

## 6.4 Project Management Plan

Version Number	Brief Description of Change	Date
1.0	Draft Project Management Plan	3/24/21
2.0	Comments and Revisions from Steering Committee and Project Team on Project Management Plan	4/28/21
3.0	Final Draft Project Management Plan, comments incorporated	4/29/21
4.0	Added Steering Committee Meeting on June 10 – to review Community Engagement Plan and make decisions on ICS structure	5/12/21
5.0	Removed Nancy Bush as Executive Sponsor and Steering Committee member.	6/1/21
6.0	Rescheduled Community Partner Engagement from July/August to September. County is holding engagement and listening sessions about emergency response that will be incorporated into engagement for EOP planning.	6/7/21
7.0	Removed H3S rep (Stephanie Herro) from team and added TS rep (Kevin Galusha)	7/15/21
8.0	Revised timeline to extend the deadline for Base Plan draft due, because we began revising ESFs ahead of schedule.	7/15/21
9.0	Developed Functional Annex Timeline to track progress on ESF updates	8/31/21
10.0	Included development of “Quick Sheets” describing roles and responsibilities for each department/agency on a 2-page summary sheet.	8/31/21

# 1. PROJECT OVERVIEW

## Project Purpose

The Emergency Operations Plan (EOP) is a living document that outlines types of emergencies or disasters that may affect the County, and describes how people and property will be protected. The EOP gives direction to County Departments for their role in responding to and recovering from emergencies or disasters. The purpose of this project is to update the EOP with revised processes and coordination for emergency response and recovery operations.

Updates to Emergency Operations Plans are required every 4-years, and are necessary to ensure that departments and organizations know their roles and responsibilities, understand resources available to them during incidents, and execute a coordinated response that supports the needs of the whole community. The Clackamas County EOP was last updated in 2017. This plan update has been postponed due to prolonged EOC activation due to the COVID-19 pandemic, and further delayed by disasters including the September 2020 Wildfires, and February 2021 Ice Storm, which left limited staff time to facilitate the update. Recent emergency events have further supported the need to update the county's EOP to address gaps in response and recovery efforts, improve coordination across departments and agencies, and integrate support from community and faith-based organizations.

Disaster Management provides leadership and support to reduce the loss of life and property through an all-hazards emergency management program of mitigation, preparedness, response, and recovery throughout Clackamas County. Disaster Management ensures, through coordination with county and local leaders, that the County is prepared to respond to, and recover from, all natural and man-made emergencies.

This project will amend the County's emergency operations procedures with a revised understanding of available resources and capabilities, and assign roles and responsibilities accordingly. The organizational response structure will be revised to ensure consistency with the County's practical and applied EOC structure. The strategic goals of Performance Clackamas will be considered in the plan update. Equity will be elevated throughout the planning process, ensuring that vulnerable populations and those at higher risk during disasters are prioritized in operational plans. Overall, the finished plan will be consolidated by reducing duplicative information to make it more user-friendly.

The Clackamas County EOP will be revised in accordance with, and under the provisions of, ORS, Chapter 401, which authorizes the County to establish an Emergency Management Organization (EMO) and appoint a CCDM Director who is responsible for the organization, administration, and operation of the EMO.

## Project Goals and Outcomes

1. Goal: Integrate a holistic approach to emergency response, mitigation, preparedness, and recovery activities throughout the plan.  
Outcome: Planning for the intersections of social, economic, and environmental impacts before and after disasters will shorten recovery time, and improve local resiliency to disasters.
2. Goal: Prioritize vulnerable populations and those at higher risk during hazards, natural disasters, and emergencies of any scale.  
Outcome: Planning for vulnerable populations improves coordination during response efforts and improves recovery time.
3. Goal: Plan will be flexible and adaptable to actual situations.  
Outcome: Using an all-hazards approach will ensure that the plan coordination is applicable to all levels of disasters.
4. Goal: Review Emergency Support Function (ESF) annexes to align with State's newly revised ESFs.  
Outcome: Improved coordination with the State and Federal system of response.
5. Goal: Revisions to the Emergency Operations Plan will be made with transparency.  
Outcome: Changes to coordination procedures during emergency response will be understood and agreed to before promulgation of this plan. This will improve understanding around roles and responsibilities, and expectations during emergencies.

