

Approved on October 11, 2013

Policy Committee Meeting Minutes

June 14, 2013, 9:00 - 11:30 am

Port of Portland Headquarters

7000 NE Airport Way, Chinook Room

Portland, Oregon 97218



RDPO

Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

Attendance:

1. Tony Hyde, Commissioner, Columbia County (Appointed Chair during the meeting.)
2. Kathryn Harrington, Councilor, Metro
3. Brian Adams, Councilor, City of Sandy
4. Joe Rizzi, Director, Multnomah County Emergency Management (Alternate for Jeff Cogan, Multnomah County Chair)
5. Jan Bader, Program and Policy Development Manager, City of Vancouver (Alternate for Larry Smith, Councilor, City of Vancouver)
6. John Ludlow, Clackamas County Chair
7. Kim Tierney, Councilor, City of Vernonia
8. Cate Arnold, Council President, City of Beaverton
9. Casey Wheeler, Councilor, Columbia City
10. Steve Novick, Commissioner, City of Portland
11. Aron Carleson, Council President, City of Hillsboro
12. Dick Schouten, Commissioner, Washington County
13. Lisa Barton Mullins, Council President, City of Fairview

Presenters:

1. Scott Porter, RDPO Steering Committee Chair; Director, Office of Consolidated Emergency Management, Washington County
2. Dave Kirby, RDPO Steering Committee Vice Chair; Undersheriff, Clackamas County Sheriff's Office
3. Denise Barrett, Administrator, RDPO
4. Adrienne Donner, RDPO Program Committee Vice Chair

1. Welcome, Introductions and Agenda Review – Commissioner Tony Hyde, Policy Committee Chair Pro Tem

Columbia County Commissioner Tony Hyde opened the meeting at 9:06 am with 12 of 17 Committee members present. He explained that since the Committee has not concluded the election of its Chair, he was asked by Scott Porter and Denise Barrett to serve as Chair Pro Tem for the meeting opening.

Chair Pro Tem Hyde then reviewed the agenda and explained that following Scott Porter's brief historical review of regional disaster preparedness efforts, the Committee would review and approve its Standard Operating Procedure (SOP) then vote to elect its chair.

All Committee members, presenters and audience members were asked to introduce themselves. He mentioned the PC has six new members replacing those who transitioned out of office, and, therefore, off the RDPO Policy Committee following local elections last November.

2. Brief History of Regional Preparedness Collaboration – RDPO Steering Committee Chair Scott Porter

- The Regional Disaster Preparedness Organization (RDPO) is new in name, but not in purpose. Regional collaboration has been going on for more than 20 years.
- In the early 1990s, training of and collaboration among emergency management staff around the five counties evolved into the Regional Emergency Management Group (REMG), which was formalized with an IGA in 1993. REMG had policy advisory and technical committees. It had no staff or money but completed regional projects - mostly planning and some training and exercise. An example of a planning project was REMG's work on debris management with Metro.
- After 9/11, serious federal money started coming in from both Department of Homeland Security (DHS) and Department of Health and Human Services (DHHS).
- In 2003, the Portland/SW Washington region received its first DHS Urban Areas Security Initiative (UASI) grant, and has been receiving UASI funding since then (until this year). To date, the UASI grant has provided \$65 million for building capabilities in the 5-county region.
- The UASI grants mandated that the Portland Urban Area (PUA) form a structure. The group decided not to use REMG and instead created a new informal regional structure to manage the grant. At that time (2003), the composition was:
 - Executive group (known as the Points of Contact or POC) of 6 members (one from each of the five counties and one from the City of Portland)
 - Urban Area Working Group (UAWG) = The POC and chairs of discipline working groups
 - Discipline working groups (11)
- In 2008, the UASI POC Group went to REMG with a suggestion to consolidate the two groups (i.e., UASI UAWG and REMG) to be more effective. An assessment and visioning process from 2008 – 2010 led to the concept of the current RDPO.
- In August 2011, the region began to stand up the new organization. The UASI program was transitioned to be governed under the RDPO in early 2012. In late 2012, RDPO stakeholders began working to develop the RDPO's strategic plan, which will supersede the region's last strategic plan, the Portland Urban Area Homeland Security Plan. The new plan will be more expansive in its goals and objectives than the last plan, which was centered largely on developing capabilities in view of a terrorist event.

