

## Joint Program - Steering Committee Meeting Minutes

July 21, 2014, 9:00 - 11:30 am

TVFR Command and Business Operations Center

11945 SW 70<sup>th</sup>, Tigard, OR



# RDPO

Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

### Attendance:

#### Steering Committee Members

1. Bob Cozzie, Chair
2. Scott Porter, Immediate Past Chair, Washington County Representative
3. Jenifer Vines, Public Health Representative
4. Carmen Merlo, City of Portland Representative
5. Jason Gates, Law Enforcement Representative
6. Kathryn Richer, Healthcare Delivery System Representative (At-Large)
7. Mike Duyck, Fire/EMS Representative
8. Dave Ford, Private Sector representative (At-Large, Utilities Group)
9. Scott Johnson, representing Anna Pendergrass, Clark County Representative
10. Alice Bush, representing Dave Houghton, Multnomah County Representative

#### Program Committee Members/Work Group Chairs and Vice Chairs

1. Mark Daniel, Program Committee Chair
2. Sue Mohnkern, Program Committee Vice Chair
3. Zumana Rahman, NW Hospitals Emergency Management Committee Chair
4. Adrienne Donner, incoming Public Health Work Group Chair
5. Anne Parrott, Public Health Work Group Vice Chair
6. Randy Covey, Animal MACG Chair
7. Steve Watson, Portland Dispatch Center Consortium/Communications Work Group Chair
8. Leslie Taylor, Portland Dispatch Center Consortium/Communications Work Group, Vice Chair
9. Don Strick, Public Information Officers Work Group Co-Chair
10. Lonny Welter, Public Works Work Group Chair
11. Merrill Gonterman, Fire & EMS Work Group Chair
12. Todd Felix, Emergency Management Work Group (A.K.A., REMTEC) Chair
13. John Wheeler, EMWG/REMTEC Vice Chair
14. Chuck Cogburn, representing Henry Reimann, Law Enforcement Work Group Chair

#### Guests and Regional Staff

1. Cindy Stanley, Citizen Corps (EMWG) Standing Committee Chair
2. Mark McKay, WebEOC Regional Users Group (EMWG) Standing Committee Chair
3. Mary Moffet, Department of Homeland Security
4. Sarah Stegmuller, Clackamas County Emergency Management
5. Denise Barrett, RDPO Manager
6. David Gassaway, RDPO Regional Planner (Washington County)
7. Kristen Baird, RDPO Regional Staff (Multnomah County EM)

### 1) Welcome, Introductions and Agenda Review [Mark Daniel, PrC Chair]

- a) Mark Daniel opened the meeting with introductions.
- b) Denise Barrett welcomed new Steering Committee members Jason Gates of the Multnomah County Sheriff's Office, representing Law Enforcement; and Kathryn Richer of NW Oregon Health Preparedness Organization, representing the Healthcare Delivery System. She mentioned that both Jason and Kathryn had participated on the MACS ConOps Task Force; Kathryn will continue contributing to the next phase of the project. Denise also reviewed the contents of an email she had forwarded to the Steering and Program Committees this morning from Multnomah County Chief Operating Officer Marissa Madrigal, which explained that the Multnomah County

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Director of the Office of Emergency Management Joe Rizzi had resigned. This change impacts the RDPO in several ways, as Joe was the SC vice chair, had attended many of the Program Committees meetings, and had also served on the MACS ConOps Task Force. No reasons were given for his sudden departure. Dave Houghton has agreed to serve as Interim Director until Joe's replacement is found.

### 2) Review of Minutes from the Previous Meeting [Mark Daniel, PrC Chair; Bob Cozzie, SC Chair]

- a) The June 16, 2014, Program Committee meeting minutes were reviewed. Motion to approve: R. Covey; seconded by Z. Rahman. With no additional comments or changes, the minutes were unanimously approved by the Program Committee.
- b) The June 2, 2014, Steering Committee meeting minutes were reviewed. Motion to approve: S. Porter; seconded by C. Merlo. With no additional comments or changes, the minutes were unanimously approved by the Steering Committee.

### 3) Meeting Purpose and Intended Outputs and Outcomes [Mark Daniel]

- a) Joint meeting largely represents a culmination and celebration of two years of achievements for the Portland Metropolitan Region (PMR).
- b) Review status of next steps for current and active projects that align with RPO strategies
- c) Identify and begin to resolve key organizational challenges as the RDPO grows, i.e.
  - i. Developing work and funding plans,
  - ii. Completing full project designs for more of the goals and objectives in the 2014-2016 RDPO Strategic Priorities, and
  - iii. Improve effectiveness by reviewing and refining committee roles and responsibilities.
- d) Team building and small group exercises will be conducted to strengthen the working relationship between the two committees and to generate dialogue and reach decisions.

