



**READYCOMMUNITIES  
PARTNERSHIP**

**MILITARY BASE AND PORT COMMUNITY RESILIENCY INITIATIVE:  
Atlantic and Gulf Coast Connectivity,  
Identifying Local Critical Infrastructure and Crisis Response Officers**

**PortMiami Field Hearing and Pilot Planning Summary:  
Stakeholder Best Practices and Recommendations**

**May 10, 2011  
PortMiami, FL**

**First Edition**

## TABLE OF CONTENTS

- I) Initiative Co-Chairs, Planning Committee, Partnership Advisory Board: pp. 3-4
- II) PortMiami May 10, 2011 Hearing and Pilot Planning Participants List: pp. 5
- III) Forward by Hon. Asa Hutchinson: p. 6
- IV) Introduction to Miami Model for Resiliency: pp. 7-8
- V) Executive Summary by Rosalie J. Wyatt: pp. 9-10
- VI) Editorial Committee: p. 11
- VII) Stakeholder Best Practices and Recommendations by Sector: pp. 12-39
  - 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
- VIII) Pilot Planning Next Steps: pp. 40-41
- IX) Appendix: Military Base/Port Resiliency Initiative Overview (2008): p. 42-43

READYCOMMUNITIES PARTNERSHIP

MILITARY BASE AND PORT COMMUNITY RESILIENCY INITIATIVE:

Atlantic and Gulf Coast Connectivity,  
Identifying Local Critical Infrastructure and Crisis Response Officers

Field Hearing and Pilot Meeting Summary:  
Stakeholder Best Practices and Recommendations

May 10, 2011

PortMiami  
Miami, Florida

With appreciation for their leadership:

*Initiative Honorary Chairman*

Hon. Mary L. Landrieu  
Chairman of Senate Homeland Security and Governmental Affairs Committee

*Initiative Hon. Co-Chairman and ReadyCommunities Partnership Adv. Board Chairman*

Hon. Asa Hutchinson, US Congressman (R-AR3, '97-'01) and DHS Under Secretary ('03-'05)

*Initiative Citizen Co-Chairman*

Mr. Daniel Gillison, National Director, Public Safety Programs, Sprint

*Initiative Co-Chairs*

Hon. Jim Geringer, (Governor of WY '95-'03), Director Public Policy and Strategy, ESRI

Ms. Tanya Lin, Manager, Emergency Response Team, Sprint

Ms. Sara K. Tays, Southwest Government Relations Manager, ExxonMobil

*Miami Field Hearing Moderators*

LTG Steven H. Blum, Executive in Residence, Johns Hopkins School for Public Policy

Ms. Rosalie J. Wyatt

*Miami Pilot Planning Session Moderator*

Mr. James Carney, Chairman, Community Institute for Preparedness, Response and Recovery

*Miami Field Hearing Planning Committee*

*Miami, FL*

Dr. Teo Babun, Executive Director, AmericasRelief Team

Mr. Bill Johnson, Director, PortMiami

Mr. Matthew Minor, Programs Director, AmericasRelief Team

Mr. Eric Olafson, Esq., Intergovernmental Affairs, PortMiami

*Washington, DC*

Ms. Rosalie J. Wyatt, National Director, ReadyCommunities Partnership`

*ReadyCommunities Partnership Advisory Board*

Hon. Asa Hutchinson, Adv. Board Chairman, RCP/CCROA, former US Congressman

(R-AR3, '97-'01) and DHS Under Secretary ('03-'05)

Hon. Tom Ridge, DHS Secretary ('03-'05)

Hon. Michael Chertoff, DHS Secretary ('05-'09)

Hon. Mary L. Landrieu (D-LA), Hon. Chairman, ReadyCommunities Partnership Military Base and Port Community Resiliency Initiative: Local Critical Infrastructure/Crisis Response Officers

Hon Bonnie McElveen-Hunter, Chairman, American Red Cross; CEO, Pace Communications

Hon. George Foresman, DHS Under Secretary ('06-'07), Vice Chairman, Gilmore Commission

Gen. Victor E. Renuart, Jr., US Air Force (Ret.)

Hon. Byron Brown, Mayor, City of Buffalo, NY

Hon. Terry Bellamy, Mayor, City of Asheville, NC

LTG Russel L. Honore', US Army (Ret.)

Mr. Jeb Carney, Chairman, Community Institute for Preparedness, Response and Recovery

Dr. Jerry Mechling, John F. Kennedy School of Government, Harvard University

Mr. Joe Trippi, Principal, Trippi and Associates

Mr. Daniel Gillison, National Director, Public Safety Programs, Sprint

Ms. Rosalie J. Wyatt, National Director, ReadyCommunities Partnership

*ReadyCommunities Partnership Committee of 100*

Mr. Robert Adams, President and CEO, Global Security Systems

Ms. Debbie Hastings, Vice President, Texas Oil and Gas Association

Mr. James Hoffman, Salt Lake Community College, Institute Public Safety, Criminal Justice

Mr. Bryan Norcross, President and CEO, America's Emergency Network

Mr. Christopher Ptomey, Director of Federal Relations, Habitat for Humanity International

Mr. Joe Viens, Director, Time Warner Cable

*ReadyCommunities Partnership Charter Members*

Christian Appalachian Project, Envisage Technologies

National Federation of Independent Business

Previstar, Siemens, TerreStar

*RCP PortMiami Field Hearing and Pilot Planning Participants List – May 10, 2011 (partial)*

