



**Center of Excellence – HSEM**  
**Strategic Planning Focus Group**  
**January 30<sup>th</sup>, 2018**

**Location:** Valley Medical Center; Renton, WA

**Facilitator:** Mark Todd

**Present:** Chris Johnson, Marvin Ferreira, Jennifer Lord, Mindi Mattson, Steve Lettic, Patrick Knouff, Dan Guerrero, Jamye Wisecup

**Staff:** Linda Crerar, Kellie Hale, Wendy Freitag, Shane Moore

**Guests:** Deb Moller, Bridget Guerrero, Jasmine Raelynn Spence

## **Background**

The role of the Center has evolved over its 17 years to meet other critical incident demands and expanded to include preparedness for “all-hazards” emergency management disasters and catastrophes. Guided by our Advisory Board members which includes representatives from public, private, business, and education organizations, the Center has delineated clear education and career pathways in HSEM, along with other all-hazards related fields in order to help the state of Washington’s critical mitigation, preparedness, response, and recovery needs.

The Center’s Advisory Board holds an annual strategic planning session which includes analyzing the Center’s efforts and effectiveness. This is based on the Center’s experiences and knowledge of the industry, relationships, and credibility with key industry leaders; along with interaction and collaboration with its partners in education, government, private industry, and non-profit organizations.

At the 2017 State Board for Community and Technical College (SBCTC) Site Review of the Center, it was received several positive recommendations including praise for its focus on enhancement and expanding work experience opportunities through internships which the SBCTC believes builds capacity at local CTC campuses and implementing its regional staffing model to help maintain a strong state-wide systems approach.

The Center held its Strategic Planning Session with its Advisory Board, CoE-HSEM staff, and guests on January 30<sup>th</sup>, 2018. Chris Johnson, CoE-HSEM Advisory Board Chair, hosted the event at Valley Medical Center. Mark served as the facilitator for the session and is also a Senior Fellow for the Center. Mark works nationally with organizations on strategic alignment and identification of success strategies. The session had three goal areas that included

discussions on diversification of Center resources, building effective career pathway programs statewide and creating a consistent statewide brand and marketing strategies for the Center. By establishing a strong brand and marketing platform it will allow the Center to communicate, promote and market all of our state's public safety, security and emergency management programs and resources. The group completed a "grounding exercise" addressing and revalidating the Center's mission, vision, goals and value and spent time envisioning the future.

### **The Coe-HSEM's Primary Goals**

- Provide effective leadership and coordination that rapidly responds to the interests of educational institutions and workforce training needs of the HSEM (all-hazard) business and industry sectors across the state.
- Accomplish this through working with a coalition of all 34 community and technical colleges (CTC), public agencies, and private sector organizations.
- Serve as a liaison with business and industry to the CTC system faculty and administration. Public and private organizations and businesses receive technical assistance, expertise, information and research on current, state and national security, initiatives involving economic development, and workforce trends.

### **All-Hazards Emergency Management Career Pathways:**

- Criminal Justice
- Occupational Health and Safety
- Cybersecurity
- Emergency Medical and Health Services
- Fire Services
- Homeland Security Emergency Management

### **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. Over 60% of the jobs in HSEM are government, with 17% of the jobs in healthcare and social assistance, and 19% are in the private sectors. Emergency management is a growing profession and is projected to continue growing at a rate of 20% or more.

### **Strategic Planning Session – Survey Questions to Help Envision the Future**

During this session there were three areas of priority discussed for when it came to envisioning the future design and structure of the Center:

1. Resources: Increase/diversify revenue sources to support the Center.
2. Program: Support the building of effective HSEM programs statewide.

3. Infrastructure: Create a consistent statewide CoE-HSEM brand and operations platform that communicates and markets our program services and resources using outreach and education activities that may utilize the Center's website, social media, webinars, and other multi-media platforms and opportunities. All of this would help to highlight the all-hazards emergency management career field, its employers, and programs across the state of Washington. It would also help in promoting the Center's accomplishments.

The Advisory Board members were asked three survey questions prior to the Strategic Planning Session.

The three questions were:

1. Assume the Center would have all of the funding it needs. What would the "perfect HSEM Center look like?"
2. How could we be more effective and play a greater role?
  - a. Improving employment outcomes for students
  - b. With our college and business partners in training and educating the skilled workforce needed now and in the future?
3. In thinking about our infrastructure and operations priority identify some strengths, opportunities, weaknesses and threats that will help us to achieve our goals.

## Themes taken from the Strategic Planning Session

**Theme 1:** Board Development – Have Board members be advocates for the Center.

**Theme 2:** Branding and Marketing – Establish design team to help address branding and marketing issues for the Center.

**Theme 3:** Resources – How to garner more resources for the Center? Set-up the HSEM Institute by putting on trainers where there is a fee for attendees to register.

**Theme 4:** Career and Workplace Readiness – Have effective process and policies to ensure feedback is incorporated into curriculum and leverage more students under work-study to do employer outreach. Great opportunity to take on volunteers.

## Summary of Planning Survey – Feedback

**What would the perfect HSEM Center look like?**

- Greater online presence and utilize our resources to help develop more training/simulations, both in person and online.
- More full-time staff dedicated to liaising with each of the HSEM areas
- Director to be able to travel more and be freed up to make more connections in industry as well as meet with faculty/deans within the different programs.

