

DISASTER RECOVERY - CEO LEADERSHIP SUMMIT



9/11/2013

Event Summary

ACKNOWLEDGEMENTS

Thank you to our sponsors Microsoft Corporation, Vulcan Inc., and Puget Sound Energy.

Special thanks to Microsoft Corporation for hosting the event.

Thank you to the panelists for your contributions:

John Schelling, Earthquake/Tsunami/Volcano Program Manager, WA State EMD

Scott Miles, Lead Committee Member, Resilient Washington State Initiative

Harmony Mabrey, Sr. Operations Manager, Microsoft Disaster Response

Tomoko Dodo, Senior Consul, Consulate General of Japan in Seattle

Maud Daudon, President and CEO, Seattle Chamber of Commerce

Booga Gilbertson, Vice President of Operations, Puget Sound Energy

Thank you to Maud Daudon, President and CEO of Seattle Chamber of Commerce, and Irene Plenefisch, Government Affairs Director of Microsoft Corporation for participating in the media conference.

Thank you to Ada Healey, Vice President of Vulcan Real Estate; Kimberly Harris, President and CEO of Puget Sound Energy; Maud Daudon, President and CEO of Seattle Chamber of Commerce; and Sheila Barker, President of the Risk and Insurance Management Society - Washington Chapter, for providing quotes for the CEO Summit Frequently Asked Questions page.

All photographs by Ned Ahrens, King County Photographer.

For more information please contact Janice Rahman, Program Manager for the Resilient King County initiative at Janice.Rahman@kingcounty.gov.

Disaster Recovery - CEO Leadership Summit

EVENT SUMMARY

EXECUTIVE SUMMARY

Recent disasters have created urgency among King County government and other leaders to come up with a comprehensive long-term strategy for rebuilding our community when a catastrophic event occurs. Recovery planning provides an opportunity for us to re-consider past policy and investment choices, to shape the built, natural and human environments that will enable our recovery, and to foster the swiftest return to prosperity and the quality of life we cherish.

On September 11, 2013 King County Executive Dow Constantine launched the "Resilient King County" initiative - a county-wide, two-year planning process for crafting a comprehensive long-term recovery strategy following a major earthquake or other catastrophe. This effort kicked off with a "Disaster Recovery - CEO Leadership Summit" at the Microsoft Campus in Redmond. The Summit was attended by key representatives from the corporate and non-profit sectors.

The Summit included opening remarks from Executive Constantine, a presentation by Walt Hubbard, the Director of King County Office of Emergency Management, moderated discussions with a distinguished panel, and facilitated discussions with the audience. Members of the panel included Scott Miles, Director of the Resilience Institute at Western Washington University and Lead Committee Member of the Resilient Washington State Initiative; John Schelling, Earthquake/Tsunami/Volcano Program Manager for Washington State Emergency Management Division; Harmony Mabrey, Sr. Operations Manager of Microsoft Disaster Response; Tomoko Dodo, Senior Consul for the Consulate General of Japan in Seattle; Maud Daudon, President and CEO of Seattle Chamber of Commerce; and Booga Gilbertson, Vice President of Operations for Puget Sound Energy.

The CEO Summit marks the beginning of a series of milestones including a sequence of operational workshops, a Final Summit, a public Town Hall, and the development of a regional long-term recovery plan to be finalized in 2015.



King County Executive Dow Constantine makes opening remarks

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PARTICIPANTS LIST

ECONOMY

- Maud Daudon, President and CEO, Seattle Chamber of Commerce
- Sheila Barker, President, WA Regional Incident Management Systems, Risk and Insurance Management Society – Washington Chapter
- Brandon Hardenbrook, Chief Operating Officer, Pacific Northwest Economic Region
- Wayne Newton, Managing Director of System Operation Control, Alaska Airlines
- Benson Porter, CEO, BECU
- Marlena Sessions, CEO, Workforce Development Council of Seattle & King County
- Jennifer Hills, Director, King County Office of Risk Management

