

# Regional Recovery Framework



## *Recovery Operations Workshop*

City of Portland Regional Disaster Preparedness Organization

June 21<sup>st</sup>, 2018



**RDPO**

Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

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# Recovery Operations Workshop

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Tuesday, July 31<sup>st</sup>, 2018, 12:30 - 4:00PM

Clackamas County Development Services Building  
150 Beavercreek Rd  
Oregon City, Oregon 97045

## ATTENDEES

Sarah Allison, *Portland Emergency Management*  
Brittany Bagent, *Columbia River Economic Development Council*  
Tammy Bain, *Hillsboro Emergency Management*  
Mike Bezner, *Clackamas County Transportation and Development Department*  
Quinn Butler, *Washington State Emergency Management Division*  
Susan Elsea, *Providence*  
Ben Feliz, *Clark County*  
Van Field, *Albertina Kerr*  
Laura Hanson, *Regional Disaster Preparedness Organization*  
Jonna Papaefthimisu, *Portland Bureau of Emergency Management*  
Nishant Parulekar, *Portland Bureau of Environmental Services*  
Scott Porter, *Washington County Emergency Management*  
Erika Silver, *Clackamas County Social Services*  
Art Spillman, *Port of Portland*  
Cindi Steffanson, *Albertina Kerr*  
Kevin Sutherland, *Gresham Barlow School District*  
Alex Ubiadas, *TriMet*  
Anthony Vendetti, *Clark Regional Emergency Services Agency*  
Chris Walsh, *Washington County Emergency Management*  
Jay Wilson, *Clackamas County Disaster Management*

## CONSULTING TEAM

Hope Winship, *Hagerty Consulting*  
Hannah Mills, *JLA Public Involvement*

# Welcome and Agenda

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Ms. Hope Winship, Hagerty Consulting, welcomed the group and introduced Mr. Jay Wilson, Clackamas County Disaster Management. Jay gave a brief overview of the project and the purpose of the workshop.

Hope asked the group to introduce themselves and reviewed the agenda. The agenda was as follows:

1. Recovery Process Overview and Workshop Purpose
2. Proposed Recovery Organization
3. Recovery Organization Roles and Authority
4. Next Steps and Close

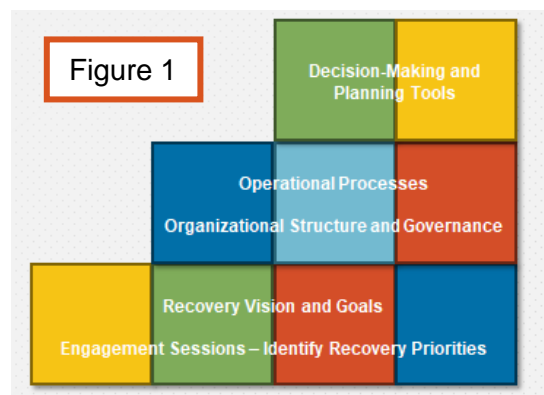
## Recovery Process Overview and Workshop Purpose

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Ms. Winship began the workshop by explaining the purpose. The goals of the workshop were to:

- Determine how all stakeholders will work after a disaster, and to identify and implement recovery activities and project.
- Use the input from the first three workshops to identify the local concept of operations through short-term, intermediate, and long-term recovery.

Ms. Winship utilized the post-disaster organization structure as shown in Figure 1, to explain how the information gathered from this and other project workshops would build into content for the Framework. She explained that this workshop focused on identifying the organizational roles and structures that will operate prior and following a disaster to ensure that all needs are identified and met for a successful recovery.



The participants engaged in a discussion on the role of government in recovery in the following topic areas:

