

**2009 Innovations Awards Program
APPLICATION**

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ID # (assigned by CSG): 09-W-17WA

Please provide the following information, adding space as necessary:

State: **WASHINGTON**

Assign Program Category (applicant): **PUBLIC SAFETY/CORRECTIONS-EMERGENCY MANAGEMENT** (Use list at end of application)

1. Program Name – **Washington Emergency Management Division – Private Sector Integration Program**

2. Administering Agency – **Washington Military Department**

3. Contact Person (Name and Title) – **Wendy Freitag, Special Assistant to the Director – Corporate Relations**

4. Address - **Building 20/MS: TA 20 Camp Murray, WA 98430-5122**

5. Telephone Number – **253-512-7308**

6. FAX Number – **253-512-7207**

7. E-mail Address – **w.freitag@emd.wa.gov**

8. Web site Address - **http://www.emd.wa.gov/preparedness/prep_business.shtml**

9. Please provide a two-sentence description of the program. **The mission of the Washington Emergency Management Division Private Sector Integration program is to minimize the impacts of emergencies and disasters on the people, property, environment and economy of Washington State through maximization of public-private partnerships. The program seeks to build two way private/public partnerships with a focus on improving our citizens' preparedness levels, increasing statewide response capabilities and capacities and reducing recovery times.**

10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 2, 2009 to be considered. **1 year and 9 months.**

11. Why was the program created? What problem[s] or issue[s] was it designed to address? **In a review of the state's response to a December 2006 windstorm that impacted multiple locations, it became clear that the state needed to improve its two way communications and coordination with private industry before, during, and after an event. There had been many examples around the country since 2007 that demonstrated the benefits of private/public partnerships. Private industry had assisted communities impacted by disasters providing resources, volunteers, and expertise. Particularly after Hurricane Katrina, many emergency management organizations recognized the power of pooling private/public resources to overcome the huge challenges posed by catastrophic events.**

While many government entities recognized the value of tapping into private expertise and resources, most did not fully understand the need to develop easy access for the private sector to existing preparedness, response and recovery programs. This program "cracks the code"

around how plug and play programs for business community access can be developed. One nationally recognized private partner after Katrina expressed concerns by saying, “The private sector has a lot to offer, and that it needs to offer, and it needs to be an equal partner in emergency and crisis response for communities and the nation.” The Private Sector Integration program was set up to provide a sustainable link between private sector and public sector stakeholders ensuring that information and resources needed before, during and after disasters could be shared ensuring each achieved maximum effectiveness.

12. Describe the specific activities and operations of the program in chronological order.

1) **June 2007-Aug. 2007 – Conducted a key private stakeholder study to validate proposed program initiatives. Attended meetings to become familiar with WA EMD programs and personnel.**

2) **August-Nov. 2007 – Established a partnership with AWB (Association of Washington Business state chamber of commerce with a membership of 6700 businesses). AWB designated 3 AWB staff members that could be trained as business liaisons for the state EOC. Updated all state EOC procedures, organizational charts, and plans to reflect addition of state EOC Business liaison function. Launched a comprehensive business portal within the existing EMD web site. Continued to conduct outreach with private industry to expand EMD’s business email distribution list.**

3) **Nov. 2007-Dec. 2007 --- Begin training designated AWB business liaisons on ICS and EOC operations. Beginning of December a disaster event occurred that impacted multiple counties in Washington. Activated business liaison function for State EOC. Worked with businesses on donation and volunteer requests and coordinated recovery activities.**

4) **Jan. 2008-March 2008 --- Conducted after action follow up with private partners to identify new direction and improvements for the program. Collaborated with private partners on integration into large scale March earthquake exercise, participated in Governor’s Recovery Task Force meetings, and continued training activities with AWB business liaisons.**

5) **March 2008-May 2008 – Identify communication system options to increase the speed and accuracy of collecting, sorting, analyzing and distributing information to private industry more effectively. Lessons learned from Dec. 2007 winter storm event indicated a need for a more robust communication system beyond using an email distribution list. Supported April Preparedness outreach activities in the business community. Coordinated business participation in upcoming May National level exercise.**

