



**READYCOMMUNITIES
PARTNERSHIP**

MILITARY BASE & PORT COMMUNITY RESILIENCY INITIATIVE:

Mapping Local Critical Infrastructure, Vendors and Suppliers in
America's Strategic Communities
to Prepare for a Large Scale or National Crisis

March 24, 2010

**Roundtable Summary:
Stakeholder Best Practices and Recommendations**

TABLE OF CONTENTS

- I) Acknowledgments - p. 3
- II) Planning Committees, ReadyCommunities Partnership Advisory Board - p. 4
- III) March 24, 2010 Roundtable and Pilot Planning Participants List - pgs. 5-6
- IV) Forward by Hon. Mary L. Landrieu - p. 7
- V) Forward by Hon. Asa Hutchinson - p. 8
- VI) Executive Summary by Rosalie J. Wyatt – p. 9
- VII) Editorial Committee - p. 10
- VIII) Best Practices & Recommendations by Sector - pgs. 11-35
 - 1) Citizen / Community
 - 2) Communication / Technology
 - 3) Economics / Infrastructure
 - 4) Education / Training
 - 5) Fuel / Energy
 - 6) Intelligence / Situational Awareness
 - 7) Leadership / Sustainability
 - 8) Legal / Intergovernmental
 - 9) Military / Security
 - 10) Public Health / Medical
 - 11) Transportation / Logistics
- IX) Conclusion & Next Steps:
 - Identification of Local Critical Infrastructure - pgs. 36-37*
 - NC4 Port Security Pilot Program / Inter-sector information flow - p. 37*
- X) Appendix: Military Base/Port Resiliency Initiative Overview (2008) - pgs. 38-39

MILITARY BASE & PORT COMMUNITY RESILIENCY INITIATIVE:

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America's Strategic Communities
to Prepare for a Large Scale or National Crisis

This white paper reflects the best practices and recommendations of participants in the

March 24, 2010

*ReadyCommunities Partnership
Roundtable and Pilot Planning Session
held at the Senate Dirksen Office Building*

With appreciation
for their leadership and participation:

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Disaster Recovery Subcommittee

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March 24, 2010

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FORWARD

by

Hon. Mary L. Landrieu

Chairman of Senate Homeland Security and Governmental Affairs Committee
Disaster Recovery Subcommittee

Through the leadership of the ReadyCommunities Partnership, in collaboration with the Senate Disaster Recovery Subcommittee staff, the American Association of Port Authorities and the U.S. Coast Guard Senate Liaison, nearly 60 of our nation's military base, port community and private sector leaders convened on March 24, 2010 in Washington, DC for the Military Base and Port Community Resiliency Initiative Roundtable and Pilot Planning Session.

Our goal is to identify best practices, recommendations and collaborate to fill gaps and fortify our military base and port community-level resiliency to prepare for a large scale or national crisis. I encourage you to study this white paper which includes excerpts of participants' remarks for each of eleven sectors. Please also reference the complete 134 page transcript for the full context of the excerpts.

Our national resiliency and economy is dependent upon the resiliency of our nation's strategic military base and port communities;

- *The unencumbered operation of those (America's 513) ports is ... essential to our nation's economy. Collectively they account for 13.3 million jobs... generate 649 billion in personal income annually. Each year, U.S. maritime commerce accounts for approx. 3.2 trillion in total economic activity... generates 212 billion in federal, state, and local taxes.*
- *The country has 136 military installations which are considered critical; so if ports and bases go off-line, our economy could suffer catastrophic results, and lives would be placed at risk.*

If we are diligent and vigilant, building upon on what we know and can learn from each other, the next time we face crisis our strategic communities will be better prepared to keep our country moving and operating.

FORWARD

by

Hon. Asa Hutchinson

Advisory Board Chairman, ReadyCommunities Partnership
Member of Congress (R-AR, 1997-2001) & DHS Under Secretary (2003-2005)

The ReadyCommunities Partnership launched the Military Base and Port Community Resiliency Initiative in Buffalo, New York in 2006 under the leadership Mayor Byron Brown. Several additional meetings have been held throughout the country including Galveston, Texas and Charleston, South Carolina, with participation by the city, port, county emergency operations, US Coast Guard, community organizations and small and large business to address the importance of creating a common operating picture of local assets and critical infrastructure for access and visibility both horizontally and vertically to prepare for .

In this current phase of the Military Base and Port Community Resiliency Initiative, our goal is to develop a local level working model with stakeholders and leadership to identify and fortify dependencies on local critical infrastructure to improve sustainable resiliency, so that 'America's strategic communities can better prepare for the first 72 hours of a large scale or national crisis.

The ReadyCommunities Partnership advocates establishing the private sector Crisis Response Officer (CRO) for vendors, contractors and suppliers as an essential link in leveraging private sector capabilities and augmenting the public sector response capability during crisis response.

I hope you will read through the attached presentation of best practices and recommendations, leverage this knowledge and participate with us in the exercise described in the last chapter to identify and fortify local critical infrastructure in our nation's strategic base and port communities.

EXECUTIVE SUMMARY

by

Rosalie J. Wyatt

National Director

ReadyCommunities Partnership/CCROA

On March 24, 2010, roundtable and pilot planning participants agreed that while there is tremendous capacity across the nation for security and resiliency, more work can and needs to be done at the local level to fill potentially critical gaps or barriers.

These observations and others were highlighted as being fundamental to a community's and, collectively, our national resiliency in the first 72 hours of a national or large scale crisis:

- Develop community-level or bottoms-up approach with increased private sector engagement.
- Further develop public/private sector interdependencies and avoid redundancies.
- Engage the private sector (large and small) in planning and training with the public sector.
- Develop a common operating picture that respects confidential proprietary data.
- Harness available private sector technologies to develop innovative solutions for recovery and/or fill the void in post disaster communications solutions.
- Use available resources in a coordinated partnership manner.
- Identify and ensure no gaps in military base and port community local critical infrastructure providers and suppliers during crisis and recovery (ex: fuel, power...).
- Conduct risk assessments, plan and train accordingly.
- Ensure that strategic bases and ports are aligned as a priority for federal emergency funding.
- Understand the leadership structure of bordering counties and states prior to crisis.

Additionally, we agreed to embark upon two next steps of the Initiative that continue the work established in Buffalo, Charleston and the southeast and gulf coast port communities that further develops stakeholder connectivity and situational awareness for crisis preparedness planning and response:

- Demonstrate how private sector Crisis Response Officers (CROs) for local critical infrastructure can communicate horizontally and vertically with Emergency Operations Centers, city, state and local governments, U.S. Coast Guard and USNORTHCOM through secure portal technology.

- And address a potential critical gap by working with local leadership including mayors and base and port commanders to identify their contractors, vendors and suppliers and fortify local critical infrastructure by avoiding sole reliance on a single provider.

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BEST PRACTICES & RECOMMENDATIONS BY SECTOR SUBCOMMITTEE

Highlights of best practices and recommendations of the ReadyCommunities Partnership March 24, 2010 Roundtable and Pilot Planning Session with Senator Mary L. Landrieu, Honorary Chairman, and Hon. Asa Hutchinson, Honorary Co-Chairman, are presented as follows by sector subcommittee.

1. Citizen/Community
2. Communications / Technology
3. Economics / Infrastructure
4. Education / Training
5. Fuel / Energy
6. Intelligence / Situational Awareness
7. Leadership / Sustainability
8. Legal / Intergovernmental
9. Military / Security
10. Public Health / Medical
11. Transportation / Logistics

The full transcript of the March 24, 2010 roundtable and pilot planning session can be referenced to understand the context of the excerpts listed below by visiting www.readycommunities.org/. The excerpts as shown within the quotations marks have not been edited, but may be shown in part as indicated by a series of two or three periods.

1) CITIZEN/COMMUNITY

Symposium Overview:

The ReadyCommunities Partnership advocates a bottom-up approach to resiliency with dedicated, credentialed and trained Crisis Response Officers (CROs), who are corporate designees for respective

local critical infrastructure vendors, contractors, suppliers, associations and institutions (hospital, power company, etc.). A CRO is a point of contact and link from the private, non-profit and educational sectors to the public sector to leverage local assets and capabilities to augment public sector response capabilities in the first 72 hours of a large scale or national. The CRO facilitates local corporate engagement in partnerships with the public sector as a model for resiliency.