3. Procedural Actions – Tony Hyde and Denise Barrett, RDPO Administrator

A. Review of the Policy Committee Standard Operating Procedures (SOP):

- Denise Barrett led the Policy Committee in a review of its draft Standard Operating Procedure:
 - Composition: The Committee has 17 elected officials from around the region. Denise mentioned that the Committee may want to review this composition based on discussions held at the Steering Committee regarding the need/value of adding representatives from the private sector and special districts. For now, there is no formal recommendation or request to make any changes.
 - Leadership: The nominations process occurred between the time of the last meeting and the appointment of the last new member this spring. Denise mentioned that there had been two nominations but one pulled out, leaving Commissioner Tony Hyde as the only nominee for Chair. Denise explained that Commissioner Hyde was asked to serve as Chair Pro Tem for this meeting until the election could be held during the meeting.

She also mentioned that the Vice Chair position was not originally included in this SOP based on the original description of the Committee leadership back in 2010.

- Following a brief discussion, the Committee agreed on the need to include a Vice Chair position in the SOP and that nominations for both positions should occur between meetings, with elections held at meetings. [Note: nominations for the Vice Chair will be held by email at least one month prior to the next Policy Committee meeting.]
- The Committee meets twice per year. A schedule of more frequent meetings has been suggested, but at this point it will be two times per year, with the ability of the Chair to call ad hoc meetings (in person or by phone), as needed.
- The decision-making process is a consensus model, with votes to be taken if consensus cannot be achieved.
- **Suggestions, questions and comments by the Committee:**
 - Proposed addition of Robert's Rules of Order or other procedure for running the meetings.
 - Proposed addition of a short point in the SOP about amending the SOP.
 - Proposed addition of a reference to a Vice Chair.
 - Metro Councilor Kathryn Harrington asked why item (d) in the "Roles and Responsibilities" section of the May 8 SOP draft was removed in the June 6 version ("provide oversight of system effectiveness"); suggestion made to add that back in. Comment made that clarity around operational effectiveness would be helpful. [Denise Barrett said she will follow up on this item.]
- Commissioner John Ludlow made a motion to approve the May 2013 version of the SOP, with amendments suggested. Councilor Casey Wheeler seconded the motion. The Committee unanimously approved.

B. Election of Chair:

- Commissioner John Ludlow made a motion to elect Commissioner Hyde as Chair; Councilor Steve Novick seconded the motion. The Committee unanimously approved.

4. Approve Minutes from the Previous Meeting – Chair Hyde

Commissioner Hyde acknowledged that there are several new members present who would not be able to comment on the minutes from the October 2012 kickoff meeting. He then called for amendments to the minutes from those who had attended. With no amendments coming from the floor, a motion was made and seconded that the Committee approve the minutes as written. The Committee unanimously approved the October 26, 2012, meeting minutes as written.

5. RDPO Planning and Policy Development – Scott Porter & Denise Barrett

- Scott Porter and Denise Barrett gave an overview and update of the strategic planning process for the RDPO.
- Historically, REMG had no plan (because no staff or money), and worked on an annual work plan basis.
- The UASI 2003 grant had a mandate to create a strategy focused on terrorism (the "Homeland Security Strategy"). The region did this plan in 2003 and updated it 4-5 times (most recently in

2011). Originally, the strategy was very broad, bottom-driven and not very strategic, but it improved with each iteration.

