



# 2ND QUARTER 2018 MEETING NOTES

Infrastructure Resilience Sub-Committee (IRSC)

A sub-committee of the Washington State Emergency  
Management Council

Meeting notes and supporting documentation from the 2nd Quarter 2018 IRSC  
meeting held on June 21, 2018 in Camp Murray, WA

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# Meeting Notes

## Attendance & Background

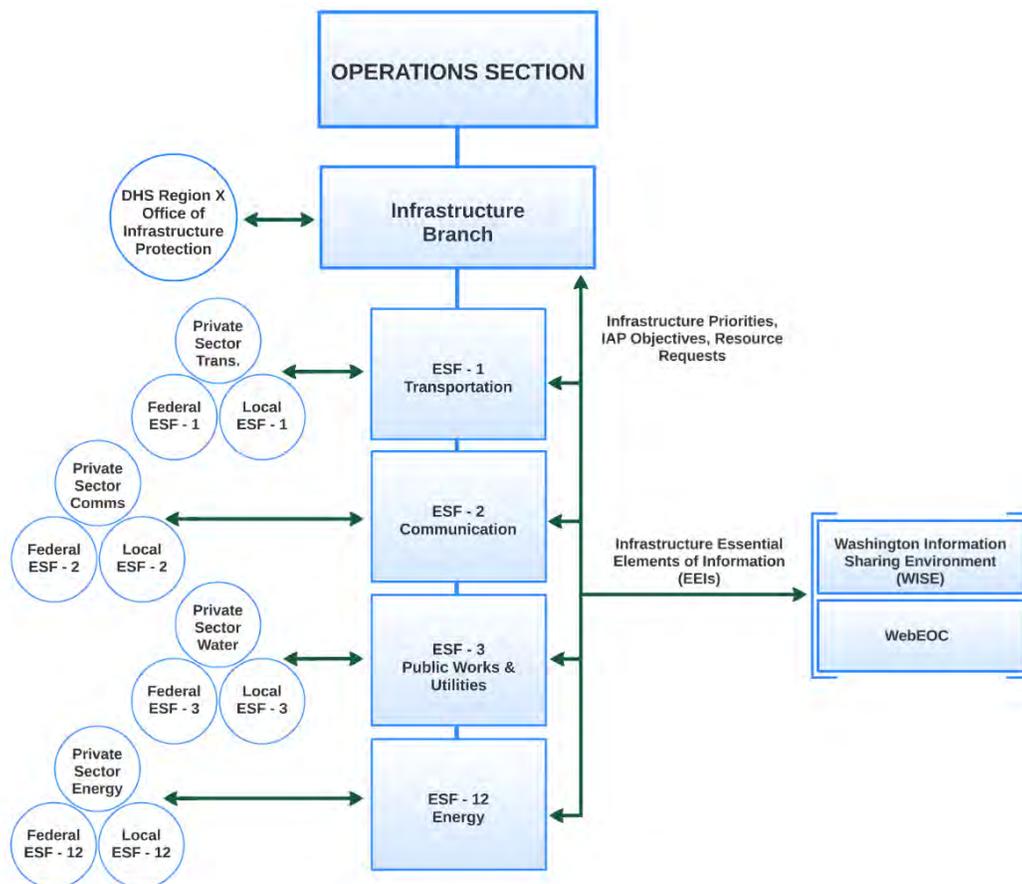
Attendance included 39 individuals from both the public and private sector (29 public, 10 private). See the [IRSC Website](#) for previous meeting notes, background and the IRSC Charter.

## Updates on other Infrastructure Related Initiatives

### State Emergency Operations Center (SEOC) Infrastructure Branch.

WA Emergency Management Division is working with ESF leads from WA Department of Transportation, Military Department, Department of Enterprise Services, Department of Health, Department of Ecology, and Department of Commerce to build a concept of operations and procedures for an Infrastructure Branch in the SEOC. Since the IRSC met last in February, ESF-3 has completed a draft plan for that outlines their concept of operations to include coordination of drinking water systems and wastewater systems within the SEOC.

The SEOC Workgroup met at the Emergency Management Division and voted to adopt the below model, effectively codifying the Infrastructure Branch immediately.



*SEOC Infrastructure Branch*

## King County Critical Infrastructure Workgroup.

The workgroup has new leadership and is seeking to further expand its membership. The group will host a kick-off meeting on June 26<sup>th</sup> to define the direction of the group and lay out a workplan. If you are interested in attending the workgroup, you may register at the following link: <https://www.eventbrite.com/e/emac-critical-infrastructure-group-registration-45881433603>

## Regional Resilience Assessment Program (RRAP): Transportation Infrastructure

Partners at the Department of Homeland Security's Office of Infrastructure Protection are about halfway through the 3 year RRAP project that is analyzing the network of transportation infrastructure that supports the movement of goods and personnel in Western Washington following a Cascadia Subduction Zone megathrust earthquake. The project has reached some initial findings which are being socialized with key stakeholders pending publication as a report. In general, these findings highlight:

1. The surface transportation system in Washington State is vulnerable to numerous CSZ earthquake-related impacts that will significantly disrupt the movement of emergency supplies and resources into the affected region
  - a. Significant number of bridges subjected to high PGA during CSZ
  - b. Highest impacts on Olympic Peninsula, also strong in Puget Sound & Western Washington
2. Specific roadway transportation infrastructure and systems within Washington State have greater seismic resilience, and constitute priority pathways for moving emergency supplies and resources into the impacted region.
3. Maritime transportation infrastructure within Puget Sound has the potential to support the movement of emergency supplies and resources; however, additional planning, analysis, and investment are necessary to better incorporate this capability.
4. The emergency management community lacks an awareness and understanding of private-sector rail infrastructure's seismic vulnerabilities, and the ability of the rail industry to support the movement of emergency response supplies into western Washington.