Dr. Teo Babun, Executive Director, AmericasRelief Team  
Mr. Raymond Barreto, Division Chief, Miami-Dade Fire and Rescue Department  
LTG Steven H. Blum, Executive in Residence, Johns Hopkins School of Public Policy  
Mr. David C. Bohl, Civil Engineer, U.S. Army Corps Engineers, Defense, Critical Infrastructure  
Mr. Frances Bohnsack, South Atlantic Gateway Director, DOT Maritime Administration  
Mr. Jay Brickman, VP Government Services, Crowley Maritime Corporation  
Mr. Jeb Carney, Chairman, Community Institute for Preparedness, Response and Recovery  
Dr. Ramdas Chandra, Associate Professor International Business, Nova Southeastern University  
Dr. Ruth Clarke, Associate Professor International Business, Nova Southeastern University  
LTC Antonio Colmenares, International Services Director, American Red Cross  
Mr. Brendan Corrigan, SVP Marine Operations, Carnival Cruise Lines  
SA John J. DiPaolo, FBI Miami  
Mr. Bill Donaldson, Director of Government Programs, NC4  
Ms. Odalys Fajardo-Guerrero, Sr. Director Asset Protection, Wal-Mart  
Capt. Alfredo Ferrer, Miami-Dade Police Department/Seaport Operations  
Mr. Roman Gastesi, County Administrator, Monroe County Office of Emergency Management  
Hon. Jim Geringer, WY Governor ('95-'03), Director of Policy and Strategy, ESRI  
Mr. Dan Gillison, National Director, Public Safety Programs, Sprint  
Ms. Ana M Guevara, VP Corporate Affairs, Wal-Mart Latin America  
Mr. Bill Johnson, Port Director, PortMiami  
Ms. Tanya Lin-Jones, Manager, Emergency Response Team, Sprint  
Mr. James Maes, ABS Consulting  
Ms. Victoria Mallette, External Affairs, Miami-Dade County Emergency Management  
Mr. Jorge Matos, Program Manager, General Dynamics Information Technology  
Mr. Matthew Minor, Programs Director, AmericasRelief Team  
Mr. Eric Olafson, Esq., Manager, Intergovernmental Affairs, PortMiami  
Mr. Bill Olejasz, Assistant Port Director, Miami Seaport, U.S. Customs and Border Protection  
Mr. Jerry Oshesky, Assistant Vice President, LP Group Incorporated  
Mr. Hector Pesquera, Assistant Director for Security, PortMiami  
Mr. Cory Pharr, VP and Director, Government Relations, Maritime Association of South Carolina  
Mr. Shawn Powell, Deputy Chief, NGO Relations Branch, US Southern Command J9  
Mr. Bill Read, Director, National Oceanic and Atmospheric Administration  
Mr. Domenico Rognoni, VP, Safety, Environmental and Quality Assurance, Carnival Cruise Lines  
Ms. Lisa Samson, Director, US Southern Command J9  
Capt. Chris Scraba, Commander, Sector Miami, U.S. Coast Guard  
Mr. Curt Sommerhoff, OEM Director, Miami-Dade County Dept. of Emergency Management  
Ms. Ana Sotorrio, President, Aviation Strategies and Trade Solutions  
Mr. Sam Tidwell, CEO Miami, American Red Cross  
Mr. Armando Varona, Director of Sales, Seaboard Marine  
Mr. Paul Vitro, EM Coordinator, Miami-Dade County Emergency Management  
Mr. Jarrett Wolf, Esq., Law Firm of Jarrett Wolf  
Ms. Rosalie J. Wyatt, National Director, ReadyCommunities Partnership

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

## FORWARD

by

Hon. Asa Hutchinson

Advisory Board Chairman, ReadyCommunities Partnership  
Military Base and Port Community Resiliency Initiative Hon. Co-Chairman  
Member of Congress (R-AR, 1997-2001) and 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. Since then, RCP has convened additional symposia in Galveston, Texas; Charleston, South Carolina and at the Senate Dirksen Office Building in Washington, DC with participation by Initiative Hon. Chairman Senator Mary L. Landrieu and leaders of city and county emergency management, the U.S. Coast Guard, National Guard, community organizations, and small and large business to address the importance of creating a common operating picture of local assets and critical infrastructure.

Working in collaboration with PortMiami and Atlantic and Gulf Coast stakeholders, our goal is to continue developing a working model of the Crisis Response Officer (CRO) to help identify and fortify local critical infrastructure by avoiding sole reliance on key vendors by the port, military base and local institutions in order to better prepare America's strategic communities for a large-scale or national crisis.

The ReadyCommunities Partnership advocates establishing these local private sector and community organization CROs on a national basis as designees for vendors, contractors, suppliers and community institutions. They can serve as an essential link to the public sector for improved cross-sector communications, and provide information about private sector resources that can augment public sector response capabilities during the first 72 hours of crisis.

Please take a few moments to read through the attached presentation of best practices and recommendations posited at the PortMiami field hearing, and participate with us in the pilot project described in the appendix to help stand-up a cadre of CROs to identify and fortify local critical infrastructure in our nation's strategic base and port communities.

I thank all who have participated in this important initiative and for their valuable contributions leading to this document and pilot project.

## INTRODUCTION:

### Miami Model for Resiliency

by

#### *Military Base and Port Community Resiliency Initiative Co-Chairs*

Hon. Jim Geringer, (Governor of WY '95-'03), Director Public Policy and Strategy, ESRI  
Daniel Gillison, National Director, Public Safety Programs, Sprint  
Tanya Lin, Manager, Emergency Response Team Manager, Sprint

#### *PortMiami Field Hearing Hon. Co-Chairman*

LTG Steven H. Blum, Executive in Residence, Johns Hopkins School of Public Policy, and  
former NORTHCOM Dep. Commander and National Guard Bureau Chief

#### *PortMiami Field Hearing Co-Host*

Mr. Bill Johnson, Port Director, PortMiami

#### *Miami Crisis Response Officer Pilot Planning Committee*

Dr. Teo Babun, Executive Director, AmericasRelief Team  
Mr. Hector Pesquera, Assistant Director for Security, PortMiami  
Mr. Curt Sommerhoff, OEM Director, Miami-Dade County Dept. of Emergency Management

On May 10, 2011, ReadyCommunities Partnership field hearing participants met at PortMiami and introduced key aspects of the Miami Model for Resiliency.