- Now, the focus is on more than just terrorism. The strategy needs to be consistent with national Homeland Security goals and priorities, the core capabilities, etc. But we also want it to be more inclusive of other hazards such as floods and earthquakes.
- Status of the strategic plan: Process was started last year, driven by a federal mandate in the UASI grant. All states and all jurisdictions receiving UASI money had to develop a Threat and Hazard Identification and Risk Assessment (THIRA). In doing its THIRA, the Portland Urban Area assessed terrorism, a moderate earthquake and a pandemic, and then set capability targets. The process was done under an incredibly tight timeline (starting in July and submitting to FEMA in Oct 2012, when it should normally take 6 months to a year).
 - Question posed by the Committee: Should the Policy Committee approve or review the THIRA? A: There was no time due to the short timeframe, and it has already been submitted to the federal government. But it will be used in strategic planning moving forward. The RDPO staff will send the THIRA Executive Summary to the Committee.
- Then the planning team began working with discipline working groups to look at capability gaps. RDPO staff brought the concept of a capability-centered strategic plan to the Steering Committee, which approved of the concept.
- In May 2013, the RDPO Steering and Program Committees met to start looking at systems to develop a more strategic long-term vision. The focus was on capability gaps, national trends, drivers of change, and what criteria to use for prioritizing projects. As opposed to prior years, the current strategic planning effort does not focus too heavily on grant funding, and instead focuses on capabilities and gaps.
- RDPO staff will draft the strategic plan, including big picture goals and a 3-year work plan. The goal is to bring the draft plan to the Policy Committee at its next meeting for review, with final approval by the Committee at the spring 2014 meeting.
- Areas likely to emerge in the plan include: a regional training and exercise program; governance; technology; cross-discipline awareness/collaboration; whole community integration and outreach; standardizing equipment, approaches and practices; and improving risk assessments.
- Question posed by Metro Councilor Harrington: Can the planning process take into account the Oregon Resilience Plan? A: Yes. RDPO staff will send the Executive Summary of the ORP to the Policy Committee.
- Substantive work for the Policy Committee is outlined in the “RDPO Plans and Policies Pipeline” document distributed at the meeting. RDPO staff will send it to the Committee by email. The tool reflects the policies and plans under development that the committee can expect to review and approve or endorse at future meetings.

6. Clackamas Town Center Shooting—Lessons Learned – Undersheriff Dave Kirby

- Undersheriff Dave Kirby presented a general overview of what happened at Clackamas Town Center on December 11, 2012, and a review of regional capabilities that were deployed for the incident.
- Main message: While tragic, this was an isolated incident. Yet it used a huge amount of resources. Imagine a truly regional event like an earthquake and what it would take to respond and recover.
- Capabilities used in the Clackamas Town Center shooting event:
 - HazMat teams

- SWAT teams
- Bomb squad
- Mobile command posts
- Tactical dispatchers
- Regional Hospital activation
- Lessons learned:
 - Confusion over victims led to misinformation. People re-identified victims, so media began publishing “eight victims” when there were actually three.
 - Automatic license plate readers would have been very helpful in identifying who was still in the mall.
 - Effectiveness of response: familiarity with the property by law enforcement and fire, but still confusion because of two Macy’s stores.
 - Mall staff utilized training for active shooters (but, needed to get into locked doors).
 - Had good clarity on radio communications.
 - Many responders self-deployed from other areas (invaluable).
 - Had to manage business owners bringing food, supplies, etc.
 - Operational transition from hunting to rescue took many hours; identifying where victims that were removed made crime scene investigation difficult; cooks left food on the grills; hadn’t included fire in the hunting cells.
 - Command posts were too close to incident; next time, would move across the street.
 - Needed a scribe to record decisions, and a sentry to keep people in and out of the command center. Need to formalize these roles.
 - Maximum transport available was 10 casualties; would have been too small if a worse outcome.
 - Needed a system for tracking hospital locations and ID.
 - Media requests kept coming all night long and into the morning. Having relationships with additional Public Information Officers was very helpful.
- What if...
 - There were more injured and/or deceased?
 - There were multiple suspects, or unknown suspects?
- Question posed by the Committee: Do we anticipate the technology to be available for people being able to tell emergency responders exactly where they are via cell phone? A: Yes.
- Dave Kirby closed with key value statements about the RDPO and its need to continue supporting regional collaboration and building key capabilities across the preparedness spectrum.