## Business Re-Entry (BRE) Registration System Launch

The contractor building the software to support the statewide Business Re-Entry System has completed its software buildout of the application needed to support the system. The system will be launched by July 1<sup>st</sup> with IRSC members, and will reach the broader state audience by August 1<sup>st</sup>. Visit the BRE website for more information: [www.mil.wa.gov/bre](http://www.mil.wa.gov/bre)

## Upcoming Emergency Management / Critical Infrastructure Exercises in Washington

### *WAWARN Functional Exercise*

The Washington Water and Wastewater Agency Response Network (WAWARN) and its supporting partners are hosting a one-day functional exercise (FE) for water and wastewater owners and operators, emergency management staff, and response partners from local, state

and federal agencies. The FE will provide an opportunity for participants to test their emergency response capabilities, specifically but not limited to: communications, resource management, documentation and mutual aid and assistance during an incident affecting water and wastewater utilities.

This FE is open to WAWARN member utilities and non-member utilities, public works agencies, as well as response partners that are interested in learning more about water sector mutual aid. [Register here for the exercise.](#)

### *Fractured Grid 2018*

Our modern society relies heavily upon an efficient and reliable energy supply. The infrastructure that supports the supply of energy has become increasingly complex providing reliable power to numerous types of end users. With that complexity has come increasing vulnerabilities. The reliance on power for most of our lifeline systems and everyday activities poses a severe impact should that infrastructure be compromised or interrupted for an extended period of time. Observations captured during the 2016 Cascadia Rising

Exercise and during the 2017 Hurricane season highlighted the consequences, impacts and the challenges presented in regard to response and recovery of the power infrastructure and meeting the needs of millions of people without power for an extended period of time. It is expected that a complete societal collapse could result from an extended mass power outage lasting longer than several weeks to months. A large-scale power outage could have tremendous impacts on the entire west coast; however, for the purposes of this exercise scenario the focus will be on outages in Washington.

The purpose of this exercise is twofold. First, strengthen coordination and information sharing between Federal interagency partners, State of Washington, and Energy Sector partners. Second, this exercise will assist in the validation of the FEMA Region 10 and state catastrophic plans and prepare responders for some of the challenges they may face in a similar event.

A flyer for Fractured Grid is attached to these notes.

### *Cascadia Rising 2022*

Serena Segura (WA Emergency Management Division's Catastrophic Incident Planner) presented some long range planning considerations for a National Level Exercise in 2022. This exercise would be a follow on to 2016's Cascadia Rising. The presentation with supporting information she gave is attached.

## Emergency Planning

### Statewide Catastrophic Incident Planning Update

- The Catastrophic Incident Planning Framework (Framework) version one was published in October 2017. The Statewide Catastrophic Incident Planning Team (SCIPT) is currently

working towards version two. The Framework focuses on lifesaving and life sustaining strategies.

- A seminar series is being developed to socialize the Catastrophic Incident Planning Framework. The first seminar in the series is a slide presentation overview of the SCIPT and Framework. It will be published on EMD's website.
- The SCIPT and National Guard are working to operationalize the Framework with a Catastrophic Incident Planning Worksheet that will be the driver for Homeland Security Regional (HLS) Road Shows. The Road Shows will start with a pilot in HLS 1.
- The Catastrophic Incident Annex to the State Comprehensive Emergency Management Plan (CEMP) promulgation date has been extended to December 2020. The state is working closely with FEMA Region X, the National Guard, NORTHCOM, DoD, state agencies and Emergency Support Functions, local jurisdictions, tribes, non-governmental organizations, and other stakeholders to build a Washington State Catastrophic Incident Plan that is inclusive and coordinated. Planning efforts will also align with FEMA's Cascadia Subduction Zone Plan and Region X states catastrophic incident plans (Washington, Oregon, Idaho, Alaska, and may also include coordination with California and British Columbia).

#### **Washington Restoration Framework**

Building on the discussion around the intended purpose of the Washington Restoration Framework at the last IRSC meeting, Quinn Butler (WA Emergency Management Division's Recovery Coordinator) has crafted a survey to gather input on recovery planning from infrastructure owner/operators around the state. IRSC members will have until 29 June to provide input into the survey content and format, and the survey will be released to the broader infrastructure community in July. The survey is attached for reference.

