

Steering Committee Meeting Minutes
September 10, 2015, 1:00 - 3:00 pm
American Red Cross, 3131 N. Vancouver
Portland, OR [In Classroom 11]



RDPO
Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

Attendance: [Quorum was present - 14 of 25 members]

Steering Committee Members

1. Carmen Merlo, SC Chair and City of Portland Representative
2. Nancy Bush, SC Vice Chair and Clackamas County Representative
3. Jerry Allen, City of Beaverton Representative
4. Fred Charlton, Fire/EMS Representative
5. Bob Cozzie, Immediate Past Chair and Public Safety Communications Representative
6. Mike Greisen, Columbia County Representative
7. Mike Mumaw, Emergency Management Representative
8. Kathryn Richer, Health System Representative
9. Tripp Robinson, Private Sector (Industry) Representative
10. Harry Saporta, TriMet Representative
11. Michelle Taylor, proxy for Cara Sloman, NGO Representative
12. Paul Slyman, Metro Representative
13. Chris Voss, Multnomah County Representative
14. John Wheeler, proxy for Scott Johnson, Clark County and City of Vancouver Representative

Regional Staff and Guests

1. Dan O'Brien, NW Interagency Coordination Center
2. Denise Barrett, RDPO Manager
3. Anabel Lopez, Clackamas Emergency Management, PSU Hatfield Fellow
4. Rachel Buckley, Clackamas Emergency Management, PSU Hatfield Fellow

1) Welcome, Introductions and Agenda Review – Carmen Merlo, Chair

- a) Carmen opened the meeting at 1:05 pm. She asked for all present to self-introduce. Vice Chair Nancy Bush introduced two Portland State University Fellows who are assigned to Clackamas Emergency Management. They are here today to observe the meeting.
- b) Carmen then briefly reviewed the agenda, calling for any additions. Hearing none, she proceeded to the next agenda item.

2) Meeting Minutes – Carmen Merlo, Chair

Carmen asked for a motion to approve the minutes from the August 3, 2015 meeting. Mike Greisen motioned for the minutes to be approved as written; Paul Slyman seconded the motion. There was a unanimous vote in favor of approving the minutes.

3) Taking Stock of the 2015 Wildfire Season (Panel Presentation) – Chief Fred Charlton, Nancy Bush, Michelle Taylor, John Wheeler, Carmen Merlo and Dan O'Brien

- a) Chief Fred Charlton:

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- i) Mobilized and deployed four task forces from Clackamas County under the State Conflagration Act: two task forces participated in Warm Springs; two on the Canyon Creek Complex in John Day.
 - ii) Clackamas County agencies included: Clackamas Fire, Canby, Estacada, Gladstone, Hoodland, Molalla, and Sandy Fire.
 - iii) Task Force is typically a mix of resources, including a Task Force Leader, Engines, Brush Units, and Water Tender.
 - iv) 19 counties 19 task forces and three incident management teams have been deployed this summer in Oregon wild fire response.
 - v) When the State calls for help: fire agencies have 20 minutes to decide; about 90 minutes to organize and deploy.
 - vi) Other Clackamas County personnel serve on State Incident Management Teams and fill the roles of Incident Commander, Safety Officer, Division / Group Supervisor, Comms Technicians, and GIS support.
- b) Nancy Bush:
- i) Her experience this summer showed that WebEOC could serve the fire defense boards well.
 - ii) She went to support the Grant County EOC (John Day fires).
 - iii) There were two others there from outside agencies; set objectives without much guidance from the County.
 - iv) She arrived when the incident management team was just setting up. She performed some PIO work, including writing media releases. Learned one needs to be assertive with the IMT, especially related to collaborating with the EOC.
 - v) She witnessed a model effort on donations management. The local volunteer donations management team set up a great system and was able to set clear parameters on what they would and would not accept as donations. Some of the donated items they distributed: cash cards to local businesses, coolers, and walkie talkies.
 - vi) Nancy and her team at Clackamas Emergency Management had worked directly on the Pit 36 Fire in 2014. Learned a lot between that fire and the John Day fires.
- c) Michelle Taylor of the Red Cross presented on the Oregon Red Cross Wildfire response activity, the full slides of which can be found here:
<https://www.dropbox.com/s/7ovzcho1aux58ln/Red%20Cross%20presentation.pptx?dl=0>
- i) Set up shelters in seven communities; 90 overnight stays; 5,500 meals and snacks served; and 100 Red Cross volunteers deployed.
 - ii) Counties of operation: Baker, Jefferson, Union, Douglas, Wallowa and Grant. Also, worked in Confederated Tribal Territories of Warm Springs.
 - iii) Shelter opened in Mt. Vernon. Service center in John Day.
 - iv) Families without power and water for an extended period - distributed coolers & flashlights.
 - v) Bulk distribution of essential clean up supplies such as sifters and rakes.
 - vi) Worked in partnership with other community agencies for casework and recovery services.
 - vii) Michelle also reviewed the Red Cross' Home fire Preparedness Campaign and future activities, all of which can be found in the presentation slides (link above).
- d) John Wheeler, CRESA, shared that as part of his deployment on Washington wildfire response this summer he served as a Mutual Aid System Coordinator at Washington State Emergency Management.
- i) John explained that Washington has a comprehensive omnibus mutual aid system in place but their modes of calling out for assistance are cumbersome. They typically shoot out an email calling for the assistance for personnel, equipment, etc. Not efficient or precise.

