

COVID-19 RESPONSE

CITY OF PORTLAND
EMERGENCY COORDINATION CENTER



SIX-MONTH PROGRESS REPORT

OCTOBER 2020

for public distribution

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Executive Summary

Since March 2020, the City of Portland's Emergency Coordination Center (ECC) has responded to the COVID-19 pandemic, guided by four main goals:

- 1. To protect human life and public health
- 2. To deliver services that the public depend on
- 3. Develop strategic response and recovery planning
- 4. To make services equitable and accessible to Black, Indigenous, people of color, immigrant and refugee communities, older adults, and disability communities.

What we need to better serve Portlanders

- Budget to continue emergency services in 2021: food security, sheltering, household supplies
- More coordination with and engagement from City bureaus
- Ensure equity is at the center of the City's emergency response
- Greater authority in an active incident
- Support for adequate and consistent staffing
- Streamlined procurement processes



The ECC coordinated new and expanded services to:

- 1. Provide food to vulnerable communities, including culturally specific foods
- 2. Create Temporary Emergency Outdoor Shelters for unhoused populations
- 3. Distribute supplies to the older adults and disability communities and create opportunities for increased social connections
- 4. Deliver health and safety messages in multiple languages and formats
- 5. Support community-based organizations that assist households historically underserved by government.
- 6. Create opportunities for volunteers to support emergency response work.

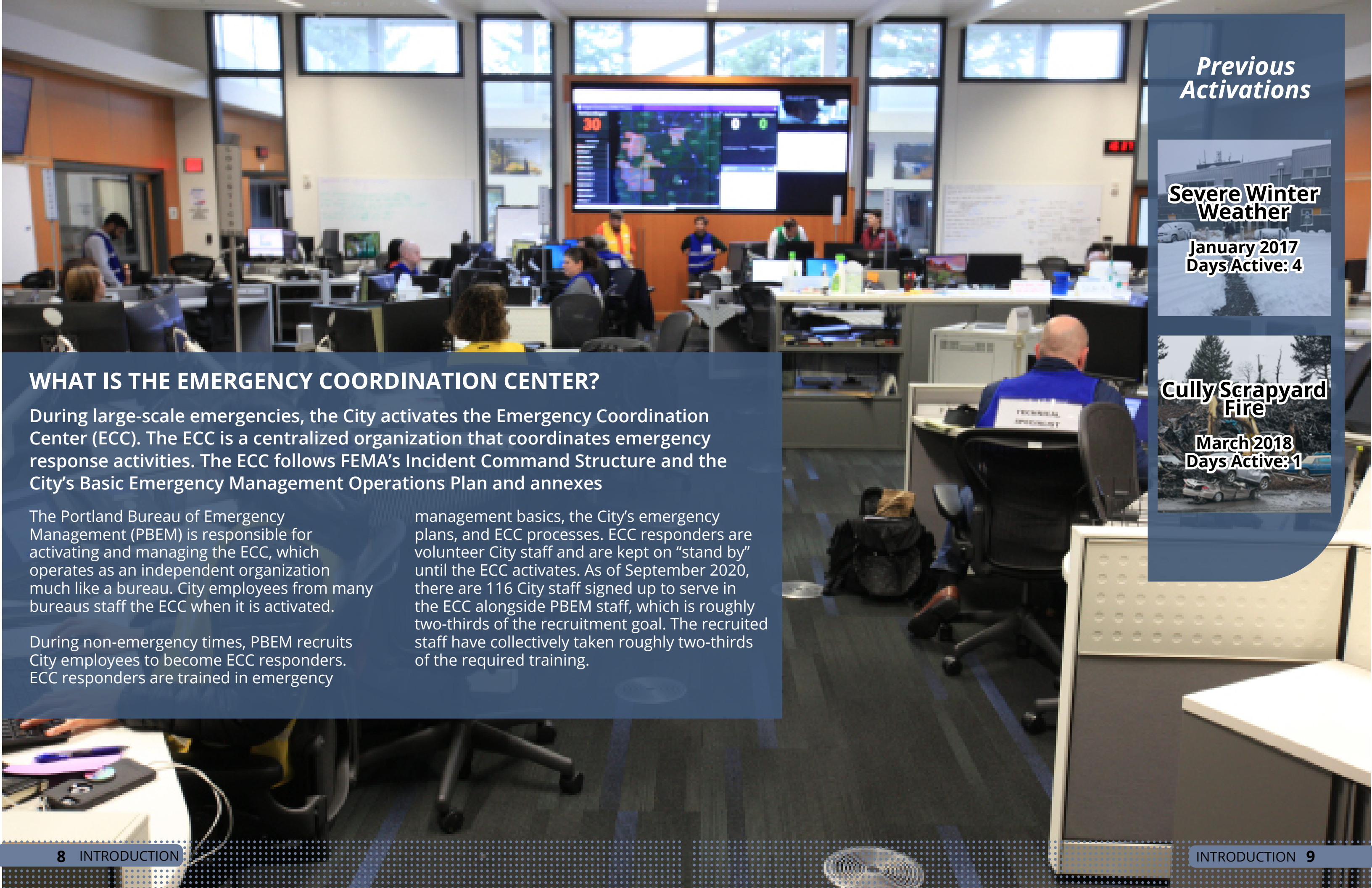
What is in this report

- Background information on the evolving role of the ECC and its programs
- Key innovations and accomplishments so far

What is NOT in this report

- Bureau-specific programs and responses to the COVID-19 pandemic
- An after-action report

Introduction & Background



Previous Activations



Severe Winter Weather

January 2017
Days Active: 4



Cully Scrapyard Fire

March 2018
Days Active: 1

WHAT IS THE EMERGENCY COORDINATION CENTER?

