

**Strategic Planning Workshop II
Steering and Program Committees
September 16, 2013, 9:00 - 12:00 pm**

Portland Building, Room C
1120 SW 5th Ave, Portland, OR



RDPO

Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

Attendance:

Steering Committee Members (All with Voting Privileges)

1. Scott Porter, *Washington County Representative and Steering Committee Chair*
2. Nancy Bush, *Clackamas County Representative*
3. Eric Corliss, *At-Large Representative, Non-profit Sector*
4. Bob Cozzie, *Public Safety Communications Representative*
5. Chief Mike Duyck, *Fire & EMS Representative*
6. Rebecca Geisen, *Public Works Representative*
7. Dave Kirby, *Law Enforcement Representative*
8. Carmen Merlo, *City of Portland Representative*
9. Joe Rizzi, *Multnomah County Representative*
10. Jennifer Vines, *Public Health Representative (alternate for Dr. Justin Denny)*

Program Committee Members (V = Voting; NV = Non-Voting)

1. Erin Janssens, *Program Committee Chair; Steering Committee member (V)*
2. Adrienne Donner, *Program Committee Vice-Chair (V)*
3. Randy Covey, *Animal MAC Group (NV)*
4. Michael McGuire, *Transit WG (V)*
5. Sue Mohnkern, *Public Health WG (V)*
6. Kori Nobel, *Marine and Civil Aviation WG (V)*
7. Cindy Stanley, *Citizen Corps WG (V)*
8. Don Strick, *PIO WG (alternate for Tim Heider - V)*
9. John Wheeler, *Emergency Management WG (interim - V), Resource Management Subcommittee (NV)*
11. Lesley Taylor, *PDCC/Communications WG (V)*
12. Mark McKay, *WebEOC RUG (NV)*
13. Rick Huffman, *Fire/EMS WG (alternate for Merrill Gonterman - V)*
14. Mark Daniel, *Law Enforcement WG (V)*
15. Lonny Welter, *Public Works WG (V)*
16. Valentine Hellman, *Grants and Finance Committee (NV)*
17. Sara Stegmuller Eckman, *Clackamas County Emergency Management (observer to the PrC - NV)*
18. Matt Marheine, *Oregon Emergency Management (NV)*

Regional Staff

1. Denise Barrett, *RDPO Administrator*
2. David Gassaway, *Program Coordinator, based in Washington County Emergency Management*
3. Brian Landreth, *Regional Training and Exercise Coordinator, based in CRESA*
4. Mike Maloney, *Outgoing Program Coordinator, based in Multnomah County Emergency Management*
5. Cathrine Collins, *RDPO Intern*
6. Dan Douthit, *Outgoing PIO Work Group staff support/PBEM Acting PIO*

Guests

1. Steve Watson, *PDCC Vice Chair; Columbia Co. 9-1-1*
2. Jerusha Kasch, *Multnomah County Health Department*

1) Welcome, Introductions and Agenda Review [Scott Porter, Steering Committee Chair]

Scott Porter opened the meeting. Following a brief welcome to the group, all participants introduced themselves. [Note: a quorum of both committees was present: 10 of 16 Steering Committee members; 12 of 12 Program Committee members.]

2) Workshop Objectives/Outputs and Steps [Scott Porter, Steering Committee Chair, and Denise Barrett, RDPO Administrator]

a) Scott gave a thorough review of the May 6 joint strategic planning workshop results, as well as developments since that time.

i) Key ground covered and results in the first workshop:

- Finalized the RDPO mission, vision and guiding principles
- Through Dave Kirby's presentation on the Clackamas Town Center Shooting, we reviewed some of the regional capabilities in place
- Reviewed how our capabilities align with national trends
- Established what the key drivers of change for the RDPO are, including new threats and risks; social, economic, political and technological trends; and resource challenges
- Developed a set of decision-making criteria for setting priorities
- Partially reviewed and analyzed a list of RDPO strategic priorities recommended by the Program Committee. [Scott noted that because we were unable to complete the strategic planning effort at the May workshop, the bulk of the work today is to dive deeper into the material and emerge with a clearer set of RDPO priorities. He also highlighted that the 2011 Portland Urban Area Homeland Security Strategy was a good piece of work, which can guide our current priority-setting.]