## Project Milestones

<b>Deliverables, events, decision points</b>	<b>Milestone Date/Duration</b>
1. Decision Point: Present PMP to EMT for review and approval	03-24-2021
2. Decision Point: Form Steering Committee	04-09-2021
3. Decision Point: Form Core Project Team	04-16-2021
4. Kick-Off Meeting	04-21-2021
5. Deliverable: Community Partner Engagement Strategy	05-06-2021
6. Decision Point: Steering Committee Meeting to review Community Partner Engagement Plan & ICS Structure revisions	06-10-2021
7. Deliverable: Draft Base Plan 70%	06-16-2021
8. Decision Point: Functional Annexes assigned	07-14-2021
9. Deliverable: Draft Base Plan 85%	07-29-2021
10. Deliverable: Final Draft Base Plan 100%	09-30-2021
11. Community Partner Engagement: City EM Seminar and Workshop; CBO/FBO Seminar and Workshop; Document Review (throughout)	09-14-2021 to 09-30-2021
12. Decision Point: Functional Annexes Assigned	07-14-2021
13. Develop Functional Annex Timeline to track ESF updates.	08-31-2021
14. Deliverable: Draft Functional Annexes 50%	10-06-2021
15. Deliverable: Community Engagement Summary	10-15-2021
16. Deliverable: Draft Functional Annexes 100%	11-10-2021
17. Deliverable: Final Draft Base Plan & Functional Annexes 100%	12-15-2021
18. Legal Review by County Counsel	01-14-2022
19. Disseminate Final Draft EOP to BCC for review	02-01-2022
20. BCC Approval & Promulgation	03-08-2022

## Scope and Requirements

The following specific tasks and deliverables are provided below as a strategy for completing the project deliverables. This scope of work provides Clackamas County with a list of project tasks to update the Emergency Operations Plan.

This work will be completed in five (5) progressive phases:

- Phase 1: Project Management
- Phase 2: Base Plan Update
- Phase 3: Community Partner Engagement
- Phase 4: Functional Annexes Update
- Phase 5: Finalize and Promulgate EOP

### 1. Phase 1: Project Management

- a. Kick-Off Meeting. The purpose of this meeting will be to introduce the project to the Steering Committee and Project Team, and establish project goals and objectives. The group will review the Project Schedule, including the project methodology tasks; review and discuss the plan outline; finalize timelines and completion dates for project deliverables; and schedule key planning meeting dates that will be necessary for project completion.

i. Deliverable: Final Project Management Plan (April 30, 2021)

- b. Progress Reports. The purpose of Progress Reports are to provide status updates to the project Steering Committee, and validate/determine direction. The Steering Committee will provide input on key decision points throughout the duration of the project.

i. Deliverable: Progress Reports (May – January 2022 \*monthly)

### 2. Phase 2: Base Plan Update

- a. Legal Authorities. Including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers.

i. Deliverable: List of Authorities and References – includes listing of agreements and participating programs for mutual aid, assistance, services, etc.

- b. Planning Assumptions. Including hazards and threats facing the community, and assumptions based on the county's response capabilities.

i. Deliverable: Integrate updated information from the county's Natural Hazard Mitigation Plan, the National Risk Index (NRI) for natural hazards, Community Health Improvement Plan, available data/findings from the Climate Action Plan, and integrate other county-specific plans as appropriate. Revise the County's Community Profile to include social and economic demographics, supporting a holistic planning approach.

- c. Roles and responsibilities. For elected officials, County departments, and key response partners.

i. Deliverable: Revised section, establishing clarity and consistency around roles and responsibilities in response coordination. Revise roles and responsibilities of county departments, state, local, and regional response partners, community partners, and emergency support functions.