NATURAL & CULTURAL RESOURCES

- Tim Marron, Executive Director of Public Safety, Seattle University
- Daniel Martin, President, Seattle Pacific University
- Scott Jenkins, Vice President of Ballpark Operations, Seattle Mariners
- Christie True, Director, King County Department of Natural Resources & Parks

HOUSING

- Ada Healey, Vice President, Vulcan Real Estate
- Ed Youmans, Interim Executive Director, Master Builders Association of King and Snohomish Counties
- Dennis Poppe, Health Trust Director, Master Builders Association of King and Snohomish Counties
- Chris Ricketts, Building Official/Fire Marshall, King County Department of Permitting and Environmental Review

INFRASTRUCTURE

- Ajay Dugar, Director, Data Solutions Pacific Northwest Region, Verizon Wireless
- Akhtar Badshah, Senior Director of Community Affairs, Microsoft Corporation
- James Rooney, Program Manager – LCA, Citizenship, and Public Affairs, Microsoft Corporation
- Kurt Beckett, Deputy CEO, Port of Seattle
- Booga Gilbertson, Vice President of Operations, Puget Sound Energy
- Harmony Mabrey, Sr. Operations Manager, Microsoft Disaster Response
- Ken Morgan, Field Plant Operations Manager, Century Link
- Irene Plenefisch, Government Affairs Manager, Microsoft Corporation
- Adam Wynne, Researcher, Pacific Northwest National Laboratory
- Bill Kehoe, Director, King County Department of Information Technology
- Harold Taniguchi, Director, King County Department of Transportation

HEALTH AND SOCIAL SERVICES

- Dawn Angelo, Regional CEO, Western Washington, American Red Cross
- Bert Fish, Vice President of Loss Prevention, Goodwill

- Anita Geving, Chief Operating Officer, The Polyclinic
- Chris Gough, Church Development Officer, Union Gospel Mission
- Gary Kyle, Divisional Secretary, Salvation Army
- Onora Lien, Program Director, Northwest Healthcare Response Network
- Tom Martin, Senior Vice President of Business Development, Evergreen Health
- Andy McPherson, Executive Director, Northwest Healthcare Response Network
- Anne Newcombe, Clinical Director of Emergency Services, UW Medicine
- Alex Truchot, Senior Environmental Health and Safety Manager, Group Health
- Len Psyk, Executive Director, Facilities Director and Administrative Operations, Group Health
- Susan Pelaez, Regional Emergency Services Director, American Red Cross
- Doug Whalen, Associate Director of Community Services, United Way
- David Stone, CEO, Sound Mental Health
- Dennis Worsham, Chief of Staff, Public Health Seattle & King County
- Jackie Maclean, Director, King County Department of Community and Human Services

GOVERNMENT AGENCIES

- Patrick Massey, National Preparedness Division Director, Federal Emergency Management Agency
- Major General Bret D. Daugherty, The Adjutant General, Washington State Military Department
- Kurt Hardin, Mitigation Response & Recovery Manager, WA State Emergency Management Division
- John Schelling, Earthquake/Tsunami/Volcano Program Manager, WA State Emergency Management Division
- Scott Miles, Lead Committee Member, Resilient Washington State Initiative
- Tomoko Dodo, Senior Consul, Consulate General of Japan in Seattle
- John Pennington, Director, Snohomish County Emergency Management
- Mike Ryan, King County Zone 1 Emergency Coordinator
- Ed Reed, King County Zone 3 Emergency Coordinator
- Laurel Nelson, Deputy Director, Seattle Office of Emergency Management
- Dominic Marzano, Chair, Emergency Management Advisory Committee
- Gail Harris, Vice-Chair, Emergency Management Advisory Committee
- Dow Constantine, King County Executive
- Fred Jarrett, Deputy Executive, King County Office of the Executive
- Dylan Ordonez, Executive Leadership Team Coordinator, King County Office of the Executive
- Elissa Benson, Deputy Director of Policy & Strategic Initiatives, King County Office of the Executive
- Ray Moser, Economic Policy Adviser/Business Relations Manager, King County Office of the Executive
- Caroline Whalen, County Administrative Officer, King County Department of Executive Services
- Walt Hubbard, Director, King County Office of Emergency Management
- Bryan Heartsfield, Deputy Director, King County Office of Emergency Management
- Janice Rahman, Program Manager, King County Office of Emergency Management
- Barnaby Dow, External Affairs Manager, King County Office of Emergency Management
- Lynne Miller, Public Information Officer, King County Office of Emergency Management
- Michelle Chatterton, Program Coordinator, King County Office of Emergency Management
- Cameron Satterfield, Communications Manager, King County Department of Executive Services
- Stephanie Supko, Senior Manager, King County Office of Emergency Management

