Penn State Masters in Homeland Security which has a specialty Certificate in Public Health Preparedness: Disaster and Bioterrorism.
- **Center for Agriculture Economic Impacts**

Provided the COE for Agriculture with information on the economic impacts and education and training needs related to H5 N2 virus outbreaks in poultry and wild bird populations in eastern and western Washington. Commercial poultry producers in Washington and Oregon will hurt exports by prompting some nations to impose trade barriers. Thirty (30) countries including China have banned all imports of US poultry products and eggs following the discovery of the virus. Big poultry companies have developed and implemented hazardous protocol to address food biosecurity issues.
- **Center's Regional Staff - Eastern Washington Activities:**

Anita Janis, the Center's Eastern Washington liaison, met with Ahmad Bennett, Coordinator for the Center of Excellence for Veteran Student Success, at Lake Washington Institute of Technology for over four hours to discuss PLA and veterans program. Anita presented at the PLA conference in Seattle last fall and Ahmad had asked to meet with her to discuss Veterans issues related to PLA and all-hazard emergency management career pathways.
- **Occupational Safety and Health (OSH) Employer Engagement**

The Center is working with the OSH program on an Employer Engagement Survey. The OSH Discussion Guide has been drafted and staff met with Darren Linker, Edmonds & Pierce Colleges Coordinator of OSH program, to edit OSH Employer Engagement discussion guide and to design processes for conducting OSH Employer Engagement discussions with hiring managers. The discussion pointed to the fact that the OSH programs currently have an Advisory Board, so many of the questions in the discussion guide are already addressed by the Advisory Board. The next step will be to set up a meeting with the Pierce College and Edmond's Deans that oversee the OSH program to determine if there are particular data points that could be gained through an OSH Employer Engagement study. Darren has asked for assistance from the Center to design the new OSH Apprenticeship program marketing materials. Discussions were also held on how the Center can support placing interns from the Edmonds Emergency Management and Business Continuity AAS-T degree.

- **Internship Placement Assistance**

Center staff continues to support and assist our SBCTC all hazard emergency management programs across the state with identifying internships and placing interns. Students and Program Managers in the HSEM and OSH Degree Programs have received placement assistance.

APPENDIX 4.0 - INDUSTRY AND EDUCATION EVENTS

Celebrated HSEM Center's 10th Anniversary 2015

Education-Practitioners Summit and Campus Safety, Security and EM Conference— over 150 participants attended the June 16, 2015 HSEM Educators/Practitioners Summit and June 17, Campus Safety/Security Summit for our colleges Safety, Security and Emergency Managers. The Center received a Greetings Letter from the Governor acknowledging the 10th Anniversary and congratulating and Center and Pierce College on its efforts to provide skilled workers for the HSEM industry. Chancellor Michelle Johnson welcomed participants and in her key note speech, stated that the Center had played an important role in providing statewide leadership to ensure that the HSEM industry's academic industry's programs remain cutting-edge. The Center's Founders Luncheon was well attended and special guests were honored. Pierce College Presidents attended and also welcomed participants. Both events received positive comments and evaluations. Information about the events and workshop power points and summaries is available on the Center's website. [10th Anniversary Educators Summit and Campus Safety Conference](#)

Public-Private Partnership Initiative

- The Center is a member of the planning committee organizing a Disaster Resilience workshop to be held July 2017 in conjunction with the Pacific NW Economic Region (PNWER) annual conference in Portland area. The Center worked with Tristan Allen, WA Emergency Management Division Private Industry Program Manager, to pull together a Private-Public Partnership (PPP) panel to highlight PPP best practice initiatives around the region.
- The Annual Supply Chain Management Forum will be held on Wednesday, April 26, at Highline College. This year's forum is sponsored by both the Global Trade/Supply Chain and HSEM Centers and will focus on food safety and security. Given the demand and increased ability to trace food back to its source, it is inevitable that farm to fork traceability will become the industry standard. This year's Forum will help lead the discussion on addressing food safety in the global trade and supply chain industry. Food manufacturers are now looking to achieve seamless traceability of products to its local growers and individual farms.
- Hospitals and healthcare organizations are part of the critical infrastructure identified by the National Infrastructure Protection Plan (NIPP). Protecting infrastructure is essential to the Nation's security, public health and safety, economic vitality, and way of life. Individuals from hospital and the healthcare community are responsible for ensuring the resiliency of healthcare services during a high-consequence or catastrophic event and need to have the KSAs necessary to ensure the response and recovery of the state's healthcare system. To address these issues, the Center working with the Allied Health Center will help facilitate the identification of disaster/emergency management core capabilities for healthcare curriculum.