### 4) Two-Year Organizational and Program Achievements [Sue Mohnkern, Program Committee Vice Chair and Scott Porter, SC Immediate Past Chair, with Select PrC Members]

- a) A look back and ahead at two-year achievements: where we've made progress and where we need to improve.
  - i. The RDPO model was envisioned through an extensive regional planning effort producing key elements for the Vision of Change including:
    - Better horizontal and vertical connectivity and information sharing between elected leaders, executives, field/operations personnel, and subject matter experts (both structurally and operationally)
    - Increased cross-discipline cooperation and collaboration; strategic all-hazard planning, training, and exercise
    - Greater strategic focus for the region and organization (less tactically-driven)
    - Greater efficiency and effectiveness with streamlined operations and fewer meetings
    - Increased partnerships with private-sector
    - Engage and empower elected officials
    - Greater sustainability without grant dollars
  - ii. For the last two years, regional leaders have been working to establish the RDPO and to manifest the Vision of Change.
  - iii. Largely, this opportunity is to assess how we are doing and what we need to do next to move closer towards the Vision for Change.
- b) Museum walk (*All were invited to take a 10-minute tour of posters representing achievements according to investment areas: Collaborative Regional Planning, Interoperable Communications & Information Sharing, Regional Incident Response and Recovery, and Community and Citizen Preparedness. They were to keep in mind the core goals of the Change Vision and consider how well we have done in reaching those and where we still need work.*)
- c) Scott then facilitated a plenary group discussion, the contents of which are summarized in the table on the next page.

d) Summary of thoughts

Achievement Towards the Vision for Change	Opportunities for Improvement
<p>Engagement of elected officials has improved. (C. Merlo)                      - However, there are more opportunities for involvement and making impact through policy decisions. We need to give the Policy Committee something to sink its teeth into.</p>	<p>Private sector coordination and engagement. (C. Merlo)                      Creation of package deliverable to private sector; value statement for participation.(D. Ford)                      -Connecting RDPO for joint strategies and projects with private sector; current work groups/coalitions.                      - Develop business case to gain additional private sector executive buy-in (Z.Rahman will share draft from NW Hospitals)</p>
<p>Structural Connectivity of RDPO                      - Connected policy, executive, program and technical staff</p>	<p>Operational/Organizational connectivity                      - Website analysis (release to public)                      - Encourage key members to share website link (A. Donner)                      -Enhance coordination and communications of all partners and stakeholders                      -Creation of an RDPO All-Members Conference in 2015, (D. Barrett)</p>
<p>Strategic Focus                      -Great resource to pull together members of disciplines working towards a common regional goal (R. Covey)</p>	<p>Becoming more Strategic                      - Partners currently at varying levels of growth with RDPO Exploratory, Engaged (B. Cozzie)                      - Shifting focus from being tactically driven with UASI funds to strategic                      -Defining “regional” purpose translating it into local/county action through programming for disciplines</p>
<p>Sustainability                      - Regional cost share agreement</p>	<p>Sustainability                      -To date, 73% of funding has been spent on equipment; there needs to be an increased focus on collaborative planning, regional exercise, and interdisciplinary training to move RDPO forward                      -RDPO still young organization dependent on increased participation and accountability for stability in the organizational development                      -Tailor expectations and communication to work groups to continue momentum</p>

5) Status of Current Projects under the RDPO 2014 – 2016 Regional Strategic Priorities [John Wheeler, Outgoing Resource Management Committee Chair and Denise Barrett, RDPO Administrator] < handout: July Status Report on RDPO Strategic Goals and Priorities 2014-2016>

- a) The aim of this session is to take stock of where we are with efforts to advance work on 2014-2016 regional strategic priorities and provide status updates on projects aligning with the priority goals, as well as share additional needs/technical support from PrC or SC.
  - i. Goal 1.0, Objectives 1.1 – 1.3 - [Denise Barrett] Attorney review of the RDPO Intergovernmental Agreement draft is nearly completed; expect the finalization of this document in the next three weeks. Want it to be available for commissions/councils around the region to approve and sign this fall. The Local Cost Share Methodology is a separate policy; currently being edited a bit more to address some concerns raised by Policy Committee (PC) members, but should be circulated to the PC for approval in mid-August. Commitment has been made by eight of the nine targeted jurisdictions to fund the \$175,000 in the RDPO’s administration and operating costs. As such, we will have around \$120K available in contingency funding under UASI FY’14 for amendments and new projects. Process for that will be

