



APPENDIX

Cascadia Region Earthquake Workgroup 2009-2014 Strategic Plan

Prepared for:
Cascadia Region Earthquake Workgroup

Prepared by:
Community Planning Workshop

Community Service Center
1209 University of Oregon
Eugene, OR 97403-1209
Email: cpw@uoregon.edu

<http://aaa.uoregon.edu/csc/cpw/>

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Table of Contents

Appendix A: Survey Results 3

Appendix B: Strategic Retreat Summary 23

Appendix C: All Suggested Objectives from Strategic Retreat 27

Appendix D: Project Proposal Template..... 33

Appendix E: Annual Work Plan Template..... 36

Cascadia Regional Earthquake Workgroup..... 36

Appendix A: Survey Results

October 10, 2008

TO: CREW Board Members
FROM: Bob Parker and Adam Crawford
SUBJECT: SURVEY RESULTS

This memorandum summarizes results from the CREW Strategic Plan Survey. The Community Planning Workshop (CPW) administered the survey on-line via the website “surveymonkey.com” and gathered responses from August 28, 2008 through October 7, 2008.

The survey was administered to determine views of the CREW Board of Directors on the future of CREW. The survey had 24 respondents, 19 of whom completed the entire survey.

The questions and results from the survey are organized by question number beginning on Question 6, as the first 5 questions were biographical in nature.

MISSION

Q6: The Cascadia Region Earthquake Workgroup (CREW) is a not-for-profit corporation of private and public representatives working together to improve the ability of Cascadia Region communities to reduce the effects of earthquake events.

Do you agree with this mission statement?		
Answer Options	Response Percent	Response Count
Yes	88.9%	16
No	11.1%	2
	If no, why not?	5
	<i>answered question</i>	18
	<i>skipped question</i>	6

Those qualified their answer were divided in their reasons for doing so. Some pointed out that members can't speak directly for their organizations. Others wanted to refine the mission statement slightly with a greater focus on private organizations or matching the mission statement to what CREW is actually doing now.

Q7: CREW's mission presently only addresses earthquake hazards. Other organizations like CREW address all hazards. Do you think CREW should expand its mission?

Answer Options	Response Percent	Response Count
Yes	15.0%	3
No	55.0%	11
It Depends	30.0%	6
	Please explain your answer:	16
<i>answered question</i>		20
<i>skipped question</i>		4

Members who explained their answers were divided into two camps; those who wanted to change the mission slightly but still be focused on earthquakes and the repercussions of earthquakes, and those who wanted to switch to an all-hazards approach. Given the results of this survey, CPW can safely say that there is broad support for the continued focus on earthquake hazards. Following are the individual comments.

- I think the mission works as few focus on earthquake (our greatest hazard) to the degree CREW does, and it still allows CREW to bring in other hazards as needed for special projects. I'm afraid earthquakes would just become one of many on a list of hazards.
- focusing on EQ hazards alone is a big task. Incorporating other hazards you would have to identify more members in those specific hazards.
- no
- Earthquakes, while possibly catastrophic and requiring serious planning, are typically low frequency (at least damaging events) and must compete with other, more frequent, events which pose equally serious threats. As a Corps of Engineers disaster planner and responder, I have many other scenarios on my plate (flooding, windstorms, man-made events, etc.), as well as COOP planning which compete with my time and distract from time to focus on earthquake planning and preparedness. I think CREW would be well served to attempt to make its focus more all-hazard. I recommend that CREW somehow expand it's broad-community expertise and experience to better address the multiple and more frequent threats facing our communities.
- To expand would dilute the effort. EQ risk in our Cascadia region is large enough.
- We should stay focused on Cascadia Region Earthquake. However, CREW is uniquely positioned to give voice to low-probability, high-consequence events and a systems approach to solutions both short and long term. Disasters occur as a predictable interaction among three broad systems: natural (e.g., rivers systems, geology, forest ecosystems, etc.), the built environment (e.g., cities, buildings, roads, utilities, etc.), and

societal (cultural institutions, community organization, business climate, service provision, etc.). A disaster occurs when a hazard impacts the built environment or societal systems and creates adverse conditions within a community. Although it is not always possible to predict exactly when disasters might occur or the extent to which they may affect a community, we can minimize losses from disaster events through deliberate planning and mitigation. It is clear that communities are designed and dependent on a very complex interrelated network of built and socially constructed systems. These systems are the core that makes a community tick. Disaster events often highlight the fragility of some of these systems. By looking at community risk from a more holistic and systems approach we can better identify a community's resource exposure (e.g. buildings, roads, utilities, social structure and services etc.) sensitivity, which equates the relative importance of the system (e.g. vulnerable populations or economy) and last but not least the community's ability to respond and recover or its resiliency. Based upon this evaluation we can develop strategies for both short-term and long-term mitigation and disaster risk reduction.

- I think part of the strength of CREW is its clear focus on earthquake risks and their management by all sectors of the region. An expansion into other hazards has the risk of losing a clear focus and diluting the efforts of the membership. CREW could partner with other organizations to coordinate activities for the benefit of the Cascadia communities without impairing the current earthquake focus.
- I am too close. We could address floods and earthquakes, or all earthquakes, not just a Cascadia Subduction Zone earthquake.
- To focus on one major natural disaster brings focus to CREW. Also, to be prepared for an earthquake goes a long way to being prepared for other disasters.
- It would dilute the effectiveness of the group to expand beyond the seismic focus.
- This group is unique as it is an earthquake focused working group (as the name implies). While it makes sense to also include tsunami and volcanic events as well because they are seismic hazards, I would not like to see this group move to an all hazards focused groups. Like you've mentioned - other organizations address all hazards. I think we should focus on one single hazard (earthquakes) and link into subsequent hazards (tsunami, volcano) when applicable.
- Currently we are in a niche market, I'm not sure we could be as effective if we take up other areas which we don't know as much about, and where there are other organizations already working.
- I see no void in all-hazard groups in the region served by CREW. Expanding CREW's mission would create overlap with other groups and add little value to the region. Key players would be forced to choose among all-hazard groups. Earthquake specialists would be inclined to disengage from CREW's regular activities. I think such an expansion of mission will lead to the demise of CREW and the lessening of earthquake risk mitigation in the region.

