



**JOINT MEETING AND TOUR**  
**Water System Advisory Committee (WSAC)**  
**and Creeks, Drainage, and Wastewater Advisory Committee (CDWAC)**  
**September 13, 2017 Meeting Notes**  
**SMT Room 4901 + Field Trip to SPU Operations Response Center**  
**5:30 pm – 7:30 pm**

Committee Members	Present?	SPU Staff & Guests	Role
<b>WSAC</b>			
Rodney Schauf	Y	Sheryl Shapiro	CDWAC /Line of Business Liaison, and CAC Program Manager
Melissa Levo	Y	Natasha Walker	CAC Program Coordinator
Teresa Stern	Y	Kathy Curry	WSAC/Water Line of Business Liaison
Paul Reed	Y	Alex Chen	Division Director, Water Planning and Program Management, Water Line of Business
Michael Godfried	Y	Ned Worcester	Emergency Preparedness Manager, SPU Risk and Quality Assurance Division
Joel Carsley	N-ex	Mike Harms	Operations Response Center, SPU Risk and Quality Assurance Division
Steven Cole	Y	Rose Ann Lopez	Division Director, System Management, Drainage & Wastewater Line of Business
Wendy Walker	No-ex	Madeline Goddard	Deputy Director, Drainage and Wastewater Line of Business
Ky Lewis	No-ex		
Kat Dej-Panah	No-ex		
<b>CDWAC</b>			
Ben Billick	Y	<b>Guests</b>	
Christina Ciampa	N-ex	Maria McDaniel	Guest
Schylar Hect	N-ex		
Patrick Jablonski	N-ex		
Colum Lang	Y		
Seth McKinney	N		
Gary Olson	Y		
Mariella White	Y		
Michael Williams	Y		

**1. Regular Business**

- Rodney Schauf opened the meeting at 5:37 PM
- Rodney reminded members that meeting notes from July & August were distributed in advance electronically; please send edits and approval to post via email.
- Ned Worcester provided Safety instructions and bathroom locations

## 2. Emergency Planning & Response

SPU Emergency Preparedness Manager Ned Worcester provided a presentation on SPU Emergency Planning, and the Operations Response Center. Ned touched on the following topics:

- Coordination efforts among the City and outside the corporate City limits.
- Incident Command Systems (ICS) process.
- Makeup of emergency management group.
- Showed Smartboards, and discussed “smarterboards.”
- Reviewed various SPU planning efforts, as well as plans that involve coordination with other levels of government and peer stakeholders.
- Field Operations Management System (FOMS).

Operations Response Center Manager Mike Harms provided a presentation on SPU’s response to severe storm events. Mike discussed:

- Customer interface responsibilities, security monitoring, and coordination with other City departments.
  - Frozen pipes / Freeze readiness and Wet weather readiness and response
- **Committee Member:** After the meeting could a link be provided to the employee booklet?
    - **Response:** Yes, we can do that. September is national preparedness month. Earlier today we did an open house for employees where we distributed these booklets. We’ll also be bringing hard copies to the All-CAC meeting in October.
  - **Committee Member:** Can you explain what mitigation is in the Emergency Management Cycle?
    - **Response:** I’ll talk about it in a moment.
  - **Committee Member:** In terms of mitigation, what percentage of SPU budget goes into the mitigation pot?
    - **Response:** Not an easy question to answer, because a lot of what SPU’s lines of business are is mitigation. For example, as we build flood control, it’s flood control for the City. We don’t necessarily label it as mitigation but that’s the purpose it serves.
    - **Committee member:** Yes, that makes sense. But are there any projects that you initiate from this group, projects that we need to do, that impact the budget?
    - **Response:** I’ve done very few dedicated dollar mitigations. Mostly the projects are initiated by the individual programs and LOBs.
  - **Committee Member:** With all of the natural disasters that are occurring across the country, how do you communicate with other Cities to find out about their lessons learned?
    - **Response:** There is always an after-action review. The affected agencies look to see if their plans worked, what should be improved, etc. The results of this formal process are shared. If it’s not an operational partner, the results are presented at a higher level. SPU does coordination exercises with SDOT, City Light, and others within the City once per year. We do training exercises each quarter, to go through elements of a plan and do an after-action review. Every 2 years, we hold a functional exercise with all stakeholders. Every 4-5 years, there is a regional exercise (Cascadia Rising, in 2016, was one of those regional exercises).
  - **Committee Member:** When you find out about other Cities/Municipalities and read their after-action review, those municipalities might not be operating at the same level as SPU. And I’m thinking they might not share the data at the same level that SPU would.