Transcript Excerpts:

Symposium Recommendations:

- “We have to understand that ...looking at the resiliency of our ports and the bottom-up solution, where local communities, military installations and port complexes operate with great interdependence and independence, dependence on one another is absolutely essential.” (Hon. G. Foresman, former DHS Under Secretary, Ch 1, p. 4)
- “...critical gaps...credentialing...grassroots level vendor...supplying some service to some operator in a seaport...that Crisis Response Officer, is a key to shoring up the overall process ...a strategic view.” (C. White, Jacksonville Port Authority Ch. 1, p. 15)
- “...what is the right model that engages local communities to be able to deal with a hurricane or a terrorist event so that local, state, federal authorities, private sector, all of the relevant players are at the table?” (Hon. G. Foresman, former DHS Under Secretary, Ch. 1, p. 23)
- “...establishing the best practices at the local level and pushing them up to a regional level and to a national level seem to make a whole lot of sense..” (B. Donaldson, NC4, Ch. 2, p. 43)
- “I think what’s missing is the bottom up piece.” (C. White, Jacksonville Port Authority, Ch. 3, p. 5)
- “But if a local community and...private enterprise...get together on a routine basis..., the whole system is going to work much smoother...The bottom... has got to start pushing up stronger..” (VADM J. Hull, USCG (ret.), Ch. 3, p. 28)
- “...it’s about taking the national guidance and making it local, and developing those local plans, and making them national, rather than the other way around.” (Hon. G. Foresman, former DHS Under Secretary, Ch. 1, p. 20)
- “...the inability of the public sector to understand organic movements and treat them as equal strategic partners,... a suggestion to you all would be to embrace any kind of organic movements.” (Dr. C. Chumer, NJIT, Ch. 3, p. 22-23)
- “You need coordination. You need collaboration. You need lines of authority and lines of responsibility, but you don’t need absolute control.” (Gov. J. Geringer, ESRI, Ch. 3, p. 24)

- “But if a local community and...private enterprise...get together on a routine basis..., the whole system is going to work much smoother...The bottom... has got to start pushing up stronger...” (VADM J. Hull, USCG (ret.), Ch. 3, p. 28)
- “... becomes the local community's responsibility to keep continuity going long enough so that the federal and state partners can secure their continuity of government.” (J. Carney, Community Institute for Preparedness, Response and Recovery, Ch. 3, p. 47)

Symposium Best Practices:

- “...we have begun implementation of several business continuity programs...to have a 72 hour readiness for shelter-in-place equipment in the event that something happens at the Port.” (S. Ruggiero, Port of Long Beach, Ch. 2, p. 32)
- “...the goal of...Corporate Emergency Access System is to get that private sector first responder to be able to get to their facilities to perform...critical work... We, BNET, deliver CEAS at no cost to local government.” (P. Picarillo, BNET, Ch. 2, p. 38)
- “...we actually drill as part of the state drill... advise them some of the things they can do to make their community less vulnerable or more flexible.” (S. Tays, ExxonMobil, Ch. 3, p. 17)

Community Responsibility / Ground Up

- “..at NORTHCOM, it’s from the ground up, ..and it’s influencing how the federal family is ...engaging outside of government offices.” (J. Catalino, USNORTHCOM, Ch. 3, p. 26)

Overall Recommendations:

Establishing local critical infrastructure Crisis Response Officers to plan for response with the public sector and community response organizations is essential to America’s strategic communities to increase national response capability.

2) COMMUNICATIONS / TECHNOLOGY

Symposium Overview:

While advanced technology solutions are being adopted we must better leverage or more efficiently use available technologies as disaster response history continues to reflect the absence of sufficient communications capability during the first 72 hours and recovery from a large scale or national crisis.

Transcript Excerpts:

Symposium Recommendations:

Crisis Communications Solutions Lacking

- "...we need an investment to build a network that will allow for a quick regional recovery from future disasters. Some sort of framework needs to be continued here on that." (S. Cernak, Port of Galveston, Ch. 2, p. 9)
- "The things that we certainly have talked about here today ...is communications. Communications were grossly lacking." (G. LaGrange, Port of New Orleans, Ch. 2, p. 18)
- "Any exercise you do, that's the first thing that comes up, we could have communicated better." (S. Ruggiero, Port of Long Beach, Ch. 2, p. 33)

Symposium Best Practices:

Technology

- *"One of the things that we've been able to do is package a response with satellite based self-contained solutions." (T. Lin, Sprint, Ch. 1, p. 36)*
- *"We also have a Disaster Support Program...when you bring other folks in? We...support that. It's free for our state and local agencies. We provide them equipment so that they can now give it to those first responders." (T. Lin, Sprint, Ch. 1, p. 38)*
- *"...we implemented a crisis communication system that allows our tenants, our employees... via web-based services or...phone... to tell us where they are... and allows us to give them info..." (C. Chiasson, Port of Fourchon, Ch. 2, p. 13)*
- *"One of the things that we've been able to do is package a response with satellite based self-contained solutions." (T. Lin, Sprint, Ch. 1, p. 36)*
- *"...constructing this tower to enhance our 700 megahertz radio system...to enhance interoperable communications with other agencies." (C. Chiasson, Port of Fourchon, Ch. 2, p. 13)*
- *"...we installed a new state of the art command and control system software solution...allows the port to discover threats and vulnerabilities more decisively and accurately...." (C. Chiasson, Port of Fourchon, Ch. 2, p. 14)*
- *"...we can bring in this communications trailer with satellite internet, satellite phone, satellite fax numbers that are based outside of the area to keep the port's business running." (C. Chiasson, Port of Fourchon, Ch. 2, p. 14)*
- *"Everybody...the Nat'l Guard... FBI, ...State Police, ...Sheriff's Departments, the Police, ...municipal Police Departments, our Harbor Police Dept, Coast Guard, everybody's on the same channels now." (G. LaGrange, Port of New Orleans, Ch. 2, p. 20)*
- *"...we've...invested in a shared communications infrastructure... always been close to the military in Alaska.." (B. Sheffield, Port of Anchorage, Ch. 2, p. 30)*

Overall Recommendations:

Continue to work on sector integrated crisis communications solutions, working harder to leverage our available technologies.

3) ECONOMICS / INFRASTRUCTURE

Symposium Overview:

While the nation needs to address its aging port infrastructure, it also needs to pause and identify or inventory its military base and port community local critical infrastructure, including all core vendors and suppliers, so as to avoid sole reliance on a single provider to multiple institutions in the base and/or port community – a potential national Achilles' Heel. Without doing the latter, the consequence might be that the base or port community ceases to function when absolutely needed in the first 72 hours following a large scale or national crisis.

Americas 513 ports and 136 military bases are essential, providing *13.3 million jobs and generating 649 billion* in personal income annually. For the sake of national security and prosperity, port risk assessments and sector integrated pre-planning initiatives are imperative.

Transcript Excerpts:

Symposium Recommendations:

Aging Port Infrastructure

- “We’re facing some unprecedented challenges today in our sea ports. Aging infrastructure, lack of technology investment, depth in our channels, and loss of revenue...they are the underpinning of our ability to establish resiliency.” (C. White, Jacksonville Port Authority, Ch 1, p. 15)

Financial Impact / Planning

- “...getting the right backup either through the SBA or through the Department of Commerce, loans and grants for the private sector to be able to sustain...” (Sen. Mary L. Landrieu, Ch. 1, p. 22)
- “We looked at a detrimental impact when the oil spill happened in 2008, of roughly \$300 million a day, ... that number begins to grow exponentially after the fourth day, because of the law of supply and demand.” (G. LaGrange, Port of New Orleans, Ch. 2, p. 18)
- “...you have continuity of business for the economic side, you have continuity of operations for those who are going to execute.” (Gov. J. Geringer, ESRI, Ch. 3, p. 14)

- “... under certain circumstances, within some controls ... some rules...so we can mix money... ..to do this job.... I believe that legislation could be written to make that happen.” (J. Acly, Asymmetric Solutions, Ch. 3, p. 39)
- “ ...you have continuity of business for the economic side, you have continuity of operations for those who are going to execute.” (Gov. J. Geringer, ESRI, Ch. 3, p. 14)