- d. Concept of Operations: Describes how the County will conduct its emergency operations and coordinate with other agencies and jurisdictions. Concepts should guide the community through all phases of emergency operations and provide a guide for multi-jurisdictional coordination and incident command.
    - i. Deliverable: Revised section, detailing concepts of response and recovery activities/priorities. Revise jurisdictional authority, alert and warning, services for DANF populations, public information, and other elements as necessary.
  - e. Emergency Response Structure. Including activation and operation of the County EOC and implementation of ICS.
    - i. Deliverable: Revised organizational structure of the Emergency Operations Center, detailing the hybrid-model ICS structure.
  - f. Plan Maintenance & Implementation. The County's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.
    - i. Deliverable: Revised section, describing training and exercise requirements for emergency personnel, after action reporting, and community outreach and preparedness education programs.
- 3. Phase 3: Community Partner Engagement**
- a. Develop Community Partner Engagement Plan to schedule specific points of community engagement, and topic areas essential for community input.
  - b. Strengthen internal and external partnerships and relationships with community-based and faith-based organizations throughout the county.
  - c. Conduct Community Workshops with internal and external county partners to review drafted emergency protocols and solicit feedback. Confirm available resources, understand gaps in capabilities, and determine primary and secondary leadership roles of community- and faith-based organizations, and the business community, during and after incidents.
- 4. Phase 4: Functional Annexes Update**
- a. Revise the Emergency Support Function (ESF) names and functions to align with the newly adopted ESFs at the State Office of Emergency Management.
    - i. Deliverable: Creation of new annexes to reflect each new ESF function, including purpose, scope, roles and responsibilities, concept of operations, direction and control, and annex development and maintenance.
  - b. Revise Support Annexes (SA) and Incident Annexes (IA)
    - i. Deliverable: Reviewed and revised annexes by Primary and Supporting agencies involved in SAs and IAs.
  - c. Revise appendices in each ESF.
    - i. Deliverable: Develop "Quick Sheets" to include roles and responsibilities by department and agency, listed by phase of emergency management.
- 5. Phase 5: Approval & Promulgation**
- a. Final revisions, editing, and formatting complete – December 2021
  - b. Legal Review of Final Draft – January 2022
  - c. BCC Review Final Draft – February 2022

d. BCC Approval & Promulgation – March 2022

### Assumptions

- Staff time is limited. Setting realistic expectations for work product development and creative thinking on a short time frame will be challenging, especially when project team members have competing priorities.
- Unanticipated disasters may take staff time away from this project if emergency support and coordination is required.

### Constraints

- EOP Update must be promulgated by March 2022.
- EOP Update must meet minimum scope of work requirements.

Constraint	First priority	Second priority	Third priority	Description
Time	x			EOP Update must be promulgated by March 2022.
Quality/Scope		x		Must meet minimum scope of work requirements.

### Acceptance Criteria

The Project Manager will ensure the final products are delivered following the approved project timeline. The Project Sponsor will review project against stated objectives. The Executive Sponsor will be responsible for accepting final approval of the EOP Plan Update, and obtaining signature from the BCC.

