



Washington State
Conservation Commission

MEETING PACKET

March 2020



Washington State Conservation Commission

Conservation Commission Meeting Agenda Thursday, March 19, 2020

****NOTICE****

Due to health concerns about the recent outbreak of the Novel Coronavirus (COVID-19), the SCC will plan to meet online in a public forum. Please register at the link provided to participate: <https://attendee.gotowebinar.com/register/1915632235441100813>.

| TIME | TAB | ITEM | LEAD | ACTION/INFO |
|---|-----|---|---|---|
| 8:30 a.m. 5 min. | | Call to Order <ul style="list-style-type: none"> Pledge of Allegiance Additions/corrections to agenda items | Chairman Longrie | |
| 10 min. | | Roll Call/Introductions | All | |
| <i>Three (3) minutes per person for public comment will be allowed prior to action items.</i> | | | | |
| 8:45 a.m. 5 min. | 1 | Consent Agenda <ul style="list-style-type: none"> Approval of the January 16, 2020 Business Meeting minutes (pgs. 7-8) | Chairman Longrie | Action |
| 8:50 a.m. 40 min | | Presentation: Forest Action Plan Andrew Spaeth, Department of Natural Resources | | |
| 9:30 a.m. 30 min. | 2 | Budget <ul style="list-style-type: none"> Fiscal Year funds process (pgs. 11-12) 2021-2023 Operating and Capital budget proposed development process and timeline (pgs. 13-15) | Sarah Groth Sarah Groth | Action Action |
| 10:00 a.m. 30 min. | 3 | District Operations <ul style="list-style-type: none"> District Operations report (pgs. 19-21) Cascadia Conservation District mid-term appointment (pg. 23) Snohomish Conservation District mid-term appointment Pend Oreille Conservation District petition to include City of Newport (pgs. 25-26) | Allisa Carlson Commissioner Crose Commissioner Longrie Shana Joy | Information Action Action Action |
| 10:30 a.m. 15 min. | | BREAK | | |
| 10:45 a.m. 30 min. | | Presentation: Center for Technical Development Dr. Nichole Embertson, CTD and Whatcom Conservation District | | |

| TIME | TAB | ITEM | LEAD | ACTION/INFO |
|-----------------------|-----|---|---|--|
| 11:15 a.m. 45 min. | 4 | Policy and Programs <ul style="list-style-type: none"> Legislative update Election Washington Administrative Code (WAC) changes update (pgs. 29-33) | Ron Shultz / Alison Halpern Bill Eller | Information Action |
| 12:00 p.m. | | Lunch is provided to guests who submitted an RSVP by March 10, 2020 | | |
| 12:45 p.m. 70 min. | 4 | Policy and Programs -- <i>continued</i> <ul style="list-style-type: none"> Language revision re: cancelling CD elections Conservation easement sub-committee (pg. 35) Update on voluntary BMP guidance Waters of the U.S. discussion | Bill Eller Shana Joy Commissioner Giglio Commissioner Giglio | Action Action Information Information |
| 1:55 p.m. 35 min. | 5 | Commission Operations <ul style="list-style-type: none"> SCC Comprehensive Emergency Plan and Continuity of Operations (pgs. 39-81) 2019 WACD resolutions related to WSCC (pgs. 83-85) NACD March fly-in update | Bill Eller Director Smith SCC/WACD/NRCS | Action Information Information |
| 2:30 p.m. | | Adjourn | Chairman Longrie | |

Next Meeting:

The next Conservation Commission meeting will be hosted by the Lincoln Conservation District. A conservation tour and dinner will be held on Tuesday, May 19, 2020, a SCC work session is scheduled for Wednesday, May 20, and the regular State Conservation Commission business meeting on Thursday, May 21. Please check our agency website for meeting information and updates at: www.scc.wa.gov.

The times listed above are estimated and may vary.

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TAB 1

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Washington State Conservation Commission Meeting
January 16, 2020

Due to the inclement weather in Skagit County and impending storm warnings in the surrounding areas, the SCC cancelled the business meeting location in La Connor, WA. As an alternative, the SCC conducted the regular business meeting via web/teleconference and focused on the high priority agenda items that needed immediate action. Chairman Longrie called the meeting to order at 9:02 a.m.

COMMISSIONERS ATTENDED IN PERSON IN LACEY OFFICE

Dean Longrie, Chairman, West Region Representative
David Giglio, Department of Ecology

COMMISSIONERS ATTENDED VIA WEB/TELECONFERENCE

Harold Crose, Vice-chairman, Central Region Representative
Larry Cochran, Eastern Region
Sarah Spaeth, Governor Appointed Member
Daryl Williams, Governor Appointed Member
Jim Kropf, Washington State University
Perry Beale, Department of Agriculture
Julie Sackett, Department of Natural Resources
Jeanette Dorner, Washington Association of Conservation Districts

STAFF, PARTNERS AND GUESTS ATTENDED

SCC staff: Carol Smith, Executive Director, Lori Gonzalez, Executive Assistant, Ron Shultz, Policy Director, Shana Joy, District Operations Manager, Sarah Groth, Fiscal Manager, Josh Giuntoli, OFP Coordinator, Brian Cochran, CREP and Habitat Coordinator, Levi Keesecker, NR Scientist, Laura Johnson, Communications Coordinator, *Partners:* Mike Kuttel Jr. Dept. of Fish and Wildlife, Lucy Edmondson, EPA, Sherre Copeland, US Forest Service, Tom Salzer, WACD Executive Director, Ryan Baye, WACD Legislative Member Coordinator, Nick Vira, NRCS *Guests:* Bill Knutsen, Nikki Atkins, Megan Stewart, Alan Chapman, Loren Meagher, and Mike Ramsey.

Agenda item #1 December 5, 2019 draft meeting minutes

Motion by Commissioner Kropf to approve the draft December 5, 2019 meeting minutes. Seconded by Commissioner Spaeth. Motion passed.

Agenda item #2 Conservation Accountability Performance Program

Motion by Commissioner Cochran to approve the current Conservation Accountability Performance Program (CAPP) guidelines/system, as presented in [meeting packet pages 20-31](#), for use in 2020. Seconded by Commissioner Kropf. Motion passed.

Agenda item #3 Pacific Conservation District Petition for Inclusion

Motion by Commissioner Sackett to approve the petition for inclusion of the City of Raymond within the boundaries of the Pacific Conservation District. Seconded by Commissioner Spaeth. Motion passed.

Agenda item #4 Conservation Easement Subcommittee

Motion by Commissioner Spaeth to appoint Linda Lyshall, Snohomish CD, Executive Director and Loren Meagher, Central Klickitat CD, District Manager to the State Conservation Commission Conservation Easement Subcommittee. [Commission meeting packet pages 73-74](#). Seconded by Commissioner Cochran. Motion passed.

Chairman Longrie adjourned the meeting at 10:06 a.m.

TAB 2

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Washington State Conservation Commission

March 19, 2020

TO: Conservation Commission Members
Carol Smith, Executive Director

FROM: Sarah Groth, WSCC Fiscal Manager

RE: Fiscal Year 2020 Year End Funding Timeline

Requested Action

Review and approval of the proposed Fiscal Year 2020 Year End Funding Timeline and process to award operating funding **IF** any funding is available.

Discussion

As in past years SCC Fiscal & Regional Manager staff are preparing for possibility of available fiscal year operating funds. This timeline is similar to last fiscal years and gives conservation districts more time to put their requests together, and gives fiscal staff and Regional Managers more time to review and vet those requests. It also gives conservation districts more time once funding awards have been made to make their purchases and/or complete projects.

Below is a proposed timeline.

Proposed Fiscal Year 2020 Year End Funding Timeline

- March 19, 2020: present the commissioners with the timeline and request approval of timeline & process
- April 1, 2020: Send the form out to districts
- April 30, 2020: Form due back to SCC
- May 4– 6, 2020: SCC fiscal staff member Courtney to compile and roll up the submissions

- May 7, 2020: SCC fiscal staff member Courtney to send roll up report to Regional Managers
- May 11, 2020: Fiscal staff and Regional Managers meet after Monday call to review and finalize recommendation on funding awards to go to Commission
- May 21, 2020: Commission to take action on funding awards recommendations
- May 22, 2020: Award notifications out to districts.



Washington State Conservation Commission

March 19, 2020

TO: Conservation Commission Members
Carol Smith, Executive Director

FROM: Sarah Groth, WSCC Fiscal Manager
Ron Shultz, WSCC Policy Director

SUBJECT: Biennium 2021-23 Budget Development Process

Requested Action: Review and approval of the proposed 2021-23 state budget development process for the WSCC and conservation districts.

Discussion

Although the legislature is just completing their legislative session with passage of supplemental budgets, it's time to start thinking about the WSCC Biennium 2021-23 budgets.

Agency budget proposals are typically due into the Office of Financial Management (OFM) around September 1. In previous years, Commission staff have used a budget development process where districts are engaged. This year Commission staff is proposing a process that continues conservation district involvement, as well as outreach to state agencies and other stakeholder groups. We are also hoping to present materials to the Commission earlier for key decisions that would help districts conduct more effective outreach during the summer months.

At the March WSCC meeting, Commission staff is seeking direction from the Commission on this proposed budget development process.

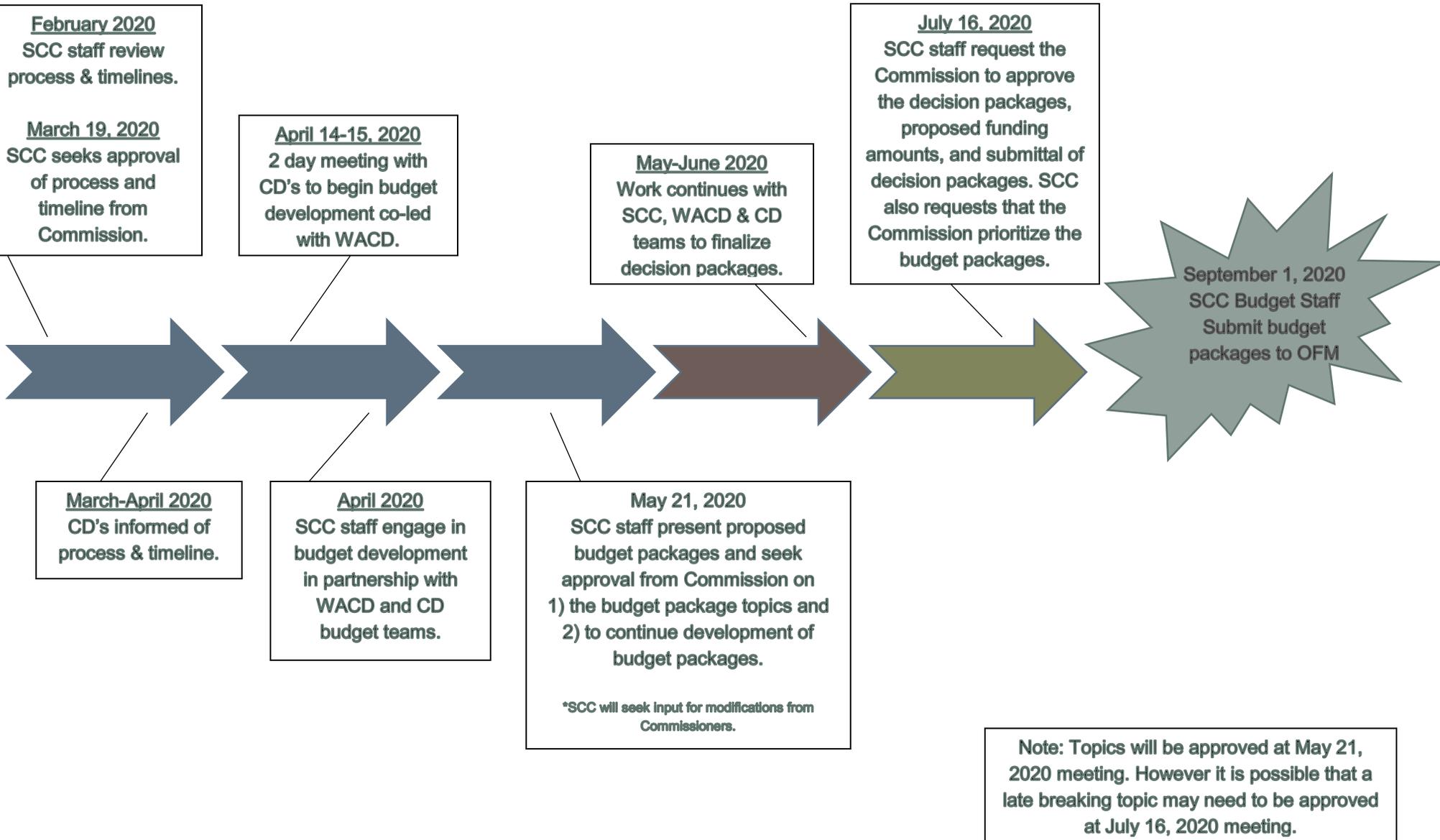
Proposed WSCC Biennium 2021-2023 Budget Development Process

General Process and Timeline

MEMO - Proposed Budget Development Process
March 2020 WSCC Regular Meeting – March 19, 2020
Page 1 of 2

- Feb/March: Save-the-Date sent to CDs for a two-day April meeting in Ellensburg to help develop budget ideas and funding recommendations. WSCC and WACD work on session design.
- March 19: WSCC Regular Meeting. Commission reviews budget development process and timeline. Process and timeline approved with any necessary changes.
- Post-WSCC March Meeting: Message to all conservation districts and SCC staff regarding the budget development process.
- March - April: WSCC and WACD develop materials for the April 2-day meeting with districts.
- April 14-15: Two day WSCC/WACD/CD meeting to begin budget development strategy. Identify budget proposal topics. Identify work groups to continue development of decision packages.
- April-September: Outreach to other agencies and stakeholders, especially for topics relating to forestry/wildfire, soil health, food policy, and the Voluntary Stewardship Program.
- May 20-21: Commission to discuss proposed decision packages. Approve: 1) the budget package topics and 2) to continue development of decision packages for these topics. (Any late-developing topics will be presented to the Commission at the July meeting.) Approval of topics at this meeting ensures that districts can design more effective tours in the summer months.
- May – July: Continued work by WACD, WSCC, and CDs on refining decision packages. Continued outreach to stakeholders and agencies.
- July 16: At the WSCC regular meeting, refined information, including funding levels, is presented for each budget topic. Commissioners approve submittal of the budget and prioritize decision packages.
- September 1, 2020: Operating and Capital budget proposals submitted to OFM.
- September 21, 2020: Commission approves messaging around budget proposals.
- December 2020: Governor releases proposed Biennium 2021-23 operating and capital budgets.