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- ii) John ended up developing processes and forms to streamline requests for personnel. The result: he helped provide 75 personnel to EOCs and JICs.
- e) Carmen Merlo shared highlights of her deployment to Baker City.
 - i) Challenging to get there due to I-84 closure at the Dalles. Had her PBEM colleague back in Portland call ORS and State Police. Was able to get go ahead to continue traveling on I-84 using flashing lights.
 - ii) Carmen said she appreciated the way locals demonstrated their appreciation.
 - iii) She served in the JIC at the Baker City EOC. Helped with social media; completing daily ICS forms (e.g., ICS-209); tracking evacuations; and preparing public meeting agendas.
 - iv) She found it interesting that they local IMT left no time for the public to ask questions. May have been to avert public comment on controversial fire service policies.
- f) Dan O'Brien of the NW Interagency Coordination Center¹
 - i) Shared June 1 – September 10, 2015 cumulative statistics on wildfires in Oregon and Washington:
 - (1) 3,396 fires reported for 1.5 million+ acres. Of these 96 were large fires.
 - (2) 10,200 firefighters engaged at the peak of activity – and the season still has several more weeks.
 - (3) \$563.3 million spent.
 - ii) Currently, nine (9) IMTs are deployed and 7,997 firefighters are engaged on the line.
 - iii) In Washington, 300-400 Washington National Guard on the ground helping to fight fires. Trained to withstand the hardship.
 - iv) More than any other thing, information sharing is really the key. Dan and his team broker in it and everyone wants it. Timeliness of information is a higher priority than accuracy.
 - v) At the NWCC, Dan and a team of 12 staff track information on wildfires.
 - vi) Bottom line: we can talk about technology and equipment, but nothing replaces good leadership and people who care.
 - vii) Paul Slyman asked: Are you brokering resource needs?
 - (1) Dan answered: Yes, with the use of the multi-agency coordination group we have established. Incident management teams on the ground assess needs and make requests. We reach within Oregon and Washington first, then outside the area, then the Guard, and even internationally, when needed. Seventy (70) New Zealanders, Australians and Canadians deployed.
 - viii) The MACG meets every day; has set criteria and a scoring system for rating and comparatively ranking incidents. Incident commanders call each day with the status of incidents and resource needs. Can tell when they are confident or not.
 - ix) Then we go to work. Sometimes an incident does not get nearly what they need in terms of equipment and personnel.
 - x) Question: Does your MACG meet in person or virtually. Answer: both methods are used. WebEx is a major tool to incorporate remote participants.

¹ The Northwest Interagency Coordination Center (NWCC) is the Geographic Area Coordination Center for the Northwest Region which includes the States of Oregon and Washington. Located in Portland, OR, the NWCC serves as the focal point for interagency resource coordination, logistics support, aviation support and predictive services for all state and federal agencies involved in wildland fire management and suppression in the region. Cooperating agencies include the: Bureau of Land Management, US Forest Service, Oregon Dept of Forestry, US Fish and Wildlife Service, Bureau of Indian Affairs, Washington Dept. of Natural Resources and the National Park Service.

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- xi) Mike Greisen shared anecdotes of some of the resource challenges, such as fuel at the Redmond airport and water in Unity, OR, which went on a boil water notice (impacted Portland Fire and Rescue).
- xii) Carmen wrapped up this portion of the meeting by thanking all participants for sharing their stories.