- Almost all of CREW's members volunteer their time and resources, which puts significant limits what it is able to accomplish. Given this reality, to be effective CREW needs to stay focused. There are many more activities that CREW could undertake related to its current mission than can actually be realized; adding an entirely new focus and suite of activities would likely diminish what could be accomplished.
- If, by "all hazards," we mean natural hazards, then yes, CREW should expand its mission. However, we should not get into human caused hazards, e.g., terrorism, environmental issues, etc.
- I don't think we should expand to cover all hazards but I do think we should be talking about where other hazards can be mitigated through an earthquake hazard reduction program.

Q8: What additional actions / activities do you think CREW should be engaged in? List up to five.

Respondents had diverse actions or activities CREW could be engaging in but the broad support for additional outreach, increasing involvement of the membership, and publishing some additional products.

FIRST RESPONSE

- Facilitated workshops on CREW products like the scenarios periodically to bring in newcomers to the area or field.
- All Hazard approach and thought process
- Tsunamis
- Flood studies and preparedness
- Publication on shallow earthquake
- Establish system for better communication and coordination within the region
- Finish our earthquake series by completing a crustal report
- Land Use Policy
- Doing more outreach to the professional planning and engineering communities
- I suggest we revisit all the activities we have done in the past, many successfully, and refine for the future.
- Working more with public agencies (e.g. city, county, and state) facilitating the development and implementation of programs related to CREW's mission.
- More outreach to the private sector/business community

- I recognize that it will be hard for some members due to their affiliations but I think CREW should get more involved with public policy advocacy.
- Public outreach

SECOND RESPONSE

- Policy development
- In addition to a strategic plan I think CREW needs one year and five year actions to achieve its key strategic issues.
- Perhaps CREW could become "The Heavy" in delivering factoids about earthquake risks in the region in the form of PSAs.
- More emphasis on marketing and use of the products CREW has already developed (rather than making more).
- More risk management activities, more like EPICC in Canada
- Speakers Bureau
- Officially partner with others, ACP, CPARM....
- Foster collaborative systems approach to community resilience and highlights organizational structure that can assist communities
- More private and insurance involvement
- COOP planning
- Advertising CREW in the sense that we have the experience and knowledge to assist local communities

THIRD RESPONSE

- Fundraising
- CREW needs to figure out its membership. Currently there is really only a Board but no other members. We need members and active committees to address the strategic issues.
- User/community workshop series.
- Publications such as the ones done on the Subduction event, deep earthquakes and Seattle fault
- Provide specific guidance to planning activities such as hazards mitigation plans.

- Effective practice of science and science-Promoting the regional solutions to risk reduction through local interaction (e.g. bridging local- business- and state divides)
- Create a suite of publications on all three types of earthquakes for public education
- Wet earth movement studies, local construction practices, and mitigation
- Advertise to increase membership

FOURTH RESPONSE

- Scholarships for students
- Increase our support and distribution of HAZUS activities.
- Build stronger higher ed institutional alliances to promote applied on the ground research
- Create EQ Power Point for same purpose as 3 above

FIFTH RESPONSE

- Hold community workshops on specific impacts... vertical evacuation, high rise evacuation
- Promote effective practice of science and science-based technology transfer

GOALS

Q9: Goal: Promote efforts to reduce the loss of life and property. Do you agree with this goal?

Answer Options	Response Percent	Response Count
Yes	89.5%	17
No	10.5%	2
	If no, why not?	6
<i>answered question</i>		19
<i>skipped question</i>		5

Q10: Goal: Conduct education efforts to motivate key decision makers to reduce risks associated with earthquakes. Do you agree with this goal?

Answer Options	Response Percent	Response Count
Yes	77.8%	14
No	22.2%	4
	If no, why not?	9
	<i>answered question</i>	18
	<i>skipped question</i>	6

Q11: Goal: Foster productive linkages between scientists, critical infrastructure providers, businesses and governmental agencies in order to improve the viability of communities after an earthquake event. Do you agree with this goal?

Answer Options	Response Percent	Response Count
Yes	94.4%	17
No	5.6%	1
	If no, why not?	5
	<i>answered question</i>	18
	<i>skipped question</i>	6

These questions show broad support for the current goals of CREW.

Q12: Do you think CREW should have any additional goals?

Answer Options	Response Percent	Response Count
Yes	50.0%	7
No	50.0%	7
	If yes, please explain.	9
	<i>answered question</i>	14
	<i>skipped question</i>	10

Additional goals suggested were focused on coordinating with other groups (local, state and national) to better realize the CREW goals, and including a more all-hazards approach to CREW activities.

Q13: Are there any specific topics / issues CREW should be focusing on over the next 5 years?

Answer Options	Response Count
	15
<i>answered question</i>	15
<i>skipped question</i>	9

The only commonality of responses to this question was that they were all different. Individual comments were:

- Focus more on Oregon and Washington and dump California and BC.
- Identified previously.
- Improved distribution of planning materials/information to private sector.
Encouragement of private sector planning for natural hazard events.
- CREW needs to decide the true level of effort it expects from its executive director and to provide commensurate compensation. CREW continues to be the lowest funder FEMA consortium.
- I would like to see CREW more involved in the political process. While constrained somewhat, CREW is able to act more freely and objectively than many others with similar missions. Similarly, CREW has a lot to offer to public agencies, in working with them to promote their preparedness and mitigation programs (beyond just the emergency management community).
- - additional scenarios
- integrated response throughout the Cascadia region. Much work has been done in planning/preparedness, but not a lot in response.
- Recovery & restoration planning
Critical Infrastructure planning technical guidance
- Lifelines, and upgrading or improving the transportation systems to ensure delivery of goods after an event.
- Highrise issues. Problems with evacuation, construction of tall skinny (vulnerable to long period waves over long duration)
- Funding
Organizational connections (e.g. how we a line with other groups in the region and nationally)
Long-term disaster recovery
National Relevance

- Increased public education
- To be viable, CREW should encompass all-hazards, then focus on the current disaster de jour. This will make it more relevant to potential customers.
- Yes, tsunami evacuation buildings in high risk communities, assessment and mitigation of critical infrastructure for community resilience, long term recovery
- Extending membership to more businesses
- Required unreinforced masonry & non-ductile concrete building retrofits; tuck-under parking structure retrofits (things that will cause high loss of life during an earthquake).

