

Steering Committee Meeting Minutes

August 1, 2016, 1:00 - 3:00 pm

Port of Portland HQ [Commission Chambers]

7200 NE Airport Way, Portland, OR 97218



RDPO

Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

Attendance: [Quorum was present - 15 of 23 active positions*]

Steering Committee Members

1. Nancy Bush, SC Chair and Clackamas County Representative
2. Mike Mumaw, SC Vice Chair and Emergency Management Representative
3. Carmen Merlo, Immediate Past Chair and City of Portland Representative
4. Bob Cozzie, Past SC Chair and Public Safety Communications Representative
5. Ray DiPasquale, Public Works Representative
6. Scott Porter, Past SC Chair and Washington County Representative
7. Jerry Allen, City of Beaverton Representative
8. Craig Ward, City of Troutdale Representative
9. Adrienne Donner, Program Committee Representative
10. Scott Johnson, City of Vancouver and Clark County Representative (**two positions***)
11. Steve Pegram, Columbia County
12. Kathryn Richer, Health System Representative
13. Paul Slyman, Metro Representative
14. Chris Voss, Multnomah County Representative

Guests and RDPO Staff

1. Reed Wagner, Executive Director, Multnomah County Drainage District
2. Andy Cotugno, Policy Advisor, Metro
3. Joel Schoening, Community Affairs Manager, Levee Ready Columbia
4. Sara Morrissey, Program Manager, Levee Ready Columbia
5. Allison Boyd, Levee Project Manager, Multnomah County
6. Beth McGinnis, Planner, NWHPO
7. Angela Carkner, Project Manager, MCDD
8. Denise Barrett, RDPO Manager
9. Laura Bruno, RDPO Planning Coordinator
10. Adrienne Schmidt, RDPO Project Assistant
11. Emma Stocker, Assistant Director, PSU Emergency Management
12. Lisa McOwen, TITAN Fusion Center, Oregon Department of Justice

1) Welcome, Introductions, and Agenda Review – Nancy Bush, SC Chair

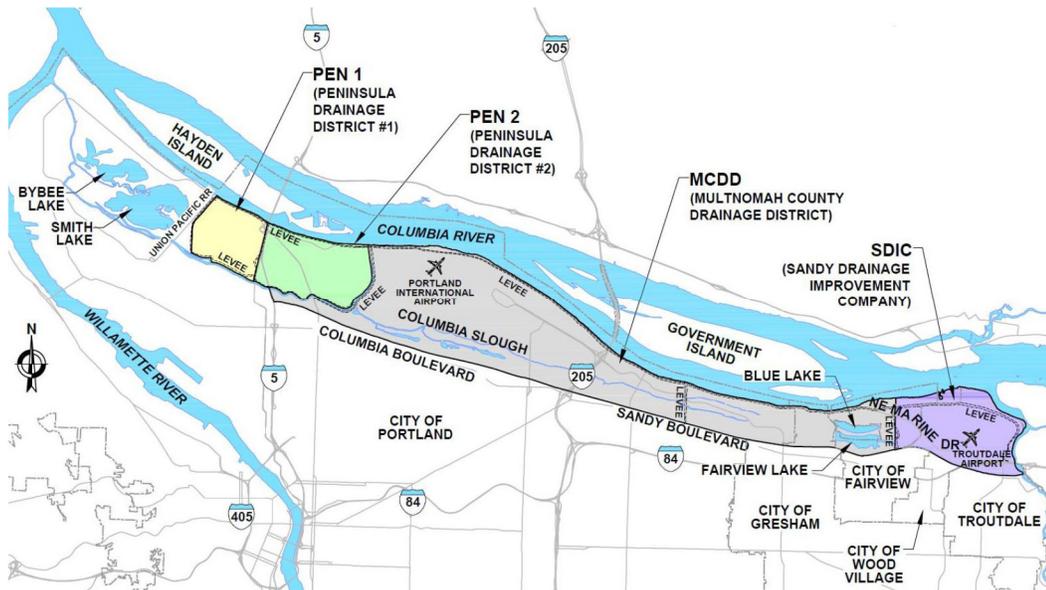
- a. Nancy Bush commenced the meeting at 1:05 pm and welcomed all members and guests. She reviewed the meeting agenda, mentioning that she and Mike Mumaw would like to add some time to talk about the Cascadia Rising exercise. She asked if there were other changes. Hearing none, the agenda was adjusted to add the one new item.
- b. Nancy then asked all to self-introduce.