6) **June 2008-August 2008 – Worked with web designer to develop Safe@Work program which organized existing disaster preparedness content into hour long safety meeting modules that a business could use as training materials for OSHA required Safety meetings. Coordinated NOAA Weather radio sales promotion campaign for four coastal counties including identifying a national retailer for sponsorship of the September campaign. Facilitated focus group discussions with private partners to identify key design features for PIER Business Information site. Conducted multiple industry briefings and conference presentations to publicize program components of Private Sector Integration program and successes to date. Identified ways to leverage webinar technologies to allow out of state business participation in October 2008 Integrated Emergency Management Course on Earthquake/Tsunami Event. Attended multiple meetings to review new volunteer/donations management tool, AidMatrix and provided feedback on Disaster Resistant Business toolkit (online business continuity planning program tool).**

7) **September 2008-Nov. 2008 – Finalized design of PIER Business Information site and trained Business liaisons on the use of PIER. Present training session in Integrated Emergency Management course on state EOC liaison program.**

8) Dec. 2008 - Present - PIER Business Information site launched on Dec. 1, 2008. EOC activated for multiple disaster events related to snow and flooding during months of December and January. Leveraged PIER Business Information site to send information to pilot group of Business stakeholders during EOC activations. Conducted after action follow up with private partners to identify needed program improvements. Conducted multiple briefings on the successful use of PIER during the December and January winter storm events. In process of finalizing multiple conference presentations to be delivered to groups during April Preparedness month.

13. Why is the program a new and creative approach or method?

Any Private Sector Integration program needs to begin with building relationships but sustainable relationships need to be cultivated and maintained over time. The program is unique in that it strives to offer partnership opportunities on an ongoing basis in all phases of emergency management (preparedness, mitigation, response, and recovery) while many programs only reach out to private sector when a disaster is in process. Private partner feedback indicates that our program offers a more consistent flow and variety of information over time.

In November of 2007, the program launched one of the nation's most comprehensive business web portals to assist businesses to plan for and respond to emergencies. The site was unique in that it served as a one-stop destination to provide user-friendly comprehensive information of interest to businesses. The site at - http://www.emd.wa.gov/preparedness/prep_business.shtml offers the following notable features:

- Step by step comprehensive Business preparedness and planning guide developed to provide a systemic approach on the sequence of actions a business owner can take to enhance their disaster resilience.
<http://www.emd.wa.gov/preparedness/business/12StepstoBCPIPlanning.shtml>
- Statewide local jurisdiction training, exercise and volunteer program web links provided in one location so businesses with multiple locations don't have to visit individual website to find this information. Allows them to locate training and volunteer opportunities faster.
<http://www.emd.wa.gov/preparedness/business/12StepstoBCPIPlanning.shtml>
- Provides an industry standard, best practice and benchmarking section which highlights a variety of tools and source documents that partners can use to track their planning and preparedness progress.
<http://www.emd.wa.gov/preparedness/business/moreResources.shtml>
- Planning templates and links to key source documents and websites that allow all size businesses to develop a business continuity plan.

Private partners continue to provide feedback that indicates the business portal far surpasses other state emergency management sites in its value in allowing businesses to more easily locate and access public emergency programs statewide. The number of documents downloaded has increased by 300% since the site was launched in November of 2007.

The addition of the PIER (Public Information Emergency Response) Business Information site in Dec. 2008 adds additional functionality that ensures that all size businesses in Washington now have a reliable and easily accessible two-way business specific communication platform they can access before, during and after disasters. The system provides options for two-way exchange of information and a “Twitter like” notification system. <http://www.wadisasternews.com/go/site/1105/>

The program continues to identify partnerships that leverage emerging technology use with companies like Microsoft and Onstar ensuring that information transfer of critical safety messaging is fast and easily accessible. Currently working with Onstar to ensure they have all tsunami and lahar evacuation plans loaded on their Crisis Assist program database allowing them to route GM owned Onstar service customers out of danger zones faster and directing them to pre-determined safe evacuation routes.