Local Critical Infrastructure / Supply Chain

- “Eighty-five percent of all critical infrastructure is in private hands. We have to recognize that and we have to engage appropriately.” (C. White, Jacksonville Port Authority, Ch. 1, p. 16)
- “It’s sort of like the Port of Long Beach in 2002, when you had the work stoppage, it’s a link the chain. And any time one of those links to the chain is broken down, then you’ve got some serious problems.” (G. LaGrange, Port of New Orleans, Ch. 2, p. 18)
- “...make sure that you’re not going after the same housing, hotel, ..., that the military intends to go after, or that the Coast Guard’s...after, it really does get into... contractual relationships, deconfliction ...ahead of time to create ...resiliency.” (Hon. G. Foresman, former DHS Under Secretary, Ch. 2, p. 28)
- “There’s no reason that communities today of preparedness don’t have visibility to all ..resources they have at their command and control... proper security levels...National Guard resources ought to be included...” (J. Fetters, Previstar, Inc. Ch. 2, p. 41)
- “... second key is identifying (local critical infrastructure) through your Area Maritime Security Committee meetings.” (M. O’Malley, USCG Sector Baltimore, Ch. 3, p. 46)
- “...even the most concerted and dedicated EOC director and mayor, when you ask them who constitutes the local critical infrastructure, and do they know who that is for military bases, and for some of the key institutions - there's a gap. ... It's not because they failed to know. It hasn't been a requirement up to this point because most institutions so far have been able to take care of themselves.”...(J. Carney, Community Institute for Preparedness, Response and Recovery, Ch. 3, p. 47)

Mass Mortuary

- “...They’re going to be in charge of all those operations (mass mortuary), but they (local coroner or medical examiner) may call on you to help, and it is important to get in touch with that person and work out a plan.” (J. Hucks, (DMORT for Haiti), Shellhouse Funeral Home, Ch. 2, p. 38)

Symposium Best Practices:

Economic Stature

- *“America’s ...513 ports are absolutely essential. The unencumbered operation of those ports is absolutely essential to our nation’s economy. Collectively they account for 13.3 million jobs and generate 649 billion in personal income annually.” (Sen. Mary L. Landrieu, Ch. 1, p. 6)*
- *“Each year, the United States maritime commerce accounts for approximately 3.2 trillion in total economic activity and generates 212 billion in federal, state, and local taxes. The country has 136 military installations addressed as critical; so if ports and bases go off-line, our economy could suffer catastrophic results, and lives would be placed at risk.” (Sen. Mary L. Landrieu, Ch. 1, p. 6)*
- *“When you talk about the Port of Baltimore holding 24,000 jobs, that equates to over 200,000 families that are affected by the port.” (Capt. M. O’Malley, Port of Baltimore, Ch. 2, p. 4)*
- *“...62 percent of the consumer spending public of the United States is served through the Port of New Orleans and the lower Mississippi river ports...” (G. LaGrange, Port of New Orleans, Ch. 2, p. 18)*
- *“The Port of Miami is an \$18 billion a year business...creates 180,000 jobs in my community and it’s the second largest generator of jobs.” (B. Johnson, Port of Miami, Ch. 2, p. 23)*
- *“We rank fifth internationally when we’re combined with our partner of Los Angeles. Alone ,the Port of Long Beach is the second busiest container port in the nation, and we rank 17th internationally by ourselves. We’re responsible for more than 1.4 million jobs throughout the country. ...about \$140 billion of annual cargo travels through just our port.” (S. Ruggerio, Port of Long Beach, Ch. 2, p. 32)*

Private Sector / Local Critical Infrastructure

- *“Maryland Port Administration.... They lease all the facilities to private entities... so we are able to bring best practices of economically competitive private industries into the public arena....” (Capt. M. O’Malley, Port of Baltimore, Ch. 2, p. 5)*
- *“A lot of the structured documents coming out of Homeland Security have to do with bifurcating the private sector in terms of CIKR (Critical Infrastructure and Key Resources) owners and operators from those that aren’t.” (Dr. C. Chumer, NJIT, Ch. 3, p. 23)*

Recovery / Salvage

- *“Maritime Transportation System Recovery Assistance Teams. ... we surged 11 people... Coast Guard, ... parts of port infrastructure...to Haiti, and ... worked toward recovering.” (RADM W. Justice, Fifth Coast Guard District, Ch. 1, p. 19)*
- *“...established in 2008 a commercial salvage and recovery team...of qualified welders, inspectors, certified salvage experts, and dive medical technicians along with hyperbaric chamber operators. ... to keep our port up and running and maintaining resiliency.” (S. Ruggerio, Port of Long Beach, Ch. 2, p. 34)*

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Risk Assessment / Planning

- *“The top thing that can be done ahead of time is a vulnerability assessment; vulnerability in terms of the infrastructure...the setting ... capacity to integrate response in the first 72 hours.” (Gov. Geringer, (WY) ESRI, Ch. 1, p. 27)*
- *“...risk assessment is very, very important...” (Sen. Mary L. Landrieu, Ch. 1, p. 29)*
- *“...MSRAM, Maritime Security Risk Assessment Model, that takes a look at critical infrastructure, key resources, proximities of the port to the CIKR, and what the vulnerabilities are...” (Capt. M. O’Malley, USCG Sector Baltimore, Ch. 2, p. 4)*
- *“...the port through the Dept of Transportation of MD, engaged last year ...with the Johns Hopkins Applied Physics Lab, to do a resiliency study....” (Capt. M. O’Malley, USCG Sector Baltimore, Ch. 2, p. 5)*
- *“Identify...milestones...When the incident happens, know where you want to be six months from now, or maybe know where you need to be for the sake of the country six months from now.” (G. LaGrange, Port of New Orleans, Ch. 2, p. 20)*
- *“...I became a champion for...electric utility to get... funding for a key technology ...to buy down... risk that has..collective benefit, not only for Port Authority, but for everybody connected....” (C. White, Jacksonville, Port Authority, Ch. 3, p. 6)*

Overall Recommendations:

We have begun to leverage best practices such as those established for recovery, but we must continue to address remaining gaps to avoid unnecessary pitfalls and the opportunity costs from not setting aside emergency response budgets, seizing opportunities to ‘buying down risk for collective benefit’ and failing to identify and fortify our base and port community local critical infrastructure.

4) EDUCATION / TRAINING

Symposium Overview:

Training is categorized as a government-centric activity, with the private sector, both small and large, requesting participation in the field exercises. Participation by these private sector partners is critical to both training realism and testing results.

Transcript Excerpts:

Symposium Recommendations:

- “How do we do an exercise that focuses on ...resiliency; getting the small business and...large business in concert with ... military...fully coordinated with the local government....” (Hon. G. Foresman, former DHS Under Secretary, Ch. 1, p. 21)
- “Don’t create an evacuation that’s a disaster in itself.” (Gov. Geringer, ESRI, Ch. 1, p. 26)
- “Exercising, we do a great job of exercising and drilling, but it tends to be government centric.” (C. White, Jacksonville Port Authority, Ch. 2, p. 2)
- “So I think that the education and the understanding of how the process really works, and just keep talking are the most important things to remove barriers.” (S. Tays, ExxonMobil, Ch. 2, p. 46)
- “We couldn’t get the state and locals cause of there’s no overtime...there’s no money. Sometimes I think even exercise money should be put in there, so that you can really test your system.” (VADM J. Hull, USCG (ret.), Ch. 3, p. 30)
- “We also have to bring in the smaller companies (for state drills).” (RADM W. Justice, USCG Fifth District, Ch. 3, p. 18)

Symposium Best Practices:

- *“...close coordination and exercising of area on Maritime Security Committee along with...Urban Area Security Initiative. gets the sheriffs and the deputies plugged in...in case...incident...affects both.” (Capt. L. Stroh, US Coast Guard, Ch. 1, p. 20)*
- *“We’re ICS trained, we’re NIMS trained and COML trained.” (T. Lin, Manager, Sprint, Ch. 1, p. 37)s*
- *“If you have a field training exercise, call us and allow us to be a part of it, because if your critical communications are centered on our communication elements, we want to be there.” (T. Lin, Manager, Sprint, Ch. 1, p. 37)*
- *“...do close to 4.2 million cruise passengers. It’s extremely important,... that our cruise lines and their security experts are really integrated into this. So we plan. We do lots of table-top exercises continually.” (B. Johnson, Port of Miami, Ch. 2, p. 24)*
- *“We plan and participate annually on numerous disaster preparedness and recovery exercises. ... the Alaska Shield Vigilant Guard exercise.” (B. Sheffield, Port of Anchorage, Ch. 2, p. 30)*

Overall Recommendations:

Crisis Response Officers or designees for local critical infrastructure should be integrated in military base and port community resiliency training exercises. Government at all levels, especially federal, should make exceptions for or eliminate legal and regulatory impediments to participation by interagency, intergovernmental, international or private sector participants. Encouraging participation

across the spectrum of responders reflects realistic training scenarios and encourages likely real world participants to know their partners.