2) Past Meeting Minutes – Nancy Bush

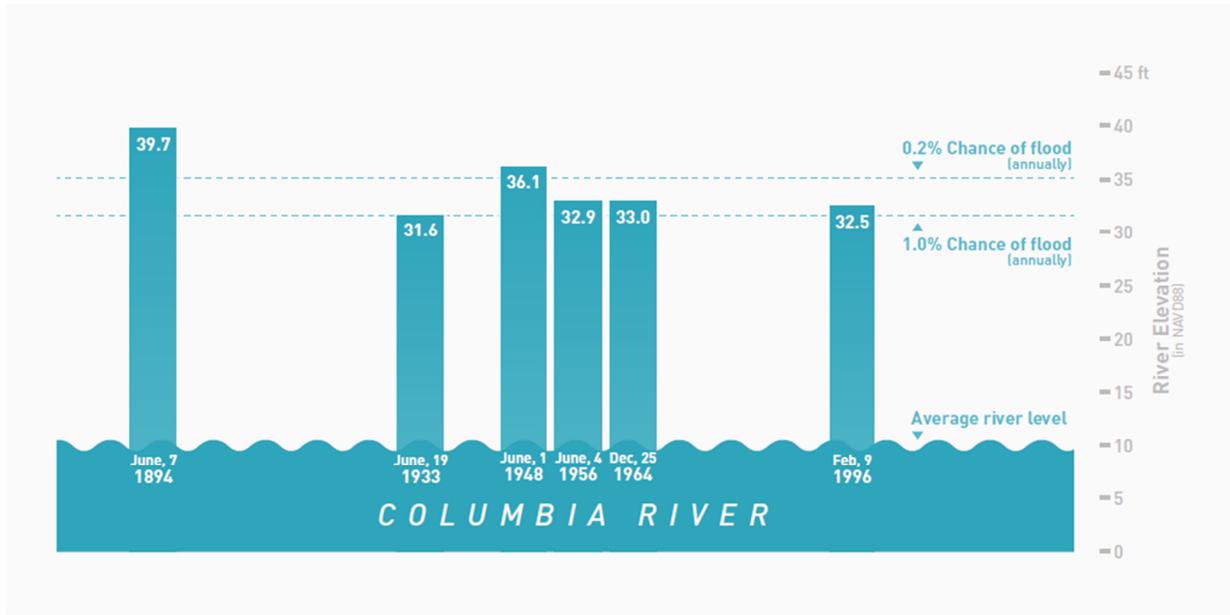
Nancy entertained a motion to accept the minutes from the July 18, 2016 Joint Meeting of the Program and Steering Committees. Craig Ward approves and Jerry Allen seconds; none oppose.

3) Levee Ready Columbia – Reed Wagner, Andy Cotugno, and other Project Team Members

- a) Reed Wagner, MCDD Executive Director since July 2012, provided the background of the Levee Ready Project, the drainage districts and other stakeholders involved and some of the history of the levees along the Columbia River. [Full presentation slides available at: [Levee Ready Columbia](#). Key points of interest:
- i) There are four drainage districts along a 28.3 mile stretch of the Columbia River. Multnomah County Drainage District (MCDD) provides services to the three other drainage districts along the Columbia River.



- ii) Water control efforts on the Columbia first started around 1916, when the area was primarily used for agricultural purposes. Emphasis was on draining riverside areas to extend the growing seasons (i.e., turning a four- to six-month growing season into a nine- to ten-month one.)
- iii) As more properties began to develop, levees started to become apparent throughout the district, but in a patchwork manner.
- iv) In the 1930's and '40's, Vanport City was developed, prompting more development of the levee system. In 1948, there was a significant flood which devastated Vanport and some other areas along the western edge of what is now Peninsula Drainage Districts 1 and 2. This event, coupled with realization of the risk to critical infrastructure along the river, including the airport and other public investments, the Corps of Engineers started to work on improving the levee system, turning over management to the drainage districts.
- v) There have been quite a few floods over the past 100 years, which in the past were referred to as 20-year, 50-year 100-year events (meaning once in 20-, 50-, or 100-year period). However, our 100-year events have happened many times over the past 100 years, so the terminology has changed and is now referred to as "the 1% chance" in any given year. We have had 6 events reaching the 1% mark. The levees have been tested on a regular basis -- three times since the levees have been improved by the Corps of Engineer -- and have performed quite well. Reed said that doing quite well for current standards does not ensure they will do well in the future.