Washington State Conservation Commission 2021-2023 Operating and Capital Budget Proposed Development Process and Timeline



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District Operations and Regional Manager Report to Commissioners, March 2020

Report prepared by Shana Joy, Regional Manager Coordinator. For additional information please contact Shana Joy or any Regional Manager.

Ongoing Service Areas

- Partnering and Relationships Assistance
 - Conservation Accountability & Performance Program (CAPP) Assistance
 - New Supervisor and Staff Orientations and Professional Development
 - Task Order Development
 - Open Government Training
 - Cultural Resources
 - Project Development & CPDS
 - Natural Resource Investments & Shellfish Programs
 - Implementation Monitoring
 - **Long Range and Annual Planning Assistance**
 - Cross-pollination of Information, Templates, and Examples
 - CD Audits & Schedule 22
 - Commission Meeting Planning, Logistics
 - **Quick Notes Publication Improvements**
-

Conservation District Service, Recent Topics

- **Elections and Appointments**
- Human Resources (law/rule updates, hiring, **performance evaluations**, compensation, issues)
- Finance Tracking & Management
- Farm Bill Training & Local Work Groups
- Simcoe Land Acquisition Project
- 19-21 Supplemental Budget Requests
- **Hazard Mitigation Grants**
- Drought Funding
- Commodity Buffer Program
- National Estuary Program Grants
- **NACD TA Grants Prioritization**
- NACD Urban Ag Grants
- Conservation Easements
- Orca/Salmon Funding
- **District Governance Policies**
- WADE Tracks & Presentations
- VSP
- Annexation
- FEMA grants
- **RCO's Forestland Preservation Program**

Issues Resolution in Progress

- Vouchering issues
- Cash-flow & finance challenges
- Personnel
- Relationships and partnering with other state agencies
- Inter-district relationships and partnering

Regional Manager Staffing

Josh Giuntoli officially joined the RM team on Monday, February 3rd and Stu Trefry has transitioned to focusing on Supervisor Development curriculum until his planned retirement at the end of June. We now have a fully staffed RM team! Our team met for 2 days in Longview in late January. Topics discussed included: supervisor development, NRI committee planning, ongoing issues resolution, new RM orientation, Quick Notes improvements, time for feedback and questions from local CD managers, RM – CD coverage/regions adjustments, and CPDS.

Conservation Accountability and Performance Program (CAPP)

The Regional Manager team has performed a CAPP Standard 1 Accountability review for all 45 CDs at this time utilizing the 2020 approved CAPP Program. A written update has been sent to all CDs with this information. This work is leading up to the annual, initial CAPP report to be provided to you at the May Commission meeting. Performance monitoring is ongoing for the Pine Creek Conservation District and several others that are working through minor challenges.

Supervisor Development

Work is underway on this special project to provide a foundation of informational resources and development opportunities for CD supervisors. The RM team has compiled a list of key curriculum topics including: board governance, finances, human resources, and risk management. Stu Trefry is leading this work and has already reached out to NASCA to gather relevant resources and information from our colleagues across the country as well as reviewing, sorting, and compiling available resources from our local partners such as Enduris and MRSC.

Partnerships & Partnering Assistance

The Regional Manager team participated in a Partnership Meeting on March 4th along with SCC, WACD, and NRCS staff leadership. Topics discussed included: renewal of the contribution agreement between SCC and NRCS, staffing changes and challenges, task orders, Farm Bill program updates, the Soil Health Committee, ACEP, technical training, NACD Technical Assistance grant priorities, and RCPP.

Most recently, the RM team has assisted with partnering or participated in partner efforts with: WDFW, DNR, NRCS, Ecology, Farm Service Agency, Washington Association of Land Trusts, State Auditor's Office, RCO, and neighboring conservation districts.

Natural Resource Investments (NRI) Program

A committee has been formed to begin work reviewing the NRI Program with the goal of providing recommendations to the Commissioners in fall/winter of 2020. Committee participants include CD staff, the RM team, SCC financial staff, and Commissioners. The kick-off meeting of this committee has been scheduled for April 29th in Ellensburg.

Hazard Mitigation Grants

Mike Baden is leading this work including exploring potential Assessing Structure Ignition Potential from Wildfires training dates with the National Fire Prevention Association, coordinating possible assistance and support with DNR staff, and reviewing draft agreements for these grants with the Dept. of Emergency Management and SCC staff. Final decisions will be made on moving forward with these two grants once we are certain of our financial resources following the legislative session.

Regional Conservation Partnership Program (RCPP)

Regional Managers continue to assist conservation districts developing new applications under the Regional Conservation Partnership Program, connecting interested parties with the NRCS RCPP Coordinator, and working to assist districts with currently active RCPPs. Interim rules for the new RCPP were reviewed and updates provided to the current RCPP leaders as developments occurred with our supplemental budget request in the legislature.

Chehalis Basin

Josh Giuntoli has been appointed to represent the Commission as an ex-officio member of the Chehalis Basin Board. An RCPP application is being explored for this region which will likely be led by the Office of the Chehalis Basin with conservation districts as implementing partners. The Board will be working on a long-term strategy assessment over the next 6 months to inform the Board's long-term strategy and budget recommendations to be approved in fall 2020.

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March 19, 2020

TO: Conservation Commission Members
Carol Smith, Executive Director

FROM: Jean Fike, Puget Sound Regional Manager
Mike Baden, NE Regional Manager
Alicia McClendon, Administrative Assistant

RE: Conservation District Appointed Supervisor Mid-term Applications

Summary:

The State Conservation Commission (SCC) received applications for mid-term appointments. Applications received after the annual March 31st deadline when full term appointments are made in May are now considered as mid-term appointments.

Commissioners and Commission staff followed the process adopted in March of 2018 to conduct a more comprehensive vetting of the applications received for Commission appointment including conducting telephone interviews of each of the candidates listed below and contacting references.

Applications were sent to all Commissioners for their review prior to the March 19th meeting.

A recommendation for appointment will be given by the Commission elected representatives for their respective regions.

Conservation District Mid-Term Supervisor Applications

| <i>Conservation District</i> | <i>Incumbent</i> | <i>Name of Applicant(s)</i> | <i>Commissioner</i> |
|------------------------------|------------------|-----------------------------|---------------------|
| Cascadia | Roger Wristen | Amy Bridges | Harold Crose |
| Snohomish | Jeff Ellingsen | Clayton Smith | Dean Longrie |
| Snohomish | Jeff Ellingsen | Cyndi Schaeffer | Dean Longrie |
| Snohomish | Jeff Ellingsen | Anne Anderson | Dean Longrie |

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Washington State Conservation Commission

March 19, 2020

TO: Carol Smith, Executive Director
Conservation Commission Members

FROM: Mike Baden, NE Regional Manager

RE: Petition for Inclusion of Territory into the Pend Oreille Conservation District

Background summary:

The incorporated City of Newport approved a petition to be annexed into the Pend Oreille Conservation District. The District and City, pursuant to RCW 89.08 and established procedure, have submitted the attached *Petition for Inclusion of Additional Territory within the Pend Oreille Conservation District*.

Action requested:

I formally request, on behalf of the Pend Oreille Conservation District and the City of Newport, that the Commission approve the petition for inclusion of the City of Newport within the boundaries of the Pend Oreille Conservation District.

Staff Contact:

Mike Baden, NE Regional Manager Email: mbaden@scc.wa.gov.

PETITION FOR INCLUSION OF ADDITIONAL TERRITORY
WITHIN THE
PEND OREILLE CONSERVATION DISTRICT

TO: The Washington State Conservation Commission

Pursuant to the Conservation Districts Law (Chapter 89.08 RCW) the undersigning government authorities of the City of NEWPORT, WA and the PEND OREILLE CONSERVATION DISTRICT, respectfully represent:

- First: That heretofore the Pend Oreille Conservation District was duly organized as a governmental subdivision of this state, and a public body corporate and politic.
- Second: That there is need, in the interest of the public health, safety, and welfare, for the inclusion of the territory hereinafter described within the said Pend Oreille Conservation District.
- Third: That the territory proposed for inclusion within the said district includes substantially the following:

Incorporated City of Newport, WA

WHEREFORE, the undersigned petitioners respectfully request that the State Conservation Commission duly define the boundaries of the additional territory; and that the State Conservation Commission determine that such additional territory be so included and made a part of the Pend Oreille Conservation District.

Pend Oreille Conservation District

Chair



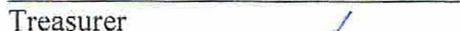
Vice Chair Member



Secretary



Treasurer



Member



City of Newport, WA

Mayor



Council Member



Council Member



Council Member



Council Member



Date: 3/02/2020

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Washington State Conservation Commission

March 19, 2020

TO: Conservation Commission Members
Carol Smith, WSCC Executive Director

FROM: Ron Shultz, WSCC Policy Director
Bill Eller, WSCC Elections Officer

RE: Revision to District Elections Proposed Rule

Requested Action:

- Action on whether to include changes to the single candidate elections in the conservation district election WAC for publication.
- Action on whether to include the one-week election language in the conservation district election WAC for publication.

Background

At the December Commission meeting, the Commission approved moving forward with the process to implement changes to the existing district supervisor election rules. The rule changes were based on input from the CDEAC (Conservation District Elections and Appointments Committee) as well as input from all conservation districts after the draft changes were distributed to them.

Cancel election when only one candidate

Legislative discussions this session highlighted a possible need to change the proposed rule to address the current and proposed continued allowance to cancel an election when there's only one candidate on the ballot. The decision for the Commission is whether to propose that change in the draft rule 1) prior to rule publication for comment, 2) after publication but make the change before final approval by the Commission, or 3) make no change to the proposed WAC language.

Move elections to one week

The proposed rule also includes language requiring all district elections to be held in a one-week period as determined by the Commission. This language also came from the CDEAC process and district engagement on the proposed rule. Since the drafting of the proposed rule changes, Commission staff had questions as to whether the Commission can select the election date by rule, or whether any changes to setting the date of the district elections must be done by statutory change. We've consulted with our Assistant Attorney General who is of the opinion the change would require a statutory change.

Discussion

In September 2017, the Conservation Commission created the Conservation District Election and Appointment Committee (CDEAC) to review the current Washington Administrative Code (WAC) rules and elections manual relating to conservation district elections. CDEAC met through 2019 and produced recommendations for proposed changes at the September 2019 Commission meeting. The Commission approved Commission staff to seek comment from districts on the proposed changes. The district comments were brought to the Commission at the December 2019 meeting. At that time, the Commission reviewed the recommended WAC changes and district comments and approved the initiation of the rulemaking process to change the WAC. The proposed WAC changes have been prepared and are ready for publication for public comment.

In November 2019, members of the state legislature began sharing proposals regarding possible changes to the conduct of special purpose district elections. The Commission discussed this topic at the December 2019 Commission meeting. At that meeting, the Commission approved the following motion:

Motion by Dorner that the SCC acknowledges the importance of the questions related to conservation district election processes. The SCC is concerned with the current legislative proposals and recommends more discussion with our constituents to avoid unintended consequences. The SCC commits to engage in evaluating potential improvements to the election process. Seconded by Longrie. Motion carried.

Legislation was introduced to move conservation district elections to the general election ballot. The legislation ultimately did not pass. After the bill passage deadlines, the House State Government Committee conducted a work session on special purpose elections. The Commission was invited to share information at the work session. A specific question asked by the committee was how many CD elections are not held because only one candidate appears on the ballot. The question, among other questions, demonstrates the legislature's continued interest in the topic.

In addition to the House work session, the House proposed operating budget includes funding for the University of Washington Tacoma to study special purpose district elections:

(i) \$40,000 of the general fund—state appropriation for fiscal year 2020 and \$85,000 of the general fund—state appropriation for fiscal year 2021 are provided solely for a study focusing on special purpose district elections to be completed within the division of politics, philosophy, and public affairs at the Tacoma campus. The study must include, at a minimum, an examination and comparison of:

- (A) Different types of data collected based on the entity administering the election;
- (B) Voting frequency, eligibility, demographics of voters and candidates, and equity within special purpose district elections;
- (C) Individuals and entities affected outside the voting district of special purpose districts;
- (D) A review of other governance models regarding special purpose districts; and
- (E) Potential statutory and constitutional issues regarding special purpose district elections.