## Attachments

1. [Fractured Grid Flyer](#)
2. [Cascadia Rising 2022 Preview](#)
3. [Washington Restoration Framework \(WRF\) Infrastructure Systems Survey](#)



## Washington Emergency Management Division and FEMA Region 10

### Background: Building upon lessons learned

Our modern society relies heavily upon an efficient and reliable energy supply. The infrastructure that supports the supply of energy has become increasingly complex providing reliable power to numerous types of end users. With that complexity has come increasing vulnerabilities. The reliance on power for most of our lifeline systems and everyday activities poses a severe impact should that infrastructure be compromised or interrupted for an extended period of time. Observations captured during the 2016 Cascadia Rising Exercise and during the 2017 Hurricane season highlighted the consequences, impacts and the challenges presented in regards to response and recovery of the power infrastructure and meeting the needs of millions of people without power for an extended period of time. It is expected that a complete societal collapse could result from an extended mass power outage lasting longer than several weeks to months. A large scale power outage could have tremendous impacts on the entire west coast; however, for the purposes of this exercise scenario the focus will be on outages in Washington.



Cascadia Subduction Zone  
Credit: USGS

### Purpose: Strengthen coordination between government agencies and Energy Sector partners

The purpose of this exercise is twofold. First, strengthen coordination and information sharing between Federal interagency partners, State of Washington, and Energy Sector partners. Second, this exercise will assist in the validation of the FEMA Region 10 and state catastrophic plans and prepare responders for some of the challenges they may face in a similar event.



Extra High Voltage Transformer  
Credit: DTE Energy



Damaged High Voltage Distribution Tower  
Credit: FEMA



**Washington Emergency  
Management Division and FEMA  
Region 10**

**Exercise Conduct:**

Date	Location	Players
August 23, 2018 8:00am - 4:30pm	Olympia, WA	State of Washington Emergency Management Division staff, State of Washington Departments and Agencies, FEMA Region X staff, Federal Interagency staff, and public/private energy and utility companies.

**Exercise Objectives and Core Capabilities that will be tested:**

Exercise Objective	Core Capability
1. Examine roles and responsibilities within response plans amongst emergency management and energy sector partners critical to a timely restoration of services.	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Operational Communications</li> </ul>
2. Evaluate the coordination and integration of organizational response and command structures with federal, state, and industry partners in responding to a mass power outage event.	<ul style="list-style-type: none"> <li>▪ Operational Communications</li> <li>▪ Operational Coordination</li> </ul>
3. Identify essential elements of information and determine method and processes of information sharing between state, federal, and industry partners to best provide situational awareness and to develop a common operating picture to support executive and operational decision-making and resource requirements, adjudication, allocation, and disposition.	<ul style="list-style-type: none"> <li>▪ Situational Assessment</li> <li>▪ Operational Coordination</li> </ul>
4. Prioritize the restoration of energy systems with state, federal, and industry partners with consideration to cascading impacts to interdependent sectors.	<ul style="list-style-type: none"> <li>▪ Infrastructure Systems</li> </ul>
5. Determine effective identification of critical resources and capabilities, the order of resource priorities, and determine logistical requirements with commercial and governmental methods within multiple mutual assistance networks and systems.	<ul style="list-style-type: none"> <li>▪ Infrastructure Systems</li> <li>▪ Operational Coordination</li> </ul>



## Washington Emergency Management Division and FEMA Region 10

### Contact:

To learn more about the Fractured Grid 2018 Exercise, please contact the following representatives:

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**FEMA**



2022 Preview

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Save the Date

June 2022

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# National Level Exercise

- NLE has been requested to FEMA by Region X states.
  - Nomination/Designation will be provided by FEMA in January 2019
- Potential for:
  - Vigilant Guard
  - Ardent Sentry



# Proposed Scenario Focus

- **2022**
  - Similar 9.0 scenario that was used in Cascadia Rising 2016
  - Utilizing the lessons learned from 2016 to ensure that we have addressed those issues correctly.
  - Focused discussions on recovery (Seminars/Workshops)
- **2023\***
  - Transition to recovery
- **2024\***
  - Recovery

\*\*If we are going to have a recovery element we would like to have plans completed and ready to be exercised no later than 2021.

Recovery Framework is due to be published in 4<sup>th</sup> quarter 2019

# FEMA Timeline

Task	Milestone
Concept and Objectives Meeting (C&O)	August 2019
Initial Planning Meeting (IPM)	March 2020
Mid Planning Meeting (MPM)	August 2021
Final Planning Meeting (FPM)	April 2022
Exercise Conduct	June 2022 (2 weeks if we receive NLE)
Joint Multi-State After Action Review (AAR)	September 2022

# Areas of Planning Focus Leading up to 2022 exercise

- Communications
- Energy
- National Guard
- Medical
- Mass Care
- Transportation



# Core Capabilities and Strategies

## Core Capabilities

- Logistics and Supply Chain Management
- Operational Communication
- Operational Coordination
- Situational Assessment

## Strategies

- Critical Transportation
- Mass Care
- Planning
- Public Health, Healthcare, Emergency Medical Services, and Mortuary Services
- Utilities Restoration: Energy, Water & Wastewater, and Information Communications Technologies