High Water Event Timeline

Columbia River at Vancouver Gage

- vi) Reed recounted that in August of 2012 US Army Corps of Engineers (USACE) Engineers informed him that the levee certifications would end early in two of his districts. After some serious storms like Katrina and Sandy, the Corps, Congress and FEMA decided that they needed to increase levee standards without spending a lot of money.
 - (1) Reed explained that as a district they started to investigate these new standards and wanted to bring the community into the process. Their first reaction was that it was too much in too little time, and Portland Mayor Sam Adams even made a request for more time.
 - (2) However, they had to realize that in the event of a storm, this may lead to devastation. So they asked themselves and the community, “How important is it that we protect lives and property, and the value of the property, even if it is hard?” And everyone agreed that it was important and needed to be done right.
 - (3) Reed explained that this meant they would need the strength and support of all of the partners who would benefit from this. All partners agreed unanimously to proceed with the project.
- b) Andy Cotugno then explained the path to creating solutions.
 - i) There are two federal agencies that are the lead – namely, the Corps of Engineers and FEMA -- though they have different functions.
 - (1) If an area in the flood plain floods, and buildings are damaged as a result, the property owners should have had flood insurance and FEMA helps pay for those repairs.
 - (2) Levees are also situated in a Corps of Engineers’ jurisdiction. If you meet the Corps’ standards and are keeping up the levees, they will bring resources and help you fight the flood and protect the properties should a flood occur. If it does breach, they will help with the repair costs.
 - ii) The local government permits development. If the development being permitted is in a flood zone, there is a difference in the standards of permitting than for one that is not in a flood zone. However, FEMA does not map areas in a levee protection system as flood plains, and therefore development is permitted as though it is not in a flood plain. He noted that if through the certification process they mess up and let the certification lapse, the lack of recertification means the area would be remapped to be in the flood plain. He added that flood insurance for properties in the area would increase significantly.

- iii) Andy shared that the levee review process has been completed for Peninsula 1 and 2, which will produce some basic findings around which to make judgements/decisions. He said FEMA is protecting for any flood event above 100 years, but it is up to the locals to decide if the area is worth it to protect to a higher level. Andy believes that with the airport it will be a “yes.” He added:
 - (1) It is really based on how much risk merits how much investment.
 - (2) They can choose to make the levees as high as 500-year protection levels.
- iv) Environmental resources in the area are also important to consider. The Columbia River Treaty with Canada is up for renewal, which could have an impact. There are endangered species, climate change, and other considerations.
- v) Scale: how much does it cost to update a levee system?
 - (1) All they had to go off of was the four or five other communities that have been through the same process.
 - (2) The result was roughly \$11 million a mile. There is an estimated 30 miles of levee systems.
 - (3) They are finding through the investigation that the levees have been well cared for over the decades.
- vi) Carmen Merlo asked where they are in their investigation.
 - (1) Andy replied that the Pen 1 and 2 investigations are complete. The deficiencies for the two have been identified and the team is going to start looking at options to fix them. However, they felt the overall system should be taken into account – i.e., finish the other investigations before beginning the fixes for Pen 1 and 2. The work plan to complete the investigations will start in September; by spring 2017 they should have some analysis.
- vii) Scott Porter asked what kind of fix the \$11 million per mile would be, and if seismic risk is taken into account.
 - (1) Reed said there are all sorts of fixes; many are engineering adjustments based on development. Development can be anything from a stop sign to a house. They are engineering fixes that will minimize the vulnerability. Vegetation control is another possibility.
 - (2) Seismic risk is not taken into account, but Reed said he believes there will be a robust conversation about seismic impact before they make improvements.
- viii) Mike Mumaw asked if Vancouver and Clark County are in the mix.
 - (1) Sara Morrissey explained that they are starting to have dialogue with key stakeholders in Washington. There have been concerns that changes in Oregon could affect Washington, but they will not do anything that will negatively affect the North side of the river.
- ix) Ray DiPasquale asked if they see any impact in respect to the biological opinion.
 - (1) Reed said the primary value of the biological opinion is that it gets the community focused on retaining the accreditation. If they can keep the area protected, they remain in the same status.
- x) Paul Slyman asked about Sauvie Island’s inclusion in the project.
 - (1) Reed explained that Sauvie Island was not part of the conversation when they first began. However, Multnomah County has unincorporated areas within their districts, and cares about protection of its residents. They also play a role in the Sauvie Drainage Improvement Company doing its job. So they agreed to bring all five districts into the process including Sauvie Island. They are now a partner among many with differing types of needs.
- xi) With no other questions, Nancy Bush thanked the presenters and transitioned to the next agenda item.