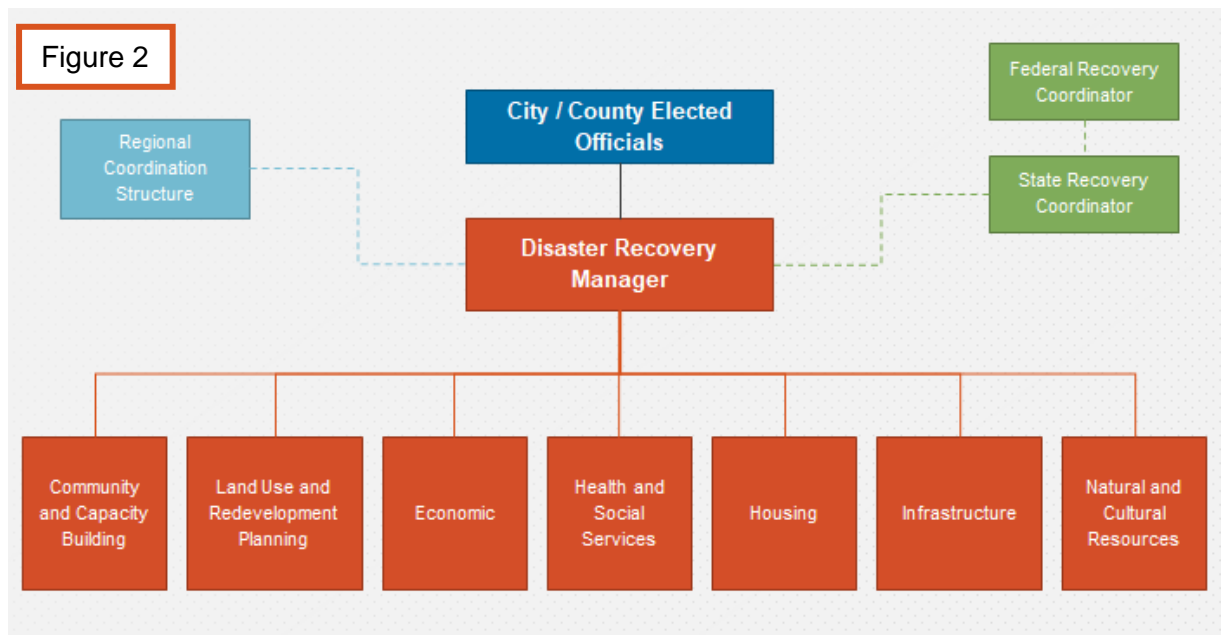
- Lead the recovery coordination process, coordinating with non-governmental and private organizations to identify the strategy for recovery

- Enact or enforce policies to facilitate recovery operations including funding and work operations
- Provide public information about available recovery assistance

A review of existing organizational structure for the federal government, Oregon, and Washington followed the discussion on roles of government in recovery. A representative from the Washington State Emergency Management Division gave a brief overview of Washington’s current recovery efforts and developing plans and explained that more information would be available on their website.

## Proposed Recovery Organization

Participants then engaged in a discussion on the proposed recovery organization, as seen in Figure 2, which developed based on input from the Core Planning Team (CPT) and framed around the seven regional recovery support functions (RSFs).



Ms. Winship lead a discussion to obtain feedback from participants on the effectiveness of the proposed organizational structure. A key theme of the discussion was that vulnerable communities often experience more of the impacts of a disaster. An equity lens must be applied during the development of each of the RSF.

## Recovery Organization Roles and Authority

### IDENTIFYING OPERATIONAL ROLES

Ms. Winship asked the group to review the identified roles in the local organizational structure and answer the following questions:

- Are the identified roles correct?
- Are there roles missing?
- What decisions will the role be responsible for?
- How will this role coordinate with the roles above or below them in the organizational structure?

The group suggested the following **potential officer positions**:

- |  |                                |
|--|--------------------------------|
| ▪ Equity/diversity                               | ▪ Private and NGO coordination |
| ▪ Resilience                                     | ▪ Legal                        |
| ▪ Mitigation                                     | ▪ Resource                     |
| ▪ Adaptation                                     | ▪ Financial                    |
| ▪ Community engagement and/or public information | ▪ Information management       |
|  | ▪ Process management           |

Below is a summary of the comments provided:

- Consider making the officer roles at the city level more flexible to simplify transitions.
- Consider assigning officers for each county to identify and support the specific needs of each area.
- A joint field office can provide coordination support across jurisdictions.
- Schools and school districts can serve as a voice for social services.
- Visioning and adapting to future conditions is a key element of the RSFs. It would be beneficial to assign officers to direct community growth, if not, federal funding will likely support rebuilding in the same footprint.
- It's important that the region does not remain in a state of emergency for an extended period of time. It would be helpful to determine how the Portland's redevelopment agency would be transformed into the recovery agency, as well as how redevelopment would relate to other bureaus.
- Consider including a tribal recovery coordinator.
- Incident Command System (ICS) training is difficult and can be intimidating.
  - It's important that we develop individuality in our region while functioning under the National Incident Management System (NIMS) – create the framework using the NIMS guidance while applying it to our regional structure.
  - ICS requires intensive training because it prepares organizations and individuals to function in a spontaneous, catastrophic event.