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- developed in the coming two weeks. Furthermore, there is a growing pot of locally pledged funds for projects (around \$22K to date), which will also need to be programmed. THIRA 2014 Update Task Force in place and has met to begin the work assignment, which is due to OEM by the end of November. Both the PrC and the SC, under which this task force falls due to its connection to strategic planning, will receive regular updates.
- ii. Goal 2.0, Objective 2.1 – [David Gassaway] Completed MACS ConOps plan and framework. Started next phase of work: asking the five counties’ commissions to accept the plan; recruiting multi-agency coordination group members and supporters; engaging OEM around resource orders; etc.
    - **Additional Need:** Gap in funding between FY12 and FY14. Prioritization in funding to support project management, training, procedural development for MAC Group handbook, and project leadership.
    - John Wheeler added to this presentation by focusing on the resource management component of MACS. He said the Resource Management Committee is going through a leadership transition period finding a new chair to replace him. Resource ordering continues to be priority. One focus is resource inventories: Does the region have them? What would it look like to develop one for the region?
    - **Additional Need:** Regional resource inventory system.
  - iii. Goal 3.0, Objective 3.1 [Sue Mohnkern] – new multidisciplinary group, the Regional Disaster Preparedness Messaging Task Force. Working to develop a regional preparedness (or resilience) messaging program to increase community resilience. Clarifying longevity of work group based on objectives. Accomplishments to date include re-allocating the original grant under projected FY’12 extension to print 30,000 copies of the American Red Cross Prepare! Guide in English and Spanish (for partners around the region to use in their programs). Plus, funded the large print English and Vietnamese versions (production only – i.e. no printing costs).
    - **Additional Need:** Due to having to reallocate the original UASI FY’12 grant, which was intended for the extension period, the RDPM Task Force still needs funds to complete the original project proposal: i.e. hiring a technical contractor to support the group in developing a regional disaster preparedness (or resilience) messaging program.
  - iv. Goal 4.0, Objective 4.1 [Chuck Cogburn] Developing job description and expanding scope of responsibilities for the TITAN Fusion Center analyst position (funded under UASI FY’14) to comply with grant guidance and project objectives - being mindful of clearance and security considerations and background checks for position, as well as required training.
    - **Additional Need:** Increase relationships with Emergency Management, Public Health, Fire, Public Works, and Private Sector to help coordinate and disseminate information.
      1. Partners are encouraged to sign up for HSIN site or email bulletins and alerts. Contact: [chuck.cogburn@state.or.us](mailto:chuck.cogburn@state.or.us)
      2. Upcoming Cybersecurity Summit, 75 open spots, 8:30AM-4:30PM Aug 12, 2014.
  - v. Goal 5.0, Objective 5.1 – [Mark McKay] Working towards a sustainable regional WebEOC System. Four core regional boards have been established supporting 200 agencies. Bridge nearly complete to OpsCenter.
    - **Additional Need:** Regional vision to guide direction and governance from a steering committee needed. Still need to work on sustainability issues moving away from grant funding possibly forming a governance body with interagency agreements among users by December to formally identify roles and responsibilities of cost sharing, management, license holders, and user accessibility. [Topic will be included on the RDPO Steering Committee’s August 4 meeting agenda.]
  - vi. Goal 6.0, Objective 6.1 – [Lonny Welter] The Regional Disaster Debris Management Planning Task Force is in the initial steps of preparing a request for application to hire a contractor (once UASI FY’14 funds are flowing) that will help the group conduct a tabletop exercise (TTX) next year. The TTX will bring partners together from around the region to review and test key elements of the final regional planning framework that was developed this past year, and define next steps for the planning process.

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- **Additional Need:** Identification of task force leader to manage project and requests for assistance from RDPO staff.
- vii. Goal 7.0, Objective 7.1 – [Adrienne Donner] Task Force formed back in the summer of 2012 to develop a concept of operations interfacing Fire/EMS Casualty Collection Points (formerly known as Mass Casualty Points) and the rest of the health emergency surge system (including, Alternate Care Facilities). Task force came to be known as the Alternate Care Sites Task Force to cover the different types of facilities involved in Fire and Health Delivery System Surge (removed PODs). Participation dissipated after 6 months and participants questioned if the goals were clear and had true benefits for the region.
  - **Additional Need:** Determining among RDPO partners if body of work is still important for the region and how to implement revival of project. [Topic will be discussed further at the August 4, 2014 Steering Committee meeting.]
- viii. Goal 7.0, Objective 7.2 – [Kathryn Richer] Through HPO planning and federal funding, current plan for hospital surge is 15-20% above normal bed capacity. Current gap addresses trauma surge; the only Level 1 trauma centers in Oregon are located within our region (i.e., Legacy Emanuel and OHSU). Great concern understanding how to provide care for surge of patients or if events (i.e. earthquake) leave Level 1 hospitals inaccessible. Basic Trauma Surge Plan completed, including trauma assessment quick reference guide, DVD/video; trauma kits disseminated to EMS; and HPO successfully hosted 2013 first disaster medical emergency preparedness course.
  - **Additional Need:** Identifying additional UASI funds to complete project and exercise plan for state-wide rollout. [Note: Needed if Multnomah County does not receive SHSP funds for this project.]