Q14: Please explain how the CREW mission and goals relate to your organization.

Answer Options	Response Count
	17
<i>answered question</i>	17
<i>skipped question</i>	7

- N/A
- My organization is an earthquake and structural engineering firm. Our Purpose is "Innovative structural engineering, while promoting earthquake-safe buildings worldwide" so there is a direct correlation with CREW.
- We have essentially the same goals. The CREW mission supports the goals of GRC and its clients. GRC's role is mostly private sector - CREW participation is mostly public sector/scientific community. We need to do a better job of cross-pollination.
- As a private business representative, I see CREW as encouraging and facilitating activities which result in great knowledge of the earthquake risks in this region which allow agencies and agencies to plan for such infrequent events. A lot of attention has been focused on earthquake risks in the region since the creation of CREW. I sincerely believe CREW has been served as a catalyst to many of these activities, directly and indirectly.
- The insurance and financial sector has a major role in long term recovery after a disaster. I would like to see CREW do more outreach to the financial community.
- Under the BC Emergency Response Management Structure we have 8 goals:
 - 1) Provide for Safety & Health of all Responders
 - 2) Save Lives

- 3)Reduce Suffering
- 4)Protect Public Health
- 5)Protect Government Infrastructure
- 6)Protect Property
- 7)Protect the Environment
- 8)Reduce Economic & Social Losses

- The goals of CREW fit very well with our goals with the Earthquakes as a focus

- As a scientist in an emergency management role, the goal of fostering linkages between scientists and government officials is also very important to me. Putting scientific research into practice makes everything worthwhile.

- CREW assisted in informing our Board on the scientific understanding of the earthquakes in our region including probability of same.
- The main goal of OEM is to help coordinate the state's efforts in reducing life and property damage.
- EMD is responsible for state emergency preparedness and mitigation, so all that CREW does has an influence on what we do.
- My company sells earthquake mitigation fastening systems. The better educated our society is to the real dangers of earthquakes the more likely decision makers will be to take mitigation action.
- NA -- I am the executive director
- CREW's mission and goals are well aligned with the Earthquake Hazards Program and related science elements in the USGS. USGS personnel and programs succeed in concert with the successes of CREW.
- They are in line with the goals of the Oregon Partnership for Disaster Resilience.

Mission and Goals

The intent is to provide a comprehensive, cost-effective approach for partners to bring together resources – both human and financial – to enhance disaster safety and preparedness statewide.

Mission

Create a Disaster Resilient State

Goals

Empower communities through increased communication, coordination, and collaboration between diverse partners to:

- * Build local capacity for risk reduction and recovery;

- * Prevent injuries and death caused by disaster;
- * Protect public and private property from disaster impacts; and
- * Establish a disaster-resilient economy.

The Partnership seeks to make disaster resilience a part of every community's routine decision making by coordinating risk reduction and long-term recovery planning activities statewide, resulting in holistic risk reduction efforts that build local capacity among private and public agencies thus making Oregon safer – now and for generations to come.

- Each Corps office has an EQ plan (in EQ country), conducts exercises, and has drafted national Cascadia and New Madrid plans and conducted large regional exercises. We have partnered with CREW in these efforts. Recently, however, other events have superseded EQ planning.
- Earthquake mitigation is part of my organization's stated mission (but not always a recognized priority)
- They all agree to FEMA's goals and mission.
- Educated public and community see the need for mitigation & planning is at the core of my organization's vision.

MEMBERSHIP

Below are the qualifications for membership and the different membership categories:

“Membership in the Corporation shall be open to individuals interested in Cascadia Region earthquake risk mitigation, including business, scientific and government organizations and individuals with training or experience in such areas as engineering, geology, seismology, regional planning, transportation systems, utility systems, manufacturing and other business activities, emergency management, risk management and other related disciplines. Membership by individuals from all parts of the Cascadia Region shall be encouraged.

There shall be six classes of membership: Active, Subscribing, Institutional, Retired, Student and Affiliate Members. Only Active Members shall be eligible to vote and hold office.”

Q15: Do you think these bylaws as they relate to qualifications should be changed?

Answer Options	Response Percent	Response Count
Yes	33.3%	6
No	66.7%	12
	If yes, how so?	8
<i>answered</i>		18

<i>question</i>	
<i>skipped question</i>	6

Q16: Do you feel these bylaws as they relate to membership classes should be changed?

Answer Options	Response Percent	Response Count
Yes	70.6%	12
No	29.4%	5
	If yes, how so?	12
	<i>answered question</i>	17
	<i>skipped question</i>	7

There is broad support for eliminating the classes of membership.

Q17: Do you feel that the membership of CREW is being properly utilized?

Answer Options	Response Percent	Response Count
Yes	18.8%	3
No	81.3%	13
	If no, why not?	14
	<i>answered question</i>	16
	<i>skipped question</i>	8

STRENGTHS AND WEAKNESSES

Q18: Please indicate your level of agreement with the following statements.

Answer Options	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	Don't know	Response Count
The necessary goals are in place to fulfill CREW's mission.	4	11	2	1	0	1	19
The Board of Directors is sufficiently involved in CREW.	6	9	2	1	0	1	19
The Board of Directors is the proper size to fulfill CREW's mission and goals.	5	6	2	2	2	2	19
The Board of Directors possess the needed skills and knowledge to fulfill CREW's mission and goals.	7	9	1	1	0	1	19
The CREW staff is of sufficient size to support the mission and goals.	2	6	5	4	1	1	19
The CREW staff has sufficient skills and knowledge to support the mission and goals.	7	7	4	0	1	0	19
The budget is sufficient to fulfill CREW's mission and goals.	0	9	4	3	2	1	19
Communication between the Board of Directors and CREW staff is clear and effective.	4	9	4	0	1	1	19

Information provided by CREW to the public is clear and effective.	3	8	5	3	0	0	19	
The exercises and reports produced by CREW provide a valuable resource for emergency planners and policy-makers.	11	6	1	1	0	0	19	
The results of the exercises and reports are often utilized by emergency planners and policy-makers.	6	10	2	0	0	1	19	
CREW has positive and effective relationships with other emergency management organizations.	6	9	3	0	0	1	19	
CREW offers an important venue for tri-state and international discussion regarding earthquake risk reduction.	10	5	2	2	0	0	19	
							<i>answered question</i>	19
							<i>skipped question</i>	5

OPPORTUNITIES

Q19: Please identify a potential opportunity for CREW and explain.