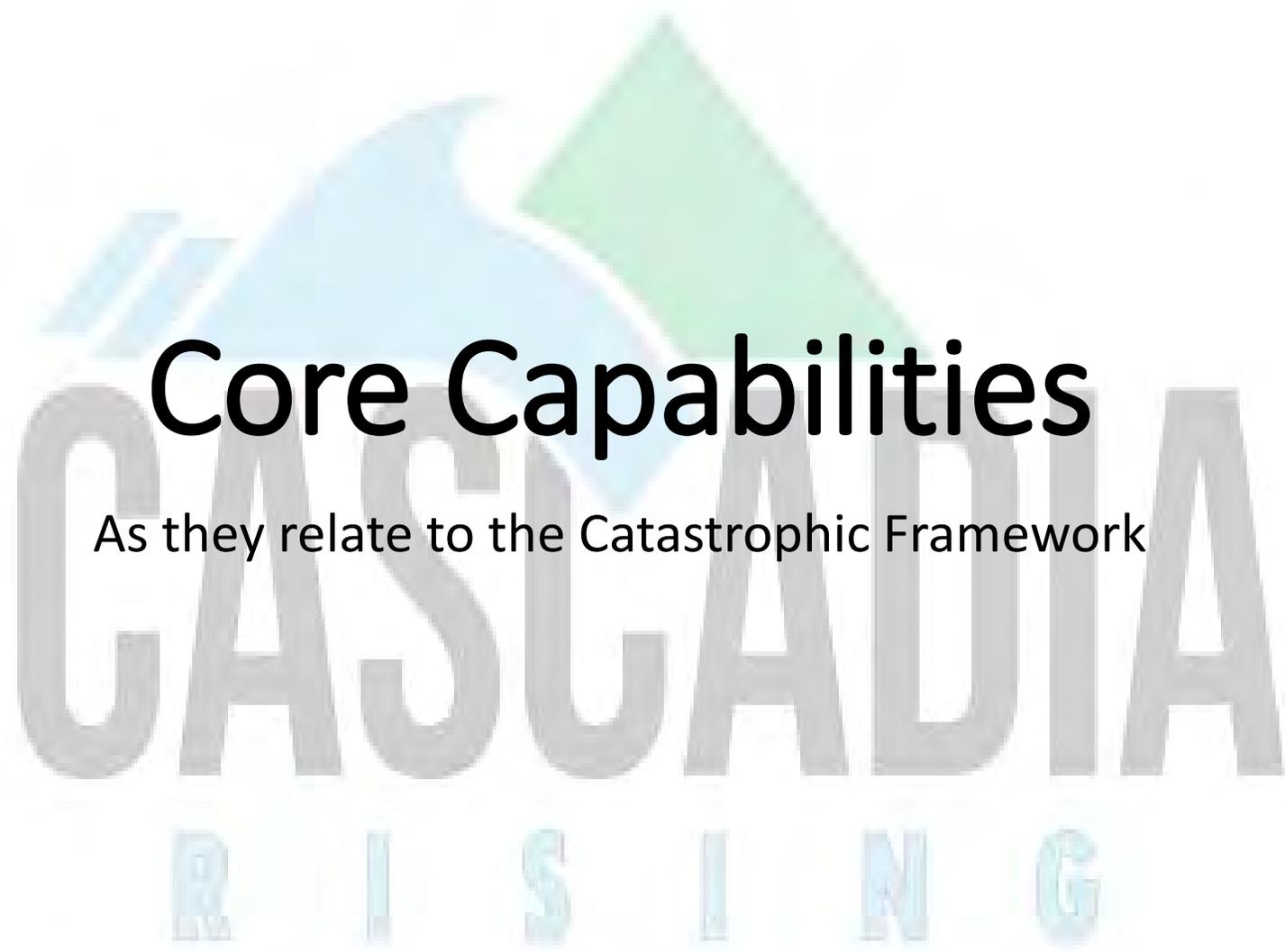
# Catastrophic Incident Planning

**Definition:** “A catastrophic incident is defined as any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, or government functions.” – National Response Framework

**Planning Scenario:** Cascadia Subduction Zone Earthquake and Tsunami (but is not the only catastrophe planning is focused on)

**Planning Assumption:** Catastrophic Incident Planning focuses on Life-Saving and Life-Sustaining Strategies

- The Statewide Catastrophic Incident Planning Team (SCRIPT) completed version 1 of the Catastrophic Incident Planning Framework in October 2017. This Framework provides guidance to local jurisdictions, tribes, and state agencies for developing catastrophic incident plans or updating existing plans to include catastrophic incident planning. The Catastrophic Incident Annex to the State CEMP is being re-written to follow the Framework structure and to be a Washington State Plan that is coordinated with federal, local jurisdictions, state agencies, and tribes.
- Once plans are developed at the state level, they will drive the training and exercise build-up for Cascadia Exercise 2022
  - Seminars for the Framework are in process
  - Framework Road Shows will be scheduled in the near future
  - Workshops on life-saving and life-sustaining strategies are starting in June 2018



# Core Capabilities

As they relate to the Catastrophic Framework

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# Operational Coordination

**Objective:** The National Preparedness Goal defines operational coordination as the ability to "establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities."

## ***Critical Tasks:***

- Mobilize all critical resources and establish command, control, and coordination structures within the affected community, which may no longer be defined by established jurisdictional boundaries as needed throughout the duration of an incident.
- Enhance and maintain command, control, and coordination structures (C3), consistent with the National Incident Management System (NIMS), to meet basic human needs, stabilize the incident, and facilitate the integration of restoration and recovery activities.