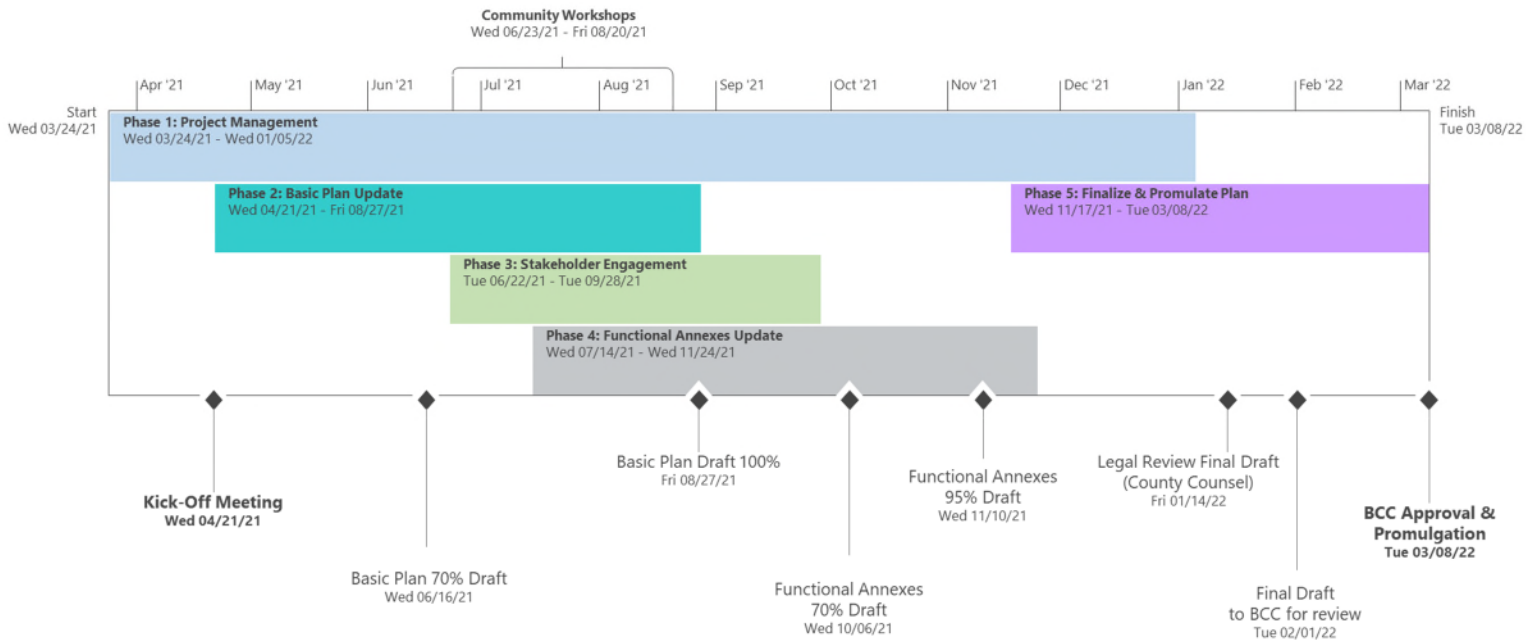
### Change Management

This project will follow a change management process as follows:

The scope, schedule, and budget approved in this Project Management Plan will be considered the baseline. The Project Manager will monitor schedule and take corrective actions to the baseline as needed. Similarly, scope or requirements change requests will be evaluated to ensure the change is valid and necessary.

If the Project Manager believes a project change is necessary, the Project Manager will evaluate the impact of the change on the project, and report to the Project Sponsor. Once the change request is approved, the scope and schedule will be updated in the Project Management Plan and Project Schedule.

## Work Breakdown Structure



## Project Schedule Control

The schedule will be managed through a Gantt chart in Microsoft Project. The Gantt chart can be found in the following network folder: <S:\EOP Update 2021\Admin\Project Management>