(ii) By December 1, 2020, the study must be submitted to the appropriate committees of the legislature.

At the time of the writing of this memo, the final budgets have not been passed by the legislature.

These legislative conversions came about subsequent to the deliberations by CDEAC and the actions of the Commission at the December meeting. Because of this heightened legislative interest, Commission staff reviewed the proposed rule for possible areas of particular interest by legislators and opportunities to make changes to address those concerns.

Cancel election when only one candidate

One area of interest and concern for several legislators was the number of times conservation districts didn't hold an election because there was only one candidate on the ballot. The cancelling of the election caused great concern among legislators. Our continued message to the legislators this session was the message of the Commission's motion, that is, we are willing to explore changes to our elections system but want to do so in a way that works with the conservation districts. So legislators will be looking to see how, and whether, we address changes to our system.

The issue of the cancellation of an election if only one candidate is on the ballot appears in our current rule. The current rule states if the incumbent is the only candidate, the election is cancelled. The proposed change recommended by CDEAC is if any candidate is the only candidate, the election is cancelled.

Given the interest in this topic and given the rule is still in a state of change, we are presented with the opportunity to change this language if the Commission chooses.

Since the Commission has already approved the rule, any recommended change to the rule before publication and release for public comment should be approved by the Commission.

We see three options that would be presented to the Commission at a future Commission meeting:

Option 1: We keep the proposed WAC change for distribution and comment, but remove that provision after we've received comments. In this scenario we would provide comment as staff to the effect that given the legislative concern with this provision, we recommend it be removed.

Option 2: We issue the proposed WAC without the automatic election provision, giving notice of our intention to the members of CDEAC prior to release.

Option 3: We do not change the proposed WAC language. This allows for cancellation of an election if there is only one candidate on the ballot.

Move elections to one week

As you know, district elections for district supervisor are not conducted according to the state's general election statute, but conducted consistent with the Commission's statute and related WAC and elections manual.

RCW 89.08.190 sets forth the requirements for conducting the election. The relevant provision is copied below (emphasis added):

Each year after the creation of the first board of supervisors, **the board shall** by resolution and by giving due notice, **set a date during the first quarter of each calendar year at which time it shall conduct an election**, except that for elections in 2002 only, the board shall set the date during the second quarter of the calendar year at which time it shall conduct an election. Names of candidates nominated by petition shall appear in alphabetical order on the ballots, together with an extra line wherein may be written in the name of any other candidate. **The commission shall establish procedures for elections, canvass the returns and announce the official results thereof.** Election results may be announced by polling officials at the close of the election subject to official canvass of ballots by the commission. Supervisors elected shall take office at the first board meeting following the election.

The first highlighted section is the statutory provision for districts to establish the date of the election in the first quarter of the year. The second highlighted section is the Commission's authority to establish rules and the election manual.

In the draft proposed changes to our elections WAC, we are proposing all district elections would be held during a one-week period set by the Commission. Here's the proposed WAC language:

WAC 135-110-200 Conservation district (~~must~~) shall hold election. A conservation district (~~must~~) shall hold an election during (~~January, February, or~~) the second full calendar week of March, excluding Sunday, in the year a three-year term of an elected supervisor (~~will~~) expires.

[Statutory Authority: RCW 89.08.040, 89.08.190, and 89.08.200. WSR 10-21-084, § 135-110-200, filed 10/19/10, effective 11/19/10.]

Commission staff are of the opinion the proposed WAC change to one week is more restrictive than the statute. Furthermore, the statute allows for the districts to select the date of the election. Because the statute specifically addresses this topic, the Commission cannot change that authority through rule. Commission staff consulted with our Assistant Attorney General and he agrees with this perspective.

With this, Commission staff recommends the proposed language referenced above be removed from the WAC prior to publication.

Commission staff also recommends the topic of possible legislation to move to a one-week election be reserved for a later Commission meeting.

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March 19, 2020

TO: Conservation Commission Members
Carol Smith, WSCC Executive Director

FROM: Josh Giuntoli, SW Regional Manager

RE: Conservation Easement Sub-Committee

Action Requested

Due to the timing of the Recreation and Conservation Office (RCO) May 1 deadline for the Washington Wildlife and Recreation Program (WWRP) Farmland program, and when we can schedule a meeting of the sub-committee, a commission meeting will not be occurring in time to have a full commission presentation. Staff is suggesting the executive director and chair of the commission, along with another commissioner, receive the referral from the sub-committee and make a determination on moving forward with the projects. This would likely occur very early in April and be conducted over the phone.

Background

The State Conservation Commission (SCC) through policy #19-02 established a Conservation Easement Sub-Committee (Sub-Committee) to guide and inform SCC activities related to management of easements. Per the policy, the following have been invited:

| Name | Affiliation |
|----------------------------|--|
| Carol Smith (or designee) | SCC |
| Tom Salzer (or designee) | WA Association of Conservation Districts |
| Nick Norton (or designee) | WA Association of Land Trust |
| Addie Candib (or designee) | American Farmland Trust |
| Linda Lyshall | Western WA CD Rep |
| Loren Meagher | Eastern WA CD Rep |

The first Sub-Committee will be to assist in reviewing applications and provide a referral to SCC on whether to proceed or not proceed. The first meeting of the group will be March 23rd. This meeting will be used to hear the two projects that have been submitted to SCC and provide a referral.

A future meeting (Fall 2020) of the sub-committee when the new Office of Farmland Preservation Coordinator is on-board could be used to better establish a timeline for conservation districts to be aware of that better line up with meetings of the Commission.

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Washington State Conservation Commission Comprehensive Emergency Management Plan and Continuity of Operations Plan



Prepared by:
Bill Eller, Voluntary Stewardship Program Coordinator, SAL
Washington State Conservation Commission
(509) 385-7512 – beller@scc.wa.gov

Approved and Reviewed Annually by:
Carol Smith, Executive Director

State of Washington
Washington State Conservation Commission
PO Box 47721, Olympia, WA 98504-7721
(360) 407-6200
<http://www.scc.wa.gov/>

March 19, 2020

TO: All Staff

FROM: Carol Smith, Executive Director, Conservation Commission

SUBJECT: Letter of Promulgation – Washington State Conservation Commission
Comprehensive Emergency Management and Continuity of
Operations Plan

With this notice, I am pleased to officially promulgate the annual Washington State Conservation Commission (Commission) Comprehensive Emergency Management Plan (CEMP) and Continuity of Operations Plan (COOP).

This is the framework for emergency preparedness, response and recovery activities throughout the Commission. The CEMP and COOP is also a guideline for how the Commission supports our conservation district clients before, during, and after an emergency. Our partnerships with conservation districts and other federal, state and local agencies are important to our efforts in improving our readiness as a state and as a natural resource conservation agency.

Every effort has been made to ensure that the CEMP and COOP is compatible with the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Washington State Emergency Management Division (EMD), and Chapter 38.52 Revised Code of Washington. It specifies the authorities, functions, and responsibilities that pertain to establishing collaborative action plans between local, state, tribal, federal, volunteer, public, and private sector organizations. The CEMP and COOP will be updated on a continual basis to ensure compliance with applicable federal and state requirements.

Attachments

RECORD OF CHANGES

| Change | Date Entered | Contents | Initials |
|--------|--------------|---|----------|
| 1 | 10.23.13 | Updated field office locations on page 5. | BE |
| 2 | 10.23.13 | Modified "categorization of disruptions" on pg 7 to designate a 2-6 month disruption in administering funds to be "high." | BE |
| 3 | 10.23.13 | Updated staff titles on pg 24 & 31. | BE |
| 4 | 10.13.13 | Updated staffs contact information on pg 37. | BE |
| 5 | 1.8.14 | Reviewed financial essential function with Debbie Becker and updated disruption level on pg 7 to "high." | BE |
| 6 | 6.10.14 | Reviewed and updated staff list on pg 37; reviewed entire document for updates. | BE |
| 7 | 1.9.15 | Reviewed and updated staff list on pg 37 | BE |
| 8 | 1.11.16 | Reviewed and updated staff list on pg 37; reviewed entire document for updates. | BE |
| 9 | 4.14.16 | Reviewed and updated staff list on pg 37 | BE |
| 10 | 6.2.16 | Reviewed and updated staff list on pg 37; reviewed entire document for updates. | BE |
| 11 | 4.12.19 | Reviewed and updated staff list on pg 37; reviewed entire document for updates. | BE |
| 12 | 12.19.19 | Reviewed entire document with all staff; reviewed and updated staff list on pg 37 | BE |
| 13 | 2.27.20 | Reviewed entire document for updates; updated staffing list; added pandemic risk assessment | BE |
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EXERCISES

| Date | Attendees | Description | Initials |
|----------|---|--|----------|
| 11.14.12 | RM's, Megan Finkenbinder | CEMP/COOP TTX in Yakima | BE |
| 10.22.13 | RM's, Megan Finkenbinder, Debbie Becker | CEMP/COOP TTX in Yakima, with CEMP edits | BE |
| 7.24.14 | All staff | CEMP/COOP review and introduction for new staff, Lacey | BE |
| 9.29.14 | RM's | CEMP/COOP TTX in Yakima | BE |
| 1.13.16 | All staff | CEMP/COOP review | BE |
| 12.11.17 | All staff | CEMP/COOP review | BE |
| 12.19.19 | All staff | CEMP/COOP review – TTX in Lacey | BE |
| 3.2.20 | All staff | CEMP/COOP review – COVID-19 / pandemic | BE |
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 As required by WAC 118-30-060(4)**

| WAC 118-30-060(2) Operational Component | Section Cross-Reference with WSCC CEMP |
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| (b) Continuity of Government | 1(C-D, F-G), 2, 4, 5, 6, 7 |
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| (u) Religious and volunteer agency affairs | 5, 6 |
| (v) Emergency administrative procedures | 2, 4, 5, 6, 7 |
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Section 1: Overview of Impacts, Risks, Recovery and Response

A – Purpose of this plan

The purpose of disaster recovery/business resumption planning is to assure continuity of business operations and systems needed to support critical agency functions. This disaster recovery and business resumption plan provides for a systematic and orderly resumption of all critical agency operations. This plan provides for restoring service quickly and methodically. Functions most critical to achieving the mission of the Washington State Conservation Commission (Commission) must remain in operation during the recovery period.

B – Situations that may trigger this plan

Two kinds of situation could initiate actions under this plan: disaster events, and problems. Disaster events often take the form of unforeseen events that cause damage or lengthy disruption of services or threaten to do so. Examples of disaster events include fire, flood, earthquake, and bombings. A problem may disrupt normal operations and escalate or continue, eventually creating a disruption as critical as a disaster.

C – Organization of the agency

The Commission is a small state agency organized under Title 89.08 Revised Code of Washington. A governing board of ten members employs 21 staff. Most employees are located in the agency headquarters in Lacey, Washington in the Department of Ecology facility. Several satellite offices are maintained, including offices in Okanogan, Spokane, and Yakima.

The Commission is a service agency, providing technical and financial assistance to conservation districts. Of the agency's approximate biennial budget of \$26 million, about 90 percent (\$22.5 million) went directly to 45 conservation districts to support local conservation programs and practices.

D – Critical business functions

Critical business functions that could be substantially impaired by the loss of facilities, systems, or people include:

- Certifying conservation district elections and appointing district board members.
- Recommending funding and administering state funds.
- Reviewing conservation district operations and assisting district board members.

E – Risks

Risk is a function of frequency, severity and duration. Risks most likely to cause substantial business disruption include:

- Earthquake (low frequency, high severity, high duration of disruption).

- Volcanic events (low frequency, medium severity, medium duration).
- Toxic chemical spills (low frequency, high severity, medium duration).
- Water damage (low frequency, medium severity, medium duration).
- Fire (low frequency, medium severity, medium duration).
- Computer infections (high frequency, medium severity, low duration).
- Intentional disclosure of confidential information (low frequency, medium severity, low duration).
- Sabotage or terrorism (low frequency, high severity, medium duration).
- Pandemic (low frequency, medium severity, medium duration).

F – Recovery

During recovery, the agency's first priority is to protect the health, safety and welfare of employees, governing board members, and anyone else who may be impacted by site conditions or recovery operations. State-owned assets and systems will be protected unless personal health or safety is jeopardized.

Most data and documents held by the Commission are recoverable from offsite backups and from other agencies, including source documents in conservation districts and contract information on file with the Office of Financial Management.

No command center is formally established in this plan. With a very small staff, the default action is for each employee to work from home or from local conservation district offices in the event of a disaster. In 2002 and 2003, the Commission implemented a distributed computing strategy by replacing desktop machines with laptop computers for most staff, so some computing resources will remain available in almost any emergency or disaster scenario.

G – Recovery coordinators

Primary and secondary recovery coordinators are designated in this plan. Primary recovery staff is located in western Washington and provide leadership and management in the event of a general, agency-wide disaster and in the case of an information technology disaster. Secondary recovery staff is located in eastern Washington and will take over if the primary staff is incapacitated or unavailable.

An Agency Recovery and Resumption Team (ARRT) is established in this plan.