# Operational Communication

**Objective:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

## **Critical Tasks:**

- Ensure the capacity to communicate with both the emergency response community and the affected populations.
- Establish interoperable voice and data communications to support response at the local, state, tribal, and federal levels through primary and redundant communications technology and protocols.
- Ensure the capacity to provide the public with timely warning and emergency information.
- Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and facilitate the integration of recovery activities.
- Re-establish critical information networks, including cybersecurity information-sharing networks, in order to inform situational awareness, enable incident response, and support the resiliency of key systems.
- Partner with private sector providers to restore commercial voice and data communications capabilities.
- Ensure redundant communication systems are in place, documented, procedures are developed, and staff are trained to use them.

# Situational Assessment

**Objective:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the state of the response.

**Critical Tasks:**

- Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, cascading impacts, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and facilitate the integration of recovery activities.
- Identify interdependencies across all critical areas.

# Logistics & Supply Chain Management

**Objective:** Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

## **Critical Tasks:**

- Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and facilitate the integration of recovery efforts, to include moving and delivering resources and services to meet the needs of disaster survivors.
- Enhance public and private resource and services support for an affected area.
- To sustain and effectively manage the logistics supply chain in catastrophic incident the requirement (the location and extent of need) and the source (the quantity and provider of the resources needed) and the control movement (the origin and destination



# Strategies

Focusing on Life Saving and Life Sustaining

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# Strategy: Critical Transportation

**Objective:** Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services to the affected area.

**Critical Tasks:**

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.

# Strategy: Mass Care Services

**Objective:** Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary emergency housing, evacuee support, reunification, and distribution of emergency supplies.

**Critical Tasks:**

- Develop public education materials concerning mass care services and conduct outreach.
- Before a disaster occurs, identify and build relationships with the key leaders, staff, and organizations from the whole community of state, local, tribal, and federal community who will provide resources, and/or coordinate, and conduct mass care operations in the state of Washington.
- Conduct detailed assessments and a gap analysis at the state and jurisdiction level of the mass care needs following a catastrophic earthquake scenario. Develop solutions to meet the needs and incorporate in specific jurisdictional catastrophic plans.
- Develop plans, policies, and procedures for delivery of mass care services to all persons in the impacted areas or evacuating to non-impacted areas in coordination with all responsible agencies.
- Develop and implement training and exercise programs for mass care personnel involved in the decision-making, planning, coordinating, or delivery and operations for sheltering, feeding and bulk distribution for the entire population, including those with disabilities, and access and functional needs issues.
- Alert, notify, mobilize, and assemble all mass care responders in accordance with procedures.
- Request, acquire, and deliver resources and capabilities to address life sustaining needs of all disaster survivors. Integrate deployment of resources and capabilities with other incident logistical operations such as patient evacuation, and delivery of key supplies and response personnel. Integrate with other support operations such as Critical Transportation, Public Health, Environmental Health, Agriculture, and Public Safety.
- Establish, staff, and equip emergency shelters and feeding operations, including provision of secure and accessible options for children and persons with disabilities, and pets/companion animals.

# Strategy: Public Health, Healthcare, EMS & Mortuary Services

- ***Objective for Public Health, Healthcare, and Emergency Medical Services:*** The National Preparedness Goal defines public health, healthcare, emergency medical services, and mortuary services as the ability to "provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected populations."
- ***Objective for Fatality Management:*** Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

# Strategy: Public Health, Healthcare, EMS & Mortuary Services

## *Critical Tasks:*

- Identify health threats and implement disease control and environmental health measures to protect the affected population.
- Provide emergency medical care to casualties and provide transportation to definitive care.
- Support the healthcare system in caring for patients in hospitals and long-term care facilities within the affected area.
- Provide care and resources for people with medical needs within the affected area.
- Provide for the timely and respectful removal and identification of human remains and conduct next of kin notifications.
- Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

# Strategy: Utilities Restoration-Energy

**Scope, Purpose, and Objective:** Facilitate the strategic restoration of electrical grid and fuel resources to affected population, critical services, and critical infrastructure.

## **Critical Tasks:**

- Monitor and report the status of and damage to the electrical grid and pipeline systems and infrastructure.
- Monitor and coordinate implementation of energy supply alert or energy emergency proclamation as necessary.
- Coordinate regulatory waivers and exemptions.
- Provide longer term coordination of the restoration and recovery of the affected grid or pipeline system and infrastructure if required.