- **Response:** We have counterparts across the Country, and talk to them regularly. For example, regarding current natural disaster events, I've already spoken with counterparts on the Gulf Coast, even if just informally. There are also:
  - American Waterworks Association, which has a whole program for lessons learned.
  - Mutual Aid Programs: Exchange of information but also an exchange of resources.
  - Emergency Management Assistance Compact (EMAC): States that needs help puts out a request for needed resources, and all States prepared to help them share their expertise or resources. SPU has already offered 2-3 staff, and expect more in the next weeks to months.
- **Committee Member:** I was thinking about how much you would trust the data provided by a City like, say, Flint.
  - **Response:** We tend to trust them. Because there's always two ways to get information: the official channels (often sanitized), and the backdoor information channels. We look for themes between the two. I'll suspect they may edit this
  - **Madeline:** We also have Water Information Sharing and Analysis Center (Water ISAC), which talks about terrorist/IT water incidents. All are revealed, and are run partially by Homeland Security. Another is the Washington Water/Wastewater Agency Response Network (WAWARN), which is strictly water and wastewater. Madeline said she worked (contributed to?) on a book (manual?) which covered emergency security and how to address it.
    - **Response:** These are on a need-to-know basis. Maybe half a dozen people here have gone through Homeland Security to access this information.
- **Committee Member:** There's a wide range of potential incidences. Do you try to attach probability to the likelihood of certain incidents, and do you stack those up against the potential impact of those incidents?
  - **Response:** In some cases, risk management gets down to discreet equations. We don't get down to that, but we do look at an Occurrence vs Impact quadrant. High occurrence, High impact is where we spend lots of our time. Low occurrence but high impact, such as earthquakes, we pay a lot of attention to. We also do a Hazard Identification and Vulnerability Analysis, looking at all potential threats and analyzing them relative to the quadrants. Earthquake, pandemic, and extreme weather events are analyzed. But, hurricane is not as it is not expected to occur here. We also look at how these types of events impact our systems.
  - **Committee member:** Is terrorism one of those potential threats?
  - **Response:** Yes. We can't share much though, as its protected by State law because it exposes certain vulnerabilities.
- **Committee Member:** Do you use computer simulations of emergencies?
  - **Response:** Not typically. Because our systems are so dynamic. We do some computer modeling, such as in the seismic evaluation of our water system. Hydraulic modeling is part of that. We know where ground shaking and liquification is high, and so that gets overlaid. We look at modeling, but we don't run simulations. We've tried them and found that our systems are so complicated that we don't have faith in the results.
  - **Madeline:** The Federal Government is doing lots of simulation projects. For example, they are looking at all water and wastewater systems to examine developing a formula