During large-scale emergencies, the City activates the Emergency Coordination Center (ECC). The ECC is a centralized organization that coordinates emergency response activities. The ECC follows FEMA's Incident Command Structure and the City's Basic Emergency Management Operations Plan and annexes

The Portland Bureau of Emergency Management (PBEM) is responsible for activating and managing the ECC, which operates as an independent organization much like a bureau. City employees from many bureaus staff the ECC when it is activated.

During non-emergency times, PBEM recruits City employees to become ECC responders. ECC responders are trained in emergency

management basics, the City's emergency plans, and ECC processes. ECC responders are volunteer City staff and are kept on "stand by" until the ECC activates. As of September 2020, there are 116 City staff signed up to serve in the ECC alongside PBEM staff, which is roughly two-thirds of the recruitment goal. The recruited staff have collectively taken roughly two-thirds of the required training.

THE ECC'S ESSENTIAL FUNCTIONS

The Emergency Coordination Center is in a unique position to lead the City's response to a long-lasting emergency. ECC staff come from diverse backgrounds and different disciplines, contributing skills and relationships to solve problems and adapt to challenges related to emergency response.



Quickly launching new programs

The ECC can quickly form new teams and start new programs to support City staff and the community. ECC staff bring diverse skills, expertise and relationships with partner agencies. The ECC also has more spending flexibility than bureaus. This versatility helps support various groups and communities during times of change and uncertainty.



Supporting essential bureau services

The Portland Bureau of Emergency Management and ECC support all City bureaus in continuity of essential functions, also known as "continuity of operations" (COOP). This allows the City to continue to provide the services our community members rely on for health and safety, protect City property, prevent legal liability, and uphold confidence in City government in times of crisis. Each City bureau has its own COOP plan, which outlines the essential functions each bureau must continue without disruption. The ECC supports and centralizes the City's response effort by keeping track of citywide essential services' operational status and coordinating citywide efforts to continue our most basic services.



Coordinating volunteers

Neighborhood Emergency Teams (NETs) are Portland community members trained by PBEM and Portland Fire & Rescue to provide emergency disaster assistance within their own neighborhoods. In addition to their lifesaving skills, NETs can perform administrative tasks, staff shelters, serve food, assist with public information at incident scenes, and staff first aid tents at events.



Coordinating communications

The ECC gathers information from various bureaus and regional partners through programs like the Joint Information Center (JIC) and the Joint Volunteer Information Center (JVIC). This information ensures decisions, priorities, and scarce resource allocations are communicated to affected parties and the public.



Distributing supplies for City bureaus and the community

During an emergency, the ECC can efficiently identify supply vendors, review resources requests, place orders, track shipments, allocate supplies, and coordinate deliveries to multiple bureaus and communities. This work helps get supplies where they need to be and get them there quickly.

Planning		
The Planning Section is responsible for documenting everything related to the incident and produces/updates the Situation Status and the Emergency Action Plan. This section also forecasts what will hopefully happen in the future.		
Section Chief	GIS Specialists	Documentation Lead and Specialists
Deputy Section Chief	Forward Planning Specialists	SitStat Specialists
Tableau Specialists	Administrative Assistants	Technical Specialist

Incident Command		
The Incident Command Section collects, evaluates, and disseminates operational related to the pandemic. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.		
Section Chief	COML	Safety Officers
Staff Resources Lead and Specialists	Desktop Support	Wellness Coordinators
Legal Counsel	Occupational Health Nurses	Equity Officers

Finance		
The Finance Section responsible for the administrative and financial considerations of the active incident. This section handles contracting and procurement, as well as detailed tracking of aid spending.		
Section Chief	Grants Specialists	HR Liaisons
Cost/Time Specialists	Finance Specialists	Procurement Specialists

Logistics		
The Logistics section coordinates and monitors resource requests, purchasing, distribution, and inventory tracking for supplies delivered to local communities and City bureaus. This section also provides ground support for the ECC and other city bureaus and facilities.		
Section Chief	Section Assistants	Supply Unit Lead and Specialists
Deputy Section Chief	Facilities Leads	Sheltering Liaisons
	Ground Support Lead and Specialists	

Joint Information Center (JIC)		
The Joint Information Center serves as the central point of contact for all news media, maintains public awareness of the City's emergency response, encourages appropriate safety actions by residents, and warns of imminent threats to the health or safety of the community and City staff.		
Section Chief	Media/ Social Media Lead and Specialists	City Council Liaisons
Section Manager	Messaging Liaisons	Executive Assistants
Public Information Officers	City Website Managers	External Affairs Managers