# Strategy: Utilities Restoration-Water & Waste Water

Objective and critical tasks will be determined in upcoming versions of the Catastrophic Incident Planning Framework



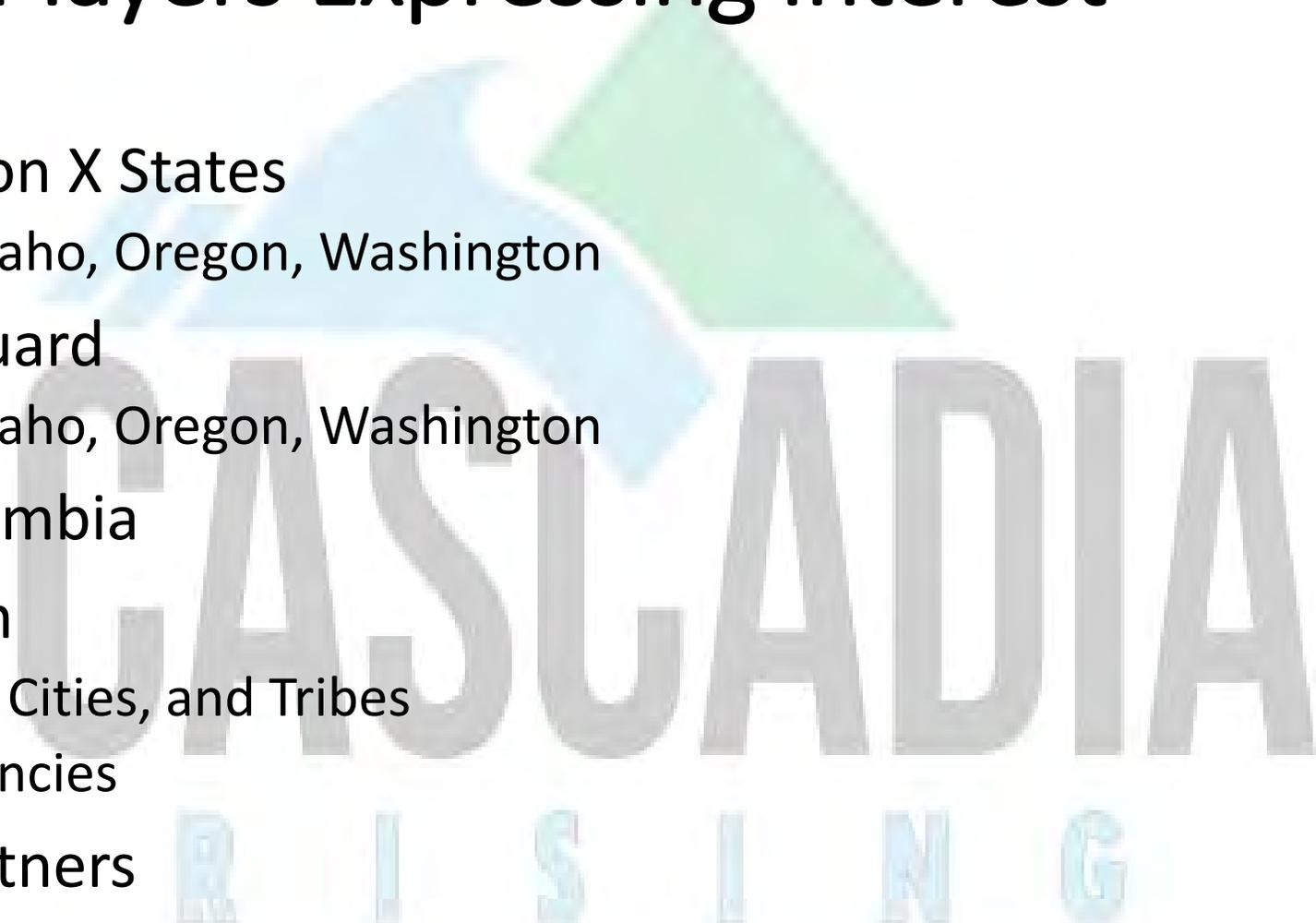
# Strategy: Utilities Restoration- Information Communications Technologies

- Objective and critical tasks will be determined in upcoming versions of the Catastrophic Incident Planning Framework.
- This work will tie in with other utility restoration planning with Department of Commerce, Critical Infrastructure, UTC, and EMD.

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# Current Players Expressing Interest

- FEMA Region X States
  - Alaska, Idaho, Oregon, Washington
- National Guard
  - Alaska, Idaho, Oregon, Washington
- British Columbia
- Washington
  - Counties, Cities, and Tribes
  - State Agencies
- Federal Partners



# Exercise Ramp-Ups

- Outreach Events
- Planning Seminars
- Planning Workshops
- Volcano and Tsunami Exercises
- Long-Term Power Outages (Fractured Grid)
- Critical Infrastructure Exercises
- Restricted Communication Exercises
- Resource Management Exercises