## CITY/COUNTY ELECTED OFFICIALS

Ms. Winship explained that city and county elected officials would be responsible for:

- Approving and activating local recovery plans and operations.
- Making key policy decisions regarding recovery operations.
- Enacting laws or policies to assist with recovery.
- Coordinating recovery operations.
- Facilitating information sharing between county and state governments.

Below is a summary of the comments provided:

- Elected officials may not have the level of awareness or ability to effectively facilitate information sharing between government bodies. Consider changing the language to make “ensure effective information sharing” rather than facilitate to remove the implication of full responsibility.
- Elected officials will not have the capacity to fully coordinate recovery operations. Consider changing the language to indicate that they will be aware of recovery operations, but their role will not be responsible for full coordination.
- It’s important to identify the role elected officials will play in communicating to the public – their role will likely involve defending actions and providing clarification and explanation.
- It’s important that city and county officials are able to make and approve policy decisions, laws, and operations.

## DISASTER RECOVERY MANAGER

Ms. Winship explained that the Disaster Recovery Manager would be responsible for:

- Identifying key milestones and decisions to be made throughout the recovery process.
- Coordinating day-to-day actions and resources of local recovery.
- Facilitating collaboration between the regional, state, and federal recovery partners.

Below is a summary of the comments provided:

- It’s important to identify that the Disaster Recovery Manager will be responsible for developing and implementing strategies or processes. They will need to use information from the RSFs to build a vision, as well as ensure all are aligned with the vision.
- The Disaster Recovery Manager will have some responsibility for tracking and documenting disaster recovery.
- The Disaster Recovery Manager will need to ensure that communication, community engagement, and equity are carried out effectively throughout all the RSFs.
- Identifying milestones seems like a responsibility of the RSFs. Consider changing the language to convey that the Disaster Recovery Manager would be responsible for approving and integrating milestones into the strategy

## RSF CHAMPIONS/COORDINATORS

Ms. Winship explained that the proposed RSF Champions/Coordinators would be responsible for:

- Coordinating with all organizations within the RSF to ensure the following are completed:
  - Recovery needs are identified and there is a plan to address needs.
  - Project tasks and timelines of completion are determined.
  - Track plans, projects, and tasks are implemented.
- Coordinating with the Disaster Recovery Manager to identify priorities, determine funding sources, and track implementation.



- Coordinating with the other RSFs to identify areas of alignment in priorities and milestones.

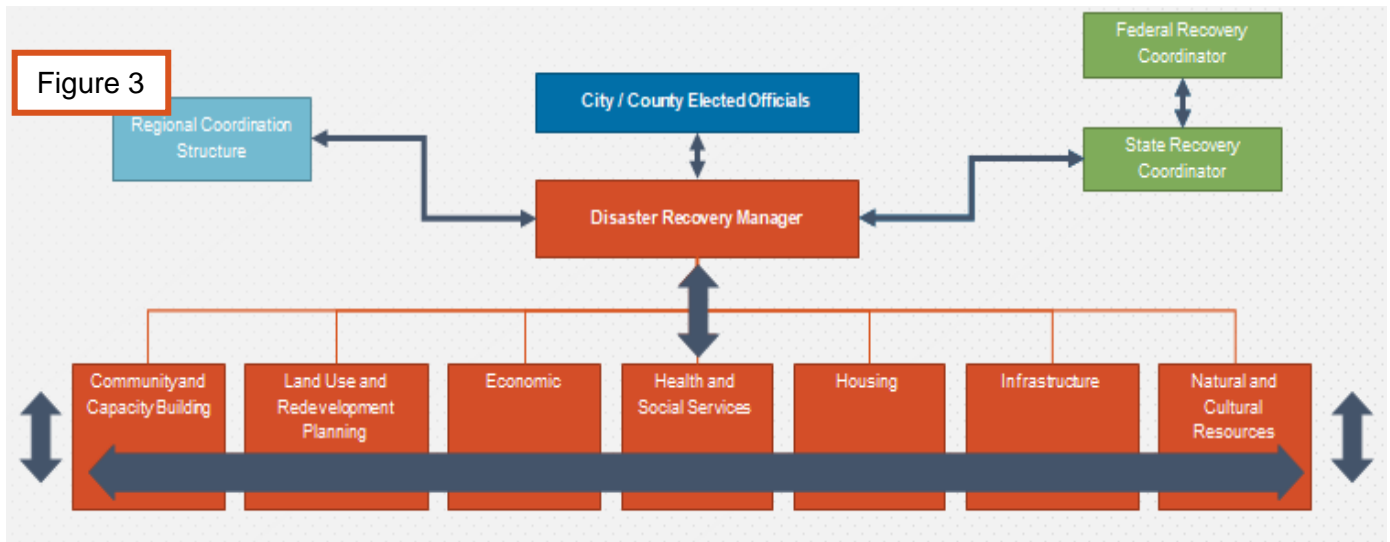
Below is a summary of the comments provided:

- RSF champions will be responsible for more than coordination, ensure this is addressed through the language by using “manage” or “lead.”
- Consider identifying two champions per RSF, one from the community or an NGO, and one from a government agency.
  - Consider identifying a lead agency per RSF that has co-ownership with an NGO and support from other organizations.
- A RSF champion needs to be responsible for coordination as well as keeping the momentum, not necessarily a lead role, but someone with the passion to collaborate and communicate with organizations.
- The term “champion” was proposed to help clarify that the role does not need to be filled by someone from the government. A champion can come from community and non-governmental organizations, and “champion” gives legitimacy and agency without assigning a formal title.
  - The lead position in the RSF needs to have “authority” in order to ensure that efforts are completed. The “champion” title does not convey this authority.
  - The group agreed to define the lead position as an RSF Coordinator. The RSF Coordinator will hold the authority as well as be responsible for governance. The RSF Coordinator would provide coordination support as well as ensure implementation of recovery tasks.

## LINES OF AUTHORITY

Figure 3, below was used to illustrate the lines of authority for the proposed organization structure. Participants were asked to consider the following questions:

- What policies or procedures need to be in place to secure clear lines of authority within the structure?
- What procedures or processes are needed to ensure efficient coordination?



Below is a summary of the discussion:

- There needs to be a defined role in terms of coordination with the state – not just in regards to funding decisions, but also to ensure clear lines of communication.
- Consider moving “regional coordination” to the right side of the organization structure.
- Consider using dotted lines to indicate the lines of authority between the Regional Coordination Structure and the Disaster Recovery Manager, as well as between the Disaster Recovery Manager and the Recovery Support Functions.

## Next Steps and Close

Ms. Winship briefly reviewed the process for developing the Portland Regional Recovery Framework, as well as the schedule of future workshops. She noted that the Recovery Support Function (RSF) workshop for infrastructure might require a longer meeting or need to be split into multiple meetings to cover the topic.

Ms. Winship asked the group to complete their Participant Feedback Form before thanking them for attending and closing the meeting.

A summary of the Participant Feedback Forms can be found below.

# Participant Feedback Form Summary

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A total of **six** people submitted Participant Feedback Forms.

1. How beneficial was this workshop in helping you understand the recovery process?

Not beneficial	Still need more information	Beneficial
0	0	6

2. How likely are you to attend future workshops to continue to build out specific functions of the Regional Recovery Framework?

I will not attend	I may not attend	Unknown	I may attend	I will attend
1	0	0	2	3

3. Which Recovery Support Function workshops are you planning on attending?

<b>Community and Capacity Building</b>	3
<b>Land Use and Redevelopment Planning</b>	4
<b>Economic</b>	3
<b>Health and Social Services</b>	2
<b>Housing</b>	2
<b>Infrastructure</b>	5
<b>Natural and Cultural Resources</b>	2

4. Is there insight you would like to share that was not discussed during the workshop?

*Below are the unedited comments submitted by the workshop attendees:*

- Please keep me posted on upcoming workshops. I will try to keep the RDPO in the loop with recovery planning at the state level in Washington.
- I had no problem speaking out on issues.

5. Who else should we engage in this process for future workshops?

*Below are the unedited comments submitted by the workshop attendees:*

- Health and social services – will leaders from the health systems be involved? Input/awareness.
- Local elected officials, tribes, universities, private sector.