**6) Operationalizing the RDPO Strategic Priorities [Mark Daniel; Bob Cozzie; and Denise Barrett]**

<handouts: July 2014 Status Report on RDPO Regional Strategic Goals and Priorities 2014-2016; Steps/Process for Operationalizing the RDPO Strategy; and FY2014 Regional Strategic and Work Planning Activities (Draft 07.14.14)>

- a) Brief presentation on “Steps/Process for Operationalizing the RDPO Strategy”
  - i. *Operationalizing the RDPO Strategy* means developing the work plan for the priorities. It entails translating the priority goals and objectives in the RDPO 2014-2016 Strategic Priorities document into a prioritized set of complete project designs with clear written objectives, implementation strategies, tasks, deliverables, timelines, budgets, etc., as well as having project management task forces and leadership in place.
  - ii. *The RDPO SOPs and other documents state* that the Steering Committee is responsible for developing the multi-year RDPO Strategy. The Program Committee, in turn, is responsible for developing the RDPO Work and Funding Plan (WFP) (i.e., operationalizing the Strategy). Discipline Work Groups, other subject matter experts, and others contribute members to multi-disciplinary project task forces, which develop and implement the regional projects.
- b) Small group exercise: each table of participants were asked to review and amend proposed work plan and development process as per the diagram and other handouts provided.
- c) Small group exercise feedback:

Defining outcomes/outputs: <i>need a feedback loop</i>	Expand the pool – bench depth
Develop work plan early in cycle	Building the business case (why is this so important)
SC needs to refine visions/goals ( <i>clear guidance that can be achieved</i> )	Blue & Gray boxes (review, make circular) <i>funding less important</i>
Green reports back to Orange (task force one step down)	More communication to recruit (fill gaps on task force)

- i. Additional discussion/challenges identified
  - 1. “Where do the champions come from for projects and how are they developed?”
    - Everyone has a day job. How do we have time to champion a project if we are busy? Most ‘champions’ were on manager/supervisor level having to get approval for regional work from directors and gain upper-level support.

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- **Recommendation:** RDPO structure develop work plan early in cycle to promote alignment with local work plans and build efficiencies.
- 2. “Champion cannot be delegated.”
  - Consistent outreach needed by RDPO members to advance knowledge of RDPO and share among other potential stakeholders. Need to do more to promote a whole community effort/increase participation (expand bench depth of people willing to work on projects or to be in line for committee positions, including leadership roles).
  - **Recommendation:** We need to make time for this work.
- 3. Better dynamic and alignment of roles between Program and Steering Committee
  - Perhaps this is a time to reexamine if, in fact, having two separate Committees is still appropriate (or do we want the Program and Steering Committees to meet more often?)
  - Steering Committee needs to set clearly defined achievable goals that guides the Program Committee and Work Groups
- 4. To help Program Committee deliver on goals
  - Defining the outcomes and outputs adding to the feedback loops so strategy builders understand where the project is going and validate project.
  - **Recommendation:** Creating a feedback loop at every level: (Ex. Once green level establishes methodology, they report back to Orange, Orange then kicks it to Blue, Blue then reports to Green) in order to ensure that the group below is meeting expectations of the group above before being handed down to the level below to execute the project.
- ii. Next Steps - [Denise] The aim today was to re-visit committee roles and responsibilities as they relate to the RDPO’s planning/programming processes. Denise will refine/unpack the current step-down diagram (which was intended to be a 30,000-foot view), integrating feedback from today. In addition, she will be preparing for the SC’s review at its August 4 meeting a set of guidance for the next phase of program development, which will then guide the Program Committee, work groups and task forces in developing new project concepts and full project designs to spend anticipated local funds and UASI FY’14 contingency funds, as well as prepare for the UASI FY’15 application.

## 7) Next Steps/Good of the Order [Mark Daniel]

- a) Thank you to all members for being involved in the RDPO and for a productive joint meeting of the Program and Steering Committees.

## 8) Meeting Adjourned at 11:35 AM