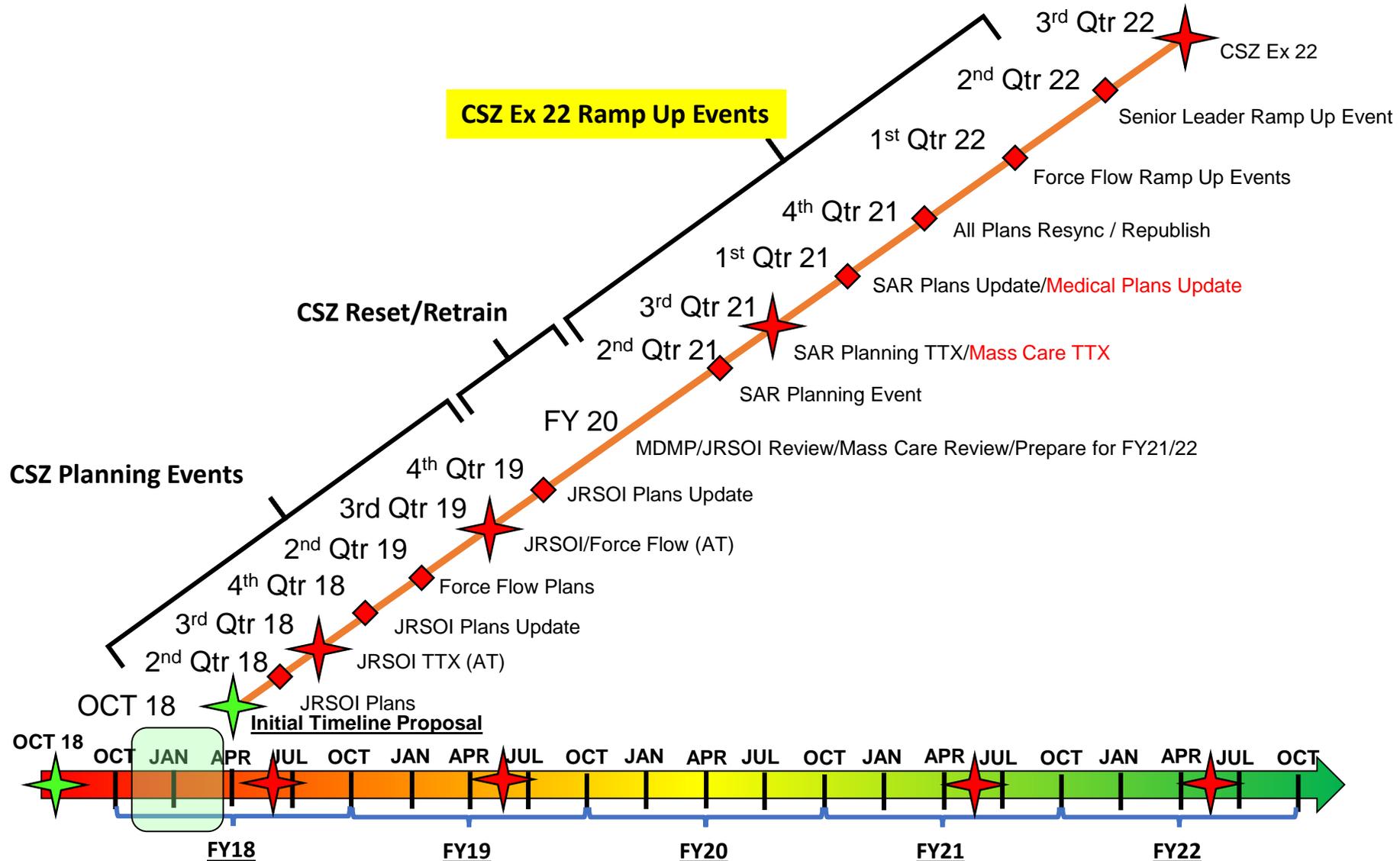
# Expectations for All Participants

- Everyone that plays in Cascadia Rising 2022 should assess the POETE elements before committing to the exercise:
  - ✓ **P-Plan**-Everyone should have a finalized and up to date plan.
  - ✓ **O-Organize**-All stakeholders involved in the plan are engaged and on board.
  - ✓ **E-Equip**-Everyone has been equipped with the supplies/logistics/knowledge needed to execute the plan.
  - ✓ **T-Trained**-Everyone has been provided accurate training to execute the plan.
- **E-Exercise**-Once everyone has POET they can then exercise their plan in Cascadia Rising 2022.

# Exercise Ramp-Up Schedule by Quarter

	2018	2019	2020	2021	2022	2023	2024
Qtr. 1	Tsunami Workshop Comm./Coord.	Tsunami Evacuation Ex.	Tsunami Ex.	Tsunami Ex.			
			FEMA IPM				
Qtr. 2	Volcano Seminar/Workshop	Volcano Ex.	Volcano Ex.	Volcano Ex.	Cascadia Rising 22' (2 weeks)		
	Catastrophic Planning Framework Seminars & Road Shows						
Qtr. 3	Fractured Grid			FEMA MPM	Joint AAR		
	Catastrophic Planning Framework Seminars & Road Shows	FEMA C & O					
Qtr. 4	Catastrophic Planning Framework Seminars & Road Shows		Catastrophic Incident Annex Seminars				
		Exercises	Exercise Meetings	Planning Events			

# WANG Proposed Way Ahead



A stylized logo featuring a blue mountain peak on the left and a green mountain peak on the right. Below the peaks are blue wavy lines representing water. The word "CASCADIA" is written in large, grey, sans-serif capital letters across the middle, and "RISING" is written in smaller, light blue, sans-serif capital letters below it.

Questions?

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# Infrastructure Systems Recovery Support Function (IS RSF) – Survey Guide

## Purpose:

The purpose of this survey is to collect information on your organization's role in infrastructure systems recovery following a major disaster. The information collected in this survey will be used to support the content and functionality of the Infrastructure Systems Recovery Support Function (IS RSF) currently being developed by the Washington Military Department Emergency Management Division.

Following a major disaster, restoration of critical infrastructure is a pre-condition for community recovery. The Infrastructure Systems RSF facilitates, at the earliest feasible opportunity, recovery strategies and priorities for critical infrastructure systems and facilities. This is coordinated with public and private responders to ensure a smooth transition from disaster response into long-term community recovery.