SUMMIT AGENDA

DISASTER RECOVERY - CEO LEADERSHIP SUMMIT

Event Agenda

12:15 PM REGISTRATION

1:00 PM WELCOME/OPENING REMARKS

Dow Constantine, King County Executive

1:10 PM RECOVERY SUMMIT SERIES BACKGROUND AND PROCESS

Walt Hubbard, Director, King County Office of Emergency Management

1:45 PM MODERATED PANEL DISCUSSION

*Walt Hubbard, Director, King County Office of Emergency Management
John Schelling, Earthquake/Tsunami/Volcano Program Manager, WA State EMD
Scott Miles, Lead Committee Member, Resilient Washington State Initiative
Harmony Mabrey, Sr. Operations Manager, Microsoft Disaster Response
Tomoko Dodo, Senior Consul, Consulate General of Japan in Seattle
Maud Daudon, President and CEO, Seattle Chamber of Commerce
Booga Gilbertson, Vice President of Operations, Puget Sound Energy*

2:30 PM FACILITATED DISCUSSION WITH AUDIENCE

Walt Hubbard, Director, King County Office of Emergency Management

3:00 PM CLOSING REMARKS

*Walt Hubbard, Director, King County Office of Emergency Management
Dow Constantine, King County Executive*

3:45 PM MEDIA SESSION

Dow Constantine, King County Executive

BACKGROUND

The Disaster Recovery – CEO Leadership Summit was the kick-off event for the Resilient King County initiative. This initiative was formulated based on three different sources: King County’s Regional Capabilities Assessment, the *Resilient Washington State* report, and the National Disaster Recovery Framework.

King County Office of Emergency Management recently completed their 2013 Capabilities Assessment and reported the least capability in recovery and the least confidence in economic recovery. This assessment clearly indicated recovery planning is lacking and greatly needed within our region. The Resilient King County initiative and the culminating regional recovery plan are intended to fill this gap.

In 2012, the Washington State Emergency Management Council: Seismic Safety Committee released the *Resilient Washington State* report highlighting ten recommendations for improving statewide resilience. As a result, Executive Constantine tasked the King County Office of Emergency Management to develop a comprehensive, long-term recovery plan.

In September 2011, the Federal Emergency Management Agency (FEMA) released the National Disaster Recovery Framework (NDRF) as guidance for recovery planning. Furthermore, FEMA released a report in December of 2011 highlighting key lessons learned in community recovery from several disaster case studies. The report highlighted several keys to success:

- 1) Act quickly.
- 2) Actively plan.
- 3) Engage the community.
- 4) Develop partnerships, networks, and effective coordination strategies.
- 5) Make decisions and manage recovery locally.
- 6) Mitigate hazards.
- 7) Prepare for recovery.

Creating a shared vision of recovery requires the engagement of leaders from the whole community, from both public and private sectors. The CEO Summit was the first event in a series of recovery planning events that involved executive leadership to set direction and determine common values. Consensus will expedite our return to prosperity and support the welfare of our residents and businesses following a catastrophe. This process will result in the development of a King County Regional Recovery Plan.