Protocols for responding to disasters and problems that may evolve to become disasters are details in this plan. First alert procedures consist primarily of individual staff contacting any recovery coordinator or any ARRT member. Following confirmation of a problem or disaster, any of these individuals can declare a problem or disaster and activate this plan.

Specific information on recovering from IT-related problems and disasters is incorporated into the IT Security Plan.

This plan will be validated through tests performed annually. This plan is a living document that will be updated as needed.

Section 2: Business Impact Analysis

A – Organization and law

The Washington State Conservation Commission (the Commission) is a small agency consisting of ten governing board members and approximately 21 employees. The Commission was formed in 1939 through Title 89 Revised Code of Washington.

A ten-member governing board establishes policy for the Commission, certifies elections, approves budgets and plans, and supervises the Executive Director. Three members are elected to three-year terms by the Washington Association of Conservation Districts. Two members are appointed to four-year terms by the Governor of the State of Washington. Five members are ex officio and represent the Washington State Department of Agriculture, Washington Department of Ecology, Washington Department of Natural Resources, Washington State University, and Washington Association of Conservation Districts.

B – Service areas

1 – The Commission is a service agency

The Commission primarily provides service to 45 local governmental entities called conservation districts formed by local action through the authority in RCW 89.08. These districts exist in every county of Washington State.

2 – Services provided

Services provided by the Commission consist primarily of technical and financial assistance to help local conservation districts in conserving the natural resources of the State of Washington.

Technical assistance includes, but is not limited to:

- Assisting conservation districts in resolving legal questions.
- Providing information and assistance in the development of local plans.
- Assisting in training staff and supervisors in effective business operations.
- Helping prepare for audits.
- Providing accounting and bookkeeping training.
- Certifying conservation district elections that comply with election procedures.
- Appointing local conservation district officials.

Financial assistance includes, but is not limited to:

- Providing financial support for local programs through grants to qualifying conservation districts.
- Covering the basic cost of required state audits.

3 – Staffing

Services are provided by 23 employees in four general categories:

- Administration.
- Projects.
- Grants and fiscal services.
- Field services.

Statutory duties for several functions are performed or supported by a variety of staff. These duties include:

- Rulemaking.
- Processing conservation district boundary changes, annexations, and de-annexations.
- Processing conservation district consolidations.
- Processing conservation district name changes.
- Certifying conservation district elections.
- Appointing conservation district board members.
- Managing public records and requests for such records.

Several project staff is focused on specific projects and programs, and generally are considered to be experts on these topics.

Five staff in our fiscal services division reviews and approve grant reimbursement requests, write grant contracts, review financial policies and procedures, and advise conservation district staff who handle financial matters.

Five staff in our field services division provides organizational support to conservation district governing boards and employees, including program planning, problem resolution, training, intervention, and facilitation.

4 – Interdependence

All categories of staff described above operate in an interdependent, coordinated fashion. *Ad hoc* teams form rapidly and dissolve as necessary as the agency strives to provide exemplary service to conservation districts, other agencies, and citizens of the State. Because of the interdependent nature of staff work, the Commission would be able to continue providing services in the event of an unexpected loss of a small number of employees.

5 – Locations

Administrative and fiscal services are centralized in the Commission's headquarters operation in the Department of Ecology building in Lacey, Washington. Project and field staffs are located in the Commission headquarters and in field offices located in Okanogan, Moses Lake, Spokane, and Yakima.

C – Operational and financial impacts of disaster or disruption

1 – Budget

The Commission had a total budget of about \$26 million 2019-2021 state biennium. Most of these funds were delivered by the Commission as grants to conservation districts for various local conservation programs and projects.

2 – Outage scenarios

The Commission’s ability to provide continued service could be substantially impaired by a disaster, a severe and escalating problem, or by loss of services of a substantial number of governing board members or employees. In addition, potential financial losses or delays in processing grant contract payments could occur in those situations.

3 – Loss of headquarters

A total loss of our headquarters operation without loss of staff would mean loss of computing resources, data stores and files. This would disrupt the Commission’s ability to process financial transactions. Loss of a significant number of employees would result in a disruption in providing grant reimbursements to conservation districts and failure to adequately support data entry systems required by the Office of Financial Management.

4 – Loss of satellite operations

Relatively little financial risk is presented by loss of any or all of our satellite offices. Operationally, the loss of one employee located in a satellite office would increase the workload on existing staff until the position could be filled, a process that normally takes two to six months. The loss of several employees would significantly increase workload on remaining staff, and some services to conservation districts would need to be “triaged” in order to meet the highest priority needs during recovery.

5 – Loss of governing board

The ability of the Commission to certify elections of conservation district board supervisors, appoint district supervisors, establish and revise policies, approve budgets, and supervise staff would be disrupted for a significant period of time if less than a quorum of the board members remained available following a disaster. As the Conservation Commission consists of a ten-member board and a quorum is defined in RCW 89.08.050 as a majority of the members, the loss of four or more members may suspend the ability of the Commission to operate until replacements are elected or appointed.

The ability of staff to continue administering existing grant contracts or commit the Commission to new contracts may be in question without a quorum of the governing board. Conceivably, this situation could last for six months or more.

D – Criticality of business functions

1 – Categorization of disruptions

The critical nature of business functions is categorized as low, medium or high depending on the nature of the functions and the duration of the disruption.

In the following prioritization matrix, the classification of major business functions as low, medium and high refer to the potential impact on customers and/or the State depending on different lengths of disruption.

| Business Function | Length of disruption and resulting severity | | |
|---|---|------------|-----------|
| | 1-2 months | 2-6 months | +6 months |
| Certify elections and appoint supervisors | Low | Medium | High |
| Recommend funding and administer funds | High | High | High |
| Review district operations and assist supervisors | Medium | Medium | High |

2 – Certify elections and appoint supervisors

The ability of local conservation districts to function depends on each maintaining an active governing board. The Commission has a duty to establish election procedures for conservation district elections, certify elections that follow these procedures, and appoint qualified individuals to serve as supervisors. The inability of the Commission to perform these functions for a short time would have little impact on the day-to-day business of conservation districts. Over a period of many months, however, this situation would become more debilitating to local conservation districts and their ability to serve the citizens of the State of Washington in conserving natural resources.

3 – Recommend funding and administer funds

The Commission’s ability to prepare and submit a budget is important. A budget that provides sufficient support for agency operations and meaningful funding for conservation programs implemented locally across Washington State provides the financial energy to implement effective conservation programs. Should the Commission become unable to perform this function early in a biennium; little immediate impact will be felt by conservation districts. However, should this occur in the middle of a biennium or later, it could interrupt the provision of technical and financial resources to all conservation districts in Washington State for at least a biennium, causing local district programs to be cut back or curtailed, resulting in less protection of the State’s natural resources.

Few conservation districts have sufficient cash reserves to continue operations for more than a few months if their cash flow is interrupted. If the Commission becomes unable to effectively administer grant contracts and associated funds, there would be an immediate impact on conservation districts. This impact would increase with time, quickly creating substantial cash-flow concerns in most conservation districts. Without the ability to continue the funding stream to conservation districts, the majority of conservation districts would lose most of their staff and

the ability to provide technical and financial services to conserve natural resources would be severely impaired. It is important to note that conservation districts are the only non-regulatory local government entities authorized to work with landowners to implement conservation practices on private lands. Service to those citizens that directly control natural resources on private lands is critical to achieving maximum beneficial uses of water and other resources.

Technical staff in conservation districts have specialized skill sets not easily obtained from most rural communities.

4 – Review district operations and assist supervisors

Non-financial services are provided directly to conservation districts by field staff. The primary focus of field staff is helping conservation districts be more successful and more accountable. There would be little immediate impact on conservation district operations in the event of a short disruption in the Commission's ability to provide on-site services to conservation districts. We know from experience, however, that the number and severity of district operational issues increase as the amount of time increases without significant field support to conservation districts. This is often evidenced by audit findings which seem to be more common in areas where service disruptions have occurred. We have also seen a higher incidence of adverse personnel actions where field support has been lacking. Over a period of many months, the loss of on-site services provided by the Commission to conservation districts would severely impair local effectiveness in conserving the State's natural resources.

Section 3: Risk, Threat, and Vulnerability Analysis

Risk is a function of frequency, severity and duration. Risks, threats and vulnerabilities of the Commission are assessed based on the impact of potential frequency, severity, and duration of events on Commission operations. Events that occur rarely have a low frequency of occurrence. Events that are unlikely to substantially disrupt agency operations have a low severity. Events that may disrupt operations for less than a month have a low duration. Medium duration is more than one month and less than four months. High duration is more than four months. The following table summarizes risk, frequency and severity for events covered in this section.

| Type of event | Risk | Frequency | Severity | Duration |
|--|--------|-----------|----------|----------|
| 3.1 Natural Hazards | | | | |
| 3.1.1 Earthquake | High | Low | High | High |
| 3.1.2 Tsunami | Low | Low | Low | Low |
| 3.1.3 Tornado or windstorm | Low | Low | Low | Low |
| 3.1.4 Winter Storm | Medium | Low | Medium | Low |
| 3.1.5 Flooding | Low | Low | Low | Low |
| 3.1.6 Landslide | Low | Low | Low | Low |
| 3.1.7 Volcano-related events | Medium | Low | Medium | Medium |
| 3.1.8 Lightning | Low | Low | Low | Low |
| 3.1.9 Smoke, dirt, dust | Low | Low | Low | Low |
| 3.1.10 Pandemic | Medium | Low | Medium | Medium |
| 3.2 Accidents | | | | |
| 3.2.1 Disclose confidential information | Low | Low | Low | Low |
| 3.2.2 Electrical disturbance, interruption | Low | Low | Low | Low |
| 3.2.3 Toxic chemical spill | Medium | Low | High | Medium |
| 3.3 Environmental Failure | | | | |
| 3.3.1 Water damage | Medium | Low | Medium | Medium |
| 3.3.2 Structural failure | High | Low | High | High |
| 3.3.3 Fire | Medium | Low | Medium | Medium |
| 3.3.4 Hardware failure | Low | Low | Low | Low |
| 3.3.5 Liquid leakage | Low | Low | Low | Low |
| 3.3.6 Operator or user error | Low | Medium | Low | Low |
| 3.3.7 Software error | Low | Low | Low | Low |
| 3.3.8 Telecommunications interruption | Low | Low | Low | Low |
| 3.4 Intentional Acts | | | | |
| 3.4.1 Alteration of data | Low | Low | Low | Low |
| 3.4.2 Alteration of software | Low | Low | Low | Low |
| 3.4.3 Computer virus | Medium | High | Medium | Low |
| 3.4.4 Bomb threat | Low | Low | Low | Low |
| 3.4.5 Disclose confidential information | Medium | Low | Medium | Low |
| 3.4.6 Sabotage or terrorism | Medium | Low | High | Medium |
| 3.4.7 Internet attacks | Low | Medium | Low | Low |

A – Natural hazards

1 – Earthquake

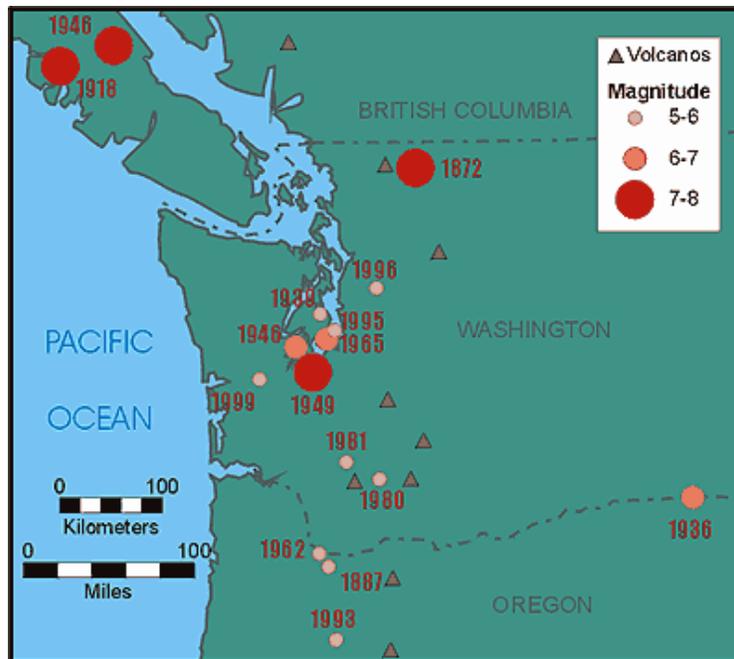
The risk of substantial disruption to Commission operations by earthquake events is high. Frequency of such events is low, potential severity is high, and duration is potentially high.

Being located adjacent to the Cascade Mountains and significant seismically active faults, our headquarters in Lacey, Washington is at risk from significant seismic events. The February 28, 2001 Nisqually earthquake registered a Richter magnitude of 6.8 with an epicenter 52 kilometers deep and about 16.7 kilometers northeast of Olympia, Washington. This earthquake caused cosmetic damage to some ceilings and walls in the Lacey headquarters building.

Business operations of the Commission are unlikely to be substantially disrupted if seismic events damage satellite field offices.