Coordination		
The Coordination Section is responsible for many of the support programs such as Food Security, Aging & Disability, and Sheltering & Restroom access. This section is also tasked with developing long-term and contingency plans for government continuity and organization of essential bureau operations		
Section Chief	Aging and Disability Lead and Specialists	COOP Lead and Specialists
Deputy Section Chief	JVIC Leads	JVIC Case Managers
Sheltering Lead and Specialists	Documentation Specialists	PP&R Liaisons
Community Liaisons	Volunteer Managers	Legal Counsel
	Food Security Lead and Specialists	



THE ECC AND THE COVID-19 PANDEMIC

On March 9, 2020 PBEM activated the Emergency Coordination Center (ECC) to begin coordinating the City's response to the COVID-19 pandemic. On March 12, Mayor Ted Wheeler issued a local emergency declaration. As the pandemic escalated, PBEM quickly updated the City's most recent pandemic plan, which was developed for the 2009 H1N1 Swine Flu epidemic. Multnomah County is the lead agency in a public health incident response.

Since its activation, 185 City staff and nearly 100 volunteers have worked on

ECC projects and programs highlighted in the following sections. The ever-changing landscape of the COVID-19 pandemic required ECC leadership and staff to be innovative, flexible and resilient in supporting the needs of the City on an institutional and community level.

As of September 2020, the ECC has been activated continuously for more than six months and will likely remain activated for an extended period, potentially an additional 6 -12 months.

The ECC serves two basic emergency response functions

To ensure City continuity of operations

To provide assistance to City residents most affected by the emergency

The ECC centers its work on four primary objectives

Protect human life and public health, including the safety and health of City employees

Support the delivery of services that the City and public depend on

Develop strategic response and recovery planning

Center equity and accessibility considerations in all communication and response activities

Accomplishments & Ongoing Efforts

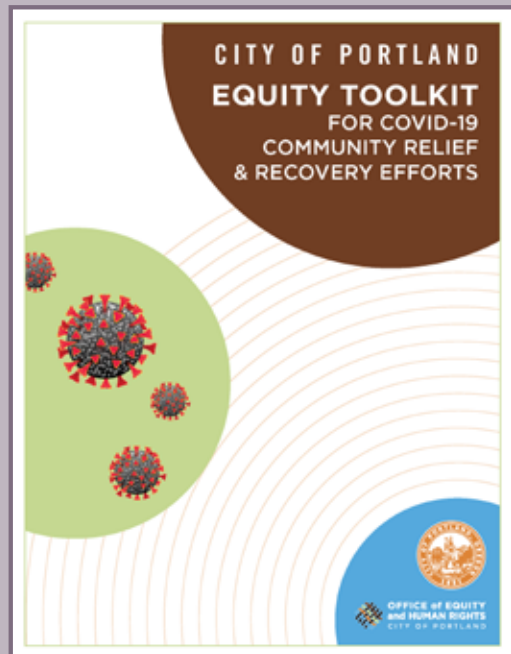
Since March 2020, the ECC has provided a remarkable amount of support to the public through various projects and programs. A few examples include setting up food box distribution partnerships, providing personal protective equipment to community-based organizations (CBOs), and translating critical health and safety information into more than 35 languages. Due to the length and severity of the pandemic, the ECC will continue to operate for many months. While the ECC continues its current efforts, it is also developing strategies to sustain specific projects within existing City structures after the ECC de-activates. Below are some highlights from the first six months of the ECC's activation.

EQUITY-CENTERED RESPONSE

The COVID-19 pandemic has disproportionately impacted communities of color, low-income workers, people experiencing homelessness, the elderly, and people with disabilities or underlying health conditions. Though it is not traditionally part of the federal Incident Command Structure, the ECC uses an equity-based decision-making framework to inform its response efforts. An Equity Officer embedded in the ECC’s leadership team sets high-level objectives, provides implementation tools to responders and monitors compliance with Civil Rights laws. This approach focuses the ECC’s work on communities that