Process improvement and new programming are added as requested via private partner feedback provided through after action reports from and real disaster events and by continued meetings with stakeholders. One example of this is that we developed a new Safe@Work program in response to a suggestion from a large business association. The business group requested emergency preparedness information be packaged into modules that could provide training for employees during quarterly or monthly OSHA required safety meetings. - http://www.emd.wa.gov/preparedness/business/prep_BusinessSafety.shtml

National private partners indicate that Washington’s Private Sector Integration program stands out because it has a full-time staff person in place dedicated to identifying new and expanding existing private/public partnerships that support the state’s emergency management goals and objectives. Having a staff person in place that has worked in the emergency management field on both the private and public sides of the aisle ensures that win-win solutions to challenging disaster issues are achieved the majority of the time.

14. What were the program’s start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.) **Start up costs included salary & benefits @\$75,000 and travel & expenses @\$5,000 so total start up costs equaled \$80,000.00.**

15. What are the program’s annual operational costs? **\$83,750.00 at present**

16. How is the program funded? **100% Federal Emergency Management Performance Grant (EMPG).**

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number. **None of these were required to start up this program.**

18. What equipment, technology and software are used to operate and administer this program? **1 laptop computer, access to WebEOC, access to PIER system, 1 handheld phone.**

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator’s name, present address, telephone number and e-mail address. **Jim Mullen,**

Director of the Washington State Emergency Management Division provided the vision and identified the funding source to launch the program. ADDRESS: Emergency Management Division Building 20 Camp Murray, WA 98430 PHONE: 253-512-7001 EMAIL: jmullen@emd.wa.gov

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? To our knowledge there are not currently any state emergency management programs anywhere in the country staffed with a full time resource focused solely on cultivating strategic private/public partnerships to strengthen a state's emergency management program. There are several non-profit programs that were created outside of state emergency management entities set up to manage private industry interactions with a state's emergency management program and there is one large city that has a full time resource dedicated to working with the private sector.

21. Has the program been fully implemented? If NO, what actions remain to be taken? No, the communications platform is now in place but next steps include increasing the number of private sector entities that are connected to that platform. Also, the program has just started to build relationships with private philanthropy programs and identify technologies to increase and standardize private industry participation in volunteer and donations management programs in our state. There is a huge untapped potential and desire within the private sector to identify ways they can contribute to post disaster recovery.

Also, a second area of emphasis in the next two years of the program will be to address how to build a more disaster resilient business community throughout our state. We need participation from the full spectrum of businesses from critical infrastructure providers to small businesses that provide an economic base for their local communities. This program will be part of a larger effort to motivate our communities statewide to become more disaster resilient. Educating business community leaders on how to better prepare their employees, develop basic business continuity plans, and purchase proper insurance products will greatly increase the ability of businesses statewide to bounce back more quickly following a disaster event. A recent published article ([link below](http://www.awb.org/articles/magazine/preparedness_why_crisis_planning_matters_even_more_in_todays_economic_climate.htm)) demonstrates how we hope to "mainstream" the message to assist businesses of all size recognize the benefits of having a crisis plan in place as soon as possible.

http://www.awb.org/articles/magazine/preparedness_why_crisis_planning_matters_even_more_in_todays_economic_climate.htm

A third area for expansion is around identifying new ways to deliver emergency preparedness, public safety, response and recovery information to businesses via social networking delivery channels. Facebook, Twitter, YouTube, and other social networking tools will continue to evolve and open up new ways to engage the business community. New communication channels will also assist in increasing private industry representation on the USAI led Regional Catastrophic Planning projects as well as other key emergency management planning committees statewide.

Finally, the program will continue to search out opportunities to realize cost savings for government by leveraging for instance, the potential of advanced logistics/supply chain capabilities to deliver critical disaster supplies before and following a disaster. Shifting government into a supporting role and private industry in a primary role to deliver emergency commodities will over time result in major cost savings for government.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples. The improved communication and coordination with the private sector has brought many benefits to the citizens of Washington state during and following disaster events. The program has increased the interactions between public emergency management entities in the state witnessed by the fact that local jurisdictions are now planning exercises and coming to the program for advice on how to effectively integrate private industry into their local exercise and training events.

