

Steering Committee Meeting Minutes

September 8, 2016, 1:00 - 3:00 pm

PacifiCorp Lloyd Meeting Center

Lloyd Center Mall, 3rd Floor, East End

2201 NE Lloyd Center

Portland, OR 97232



RDPO

Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

Attendance: [Quorum was present - 14 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. Scott Porter, Past SC Chair and Washington County Representative
6. Ray DiPasquale, Public Works Representative (final meeting)
7. Adrienne Donner, Program Committee Representative
8. Steve Pegram, Columbia County Representative
9. Dr. Sarah Present, Public Health Representative
10. Kathryn Richer, Health System Representative
11. Paul Slyman, Metro Representative
12. Michelle Taylor, NGO Representative (Red Cross)
13. Alex Ubiadas, Jr., TriMet Representative (proxy for Harry Saporta)
14. Chris Voss, Multnomah County Representative

Guests and RDPO Staff

1. Debbie Guerra, Pacific Power (welcomed guests)
2. Jackie Nerski, Clackamas Disaster Management
3. Denise Barrett, RDPO Manager
4. Adrienne Schmidt, RDPO Project Assistant
5. Lisa McOwen, TITAN Fusion Center, Oregon Department of Justice

1) Welcome, Intros & Agenda: Nancy Bush, SC Chair

- a) Nancy Bush started the meeting at 1:05 pm, welcomed all, and thanked Debbie Guerra, Pacific Power, for hosting the meeting. Debbie provided a briefing on the facility and what to do in an emergency.
- b) Nancy asked all others for self-introductions and if they had any amendments to the agenda. Hearing none, she proceeded to the next agenda item.

2) Past Meeting Minutes: Nancy Bush

- a) Scott Porter mentioned that Ray DiPasquale's name was missing in the attendance section, though was at the meeting. Denise Barrett, RDPO Manager, said she will make that adjustment.
- b) Scott Porter motioned to approve the minutes as amended. Steve Pegram seconded. Unanimous approval.

3) RDPO Strategic Goals and Objectives for 2017-2021: Adrienne Donner, Nancy Bush & Denise Barrett

- a) Denise recalled that the Steering Committee meeting at its last meeting directed her and the Program Committee to draft a set of 2017-2021 goals and objectives. [Version 7 shared at the meeting. V9 is now available at [2017-2021 RDPO Strategic Goals and Objectives V9.](#)]
- b) She shared that the Program Committee used their last meeting to review and amend a draft set of goals and objectives she had developed. She said that the Program Committee (PrC) has felt frustrated with the strategic planning process being pushed back on them and working on the same materials.
- c) Adrienne said that the PrC would like for the Steering Committee to finalize the goals and objectives so that the PrC and the work groups can dig into them with a work plan and projects.
- d) Adrienne also shared that, despite the assertion that there needs to be a major re-organization at the work group level, they are, for the most part, working well. These groups, she added, feel strongly in their work and want to continue. The challenge is that with a small staff and a monstrous organization, it can be hard to manage and staff the more active groups.
 - i) Carmen Merlo said she is glad to hear that the work groups find value in their work, but feels it may be time to look at the governance structure and ask: is the organization too big? Is it just right?
 - ii) Denise responded that there needs to be a stronger connection between the discipline representatives to the Steering Committee and the discipline work groups to avoid surprises, enhance organizational integration and programmatic awareness.
 - (1) Denise does a lot of "behind the scenes" work in trying to reconnect and keep dialog going. There is more success than not, but there are some weak spots.
 - (2) Denise said that she, Alex Ubiadas, Laura Bruno and Adrienne Donner will be meeting soon to begin to look at the need to transition the Transit Work Group into a Critical Transportation Work Group.
- e) Adrienne said that looking back at the July 18th joint meeting of the SC and PrC, it is obviously difficult to get so many people together for a successful meeting. Having tried a small group and a large group setting, each had their own challenges. Coming away from the meeting, the PrC still felt uncertain and frustrated with the lack of clear direction.
 - i) Scott Porter shared that the Steering Committee depends on the tactical people to push forward what they know because they are more informed in their subject matter areas than the SC. He said the SC needs those knowledgeable people to bring recommendations to help the SC make decisions and shape the strategy.
 - (1) Ray DiPasquale said he agrees and doesn't want the group to create a strategy that is lacking realism.