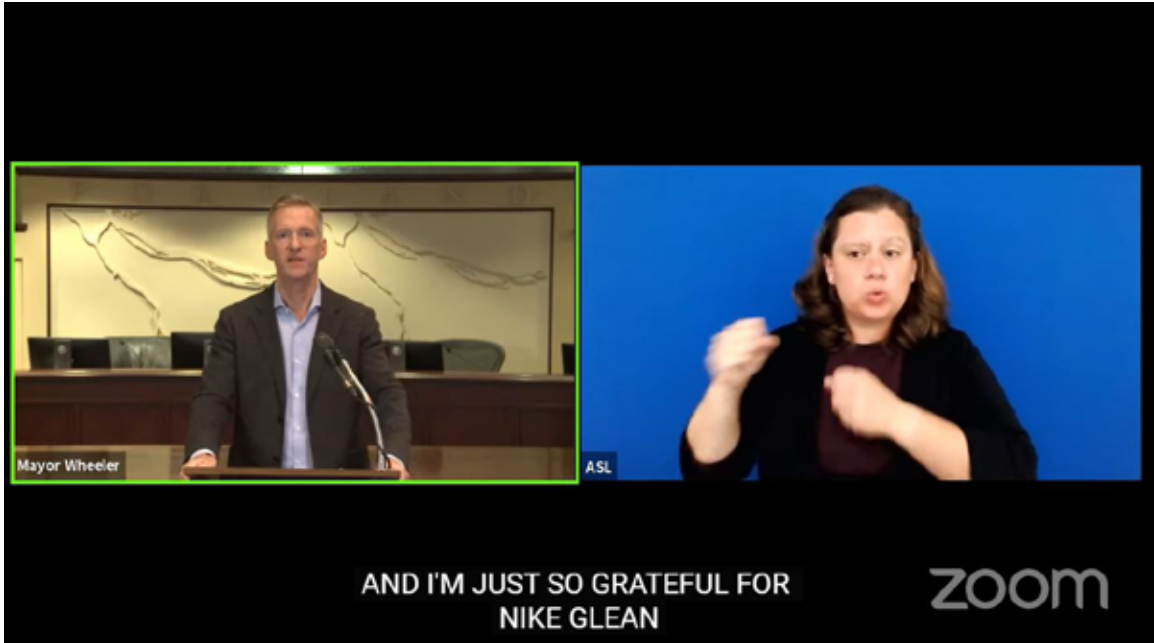
experience institutional barriers and systemic oppression and have been hit the hardest by the pandemic. It also creates a greater understanding of the varying needs of the communities the ECC has prioritized in its response. Examples of this work illustrated in the section below include translating critical public health documents into languages other than English, adapting food boxes to meet cultural or dietary needs, and supporting caregivers of older adults and people with disabilities with personal protective equipment (PPE), cleaning supplies, and transportation vouchers.

Equity Toolkit for COVID-19 Relief and Recovery Efforts



In May 2020, City Council unanimously passed a resolution to centralize, guide and coordinate COVID-19 efforts that bolster progress towards the City’s long-term recovery goals. With the resolution, Council adopted the Equity Toolkit for COVID-19 Relief and Recovery Efforts (Equity Toolkit) developed by ECC-based equity practitioners in collaboration with the Office of Equity and Human Rights. The Equity Toolkit helps the ECC and City bureaus commit to centering racial equity and climate action in any long-term response and recovery efforts.

ACCESSIBLE AND CENTRALIZED COMMUNICATION



An ASL translator works in real-time to translate message from the mayor

The ECC’s Joint Information Center (JIC) coordinates the City’s pandemic-related communications to the public. JIC Public Information Officers (PIOs) respond to media requests, monitor pandemic-specific media reporting, and regularly communicate and coordinate with other City PIOs to ensure that City webpages, social media, and media releases are accurate, consistent, and accessible for people with disabilities. The JIC reviews and produces content with a racial equity lens, and works with regional partners and equity practitioners to make sure information reaches intended audiences, including historically and currently oppressed communities.

An Equity and Accessibility Manager is embedded in the ECC’s Joint Information Center (JIC) to ensure messaging is vetted through a racial equity lens and information is accessible to people with disabilities. The manager works closely with and receives guidance from the ECC Equity Officer and subject matter experts in the areas of language access and disability equity from the Office of Equity and Human Rights. Early in the pandemic, the JIC produced a video guide for all City communicators that shared steps to make all City social media posts more accessible to community members with disabilities. The JIC also worked with the Mayor’s communications team to ensure all their press conferences included both live captioning and American Sign Language (ASL) interpretation.

LANGUAGE ACCESS & CULTURALLY SPECIFIC MESSAGING

LANGUAGE ACCESS

Upon Portland Bureau of Emergency Management’s (PBEM) activation of the ECC, the City’s Language Access subject matter expert from the Office of Equity and Human Rights joined the ECC team. From the start of the emergency response, the Language Access Lead and PBEM’s Multicultural Community Outreach Manager worked in collaboration using their cultural lived experience, language skills, and expertise working with immigrant and refugee communities, to co-create messaging that was culturally relevant, using plain language best practices, and provided in an extensive number of languages.

15,000 posters in 25 languages

The ECC’s Language Access lead created the COVID-19 Citywide Language Access guidance which states the city’s obligations to Title VI of the Civil Rights Act’s national origin non-discrimination protections and provides City and ECC staff with guidance on creating communications for multicultural and multilingual community members including the need for direct community engagement with those communities.

The ECC’s response efforts have centered the unique needs of communities that experience institutional language barriers. There has been an emphasis on culturally responsive and linguistically specific services, listening to the communities most impacted, working with culturally specific community-based organizations, and partnering with trusted community leaders.

CULTURALLY SPECIFIC MESSAGING

ECC staff collaborated with Multnomah County to create critical COVID-19 health and safety messaging for the public. ECC staff used their expertise and community partnerships to provide culturally and linguistically appropriate messages about COVID-19 to Portland’s multicultural and multilingual communities.