Answer Options	Response Count
	13
<i>answered question</i>	13
<i>skipped question</i>	11

- N/A
- An earthquake in the PNW would give CREW an opportunity to step forward in the community.
- More publicity for scenarios and tools. Will greatly improve perception of CREW in private sector.
- Develop PDAs on regional earthquake risks and mitigation options.
- Planning the National Earthquake Conference was good exposure for CREW and I was happy to be involved. If possible we should be involved with the next conference.

However, with the next one being outside of our region our involvement should be less time consuming

- Cities & Counties revising land use codes on a significant scale to reduce risk to earthquake risk. CREW can provide consistent technical / scientific basis to influence key constituencies.
- Stay focused on seismic
- Support planning activities.
- Have a plan in place to bring key Cascadia regional leaders to the site of the next significantly damaging earthquake in the US or
- Again, CREW is uniquely positioned to give voice to low-probability, high-consequence events and the need for a need for a collaborative systems approach to community resilience and the establishment of an organizational structure that can assist communities in by providing technical support, resource development/ delivery, and training toward approaching disaster risk reduction and mitigation in a more cost-effective, systematic, and sustainable fashion.
- Nov 08 election could bring changes in gov't focus on disaster preparedness and/or funding.
- Help build tsunami evacuation buildings along Cascadia coastline, including hosting workshops, sponsoring feasibility studies, researching existing Japanese buildings, etc
- Three types of buildings that will have the highest lives lost (due to the numbers of them) are unreinforced masonry, non-ductile concrete, and tuck-under parking. This is not widely understood and CREW can lead the discussion to get these items retrofitted. This will need long term strategizing, champions, education, solutions, and activities. While there's forging new ground, there are some practices which can be adapted to fit the Puget Sound Regional needs.

Q20: Please identify a potential opportunity for CREW and explain.

Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	15

- N/A

- Earthquake risk reduction legislation in Washington similar to Oregon with CREW backing.
- Exploit tie-ins with Olympics in Vancouver.
- Find a way to better engage the private sector.
- Possibly looking into Earthquake outreach and awareness for the Vancouver 2010 Olympics. I don't have the funding to do much, but CREW could look into doing something
- same as above
- DOD funding going overseas limits funding for Corps EQ planning and preparedness - this could change.
- Promote vulnerability studies of critical infrastructure important for regional resilience
- Further help businesses in the region. With the release of the DRB Toolkit in Phase I release (businesses in 5 jurisdictions), Phase II release is eminent across WA State. First, CREW will be very involved in the kickoff and broad release. Next for CREW is to update our current tools on how to reach businesses. The business video can be packaged as Step 1 to get the hazards discussion going, and the DRB Toolkit as Step 2 with the Toolkit website marketing CREW resources. Options/ideas for a Step 3 can be a collaboration between CREW and the Toolkit Workgroup to create something exciting and new that will fulfill CREW's goal (what they will be at that time).

Q21: Please identify a potential opportunity for CREW and explain.

Answer Options	Response Count
	5
<i>answered question</i>	5
<i>skipped question</i>	19

- N/A
- Expand support of CREW staff to full-time.
- same as above
- An earthquake in the Cascadia region would certainly focus more attention on CREW
- Mitigate schools, emergency facilities, and other public buildings, and showcase to private sector

CHALLENGES

Q22: Please identify a potential challenge to CREW and explain.

Answer Options	Response Count
	13
<i>answered question</i>	13
<i>skipped question</i>	11

- Budgets
- No change in the organization and just continuing to work without a strategic direction would be detrimental to CREW.
- Continued budget scrutiny - need to provide clear value for expenditure.
- Expansion to all hazards will cause CREW to have diminished effectiveness.
- We need to rethink how CREW markets (or doesn't market) its products and expertise. Have we tapped all the markets we can find?
- Keeping the group to a reasonable number of people. Too many members may be counterproductive. We must limit membership to active members who contribute to the group
- Lack of Federal funding for CREW's activities.
- Loss of focus by policy makers and federal funders
- reduce funding at state, federal, and local levels.
- Even more harsh reductions in \$ and people than current budget cuts to federal and state agencies providing the resources with which CREW engages its constituents.
- Lack of focus on "true" local issues
- Engage private sector fully as a partner
- FEMA funding goes away, and we lose staff people and ability to develop innovative projects.

Q23: Please identify a potential challenge to CREW and explain.

Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	15

- Competition with PNWER
- As much as I think Bob Z. has done a great job with CREW I think CREW needs a regular process for changing of leadership. New leadership brings new ideas in a volunteer organization.
- Sustaining energy level of core players. It cannot degrade to a housekeeping activity.
- We have some new board members who have additional knowledge to share but don't make it easy for them to share it. The usual suspects usually take up most of the conversation.
- Finding away to keep earthquakes on the public and political radar.
- lack of willingness for organizations to address the difficult issues, particularly legislative action that could require seismic improvements
- lack of relevance on the national radar
- Engage the entire Cascadia region from BC to N CA to be active CREW members.
- Loss of significant staff/members so expertise is not guiding our process, and activities stall.

Q24: Please identify a potential challenge to CREW and explain.

Answer Options	Response Count
	5
<i>answered question</i>	5
<i>skipped question</i>	19

- N/A
- Identify sufficient projects to maintain interest of key players.

- Maintaining and building on business and government interaction during development of issues for resolution.
- Lack of funding
- Increase CREW operational funds for additional staff, including regional directors, projects, etc

Q25: Do you have any additional comments that you feel should be taken into account when created the CREW Strategic Plan?

Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	15

- None at this time.
- We should be trying to get everyone, public and private sectors, on the same page with regard to earthquakes and natural hazards in Cascadia. Publication of scenarios is the important first step in this process. Now, we need to enhance that. I don't know what the catalyst is - perhaps that's our challenge; to find it.
- No
- - There should be an annual opportunity to revisit the Strategic Plan and refine and extend it another year.
 - Board members should be elected for 2-year terms with staggered expiration dates for continuity.
 - There should be a progression process for officers: e.g., Secretary to VP, VP to President.
 - There should be 2-year terms for officers with the exception of Treasurer, whom there is logic to elect annually and be able to be reelected to that office.
 - Add a position of Immediate Past President, again to add to stability.
 - There should be discussion about whether other officers may be reelected to the same office - which would screw up the progression process.
- Not at the moment, but I'm looking to be inspired at the workshop so chances are I'll come up with something then. I'm not generally one to stay quiet. :)

- To me the biggest current issue is the role of member.

At this point I do not see us evolving into a consultant organization with a fee for services. We will lose support and objectivity if we become like PNWER for instance.

- I appreciate the chance to make a few comments, and wish CREW the best of success in creating and implementing this new strategic plan.
- Communities regularly suffer from a lack of technical and funding assistance, as well as insufficient coordination among public, private, and non-profit sectors at the local, regional, and statewide levels.

If our goal is to make disaster resilience a part of every community's routine decision making, thus making communities safer-now and for generations to come —we must provide both human and financial resources to establish the support network needed to assist communities in collaboratively and systematically addressing risk.

CREW is well positioned to address these issues by offering a model of how increased communication, coordination, and collaboration between diverse partners can assist communities in reducing their risk from natural hazards.

- Most importantly, CREW has a serious mission that requires greater resources and efforts to be broadly effective.

Appendix B: Strategic Retreat Summary

November 4, 2008

TO: Bob Freitag, CREW Board Members
FROM: Adam Crawford and Bob Parker
SUBJECT: RETREAT SUMMARY

This memorandum includes a summary of input gathered from the CREW Board at the retreat. We ask you to review the summary and then respond to the online survey. The survey is intended to help us refine the objectives, which will allow us to complete work on the draft strategic plan.

Summary of the Retreat

The Cascadia Region Earthquake Workgroup (CREW) Board members and Executive Director held a retreat to formulate a strategic plan on October 16th and 17th, 2008. Community Planning Workshop (CPW) facilitated the retreat. During the morning session of the first day, those present split into four groups and defined CREW's core values and key audiences, as well as what primary outcomes best support CREW's mission over the next 5 years. In afternoon session, the main focus was the vision, mission, goals and objectives of CREW. This memorandum provides a summary of the results of both sessions.

Core Values

Across the four groups, the core values of CREW came in these broad themes:

- A private sector focus
- Multidisciplinary membership
- Single-issue focus: seismic
- Collaboration/partnerships with external organizations
- Consensus-based decision making
- Communicating complex scientific information to core audiences
- Serving "underserved" groups

Key Audiences

There was broad support for the following groups as key audiences of CREW:

- Businesses
- Infrastructure managers
- Public (homeowners, others)
- Decision-makers (elected/appointed officials)
- Emergency management staff
- CREW

Primary Outcomes

To best support CREW's mission, the four groups decided that the following outcomes need to be pursued:

- Adopt revised mission statement and bylaws
 1. Clarify membership
 2. Clarify Board roles and expectations
 3. Develop stable, active membership
- Partnering with external organizations
- Increase resource base
- Establish reputation as “subject matter” experts
- Facilitate multi-stakeholder forums
- Develop new products

Vision

A disaster resilient Cascadia Region

A vision statement is an important part of the strategic planning process; it explicitly states the preferred future or hope that the organization seeks to fulfill through its actions. Prior to the retreat, CREW didn't have a vision statement. A member of the Board put forward the above vision statement, and there was general support from the rest of the Board.

Mission

The Cascadia Region Earthquake Workgroup (CREW) is a not-for-profit corporation of private and public representatives working together to improve the ability of Cascadia Region communities to reduce the effects of earthquake events.

There was some talk of changing the wording around (striking the word ‘communities’, changing ‘effects’ to ‘impacts’), but the Board members agreed that the mission statement was broadly correct.

Goals

- 1. Foster productive linkages between scientists critical infrastructure providers, businesses and governmental agencies on topics of community resilience*
- 2. Promote the economic resilience and viability of communities*
- 3. Promote the transfer of scientific data on earthquake hazards to key decision makers*
- 4. Leverage organization resources and develop sustainable resources*

The goals of CREW changed during the retreat. The goals above reflect the desire of CREW to be more of a catalyst or facilitator on issues than they had been previously.

Objectives

Goal 1: Foster productive linkages between scientists critical infrastructure providers, businesses and governmental agencies on topics of community resilience

Objective 1.1: Hold quarterly meetings among CREW core team on current projects of special topics

Objective 1.2: Identify key partners related to specific CREW functions

Objectives 1.3: Develop earthquake scenarios using best available science for use by businesses, agencies, and communities

Objective 1.4: Conduct annual business roundtable to discuss business needs

Goal 2: Promote the economic resilience and viability of communities

Objective 2.1: Develop regional needs assessment tool to identify economic resilience issues

Objective 2.2: Distribute CREW earthquake toolkits to local businesses

Objective 2.3: Identify and develop specific strategies for promoting key components of achieving resilience

Objective 2.4: Facilitate community workshops on earthquake preparedness

Objective 2.5: Communicate social impact issues related to earthquake events to communities

Goal 3: Promote the transfer of scientific data on earthquake hazards to key decision makers

Objective 3.1: Prepare a crustal earthquake scenario

Objective 3.2: Prepare single-page issue documents/newsletters on earthquake topics based on new science

Objective 3.3: Conduct annual conferences with decision-makers

Objective 3.4: Establish online resource center

Objective 3.5: Develop policies and practices to distribute current science to key audiences

Goal 4: Leverage organization resources and develop sustainable resources

Objective 4.1: Prepare a resource development plan to identify leveraging possibilities and fiscal resources

Objective 4.2: Identify potential linkages with other entities doing related work and form partnerships

Objective 4.3: Organize active membership committee to solicit resources, both financial and in-kind

Objective 4.4: Track financial leveraging and in-kind contributions

CPW facilitated a “snowcard” process to get Board members to identify the above objectives. Specifically, the participants wrote out one objective per goal on a small sheet of paper. CPW taped those objectives to a wall. Participants then received four adhesive dots. With those dots, participants voted on those objectives they felt most important for the success of the specific goal with the dots. The objectives above are those that received votes, but are in no particular order.