5) FUEL / ENERGY

Symposium Overview:

Residents and elected officials and public policy leaders representing our nation's military base and port communities, particularly those responsible for the lion's share of our nation's fuel supply, understand from recent catastrophic natural disaster experiences in the gulf coast region, the necessity to fortify a supply of refined product required for our nation to operate during crisis and response. Without the supply, material and economic losses are suffered. Preparedness planning and policies need to better reflect port recovery demands such as to add ports to the priority list of grid activation post disaster.

Transcript Excerpts:

Symposium Recommendations:

Emergency Power / Policy

- "...we need to focus on how we can develop a plan to have emergency power in place and to allow critical components of public infrastructure to power up quicker..." (S. Cernak, Port of Galveston, Ch. 2, p. 10)
- "One crane will draw 4,160 volts of electricity to power...some terminals have 14...can somebody... develop a generator...that can power these cranes in the time of disaster? ...policies are needed to add ports to the priority list of grid activation." (S. Ruggiero, Port of Long Beach, Ch. 2, p. 34)

Fuel Supply / Policy

- "Have we established, either by law/policy/preference/category for ports in the country that are primarily focused on oil/gas/fuel ... you can't have a recovery anywhere without gasoline." (Sen. M. Landrieu, Ch. 1, p. 10)
- "...Louisiana provides 30 % of the energy for the entire port, the rest of the country...yet it was days/weeks before we could ever find diesel...supply chain was simply lacking... Generators could not be operated ..." (G. LaGrange, Port of New Orleans, Ch. 2, p. 19)
- "...have we had ...coordination between the Dept of Energy with our domestic energy suppliers... ensuring the continuity with the prioritization of restoration/resiliency/recovery?..." (Hon. G. Foresman, former DHS Under Secretary, Ch. 2, p. 14)

- “...if a hurricane knocks out the rail structure, importing structure, getting the supplies to port can become difficult as well.” (B. Billings, Senate Homeland Security and Governmental Affairs Subcommittee on Disaster Recovery, Ch. 2, p. 17)
- “...what we looked at instead were trends (fuel shortages)... And then everyone competed to meet those needs.” (S. Tays, ExxonMobil, Ch. 3, p. 12)
- “...over 90 % of all the fuel distributors and dealers are...small businesses... we’re working with their trade associations to make sure that they’re working with their local communities to provide fuel...” (S. Tays, ExxonMobil, Ch. 3, p. 19)

Symposium Best Practices:

Electric Power Grid

- “...Every base in this country has an extension cord off base for supplementary power from the local community. That power is necessary for us (NORTHCOM) to do our mission. That power is also necessary for that local community.” (B. McConnell, Ch. 1, p. 10)

Overall Recommendations:

Local leaders and public policy leaders must address how our nation’s military base and strategic port communities must be prepared, by pausing now to identify and fortify local critical infrastructure, especially in our nation’s most critical ports – to ensure for example, that they have the refined fuel capacity and that they are prioritized for power grid activation – and that they have the necessary memorandums of understanding with alternate vendors and suppliers during crisis and crisis response in order to sustain the region and the nation.

Maintaining a stable and operational fuel supply before, during and after a natural disaster is paramount to avoid significant material and economic losses. A commitment to preparedness, detailed planning and policies that support flexibility are necessary to ensure the fuel infrastructure and supply is protected and back up and running as soon as is safely possible.

6) INTELLIGENCE / SITUATIONAL AWARENESS

Symposium Overview:

Private sector capabilities must be integrated into the local common operating picture, but with a workaround to address legitimate concerns for protecting corporate proprietary and competitive data.

Interagency and public/private sector alliances are equally integral to strategic community resiliency.

Transcript Excerpts:

Symposium Recommendations:

Common Operating Picture

- “What we don’t need is one central repository for all data. What we need is a coordination capability that allows us to discover what we need at the source.” (Gov. J. Geringer, ESRI, Ch. 3, p. 12)
- ”So a common operating picture that is tailorable...web enabled... accessed by users ...NIMS model...fire chief up... National Guard Joint Operation Centers...Governor. NORTHCOM, NGB.” (Col. R. McMillon II, Ch. 1, p. 33)
- “...the tie to NORTHCOM, is very strong here...get all your ports tied together with a common operating picture, ... great information ...where their threats are.... ...that it’s not necessarily housed in a Coast Guard or DHS facility.” (Capt. M. McAllister, USCG Sector Charleston, Ch. 2, p. 7)
- “... “There needs to be... asset visibility from the time that you think you might have a request, till the time it arrives.” (Col. R. McMillon II, National Guard, Ch. 3, p. 8)
- “I agree that there needs to be a standard based solution...driven...from federal level. we need to involve the state/local response and prevention organizations... private sector, to determine what formats....” (J. Fetters, Previstar, Ch. 3, p. 18)
- ” I think we also need to develop a CONOPS (Concept of Operations) plan for local law enforcement, along with the Coast Guard to develop whose doing what in the port.” (S. Ruggiero, Port of Long Beach, Ch. 3, p. 19)
- “In our LA region, we have seven different agencies that say they’re in charge on the water. Well that’s a problem, because who’s doing what and how are we doing it is a CONOPS plan.” (S. Ruggiero, Port of Long Beach, Ch. 3, p. 19)
- “...just like having private enterprise in the meetings, you also have to have them (private enterprise) included and continually updated in the concept – (of operations).” (VADM J. Hull, USCG (ret.), Ch. 3, p. 19)
- “...Port of Beaumont Navigation District, ...responsible for a small segment of total cargo. ... no single Port Authority... that’s why we need (SE TX Waterway Council) ...to do ...coordinating..” (J. Roby, Port of Beaumont, Ch. 3, p. 20)
- “..it’s a tool we could develop with ReadyCommunities Partnership..start at minus 120..through recovery..what are the roles of government...and business?” (S. Tays, ExxonMobil, Ch. 3, p. 38)

Info-Sharing - Public/Private Sector

- "...Lieutenant Commander Joseph Leonard from the Coast Guard, who said, "We need to improve the way we share information with the private sector." (Gov. Jim Geringer, ESRI, Ch. 1, p. 25)
- "We still have not achieved interoperable integrated or interagency communications capability." (Gov. Jim Geringer, ESRI, Ch. 1, p. 25)
- "What are the means for planning and analysis so that you can have both a secure portal and a public portal? That's what we did in the Minnesota bridge collapse." (Gov. J. Geringer, ESRI, Ch. 1, p. 27)
- "We are moving more and more toward an integrated web-based system for coordinating emergency response." (Gov. J. Geringer, ESRI, Ch. 1, p. 27)
- "It's not just voice interoperability; it's the extraordinary range of media that has to be integrated near real time. " (Gov. J. Geringer, ESRI, Ch. 1, p. 27)
- "...we're looking at.. providing a system...will effectively notify the port community in case of emergency..." (S. Ruggiero, Port of Long Beach, Ch. 2, p. 33)
- "interdependency, interagency communications and coordination. That gets to the heart of our major challenge, and that is obtaining and disseminating actionable information..." (Col. R. McMillon II, National Guard, Ch. 1, p. 33)
- "If you don't include the people in the private sector, your collaboration is not going to meet your needs." (J. Fetters, Previstar, Ch. 2, p. 40)
- "...government looks at information sharing, it's transparency...but there's a legitimate issue associated with the private sector about proprietary information." (Hon. G. Foresman, former DHS Under Secretary, Ch. 2, p. 45)
- "...information sharing goes along with interdependencies... In a pre-event... understand the capabilities... if., and then after the event occurs, that info has...to be readily available..." (Col. R. McMillon II, National Guard, Ch. 3, p. 7)
- "...imagine if you bring a private sector partner into a process... and they have to make their own...investment... And you're asking them to release info that could be proprietary." (J. Carney, CIPRR, Ch. 3, p. 8)
- "...lack of a trust from the private sector ...of a federal government system to keep their info confidential... So maybe there's value to a...non-profit ... like the ReadyCommunities Partnership... Crisis Response Officer Initiative, ...to securely share this info..." (B. Donaldson, NC4, Ch. 3, p. 9-10)