“A sound recovery plan begins with all of the players at the table. We see the private sector as our greatest potential ally, but we have more work to do to engage them long-term.”

– Walt Hubbard, Director - King County Office of Emergency Management

KEY THEMES

SENSE OF URGENCY

Since 9/11, most efforts of emergency management policy-makers have been on the areas of protection, preparedness, response, and mitigation. We have done a lot to prepare for disaster and protect our communities. However, the mission of recovery – and especially long-term recovery – has too often been relegated to second-tier status.

Now, after more than a decade of both natural and man-made disasters, the facts on the ground have established a preponderance of both scientific and charismatic evidence that demands a fundamental shift of our attention – directly on the subject of recovery.

As Dr. Miles stated during the event, the touchstone moment is now, before the disaster. Research has shown three of the most critical elements for recovery are:

- 1) Creating a specific framework to guide recovery.
- 2) Developing a predictable legal and policy-coordination structure.
- 3) Involving the public and all stakeholders through a robust engagement process.

In addition to the elements noted above, Mr. Schelling pointed out that a crucial part of this effort should include getting the word out in advance about what the plan entails. This means informing the whole community and obtaining feedback.

NEED FOR SYNCHRONIZATION

Participants noted that one of the greatest challenges to recovery planning is the need for alignment among the many existing federal, state, and local efforts. King County's mission is to act as a regional convener and coordinator.

The Resilient King County initiative is a “discovery” process. It aims to bring all stakeholders to the table for a broad discussion of existing plans and how King County can best coordinate with city and state officials. The process should also reveal any existing gaps and look for opportunities to develop collaborative decisions.

UNDERSTANDING INTERDEPENDENCIES

In order to recover effectively, we must understand the interdependencies that are critical towards restoring services and rebuilding after a catastrophe. As we transition from response to recovery, it will be important to know what services have been restored, what businesses and schools have reopened, when people can return to work, etc. Understanding the prioritization and sequencing for bringing critical infrastructure back online will be a fundamental task of this planning process.

ABILITY TO “COME BACK BETTER”

What if we had a plan that looked at all the opportunities such an event would create? What would we do if King County and everyone in it was given a “do-over”? What would we do with an unprecedented opportunity to create something more efficient – something that retains our environmental quality and strengthens our cultural identity?

These are the questions raised during the Summit that the Resilient King County initiative will address in a comprehensive fashion. Recovery is an opportunity to restore what was lost and to rebuild in a way that will make our community stronger and even more reflective of the values and ideas that we share in common.



Moderated
discussion with the
panel

*(Scott Miles (left),
Booga Gilbertson,
Maud Daudon,
John Schelling,
Harmony Mabrey,
Tomoko Dodo)*

SECTOR DRIVEN THEMES

COMMUNITY CONTINUITY

Past disasters have shown us that strong social networks are incredibly valuable for physical and emotional support during recovery. Maintaining and reestablishing social networks provides people with a sense of normalcy. Community resilience is largely dependent on the strength of relationships and degree of collective trust.

Community continuity can also be viewed as a social justice issue. Social justice can relate to individuals as well as businesses. Numerous studies and media reports from previous disasters are replete with accounts of inequitable recovery outcomes of disadvantaged individuals and communities. Equity and social justice is a major goal in King County government’s Strategic Plan and will be an integral part of recovery plan development.

INFRASTRUCTURE

An earthquake in our region would exploit a plethora of vulnerabilities in our infrastructure, including a major east-west and north-south highway, bridge and rail system that is intersected by every major seismic fault in King County.

Taken as a whole, the critical infrastructure of King County supports:

- The fifth largest export market in the nation – one that supplies the rest of the Pacific Northwest and Alaska with products ranging from basic necessities to high-tech equipment.
- A sophisticated electrical grid that supplies affordable, reliable electricity to 1.9 million people.
- A water and sewer system that provides over 6,000 gallons of water to household faucets every month and then takes it away and treats it in an environmentally sound manner.
- A world-class telecommunications system that handles millions of phone calls every day and terabytes of data every millisecond.