Appendix C: All Suggested Objectives from Strategic Retreat

Goals

Foster productive linkages between scientists, critical infrastructure, providers, business and government agencies on topics of community reliance

Meetings (reg. CREW)

- a. Create periodic forums of information sharing, such as the National Earth's ____ conference, but regionally focused and focused on all of the variables in a community's resilience. (3)
- b. Facilitate regular meetings among CREW core team to share new facts and data and level set group. (2)
- c. Conduct quarterly CREW meetings with breakout committee. Meetings on specific projects. (2)
- d. Develop and promote regular scheduled series of regional EQ forums. (6)
- e. Hold quarterly "special topic" seminars to allow scientists, engineers, planners, business experts, etc. to share in-depth pertinent EQ-topical information (1)
- f. Productive linkages with scientists. Scientists know the most about the hazards and vagaries of Cascadia EQ hazards. What is lacking are their "conclusions" based on that knowledge. Perhaps NEHRP funding needs restructuring to "force" them to do it. People who have special knowledge about hazards have a responsibility to convey effectively that knowledge to society. The USGS has fallen down on the job in this area. (1)
- g. Establish annual business roundtable to discuss business needs. (1)
- h. Utilizing best available science develop realistic EQ scenarios for use by businesses, agencies, and communities to plan response and mitigation activities. (Make ground motion data bases and other inputs available to all for future use.) (2)
- i. Actively seek consensus, identified linkage, partners in CREW, developed scenarios. (2)

Public Information

- a. Sponsor CREW members to give presentations to audiences other than their peers (i.e. Emergency Manager presenting to geoscientists)
- b. Conduct forums which describe various linkages etc in partnership with other organizations

- c. Develop network of job sites with common/overlapping interests in Cascadia (eg. Emergency response/management, academic, community forums, etc) Develop system for generating this between sites.
- d. Develop public information tools regarding personal preparedness in light of specific risks.
- e. Conduct annual conference to bring together these groups to keep Cascadia Region top of mind.
- f. Identify four important EQ issues and create/identify key scientists, engineers, business entities who can provide information and ideas to address these issues
- g. Attend Regional Advisory Council (or other agency executive forum) for purposes of relaying “current state of Cascadia” to agency heads/executives.
- h. Provide forum for collaboration and dissemination of the latest scientific research and potential applications to the business, emergency management, and other communities.
- i. Promote our importance, uniqueness, formalize partnerships

Partnerships

- a. Objective- obtain members from other organizations (PNWER, CPARM, ACP, EPICC) as without portfolio, exchange work plans with other organizations to minimize duplication of effort and overuse of people contributing (resources)
- b. Develop formal partnerships with key organizations beginning with USSOC, EDICC and state emergency management organizations

Promote the economic resilience and viability of communities

- j. Conduct community for a (forums) with key stake holders
- k. Encourage membership for and/or consultation with banks, businesses etc to better represent the group’s interest in protecting the regional economy
- l. Promote economic resilience. Since Cascadia is great uneven giant EQs have the potential to affect the whole society, there is a consequent need to reflect EQ planning in everyday decisions affecting home, school, work, and regional planning
- m. Establish system for better coordination within regional work with response recovery efforts at state level
- n. Objective: involve infrastructure owners/managers in research and projects (building owners, insurance companies, relief organizations)

Econ. Resiliency

- a. Develop regional need assessment survey for economic resilience issues (8)

- b. Update trust-initiative CREW brochure
- c. Develop strategy (DOC) for maintaining ongoing support of business community
- d. Establish new scenarios and regularly update existing scenarios and develop a conduit for getting them out to the private sector.
- e. Facilitate production of a product that can assist smaller communities in identifying how to restore local economy after a _____ related event
- f. Develop an economic recovery plan for transportation industries in Cascadia (including rail, ports, highways)

Tool Kit

- a. build/collaborate on resilience tool kits for communities- adapt business tool kits for communities
- b. complete, distribute, market and train in the use of the disaster resistant business tool kit (1)
- c. With collaboration of relevant agencies and utilities pulse the electrical power grid with scenario earth quakes to identify potential vulnerabilities from generation to transmission to distribution systems. Recommend appropriate mitigation needs and assist in identifying funding sources (1)
- d. Achieve ##% (25% by 50% by etc) implementation of the business tool kit (1)
- e. Provide communities with a “do it yourself” tool kit to begin and/or enhance planning for economic resilience (1)
- f. Facilitate community workshops on EQ preparedness (1)
- g. Form committee to distribute CREW EQ tool kits and/or educate local businesses about this resource and how to use it. (2)
- h. Develop strategies for promoting key components of achieving resiliency to city jurisdictions (2)
- i. Study social impacts of EQ events upon communities and translate into awareness messages to appropriate community groups. (1)

Promote the transfer of scientific data on earthquake hazards to key decision makers

Annual Reports and Newsletters

- o. produce an annual or bi-annual summary of recent scientific data to be shared with decision makers
- p. Prepare single page issue documents for decision makers on EQ topics. Ensure ONE key message is highlighted in each (4)
- q. Generate semi-regular newsletter highlighting new developments in understand of Cascadia EQ (1)

“Mavricky”

- a. produce entertaining and informative video for “Joe Plumber” to motivate him to begin safe guard his family, community and business

Complete a Crustal EQ Scenario

- a. prepare scenario report on shallow crustal EQ (1)
- b. prepare crustal earthquake scenario (4)
- c. produce products that are timely, relevant to the hazards faced by Cascadia region communities
- d. Provide a more complete picture of systemic threats in region (by completing a crustal report)
- e. Develop products such as scenarios and white papers on pertinent topics