4) July 29 Policy Committee Meeting Debrief – Nancy Bush and Denise Barrett

- a) Nancy shared a few key points from the July 29, 2016, RDPO Policy Committee meeting.
 - i) There wasn’t a quorum of members present at this meeting, so the Committee was unable to conduct official business.

- b) Tony Hyde will no longer chair the group after December due to not having been re-elected Columbia County Commissioner. He was presented with an RDPO plaque to commemorate his monumental contributions to regional disaster preparedness. There will be a nomination committee set up to find a replacement for Mr. Hyde.
- c) Presentations at the meeting were from Tripp Robinson and Jay Wilson.
 - i) Tripp spoke about the Earthquake Early Warning System for the West Coast.
 - ii) Jay Wilson presented about OSSPAC and the legislative direction they are hoping to take over the next year. He advised the Policy group about what they should do, since they are a body that can weigh-in on legislation.
 - iii) She said the PC will be taking a closer look at state and federal legislative items to determine what they want to support and how they will support it.
 - iv) The PC meeting also briefly covered RDPO updates, Cascadia Rising and it's after action reports, etc.
 - (1) Mike Mumaw suggested that they have discipline work groups present at a future PC meeting on the top three lessons learned of regional importance per core capability exercised.
 - (2) The Steering Committee endorsed that idea.
- d) Denise clarified how the Steering Committee will be working with the Policy Committee. They have a work plan, which only goes three months out at a time. The Policy Committee is positioned to get behind other organizations that are helping stimulate bill creation. Other comments:
 - i) Jay Wilson recently wrote a letter to Senator Arnie Roblan and Representative Paul Evans that outlines the five areas OSSPAC is considering in terms of bills. The letter was essentially asking these state legislative leaders for some feedback on which of the items they think would get traction in the coming biennium. Although they are currently waiting to see, they believe that Senate Bill 808, the Mass Care bill, will be the one that is resubmitted. This bill calls for the creation of a task force to look into the challenges that will be faced post-earthquake in regards to mass displacement.
 - ii) Denise said she has prepared a number of background papers for the Policy Committee, which are available at [RDPO Policy Committee legislative agenda dropbox](#).
 - iii) She added that part of building up for the Earthquake Early Warning System is making sure it is fully funded in terms of installation and maintenance, and also realizing that a system like this is a game changer for alert and warning. Such a system could mean seconds to several minutes advanced warning. It's important to develop consistent messages to constituents around the region. Example: Would they be asked to get under a table and cover, or be asked to leave the building? It will be building up over the next couple of years and then should be in place. The Policy Committee is now looking at whether to support the position, which emphasizes support for funding and maintenance for the system, along with a commitment in the region to collaborate on messaging for alert and warning.
 - (1) Scott Porter said he understands that the paper is out for review and approval by the respective members. Denise confirmed this is where we're at, adding that she hoped all jurisdictions on the Policy Committee will have voted through Survey Monkey by August 31, 2016. (That deadline is flexible.)
 - (2) Scott Porter said that Jay mentioned the idea of National Earthquake Hazard Reduction Program reauthorization. Scott believes there may be a position the Policy Committee could take on that. Denise said she will look into it and get back to the SC and PC.
- e) Kathryn Richer asked how strong the meeting attendance for the Policy Committee is.
 - i) Denise explained there usually is a quorum, but with about 1/3 absenteeism. For the meeting on July 29, there were a number of last-minute cancellations that threw off the numbers. There are some jurisdictions that have not been represented for a long time, and there are some that are very consistent. The PC has an appetite for action, though sometimes it takes time for the position to be developed. Often, we are waiting for partners to determine where they need our help.