Both PortMiami and Miami-Dade County are uniquely situated geographically as well as qualified with many years of public and private sector leadership and experience preparing and responding to natural and man-made crises. Together, as a public and private sector team, we understand the importance of grassroots initiatives and would like to share these May 10<sup>th</sup> introductory excerpts with you about the Miami Model for Resiliency. We look forward to working with you in the next phase of the ReadyCommunities Partnership pilot to further the work of the Military Base Port Community Resiliency Initiative.

#### ***Highlighting the Miami Model***

“...work together to knit together our capabilities and highlight the Miami model for others to benefit.” (R. Wyatt, ReadyCommunities Partnership, p. 3)

#### ***Nexus of North and South America***

“...PortMiami, we’re right at the nexus of the North and South America.” (B. Johnson, PortMiami, p. 2)

***Florida's Largest Container Port, World's Busiest Cruise Port***

“And of course, it’s the largest container port in Florida and one of the leading container ports in America. As the world’s busiest cruise port, PortMiami is a logical link to the Caribbean and really to all the Americas in terms of any type of crisis.” (B. Johnson, PortMiami, p. 2)

***Regional Employer***

“...PortMiami and the Port of Port Everglades, those two ports take in from a revenue perspective, 31 billion dollars and they employ 300,000 people just in this region.” (C. Scraba, U.S. Coast Guard, Sector Miami, p. 31)

***Miami Template for Resiliency***

“And those ideas you will hear about today, ways to engage the private sector, community organizations, forge the partnerships that were starting to see now today, and to analyze what we call best practices and to combine those best practices in ways so that communities have a template that they can follow.” (J. Carney, CIPRR, p. 7)

***Template and Pilot Planning Next Steps***

“It doesn’t make any sense really to ask people to Lewis and Clark this.” (J. Carney, CIPRR, p. 7)

“...we’ll be able to basically pull out... the different processes that people have figured out how to create, workarounds, and to also come up with some new ideas...that’s how things progress.” (J. Carney, CIPRR, p. 7)



## EXECUTIVE SUMMARY

by

Rosalie J. Wyatt  
National Director  
ReadyCommunities Partnership/CCROA

On May 10, 2011, about 50 of our nation's military base, port community and private sector leaders convened at PortMiami, Florida for the "2011 Symposium: Field Hearing and Pilot Planning: Military Base and Port Community Resiliency Initiative, Atlantic and Gulf Coast Connectivity, Identifying Local Critical Infrastructure and Crisis Response Officers."

The Miami field hearing was a follow-up to the 2010 Military Base and Port Community Resiliency Initiative symposium held at the Senate in 2010, with the support of the Initiative Hon. Chairman Senator Mary L. Landrieu and Initiative Hon. Co-Chairman and ReadyCommunities Partnership Advisory Board Chairman Hon. Asa Hutchinson, to address an important mission to increase national resiliency by avoiding sole reliance on a single vendor for local critical infrastructure in our nation's military base and port communities.

Additionally, participants highlighted national and Miami-Dade County best practices and recommendations for resiliency in the first 72 hours of a large-scale or national crisis and discussed next steps for bringing leaders from the Gulf Coast, East Coast and Caribbean into a secure portal to exchange planning and preparedness best practices and take steps in the proposed pilot project.

The complete 65-page transcript can be referenced at [www.readycommunities.org](http://www.readycommunities.org) for the full context of each of the excerpts provided in this summary.

Key recommendations from each of the 11 subcommittees are summarized as follows:

- Gen. Steven Blum said that everyone holds a piece of the Rubik's cube for resiliency. The private sector, individuals and the workforce hold critical roles in preparedness and response for the first 72 hours of crisis. Representatives from PortMiami and the U.S. Coast Guard discussed the importance of partnerships in gap analyses and resolution.
- The ReadyCommunities Partnership discussed how cross-boundary communications can be developed for the Gulf, East and Caribbean Bases and Ports through its pilot project and portal technology. Also, in a world of technology and applications, Gov. Geringer reminded participants to plan for responses to high impact scenarios based on low

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 9/43

probability of human error, to retest lines of communication, utilize scenario modeling tools; and inform the media. Lisa Samson of U.S. Southern Command highlighted how cell phones have served as valuable tools in the field when assessing the impact and needs as well as communicating solutions post-disaster. With social media, it was recommended that the quality of the information be assessed before distribution.

- Pre-plan for accounting and payment capabilities post-crisis, consider updating land use policies and build levees to sustain Category 4 or higher hurricanes.
- Practice cross-sector training for crisis response.
- Potential changes to sea levels should be considered when developing preparedness and response plans.
- Participants discussed the importance of partnerships, data management and common operating pictures to resiliency and the critical importance of understanding the theater prior to response. Additionally, with respect to protecting sensitive information during the early aftermath of crisis, the importance of establishing an internal facing picture was highlighted.
- Participants provided common sense advice for leadership that can make a difference in whether or not a recovery is successful including the importance of trust, following-through with plans, leveraging resources, tabletop exercises, planning for the unknown, development of the youth for the future and care for the families of first responders.
- Memorandums of understanding with potential vendors should be put in place prior to crisis and land use policies should be reviewed and updated in consideration of catastrophic storms. Port environments are complex with intergovernmental partners and resiliency plans must be addressed in this context.
- Working in collaboration with the public sector, the Corporate Crisis Response Officer can be piloted as a means for augmenting the public sector response capability during crisis response in preplanned ways, allowing the public sector to remain focused on their priorities.
- Resiliency post-crisis can be attributed to innovation, partnerships and resourcefulness when leveraging assets and solutions in the transportation and logistics sector.