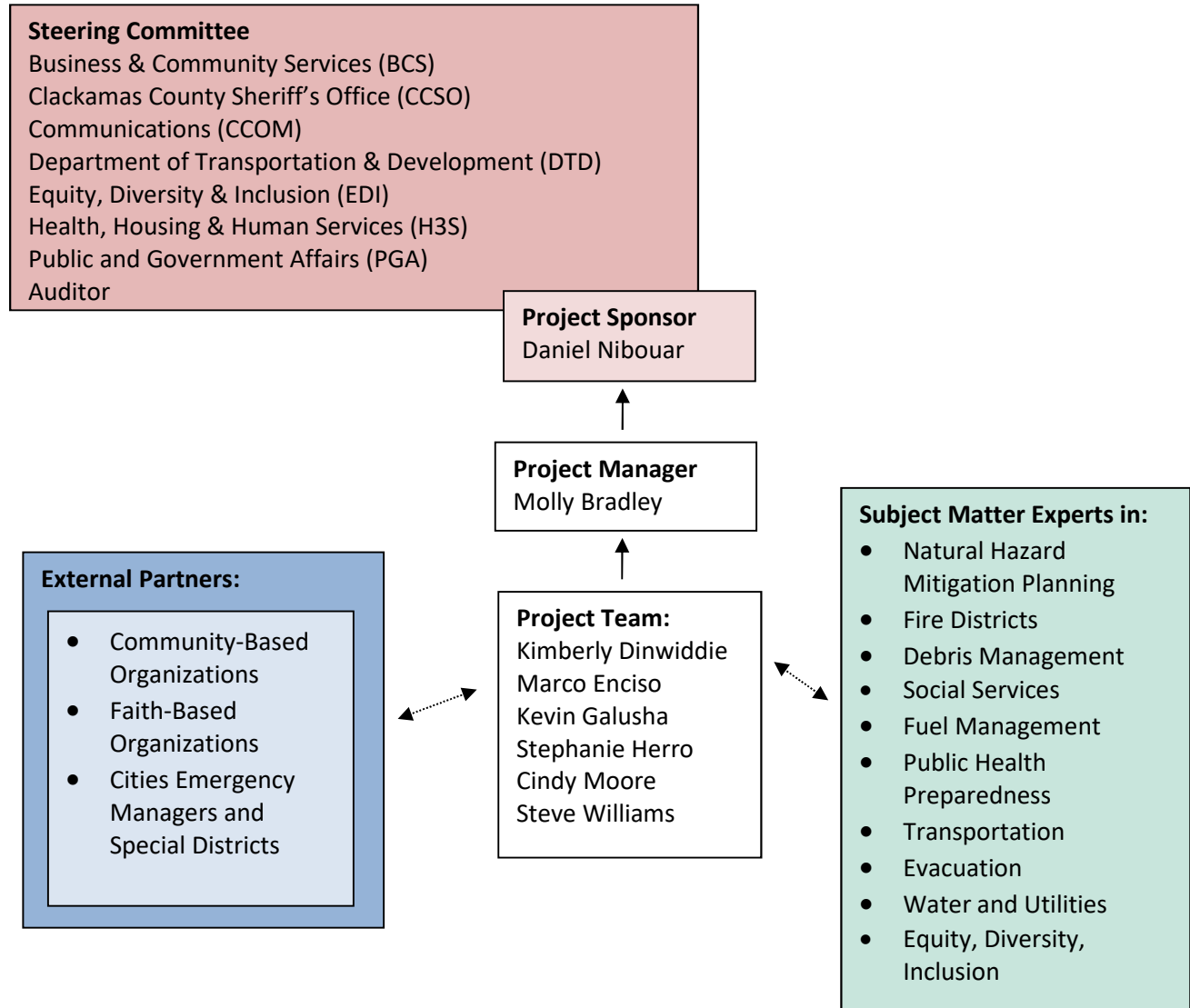
The schedule will be reviewed at bi-weekly team meetings. The project manager will update the project schedule with current information weekly to reflect the work needed to complete the project.

The project manager will review the current schedule against the baseline schedule (above) to determine scheduling control issues. If issues become apparent, the project manager will elevate scheduling control measures to the project sponsor.



## 2. PROJECT ORGANIZATION AND GOVERNANCE

### Project Organizational Structure



## Project Responsibilities

Roles / Name	Responsibilities
<b>Project Manager</b> Molly Bradley	<ul style="list-style-type: none"> <li>• Develop the Project Management and subsidiary plans with the team</li> <li>• Submits Project Management Plan to Project Sponsor for approval</li> <li>• Manage project according to the Project Plans</li> <li>• Manage the team’s performance of project tasks</li> <li>• Responsible for project status reporting, risk management, escalation of issues that cannot be resolved within the team</li> <li>• Secure acceptance and approval of deliverables</li> <li>• Ensure the project is delivered within budget, on schedule, and within scope</li> <li>•</li> </ul>
<b>Project Team</b> Kimberly Dinwiddie Marco Enciso Kevin Galusha Stephanie Herro Cindy Moore Steve Williams	<ul style="list-style-type: none"> <li>• Assist Project Manager with development of Base Plan and Functional Annexes.</li> <li>• Assist with and manage assigned project tasks.</li> <li>• Takes the lead on project tasks where they have expertise, experience or general interest.</li> <li>• Encourage community partner involvement and building and maintaining their ongoing commitment, both internally at the county and with external community partners.</li> <li>• Attend, be prepared, and support the facilitation of team meetings.</li> <li>• Provide input on project decisions and direction.</li> </ul>
<b>Project Sponsor</b> Daniel Nibouar	<ul style="list-style-type: none"> <li>• Approves Project Management Plan</li> <li>• Support Project Manager as needed on key decision points as needed.</li> <li>• Encourage community partner involvement and building and maintaining their ongoing commitment</li> <li>• Report on project progress to those responsible at a high level, such as county department and city leadership as needed</li> <li>• Assist the project when required by exerting their organizational authority and ability to influence</li> </ul>
<b>Staff subject experts</b>	<ul style="list-style-type: none"> <li>• Provide subject matter expertise by providing information at planning meetings, providing input on draft plans, and offering guidance as needed</li> </ul>
<b>Project Steering Committee</b> Angie Brandenburg Martine Coblenz Jodi Cochran Rod Cook Sarah Eckman Sue Hildick Tonia Holowetzki Dan Johnson Mary Rumbaugh	<ul style="list-style-type: none"> <li>• Foster positive communication outside of the team regarding the project’s progress and outcomes</li> <li>• Monitor project performance</li> <li>• Encourage community partner involvement</li> <li>• Build and maintain commitment for project</li> </ul>
<b>Community Partners</b>	<ul style="list-style-type: none"> <li>• Provides feedback on project</li> <li>• Attends community workshops and offer input on plan development</li> <li>• Identify gaps and resources on behalf of your community.</li> </ul>