5) Review Strategic Outcomes and Objectives through the Lens of the National Preparedness Goal – Denise Barrett

- a) Denise provided a quick recap of the joint meeting between the Program and the Steering Committees. [Presentation slides available at [RDPO Strategic Planning Update.](#)]
 - i) The overarching goal of the meeting was to clarify the meaning and parameters of the outcomes the Steering Committee had prepared, reviewed and prioritized. The Program Committee had a number of questions from the top tier of outcomes that they hoped to use to engage in a Q&A between the two committees. Adrienne Donner, John Wheeler and Denise Barrett served as meeting facilitators.
 - ii) The meeting was also meant to give the RDPO manager guidance to create goal statements and objectives and the Program Committee some sense of parameters for designing projects and initiatives. The dialogue generated at the meeting was to help begin the process and get things grounded, clarified, and focused.
- b) Key 7/18 Meeting Challenges
 - i) Denise said there was not a lot of consensus on the strategic outcome. There was a lot of debate about terminology, and the focus got kind of stuck on that. It was supposed to be more focused on the primary question being asked of the Steering Committee for those outcomes which was: *After five years, what will look differently because of the RDPO's work?*
 - ii) Denise said there needs to be more clarification on roles and responsibilities, especially what or who drives the strategic direction of the organization? The Steering Committee is the one defined by charter to drive it. She said it was surprising to see some SC members pushing that role onto the Program Committee, with emphasis that they (the Program Committee) are the subject matter experts and need to be the ones telling the Steering Committee where the organization needs to go. But the SC has executive level subject matter experts with a high level view. By design, the PrC is the body to interpret the SC's strategic vision, goals and objectives and design projects and initiatives (the RDPO Work Plan).
 - iii) Denise continued that it was difficult to bring everyone together in that kind of a format, and get out of it what was hoped for. She asked the question: How much does the Steering Committee need from the Program Committee to be able to make decisions and to help move the process along?
 - iv) There are 32 core capabilities; the RDPO works on about 15 of them at present (i.e., funds projects to build those capabilities). Denise has put together and shared a visual aid (i.e., her "think tank"), to show the group what has been supported over UASI 14, what UASI 15 and 16 will be supporting, and how they align with the core capabilities. The document also contains some information about trends/opportunities and known gaps/maintenance needs for the region.
 - v) There were a lot of good goal statements under past RDPO strategic plans, Denise said, but goal statements take some time to complete. She said she is identifying which of the past goal statements are appropriate to keep for the future.
 - vi) The RDPO inherited a large organization (i.e., built under UASI since 2003) with many different discipline work groups. Today about 50% of those work groups are active, 50% are not. It does not mean the inactive ones are not important to participate in building needed regional capabilities.
- c) Right now, we are trying to translate the visions/outcomes into goals/objectives so that projects will align between the annual work plan and the strategic work plan. As we come to the end of summer and the time of the year we commence the annual program (work plan) development process, known as the "Program Pipeline," we had planned for the Steering Committee to be able to be far enough along on direction-setting for the Program Committee and work groups to develop projects and initiatives in alignment with 2017-2021 goals and objectives.
- d) Denise proposed they spend their time on refining and sharing the master strategic planning matrix with anyone who would like to review it and provide feedback. [Sent to SC on August 3, 2016.]
 - i) Laura said she is clear on the focal areas for the THIRA 2016 update, and after she returns from the FEMA Region X State and UASI Planners' meeting in Seattle this week, she will be putting together a

- more detailed THIRA work plan. She will be connecting with the individual work groups and task forces that will be feeding input.
- ii) Denise would like to work on refining a vision statement and drafting goals and objectives based on the compilation they are doing and have a draft by August 9 for the next Program Committee meeting and a more complete document by August 29 so the Program and Steering Committees can chime in for the joint meeting on September 8. [As of the writing of these notes, it has been decided that the September 8 meeting will be for the SC only.]
 - iii) The hope is to provide the PrC clear program development guidance by their next meeting, which is on September 19.
- e) Adrienne Donner said that the Program Committee was expecting the July 18 joint meeting to move things forward and get questions answered. There was some surprise because the SC produced the draft outcomes only to disown them in the meeting. The PrC expected a robust conversation, but there was too much silence. The PrC felt it was a challenging meeting.
- i) Kathryn Richer said it is complex with all of the different people and aspects, and considering that, she felt the July 18 meeting went well and is helping us move forward in a way that will address the complexity.
 - ii) Adrienne feels there is enthusiasm to have a structure in place to collaboratively move in the right direction.
 - iii) Scott Porter said this is an imperfect union, but he would like the Program Committee and work groups to make recommendations to them about strategies. They are subject matter experts around the issues. Some of it has to be the work groups driving the Steering Committee to the decisions that need to be made about strategy.
- f) Nancy Bush recapped: the SC and PrC will come back together on September 8.
- i) Paul Slyman suggested that they take a different approach to the set-up of the next meeting. With everyone around a huge table, using microphones, it made it hard to have a conversation. Possibly breaking into smaller groups.
 - ii) Denise gave the group the choice between a PacifiCorp conference room at Lloyd center or the Red Cross. The group agreed to try the Lloyd Center location.