The majority of the audience at the CEO Summit believed utilities and transportation was the most important recovery objective for King County to focus on to improve the resilience of their businesses or organizations. Each of the panelists agreed with the audience's prioritization of utilities and transportation. Electric power restoration was of particular concern because of the numerous interdependencies within the objective, such as the ability for gas stations or food-related businesses to operate. In addition to electricity, many types of infrastructure have their own interdependencies. For example, transportation is critical in the short-term for the movement of first responders and utilities crews; and in the long-term for moving commodities throughout the region.

The importance of maintaining communications during the recovery process also arose as a key concern. The lack of redundancy in cell phone towers will limit access to information critical to recovery decision making by both the individuals and organizations.

The Resilient King County initiative will draw on the *Resilient Washington State* report's *Target Timeframes for Recovery* and enhance them with local data and guidance to improve their relevance to King County.

HEALTHCARE

King County is home to a world-class healthcare industry, equipped with a vast network of hospitals, clinics, family practices, and pharmacies – supported by a robust university system focused on medical education and research. The continued access by the public to high quality medical care is crucial to restoring and maintaining a sense of normalcy following a disaster.

The need for medical staff to provide healthcare services is also critical. If a catastrophic event occurred, medical professionals could be prevented or severely limited in providing services. For example, if schools are closed, many healthcare employees with children will not be able to attend work due to childcare restraints. Furthermore, the healthcare sector is extremely important to our region's economy. If healthcare services are disrupted, patients will go where they can receive the best care; they will not stick to political boundaries.

This could potentially impact the rate at which businesses re-open or relocate elsewhere. A recovery plan should address these potential consequences.

ECONOMY

The economic consequences of a major disaster will have an impact on all industries. Several attendees noted that the foundation of a robust recovery will depend in large part on access by both individuals and businesses to credit and other financial services. A robust economy is critical to returning government funded services to normalcy (i.e. roads, utilities, social welfare, environmental services, etc.). In past disasters we have also seen different and inequitable recovery outcomes between various sized businesses, largely due to the relative differences in resources. Smaller businesses more commonly struggle to get back on their feet after a disaster. Other issues identified for getting businesses back online include:

- Using local resources to leverage federal assistance.
- Incorporating smart mitigation strategies into redevelopment.
- Building strong business-to-business and business-to-government relationships.
- Developing workforce employment and support strategies to help individuals stay here and work here.

HOUSING

As a number of catastrophes have demonstrated, long-term housing is a critical recovery objective. Japan is arguably the most prepared country for earthquake and tsunami disasters. However, as panelist Tomoko Dodo stated, there are still over 300,000 people without permanent housing as a result of the 2011 earthquake in Japan. Housing needs often overwhelm the recovery process. The regional recovery plan should think creatively about restoring whole communities in a sustainable and resilient manner. The regional recovery plan should consider the following:

- Leveraging federal housing assistance and coordinating with local governments.
- Streamlining decision-making processes in line with Washington State's Growth Management Act.
- Resolving conflicts over policies and programs.
- Building strong business-to-business and business-to-government relationships.

MOVING FORWARD

LESSONS LEARNED FROM PAST DISASTERS

Recent disasters in regions around the world with similar characteristics can serve as good examples for King County to learn from, particularly Japan and New Zealand. For example, Christchurch, New Zealand's downtown is very similar to that of downtown Seattle.

Panelists provided examples of large corporations staying in the region after catastrophic earthquakes and committing major resources to support recovery efforts. Government agencies joined these efforts by providing critical human services and employment support. These examples of private-public collaboration need to be examined in detail for their benefits and costs as part of a review of existing recovery best practices, including bringing the right stakeholders to the table from our region and around the world.

NEXT STEPS

The CEO Summit opened up a constructive dialogue between public and private sector stakeholders on long-term recovery planning in our region. The Summit provided valuable feedback on the goals, guiding principles, and objectives of recovery; and will be used to shape the design of the recovery series as a whole. The CEO Summit was just the first of a series of recovery planning milestones that will take place over the next two years.