One example of this work is the “Do Your Part” posters that described pandemic health and safety measures. Staff and Neighborhood Emergency Team (NET) volunteers distributed posters throughout the city, including to 60 culturally-specific grocers as well as numerous community-based organizations and gathering places. Employing language access and universal design best practices, the posters included simple graphics, plain language, and were translated into more than 20 languages.

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MULTCO.US/COVID19



A COVID-19 yard sign written in Karenic

Many multicultural and multilingual communities primarily share information verbally and on social media platforms. The ECC used this knowledge to partner with community leaders and organizations to produce informational videos with key COVID-19 health and safety messages. These videos were produced in more than 35 languages. A second round of videos were produced in response to community input, and were distributed to culturally-specific media outlets, such as Slavic Family Media, Univision, and KGW’s culturally-specific channels.

ONGOING EFFORTS

Support distribution of reopening guidance video via culturally-specific media outlets in more than 35 languages.

Research and compile a list of translation and interpretation agencies that can provide the ECC with rapid response translation for multicultural communities in a culturally and linguistically appropriate way.

SERVING OLDER ADULTS AND PEOPLE WITH DISABILITIES

The ECC’s Aging and Disability Community Project (ADCP) addressed needs specific to health and safety, social connections and isolation, food access, and caregiver support for Portland’s older adult and disability communities. Volunteers delivered protective equipment, cleaning supplies, and transportation vouchers to older adults, people with disabilities, and caregivers. Additionally, the ADCP connected people with available COVID-19 testing, referred them to Multnomah County for appropriate resources, and partnered with



ECC staff member Alan DeLaTorre readying supplies

Portland Fire and Rescue’s Meds on Wheels program to provide kits with personal protective equipment and cleaning supplies to frail and at-risk Portlanders.

To address social isolation and facilitate connections, the ADCP team launched the Window into Portland project, in partnership with the Office of Community and Civic Life, to help Portlanders who are older and those with disabilities engage in creative art projects as a vehicle for social connection, self-expression and to help reduce feelings of isolation. The Social Connections team has also joined the City’s Digital Inclusion Network to learn how to better address the lack of digital access and low digital literacy for older adults and people with disabilities.

Aging and Disability project staff developed the ECC Effective Communication Guide and implementation guidance to ensure ADA compliance in all internal and external communications efforts. ADCP staff provided regular support to ECC sections to ensure critical communications and reporting met accessibility standards.



1,000
older adults, people
with disabilities and
caregivers served



2,700
disposable &
530
cloth masks provided



9,500
gloves delivered



375
bottles of hand
sanitizer delivered



200
hand sanitizer
conisters provided



50
transportation
vouchers given

ONGOING EFFORTS

Developing a transition plan for the Aging & Disability team’s projects with the ECC Equity Officer, Joint Information Center, Office of Equity & Human Rights, the Office of Community & Civic Life, and Multnomah County’s Emergency Operation Center.

Providing recommendations to the Emergency Coordination Center and Bureau of Emergency Management to ensure that disability communities are included in all future emergency plans, in alignment with federal and local compliance standards.

Exploring resources, programs and other available opportunities to address digital access issues and enhance social connections for older adults and people with disabilities.

DIRECT SUPPORT TO IMPACTED COMMUNITIES

Together with Multnomah County’s Emergency Operations Center, the ECC created a Joint Volunteer Information Center (JVIC). The JVIC provides direct support to over 80 community-based organizations (CBOs). Utilizing a community advocate model, 13 liaisons from the City and County connect with CBOs to provide resources and information.

In the community advocate model, JVIC staff connect weekly with CBO leaders. Early in the incident. CBOs identified personal hygiene and cleaning supplies as an important unmet need among the community members they serve. JVIC staff provide these items through ECC Logistics. Community advocates also offer information about other City resources and programs, support outside grant applications, and receive feedback about emerging community needs and how the



Neighborhood Emergency Teams

Approximately 100 Neighborhood Emergency Teams (NET) volunteers have collectively given more than 2800 hours to the City’s COVID-19 response. Many volunteers supported the Joint Volunteer Information Center (JVIC), helped with caregiving and social connection initiatives in the Aging and Disability project, kept records, and managed events. Volunteers distributed informational posters, hand sanitizer, and face coverings across the city. They also provided direct support to ECC staff, taking notes in meetings, providing documentation support and coordinating food on-site at the ECC facility in the earlier months of activation. NET volunteers have passed background checks and are covered under City insurance while performing assigned tasks.

JVIC DISTRIBUTIONS

over 30,000 items distributed, including:

 1,932 sticks of deodorant	 1,725 procedural masks	 1,445 bottles of laundry detergent	 2,600 non-latex gloves	 1,586 tubes of toothpaste	 9,607 rolls of toilet paper
 252 boxes of diapers	 2,203 bottles of shampoo & conditioner	 1,808 toothbrushes	 790 razors	 2,395 Boxes of tissues	 4,232 rolls of paper towels

City is showing up in the community. This partnership model is a way of building relationships, earning trust, and increasing the City’s capacity to meet the needs of communities it does not now serve adequately.