b) Developments since May that have affected the RDPO:

- Completion of the PACE Setter 2013 full-scale exercise; the after action report and improvement plan offer important input for our strategic plan.
- Loss of the UASI grant and denial of the FY13 SHSP grant request will change how we approach the strategic planning process, as well as accelerate development of the RDPO formal agreement and alternative resource development.
- Denise and David Gassaway attended the recent FEMA Region 10 THIRA technical assistance workshop to learn more about use of the THIRA as part of our commitment to improved capability-based planning in the region.
- We have seen a lot of regional staff turn-over, as many search for more stable jobs. The reduction of staff will limit the RDPO's ability to support the work groups and complete projects.

3) Capability-Based Planning: THIRA and Oregon State Preparedness Report [Denise Barrett and David Gassaway]

a) Denise Barrett gave a presentation on the use of the Threat and Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR) as key tools for applying a capability-based approach to strategic planning. She also shared several values and benefits of the THIRA and SPR on both the regional and local levels. She said that while our region is no longer required to complete the THIRA or support the state's completion of the SPR, we have agreed to

complete the THIRA to improve our own capability-based planning and to support OEM in completing the SPR.

- b) Denise emphasized that while these tools are not perfect they are the best we have in terms of a system for measuring change and impact of disaster preparedness efforts/investments, which has become a high priority of the U.S. Congress. THIRA and SPR combine to help us develop performance targets, estimate resource needs and identify gaps based on the 31 core capabilities within the associated prevention, protection, mitigation, response, and recovery mission areas. It is upon these gaps that the RDPO can develop a more strategic approach to making investments, influencing federal and state legislation, updating elected officials and the public, etc.
- c) Denise noted that the region first used a capability-based approach to strategic planning with the federal program and capability review (PCR) process in 2008-2009, which yielded the 2011 Portland Urban Area Homeland Security Strategy (PUAHSS). The three scenarios used for the PCR – i.e., moderate earthquake, moderate pandemic flu event, and a multi-site improvised explosive device (IED) attack – were refined and used as the basis for the THIRA the RDPO completed last fall. We emerged from the THIRA 2012 process with impact statements, desired outcomes, and targets for the 31 core capabilities, but all of them still need refinement. As for the 2012 SPR, Scott Porter and David Gassaway completed capability ratings, identified gaps and next steps, and submitted them to the state for inclusion in the report.
- d) Denise then explained that the THIRA 2013 goal is to conduct resource estimates for a portion of the 2012 THIRA targets – or a revised version thereof – and the 2013 SPR work looks the same as it did last year. Denise suggested the region take incremental steps in expanding the numbers of subject matter experts (SMEs) engaged to complete THIRA and the SPR, building a more “whole community” approach. [Note: Denise recommended that the region complete resource estimations for three of the core capability targets this fall, and expand the number of SMEs by a few; she also recommended that Scott Porter and David Gassaway complete the SPR again this year, but also include a few SMEs.]
- e) David Gassaway then led a discussion on the option of completing capability estimations for the following three core capabilities: Environmental Response/Health and Safety, Mass Search and Rescue Operations, and Public and Private Services and Resources. In response, workshop participants suggested several other capabilities to focus on, including Infrastructure Systems, Community Resilience, Operational Coordination, Critical Transportation, Intelligence and Information Sharing, Planning, Public Information, Operational Communications, and Mass Care. Given time limitations, Denise offered to circulate an online survey to the Program and Steering Committees with a range of core capability options then publish the results. The group agreed to this approach.