Operational workshops will be scheduled from February through May and will seek answers to the many challenges uncovered during the CEO Summit. All participants will then be invited to a Final Summit to report out on the findings of the workshops. A public Town Hall will also be conducted to present key highlights to the public and gather feedback. Finally, the development of King County's Regional Recovery Plan will be completed in 2015.

APPENDIX A: AUDIENCE POLL RESULTS

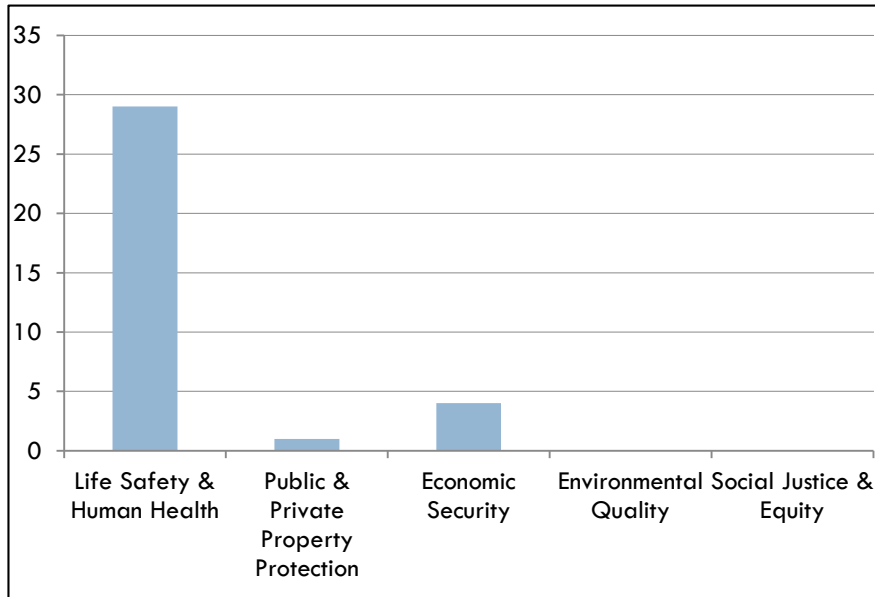


Figure 1. "What is the most important guiding principle for making difficult tradeoff decisions to improve King County's resilience?"

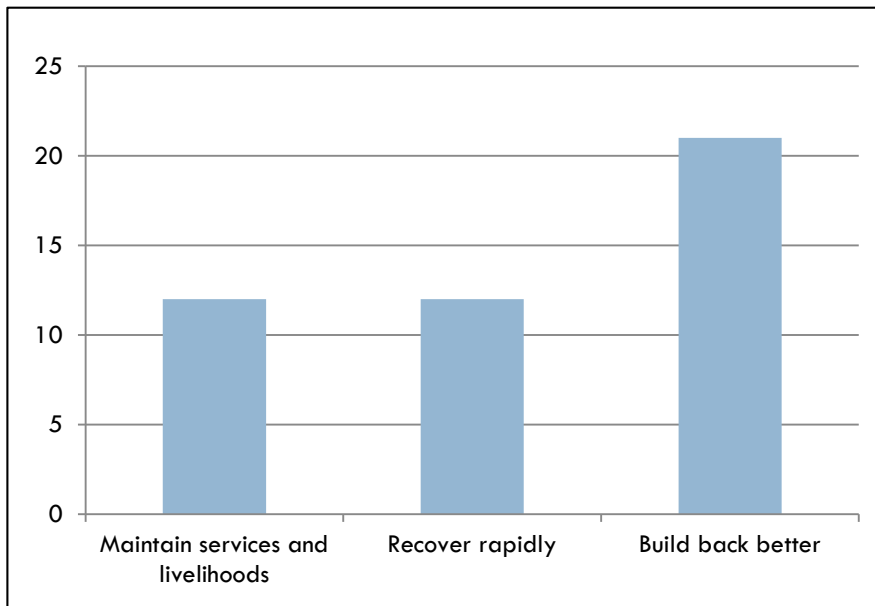


Figure 2. "Which aspect of resilience is most important for King County to focus on to improve the resilience of your business or organization?"