7. Organizational Development & Sustainability – Scott Porter and Denise Barrett

- In the UASI risk assessment for FY 2013, the Portland Urban Area (PUA) ranked 27. The cutoff for funding was 25, so the PUA will not receive UASI funding in 2013. The region (with congressional staff support) appealed to DHS for discretionary funds, but was not successful.
- Recent UASI funding:
 - FY 2012= \$2.1 million (per grant parameters, 25% must go to law enforcement terrorism prevention, 50% cap on personnel, 5% cap on admin)
 - FY 2011= \$2.7 million (same restrictions/set-asides)

- Impacts of no FY 2013 UASI funding: UASI is paying for RDPO staff to develop and implement the RDPO's strategic plan, to support work groups in completing projects, and other tasks. To sustain RDPO staff at current levels would cost ~ \$800,000 per year.
- It is difficult to fulfill strategic plan priorities without future funding.
- RDPO is looking at options for funding, but we must make decisions quickly. Options being considered:
 - Ask DHS Secretary Napolitano for an extension of UASI FY 2011 and FY 2012 grants. Both expire next year (spring/summer 2014). An extension would allow until end of year to draw down staffing. There may be an opportunity to move money from projects that are not moving forward to cover some staffing costs.
 - There has been no outreach to DHS yet about this request. In the past, DHS would not even talk about an extension until 60 days before the end of a grant.
 - State Homeland Security Program (SHSP) is another DHS program that funds Homeland Security efforts across the state. \$2.7 million will be available to Oregon local governments this year (an increase over last year). The application must come from a county. Multiple counties could band together with a SHSP request to fund RDPO.
Considerations:
 - If awarded FY 2013 SHSP funds, it must be expended by December 31, 2014. Because UASI FY 2011 and FY 2012 both expire in May 2014, an SHSP grant would serve as bridging money to other future solutions.
 - SHSP is 100% competitive. Each county can apply, and all county and regional (i.e., multiple county) applications will be competing against each other.
 - Applications are due July 26, 2013.
- Commissioner Hyde suggested a conference call of the Policy Committee to resolve the SHSP question. He requested additional information:
 - What will this look like with the timelines for UASI FY 2011 & FY 2012 (if extensions are granted) and SHSP both ending around the end of 2014?
 - What are we buying with staff?
- Councilor Aron Carleson stated Hillsboro is not supportive of an RDPO application due to competition with the counties.
 - An example of a potentially competing priority for a countywide SHSP project is the C-COM/WCCCA CAD system planning project.
- Metro Councilor Kathryn Harrington suggested that RDPO be a legislative agenda item for next session to ensure there is funding for regional coordination, especially given the recent Oregon Resilience Plan. Legislative agenda items are due about September of this year for next session. RDPO staff noted there is not yet a staff person coordinating with the Legislative committee that addressed the resilience plan.
- A suggestion was made from the Committee that RDPO target non-usual suspects for funding including utilities, the National Homebuilders Association, etc., and submit requests for funding.
- The Committee requested an email be sent out responding to the questions asked and outstanding decisions they need to make. Will schedule a conference call for two weeks from now.
- A request was made for more information about how the Portland Urban Area fell in the risk ranking, the criteria examined, etc. (after the immediate deadlines have passed).

8. PACE Setter 2013 Full-Scale Exercise:

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- There wasn't time for the presentation, so an executive summary will be distributed to the Policy Committee for review.

Post-Meeting Action Items

- RDPO staff will email the executive summary of the Oregon Resilience Plan to the Committee.
- RDPO staff will email the executive summary of the Portland Urban Area THIRA to the Committee.
- RDPO staff will email the "RDPO Plans and Policies Pipeline" document to the Committee.
- RDPO staff will send an email to Committee members responding to questions asked and identifying outstanding decisions the Committee needs to make regarding the FY2013 SHSP grant application.
- RDPO staff will schedule a conference call for two weeks out for the Committee to make a determination on submitting a regional application for RDPO staff in an SHSP grant application.
- RDPO staff will email an executive summary of the PACE Setter 2013 Full-Scale Exercise.
- After the immediate deadlines have passed, RDPO staff will present the Policy Committee with additional information about the UASI risk assessment and what is known about the Portland Urban Area's ranking.