Decision Makers

- a. organize annual or bi-annual briefing for engineers and other decision makers on recent research activities and findings that impact hazard assessments. Identify knowledge gaps that can help scientists direct their research activities (2)
- b. Establish business EQ Info Resource Center online for SBDC and SCORE to promote our tools and information (1)
- c. Actively promote CREW products at regional “decision maker” standing conferences/meetings (piggy back on already scheduled events)
- d. Hold annual forum for discussing new research and applied science as it relates to “decision makers”

Disseminate Scientific Information

- a. workshops to disseminate information between scientists with other groups
- b. Conduct workshops for targeted groups, such as an industrial plant, military facility, airport, etc. by bringing in a broad range of CREW expertise to their facility (i.e. CREW forums)
- c. Objective: determine who is a decision maker for each type of information (Don't give raw scientific information to people who don't know how to apply it. Make sure the message is translated to be useful to the decision makers.) (1)
- d. Act as “science filters) to ensure scientific information is available to decision makers and easy to understand- what it is, why it is important, how it makes a difference (1)
- e. CREW board contact regional elected officials to set up regular presentations on EQ hazards and prudent mitigation strategies (1)

- f. Actively seek consensus of identified linkage partners in crew development scenarios (1)
- g. Promote transfer of scientific data. INFORMATION WITHOUT CONTEXT IS MEANINGLESS. The objective is to raise a growing consciousness, awareness, and ultimately a personalized concern for these issues, in order to catalyze discussions about the public policy goals among policy makers, legislators, and the general public (1)

Leverage organization resources and develop sustainable resources

Partner with outside agencies

- r. encourage report-back system for members to mobilize resources within their respective organizations and share this progress with CREW at a later date
- s. Develop multi-year strategy a road map to leveraging resources and identifying potential fiscal resources from private industry (3)
- t. Form additional partnerships with other entities doing related work, such as NOAA, planning organizations, public works agencies and departments of transportation (3)

Membership

- a. Develop a membership plan that charges an appropriate fee for individual members and corporate/organization membership
- b. Organize active membership committees to solicit input, both financial and in-kind, from other interested entities (2)

Seek Sponsors or “sell” services

- a. Create an effective grant proposal committee to identify and write proposals to outside sources of funding
- b. Offer companies/organizations the option to “pay-for-services” for enhanced/individualized EQ planning services
- c. Promote HAZUS
- d. Seek sponsor issue papers to help possible and distribute information (2)
- e. Publish annual report to be shared with all NEHRP and CREW organizations documenting resume use and leverage

Assess/measure In-kind Contributions

- b. CREW board solicit board and regular members for input to develop matrix of member resources (both personal and organizational) to best leverage resources (2)
- c. Establish bench marking system and money reporting and B/C for all CREW projects (2)

- d. Objective: show results of CREW projects, follow up on projects after completion to see results in the community- actions taken, measures implemented. Compute/invent some method of determining the value of resources expended. Cost/benefit, value-added, value of hours used/spent (1)
- e. Document in-kind resources committed to CREW projects (insofar as reasonable) (1)
- f. Create online templates to allow crew participants to identify and quantify their organizations contributions to CREW projects. Develop simple way to aggregate this information into quarterly reports for existing and potential funding agencies (2)
- g. Assess the in-kind contributions made to CREW on past projects (to serve as a baseline measure of value-added)
- h. Promote the strengths we have (our members) and “broadcast” the in-kind support
- i. Be fiscally _____ by diversifying funding sources and continue to seek strategic partnerships in fulfilling goals

Other

- a. Leverage organization resources. The objective is to both provide leadership (and to create leadership outside of CREW) to raise the level of public awareness, education, and commitment to EQ safety, preparedness and planning in the Pacific Northwest (2)

Appendix D: Project Proposal Template



CREW Project Proposal Form

Project Title:			
Objective(s) for Project:			
Alignment with CREW Goals & Objectives (Defined on Back)			Target Audiences (check all that apply)
<input type="checkbox"/> Goal 1 <input type="checkbox"/> Objective 1.1 <input type="checkbox"/> Objective 1.2 <input type="checkbox"/> Objective 1.3 <input type="checkbox"/> Objective 1.4	<input type="checkbox"/> Goal 2 <input type="checkbox"/> Objective 2.1 <input type="checkbox"/> Objective 2.2 <input type="checkbox"/> Objective 2.3 <input type="checkbox"/> Objective 2.4 <input type="checkbox"/> Objective 2.5	<input type="checkbox"/> Goal 3 <input type="checkbox"/> Objective 3.1 <input type="checkbox"/> Objective 3.2 <input type="checkbox"/> Objective 3.3 <input type="checkbox"/> Objective 3.4 <input type="checkbox"/> Objective 3.5	<input type="checkbox"/> Goal 4 <input type="checkbox"/> Objective 4.1 <input type="checkbox"/> Objective 4.2 <input type="checkbox"/> Objective 4.3 <input type="checkbox"/> Objective 4.4
<input type="checkbox"/> Businesses <input type="checkbox"/> Infrastructure managers <input type="checkbox"/> Public (homeowners, others) <input type="checkbox"/> Decision-makers (elected/Business) <input type="checkbox"/> Emergency management <input type="checkbox"/> Community Planners <input type="checkbox"/> CREW Members s			
Project Methodology			
Project Outcomes or Products			
Project Cost		Match Funding	
Total Project:	Request from CREW:	Direct:	In-Kind:
\$	\$	\$	\$
Project Timeline			
Beginning		Length of Development	
			Est. Completion Date
Form Submitted by			
Date of Submittal			

Goals and Objectives

Goal 1: Foster productive linkages between scientists, critical infrastructure providers, businesses and governmental agencies on topics of community resilience

Objective 1.1: Ensure CREW Board of Directors is informed and engaged with current projects or special topics

Objective 1.2: Identify key partners related to specific CREW functions

Objective 1.3: Develop earthquake scenarios using best available science for use by businesses, agencies, and communities

Objective 1.4: Conduct annual business roundtable to discuss business needs

Goal 2 Promote the economic resilience and viability of communities.