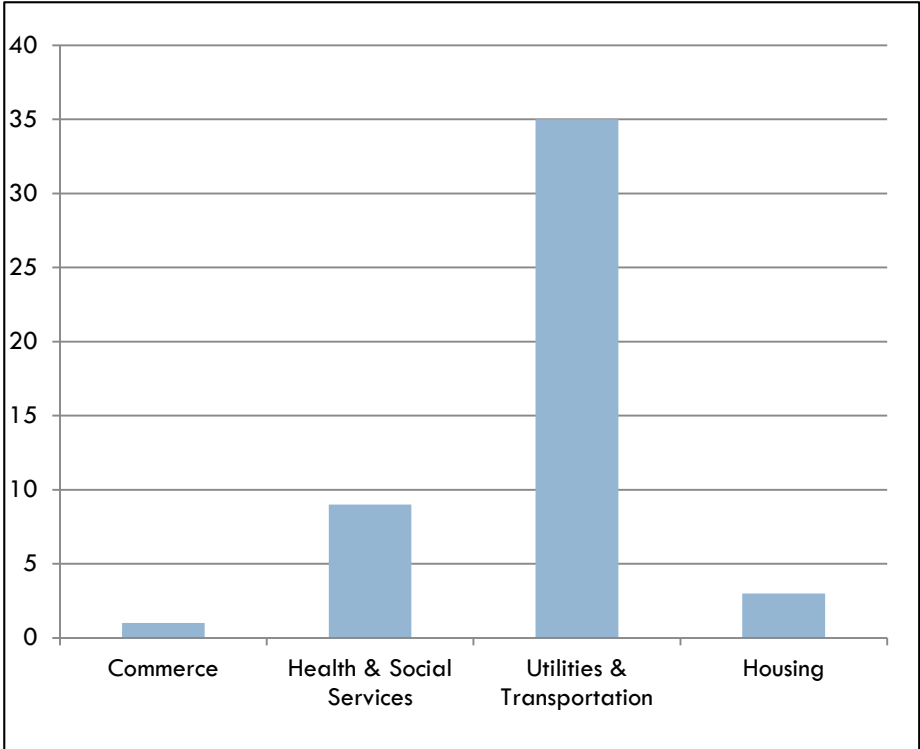


Figure 3. "What recovery objective is most important for King County to focus on to improve the resilience of your business or organization after a catastrophe has occurred?"

The responses to the final questions are presented in the two word clouds below. The words clouds show the relative frequency of words used in the given answers. The word clouds were created using <http://www.wordle.net>. The word clouds show the top 30 most frequent words given for each question. Common words have been removed by the word cloud tool. Some pre-processing was done to the text to yield better visual results.

Figure 4. "What are the most effective investments or actions that can be done by local government to ensure the above businesses services or resources are available to you after a catastrophe?"