The JVIC prioritizes the distribution of supplies to organizations in service to communities most impacted by COVID-19, which include Black and Indigenous communities, communities of color, immigrant and refugee communities, people with disabilities and underlying conditions, and people with intersectional experiences of oppression. The JVIC developed an anti-racist model of resource allocation that prioritizes small and emerging organizations led by members of the communities they serve. In this way, the JVIC seeks not only to distribute essential resources but also supports emerging leaders and strengthens institutions in communities historically underserved by government.

ONGOING EFFORTS

The ECC is exploring the idea of a collaborative body of community groups that can continue this program with support from PBEM and the Office of Community and Civic Life.

The communities the ECC engages with have also identified the need for a forum in which all City bureaus can connect with culturally-specific and community groups to provide services and receive advice. The ECC will continue working on the development of this forum.

SHELTERING AND RESTROOM ACCESS

The ECC’s Sheltering Project addresses the need for increasing hygiene access and improving physical distancing among unsheltered Portlanders. In April 2020, the Sheltering Project created three temporary Outdoor Emergency Shelters for the most vulnerable populations. Two of the three shelters are intentionally designed to support affinity groups that are disproportionately impacted by houselessness and at higher risk of COVID-19—a “Queer Affinity” shelter serving LGBTQIA+ individuals and shelter serving individuals from the BIPOC community. Today, the shelters provide safe and stable space for its 135 residents to sleep, while connecting them to services including health coordinators and training to help with de-escalation and cohabitation in a group setting.

Each shelter is outfitted with toilets, shower trailers, and paid staff that delegate volunteer responsibilities to improve the livability for everyone on site. The Sheltering Project team organized donated food from volunteers and nonprofit organizations and works with ECC logistics to provide three meals a day, seven days a week. Additional resources have been deployed to improve livability among residents living outside.



Over 62,000 meals have been provided to the 3 outdoor shelters that house 135 residents

In response to Center for Disease Control’s recommendations, the ECC worked with Portland Parks & Rec (PP&R) to set up portable restrooms at 54 parks throughout the city. In the evenings, PP&R closes the brick and mortar park restrooms and opens the portable restrooms, giving 24/7 access to restroom facilities and hand washing capacity. PP&R staff works to ensure the restrooms are stocked with soap and/or hand sanitizer to facilitate personal hygiene, and the restrooms are cleaned seven (7) days a week.



A portable restroom in Old Town Chinatown

ONGOING EFFORTS

Securing ongoing funding for shelter staffing and operational expenses in 2021.

Identifying resources to adequately weatherize the temporary Outdoor Emergency Shelters for winter weather.

Development of an exit strategy for the temporary Outdoor Emergency Shelters to transition participants at the expiration of the City’s COVID-19 State of Emergency (SOE). The site use permits of the current properties end 21 days following the expiration of the SOE.

Supporting the advancement of additional services associated with the Joint Office of Homeless Services and other partner nonprofit organizations.

Maintaining portable restrooms at parks where brick and mortar buildings are closed for the winter.

ENSURING FOOD SECURITY

The ECC launched the Food Security project to help ensure reliable access to affordable, nutritious, and culturally appropriate food. This work addressed critical community needs, as business closures and layoffs spread, and aimed to reach those with the greatest need and represent populations that will continue to be most impacted over time. Food insecurity disproportionately impacts communities of color, recent immigrants, families with children and particularly households led by single mothers, people with disabilities, the LGBTQ community. This issue has increased for BIPOC families since the pandemic started.



FOOD BOXES

Over the summer, the Food Security team worked with community-based organizations, SUN Community Schools, and Hood to Coast to deliver and distribute food boxes to families in need. Food box contents were based on availability from the USDA and donations from wholesalers. Box content would change, but typically included produce, dairy, chicken or pork, and some dry goods. Each box contained roughly 27 meals. The food box initiative also provided options to meet culturally-specific and dietary needs such as no-dairy and no-pork boxes.



19,000 food boxes delivered



providing 513,000 meals to families



PDX CARES CARDS

In coordination with Multnomah County, The ECC developed the PDX CARES Cards initiative. PDX CARES Cards were debit cards loaded with \$250 in federal aid. These funds could be used to help families buy groceries and basic household items. The ECC worked with community-based organizations (CBOs) to distribute cards to households impacted by COVID-19.



1,700 cards



sent to 1,360 families



providing \$428K in aid



FREE LUNCH + PLAY

The Lunch + Play program provided free meals and activities to youth in areas where 50% or more of the school-aged children are eligible for free and reduced lunches during the school year. Lunch + Play also offered free food markets with produce and prepackaged meals for all ages, in partnership with hunger relief organizations like Urban Gleaners and Imperfect Foods. To help additional families and reduce food waste, the ECC partnered with Hood to Coast to donate and distribute 11,500 left-over Lunch + Play meals directly to families.



110,000 breakfasts & lunches



handed out at 752 events



at 26 locations

ENSURING FOOD SECURITY



Staff from Portland Parks & Rec at a Lunch and Play event

ONGOING EFFORTS

The Lunch + Play program is being transitioned back to Portland Parks & Recreation (PP&R) where it has been a summer program for years.