If you would like to participate in the ReadyCommunities Partnership Essential Public Network secure portal with other public and private sector leaders to further the work of the Military Base and Port Community Resiliency Initiative for Atlantic and Gulf Coast Connectivity, Identifying Local Critical Infrastructure and Crisis Response Officers to support and augment local preparedness and resiliency in the first 72 hours of crisis, please contact [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com).

EDITORIAL COMMITTEE:

2011 ReadyCommunities Partnership PortMiami Symposium Summary

*Author and Editor*

Rosalie J. Wyatt, National Director, ReadyCommunities Partnership

*Co-Editors*

*Citizen/Community*

Mr. Curt Sommerhoff, OEM Director, Miami-Dade County Dept. of Emergency Management

*Communications/Technology*

Tanya Lin-Jones, Manager ERT Operations, Sprint

*Economics/Infrastructure*

Capt. Chris Scraba, Commander, Sector Miami, U.S. Coast Guard

*Education/Training*

Capt. Alfredo Ferrer, Captain, Miami-Dade Police Department/Seaport Operations

*Fuel/Energy*

Mr. David C. Bohl, US Army Corps Engineers, Defense, Critical Infrastructure Program/  
Public Works Sector

*Intelligence/Situational Awareness*

Hon. Jim Geringer, (Governor of WY '95-'03), Director of Policy and Strategy, ESRI

*Leadership/Sustainability*

Mr. Bill Donaldson, NC4

*Legal/Intergovernmental*

Mr. Eric Olafson, Esq., Intergovernmental Affairs, PortMiami

*Military/Security*

LTG Steven H. Blum, Former NORTHCOM Deputy Commander, Former National Guard  
Bureau Chief

*Public Health/Medical*

LTC Antonio Colmenares, USMC (ret.), International Services Director, American Red Cross

*Transportation/Logistics*

Mr. Jay Brickman, VP Government Services, Crowley Maritime Corporation  
STAKEHOLDER BEST PRACTICES AND RECOMMENDATIONS

Highlights of best practices and recommendations of the ReadyCommunities Partnership May 10, 2011 PortMiami Field Hearing and Pilot Planning Session are presented by subcommittee in this summary (pp. 13-40):

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 complete field hearing transcript can be referenced at [www.readycommunities.org/](http://www.readycommunities.org/).

## 1) CITIZEN/COMMUNITY

### Symposium Overview:

As listed below in this section, participants from the private and public sectors highlighted a variety of best practices and partnerships that can serve as models for other cities, counties, regions and states in developing national resiliency for preparedness and response in the first 72 hours of crisis. For example, ReadyCommunities Partnership highlighted the role of the Corporate Crisis Response Officer and Curt Sommerhoff of the Miami-Dade County OEM highlighted the partnership with FEMA to launch the CORE program; Communities Organized to Respond in Emergencies.

### Transcript Excerpts:

### Symposium Recommendations:

#### 1<sup>st</sup> 72 Hour Community Resiliency

##### ***Understanding that Everyone Holds a Piece of the Rubik's Cube***

- "...because there's not a person here that doesn't hold a piece of the puzzle. ...this is a Rubik's cube. (S. Blum, Johns Hopkins School of Public Policy, p. 4)

##### **Private Sector and Community Leadership and Engagement**

##### ***Private Sector Solutions and Critical Role***

- "...the private sector that really holds the key to a lot of the solutions that we often overlook, particularly if we're in a formally organized organization such as the military or the coast guard." (S. Blum, Johns Hopkins School of Public Policy, p. 4)
- "...in the last and final report the Gilmore Commission recommended that there be a larger role for community organizations and the private sector in first response, planning and preparedness." (J. Carney, Community Institute for Preparedness, Response and Recovery, p. 6)

##### ***Interdependency***

- "...you learn the interdependency as quick as anything, because the neighbor you fought with one day may be the one that pulls you out of a snow bank the next." (J. Geringer, ESRI, p. 8)

##### ***Individual Responsibility***

- "As General Blum said, "there's something about what goes on inside people's heads that either is a factor of success or a factor that could lead to failure." (J. Geringer, ESRI p. 9)

### ***Grass Roots Initiatives***

- "...working from the local level, at the grass roots level up ... and then expanding upon that is really the best path to success." (*B. Donaldson, NC4, p. 15*)

### ***Local Decision-Making***

- "So those of you in the local community need to know to get in there and let them know how their decision impacts you before they make the decision. Much easier to change it before they announce it, then it is to untie that knot when it's done." (*S. Blum, Johns Hopkins School of Public Policy, p. 45*)

### ***Workforce Resiliency***

- "And...in order for the region to be resilient, then the workforce has to show up to work. And so people have to be prepared with their plans. In the Coast Guard we had recall list, we had accountability lists. ...make sure that the responsibility of resiliency comes all the way down to the individuals." (*J. Maes, ABS Consulting, p. 51*)