- An “official place for the different programs to be able to share/discuss program curriculum statewide. (Example CJ faculty have begun this task in their area but are limited due to the many part-time faculty and constantly changing administrators).
- A more dedicated place to strengthen programs and entice employers to our graduates. Many one person departments could benefit from this collaboration.
- Mini-grants for faculty/programs to get paid extra or to support during unpaid release time to improve course curriculum or training.
- Would include current team with legitimate departments: marketing to include graphic design, account executives who could go out and talk about HSEM and present when needed what the Center does and opportunities we have for students.
- Someone to manage the intern, volunteer and job opportunities; reaching out and talking to various agencies and companies.
- Staffed to accommodate internship coordinate, scholarship for professional development, and relevant conference.
- Continued contact and development w/public and private partners.
- In addition to what already exists, dedicated staff to build relationships with the private/public sector that lead to avenues for employment. This program will be unsuccessful if we don’t build a good track record of assisting students in finding employment.

### **How could we be more effective and play a greater role:**

#### **A. Improving employment outcomes for students.**

- Job search training and realistic professional coaching (i.e. they may have to take a job they don’t like in order to get into an organization they do like).
- More internship opportunities.
- Create intern opportunities, pathway links to public and private sector and create public private “reimbursement” for intern transition to paid full time status.
- Make sure our programs are relevant and supported. Often there is a gap in what is being taught and the current needs of the industry.
- More communication with industry as well as support for faculty in professional development
- Implementation will improve the currency of the courses and the skill level of students.
- Offer more workshops throughout the year for students to gain experience in their respective fields.

- We have to advertise where the students are including classrooms and online. We are not visible enough. The word is not out enough that the Center exists.
- Also getting students in touch with potential employers.
- Seeing if the students have the right classes, volunteer, internship opportunities for success after graduation.
- We need valid and reliable assessment of the skills developed by our students. If we can show our students can perform desired skills, then they should be employable.
- We need to better vet our students and be realistic with them about their possible career choices. There are so many options within the field and not all will be a good fit for front-line work.
- We need to work with local college administration to help them understand the “open-door” policy doesn’t mean “guaranteed employment”. There are reasons for selectivity.
- We need to develop more certificates that are geared around specific industry needs and training those already employed for career advancement or specialization.

**B. Actively engaging those partners in training and educating skilled workforce.**

- On a regular basis and find out what their needs are going forward.
- Increase “standards” based practices that is also evidence or best practice based and documented.
- Provide constant communication between colleges and business partners in order to stay up to date with latest trends.
- Inform them we are a resource to them, other colleges and business partners. I still believe many people do not know we exist to be of assistance to them.
- Need to show partners how relevant an educated worker is. Colleges today are tasked with filling in life skills gaps that should have been present at high school graduation. This is something employers in general don’t realize is a gap we can fill.
- Need to know about these industries and how they work locally near out colleges. We need to get students involved in job shadow, training with the agency (as actors) and we need to get employers into classes to do presentations.
- Need to create relationships locally to build credibility. My students are actors for most law enforcement training in the area and from those trainings, several students have networked and were employed after college.
- Need to invite the agencies to our campus for job and career fairs, presentation or to host their agency meetings. This creates another type of relationship where the college becomes a resource.

**Infrastructure/operations SWOT that will help us achieve our goals.**

## **SWOT questions:**

How many relevant employers know we exist (%)? Are we considered a resource for them? Do we have some employers promoting us?

We need more training that is promoted to faculty/students/and employers. We could facilitate bringing these groups together more. Improve the statewide connection. Social media presence could be bigger and promote our employers and our employers and our programs. "A day in the life" type videos or promotion. This could become a resource for students, faculty, and employers. We do a great job of promoting successes but not necessarily partners. I imagine they would love to participate in free advertising.

Limitation is always funding. But partnerships can get around some of that.

We have good vising. I'd like to see how some of our sub-areas could work more closely together to maximize our similarities to help students find their true paths. So many come in with one goal (e.g. CSI) but later leave our programs seeing the full diversity of career options> We also may need to reach out to related but not included programs (like BBCC's Medical Simulations and UAS). There could be some cross curricular certificates that make sense.

## **Strength:**

- Accomplish a massive amount of work in an efficient and timely manner.
- The drive and energy of the staff.
- Depth and breadth of the public private partnerships.
- Professional development networking.
- Shared curriculum projects.
- Internship development.
- Benchmarking opportunities.

## **Weaknesses:**

- Lack of funding.
- Lack of staff.
- Bureaucratic nature of approval process in the college system.

## **Opportunities:**

- Continued expansion of Professional Development opportunities.
- Continued expansion of internship opportunities.
- Increase staffing to develop connections to public private partnerships.
- Solidify standards and evidence based approach.

- Increase partnerships with other public safety entities.
- Increase benchmarking opportunities.
- Increase internship opportunities.
- funding

**Threats:**

- Not getting information out timely.
- Lack of industry understanding. Can't connect to other areas of HSEM.
- Community College system—educate on resources/marketing.
- Constant shifting trends/standards. No consensus on standards.