4) Regional Priority-Setting Session 1: Regional Plans, Concepts of Operation and Agreements

[Adrienne Donner, Program Committee Vice-Chair]

- a) Adrienne facilitated an activity focused on small groups reviewing and attempting to reach consensus on a list of regional plans, agreements, and concepts of operation (ConOps) for the RDPO to prioritize in its 2014-2016 strategic plan. The exercise handout included three lists of plans: 1) regional plans that are under development and need to be completed, as well as other regional plans already in place that need to be updated and/or exercised (collectively, “Green Zone” plans); 2) a list of plans that were recommended by work groups, the Program Committee and/or the Steering Committee during planning sessions held earlier this year (“Yellow Zone”

plans); and 3) a list of other plans named in the PUAHSS but never completed (“Blue Zone” plans).

- b) Small groups were asked to review the list of Green Zone plans and determine if any existing plans were missing or needed to be moved off, as well as whether or not the proposed next steps – e.g., “exercising the plan” – seemed correct. The groups were then asked to review the other two lists of plans – i.e., the ones in the yellow and blue zones – to see if any of these should be moved up to the Green Zone. Denise shared that moving a plan to the Green Zone could simply mean that the region begins the planning process and not necessarily completes it. Groups then presented their results. The following reflects all group reports combined.

i) Suggested plans to add to the prioritization list:

- Fuel Contingency
- Mass Care and Sheltering Plan (note: Multnomah County is commencing a MCSP project this fall)
- Stranded Emergency Workers Agreements
- Damage Assessment
- Donations Management

ii) Plans recommended for removal from the priority list:

- Fatality Management Plan (considered a state function)

iii) Plans underway that should be completed and existing plans that should be updated or taken to the next level:

- Alternate Care Sites Regional Framework
- Regionally Coordinated Medical Surge Plans
- Law Enforcement Mutual Aid Agreement/Mass Mobilization Plan
- Multi-Agency Coordination System Concept of Operations
- Regional Animal MAC Plan (Expanded)
- Regional Disaster Debris Management Planning Framework
- REMG Information Sharing and Coordination Procedure (make it an RDPO plan)
- PUA Regional Emergency Public Information Concept of Operations (update)
- PUA Regional Logistics Support Plan (update)
- 2011 PUA Homeland Security Strategy (RDPO strategy to supersede this)
- Critical Infrastructure Protection Plan needs more attention (some wanted this deprioritized)

iv) Possible plan consolidation:

- Regional MACS Concept of Operations, REMG Information Sharing, PUA Regional Logistics Support Plan and PIO ConOPs
- Add Direction and Control and Regional Emergency Operations Plan to MACS Concept of Operations
- PUA Emergency Public Information Concept of Operations could include a preparedness messaging appendix or section
- Animal MAC Plan could be consolidated with mass Shelter, or use language to reflect regional coordination with mass shelter, public information, and warning and alerts

- v) Plans recommended for de-prioritization during the three-year period of the RDPO strategic plan:
 - Critical Infrastructure Protection Plan (one group said to add this to the Green Zone – *see above*)
 - Epidemiological Surge Plan
 - Regionally Coordinated Mass Prophylaxis Plans
 - Maritime and Civil Aviation Response plans
 - Memorandum of Understanding Emergency Transportation Route Post Earthquake Damage Assessment and Coordination
 - Regional Shared Equipment Agreements
 - Regional Utility Coordination Plan
 - PDCC Interoperable Communications Strategic Plan
 - Portland Metropolitan Region Tactical Interoperable Communications Plan
 - CBRNE Incident Response Plan for the PUA
- vi) General comments on regional plans:
 - Context must be considered when assessing regional plans
 - Messaging for preparedness versus at the time of response to an actual event are different; they require different levels of engagement and responsibility
 - City/County gap in Debris Management Plan should be addressed
 - Alert and Warning – Assessment needs to be conducted to identify who owns equipment; clarity around local-regional responsibilities needed
 - CBRNE - Large project with known gaps; questions remain around ownership and responsibility
 - Consolidate and organize plans; identify and provide access to mutual aid agreements across the region for easy access and review (i.e., web accessible)
 - Determine key list of criteria for the region, county, and local jurisdictions
 - Deprioritize efforts on plans that have been worked on a lot or are near completion
 - Opportunity to reorganize needs while consolidating plans
 - There are too many plans categorized as high priority
 - Keep only what is in progress and can be completed before funding runs out
 - Frameworks that are time sensitive should not be considered at this time
 - Have small groups review plans more thoroughly in a workshop or meeting environment
 - It will be a challenge for the remaining RDPO staff to ensure work in progress is completed by May 2014 (current date for the end of UASI funding)
- c) Denise helped close the session by suggesting that she further organize and synthesize the analysis and other feedback provided and identify trends/preliminary agreement on regional planning priorities. The Steering Committee will then review and make some decisions during its October 1, 2013, phone call on what to present to the Policy Committee on October 11.