Private partnerships with companies like Onstar have improved safety on our roadways and reduced the number of frustrated motorists trying to navigate around multiple road closures during the peak of flooding events that occur frequently in our state. Supply chain continuity has been enhanced by the program's ability to route critical information faster to companies making decisions on the most expedient routing of critical emergency supplies to their stores in the face of major state highway closures.

The program has acted as the facilitator of partnerships with state agencies like Department of Health which has resulted in providing private retailers with public education materials on carbon monoxide poisoning and West Nile Virus. This in turn has resulted in these public safety and education materials reaching a larger share of the state's population. Identifying new delivery channels for public education information will be a major area of expansion.

Overall the program has set up a coordination and communication process that could be easily duplicated in other states around the country as all state emergency management agencies could benefit from having a similar program in place.

One drawback that has been realized in the program is that many private companies do business across state borders and are organized in regional, multi-state structures. As a result it will be important over time to ensure that future planning moves toward regionalization at a more rapid pace. There is an expressed desire by the federal government to regionalize planning activities but currently federal funding sources do not provide incentives that would easily support multi-state planning efforts. Washington over the last year has been making an effort where possible to collaborate on certain projects with Oregon, Alaska, and Idaho. The Private Sector Integration program could easily be expanded cross border. A move to a more regionalized planning approach would make it more feasible for large private companies to leverage their resources more effectively within multi-state regions.

23. How has the program grown and/or changed since its inception? The program at its inception did not recognize the wide array of untapped potential where private industry could provide expertise and resources. In the process of building relationships with private sector stakeholders, a wealth of new opportunities for partnerships to solve challenging common disaster issues have been identified. Emerging technology tools and systems continue to offer opportunities to communicate to a broader private industry audience than ever before. A program such as this opens the way to much needed innovation in the field of emergency management allowing for a transfer of knowledge from the competitively driven business world via a secure environment created by common public/private workgroups, exercises, and real event interactions.

The program continues to grow with a 300% increase in documents downloaded from the EMD Business portal since the site launched in November of 2007. The number of presentations and briefings that are provided to diverse business audiences has doubled since the program began. The number of private industry partners connected to the state via the PIER system Business Information site has increased 38% since its launch on December 1, 2008.

New government partners and potential funding sources for expansion of the program continue to emerge. To exponentially increase statewide business resiliency, it is now clear that it will be necessary to identify some start up funding to teach business resiliency mentor workshops in communities around the state.

Finally long term recovery and restoration planning groups were not in place prior to the program's start but are now meeting on a regular basis. Private industry subject matter experts capable of providing leadership to solve challenging recovery issues in the aftermath of a "Katrina like" event have been identified and are not integrated into our long term recovery strategies.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program? Identifying sustainable funding sources will be a continued challenge for all states to adopt a similar program. State sources of funding in most states at present are scarce due to revenue reductions related to the economic downturn. Federal sources of funding like EMPG are an option. The ideal model of funding would include a sustainable source of funding from private sector as well as public sector stakeholders involved in state emergency management planning, response and recovery. Also, states that have not experienced first hand "private sector integration" may not yet recognize the tremendous return on investment –there is a need for both private and public entities currently engaged in private/public partnerships to identify a venue to regularly share best practices and ideas around private sector integration ensuring that additional states can recognize the program's benefits and commit to funding their own state programs.

2009 Innovations Awards Program Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations

- Administration
- Elections
- Public Information
- Revenue

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

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CSG Innovations Awards 2009
The Council of State Governments
2760 Research Park Drive, P.O. Box 11910
Lexington, KY 40578-1910

Contact:

Nancy J. Vickers, National Program Administrator
Phone: 859.244.8105
Fax: 859.244.8001 – Attn: Innovations Awards Program
The Council of State Governments
E-mail: nvickers@csg.org

This application is also available at www.csg.org, in the Programs section.

Deadline: March 2, 2009