Seattle-area significant earthquakes:

| Year | Mag | Depth | Location | Damage |
|------|---------|-------|------------------------|---|
| 1949 | 7.1 | 53 km | Olympia | Map and Details |
| 1965 | 6.5 | 63 km | Sea-Tac | Details |
| 1999 | 5.5-5.8 | 41 km | Satsop | PNSN Event Info Damage - EQE |
| 2001 | 6.8 | 52 km | Olympia (Nisqually) | PNSN Event Info Damage - Nisqually Clearinghouse |
| 2001 | 5.0 | 40 km | Matlock | PNSN Event Info |



2 – Tsunami

The risk of substantial disruption to Commission operations from tsunami events is low. Frequency of such events is low, potential severity is low, and duration is low.

The coastal regions of Washington State are at risk from tsunamis. These destructive waves can be caused by coastal or submarine (underwater) landslides or volcanism, but they are most commonly caused by large submarine earthquakes. Tsunamis formed offshore may strike adjacent shorelines within minutes, or may cross the ocean at speeds as great as 600 miles per hour to strike distant shores. In 1946, a tsunami was initiated by an earthquake in the Aleutian Islands of Alaska; in less than 5 hours, it reached Hawaii with waves as high as 55 feet and killed 173 people (<http://www.dnr.wa.gov/geology/hazards/tsunami.htm>).

While the Commission has no permanent operations in tsunami-prone areas, staff serving western Washington conservation districts frequently travel in such areas.

3 – Tornado or windstorm

The risk of substantial disruption to Commission operations from tornados is very low. Frequency of such events is very low, potential severity is very low, and duration is low. Windstorms are more frequent but rarely result in more than a few hours of business disruption.

Washington ranks 43rd out of 50 states in tornado frequency with an average of one per year (<http://www.disastercenter.com/washingt/tornado.html>).

4 – Winter storm

The risk of substantial disruption to Commission operations due to a winter storm is medium. Frequency of such events near Commission offices is low, potential severity is medium, and duration is low.

Winter storms are unlikely to pose significant hazards to people or equipment in western Washington, except in areas proximal to hills or mountains. Such areas are rarely occupied by Commission members or staff.

Winter storms are somewhat more common in eastern Washington. In this region, risk is primarily associated with loss of adequate visibility while traveling and slick roads. Commission field staff is equipped with survival equipment and emergency supplies.

5 – Flooding

The risk of substantial disruption to Commission operations from flooding events is low. Frequency of such events at or near agency operations is low, potential severity is low, and duration is low.

No Commission operations occur in areas prone to flooding. However, agency members and staff sometimes travel through flood-prone areas, placing people and equipment at risk.

6 – Landslide

The risk of substantial disruption to Commission operations by landslide events is low. Frequency of such events is low, potential severity is low, and duration is low.

Commission members and staff frequently travel in mountainous regions of Washington State. Given the large amount of precipitation in western Washington and rapid snowmelt events and rainstorms in eastern Washington, travelers may encounter mudslides or landslides at any time.

Travelers are encouraged to carry emergency gear, a cellular phone and a state road map at all times.

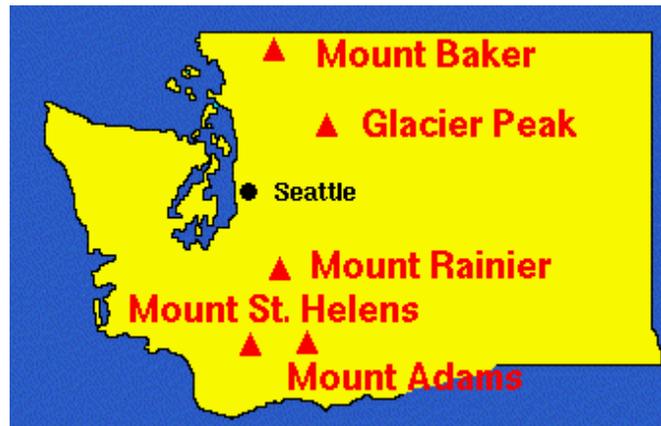
7 – Volcanic eruption, glacial outbursts, and lahars

The risk of substantial disruption to Commission operations by volcano-related events is medium. Frequency of such events is low, potential severity of impacts on Commission operations is medium, and duration may be medium.

Volcanoes and related hazards pose a major risk to Commission business operations. Travelers are especially vulnerable to ash falls, glacial outbursts, and other volcano-induced hazards. Roads and bridges crossing drainages originating on the flanks of volcanoes are subject to damage or blockage from volcanic events. Agency field offices in eastern Washington may be impacted by ash from volcanic eruptions in the Cascade Mountains.

Volcanoes

Washington is home to five major composite volcanoes or strato-volcanoes: Mount Baker, Glacier Peak, Mount Rainier, Mount St. Helens, and Mount Adams.



More than 200 eruptions of Cascade Range volcanoes in Washington, Oregon and California have occurred over the past 12,000 years. These volcanoes have generated tephra (ejected material), lava flows, lahars (volcanic debris flows), and debris avalanches. Some enormous debris avalanches and lahars may have been caused by intrusions of magma (not eruptions) or steam explosions at the volcanoes, or by local or regional earthquakes.

All Washington volcanoes except Mount Adams have erupted within the last 250 years. Volcanoes do not erupt at regular intervals, making it difficult to forecast when a given volcano might erupt again. Although risks from volcanoes are significantly lower than risks from earthquakes and landslides, the relatively long recurrence interval for volcanic hazards (decades to several centuries) combined with their great potential for destruction make them particularly insidious (<http://www.dnr.wa.gov/geology/hazards/volcano/#pubs>).

| Volcano | Eruption type(s) | Eruptions in past 200 yrs | Latest activity (year A.D.) | Remarks about activity of the last 10,000 years |
|------------------------------|------------------|---------------------------|--|--|
| Mount Baker | ash, lava | 1? | mid-1800s; 1870?; 1975 steam emission | Debris avalanches and lahars have flowed down the Nooksack, Baker, and Skagit Rivers |
| Glacier Peak | ash | 1+? | before 1800 | Lahars have extended more than 60 mi (100 km) down the Skagit River; pyroclastic flows produced several times |
| Mount Rainier | ash, lava | 1? | X tephra between 1820-1854 | Enormous debris avalanches and lahars flowed down the White, Puyallup, and Nisqually Rivers; smaller lahars in the Cowlitz basin; continued seismic activity |
| Mount St. Helens | ash, lava, dome | 2 major eruptive periods | 1980-present | History of explosive eruptions and lahars |
| Indian Heaven volcanic field | lava, scoria | none | 8,000 yr ago? | Consists of seven minor shield volcanoes that have each erupted only once (?) |
| Mount Adams | lava, ash | none | 3,500 yr ago | Lahars |
| Mount Hood, Oregon | ash, dome | 2+? | 1865; major eruption in the late 1700s | Lahars down the Sandy and Hood Rivers; modern glacial outburst floods; seismic swarms continue |

Glacial outbursts

A glacial outburst flood is a hydrological phenomenon that refers to the sudden release of water stored in glaciers. Around Mount Rainier, these floods are a serious threat to the river valleys and could create flooding greater than may be caused by an extreme meteorological event such as a 100-year flood. Glacial outburst flooding is one of the greatest hazards associated with Mount Rainier.

Mudflows and lahars

Mudflows or debris flows composed mostly of volcanic materials on the flanks of a volcano are called lahars. These flows of mud, rock, and water can rush down valleys and stream channels at speeds of 20 to 40 miles per hour and can travel more than 50 miles. Some lahars contain so much rock debris (60 to 90% by weight) that they look like fast-moving rivers of wet concrete. Close to their source, these flows are powerful enough to rip up and carry trees, houses, and huge boulders miles downstream. Farther downstream they entomb everything in their path in mud.

Historically, lahars have been one of the deadliest volcano hazards. They can occur both during an eruption and when a volcano is quiet. The water that creates lahars can come from melting snow and ice (especially water from a glacier melted by a pyroclastic flow or surge), intense rainfall, or the breakout of a summit crater lake. Large lahars are a potential hazard to many communities downstream from glacier-clad volcanoes, such as Mount Rainier.

8 – Lightning

The risk of substantial disruption to Commission operations by lightning strike is low. Frequency of such events is relatively low, potential severity is low, and duration is low.

Washington State experiences one of the lowest densities of lightning strike in the conterminous United States. Nevertheless, lightning strikes can disrupt electrical power, damage traffic control systems, spark wildfires, damage electrical equipment, and cause fires in buildings.

All offices are at risk for disruption of electrical power and damage to electrical equipment.

Surge suppressors should be used on all sensitive electrical devices, including computers, printers, routers/switches, firewall devices, and telephones. When not in use, such devices may be unplugged to prevent damage from electrical surges.

9 – Smoke, dirt, or dust

The risk of substantial disruption to Commission operations due to smoke, dirt or dust is low. Frequency of such events is low, potential severity is low, and duration is low.

Smoke, dirt, and dust may occur anywhere fire or land disturbance is underway, including grass and forest fires, intentional burning, debris flows and landslides, windstorms, agricultural activities, road construction, and demolition.

Generally, hazards consist of reduced visibility and health impairment due to inhalation. Damage to eyes may also result from chemical reactions from smoke or from airborne grit.

Commission members and staff are primarily at risk from smoke, dirt, and dust when traveling. Portable electronic equipment should not be operated in such conditions.

10 – Pandemic

The risk of substantial disruption to Commission operations due to a pandemic is medium. Frequency of such an event is low, but potential severity is medium, and duration is medium.

A pandemic may occur anywhere in the world, and the interconnectivity and ease of national and international travel increases risk.

Generally, hazards consist of health impairment, quarantine and medical complications. Employees may be unable to work in an office setting, may require extensive time off for recovery and treatment, and replacement workers may not be available.

Decontamination and personal protective protocols should occur both at employee's homes and office settings.

B – Accidents

1 – Disclosure of confidential information

The risk of substantial disruption to Commission operations due to accidental disclosure of confidential information is low. Frequency of such events is low, potential severity is low, and duration is low.

Unintentional disclosure of confidential information may result in legal actions that disrupt the normal flow of Commission business operations. Four types of confidential information may be present: private information about employees, social security numbers, documents protected by attorney-client privilege, and information about possible/pending legal actions in conservation districts.

Confidential information held by the Commission includes some instances of social security numbers on documents submitted by conservation districts, and documents and records pertaining to Commission members and staff on file in our headquarters facility. These records are not critical to continuation of Commission business operations.

All staff has been instructed that social security numbers may not be released. All public disclosure requests are approved by the Executive Director. It is unlikely the agency would accidentally release confidential information from records it maintains.

Attorney-client privileged information is not subject to release under the Public Disclosure Act, but the information is discoverable by court order. All staff is frequently instructed to not release documents that may be attorney-client privileged without prior approval from the WSCC Executive Director.

Commission field staff is often privy to sensitive personnel situations and possible/pending legal actions in conservation districts. Such information is rarely documented in writing, but accidental disclosure is possible. Commission staff often consults with team members about the best approach to assist conservation districts in resolving such situations. All field staff has received specialized training through the Department of Personnel to prevent/reduce losses due to poorly handled personnel issues.

2 – Electrical disturbance or interruption

The risk of substantial disruption to Commission operations due to electrical disturbance or interruption is low. Frequency of such events is low, potential severity is low, and duration is low.

All regions in Washington State are subject to electrical disturbance through brownouts, blackouts, and power surges. Causes may be localized or regional in nature.

All offices are at risk for damage to electrical equipment from electrical disturbance or interruption.

Surge suppressors should be used on all sensitive electrical devices, including computers, printers, routers/switches, firewall devices, and telephones. When not in use, such devices may be unplugged to prevent damage from electrical surges.

Important computer systems should also be protected by power-conditioning uninterruptible power supplies to cover under-voltage, overvoltage and surge conditions. Web servers and network servers should be protected by uninterruptible power supplies.

3 – Spill of toxic chemical

The risk of substantial disruption to Commission operations by toxic chemical spills is medium. Frequency of such events is low, potential severity may be high, and duration may be medium.

Most Commission offices have little direct risk from toxic chemical spills. However, the headquarters office in Lacey may be impacted by odors or vapors transmitted via the heating

and cooling system ducts. Although the nearest railroad is several miles away, Interstate 5 is less than ½-mile distant, so a major accident with a resulting chemical spill could impact headquarters staff. Similarly, Martin Way is less than 1/8-mile distant and tractor-trailer rigs commonly use this route. Usually, the Lacey facility has only one ingress/egress point for motorized traffic. In the event of a disaster, Saint Martin's College may allow temporary traffic ingress/egress through their campus.

Several of our satellite offices could be impacted by a chemical spill:

- The Colfax field office is less than one-half mile from US Highway 195 and a regional rail line.
- The Longview field office is adjacent to State Highway 4.
- The Okanogan field office is near US Highway 97 and a regional rail line.
- The Spokane field office is less than one-half mile from Interstate 90 and several major rail lines.
- The Yakima office is approximately two miles from Interstate 82 and a major rail line.

C – Environmental failure

1 – Water damage

The risk of substantial disruption to Commission operations from water damage is medium. Frequency of such events is low, potential severity is medium, and duration is medium.

No Commission offices are sited within the 100-year flood zone. Commission headquarters are located on the ground floor of a three-story building with a flat roof. Water damage is unlikely due to roof leaks since such leaks would be detected in the top two floors before impacting the Commission work space. However, water damage would occur if the fire suppression sprinklers were activated.

Commission staff should reduce the potential for water damage to computers by locating them under desks and under shelves whenever possible. Turning electrical equipment off when unattended may help reduce water-caused damage to electrical circuits.