4) Towards a Regional Public Safety Communications Funding Investment Strategy – Bob Cozzie, Public Safety Communications Representative and Immediate Past Chair of the SC

- a) Bob was asked to do a follow-up from the last Steering Committee meeting when Cheryl Bledsoe presented on 9-1-1 and the Evolution of Public Safety Communications Systems.
- b) Bob said that the PDCC met and discussed more deeply what the regional public safety communications strategy needs to be at this time. While there is and will always be radio needs, the goal in the next 3-5 years is to get the Enterprise Service Bus (ESB) replaced.
- c) Bob spoke about the new partnership that the PDCC has formed with the ODOT Traffic Incident Management Team, which will provide some funding towards the ESB replacement, as well as insight on technology they use.
- d) Bob recalled that the RDPO Steering Committee approved a \$500,000 UASI FY2015 grant to support, in part, the ESB replacement. The project is estimated to exceed \$1 million, but the PDCC will know more in the coming months about the actual technological and financial needs of the project.
- e) Another important area that the PDCC wants to explore for investment is cybersecurity. Bob said that this is especially critical as PSAPs move more and more to the web.
- f) Bob said that Text-to-911 is rapidly coming into being. He said that Oregon Emergency Management has agreed to fund a pilot Text-to-911 project in the Portland Metropolitan Region (PMR), using State Homeland Security Funds (SHSP). The one-year project aims to develop a method that could be rolled out statewide. He reminded the group that they had also approved a UASI FY2015 grant for the PDCC to develop a regional communications strategy and public service announcements to educate the public once Text-to-911 comes online in our region.
- g) Bob said he expects a soft launch of Text-to-911 around our region at the end of this year.
- h) Tripp Robinson shared that Intel recently participated in a Text-to-911 exercise in Phoenix, where 200 players tried to crash the system. Players' most common complaint after texting to the 911 Center was that they did not receive a reply acknowledging their text. Tripp said that he would be happy to put Bob in touch with PSAP directors in Phoenix to see if they would be willing to share their public education materials on Text-to-911.
- i) Bob said that the State of Washington's advances in developing Text-to-911 systems have pushed our region to get moving. Many counties in Washington have "flipped the switch."
- j) Bob concluded that while the project funds PSAPs from our region on the Oregon side of the house, it will coordinate with Washington partners, including CRESA.

5) RDPO Strategic Planning: Strategic Topics to Explore – Denise Barrett, RDPO Manager

- a) Denise opened the session by providing a brief presentation, which is available at https://www.dropbox.com/s/owsx0051wv35u3e/RDPO%20Strategic%20Planning_SC%20mtg_9-10-15.pptx?dl=0
- b) Presentation and Discussion Key Points:
 - i) Denise shared information from FEMA's 2015 National Preparedness Report, including what core capabilities are seen as "at acceptable levels" and those that need to be improved around the nation. She said that like other areas of the nation, our region has invested a lot in the areas seen as "at acceptable levels", though we may still need to invest to maintain the capabilities.

- ii) 2015 “at acceptable levels” list: environmental response/health and safety (i.e., CBRNE response capabilities, including HAZMAT teams and equipment); Intelligence and Information-Sharing (e.g., Fusion Centers); and Operational Coordination (e.g., EOC strengthening, MAC system development)
- iii) 2014 “at acceptable levels list”: interdiction and disruption, on-scene security and protection, operational communications, public and private services and resources and public health and medical services.
- iv) 2015 “areas needing improvement”: cybersecurity, access control and verification, housing, infrastructure systems, long-term vulnerability, and economic recovery.
- v) Denise reminded the SC that the national preparedness system consists of five mission areas with 31 core capabilities, several of which cross cut two or more mission areas.
- vi) Denise also shared three takeaways from the 2015 National Preparedness Report:
 - (1) Recent events, including the epidemic of Ebola virus disease, have highlighted the challenges with coordinating the response to and recovery from complex incidents that do not receive Stafford Act declarations.
 - (a) Kathryn Richer confirmed that the National Institute of Health created a special Ebola fund to reimburse health systems, but this was not nearly enough to cover the actual cost impacts on public health departments and hospitals in our region.
 - (b) It was agreed by the SC that the Ebola and the wildfire season are good examples of a trend towards increased costs of emergencies.
 - (2) The Federal Government and other organizations are increasingly using sponsored competitions pre- and post-disaster to incentivize innovations that improve community resilience across the nation (e.g., Rockefeller Foundation. Cities Readiness Initiative, Climate Action Champions, Community Development Block Grants)
 - (3) Business and public-private partnerships are increasingly incorporating emergency preparedness into technology platforms, such as Internet and social media tools and services (e.g., Facebook pages for disasters, Airbnb, Virtual Operational Support Teams).
 - (a) Carmen shared that the City of Portland has an MOU with Airbnb for post-disaster temporary housing options.
 - (b) Denise also mentioned how partners in the region have used FB during emergency events such as wildfires, and that Cheryl Bledsoe of Clackamas 911 has been very instrumental in the development of VOST. Oregon now has its first official VOST team.
 - (4) Denise then opened the floor, asking the SC to answer the question: What preparedness topics or areas of mission or capability should we explore during the strategic planning process? Answers:
 - (a) Cybersecurity -- many disciplines, all sectors; form a new task force?
 - (b) Resilience -- emphasis on seismic risk; *Use Oregon Resilience Plan as a framework*. The cost of emergencies can be a huge burden, so we need to do more work on resilience.
 - (c) Mass Care and Sheltering – (e.g., regional shelter cache); identify what is regional in this area of capabilities.
 - (d) Debris Planning – e.g., debris forecasting, debris management site identification and pre-positioned contractors
 - (e) Recovery -- (not specific). What is local responsibility? What is regional?
 - (5) Denise then asked the SC: What organizational changes should we explore?