- “...we do not provide information into the collaborative federal or state models. ... not just because of privacy issues and proprietary issues, but it’s also because we are bound by the anti-trust laws.” (S. Tays, ExxonMobil, Ch. 3, p. 11)
- “...as far as including the private sector. ...pre-negotiated contracts/memorandums of understanding or agreements. And non-disclosure agreements. If ...in place in advance and ...executable..., the Governor has ...extraordinary powers in an emergency.” (Gov. J. Geringer, ESRI, Ch. 3, p. 12)
- “...write your public sector partners into them (your plans)...if you’ve an interagency/emergency operations center, have a seat for your corporate partner ...your liaison... to the company.” (T. Lin, Sprint, Ch. 3, p. 13)
- “...they (private sector) have regulated terminals underneath the Coast Guard, they obviously need... to have certain equipment to keep their terminals and their businesses operating.” (S. Ruggerio, Port of Long Beach, Ch. 3, p. 19)
- “...how do we... provide ...information... not just to the large private sector institutions in our ports, but to the smaller ones...essential to the operation and ...resiliency...” (Hon. G. Foresman, former DHS Under Secretary, Ch. 1, p. 27)

Symposium Best Practices:

Alliances, Coffee Cup Diplomacy, SeaHawk

- “At NORTHCOM, ...we have about 40 non-NORAD, NORTHCOM entities with full-time representatives walking our headquarter floor all the time. Not all federal, certainly.” (B. McConnell, NORTHCOM, Ch. 1, p. 40)
- “...We have... “coffee cup diplomacy in Jacksonville.” We want to exchange business cards and... to talk to people long before there is a real need....” (C. White, Jacksonville Port authority Ch. 2, p. 3)
- “...the Coast Guard has... developed a fairly mature process ... a good open exchange, it’s not being dictated from the top down; vertical and horizontal communication...occurring..” (C. White, Jacksonville Port Authority, Ch. 2, p. 3)
- “We have the Baltimore Port Alliance where business administrators meet every second Friday of the month, just to talk over issues that are affecting the port.” (Capt. M. O’Malley, USCG Sector Baltimore, Ch 2, p. 4)
- “The Coast Guard does have an IOC, Interagency Operation Center, acquisition program now.” (Capt. M. McAllister, USCG Sector Charleston, Ch. 2, p. 7)

- *“...in Savannah...a readiness council that oversees the work of these committees, ... you...have all hazardous preparedness, not stovepipe plans. ... enhances port readiness.” (Capt. M. McAllister, USCG Sector Charleston, Ch. 2, p. 7)*
- *“...SeaHawk...we are establishing a link with the State Fusion Center System... haven’t necessarily on the strictly Maritime side...but in the info sharing side, it is absolutely a part...(Capt. M. McAllister, USCG Sector Charleston, Ch. 2, p. 7)*
- *“Number one, we need to divide our port team into a site recovery team, your immediate first responder personnel. And that includes a lot of people other than the port personnel.” (G. LaGrange, Port of New Orleans, Ch. 2, p. 20)*
- *“...California Maritime Security Council... all the ports within California...meet on a monthly basis..coordinate. security details or security efforts, or emergency response plans...” (S. Ruggerio, Port of Long Beach, Ch. 3, p. 21)*
- *“...how we communicate to our mayors, what we have is the Homeland Security Council...of the UASI groups within the city, and then we coordinate with each other’s partnering agency...” (S. Ruggerio, Port of Long Beach, Ch. 3, p. 21)*
- *” ...the key. UASI port groups, the Area Maritime Security Committee, and something that helps integrate those including the private sector to deconflict things ahead of time...” (VADM J. Hull, USCG (ret.), Ch. 3, p. 20)*
- *“We have a partnership that we developed... called the “Business Emergency Operations Center... we deal with on an EOC to EOC type of basis, through a secure portal...” (Dr. C. Chumer, NJIT, Ch. 3, p. 21)*
- *“The Regional Catastrophic Planning Program...It consists of the North Jersey UASI region,... planning for 22 million people in a 20,000 square mile area. ...Port Authority of NY and NJ is a part.....” (Dr. C. Chumer, NJIT, Ch. 3, p. 21)*

Common Operating Picture / Proprietary Information

- *“...we do have a common operational picture...used by the Los Angeles region... LARCOP...Port of Long Beach has just been added...eventually be bringing that system into the Coast Guard...it has all the ICS forms.” (S. Ruggerio, Port of Long Beach, Ch. 1, p. 35)*
- *“So we’ve had to ...approach (building a portal) in a way ...don’t give out key business info to a potential competitor, but...address the concerns...capacity... ability to achieve resiliency.” (C. White, Jacksonville Port Authority, Ch. 2, p. 2)*
- *“...allowing the non-attributable sharing of correct data... we can facilitate those kinds of things...” (B. Donaldson, NC4, Ch. 3, p. 10)*

- *“Every day we talk from the DOE (Department of Energy) situation report. It shows refineries, capacity, what’s down, what’s coming back up, it shows the pipeline status, it shows the Gulf of Mexico or...production status...” (S. Tays, ExxonMobil, Ch. 3, p. 11)*
- *“...a lot of the states are not set up so they can accept proprietary info...So...we worked through trade associations for combined information; TX Petroleum Marketers, TX Oil and Gas, TX Chemical Council.” (S. Tays, ExxonMobil, Ch. 3, p. 11)*
- *“...LARCOP...Hopefully this helps bridge the gaps between the local, state, and federal partners to where it can aid in the comeback after an incident and recover our ports.” (S. Ruggiero, Port of Long Beach, Ch. 2, p. 34)*
- *“Joint Harbor Operations Center...It's a modern command and control center, ...open seven days a week, 24 hours a day... combines the resources and the talents of the Coast Guard, the Navy, Harbor Police, Customs and Border Protection, and other federal and local agencies and that depends upon the situation.” (C. Wurster, Port of San Diego, Ch. 2, p. 36)*

Overall Recommendations:

A Common operating picture must provide situational awareness for community leadership and emergency response stakeholders including local critical infrastructure points of contact (Crisis Response Officers), capacity, and real-time data about threats and response.

Additionally, it is important to determine and manage the right balance of information sharing and proprietary data between the public and private sectors. Part of success will depend upon stakeholders having access to and managing large amounts of data for planning purposes so that assets, capabilities and gaps have been address prior to crisis.

7) LEADERSHIP / SUSTAINABILITY

Symposium Overview:

Leadership is in part planning ahead for response and recovery.

Transcript Excerpts:

Symposium Recommendations:

Early Planning

- "When you need a friend, it's too late to make one." And that in fact is the bumper sticker describing what we try to do. (B. McConnell, USNORTHCOM, Ch. 1, p. 12)

- “The first 72 hours, you can’t wait for somebody else to act. What do I have, what do I need? Here’s my list.... Where can I get it? And if I can’t get all of it, can I at least manage within that to acceptable risk.” (Gov. J. Geringer, ESRI, Ch. 3, p. 31)

Leadership / Sustainability

- “It’s about sustainability over the longer term. The planning, the knowledge sharing, and the exercises in the interagency.” (Hon. G. Foresman, former DHS Under Secretary, Ch. 1, p. 41)
- “Every storm...every disaster is different...And it turns out that the most critical part of the hurricane plan is your recovery plan.” (S. Cernak, Port of Galveston, Ch. 2, p. 9)
- “The difference between vision and execution is the difference between success and no success. Having actionable information, being able to have the capacity to understand what you can do in the first 72 hours.” (Gov. J. Geringer., ESRI, Ch. 1, p. 26)
- “Before any disaster, time is your ally. It’s flexible and unlimited. However, after a disaster, it becomes your adversary. It limits your alternatives and is definitely in short supply.” (S. Cernak, Port of Galveston, Ch. 2, p. 10)
- “The last element that’s essential in all of this is leadership. Being able to connect the disparities and lead your way out...” (Gov. Geringer, ESRI, Ch. 1, p. 27)
- “And if we’re waiting for the government to give us that template on how to manage that type of relational, capacity building piece, we’ll be waiting a long time.” (J. Catalino, USNORTHCOM, Ch. 3, p. 27)

Overall Recommendations:

Planning for crisis, not only internally, but between sectors needs to take place prior to crises.