2 – Structural failure

The risk of substantial disruption to Commission operations due to structural failure is medium. While frequency of such events is low, potential severity is high, and duration may be high.

Catastrophic failure of the Lacey facility housing our headquarters operation is unlikely unless a major seismic event occurred. If the facility is occupied during collapse, relatively few Commission staff is likely to survive, resulting in the loss of experienced, knowledgeable staff. If the facility is severely damaged, computers and associated data stores would be damaged or destroyed.

Partial collapse of the facility may cause relatively few injuries, may restrict ingress/egress, or may damage some computing assets.

Data should be backed up regularly and stored offsite to reduce business disruption in the event of a catastrophic failure of the Commission headquarters facility. Software licenses and proof of

purchase should be photocopied or scanned and stored offsite. Backup copies of significant software should be stored offsite.

3 – Fire

The risk of substantial disruption to Commission operations due to fire is medium. Frequency of such events is low, potential severity is medium, and duration is medium.

Automatic fire detection and suppression systems are present in the Lacey headquarters building. These systems are regularly inspected and tested, and fire drills are initiated several times a year to ensure that all staff knows proper building exit procedures.

The greatest risk in the Lacey headquarters due to fire is likely to be smoke and water damage. Automatic systems and rapid response by local fire departments will help to keep fire damage localized within the building.

Electrical connections in the building may pose the greatest risk of accidental fire. Lack of tidiness in some office cubicles, combined with the proliferation of small electrical devices plugged into multiple outlet strips and surge protectors, raise the potential risk of accidental fire.

All Commission offices should have written procedures posted for exiting the building in the event of fire. All offices should be equipped with smoke detectors or automatic alarms and have fire extinguishers easily accessible. All offices should have at least two points of ingress/egress and all staff should know how to exit through these points.

4 – Hardware failure

The risk of substantial disruption to Commission operations due to hardware failure is low. Frequency of such events is low, potential severity is low, and duration is likely to be low.

Failures of individual desktop computer systems and peripherals pose little risk of data loss to the agency and should result in little disruption in basic business operations.

Failures of network servers will result in some disruption of operations, but data backed up from the Ecology file server is recoverable.

Failure of Ecology network hardware may impact regular Commission business operations. Several agency laptop computers are equipped with cellular broadband cards, allowing some staff to conduct business over the internet in the event of an Ecology network failure.

Should the Commission web server fail, a spare server is available for immediate replacement. Total downtime is expected to be about one working day.

Hardware failures in field offices may result in disruption of operations until hardware can be repaired/replaced and reconfigured.

Failure of routers, modems and firewalls may cause a brief disruption or may take days to repair/replace.

Commission staff should backup their documents and data regularly.

Commission staff responsible for routers, firewalls, modems and similar computer equipment requiring specific configuration parameters should record these parameters and store this information offsite.

5 – Liquid leakage

The risk of substantial disruption to Commission operations by liquid leakage is low. Frequency of such events is low, potential severity is low, and duration is low.

Few liquids are stored in Commission offices, so there is little risk of damage to computing resources from liquid leakage. Plumbing leaks are the most likely hazard.

In the Lacey building, plumbing generally does not pass over work spaces containing computers. Commission staff should attempt to locate computers and important peripherals in sheltered locations to minimize damage from water leaks. Shutting off systems when unattended can reduce water-caused damage.

6 – Operator or user error

The risk of substantial disruption to Commission operations by operator or user error is low. Frequency of such events is medium, potential severity is low, and duration is low.

Operator or user error is a common occurrence in all business enterprises. The Commission is no exception.

From July 1999 through November 2003, Ecology staff recorded 296 service requests for the WSCC, or an average of seven requests a month. Of this total, only 17 calls were due to desktop hardware. Most service requests were for software problems. It is not known how many problems were due to configuration/installation errors and how many were caused by users. Resolution of these problems almost always occurred within a day, and often within an hour of the request.

Disruptions in service delivery due to errors in installing server software and maintaining such platforms are minimized by first performing such procedures on an identical spare machine.

For servers, backups of user data and configuration information should be done prior to implementing any significant upgrade or patch.

7 – Software error

The risk of substantial disruption to Commission operations due to software error is low. Frequency of such events is low, potential severity is low, and duration is low.

We house no critical systems, so software errors generally have little chance to significantly disrupt Commission operations. Software problems could disrupt our ability to provide certain services such as access to documents, forms and procedures via our web server.

8 – Telecommunications interruption

The risk of substantial disruption to Commission operations due to telecommunications interruption is low. Frequency of such events is low, potential severity is low, and duration is low.

Should the main telephone exchange or regional cellular systems become unavailable for an extended period, service delivery to conservation districts would be heavily impacted.

Most Commission staff has cellular phones. Should our primary telecommunications system become unavailable, staff can continue to provide service to our customers using agency and personal cell phones.

D – Intentional acts

1 – Alteration of data

The risk of substantial disruption to Commission operations from intentional alteration of data is low. Frequency of such events is low, potential severity is low, and duration is low.

Intentional alteration of significant data is possible by agency staff. Other agencies and our customers effectively provide verification of data processed by the Commission. Intentionally altered data may result in additional time to process and verify transactions and data tables, but would not substantially disrupt agency operations.

2 – Alteration of software

The risk of substantial disruption to Commission operations from altered software is low. Frequency of such events is low, potential severity is low, and duration is low.

In almost all cases, the Commission utilizes standard, off-the-shelf software. Should software become altered or damaged, reinstallation would correct the problem.

The Commission does not utilize applications hosted on our systems to manage business processes. Where applications are used, they are required by other agencies and integrity of those applications is the responsibility of the hosting agency.

For managing internal servers and our web server, proprietary management interfaces are utilized. Should the integrity of these operating systems and interfaces become damaged, reinstallation of software systems will correct the problem. Other security measures are in place to guard against root-level system changes.

3 – Computer virus

The risk of substantial disruption to Commission operations due to computer infection is medium. Frequency of opportunities to infect systems is high, potential severity is medium, and duration is low.

Intentional release of a computer virus, worm or Trojan on machines managed by the Commission is possible. However, each desktop and laptop computer is protected by modern antivirus systems. Those systems on the Ecology network are subject to traffic analysis and will be immediately disconnected from the network if found to be infected. With Commission computers residing on a large network, infections may propagate across the network very rapidly under favorable conditions.

Staffs in field offices use agency-provided VPN connections to protect data in transit. The agency deploys client-based system monitoring tools on all assigned desktop and laptop computers.

4 – Bomb threat

The risk of substantial disruption to Commission operations by bomb threat is low. Frequency of such events is low, potential severity is low, and duration is low. Actual bombs – not just threats – are covered in the section on sabotage and terrorism.

The Commission headquarters office in Lacey follows Ecology procedures in the event of a bomb threat. Agency staff in field offices co-located with federal agencies and/or conservation districts are instructed to be familiar with, and follow, the procedures used by their office partners in the event of a bomb threat.

A bomb threat could be used as a ruse to remove personnel from spaces containing computing resources, potentially allowing unrestricted but brief access to systems and connections.

5 – Disclosure of confidential information

The risk of substantial disruption to Commission operations due to intentional disclosure of confidential information is medium. Frequency of such events is low, potential severity is medium, and duration is low.

The risk of intentional disclosure of confidential information is low, primarily because the Commission handles almost no confidential information.

Intentional disclosure of attorney-client privileged information has relatively few impacts on our agency. The biggest impact is once disclosed, protection afforded by the attorney-client privilege evaporates.

Intentional disclosure of information pertaining to personnel or legal issues in conservation districts could increase the potential for an adverse judgment against the Commission. Agency staff works directly with our assigned Assistant Attorney General to reduce/prevent agency liability.

6 – Sabotage or terrorism

The risk of substantial disruption to Commission operations by sabotage or terrorism is medium. Frequency of such events is low, potential severity is high, and duration is medium.

The Commission's headquarters operation in Lacey was impacted by one incident of arson in May 1999. Fires were intentionally set in several places in the Ecology building, including in the space occupied by the US Environmental Protection Agency adjoining the Commission work space. These fires were not started by a Commission employee. Although the agency suffered inconvenience due to water damage, no computers were damaged and no information was lost.

The Commission headquarters is co-located with the Department of Ecology and the U.S. Environmental Protection Agency. Historically, these regulatory agencies have been the focus of citizen unhappiness. Being co-located with them exposes our non-regulatory agency to somewhat higher risk of disruption due to sabotage or terrorism.

Agency field offices have been largely free of incidents, although the Colfax field office was broken into in 2001. Locks on that building were changed, and no additional incidents have occurred.

7 – Internet attacks

The risk of substantial disruption to Commission operations due to internet attacks is low. Frequency of such events is medium, potential severity is low, and duration is low.

Commission operations in Lacey reside behind a robust firewall system managed by Ecology. The largest risk involves outside attackers flooding the Ecology network connection to deny service to network computers. Ecology may utilize intelligent packet detection and filtering or operate honeypots to detect and automatically block such attempts, but these details are part of Ecology's confidential security program. The Commission does not know if Ecology monitors for intentional attacks initiated from inside the network.

Ecology also screens incoming e-mail for viruses and blocks some spam at the server. These network protection schemes reduce the risk to the Ecology network and Commission computers.

The Commission web server is connected to the internet through a high-speed line managed by the Department of Information Services. Access to our web server by the agency and citizens may be blocked if DIS-managed connections are flooded, damaged or otherwise become unavailable.

Should internet connections become unavailable for extended periods, telephone, fax and postal mail are viable alternative communication mechanisms until internet connectivity can be reestablished.

Section 4: Recovery Strategy

A – Priorities during recovery

Recovery operations following a disaster or substantial interruption in business operations of the Commission will be prioritized as follows, from highest priority to lowest:

- Protect the health, safety and welfare of people who may be impacted by site conditions or recovery operations.
- Protect state-owned assets, including computers.
- Protect network (state and local) resources.
- Restore basic business operations.
- Resume service to conservation districts, agencies and citizens of Washington State.
- Document recovery efforts to provide full accountability.

B – Recovery requirements for critical business operations

1 – Certify elections and appoint supervisors

Resources required for the Commission to certify conservation district elections and appoint conservation district board members include:

- A quorum of the Commission governing board.
- Election procedures available to conservation districts.
- Election assistance provided by the Commission to conservation districts.
- Election forms, uncertified results and other information provided to the Commission by conservation districts.

2 – Recommend funding and administer funds

Resources required for the Commission to develop budget proposals, recommend funding to meeting State and local needs, and administer funds provided to the Commission include:

- A quorum of the Commission governing board.
- Access to information and systems provided to small agencies by the Office of Financial Management.
- Commission staff with experience in crafting budgets and responding to requests for additional information.
- Well-trained, knowledgeable staff to write grant contracts, review and approve grant reimbursement requests, maintain appropriate records, and assist conservation districts.

3 – Review district operations and assist supervisors

Resources required for the Commission to review district operations and assist conservation district board members (district supervisors) include:

- Staff knowledgeable in conservation district operations to regularly evaluate local district operations and provide consistent, meaningful guidance to district governing boards.
- Staff trained to appropriately assist in resolving issues, effectively managing district personnel, seeking funding, and maintaining effective working relationships.

C – Provisions for offsite storage of critical data

1 – Provisions for headquarters operations

The Commission maintains little critical data. Contract face sheets, grant voucher requests and related information are provided by the Commission to the Office of Financial Management. Those records can be reconstructed in the event of a disaster. Signed grant contracts will be scanned and stored offsite.

Personal services contracts are filed with OFM and can be recovered.

Emergency contact information is maintained on paper forms in the Commission headquarters. In a disaster, these records may not be available.

Inventory records and vital receipts are important to maintain accountability and to protect state assets. We store electronic copies of inventory records on Ecology file servers which are backed up regularly, with back-ups stored offsite.

Monthly, information contained on key servers (internal and external) is copied to file servers for temporary storage. At least two generations of records are maintained.

Virtually all other records can be reconstructed from source documents held by conservation districts and by documents on file with OFM, the State Auditor's Office and the Attorney General's Office.

2 – Provisions for satellite operations

Commission operations in satellite locations will be provided equipment and procedures to perform weekly backups of working documents. Because these are one and two-person offices, these staff members will be allowed to provide offsite storage at their homes. The Commission will require notification if offsite storage will be provided in employee's homes, and will require a consent form to be signed by the employee and his/her spouse allowing Commission access to state-owned documents and devices.

D – Alternative processing strategies and facilities

1 – Command centers

No command center is formally established in this document.

Agency recovery coordinators

A primary and secondary recovery coordinator is established in this plan. The primary recovery coordinator will be the Executive Director of the WSCC. This position is currently held by Carol Smith. If the primary coordinator cannot be contacted, the secondary recovery coordinator should be contacted. This position is currently held by Shana Joy, Regional Manager Coordinator. If neither of those individuals is available, any department head should be contacted.

| Contact sequence | Name |
|------------------|---|
| First | Carol Smith, Executive Director |
| Second | Shana Joy, Regional Manager Coordinator |
| Third | Ron Shultz, Director of Policy & Intergovernmental Relations Sarah Groth, Fiscal Manager Bill Eller, Voluntary Stewardship Program Coordinator, SAL |

IT recovery coordinators

IT recovery will be managed by the Technical Services Manager. Currently, the Department of Ecology IT Manager fulfills that duty for the Commission (Teresa Roddy, Department of Ecology, IT Manager, 300 Desmond Drive SE, Lacey, WA 98503, 360-407-6475 (office), 360-407-6493 (fax). If the primary IT recovery coordinator cannot be contacted, the secondary IT recovery coordinator should be contacted. This position is currently held by Carol Smith, Executive Director.