- (a) Paul Slyman questioned why the organizational chart is so complex – many work groups and task forces in addition to the Policy, Steering and Program Committees. He asked: What would you (Denise) want to change?
 - (i) Denise shared that she does have some recommendations in mind for streamlining the RDPO and also improving the integration of select discipline groups to advance the development of certain capabilities. Rather than sharing these now, she said she would prefer to have discussions directly with the chairs of those work groups.
 - (ii) Denise added that when she first started the Program Committee, which comprises the chairs of the discipline work groups, was adamant that the current groups should be the anchors of the Program Committee. We have completed some consolidation with the WebEOC RUG, Resource Management Committee and Citizen Corps Work Group coming under REMTEC, but there could be more.
 - (iii) Also, some groups are not meeting as regularly as they should. The key is that we have these groups in place to keep connected to key disciplines/subject matter experts for our strategic planning and program development. Most of them run themselves.
- (b) SC answers to the question posed above:
 - (i) Cybersecurity Task Force (multi-discipline and multi-sector)
 - (ii) Mass Fatality (consider whether own work group, sub-committee of another work group)
 - (iii) More private sector engagement (can work on this in relationship to mass care and cybersecurity – tangible initiatives)

6) RDPO Program and Organizational Updates

- a) Regional Multi-Agency Coordination System ConOps Task Force - Nancy Bush, Chair
 - i) Nancy Bush shared that the Task Force is well into the process of recruiting MAC Group (MAC-G) members and support organization (MSO) staff around the region.
 - ii) She said that the Task Force decided not to exercise the MAC-G and MSO during Cascadia Rising in June 2016, largely due to the Task Force's realization that standing up a MACG and MSO post-Cascadia or other catastrophic event would exceed local jurisdictions' ability to staff the positions. She said that the Task Force will instead exercise separately after Cascadia Rising, focusing on a flood or other less devastating scenario.
 - iii) She said that the Task Force is going to change some of its messaging about the MACG and MSO as it works to recruit members of both bodies. She said the idea is to recruit three-deep for each position (e.g., eight key positions on the MSO x 3 = 24 members). She also said that John Wheeler has called for the expansion of the Regional Logistics Support Team (RLST) from ten members to 20. The RLST will play an important role in helping provide surge capacity on resource ordering for impacted counties in a coordinated manner.

7) Good of the Order – Carmen/All

- a) Harry Saporta updated the SC on the status of the project: Smart, Shared and Social: Enhancing All-Hazards Recovery Plans with Demand Management Technologies, which is now getting underway.
 - i) This is a partnership of TriMet, Portland State University, Metro and the Portland Bureau of Emergency Management to:

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- (1) Develop and test an emergency recovery plan using transit and TDM for the Portland, Oregon region. This recovery plan will be developed in coordination with the PBEM and, when finalized, included in the City of Portland all-hazards preparedness plans. The plan will identify opportunities to leverage recent developments in social media and ITS applications to improve emergency recovery planning. During the development and testing of the plan, two table top exercises will be held in Portland with the key regional agencies to help refine the plan.
 - (2) Finalize Portland emergency recovery plan. Revisions to draft plan will be based upon input during the table top exercises and testing phase.
 - (3) Develop a training course that will equip six other regions in developing comprehensive emergency recovery plans that maximize use of transit, social media, TDM strategies, and ITS technologies.
 - (4) Test the training course materials in Portland and refine course materials based on input.
 - (5) Provide training using the above course materials, conduct two-day training workshops in six cities to facilitate development of emergency recovery plans in these areas that are focused on using transit and TDM and leveraging social media and ITS applications to improve recovery time and travel options.
- ii) Harry said that he is chairing the project advisory board and they are looking for people to join. He invited SC members to consider joining or sharing this opportunity with others in their networks. Interested parties can contact Harry directly at SaportaH@Trimet.org or Denise Barrett @ denise.barrett@portlandoregon.gov.

8) Adjourn: With no other business for this session, Carmen adjourned at 2:52 pm.