*Your involvement in these efforts is essential to expand cooperation and coordination between federal and state agencies, local government, tribes, and private/public infrastructure stakeholders. This survey should take between 10-15 minutes to fill out.*

## Objectives:

- Understand your organization's role in infrastructure restoration and how it plays into the larger picture of regional long-term recovery.
- Determine what gaps and challenges exist within your organization and across the state in recovery to improve capabilities.

## Survey Questions:

(PLEASE COMPLETE THE FOLLOWING QUESTIONS ONLINE: <https://www.surveymonkey.com/r/infrarsf>)

### **Page 1: Welcome, Introduction**

1. Name, Organization/Company, Contact Info

### **Page 2: Pre-Disaster Recovery**

*Pre-disaster recovery planning includes knowing the roles and responsibilities of key agencies and organizations before a disaster occurs and building the partnerships necessary to accelerate the recovery process. Disaster-affected communities with established recovery plans are often the most effective at managing and organizing for the restoration efforts taking place.*

2. What assumptions do you include within your organization's crisis response/business continuity plans?
3. What levels of government do you anticipate coordinating restoration of your systems/facilities with following a major disaster? *Select all that apply.*
  - City
  - County

- State
  - Federal
  - Tribal
  - Other (*Please Explain*)
4. What criteria do you use to determine your organization's pre-disaster priorities?
5. What are your pre-disaster priorities? *Select all that apply.*
- Coordinate and collaborate response and recovery planning efforts among similar infrastructure sectors to address conflicts and competition for resources.
  - Coordinate and collaborate response and recovery across jurisdictional boundaries and infrastructure sectors, where possible.
  - Exercise and update recovery plans
  - Identify roles and responsibilities of organization in the response and recovery process.
  - Determine prioritization of critical infrastructure to improve restoration times.
  - Other (*Please Explain*)

### **Page 3: Post-Disaster Recovery**

*The period of restoration following a disaster can offer unique opportunities to promote sustainability and resilience within a community or across a broader region. To minimize unnecessary redundancies or duplications of effort, coordination of priorities and objectives in the post-disaster recovery environment are essential.*

6. What criteria do you use to determine your organization's post-disaster priorities?
7. What are your post-disaster priorities? *Select all that apply.*
- Rapidly restore systems/assets to meet the immediate needs of the community.
  - Identify essential infrastructure systems that need immediate attention and coordination for a regional long-term recovery strategy.
  - Create a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability.
  - Collaborate with other infrastructure sectors to prioritize resources and coordinate restoration activities.
  - Communicate to the public on restoration priorities and timelines.
  - Coordinate with emergency management agencies on restoration priorities, timelines, and resource requests.
  - Other (*Please Explain*)
8. What are your objectives in disaster recovery? *Select all that apply.*
- Include other infrastructure owners and operators and related service providers in planning at all levels.
  - Provide technical assistance to all levels of governments for identifying/prioritizing critical infrastructure systems and assets.
  - Participate in an inter-agency, inter-jurisdictional long-term recovery planning process.

- Identify and address legal, policy, and programmatic requirements that may potentially limit efficient recovery.
  - Encourage the concepts of regional infrastructure resiliency.
  - Provide mitigation opportunities that leverage innovative and green technologies.
  - Create processes, policies, and timelines that support renewed economic activity.
  - Other *(Please Explain)*
9. What are the critical tasks your organization takes to meet your restoration priorities and objectives?
10. Following an event, how do you identify and address critical dependencies with other infrastructure entities?
11. What programs and/or resources can your organization leverage (i.e. “bring to the table”) in support of post-disaster infrastructure systems at the state level?
12. How does your organization seek additional resources (e.g. mutual aid networks)?

**Page 4: Recovery Planning**

*There is widespread recognition across state and local government that post-disaster recovery coordination is a recovery gap. Recovery is most successful when organizations involved have processes in place to share information, collaborate on projects and identify and fill gaps in services. While disaster recovery in Washington is a local responsibility, the state plays a crucial role of coordinating resources and supporting the recovery efforts. The state may also alleviate obstacles hindering the recovery process through policy changes and legal means.*

13. What decision-making structure can be put into place to ensure priorities are continually updated throughout the recovery process?
14. How can this Infrastructure Systems RSF best support your organization in its recovery efforts?  
*Select all that apply.*
- Provides a platform to facilitate collaboration among public and private infrastructure organizations.
  - Provides operators and owners a method of addressing regulatory issues that may impede restoration efforts.
  - Builds strong working relationships across multiple levels of government and non-government sectors to facilitate restoration efforts
  - Provides a “clearinghouse” of infrastructure programs and resources to improve the efficiency and effectiveness of infrastructure restoration activities.
  - Allows state agencies to gain situational awareness and understanding of the restoration priorities and decisions being made among public and private entities which will influence the regional recovery priorities
  - Unsure
  - Other *(Please Explain)*

15. Please specify your interest in attending a workshop to expand on the questions in this survey in support of Washington Emergency Management Division's Infrastructure Systems Recovery Support Function:

- Yes
- No
- Maybe

16. Do you have any other comments, questions, or concerns?