- Pierce College and staff from the Allied Health and HSEM Centers of Excellence have hosted two FEMA funded workshops in 2016 and 2017 for over 100 hospitals and healthcare organizations. The training reviewed the fundamentals of disaster preparedness and recovery planning. There was no cost to participants and funding was from a FEMA training grant. The first event in August was held at Pierce College and the second event is being held April 4-5, 2017, the next TEEX MGT-341 at Yakima Valley College co-hosted again by the Centers for Allied Health and HSEM.
- The Center and Pierce College staff presented at the Conference, November 2, at South Seattle College. The Center serves on the BAS Leadership Council and was a member of the Conference planning committee. The session “BAS Leadership Essentials” applied leadership lessons from The Wizard of Oz to reveal how Pierce College leveraged the mapping of Homeland Security Emergency Management career pathways to establish the online BAS-HSEM degree
- The Center participates annually in Partners in Emergency Preparedness Conference attended by over 1000 attendees. Information is provided on all of our CTC public safety, security, cybersecurity and emergency management programs. The Center held “*flash seminars*” in 2016 which were short 12-15 minute presentations at our booth on special topics. Wendy Freitag, Center’s Communication/Outreach Specialist, facilitated an hour-long workshop which provided an overview of lessons learned from the 2015 Aurora Bridge bus accident with the Duck Boat. Over thirty participants attended her workshop. The theme for our information booth at this year’s event will be Guide Pathways in Public Safety, Security and Emergency Management.
- The Center worked with the Pierce HSEM Degree Program, state and local Emergency Management agencies and the University of Washington to provide service learning and internship opportunities for educators and students who participated in the Cascadia Rising Exercise on June 7-10. Staff developed the training syllabus, Canvas discussion questions, HEESP quiz, and web sites needed to access videos. Twenty-two students participated in the training and exercise.
- Department of Homeland Security New Active Shooter Preparedness Workshop was hosted on September 1, by the Center and Pierce College. This program focused on training emergency management staff on incident response planning to cope with workplace violence. Over 100 people attended this all-day session.
- October of 2016, the Center received a FEMA grant to host one of two national workshops on UAS vehicles for 45 attendees. This course was an introduction to UAS use in disaster management, from mitigation and preparedness to response and recovery. The course provided an overview of several important elements that require full consideration when creating and operating a UAS program, including involving the local community in all stages of UAS program development, and the critical need to protect privacy, civil rights, and civil liberties in a UAS program, including with data collection, retention, management, security, oversight, and accountability. Everett and Walla Walla Colleges are delivering UAS programs either for operators or manufacturing of these vehicles

APPENDIX 5.0 - IMPROVING SERVICE: STATE CTC PREPAREDNESS

Improving Service and Performance Accountability: State Community College Preparedness

- State Board of Trustee members asked about readiness to mitigate, respond to and recover from emergencies at their February meeting. The Center and the Security, Safety and Emergency Management Council (SSEM) provided technical assistance in the development of a college preparedness survey which was completed in March 2016. Results were summarized and are available on the State Board website.
- The Center worked with the **Association of Community College Trustees** and the Oregon Community College Association to assist them in organizing their [Becoming a Disaster Resilient College](#), June 2016 in Portland. The Summit covered the three stages of a disaster, roles and responsibilities of our college community including Boards and local first responders, guidance and review of college emergency/disaster readiness plans, and Green River College, our state's Disaster Resilient College (DRC), will be presenting a session on "What You Need to Know About Trauma". Our Advisory Board Member Dan Guerrero who is the Director of Safety, Security and EM Preparedness served as a panel member representing the Center.
- **Grays Harbor College Armed Intruder Exercise** - "Many people commented to me that it was the best All College Day training we have ever had at GHC," said President Ed Brewster in a letter sent to the Center thanking us for our Armed Intruder training our staff provided to the college on February 12. Dr. Brewster asked the Center to assist in delivering this session and over 100 participants including Grays Harbor Executive Team, faculty and staff participated along with area law enforcement agencies. Center staff served as exercise moderators and evaluators. A "What is Your Plan" handout was designed and distributed to participants. An after-action report was completed by the Center and provided to Grays Harbor which implemented some of the recommendations. For more information/safety resources see the Center's Campus Safety: <http://wp.pierce.ctc.edu/blog/hsemcoe/campus-safety/>
- **WA Association of Occupational Educators Presentation (WAOE)** - In March 2016, at the WAOE annual conference the Center was asked to provide specialized training on best practices to respond to and survive an "armed intruder encounter" for faculty attending the conference. The Center's Senior Fellow Jim Baylor designed the workshop and provided participants with a model syllabus addendum which provides guidance on how faculty can address this important issue. This instructional curriculum is a best practice that can be included in the first class day's syllabus and the curriculum covers questions of safety on campus including. A guide called "Surviving the Armed Intruder" is available on our website
- The Center provided **technical assistance and information requested** by the Campus Safety, Security & EM professionals at Spokane and Olympic Colleges regarding the emergency/disaster federal and state statutory requirements and the national college accreditation requirements for colleges to have emergency/disaster plans. The Center's website ([Campus Safety and Emergency Management](#)) provides important up-to-date materials and resources that will help a college/school respond in case of an emergency.
- **Duck Boat Incident—North Seattle College** - In 2016, the Center facilitated a workshop which provided an overview of lessons learned from the Aurora Bridge bus accident with the Duck Boat. Wendy Freitag, the Center's Communication/Outreach Specialist, was embedded with North Seattle College staff during the first week of the September accident. She provided assistance and support to the College staff and aided with an initial after-action discussion. Wendy and her presenters will share their lessons learned in responding and recovering from this type of incident. This workshop is highly recommended for our campus International Program staff and SSEM managers.