### **Government Sector Leadership and Engagement**

#### ***Routine Gap Analysis, Partnerships and Collaboration***

- "If you don't know who else has the capacity that you lack, the gap analysis that was mentioned earlier, then how do you pull them in? They need to be routinely incorporated through planning, through preparation and practice." (*H. Pesquera, PortMiami, p. 34*)
- "But we can prepare, we can coordinate, we can exercise, we can plan, we can do everything. If you do not have that partnership...bring those stakeholders together...don't build that relationship based on trust, based on admiration, based on mutual respect, it's not going to work. ...the most important thing is the human interaction." (*H. Pesquera, PortMiami, p. 34*)
- "...scenario that day was a dirty bomb in a container at the pier and trying to find the gaps of what do we have for capabilities? How do we streamline to get the issues resolved to insure that the weapon itself was no longer going to be a threat, but more importantly working together on a collaborative effort to resolve that issue." (*C. Scraba, U.S. Coast Guard, Sector Miami, p. 33*)

### **Symposium Best Practices:**

#### **First 72 Hour Community Resiliency**

#### **Private Sector Leadership and Engagement**

#### ***Crisis Response Officers***

- "She (T. Lin-Jones) mentioned the Corporate Crisis Response Officer and that's a position that our organization (ReadyCommunities Partnership) advocates which is essentially a point person for every local institution who would be in communication with

Curt Sommerhoff's organization, for example...point persons for let's say a nursing home, a hospital, the port, a church, all the organizations in a community whom you need to know prior to crisis." (*R. Wyatt, ReadyCommunities Partnership, p. 18*)

#### ***Business Continuity Information Network in the Emergency Operations Center (EOC)***

- "I think that the business continuity information network and having representation from the private sector in the EOC is one of the keys that allows us to do that." (*C. Sommerhoff, Miami-Dade OEM, p. 23*)

#### ***Community Outreach***

- "...we were one of the test communities for building the tool box for the Community and Regional Resiliency Initiative, and a number of our people who serve on our own emergency preparedness functions became involved in the CARRI Program and we started that outreach into the community through East Cooper Community Outreach..." (*C. Pharr, Maritime Association of South Carolina, p. 38*)

#### ***Port Emergency Information Center Group***

- "...we formed our Port Emergency Information Center Group and began working with a combination of our federal partners, our state partners, and then local industry to - how would we reconstitute the Port of Charleston." (*C. Pharr, Maritime Association of South Carolina, p. 36*)

#### **Government Sector Leadership and Engagement**

##### ***DoD-Private Sector Partnership***

- "And for us at the Department of Defense, we learned that early and continuous collaboration with the private sector, that is the nongovernmental organizations and academia during steady state, really helped the Department of Defense's ability to respond to a crisis more effectively." (*L. Samson, U.S. Southern Command J9, p. 24*)

##### ***Getting Employees Back to Work***

- "CBP provides emergency response to our employees, so that we can get them back to work." (*B. Olejasz, PortMiami CBP, p. 53*)

##### ***Warehouse with Provisions***

- "CBP has.... a warehouse established in West Dade... we have all basic supplies there - water, MREs, generators, chain saws all these things that we can use in order to get our officers to take care of their homes and their families so that they can come back to work." (*B. Olejasz, PortMiami CBP, p. 53*)

##### ***Whole Community Practice***

- "...in Miami-Dade we really have deployed a whole community concept to the way we do our disaster management and disaster response." (*C. Sommerhoff, Miami-Dade County OEM, p. 19*)

### ***Flood Mitigation State Partnership Model***

- "...Local Mitigation Strategy Work Group (LMS) and this work group is a partnership between the Department of Emergency Management, our colleges and universities, our other local government agencies and our private sector partners. And this group has been significantly successful and is a model here in the State of Florida. We've actually brought in over 260 million dollars in hazard mitigation grant, that's hardened things like hospitals, police stations, fire stations, shelters. It has addressed the once flood-prone areas of Miami-Dade County with almost half of those mitigation dollars being addressed to flood mitigation." (C. Sommerhoff, *Miami-Dade County OEM*, p. 19)

### ***Identification of Options for Shelter and Volunteers***

- "One of the examples of that is the University of Miami, a private university, but we saw a vulnerability there with some of the dormitories on the campus, that if during an emergency they had to evacuate because those dormitories were unsafe, well that's space in our public shelters. So why not put shutters on those dormitories have those folks be able to stay in place and reserve the space in those shelters for the public, other folks in the evacuating public." (C. Sommerhoff, *Miami-Dade County OEM*, p. 20)
- "...able to identify resources from these organizations, over 6,000 additional shelter spaces that were available through some of these organizations...Another 3,000 some volunteers that we had access to. A number of facilities that had commercial kitchens that could provide thousands more meals to displaced people in this community after a disaster." (C. Sommerhoff, *Miami-Dade County OEM*, p. 21)

### ***OEM Partnership with FEMA: CORE Communities Organized to Respond***

- "...we launched an initiative here in Dade County in partnership with FEMA it's called CORE Communities Organized to Respond in Emergencies. And... it's an org - it's a process of identifying community-based and faith-based organizations here in the community." (C. Sommerhoff, *Miami-Dade County OEM*, p. 20)
- "We hope what we build over the next year here in Dade County with FEMA will be a model for the rest of the country with CORE." (C. Sommerhoff, *Miami-Dade County OEM*, p. 21)

### **Overall Recommendations:**

Gen. Steven Blum said that everyone holds a piece of the Rubik's cube for resiliency. The private sector, individuals and the workforce hold critical roles in preparedness and response for the first 72 hours of crisis. Representatives from PortMiami and the U.S. Coast Guard discussed the importance of partnerships in gap analyses and resolution. For Miami-Dade or any jurisdiction to be resilient every sector of the community needs to be engaged; including community and volunteer organizations, colleges and universities, faith-based institutions and the private-sector.