6) RDPO Updates and Good of the Order – Nancy Bush and Denise Barrett

- a) Denise informed the group that Dave Kirby is no longer with the Oregon Department of Justice. The hiring process to identify his replacement is still underway.
- b) The Program Committee is still looking for a vice chair to take Adrienne Donner's former position as she has stepped up to be chair for the remainder of the year. Denise would like help from the Steering Committee.
- c) Round Table:
 - i) Adrienne Donner – will be presenting in Salt Lake City on 'Closed Points of Dispensing (CPOD) Registry [or as known here, 'The Push Partner Registry'] and Occupational Health/Infectious Disease.' Carolyn Williams, Program Manager/POD Manager from Portland, will co-present.
 - ii) Kathryn Richer – next week the federal Secretary of Health Security Preparedness and Response will be visiting Oregon in the Bend and Portland areas. Kathryn invited anyone with suggestions for improving the overall direction of the health care preparedness system to let her know because she is one of the messengers and they will have a federal ear who can take it back to Washington DC.
 - iii) Scott Johnson – The Washington State Energy Facilities Site Evaluation Committee finished up their meetings last Thursday for the proposed oil by rail terminal in Vancouver. He had to testify on the 19th. The general consensus of the City of Vancouver/Clark County's attorney is that a case has not been made that will sway the committee. The committee will send its recommendation to the Governor, who has 60 days to act on it. The Washington Attorney General weighed in and said that, based on the input from his representative on the board, he didn't recommend it.

- iv) Ray DiPasquale – the last meeting of the Regional Disaster Sanitation Group went well; the group will probably have one more meeting before finalizing their recommendations.
- v) Denise Barrett – on November 8, the Port of Portland is hosting an off airport aviation exercise, Denise will send out a “save the date.” [The venue has changed to Camp Withycombe.]
- vi) Scott Porter – talking a little more about the sanitation meeting, it has been focused mainly on what to tell people to do in the first 30 days post-catastrophic emergency and what options they have. It has been boiled down to a twin bucket system or a pit toilet latrine. The twin bucket system caused some concerns because bagging the waste then becomes solid waste and something that the treatment operating systems can any longer deal with. They brought the debris management people in and had a good meeting about it, and it was accepted that the solid waste would have to be dealt with in that context. Though there were no solutions at this meeting, there will be another meeting to refine a message that is supported by both the sanitation and the debris management sides.
- vii) Carmen – Earthquake Engineering Research Institute is a national professional organization of engineers who predominantly do a lot of reconnaissance visits to countries after an earthquake. Their 2017 annual meeting is going to be in Portland the first week in March. Carmen and Jeff Rubin are planning it and are currently looking at a weeklong conference and trying to reach out to Kathryn Schulz, the author of *The Really Big One* to be one of the speakers.
- viii) Paul Slyman – another part of his work is cleaning up illegal dumps sites. Metro cleans up about eight illegal dump sites each day. They are now having problems with asbestos being found in new drywall that is being dumped illegally by contractors who don’t want to properly test. They are also doing a lot of homeless camp cleanups.
- ix) Chris Voss – Multnomah County is starting to draft new MOUs that they are entering into with a lot of large institutions, as part of mass sheltering planning. They are kicking off a big conversation tomorrow with Portland Community College (PCC) about how to go about this. A lot of the old MOUs that exists with the Red Cross are limited and don’t give an accurate picture of how the facility may be used after something catastrophic.
 - (1) Adrienne Donner asked if they are going after a shelter-specific MOU or if all hazards are being considered as well? Chris says they are shelter-specific but could be for any hazard.
- x) Lisa McOwen – said she still attends the Law Enforcement Work Group, which meets monthly and is currently working on the law enforcement component of the Shipboard Threat Project with fire, the Coast Guard, ports in our area, etc., which will include assessing marine response capabilities, and designing and executing an exercise.
- xi) Beth – works for the HPO, has just re-entered preparedness, and is leading pediatric surge planning.
- d) Nancy reminded all that the next meeting will be September 8 at Lloyd Center.

7) Adjourn

- a) With no other business items, Nancy adjourned the meeting at 3:05 p.m.