- ii) Scott returned to the point made about the lack of connectivity between the discipline representatives and their work groups. Though excellent in some cases, there is a disconnect in others. They have to depend a little bit more on work group chairs that sit on the PrC to bring ideas to the Steering Committee.
 - (1) Carmen said relying on the discipline work groups hasn't yielded much regional benefit. She sees that there are still a lot of jurisdiction-specific projects and everyone at different capabilities. It may be they need to look at whether or not they need the discipline groups to drive the projects.
 - (2) Mike Mumaw said he agrees with Carmen's point, adding that the work groups are very focused in their lanes and don't come forward with a lot of all-hazard, all-function grant requests. He would like a collaborative, multi-discipline request rather than an element from each of the work groups.
 - (3) Ray shared a recent example of a successful multiple discipline-driven effort. He said the Regional Disaster Sanitation group comprised representatives from different work groups together and kept the focus narrow.
- f) Denise transitioned the presentation to explain what happened to the Steering Committee's Vision and Outcomes document. She said that some of the content became goals and objectives, while other elements were integrated into the program priorities. We will also look at how these can shape project selection. [Note: to see how some of the vision elements have been integrated into the project concept and checklist form [\(Click here\)](#).]
- g) Denise mentioned that two outcomes were removed: "Increasing RDPO Public Visibility" and "Building Regional Spontaneous Volunteer Management Capabilities". She said the former was not well-supported as a goal. She said the latter element may find its way into the objectives, but is under review.
- h) Denise and Adrienne directed the SC to the draft goals and objectives and shared the following points:
 - i) On the Goals and Objectives:
 - (1) 25 of the 32 core capabilities are reflected in the objectives, 15 in the Response area.
 - (a) Mike said he wonders if they have identified what the end point looks like for those projects? If there is no way to see what the end goal looks like, the money is just going to continue getting caught up in a maintenance cycle. He recommended having an end point, and conclude it when you reach that point. If something new comes about, it can be resubmitted and compete equally with everything else. No free rides by saying it is being "continued".
 - (b) Denise said she believes that would be a good area for the Program Committee to review. She said it would also be a good idea to have some of the work groups to take stock of capabilities (specifically equipment and plans) for which no training and/or exercises are occurring. Can you really call those regional capabilities?
 - ii) Denise shared a few highlights in the Governance & Administration portion of the strategic goals and objectives.
 - (1) Objective 1.1: are executive leaders able to prioritize staff to work on regional efforts while adding value to the organization? The objective is to align staff and committees to be able to execute the Strategic Plan and address any weaknesses.

- (2) Another objective focuses on increasing work and advocacy at the Policy Committee level.
- (3) For the TITAN Fusion Center: Lisa McOwen shared that their goal is to have it fully funded before the next legislative session so staff would no longer be limited duration. She added that they do not yet have a replacement for Dave Kirby, Oregon Department of Justice Special Agent In-Charge.
- (4) Alex Ubiadas is asked to share how the Program Committee saw the objective on supporting mitigation action plans. He explained the concept would be to hire a consultant to assist in taking all the individual plans and turning them into one plan that makes sense for everyone – i.e., the Regional Hazard Mitigation Plan.
 - (a) Mike said he sees this as a viable option.
 - (b) Carmen said she would be interested in having a regional Hazus run to give a true picture of economic impact and regional damage.
 - (i) Denise shared that part of that objective is already being executed under the DOGAMI Earthquake Impacts Mapping Project (UASI FY'15).
 - (c) Scott Porter said that the Emergency Transportation Routes (ETRs) could be taken a step further by incorporating them into a regional mitigation plan and improve the roadways and bridges along those ETRs.
- (5) Denise shared that the Mitigation goal also includes an objective centered on supporting Citizen Corps programs in the region. She said she had heard some questions about whether RDPO should be supporting these programs. She said the regional funds seem important to keep the programs running.
 - (a) Scott said that it would be good to see the Citizen Corps Work Group come up with more regional solutions to citizen preparedness.
- (6) Getting to the Strategic Planning finish line: Adrienne proposed that the SC support the formation of a joint SC-PrC task force, which will be charged with fine tuning the goals and objectives.
- (7) Denise said she will also craft a two-year work plan that reflects all currently funded projects and other “no cost” projects and initiatives that are currently underway or will be implemented during the 2017-2018 period.
- (8) Denise mentioned that the task force’s efforts to finalize the goals and objectives will help us jumpstart the fall program development cycle in mid-October, leaving adequate time for project concepts to be developed and submitted by a December 9, 2016 deadline. She said that the SC will approve the final goals and objectives and work plan at its November 7 meeting, then submit them to the Policy Committee for approval at the December 2 PC meeting.
- (9) Adrienne mentioned that the Program Committee already has two representatives to join the task force.
 - (a) Nancy then asked the SC for volunteers to serve on the Task Force.
 - (i) Mike Mumaw and Bob Cozzie agreed to serve.
 - (ii) Scott Porter said that either he or John Wheeler from his team would participate.