## 2) COMMUNICATIONS / TECHNOLOGY

### Symposium Overview:

Cross-boundary communications facilitated by secure portal communications, provided by the ReadyCommunities Partnership and NC4 Corporation, was highlighted as critical to resiliency. Tanya Lin-Jones highlighted their role in response through Sprint's Emergency Response Team.

### Transcript Excerpts:

### Symposium Recommendations:

#### ***Plan for Human Error***

- “The problem that exists really is not that we don't have the pieces and we don't have the technology. The problem exists in about nine inches, which is the average distance between most people's ears. That's really where the problem exists.” (*S. Blum, Johns Hopkins School of Public Policy, p. 5*)
- “We don't plan very much for human error, yet that's one of the greatest possibilities for a circumstance; technical or technological things like chemical spill, something from a mobile source or stationary source where you have to protect yourself with whatever environment.” (*J. Geringer, ESRI, p. 11*)
- “...the human element that can oftentimes come into play if we're so dependent upon software systems and technology. Have we designed it such that a low probability, high impact event can be handled, whether it's a computer failure, we're so web-based anymore.” (*J. Geringer, ESRI, p. 11*)

#### ***Retest Lines of Communication***

- “Game plans are to be developed and lines of communication established. Both need to be reviewed and tested from time to time...people move from company to company and one government job to another. (*B. Corrigan, Carnival Cruise Lines, p. 49*)

#### ***Scenario Modeling***

- “Playing through those various scenarios is an advanced technology that's not used well enough. It gives you that perspective and that life experience so that when a real disaster occurs, rather slowly or rather suddenly, you can sense that something is happening. (*J. Geringer, ESRI, p. 12*)
- “...modeling that should have gone on ahead of time to say the fire will behave in this way... you can overwhelm a fire unit without even making that - by making a poor decision with the wrong analytics and the wrong information.” (*J. Geringer, ESRI, p. 14*)

#### ***“Feed” and/or Include the Media***

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 17/43

- "...there was also a public face. And if there's one thing you have to constantly be aware of in today's age of technology; feed the public, feed the media. If you're not feeding the media they will find their own sources... be prepared with solid information that demonstrates the capacity to respond correctly. (*J. Geringer, ESRI, p. 12*)
- "...And so as you start working on your exercises and training programs and things like that, it'd be really good to include the media for example, because the media is one of those ways to get good information to your workforce to tell them when to get here." (*J. Maes, ABS Consulting, p. 51*)

### ***Credentialing***

- "...in an 9/11 type event when there's a regional or even beyond regional response to something catastrophic, there's that need for this type of a credentialing system." (*C. Sommerhoff, Miami-Dade OEM, p. 21*)

### Communications

#### ***Titles Don't Tell You Everything***

- "And don't let the labels fool ya...But the name of his company doesn't tell ya what they really do.... what capability and capacity they bring." (*S. Blum, Johns Hopkins School of Public Policy, p. 44*)

#### ***Be Clear, Avoid Costs and Opportunity Costs***

- "Closing a port means for example, no ships are coming in, no containers should be coming onto the port, or the workforce shouldn't show up to work....we have to be very clear about what we talk about when we say things like "closing the port". (*J. Maes, ABS Consulting, p. 51*)

#### ***Communication is the Key to Expeditious Recovery***

- "...it's critical here for the port operations to get them back up and running as soon as possible after any event and preparation and communication is the key." (*B. Olejasz, PortMiami CBP, p. 54*)
- "...don't know if DEA is already involved, but I certainly encourage their involvement in what you're doing." (*J. Wolf, Law Firm of Jarrett Wolf, p. 52*)

#### ***Communication with Civilian Personnel***

- "We have also the communications with the civilian personnel here at the port and the administration and obviously those are the capabilities that we need to address...." (*Capt. and Police Commander, Miami-Dade Police Department/PortMiami, p. 56*)

#### ***Designate Citizens with Cell Phones to Assess the Field***

- "...the quickest way for a speedy assessment is mobile workers in the field. The smart phones today are as good as any computer on your desk or can be. That information

coming in means you have citizens as sensors. You have designated people as sensors. (J. Geringer, *ESRI*, p. 59)

### E311 and Social Media

#### ***Assess Quality of Information***

- "...Twitter is georeferenced. Everything has to do with location. As data becomes more available from a whole wide variety of things, you have a challenge to decide what is meaningful and authoritative. So, as we talk about gathering data and exchanging information, you have to put a mechanism in to access the quality of that information. That doesn't mean not to accept the social media, because that can be a very valuable tool." (J. Geringer, *ESRI*, p. 58)

#### ***Assess and Evaluate Damages***

- "...E311 that local governments use extensively, can be a valuable tool to knowing where a damage assessment has yet to occur, but if nothing else, the frequency of a social media being posted on a known site gives you the ability to evaluate and access quickly." (J. Geringer, *ESRI*, p. 59)

### Symposium Best Practices:

#### Private Sector Leadership and Engagement

##### Secure Portal

#### ***Gulf, East and Caribbean Base and Ports Connectivity***

- "NC4 Corporation... long standing partner of the ReadyCommunities Partnership, providing...secure portal capability... we could if we wanted to connect the Gulf Coast, the East Coast, and even the Caribbean in a secure dialogue; which can be a compliment to today's popular social media usage." (R. Wyatt, *ReadyCommunities Partnership*, p. 15)