The ECC is working with PP&R to explore adding the food box program into their bureau. This could take advantage of Parks’ existing connections to Portland Public Schools and Schools Uniting Neighborhoods Community School programs.

The ECC is looking into options for continued funding for PDX CARES Cards after federal funding expires.

The ECC is considering contracting with culturally-specific grocers. This would help the ECC to buy food in bulk and deliver it to community groups for distribution.

Contracting with the non-profit Equitable Giving Circle is being finalized and will help provide 300 BIPOC families with weekly culturally specific, community supported agriculture shares with products from by local BIPOC farmers and ranchers.

MAXIMIZING FEDERAL REIMBURSEMENT

On March 20, 2020, FEMA announced that federal emergency aid was available for the State of Oregon to supplement the state, tribal and local recovery efforts in the areas affected by the COVID-19 pandemic beginning on January 20, 2020.

Federal funding is available to state, tribal, and eligible local governments and certain private nonprofit organizations on a cost-sharing basis for emergency protective measures including direct federal assistance, for all areas affected by COVID-19 at a federal cost share of 75 percent.

The ECC Finance team established necessary controls for record-keeping, expenditures, procurements, inventories, etc., in order to minimize fraud while maximizing the federal reimbursement process and ensuring every dollar goes to the public use for which it was intended.

CITY BUREAU SUPPORT

The ECC’s logistics team provided critical support to meet community and City bureau supply needs. In addition to purchasing and distributing products in support of the JVIC, the ECC responded to City Bureau requests for cleaning supplies and personal protective equipment (PPE). Logistics staff located and purchased cleaning supplies despite a nationwide shortage and developed local supply chains for hand sanitizer and face coverings. The logistics team tracked supply inventories, prioritized purchasing needs, and made deliveries across the city. Bulk purchasing saved the City time and money.

SUPPLIES SOURCED, PURCHASED, AND DISTRIBUTED



ENSURING SAFETY IN THE WORKPLACE

The ECC Safety Officer is a critical role to keep City employees safe in the workplace. The Safety Officers are responsible to ensure safety of ECC staff during activation. As such, the Safety Officers developed an ECC Safety and Medical Plan for the COVID-19 activation; conducted safety inspections at points of distribution, and temporary Outdoor Emergency Shelters; reviewed ECC and City partner safety plans for various activities; and provided consultation and direction on safety procedures.

QUARANTINE SOLUTIONS FOR CITY STAFF

The ECC anticipated that the City would need a place where employees could quarantine if they were exposed to or contracted COVID-19 while on the job and could not safely quarantine at home. ECC Logistics staff identified an appropriate hotel, set up a contract and coordinated developing protocols for staff arrival, cleaning, food, and providing a bag of comfort items. A staff member is on-call to admit employees to the hotel location 24/7. Staff keeps close, nearly daily contact with admitted employees to make sure any medical, logistical, or human resources issues are handled.

As of September 2020, two employees have needed this service. The need could increase in the fall and winter months. This program will be useful during a COVID-19 resurgence or in concurrent incidents, such as wildfire/hazardous air quality, earthquakes, or severe storms.

Safety Officers researched technical safety information and best practices related to COVID-19, developed various safety guidelines for the workplace, developed safety and health templates for bureaus to use, and prepared for potential COVID-19 exposures in City workplaces. The Safety Officers created illness in the workplace guidelines, workplace contact tracing procedures, and employee quarantine procedures. The Safety Officers coordinated development of a web

page for City employees to catalog all safety guidance in one place. In addition, the ECC Safety Officers coordinated and consulted with bureaus on workplace COVID-19 exposures and positive COVID-19 cases. The Safety Officers are currently assisting the Bureau of Human Resources in planning for employee COVID-19 testing, and potential vaccine messaging and dissemination.

Initially, the ECC Safety Officer role was staffed by two Office of Management and Finance (OMF) Risk Management employees. The ECC requested additional staff for the Safety Officer role from bureaus; only the Bureau of Development Services (BDS) provided assistance.

ONGOING EFFORTS

Developing a centralized tracking for work-related COVID-19 exposures and positive cases.

The Safety Officers are developing a pilot project for COVID-19 testing and creating necessary protocols and procedures.

The Safety Officers will continue to coordinate with the Bureau of Human Resources on messaging and dissemination planning for a COVID-19 vaccine.

Conducting safety inspections at points of distribution and temporary Outdoor Emergency Shelters.

INTERNAL REPORTING AND SUPPORT

The ECC’s internal reporting is facilitated through the Situation Status Report (SitStat), ECC Action Plan (EAP), and Forward Planning Digest. These three reporting tools facilitate communication across City bureaus and internal ECC sections while providing decision-makers and stakeholders with relevant information regarding the current situation. While the SitStat is released on a weekly basis, both the EAP and Forward Planning Digest are delivered bi-weekly.

Over the course of the ECC’s activation for COVID-19, several improvements to the SitStat allowed the ECC to optimize its communication efforts. These improvements include ensuring digital accessibility, enhancing data visualizations for COVID-19 cases, and reducing the volume of information included in the report in order to highlight more significant advancements in the situation.