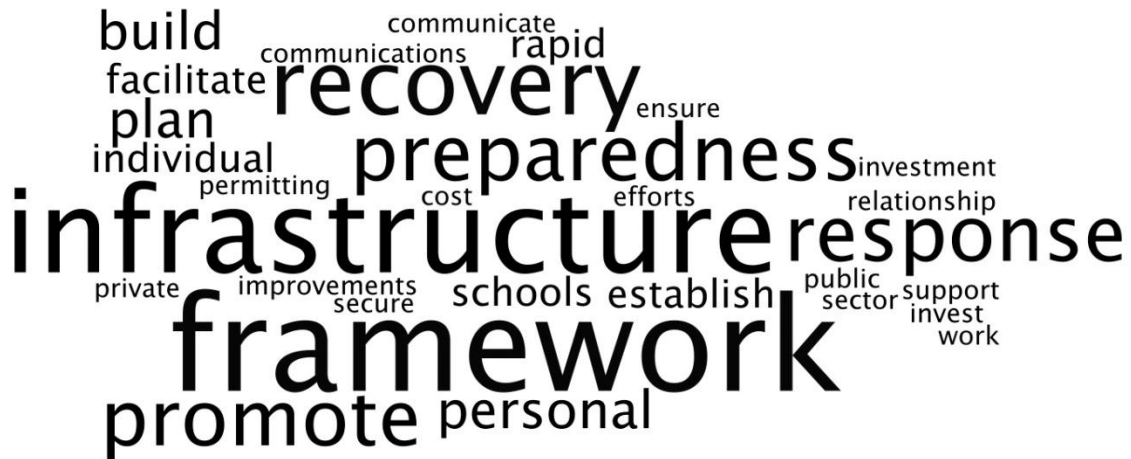


Figure 5. "What are the most effective investments or actions that can be done by you to ensure the above businesses services or resources are available to you after a catastrophe?"



APPENDIX B: MEDIA COVERAGE

PRESS RELEASE



King County

Dow Constantine
King County Executive

News Release

September 11, 2013

Contact: Janice Rahman

Executive Constantine launches "Resilient King County"

Initiative seeks to develop long-term disaster recovery strategy, based on lessons learned from previous catastrophes

King County Executive Dow Constantine today launched the "Resilient King County" initiative, a county-wide, two-year planning process for crafting a comprehensive long-term recovery strategy following a major earthquake or other catastrophe.

The effort kicked off this afternoon with a "Disaster Recovery – CEO Leadership Summit." Key representatives from the corporate and non-profit sectors gathered on the Microsoft campus in Redmond to discuss the impact a major disaster would have on the region. Numerous studies show the Pacific Northwest faces a high probability of a mega-earthquake in the next 50 years. Resilient King County is one of the first long-term regional recovery planning efforts in the nation.

"Local business and non-profit leaders have answered our call to start planning now to ensure the continuity of our economy and our diverse communities in the aftermath of catastrophe," said Executive Constantine. "By working in partnership now, we can make King County and our region more resilient and better able to preserve our cherished quality of life."

Recent disasters, such as Superstorm Sandy in 2012, the 2011 earthquake and tsunami in Japan, and the devastating earthquake in Christchurch, New Zealand, have increased awareness of the hazards facing King County and western Washington. Resilient King County seeks to develop a comprehensive long-term plan to guide recovery efforts after a large-scale disaster.

The King County initiative follows on the recently-published Resilient Washington State report, written by the Washington State Seismic Safety Committee. Committee member Scott Miles, director of the Resilience Institute at Western Washington University, helped facilitate today's summit.

"Resilient Washington State is the first state-led effort of its kind in the country," Miles said. "King County is setting itself apart from other local governments by taking up the state's effort as a model for community resilience."

Miles was a contributor to the report, Resilient Washington State: A Framework for Minimizing Loss and Improving Statewide Recovery after an Earthquake, outlining ten recommendations for improving statewide resilience. King County will use a similar approach in determining specific recommendations for the development of the long-term recovery plan.

Today's summit will be followed by a series of workshops where stakeholders from across King County will be invited to contribute to the development of a set of Recovery Support Functions to be used for:

- Reestablishing health and social services
- Rebuilding infrastructure systems
- Promoting economic development
- Restoring the environment
- Providing long-term housing
- Restoring cultural resources

For more information on the Resilient King County initiative, please visit www.kingcounty.gov/prepare.

For more information on Resilient Washington State, visit www.emd.wa.gov/about/documents/haz_FinalRWSReport.pdf

NEWS STORIES

Seattle Times

http://seattletimes.com/html/localnews/2021833215_countydisasterxml.html

Bothell Reporter

<http://www.bothell-reporter.com/news/223547861.html>