8) LEGAL/ INTERGOVERNMENTAL

Symposium Overview:

The ability of critical military bases and ports to remain resilient during catastrophic disasters or large scale crises depends upon well established relationships or interdependencies that are necessary to fortify our strategic communities’ local critical infrastructure. ‘Interagency’, ‘intermodal’, ‘integrated’, ‘regional’, ‘hybrid’ and ‘partnerships’ are key words to describe the essence of how these communities must approach policy directives for preparedness planning, response and recovery.

Transcript Excerpts:

Symposium Recommendations:

Corporate (Large and Small) Engagement

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27/39 - 2/16/2011

- “We do a great job and we’re a very mature on the local, state, and federal level in terms of preparing our first responders. The gap today is bringing along our corporate partners, ... and breaking old paradigms, which exist ..., at some governmental levels with how we interact, ...share intelligence and information with those very private operators, whom we’re going to depend on.” (C. White, Ch. 1, p. 15)
- “...whether it’s Fort Hood, or a local port, there’s a reliance and interdependence between not only the large business, but also the small businesses in bringing it together.” (Hon. G. Foresman, former DHS Under Secretary, Ch. 1, p. 39)
- “We have to find an alternative that the business and industry sector polices its own standard. It’s to their mutual benefit. Even when they’re in direct competition,..” (Gov. J. Geringer, Ch. 3, p. 26)

Interdependencies

- “...vast majority of ports in America are run by Port Authorities, .. a hybrid of ... local, ...state government, and... We don’t look at it from a hybrid standpoint.” (Hon. G. Foresman, former DHS Under Secretary Ch. 1, p. 17)
- “International, national, regional, local supply chains have to be interdependent, Maritime Transportation Security across all modes.” (RADM W. Justice, US Coast Guard Fifth District, Ch. 1, p. 18)
- “...sector commands centers certainly work with the Navy with the security piece, but the Interagency Operational Center construct is something that DHS, state, local, we’ve got to work towards, and then you’ve got to get intermodal.” (RADM W. Justice, US Coast Guard Fifth District, Ch. 1, p. 19)
- “...we’re going to take that command cadre, move ‘em with their command center, down to a federal building, with ICE, with CBP, across from ...JTTF, ...; they have to be with our port, federal, and certainly our center of gravity for the work that we’re talking about.” (RADM W. Justice, US Coast Guard Fifth District, Ch. 1, p. 19)
- “Interdependencies...what the Coast Guard does. ...critical infrastructure, key resource assessments. We do the same thing in the Guard. There are synergies there that could be used... but also, as you walk through the interdependencies, you’ll begin to uncover a lot of things that most people don’t consider.” (Col. R. McMillon II, National Guard, Ch. 3, p. 7)
- “I think the resources are out there to respond to every port security activity. We’re just not using the resources in a coordinated partnership manner.” (Gov. J. Geringer, Ch. 3, p. 26)
- “The military’s C2 command and control...moving to the new cooperate and collaborate... in a partnership, my...resources are a component of the overall set...that a community has to respond...” (J. Catalino, USNORTHCOM, Ch. 3, p. 27)

Prenegotiated Contracts / Memos of Understanding / Documentation

- “You know the technology is not an issue here. It really is the memos-of-understanding, the policies and procedures.” (B. Donaldson, NC4, Ch. 2, p. 43)
- “I think a tool that should really be considered as part of a recovery plan..., is the use of a pre-negotiated emergency contract.” (S. Cernak, Port of Galveston, Ch. 3, p. 10)
- “...document beforehand so that you’ll have that information available; not only for FEMA, but for your insurance recovery processes as well.” (G. LaGrange, Port of New Orleans, Ch. 2, p. 20)

Port Tier Structure

- “Each port’s unique, so one size fits all approach doesn’t necessarily work. And if you’ve seen one port, you’ve seen one port.” (Hon. G. Foresman, former DHS Under Secretary, summarizing C. White’s comments, Ch. 1, p. 16)
- “...so I think as we develop our systems, getting clear that ports can be in many different categories, and having the appropriate response.” (Sen. Landrieu, Ch. 1, p. 22)

State and Federal Role

- “Perhaps the Federal government should step in to help coordinate, at least among the states in the southern region where these hurricanes happen.” (Sen. M.. Landrieu, Ch. 1, p. 31)
- “...allowing the states and the government in place (local) to work those issues (fuel recovery)...” (S. Tays, ExxonMobil, Ch. 2, p. 12)
- “What happened in Katrina... it was three or four states. It was multiple parishes and jurisdictions. There wasn’t just one person in charge. Our system didn’t allow for that. That’s the kind of catastrophe I worry about.” (Sen. M. Landrieu, Ch. 1, p. 31)

Symposium Best Practices:

Emergency Signature Authority

- “So I got to walk around for seven months with a \$55 million signature authority, ... allowed me to react quickly through a very dynamic and unfolding situation and take immediate action to mitigate further losses. ...used for both reconstruction of facilities, as well as ensuring the navigability of our waterways... a recovery plan with identified funding in place provides a highly effective recovery program.” (S. Cernak, Port of Galveston, Ch. 2, p. 10)

Partnerships

- “...some progress that I’ve seen... Area Maritime Security Committees working and reaching out to the UALSI, the Urban Area Land Security Initiatives....” (RADM W. Justice, USCG Fifth District, Ch. 1, p. 18)
- “...regional port coordination and planning effort facilitates and improved resiliency. The five ports of the lower Mississippi River came together and became a great planning platform and a powerful grant recipient.” (Capt L. Stroh, Ch. 1, p. 19)
- “There are over 40 agencies represented in our SOC (State Operations Center)...” (S. Tays, ExxonMobil, Ch. 2, p. 11)

Private Sector Role

- “One of the things that has helped more than anything is that we’re in a state that enables business to perform its function, instead of trying to create a canopy over it and direct the business.” (S. Tays, ExxonMobil, Ch. 2, p. 12)

Overall Recommendations:

Develop interagency or hybrid preparedness, response and recovery plans on a regional or multi-jurisdictional basis. Empower or engage the private sector in all aspects of preparedness, in part to minimize the costs and burden of response and recovery, beginning with identification, training and credentialing of private and community sector Crisis Response Officers. Understand the leadership structure and authority in the surrounding jurisdictions, municipalities and states prior to crisis.

9) MILITARY / SECURITY

Symposium Overview:

There are interdependencies between ports, the military and the private sector. America’s commercial strategic ports also serve the military effectively with shipments to Kuwait and Afghanistan.

The commercial ports also intend to establish a relationship with the National Guard Civil Support Teams due to their response expertise for weapons of mass destruction (WMD).

USNORTHCOM’s mission is in part, and in the word of General Victor E. Renuart, Jr., to “anticipate!” That is, BE ready for crisis, versus a sole commitment to security and response.