Agency Recovery and Resumption Team

The senior management team is designated by this plan as the Agency Recovery and Resumption Team (ARRT). The ARRT may include other staff as necessary to recovery from a disaster/problem and resume business operations. The senior management team consists of:

- Carol Smith, Executive Director
- Sarah Groth, Fiscal Manager
- Shana Joy, Regional Manager Coordinator
- Ron Shultz, Director of Policy & Intergovernmental Relations
- Bill Eller, Voluntary Stewardship Program Coordinator, SAL

Recovery coordinators will coordinate information about working locations of staff and reestablish a working infrastructure to support continuation of agency services.

The primary recovery coordinators are located in or near the Olympia area. The secondary coordinator is located in eastern Washington. It is unlikely both sets of recovery coordinators would become incapacitated due to the same incident.

2 – Alternate business operations

In a disaster, employees are to work from home or from nearby conservation district offices whenever possible. Each agency staff member is provided with home phone numbers of all staff as well as a statewide directory of conservation district contact information.

In a disaster, employees are to attempt to contact the primary recovery coordinator (Carol Smith) first. If contact cannot be established, staff should contact the secondary recovery coordinator (Shana Joy). If contact cannot be established, then attempts to notify any other senior staff members should be made.

If staff members are unable to contact others, they should protect themselves to the best of their ability until such time as contact can be reestablished.

3 – Alternate data processing

Offsite storage of inventory records and other difficult-to-replace documents will allow for rapid resumption of basic operations.

Access to secure systems provided as applications from the Office of Financial Management may take more time to restore. The Commission can go without processing grant vouchers and contract modifications for periods of up to four weeks without significantly impairing conservation district capabilities. Therefore, alternate data processing channels are not required.

4 – Alternate data communications

The Commission strategy of distributing portable computing resources to most agency staff provides a foundation to continue basic data communications in a disaster. Agency staff can utilize file stores and e-mail services on the Commission web server to interact in an emergency.

Section 5: Emergency Response and Problem Escalation

Disaster events are discrete, individual events or a series of events such as fires, floods, earthquakes and bombings. They are often unforeseen and cause substantial damage, lengthy disruption of business operations, or threaten to do so.

More subtle than disasters are problems. Disaster-level severity may evolve from problems that disrupt normal operations and then worsen or continue so long that the disruption becomes critical. Examples of problems that can evolve to become disasters include power brownouts, computer viruses, inclement weather, disease epidemics, sabotage, negligence, hardware failures, local telephone service failure, and software failure.

Emergency procedures or emergency response protocols direct the agency's response to disaster events.

Escalation procedures or problem escalation protocols direct the agency's response to problems.

Both protocols may result in the declaration of a disaster and subsequent activation of the recovery plan.

A – Emergency response protocol

1 – Disaster events

The primary and/or secondary recovery coordinator is authorized to declare an agency-wide disaster. Should those individuals be unavailable, any member of the Agency Recovery and Resumption Team (ARRT) may make such a declaration.

The primary and/or secondary recovery coordinator may declare a disaster.

In the event of a declared disaster, the Commission shall take specific actions to:

- Protect lives and safety of all personnel and gain immediate emergency help.
- Protect state-owned assets and reduce the duration and loss of information technology services and data.
- Inform the Agency Recovery/Resumption Team members a serious loss or interruption has occurred.
- Establish a focal point for coordinating the recovery program, communicating critical information, and assembling personnel.
- Establish contact with the Office of Emergency Management.

The following specific actions will be taken by the agency in this order:

- Individual staff will:
 - Immediately take whatever steps are necessary to protect themselves and contact emergency service providers.

- Immediately contact the primary recovery coordinator and inform that person of the nature and severity of the event. Should that individual not be available, the secondary recovery coordinator will be contacted. In the event the secondary recovery coordinator is also not available, staff is to attempt to contact departmental managers.
- Protect state assets as long as personal health and safety are not compromised.
- The agency recovery coordinator will:
 - Contact the Agency Recovery/Resumption Team (ARRT). If that is not possible, staff will be contacted. The ARRT will work directly with staff and members of the agency governing board to ensure emergency medical care and services are available to protect the health, safety and welfare of individuals.
 - Establish an ad hoc command center as necessary and inform all available governing board members and staff of the command center location and accessibility. Until a central point of operations can be established, staff is to work from their homes or local conservation district offices.
 - Contact the Office of Emergency Management if necessary.

2 – Problems

The primary and/or secondary recovery coordinator is authorized to declare an agency-wide problem. Should those individuals be unavailable, any member of the Agency Recovery/Resumption Team (ARRT) may make such a declaration.

The primary and/or secondary recovery coordinator may declare a problem.

In the event of a declared problem, the Commission shall take specific actions to:

- Protect lives and safety of all personnel and gain necessary assistance.
- Protect state-owned assets and reduce the duration and loss of information technology services and data.
- Prevent escalation of the problem to a disaster.

The following specific actions will be taken by the agency in this order:

- Individual staff will:
 - Immediately take whatever steps are necessary to protect them from harm.
 - Immediately inform the primary and/or secondary recovery coordinators. Should those individuals not be available, staff should contact any member of the ARRT. If ARRT members are not available, staff is to contact any staff members.
 - Protect state assets as long as personal safety is not compromised.
- The recovery coordinator will:
 - Contact the Agency Recovery/Resumption Team. If that is not possible, staff will be contacted.

- Establish a temporary command center if necessary. If normal office locations are unsafe to occupy or are inaccessible, staff are to work from their homes or local conservation district offices.
- Contact Commission governing board members and establish regular communications with them.

B – Problem escalation protocol

The senior management team, functioning as the Agency Recovery and Resumption Team (ARRT), will communicate daily until the recovery coordinator cancels the problem declaration. Contact information is contained in the attached appendices.

The ARRT will collaborate on the need to widen the information circle and assign tasks.

Section 6: Plan Activation

A – First alert procedures

Governing board members or staff suspecting that a problem or disaster may occur or has occurred will first attempt to contact the primary and/or secondary recovery coordinators. Should those individuals be unavailable, any member of the Agency Recovery and Resumption Team (ARRT) may be contacted.

The recovery coordinator (or if unavailable, any member of the Agency Recovery and Resumption Team) may confirm a problem or disaster as outlined in Section 5.

Once a problem or disaster is confirmed, it may be declared by any recovery coordinator or ARRT member following the steps outlined in Section 5.

B – Problem and disaster confirmation procedures

Confirming a problem or disaster exists requires evaluating the current situation on two parallel tracks:

1. Determining what is actually happening now, or about to happen; and
2. Evaluating the risk level of future business impairment from the current situation.

The recovery coordinator(s) will evaluate possible and actual situations to confirm that a problem or disaster exists. The ARRT will perform this evaluation should the recovery coordinator(s) be unavailable.

1 – Human assets

Loss of a key individual in the agency structure may disrupt some business operations for a brief period. This is an example of a problem.

Loss of multiple key individuals may disrupt business operations for weeks or months, and could be considered a problem or a disaster.

Loss of a quorum of the governing board or most operating staff would severely impair business operations and would be considered a disaster.

2 – Infrastructure

Infrastructure is loosely defined as structures, systems and devices required to perform critical business operations.

Loss of the headquarters office would be a disaster, but without loss of staff, this situation recoverable in a matter of weeks or months. Conversely, loss of a satellite office may create a problem for the agency, but would not substantially disrupt day-to-day business operations of the entire agency.

Systems are generally considered to be combinations of hardware and software, connectivity systems and telecommunications networks. Loss of a server is recoverable. Short-term disruption of internet connectivity may be a problem; long-term disruption of internet service would be a greater problem but is unlikely to be considered a disaster.

Devices are limited to individual, specific devices. Loss of a data backup device would create a potential problem. Loss of an individual computer would not be a significant problem unless data on that computer was not backed up and recoverable. Loss of a vehicle would create a potential problem.

3 – Reporting problems or disasters to management

Staff will remain attentive to possible problems and disasters that could:

- Compromise the health, safety and welfare of agency board members, staff or the public;
- Compromise network and data security; or
- Disrupt business operations of the agency.

Such situations or conditions will be immediately reported verbally to a member of the senior management team. Following a verbal report, staff is expected to document their verbal report by memo or e-mail to a senior management team member.

4 – Emergency contacts

Procedures for agency staff to make emergency contacts are described in Section 5 and contact information is contained in the appendices.

5 – Command center activation

Procedures for command center activation are described in Section 4.

6 – Recovery team notification

Procedures for recovery team notification are contained in Section 5.

7 – Disaster declaration

Once a problem or disaster has been confirmed as described in Section 5, the recovery coordinator(s) (or if unavailable, any member of the Agency Recovery and Resumption Team) is authorized to declare a problem or disaster per Section 5.

8 – Informing others

Section 5 includes procedures to inform agency staff and governing board members of a problem or disaster.

Customers will be notified of disasters by e-mail if that service is available. Follow-up phone calls will be made to each conservation district office when possible. Ultimately, written notification of the event and how the agency responded will be provided to customers.

The public will be informed via postings and updates on the agency website. The Commission expects that the Washington State web portal, *Access Washington*, will also be available to provide meaningful information to citizens.

Section 7: Recovery Operations

A – Recovery Flow

1. Individual staff will protect self and others.
2. Individual staff will notify recovery coordinators or senior management team members of known or suspected problems or disasters.
3. Individual staff will protect state-owned assets, including computers, networks and data, unless such actions compromise personal health or safety.
4. Recovery coordinators (or the Senior Management Agency Recovery and Resumption Team) will proceed as described in Section 5.
5. IT recovery coordinators will follow the procedures described in Section 5.

B – Recovery team organization

It is the responsibility of the Commission Executive Director to implement an agency-wide recovery plan. The alternate for this person is the Commission Regional Manager Coordinator.

It is the responsibility of the Commission Technical Services Manager to implement a recovery plan for information technology resources. The alternate for this person is the Commission Executive Director.

1 – IT expertise

The Technical Services Manager within the Department of Ecology has technical expertise in computer and network systems. The agency has an interagency agreement through South Puget Sound Community College and the Department of Enterprise Services for emergency technical support.

2 – Programmatic expertise

The following employees have expertise in programmatic issues:

- Carol Smith, Executive Director
- Sarah Groth, Fiscal Manager
- Shana Joy, Regional Manager Coordinator
- Ron Shultz, Director of Policy & Intergovernmental Relations
- Jon Culp, Manager, Water Resources
- Bill Eller, Elections and Appointments

3 – Business services/support

The following employees have expertise in supporting business services:

- Sarah Groth, Fiscal Manager

- Lori Gonzalez, Executive Assistant

An Outreach and Education Coordinator may be called upon to assist in providing agency communications and public updates if needed.

C – Recovery team plans

Recovery of data and information systems is documented in the agency IT Security Policy.

As a very small agency, recovery teams will be most effective when formed as needed at the direction of the recovery coordinator. Establishing a formal recovery team prior to a disaster makes little sense for an agency of our size since most of such a team may be injured or become otherwise unavailable in the event of a disaster.

D – Primary site restoration or relocation

As a small agency, the Commission requires relatively little space to resume business operations. Critical business data is largely recoverable from backups and from other entities (primarily conservation districts and the Office of Financial Management). The Commission is banking on a distributed computing strategy in which most users are assigned laptop computers as desktop replacements, and at any given time all laptop computers are not located in a single facility.

The small size of the Commission provides much greater flexibility in a business relocation/resumption scenario than will be experienced by larger state agencies.

Section 8: Plan Validation/Testing

The validity of this plan will be tested through unannounced drills as determined by the Executive Director. Such testing is necessary to confirm the agency can implement a smooth recovery from a major problem or disaster and expeditiously resume business operations.

| Test | Responsible person |
|---|-----------------------------|
| Notification of recovery coordinators of a problem or disaster. | Executive Director |
| Notification of a member of the Agency Recovery and Resumption Team (ARRT). | Executive Director |
| Notification of governing board members. | Executive Director |
| Access to critical business records. | Fiscal Manager |
| Reconstruction of operating files. | Fiscal Manager |
| Accessing and verifying server backups. | Manager, Technical Services |

Section 9: Training

The purpose of training is to maintain and improve knowledge, skills and abilities that benefit the agency. A comprehensive training policy is currently in development. Key points in the draft policy include the following points:

- Agency staff with emergency response responsibilities (State Agency Liaison) must be compliant with NIMS training. Other managers and staff are encouraged to become NIMS compliant.
- All agency staff must have basic skills in Microsoft Office products. Where skills do not already exist, training will be provided.
- All agency staff authorized to drive state vehicles must complete a defensive driving course.
- All agency staff whose primary job functions include directly assisting conservation districts with personnel issues must complete HELP Academy training.
- Staff processing financial documents must attend mandatory training provided by the Office of Financial Management.

Section 10: Plan Maintenance

Primary responsibility for maintaining this plan rests with the Commission Executive Director. This plan will be reviewed and evaluated annually, and will be amended when required. The Commission intends this plan to remain a living, working document, so as conditions changes with people and infrastructure, plan amendments will become necessary.