### **3. SCOPE MANAGEMENT**

The scope and requirements of the project are defined in the Project Management Plan. Acceptance of this Project Management Plan by the Project Sponsor gives approval to the Project Manager to proceed.

As processes and procedures develop, each milestone will be approved by the Project Sponsor, Daniel Nibouar.

Any changes to the project scope or requirements that arise during the development of each milestone must be submitted or communicated to the Project Sponsor and Project Executive Sponsor.

## 4. RESOURCE MANAGEMENT

The following departments have committed staff members for this project: Disaster Management staff for primary tasks; Department of Transportation and Development (DTD), Health, Housing, and Human Services (H3S), and Public and Government Affairs (PGA) for document development; GIS for data support; and subject matter expertise.

Staff Resources	Deliverable(s)	Supervisor Approval Received?
Molly Bradley	Manage project team, facilitate meetings, manage deliverables, and provide regular updates to Steering Committee.	Yes
Jamie Poole	Assist with community outreach and engagement.	Yes
Daniel Nibouar	Assist with project management and support at key decision points	Yes
Kimberly Dinwiddie-Webb	Assist with plan writing and development. Lead and support community engagement planning and public meeting facilitation.	Yes
Marco Enciso	Assist with plan writing and development	Yes
Kevin Galusha	Assist with plan writing and development	Yes
Stephanie Herro	Assist with plan writing and development. Lead and support community engagement planning and public meeting facilitation.	Yes
Cindy Moore	Assist with plan writing and development	Yes
Steve Williams	Assist with plan writing and development	Yes

## 5. ISSUES AND DECISIONS MANAGEMENT

All project issues will be tracked using the project's Issues Log which is an Excel spreadsheet. Issues will be described and assigned to a responsible party with a target date for resolution.

- Open issue review will be an agenda item at each project team meeting.
- All major decisions will be tracked using the project's Decisions Log, found here: <S:\EOP Update 2021\Admin\Project Management>.

## 6. COMMUNICATIONS MANAGEMENT

Communication Type	Description	Frequency	Format	Participants	Ownership
<b>Steering Committee (SC) Meetings</b>	Kick-off meeting; milestone meetings to determine/validate direction; provide progress report updates; receive feedback on work	Bi-monthly	Conference Call/Zoom; Progress Report (document)	SC, Project Manager, Project Sponsor	Project Manager
<b>Core Project Team (CPT) Meetings</b>	Revise and develop plan sections; Present suggested changes to assigned sections; Monitor project direction; Update scope and schedule, as needed; Collaborate on deliverables	Bi-weekly	Conference Call/Zoom	Project Manager; CPT	Project Manager
<b>Community Engagement Workshops</b>	Socialize the plan updates; inform internal and external partners; gather input and feedback	Periodic	Conference Call/Zoom; Listening Sessions; Document review	Project Manager, Project Sponsor, CPT, Community-based orgs; Faith-based orgs; County Staff, City Emergency Managers	Project Manager; Project Sponsor; (CPT as capacity allows)
<b>Progress Reports</b>	SC will review progress reports	Monthly	Document, status report	Steering Committee, Project Manager	Project Manager