Transcript Excerpts:

Symposium Recommendations:

Credentialing

- “...if we can't get people that need to get into a disaster scene efficiently, we can't recover efficiently.” (P. Picarillo, BNet, Ch. 2, p. 39)

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30/39 - 2/16/2011

Information Sharing

- "...our Port Security Pilot program ...to demo...flow of info from federal to state and local to private sector... threats, resources, response..., work out policies, procedures, governance...." (B. Donaldson, NC4, Ch. 2, p. 42)

Security

- "Good news is there's excess capacity. The bad news is there's excess capacity. It's because of these critical factors facing us today that we have to find ways to reduce the impact and duration of critical incidents, and that's achieving resiliency." (C. White, Jacksonville Port Authority, Ch. 1, p. 15)
- "...we couldn't be more committed and more recognized the strategic importance of that area water there ... how we might flow resources to protect..." (RADM. W. Justice, USCG, Ch. 2, p. 17)
- "...the major three themes are establish security, establish communications and have that funding. And within all those, make sure you're not recreating the wheel." (S. Sanders, Port of Corpus Christi, Ch. 2, p. 27)

State Defense Forces

- "...the State Defense Forces. ...not in all ..states, ... particularly where you have some ports. How they could ... facilitate between the private sector and the needs you ...have in your...ports." (J. Carney, CIPRR, Ch. 3, p. 4)
- "Is there a ...role for ...State Defense Forces to help facilitate, communicate with, ... coordinate the Crisis Response Officers ...you will have to identify ... your local critical infrastructure?" (J. Carney, CIPRR, Ch. 3, p. 5)

Tiering

- "For some reason we recently became a Tier II port...how could we be w/ our importance for petroleum as well as DoD cargo." (J. Roby, Port of Beaumont, Ch. 2, p. 16)

Unfunded Mandates

- "We have ... unfunded mandate (issue and check Transportation Worker Identification Credential cards). ...attempted ...to shift some of the burden on to our customers," (J. Roby, Port of Beaumont, Ch. 3, p. 29)
- "We're not getting any money to pay for the bodies that have to watch those cameras. So I'd like to again, go on record again as saying, "the port security program needs to be revamped." (J. Roby, Port of Beaumont, Ch. 3, p. 30)

Symposium Best Practices:

Interdependencies / Partnerships

- *“Significant progress CBP and ...Coast Guard ... joint protocols for expeditious recovery of trade. part of DHS’ strategy to enhance int’l supply chain security. ...next step...work with labor...” (RADM W. Justice, USCG, Ch. 1, p. 19)*
- *“The primary mission of the Ready Reserve Force (RRF)...is to support the Dept of Defense (DOD)...; however, if available these vessels would serve...relief functions in our Ports...” (S. Ruggiero, Port of Long Beach, Ch. 2, p. 32)*
- *“Further the Port seeks to define a relationship with the Army National Guard. The Civil Support Teams.... These CSTs are experts in dealing with weapons of mass destruction....” (S. Ruggiero, Port of Long Beach, Ch. 2, p. 32)*
- *“One of the things that we found at Fort Hood was again, lack of communications. ... capacity was diminished. So ...we came in with additional equipment and with satellite back hauled vehicles.” (T. Lin, Sprint, Ch. 1, p. 38)*
- *“Haiti...great example. The ability of the US Military, ... The Air Force went in...to get the airfield open. ...needed...Coast Guard to help lead the way...to open the port, .get...Navy ships., but also private sector ships. So it’s about that interdependency.” (Hon. G. Foresman, former DHS Under Secretary, Ch. 1, p. 21)*
- *“Joint Harbor Operations Center, or JHOC... and it does demonstrate true military and civil side teamwork.” (C. Wurster, Port of San Diego, Ch. 2, p. 35)*
- *“Disaster Mortuary Operations Team...in Haiti where we actually worked with the military on our base there.” (J. Hucks, Shellhouse Funeral Home, Ch. 2, p. 39)*

Security

- *“NORTHCOM mission statement, ... not just respond, but to anticipate, to get ready for..... It's easier, ...more expensive... deadly, to respond...than... to get ready for something.” (B. McConnell, USNORTHCOM, Ch. 1, p. 11)*
- *“We’re in the business of security because ...responsibility to our operations and our customers. ...doing this before 9-11, before the MTSA, before 33 CFR Part 105, ...a core business responsibility. ...corner stone for resiliency...all hazards. Not just terrorism.” (C. White, Jacksonville Port Authority, Ch. 3, p. 45)*
- *“...tunnels-which we are finding more and more of through a combination of human intelligence and technology - could be used to transport weapons of mass destruction.” (B. McConnell, NORTHCOM, Ch. 1, p. 10)*
- *“...Corporate Emergency Access System (CEAS)..it’s kind of a turnkey program.” (P. Picarillo, Ch. 2, p. 40)*

Strategic Ports Serving Military

- *“...take in a sixth of all the crude oil in the country...we are the busiest, strategic port for military cargo...” (J. Roby, Port of Beaumont, Ch. 2, p. 16)*
- *“...all three of the ports in the Gulf, that handle military cargo, are in the great State of Texas....” (J. Roby, Port of Beaumont, Ch. 2, p. 25)*
- *“We handle about 40 percent of all of the cargo that is coming and going for operation Iraqi Freedom; going over to Kuwait and to Afghanistan. And along with...Corpus Christi and ...Port Arthur, we're 3 of the 20-odd strategic military ports in the United States.” (J. Roby, Port of Beaumont, Ch. 2, p. 25)*
- *“...we suddenly started seeing the military begin to use commercial ports. And it was a very smart move. ...same things that make us an outstanding commercial port, work really well for the military.” (J. Roby, Port of Beaumont, Ch. 2, p. 25)*
- *“...why we believe that commercial port serves the military very well. And it's through the cooperation of our federal, state, local partners that we're able to do so.” (J. Roby, Port of Beaumont, Ch. 2, p. 26)*
- *“We're the number seven port in the country in terms of total tonnage when you include petroleum and refined product. ... everything we have for commercial cargo works well for military; roll-on roll-off berths.” (J. Roby, Port of Beaumont, Ch. 2, p. 26)*

Overall Recommendations:

It was suggested that the Port Tier structure and respective benefits be reviewed in order to align the structure according to the port's capacity, function or customer base. For example, in the case of Beaumont, the Port might be assigned a different Tier level or priority with respect to its service to the Department of Defense. Interdependency between the military and the private sector should be acknowledged in all preparedness, response and recovery plans. Communications capacity, even for the military, during times of crisis remains an issue without the support of the private sector.

With respect to Senator Landrieu's suggested that the federal government might step in to help coordinate large scale crisis; Governor Geringer suggests that in the case of coordination, the Joint Information Center or JIC authorized under DHS would be the appropriate entity to provide clear coordination and communication among governmental and private entities. But if there's a major oil spill as a result of a port disaster, then the responsible federal agency is the Coast Guard in close coordination with the EPA, rather than the DHS/FEMA authority. (Reference Oil Pollution Act (OPA) 90).

10) PUBLIC HEALTH / MEDICAL

Symposium Overview:

This sector was addressed indirectly through the discussions of various experts to be prepared for crisis. Without preparations that address the public health/medical concerns, the affected populations in the first 72 hours of crisis and recovery will suffer unnecessary risk and detrimental impact to life, limb and the economy.

Transcript Excerpts:

Symposium Recommendations:

- "...to incoming Governors is, know your emergency response plan before you take office."
(Gov. Geringer, Ch. 1, p. 25)

Overall Recommendations:

The interdependencies between sectors during crisis and recovery require integrated preparedness and training related to all public/health and medical initiatives, especially in view of the potentially large scale and the time and resources needed to affect hospital evacuations, care and concern needed for individuals with special needs and the inherent risks that both overt and covert infectious disease outbreaks and pandemic situations present to the general good order and health of the American public.

11) TRANSPORTATION / LOGISTICS

Symposium Overview:

Planning ahead with integrated decision making and technology is essential for all local critical infrastructure sectors including Transportation/Logistics.

Transcript Excerpts:

Symposium Recommendations:

Integrated Decision Making Capability

- "And the more that's done ahead of time with preset action plans, with the assurance that you have totally integrated decision making capability will make the difference as to how well you implement the plan..." (Gov. J. Geringer, Ch. 1, p. 26)

Symposium Best Practices:

Interagency / Fusion

- *“...we are the home of really one of the premier interagency operation center pilot programs. We call it Project SeaHawk... fully linked in between the State of South Carolina and State of Georgia..” (Capt. M. McAllister, USCG Sector Charleston, Ch. 2, p. 6, 8)*

Logistics Hub

- *“We are the closest of the East Coast ports to the Heartland, getting materials to the central part of the United States.” (Capt. M. O’Malley, Ch. 2, p. 4)*
- *“But Charleston is also one of the most critical logistical hubs for the Department of Defense in the nation. We handle about 50 percent of war fighting cargo that’s shipped by sea.” (Capt. M. McAllister, USCG Sector Charleston, Ch. 2, p. 6)*