4) THIRA 2016 Update Work Plan and Core Capabilities Gap Analysis: Denise Barrett on behalf of Laura Bruno

- a) Denise mentioned that Laura has cross-walked the gaps identified in the THIRA 2015 Update and the draft strategic objectives to ensure intersection. The final strategic plan will include a section on opportunities, gaps and trends that influenced the development of the goals and objectives. Denise recalled the “think tank” document that was developed to support this process.
- b) Denise shared that Steps 5 & 6 (gap identification/analysis and investment decision-making) will a priority for this year’s THIRA update, even though FEMA only asks for steps 1 – 4.
- c) Denise mentioned that the feedback from FEMA Region 10 for our THIRA 2015 Update was great: they see the growth and development of the tool.
- d) Denise said that Laura and select discipline work groups/subject matter experts will focus on the following core capabilities: Critical Transportation; Environmental Response, Health and Safety; Fatality Management Services; Fire Management and Suppression (new); Logistics and Supply Chain Management (formerly Public and Private Services); Mass Care Services; Mass Search and Rescue Operations; and Public Health and Medical Services. These were chosen because they tend to be more resource intensive.
- e) Timeline: The kick off started in August and Laura has already begun meeting with work groups and subject matter experts. The deadline to FEMA Region 10 is December 31st, though always wise to get it done before the holidays.

5) Cascadia Rising Exercise’s Gaps and Lessons Learned of Regional Significance: Mike Mumaw

- a) Mike shared the following on the topic:
 - i) Public Works-Water said they needed to improve/speed up communications from lowest level up through the Feds, and continue specific planning efforts. Public Works-Transportation said a major hurdle was lack of a regional operating picture and a lack of coordination on opening transportation routes. There was also low familiarity on how to effectively use online mapping systems.
 - ii) Transit Work Group – needs improvement in route clearance, fuel distribution, and regional collaborative decision-making.
 - iii) Public Health Work Group – needs improvement in ordering and transportation of supplies, communication needs, patient tracking and family reunification, and identifying hospital needs.
 - iv) PIO Work Group – needs improvement in duty assignments within the Joint Information Center, pre-scripted messages, and training PIOs on WebEOC.
 - v) Comms Work Group – has low participation among PSAPs, lack of COM-L trained personnel, and assumptions being made.
- b) Mike then asked the county representatives to share their lessons learned.
 - i) Multnomah County – Chris Voss
 - (1) Need to increase EOC staff capabilities by offering more training. He noted that a majority of the people involved were not familiar with being in the EOC.
 - (2) In terms of planning: they identified a lot of plan gaps, which disrupted EOC response execution.

- (3) Also faced challenges with data information and interoperability; systems need improvement.
- ii) Clackamas County – Nancy Bush
 - (1) Communication issues with the state and other counties.
- iii) Columbia County – Steve Pegram
 - (1) Interoperability issues, looking at a regional perspective Steve suggested the region give strong consideration to replacing WebEOC with something more modern and useful. It is not user-friendly.
 - (2) Washington County – Scott Porter
 - (a) Resource management issues: placing orders, visibility of the status of orders, feedback about orders
 - (b) Transitioning from a COOP operation to a full technology supported operation was problematic.
 - (c) Other challenges: integrating COOP into external response; integrating Regional Multi-Agency Coordination System (RMACS) processes with local MAC processes.
 - (d) Struggles with not having specific discipline representatives (e.g., water, sewer) in the County EOCs.

6) Preparing for the September 30th, 2016 Policy Committee Meeting and RDPO Legislative

Agenda: Nancy Bush and Denise Barrett

- a) Denise reviewed a draft agenda. Mike Mumaw agreed to be added to present on the Cascadia Rising After Actions.
- b) Denise mentioned that Columbia County Commissioner Tony Hyde is leaving his office at the end of the year, which also creates a leadership (chair) vacancy on the Policy Committee.
- c) Denise shared that Carmen Merlo and PBEM Natural Hazard Mitigation Planner Danielle Butsick will be presenting a set of recommendations on the Critical Energy Infrastructure Hub and the City of Portland's Fossil Fuels Terminal Zoning Amendment.
- d) Status of the legislative agenda: Denise said she has spoken with Jay Wilson from OSSPAC and he they are working to generate interest in a six-component community resilience strategy, which would include advocating for the regeneration of the Mass Displacement Bill (Oregon S.B. 808), which died in appropriations last year.

7) Committee Check-In and Planning the Next Few Meetings: Nancy Bush

- a) Because of scheduling conflicts (e.g., the OEMA Conference), there will be no October meeting. Next Steering Committee meeting is scheduled for November 7th.
- b) Nancy called on the SC to give its consensus for the task force to finalize the goals and objectives. Affirmative. The SC can still veto or ask for some changes to the goals and objectives at its next meeting.
- c) The Steering Committee needs a Vice Chair. SC agreed to further discuss at November meeting.

8) RDPO Updates: Denise Barrett

- a) The Large-scale Aviation Accident Response Workshop/TTX has changed locations from the Port of Portland to Camp Withycombe in Clackamas County.
- b) Denise shared information on a “best practices” trip to explore the Japan recovery efforts, which is being planned by Greater Portland Inc. Mike suggested that the RDPO send a small contingent. Denise said she will contact the organizer and get more information, as well as develop a methodology for making a decision on who should go. She said that there could be some UASI grant funds available, but that she needs to check with Amy Cole, PBEM Grants Program Coordinator. Federal approval will likely be needed due to this being international travel.

9) Adjournment: With no other business at hand, Nancy adjourned the meeting at 3:00pm.