#### ***Buffalo-Niagara Cross-Boundary Communication***

- "...we have worked ...in the Buffalo-Niagara Region and there we did develop a cross-boundary model for collaboration. Detective Kevin Maloney has today 209 participants from various sectors communicating...through a portal; ...in the event of a crisis and in their part of the world they are often faced with snow storms and they use the portal for coordination. (R. Wyatt, *ReadyCommunities Partnership*, p. 16)

#### ***Sprint Emergency Response Team***

- "...Emergency Response Team loves to work with your agencies. Talking about a full scale exercise where you're bringing the federal, state, and local, as well as the enterprise and private sector together...Allow us to bring those critical communications, especially if you're relying on our communications during emergencies. If you want to offload some of your critical traffic, keep your radio systems for your critical traffic, off load some of your mutual aid type services." (T. Lin-Jones, *Sprint*, p. 17)

www.readycommunities.org, rjwyatt@wyattcgi.com

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

### ***Crisis Response Officer Credentialing***

- "...credentialing, and we advocate that through the Ready Communities Partnership, the identification of a Crisis Response Officer, the point person, who can then liaise with the private sector before crisis and credentialing of those individuals so that the local responder community knows who's allowed on site into the building first for expeditious response and recovery." (R. Wyatt, *ReadyCommunities Partnership*, p. 23)

### **Government Sector Leadership and Engagement**

#### ***Miami-Dade County Emergency Operations Center Activity***

- "Since 1992 when Hurricane Andrew hit, we actually activated our Emergency Operations Center 45 times." (C. Sommerhoff, *Miami-Dade Emergency Management*, p. 19)

#### ***Emergency Information Provided in the Field via Cell Phones***

- "...unbelievable thing in Haiti for us was the telecommunications off of a cell phone. Everybody knew where to get food, where to have medical assistance." (L. Samson, *U.S. Southern Command*, p. 25)

#### ***Media Pool Operated for Crisis Response***

- "...we operate a media pool. ... have access to every one of the major networks in both Spanish and English to get the word out during a crisis operation." (B. Read, *Hurricane Center*, p. 40)

#### ***Importance of Partnerships***

- "...An island here at the port and when a disaster occurs or a situation happens, we, by communicating, know what each other's capabilities for each agency is and how we address these casualties. We have communication from and partnerships with all the agencies including my FBI partner who's here." (A. Ferrer, *Capt. and Police Commander, Miami-Dade Police Department/PortMiami*, p. 55)
- "...there will be drilling off the coast of Cuba which starts here in September. And that's a very critical thing that we're looking at and why we have these partnerships." (C. Scraba, *U.S. Coast Guard, Sector Miami*, p. 34)

### **Overall Recommendations:**

The ReadyCommunities Partnership discussed how cross-boundary communications can be developed for the Gulf, East and Caribbean bases and ports through its pilot project and portal technology. Also, in a world of technology and applications, ESRI's Gov. Geringer reminded participants to plan for responses to high impact scenarios based on low probability of human error, to retest lines of communication, utilize scenario modeling tools and inform the media. Lisa Samson of U.S. Southern Command highlighted how cell phones have served as valuable tools in the field when assessing the impact and needs as well as communicating solutions post-

disaster. With social media, it was recommended that the quality of the information be assessed before distribution.

### 3) ECONOMICS / INFRASTRUCTURE

Symposium Overview:

Capt. Chris Scraba, Commander, U.S. Coast Guard, Sector Miami discussed the importance of collaborating with all partners in the ecosystem to conduct and resolve gap analyses for resiliency. Seaboard Marine, a member of the private sector highlighted a case of resourcefulness post disaster when a damaged facility was salvaged as a temporary port. The Miami-Dade County developed a Business Recovery Program to restore local critical infrastructure in the aftermath of disaster and the U.S. Army Corps of Engineers has developed redundancy plans for DoD critical infrastructure.

Transcript Excerpts:

Symposium Recommendations:

Economics

#### ***Impact of Port Resiliency on the Economy***

- "...As we talk particularly about resilience in the port, resilience has to do with not just the security of the port, protecting against something, hardening it or creating redundancies if something fails, it also has a big impact on the economy." (*J. Geringer, ESRI, p. 9*)

#### ***Pre-Plan for Crisis Accounting***

- "...if it actually emerges to a crisis situation and you have to act, you have to have finance contracting and accounting in place. No matter how quickly people want to volunteer, things become expensive and you can't go on without being paid." (*J. Geringer, ESRI, p. 59*)

#### ***Conduct Gap Analysis and Fill Gaps Prior to Crisis***

- "And our goal is working in a collaborative effort in these fiscally constrained budget times as we start to see some of the funding being cut for port state grants. Some of the funding being cut is negatively impacting the law enforcement/security capabilities of our state and local port partner agencies. This is so critical to trying to make sure we know everybody's capabilities so that we can fill the gap when the crisis hits; conducting tabletop exercises, knowing your partners capabilities and strengths better prepares us if the real thing happens, you're ready to quickly respond, recover and, reconstitute the port." (*C. Scraba, U.S. Coast Guard, Sector Miami, p. 34*)

Infrastructure

#### ***Update Land Use Policies***

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 21/43

- “I think there’s some things that keep going by disaster after disaster. Land use policy. I call it land misuse policy. We allow all kinds of building between the 100 year flood plain and the 500 year flood plain.” (*B. Read, Hurricane Center, p. 40*)
- “You’re all ports. You’re all going to get wacked someday. Hopefully not in your career. But it is there. And we just ignore it we just keep going right by. We have an event it does 100 billion dollars damage, and no one changes their land use policy. To me that is non-resilient. If we don’t attack that problem, all we’re doing is dealing with the response and saving lives; which is important, but we’re, you know.” (*B. Read, Hurricane Center, p.41*)