Ready Reserve Force Vessels

- *“...one of the greatest things to happen as a result of that catastrophic event ready deployment vessels from around the United States, five of them, to come in and house 1,000 port workers and first responders; because there were no houses...now the template has been provided...” (G. LaGrange, ort of New Orleans, Ch. 2, p. 19)*
- *“they can serve as a floating port facility... a vessel tracking system to buffer port state control for the Coast Guard. ...a warehouse and storage space for survival reparations gear. ...provide alternate water and power supply. ..provide medical and survivor quarters for triage.” (S. Ruggerio, Port of Long Beach, Ch. 2, p. 33)*
- *“The LEADER initiative will use USG Maritime Administration ships ...to pre-stage disaster and emergency relief supplies. With 54 % of the US population... along the coast... will greatly assist the response...” (L. Blessinger, ABS Consulting, Ch. 2, p. 44)*

Recovery

- *“...NRF & ICS provides for Marine Transportation System Recovery Unit...helped prioritize the cargoes/ships/commodities that needed to come into that port to facilitate, not only the region, but the nation.” (Capt. L. Stroh, US Coast Guard, Ch. 1, p. 20)*
- *“The LEADER initiative will use USG Maritime Administration ships ...to pre-stage disaster and emergency relief supplies. With 54 % of the US population... along the coast... will greatly assist the response...” (L. Blessinger, ABS Consulting, Ch. 2, p. 44)*

Overall Recommendations:

Project SeaHawk is a model fusion center to replicate in other communities. The Ready Reserve Force vessels should be factored into planning budgets as they facilitate economic recovery by providing port community relief with supplies and housing.

CONCLUSION / NEXT STEPS

To implement key recommendations outlined in this white paper, the ReadyCommunities Partnership will promote the following two exercises:

Identification & Fortification of Local Critical Infrastructure & Crisis Response Officers

To identify and fortify the local critical infrastructure in America's strategic communities, the Partnership advocates developing an identification, training and credentialing process that 1) brings together the mayor, military base commander, heads of large institutions, county executives and representatives of local business, associations and community organizations, to identify their contractors, suppliers, and vendors which constitute their "collective" local critical infrastructure; 2) identifies any dependencies by more than one institution on a sole provider or vendor; and 3) develop a training and credentialing system for Crisis Response Officers (CROs) for the local critical infrastructure that integrates them into the local emergency response network, and leverages their company assets and capabilities. In the case of multiple dependencies on one provider, the imperative step is to identify backup providers or mechanisms.

If you or your organization would like to participate in this exercise please contact Rosalie J. Wyatt, ReadyCommunities Partnership (rjwyatt@wyattcgi.com).

Symposium Recommendations

- "Our role here, as stakeholders, is to find or develop a template, maybe built on an exercise, ..., that accomplishes that. It can use technology to identify local critical infrastructure, or starting with the contractors, that are under contract with the ports, with the government, with the institutions, and then look for that next ring of capability beyond them, so that the local communities really become the support for the national capability." (J. Carney, CIPRR, Ch. 3, p. 45-46)
- "...a template for an exercise; how you could bring the military base, the mayor, the port director, the critical infrastructure that supplies all of those on contract, the institutions in the

community that need to survive the first 72 hours; and have them go through that exercise?... The information being a mutually visible, but specific to decisions that have to be made.” (J. Carney, CIPRR, Ch. 3, p. 38, 43)

- “It’s easy to say gasoline and phones. But it’s a lot harder to go out and say, who’s the Crisis Response Officer for the petroleum, for the propane company that delivers all the propane for all the generators in this 30 mile area? And we don’t even know that everybody, the military base, the port, the institutions, the city, all rely on the same provider. ...that’s an Achilles heel right there. And how can you work together in a partnership to reinforce that weakness? How can you reach out to the next level and put MOUs together with neighboring propane providers, or short haul carriers, or you know, who worked it out with the Stevedores, and others?” (J. Carney, CIPRR, Ch. 3, p. 33)
- “...out of some of the Gilmore Commission legacy, is that there is an Achilles heel potentially in the US, which is that the communities really are the national fabric of our resiliency...if I can put it that way....and we rely on the local capability to operate for the first 72 hours of a national crisis. During the first 72 hours of a national crisis, government is really functioning to operate, and its own continuity becomes its mandate. (J. Carney, CIPRR, Ch. 3, p. 45)
- Sending assets to some place when every place has to stand on its own, is impossible, because there's not enough money, not enough people, and not enough resources to do that. However, at the same time, the vast wealth and capability of this country is in the local communities. It's in all the companies, it's in all of the small suppliers, and all the small businesses and the volunteers and in the organizations that are out there. (J. Carney, CIPRR, Ch. 3, p. 46)

Symposium Best Practices

- “...we have two Crisis Response Officers sitting at the head table here. Sara (ExxonMobil)...Governor (ESRI)...Tanya (Sprint). They know what their corporation needs to operate on a customer oriented model, but yet they also understand that they have additional customers which are their partners at the public sector and at the community sector level and others.” (J. Carney, CIPRR, Ch. 3, p. 31)
- “And so they make a commitment of resources and they go out and they spend that money, and they don’t wait for a replacement check from some government or anybody else... We don’t need to invent anything new here. There’s amazing capacity in America’s private sector that is completely untapped.” (J. Carney CIPRR Ch. 3, p. 31-32)

NC4 Port Security Pilot Program: Inter-Sector Information Flow

NC4 is planning a Port Security Pilot program to demonstrate flow of information about threats, resources, response from and between the federal to state and local governments to the private sector

and strategic ports while working out the requisite policies, procedures and governance. For more information please contact Bill Donaldson (bill.donaldson@nc4.us) or Rosalie J. Wyatt.

APPENDIX

ReadyCommunities Partnership Military Base & Port Community Resiliency Initiative Overview (2008):

America's domestic response capability can be measured in part by its communities' ability to respond during the first 72 hours of crisis without the assistance of a state or federal partner. This requires each community to know its own local critical infrastructure for services, deliveries and communications, and the corresponding logistics and dependencies on external supporting infrastructure.

A majority of the critical infrastructure other than public sector power, water and sewer are owned and managed by the private sector. Even some of the public sector services and transmission facilities are maintained by commercial vendors. Mapping this local infrastructure and dependencies on external support logistics is an important part of each local public sector understanding of its own community's ability to prepare and respond to threat or crisis. Partnerships and programs developed locally to identify, catalog and support this process helps not only local communities, but strengthens America's overall domestic response capability.

One critical benefit of a well-developed local critical infrastructure identification and logistics plan is how it can help reinforce port and military base resiliency in such communities. Most port facilities and military bases rely upon local contract providers for delivery of goods and services. Working in a few key communities through an exercise, ReadyCommunities Partnership members can help identify how communities can implement some basic components of a template to identify, catalog and map asset and logistics capabilities and gaps in the local critical infrastructure using knowledge of the networks and resources of local private, academic and community sector stakeholders in conjunction with the local public sector leadership.

To keep the project within practical boundaries, a Military Base Working Group (MBG) would focus on defining the initial objectives and recommending various components of a template to be developed and then shared with key communities in subsequent pilots. For example, the MBG could develop

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recommendations on how to integrate local academic partners to survey local businesses and community services organizations, how to identify contractors that provide services to bases, ports, institutions, cities and counties; develop the requirements for Crisis Response Officers (CROs); and how these CROs and their company assets might be brought into a secure network and resource-typed and cataloged; the MBG could investigate ways that might incentivize local businesses and organizations to participate and become involved and protect sensitive proprietary information and limit liability; and, the MBG could develop a realistic outline of the steps and requirements needed to go from mapping of infrastructure and logistics to identification of gaps in communications, services and deliveries.

Some of the framework has already been built by various state and federal agencies and is embodied in national plans, capabilities/task requirements and systems. Here however, the objective here is not to reinvent but to apply this work using current private technology, best practices and innovation at the local level through compatible, common-sense solutions that facilitate the coordination between military, public, private and community sector organizations. Other non-local participants in the ReadyCommunities Partnership can provide market experience, academic and technical tools in order to meet requirements as they are identified during the exercise.

The baseline model defined through this exercise must be scalable, understandable, adaptable and easily implemented at the community level, making the role of the MBG that of outlining the vision, initial plan and corresponding next steps rather than complex demonstrations or cost intensive exercises. MBG's contribution should be a thoughtful, foundational effort that defines the challenge, identifies current technology and best practices, and proposes a framework that communities and large institutions can use to identify, resource-type and catalog local assets and infrastructure that reinforce public and military sector logistics and capabilities.

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