Objective 2.1: Develop regional needs assessment tool to identify economic resilience issues

Objective 2.2: Distribute CREW earthquake toolkits to local businesses

Objective 2.3: Identify and develop specific strategies for promoting key components of achieving resilience

Objective 2.4: Facilitate community workshops on earthquake preparedness

Objective 2.5: Communicate social impact issues related to earthquake events to communities

Goal 3. Promote the transfer of scientific data on earthquake hazards to key decision makers

Objective 3.1: Prepare a crustal earthquake scenario

Objective 3.2: Prepare single-page issue documents/newsletters on earthquake topics based on new science

Objective 3.3: Conduct annual conferences with decision-makers

Objective 3.4: Establish online resource center

Objective 3.5: Develop policies and practices to distribute current science to key audiences

Goal 4: Leverage organization resources and develop sustainable resources

Objective 4.1: Prepare a resource development plan to identify leveraging possibilities and fiscal resources

Objective 4.2: Identify potential linkages with other entities doing related work and form partnerships

Objective 4.3: Organize active membership committee to solicit resources, both financial and in-kind

Objective 4.4: Track financial leveraging and in-kind contributions

Form Definitions

Project Title:

The name of the proposed project.

Objective(s) of the Project:

The purpose of the project; what it intends to accomplish.

Alignment with CREW Goals and Objectives:

The goal(s) and objective(s) that the project supports. The project must align with at least one goal and one objective from CREW's 2009-2014 Strategic Plan.

Target Audience:

The CREW audience this project would be targeted towards.

Project Methodology:

How the project will be developed.

Cost of Project:

The total cost of the project, if known.

Match Funding:

The amount of matching funding, either in direct or in-kind form.

Project Timeline:

The proposed start date of the project, as well as the estimated length of project and estimated date of completion.

Appendix E: Annual Work Plan Template



Cascadia Regional Earthquake Workgroup Annual Work Plan [Year]

Submitted to:

[Blank]

Submitted by:

[Blank]

[Date]

CREW Annual Work Plan

Background

[Insert Text]

Vision Statement

“A disaster resilient Cascadia region.”

Mission Statement

“The Cascadia Region Earthquake Workgroup (CREW) is a not-for-profit corporation of private and public representatives working together to improve the ability of Cascadia Region communities to reduce the effects of earthquake events.”

Goal

Foster productive linkages between scientists, critical infrastructure providers, businesses and governmental agencies on topics of community resilience

Objectives

1. Hold quarterly meetings among CREW core team on current projects of special topics
2. Identify key partners related to specific CREW functions
3. Develop earthquake scenarios using best available science for use by businesses, agencies, and communities
4. Conduct annual business roundtable to discuss business needs

Actions

Objective 1: Hold quarterly meetings among CREW core team on current projects of special topics

Action 1.1.1: [Insert Text]

Action 1.1.2: [Insert Text]

Action 1.1.3: [Insert Text]

Objective 2: Identify key partners related to specific CREW functions

Action 1.2.1: [Insert Text]

Action 1.2.2: [Insert Text]

Action 1.2.3: [Insert Text]

Objective 3: Develop earthquake scenarios using best available science for use by businesses, agencies, and communities

Action 1.3.1: [Insert Text]

Action 1.3.2: [Insert Text]

Action 1.3.3: [Insert Text]

Objective 4: Conduct annual business roundtable to discuss business needs

Action 1.4.1: [Insert Text]

Action 1.4.2: [Insert Text]

Action 1.4.3: [Insert Text]

[Continue this format for all Goals, Objectives and Actions]

Appendix E: Project Proposal Template



CREW Project Proposal Form

Project Title:	
Objective(s) for Project:	
Alignment with CREW Goals & Objectives (Defined on Back)	Target Audiences (check all that apply)

<input type="checkbox"/> Goal 1 <input type="checkbox"/> Objective 1.1 <input type="checkbox"/> Objective 1.2	<input type="checkbox"/> Goal 2 <input type="checkbox"/> Objective 2.1 <input type="checkbox"/> Objective 2.2	<input type="checkbox"/> Goal 3 <input type="checkbox"/> Objective 3.1 <input type="checkbox"/> Objective 3.2	<input type="checkbox"/> Goal 4 <input type="checkbox"/> Objective 4.1	<input type="checkbox"/> Businesses <input type="checkbox"/> Infrastructure managers <input type="checkbox"/> Public (homeowners, others) <input type="checkbox"/> Decision-makers (elected/Business) <input type="checkbox"/> Emergency management <input type="checkbox"/> Community Planners <input type="checkbox"/> CREW Members
Project Methodology				
Project Outcomes or Products				
Project Cost			Match Funding	
Total Project:	Request from CREW:		Direct:	In-Kind:
\$	\$		\$	\$
Project Timeline				
Beginning		Length of Development		Est. Completion Date
Form Submitted by				
Date of Submittal				

Goals and Objectives

Goal 1: Foster productive linkages between scientists, critical infrastructure providers, business and governmental agencies on topics of community resilience

Objective 1.1: Ensure the CREW Board of Directors is informed and engaged with current projects and special topics

Objective 1.2: Identify and engage key partners related to CREW functions

Goal 2: Promote the economic resilience and viability of communities

Objective 2.1: Engage communities around disaster resilience topics

Objective 2.2: Create tools or products that communities can use to achieve economic resilience

Goal 3: Promote the transfer of scientific data on earthquake hazards to key decision makers

Objective 3.1: Develop policies and practices to distribute current science to key personnel

Objective 3.2: Establish an online resource center

Goal 4: Leverage organization resources and develop sustainable resources

Objective 4.1: Prepare a resource development plan to identify leveraging possibilities and fiscal resources

Form Definitions

Project Title:

The name of the proposed project.

Objective(s) of the Project:

The purpose of the project; what it intends to accomplish.

Alignment with CREW Goals and Objectives:

The goal(s) and objective(s) that the project supports. The project must align with at least one goal and one objective from CREW's 2009-2014 Strategic Plan.

Target Audience:

The CREW audience this project would be targeted towards.

Project Methodology:

How the project will be developed.

Cost of Project:

The total cost of the project, if known.

Match Funding:

The amount of matching funding, either in direct or in-kind form.

Project Timeline:

The proposed start date of the project, as well as the estimated length of project and estimated date of completion.