5) Regional Priority-Setting Session 2: Regional Systems/Organization, Programs, and Other Initiatives [Denise Barrett]

- a) Denise facilitated a group activity focused on regional strategic priorities. Each group was asked to review and discuss a set of proposed firm priorities and a set of potential priorities using the provided prioritization criteria. The groups were asked to confirm the firm priorities, assess/elevate potential priorities, and make suggestions for additional priorities.

i) Recommendations from the groups included:

- Regional interoperable communications will be driven by the PDCC regardless of RDPO priorities
- Patient tracking should be a state priority; will be driven by the state and hospital groups
- Resource management system and sustainment should be prioritized without the resource typing, inventory, credentialing, and capability-based planning
- Intelligence gathering (Fusion Center) should be a regional priority
- Continue to prioritize programs that are currently funded
- Need to create a better definition for public messaging; considered important but not imperative
- Should look into prioritizing whole community planning; would be a natural fit within the RDPO
- Challenges in articulating long-term value as we are currently without future funding
- Need a better understanding of the value of a Regional Training and Exercise Plan before it is prioritized
- MACS Concept of Operations is the “glue” that holds everything together; what are the potential consequences for the region if gaps are not filled before funding lapses

6) RDPO Value/Benefits and Sustaining the Organization [Dave Kirby, Steering Committee Vice Chair]

- a) The group reviewed a document aimed at highlighting the RDPO’s value and benefits tied to the proposed strategic priorities reviewed during the workshop. [Note: the document was not meant to be the final value proposition or benefits statements, but rather concepts to engage the thought process.]

i) Group input:

- Need to put more emphasis on the difference the RDPO makes/will continue to make and less on what the RDPO does
- Need a way to communicate our track record
- May have challenges justifying some of the benefits we claim: need some specifics around “efficiencies;” revise the WebEOC value statement to reflect the perspective that it is a tool that helps emergency managers develop a common operating picture/accurate situational awareness
- Ensure we use plain English when communicating our benefits and value
- Focus on the advantages of regional planning in conjunction with local planning
- Identify concrete examples of value to individual stakeholders (i.e., messages tailored to audiences)

7) Next Steps [Denise Barrett]

- a) Denise thanked everyone for attending and gave special thanks to all the presenters and co-facilitators. She stated the following as next steps:

- Minutes of this workshop will be ready in about 10 days.
- The Steering Committee has a phone call on October 1 to further review the outcomes of the workshop and determine which priorities to recommend to the Policy Committee meeting at that group's next meeting on October 11. October-December will be important months for finalizing the strategies and preparing work plans for each one. The Program Committee is charged with developing the work plan. The Steering Committee will review and approve the work plan. Writing of the strategic plan will be completed by February or March 2014, for approval by the Program, Steering and Policy Committees during their April/May meetings. [Likely that we will hold another joint PrC-SC meeting in early April 2014.] Denise will be working with regional partners on the development of the RDPO formal agreement and identifying resource opportunities.
- Denise will conduct the survey to determine the three core capabilities we'll focus on for the THIRA 2013 exercise. She will be bringing on another limited term staff in mid-October to work with SMEs on completing the THIRA capability estimation exercise.
- Brian Landreth will begin the process of engaging the region in designing a regional training and exercise program.

8) Good of the Order – No items were raised.

9) Meeting Adjourned at 12:08 pm.