- and how to prepare for it. Madeline said she participated in one exercise which examined the impact of bombs on infrastructure
- **Committee Member:** Does SPU get assistance from the State, etc. on large-scale incidents generating debris?
    - **Response:** Absolutely. In fact, we mostly use contractors for this work and its more cost effective that way. However, we must continue our normal solid waste pickup during and following the incident, and the expenses must be kept separate from the incident debris.
  - **Committee Member:** (Regarding the list of corporate continuity noted in the slides) If we have a major incident, I imagine the customer response and contact center gets overloaded. Do you have a way to expand that in an incident?
    - **Response:** Our Customer Contact Center is the only one of its kind in this City. The only comparable is Department of Neighborhood's limited group, and the 9-1-1 dispatch team. The Contact Center has been used by non-SPU events in the past. We have a plan to use that Center, but also to transfer calls outside.
    - **Committee Member:** City Light has a nice system now, because they have a lot of outages. You don't even have to call anymore; you can see what's going on online.
      - **Mike:** It's in the proposal stage and we're looking at various options to do that.
  - **Committee Member:** The EPA has an emergency control center in Seattle. How do you coordinate with them, and who determines who takes the lead on particular projects or problems?
    - **Alex:** EPA is the Federal regulator for drinking water quality. They delegate to the State level. The State level works with us to implement emergency actions. So, the State is looking to us to come up with a plan that they can react to and approve, and then they communicate to the Federal group. EPA Region 10 functions in an advisory capacity, and is looking for consistency with other jurisdictions.
      - **Response:** The EPA is also a resource with technical capabilities that we may not have.
  - **Committee Member:** So, with regards to your planning activities, in addition to higher level, you have to plan on a shorter basis looking at what events might happen on a daily or weekly basis?
    - **Response:** Yes, absolutely. Once an incident stabilizes, recovery begins, and then we have to analyze the recovery efforts and adjust our resources and plans as needed. It's a constant cycle.
  - **Committee Member:** With regards to this room, what is the response time following an incident to getting everyone here to respond?
    - **Response:** Our goal is 2 hours. However, at night, it's as long as it takes people to respond. But we can begin the process of exchanging information before we're all physically in the same room. We also have a backup center in West Seattle and we're in the process of putting a backup in South Seattle. It's one of the reasons we have smartboard devices that are connected.
  - **Committee Member:** What if the phone and cell lines are down and you're trying to share info?
    - **Response:** We have Satellite phones, data, and wireless options. Key people carry satellite phones with them. We also have wireless priority system telephones. This is a Government emergency telecommunications service that gives SPU priority. We will also be a part of FirstNet, being managed by AT&T, which provides wireless data for government use. SPU and other agencies will be a participant in that. We also have hand radios.
    - **Committee Member:** What about Electro-magnetic pulses that interrupt / kill signals?

- **Response:** We have examined that. It will take out electrical, SCADA, communication systems. We'll be back to doing things manually. We treat this as an extremely low occurrence with a high impact.
- **Committee Member:** What about planning around climate change?
  - **Response:** The Utility is doing a lot of things to factor in climate change. Emergency Management is all about cycles. Climate change is not typically included in emergency management. We are typically planning 5-10 years out, i.e. within 2 planning cycles. If it's a larger impact (>10 years), than I cannot write an effective plan about it.
  - **Alex:** That being said, we're doing more long-term planning not necessarily connected to emergency planning. In the Water LOB, we're in the third round of looking at global climate models and trying to examine the impacts to the water supply.
  - **Madeline:** We're also looking at how those models would impact drainage and how we could handle it.
  - **Committee Member:** That makes sense, but I'm worried about the extreme weather conditions we're dealing with, which are happening now and not in 5-10 years.
  - **Response:** Whether someone wants to label that climate change or not, that changes our daily baseline so we respond and adapt to it. We expect normal business to follow roughly the slope of changes to the daily baseline, but emergency management operates above that line. Once it gets too far beyond the 10-year perspective, it's more in the LOB function to address. This is the business model we've adopted at SPU.
- **Committee Member:** Regarding authorization protocols in emergency management: When an incident happens and it requires more than 2 groups in SPU, does the emergency management group take full control or are you semi-advisors to the work conducted by others?
  - Mike reviewed the Cascadia Rising organizational chart. He noted that Mami Hara, SPU CEO/GM (generally) provides delegation of authority to the Incident Commander. Emergency Management supports those leaders and helps coordinate efforts outside, but said that the incident commanders know SPU LOB and assets best.

### **Tour of SPU's Operations Response Center (ORC)**

CAC Members toured the ORC in two groups. The tour provided an overview of the work the ORC does to support crews and customers, demonstrating tools used to respond to water and drainage/sewer issues reported to the ORC. They also reviewed recent events and ORC monitoring of SPU's Integrated Security System.

### **Around the Table**

- Sheryl said that if members had additional questions, to please email them to Sheryl and Kathy.
- Sheryl announced the 10/16 Beacon Reservoir date, and said an email will be sent for RSVPs.
- Sheryl announced the 10/25 All-CAC Meeting, and said an email will be sent with more details.

**Adjourned 7:35PM**