Section 11: Supporting Documentation

This plan complements and does not replace other plans of the Commission, specifically the *Washington State Conservation Commission Information Technology Security Plan* (modified August 2008), the *Washington State Conservation Commission Disaster Recovery and Business Resumption Plan* dated July 1, 2008 – June 30, 2009, and the *Conservation Commission Emergency Policy Position and Action Plan* dated July 7, 1981, and any subsequent amendments to those plans.

Appendix A: Contact Information

| | | |
|----|---|--|
| 1 | Mike Baden, North Central & Northeast Regional Manager | mbaden@scc.wa.gov; 509.385.7510 |
| 2 | Allisa Carlson, Regional Manager – South Central | acarlson@scc.wa.gov; 360.480.6686 |
| 3 | Brian Cochrane, Habitat & Monitoring Coordinator | bcochrane@scc.wa.gov; 360.407.7103; cell: 360.701.5749 |
| 4 | Jon Culp, Water Resources Program Manager | jculp@scc.wa.gov; 509.385.7509 |
| 5 | Bill Eller, Voluntary Stewardship Program Coordinator | beller@scc.wa.gov; 509.385.7512 |
| 6 | Jean Fike, Regional Manager – Puget Sounds | jfike@scc.wa.gov; 360.764.0533 |
| 7 | Josh Giuntoli, Southwest Regional Manager | jgiuntoli@scc.wa.gov; 360.407.7474 |
| 8 | Lori Gonzalez, Executive Assistant | lgonzalez@scc.wa.gov; 360.407.7417 |
| 9 | Sarah Groth, Fiscal Manager | sgroth@scc.wa.gov; 360.407.6205 |
| 10 | Alison Halpern, Policy Assistant | ahalpern@scc.wa.gov; 360.407.6209; Cell: 360.280.5556 |
| 11 | Karla Heinitz, Management Analyst | kheinitz@scc.wa.gov; 360.407.6212 |
| 12 | Laura Johnson, Communications Coordinator | ljohnson@scc.wa.gov; 360.407.6936; Cell: 360.701.9455 |
| 13 | Shana Joy, Regional Manager Coordinator | sjoy@scc.wa.gov; 360.480.2078 |
| 14 | Levi Keesecker, Natural Resources Scientist | lkeesecker@scc.wa.gov; 360-789-3650 |
| 15 | Alicia McClendon, Administrative Assistant | amcclendon@scc.wa.gov; 360.407.6200 |
| 16 | Jack Myrick, Irrigation Efficiencies | jmyrick@scc.wa.gov; 509.301.2498 |
| 17 | Ron Shultz, Director of Policy & Intergovernmental Relations | rshultz@scc.wa.gov; 360.407.7507; cell: 360.790.5994 |
| 18 | Carol Smith, Executive Director | csmith@scc.wa.gov; 360.407.6201; cell: 360.584.5218 |
| 19 | Melissa Vander Linden, Program Specialist | mvanderlinden@scc.wa.gov; 360.407.7617 |
| 20 | Ashley Wood, Fiscal Analyst | awood@scc.wa.gov; 360.407.6202 |
| 21 | Courtney Woods, Grants / Programs | cwoods@scc.wa.gov; 360.407.6114 |
| 22 | | |
| 23 | | |
| 24 | | |
| | Physical: 300 Desmond Drive SE, Lacey, WA 98503 Main Line: 360.407.6200 Mailing: PO Box 47721, Olympia, WA 98504-7721 Fax Line: 360.407.6215 Conference Room: 360.407.6825 website: scc.wa.gov | |

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WACD Adopted 2019 Resolutions related to SCC

| Resolution Number | Topic | Notes |
|-------------------|---|--|
| 2019-03 | Loss of Crop Protection Products | <ul style="list-style-type: none"> NACD has a policy on this topic. SCC to track closely for potential legislation and relay information to districts as it continues to move. <p><i>Point Person: Ron Shultz (Alison as backup)</i></p> |
| 2019-04 | Identifying on-farm renewable energy development/use & soil health practice adoption as high priority goals | <ul style="list-style-type: none"> WSCC welcomes the engagement with WACD WSCC supports the State Soil Health Committee and Initiative WSU is an important partner Ties with Sustainable Farm and Field and energy audits <p><i>Point Person: Alison Halpern</i></p> |
| 2019-07 | Community Forest Bill | <ul style="list-style-type: none"> WSCC will support WACD in including districts as eligible entities. <p><i>Point Person: Ron Shultz (Alison as backup)</i></p> |
| 2019-08 | Improving Association & District Governance Processes | <ul style="list-style-type: none"> This dovetails with an effort from the WSCC on supervisor development. Stu Trefry will work closely with Tom at WACD- develop tools and templates for CD use around board governance. <p><i>Point Person: Shana Joy</i></p> |

WACD Adopted 2019 Resolutions related to SCC

| Resolution Number | Topic | Notes |
|-------------------|---|--|
| 2019-11 | Improve Hydraulic Permit Approval Statute | <ul style="list-style-type: none"> • SCC has already testified in support. • WACD will work to help move the bill forward. <p><i>Point Person: Alison Halpern</i></p> |
| 2019-12 | Support CD funding for implementing Community Resiliency Programs | <ul style="list-style-type: none"> • WSCC supports Community Resiliency work. • Future workshop with CDs to work on a decision package to submit for the next legislative session. • Working on strengthening partnerships with DNR. Possible joint decision package. <p><i>Point Person: Shana Joy</i></p> |
| 2019-13 | Addressing State Policy on Water Quantity and Availability | <ul style="list-style-type: none"> • This is an important issue. • Ron and Jon Culp will strategize on how SCC approaches water quantity. • Ron and Jon currently track water issues, including Hirst and will continue to do so. <p><i>Point Person: Ron Shultz (Jon Culp as backup)</i></p> |
| 2019-14 | WSCC Criteria for Allegations Against Supervisors | <ul style="list-style-type: none"> • WSCC will work with WACD to complete policies that provide clarity on investigations of complaints about: WSCC staff, CD supervisors, and WSCC commissioners. The process definition will also provide information about where to direct complaints about district managers, since this is outside of the authority of WSCC. <p><i>Point Person: Lori Gonzalez with help from Ron Shultz</i></p> |

WACD Adopted 2019 Resolutions related to SCC

| Resolution Number | Topic | Notes |
|-------------------|---|---|
| 2019-15 | Sustainable funding for State Conservation Commission | <ul style="list-style-type: none"> • WSCC will work with conservation districts, the Long-term Sustainable Funding Committee, and WACD to pursue additional long-term funding from all sources. We will encourage districts to revive the Long-term Sustainable Funding Committee and WSCC will actively participate in this committee to continue to seek district-supported sources of long-term, sustainable funding. <p><i>Point Person: Shana Joy/ Sarah Groth</i></p> |
| 2019-19 | Local Work Group Emphasis in WA Conservation | <p>The WSCC will continue to support the important role and function of LWGs by:</p> <ul style="list-style-type: none"> • providing facilitation services upon request, • providing information about NRCS' and CD' roles and responsibilities with respect to LWGs, • encouraging NRCS to mentor new staff on the importance and role of LWGs, and • encouraging well-functioning LWGs to share successful methods and approaches with others. <p><i>Point Person: Shana Joy</i></p> |

WACD Adopted 2019 Resolutions related to SCC

| Resolution Number | Topic | Notes |
|-------------------|--|---|
| 2019-22 | CD Eligibility for RCO Grants | <ul style="list-style-type: none"> In response to this resolution, WSCC developed a memo on the status of CD eligibility for current RCO grants so that we can clarify which ones are problematic. WSCC, in partnership with RCO, is holding a workshop for districts on RCO's forest grant program in late March to increase understanding and involvement. Lastly, this concern will be considered as WSCC re-envision the future of the Office of Farmland Preservation and hires a new coordinator with new expectations and direction. <p><i>Point Person: Ron Shultz</i></p> |
| 2019-23 | Conservation District Status as Government | <ul style="list-style-type: none"> This is a complex issue that could involve numerous statutes. WSCC and WACD will conduct research to better determine the scope of the problems and will work through the Commission to make progress on these issues. <p><i>Point Person: Ron Shultz</i></p> |
| 2019-24 | Community Project Funding | <ul style="list-style-type: none"> WSCC has formed a committee that includes district representation to explore changes and additional flexibility with NRI funding. We will work this issue through this committee. WSCC is also funding changes with the CPDS to allow for a single project with multiple landowners. <p><i>Point Person: Shana Joy</i></p> |

TAB 6

SUMMARY NOTES
 NACD 74th Annual Meeting, February 8-13, 2020
 Conservation Innovation
 Las Vegas, NV

Blue highlighted texts are hotlinks to more information on the particular subject.

Good morning Washington state conservation partnership (and a few others):

A couple of days ago many of us returned from the 74th NACD annual conference in Las Vegas. These summary notes reflect my engagement in the board meetings, resolution hearings and the general sessions. While Las Vegas isn't my favorite place, it was good to successfully push our two Washington state resolutions, be apprised of CD events and programs across the country, and reconnect with many, many folks. And I would be remiss if I didn't highlight our own [Michael Crowder from Benton Franklin CD is now president-elect of the NACD](#). Hearty CONGRATULATIONS to Michael and Gretchen!! He is scheduled to be sworn in as NACD president next February at NACD's 2021 annual meeting.



Michael Crowder being sworn in by Pres. Tim Palmer



Gretchen & Michael Crowder

NACD has a [web page](#) with links to photos, presentations, general sessions, and other information pertinent to the 2020 NACD Annual Meeting.

Washington conservation partnership attendees & their local affiliation (Apologies to anyone omitted):
Vicki Carter (Spokane CD); **Roylene Comes at Night** (NRCS-State Conservationist); **Mark Craven** (Snohomish CD); **Michael & Gretchen Crowder** (Benton CD & NACD president-elect); **Larry and Carolyn Davis** (Whatcom CD); **Nichole Embertson** (Whatcom CD); **Laura Johnson** (WSCC); **Shana Joy** (WSCC); **Dean Longrie** (Clark CD); **Linda Lyshall** (Snohomish CD); **Craig and Connie Nelson** (Okanogan CD); **Mike Nordin** (Grays Harbor/Pacific CDs); **Doug Rushton** (Thurston CD); **Carol Smith** (WSCC Executive Director); **Stu Trefry** (WSCC); **Wade Troutman** (Foster Creek CD)

SUMMARY NOTES

1. Washington state's two resolutions – status as of February 12, 2020

| Resolution | Specific statement of action expected by NACD | Follow-up strategy |
|--|---|--|
| Grazing CRP as a Mid-management Practice (From Whitman CD) | NACD supports adding prescribed grazing as an eligible mid-contract maintenance practice to rejuvenate CRP stands and reduce fuel loads. | Assigned to Legislative committee where follow-up to be determined |
| Loss of Crop Protection Products (From Palouse CD) | NACD supports retaining use of current crop protection products until suitable replacements are found coupled with education on the benefits of these products. | Assigned to Legislative committee where follow-up to be determined |

SUMMARY NOTES
NACD 74th Annual Meeting, February 8-13, 2020
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2. **Wildfire 2.0.** A follow-up on 2016 sessions, these summits will occur in this summer: June in AL, July in MN, and June 23,24 in Denver.
3. A Request for Proposals (RFP) for **technical assistance grants III** will be come out in a few weeks.
4. **NACD Budget.** Have been in the black for several years bit not by much. An audit conducted by a CPA form was completed in December and no findings for the fourth straight year.
5. **NACD urban grants:** 102 grants awarded since 2016. This cycle six awarded to Washington state CDs: Kitsap, Pierce, Kittitas, Palouse, Underwood and Thurston. NACD's public service announcement [here](#).
6. Speakers from General Mills, Land O'Lakes, and Cargill all expressing that the full chain – including producers is necessary for them to succeed.
7. **José Ramón Andrés Puerta** - **keynote speaker.** Author of *We Fed an Island* –helping Puerto Rico recover after hurricane Maria by feeding people. Messages: Less talking and more 'doing'; Give voice to the voiceless; Weaponize good things; We talk about not wasting food, what about not wasting people?
8. **Barry Perryman** – University of Nevada-Reno professor:
 - a. Look at the world from the oblique – do something you've never done, to achieve what you've never achieved.
 - b. Surround yourself with people who are smarter and more driven than you are.
 - c. Be persistent – and let the next generation see it.
9. **Matt Lohrer** – **NRCS chief** on new mission statement and new vision for NRCS.
 - a. Mission statement - we deliver conservation solutions so agricultural producers can protect natural resources and feed a growing world.
 - b. Vision statement – A world of clear and abundant water, healthy soils, resilient landscapes and thriving agricultural communities through volunteerism.



Matt Lohr



José Ramón Andrés Puerta



Barry Perryman

10. **UPCOMING NACD EVENTS**

[NACD 2020 Fly-in](#) – March 25, 2020

NACD [Summer Conservation Forum and Tour](#) will be held at the Ramkota Hotel in Bismarck, North Dakota, July 18-21.

NACD 2021 Annual meeting - February 6 – 10, 2021, NACD's 75th Annual Meeting in New Orleans

Respectfully submitted: Doug Rushton; WACD National Director. NOTE: These are my summary notes and are not exhaustive. They are based on what I heard and my paraphrasing – no one else is responsible for errors or omissions. I was unable to attend any of the concurrent sessions listed in the program so have not provided comment on them. Thank you to NACD and Michael Crowder for photos.

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