The EAP is a core deliverable of the ECC’s Incident Action Planning process. This document provides the ECC and relevant stakeholders with information regarding the ECC’s response strategy in the form of incident objectives, staffing plans, and safety and procedural information for each operational period.

Additionally, the bi-weekly Forward Planning Command update and digest provides analysis of quickly developing local, national, and international trends related to the current situation. An ECC-based GIS Team provides data mapping of City resource distribution and City COVID-19 specific response efforts upon request.

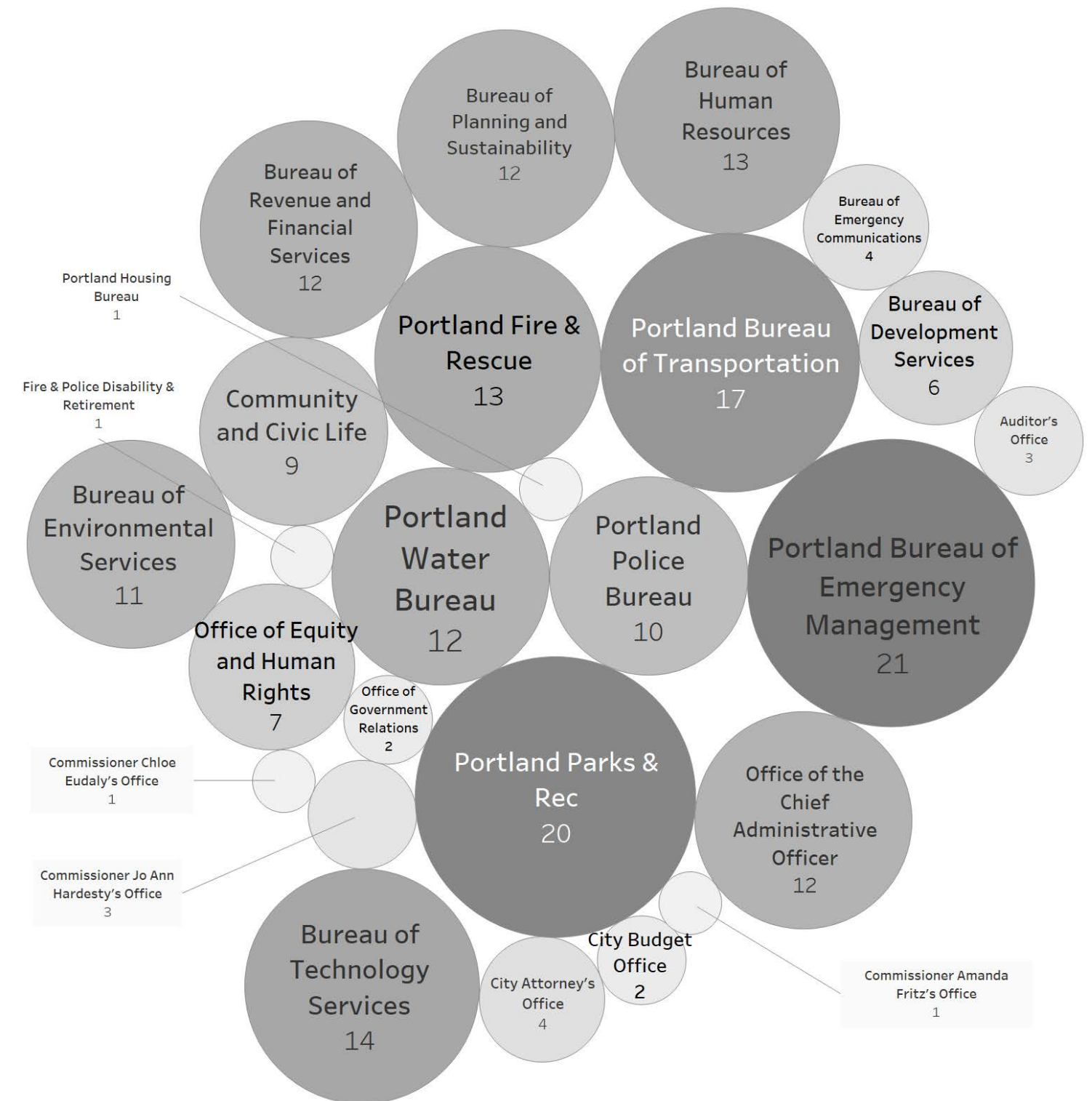
ASSESSING CHILDCARE NEEDS

Early in the incident activation, ECC responders explored strategies to support state efforts to meet childcare needs for essential workers.

Anticipating that the State would not be able to meet the demand for childcare within the city, an ECC-based Childcare Strike Team developed a plan to ensure childcare for a limited number of City essential workers. The team maintained communication with the State Office of Early Childhood Development regarding state efforts to coordinate childcare for essential employees. It developed a partnership with a local childcare agency to develop capacity to meet essential employee childcare needs.

In addition, Portland Parks & Recreation staff based at the ECC continually assessed PP&R’s ability to provide secondary childcare services as needed. Ultimately, the PP&R childcare project did not move forward because essential employee childcare needs were met by the City’s external partners and vendors.

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