***Build Levees to Sustain Category 4 or Higher***

- “We hear all about how we’ve rebuilt the levees and they protect the city of New Orleans. They don’t tell you, it protects it to at best a low-end Category 3.” (*B. Read, Hurricane Center, p. 41*)

***Identify and Fortify Local Critical Infrastructure***

- “(ReadyCommunities Partnership)...believes in the importance of identification of local critical infrastructure to the base and the port communities.... making that list...sitting down with an academic partner, and identifying and fortifying with backups for the vendors...so that in the event of a large scale or national crisis we’re not looking around...caught off guard...” (*R. Wyatt, ReadyCommunities Partnership, p. 14*)

***Establish Corporate Crisis Response Officers and Identify Redundant Vendors***

- “We call them the Corporate Crisis Response Officers (CROs). So identify those vendors, have redundant vendors for the same types of products; because when a hurricane comes through, when a terrorist event happens, when some kind of emergency or disaster happens, you’re not going to have your first available resource.” (*T. Lin-Jones, Sprint, p. 17*)

***Credential Crisis Response Officers for Local Critical Infrastructure***

- “Knowing and understanding, identifying those Corporate Response Officers early so that you already have those names, you already have those numbers. These folks are already credentialed to be able to come on to the incident site so that they can respond as quickly as possible.” (*T. Lin-Jones, Sprint, p. 17*)

Symposium Best Practices:

Private Sector Leadership and Engagement

***A Make-Shift Port in the Storm***

- “Seaboard Corp. is our parent company and they had a flour company that was wiped out during the earthquake. But they flew in, they assessed the damage, and they looked at the property and they quickly realized that some of the facilities could be utilized as a port.

And what we did was some of our ships are what you call roll-on, roll-off. So they've got ramps similar to like a giant ferry and we were able to put a ship into Haiti within one week of the disaster." (A. Varona, *Seaboard Marine*, p. 55)

#### Government Leadership and Engagement

##### ***Business Recovery Program***

- "Our Business Recovery Program has just been identified by FEMA as a model practice. It's a new concept for us and it's one of the things we focused on since 2005 when we saw those significant events here in South Florida with hurricanes, that government doesn't do a fantastic job at things like opening up points of distribution and water and ice, certainly not as good a job as those folks in the private sector. ...Let's start restoring infrastructure so the businesses can get back up and running." (C. Sommerhoff, *Miami-Dade OEM*, p. 20)

##### ***Engage All Sectors for Economic Resiliency***

- "We want to engage all sectors....We want the economy to come back strong...by getting those businesses up and running, both large and small, it just goes to the strength of the viability of this community." (C. Sommerhoff, *Miami-Dade OEM*, p. 20)

##### ***Vulnerability Assessments and Redundancy for Critical Assets***

- "The Corps of Engineers is the defense infrastructure lead agency for public works that works with the Department of Defense's most critical assets and the services' most critical assets. What we do for those particular critical assets, we collect data on the facilities and the utilities, we analyze the data for each supporting asset and we assess the criticality, the vulnerability, the threats the hazards. We develop alternatives. We develop projects that establish redundancy, establish backup systems, harden assets, update designs, establish path diversity, enhance security. We rank alternatives, how well they address risk and credible criticality, and we combine the solutions and the ways it functioned together the best for the port to address the changes, activities, actions and for the future of the port." (D. Bohl, *U.S. Army Corps of Engineers*, p. 45)

##### ***Contingency Plans for Border Protection and Economic Stability***

- "CBP has established contingency plans to ensure that the nation's borders are protected against terrorists and instruments of terror, while at the same time fostering our nation's economic security and the lawful flow of international trade passengers." (B. Olejasz, *PortMiami CBP*, p. 53)

##### ***Port Resiliency***

- "After disaster or emergency situations, CBP's top priority is to get the port up and running." (B. Olejasz, *PortMiami CBP*, p. 53)

#### Overall Recommendations:

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 23/43

Pre-plan for accounting and payment capabilities post-crisis, consider updating land use policies, and build levees to sustain Category 4 or higher hurricanes. ReadyCommunities Partnership launched the Military Base and Port Resiliency Community Initiative to identify and fortify local critical infrastructure with vendor redundancy.

#### 4) EDUCATION / TRAINING

Symposium Overview:

Training, partnership and communication are keys to successful disaster preparedness and response at the port.

Transcript Excerpts:

Symposium Best Practices:

##### Private Sector Leadership and Engagement

###### ***Partnership and Training with the County EOC***

- “We actually have our own desk in the County Emergency Operations Center. We have training that goes on with the County, with the EOC. We provide training to our members who constitute the information center.” (*C. Pharr, Maritime Association of South Carolina, p. 37*)

##### Government Leadership and Engagement

###### ***Tabletop Exercises***

- “CBP, we conduct yearly conferences to plan for hurricanes and all natural and manmade disasters. Throughout the year we conduct tabletops and field exercises for hurricanes, mass migration, radiological threats and terrorist threats.” (*B. Olejasz, PortMiami CBP, p. 53*)
- “Training, partnership, and communication are keys to successful disaster response at the port...” (*A. Ferrer, Captain, Miami-Dade Police Department/Seaport Operations Section, p. 55*).

###### ***Multi-Agency Training***

- “Training, we continually train here at the port with all our partners. We hold regular exercises or regular operations at the port, like multiagency operations. And we include all our partners.” (*A. Ferrer, Captain, Miami-Dade Police Department/Seaport Operations Section, p. 56*)

Overall Recommendations:

Organizations must implement cross-sector training for crisis preparedness, response and recovery.

#### 5) FUEL / ENERGY

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 24/43



Symposium Overview:

Preparedness for resiliency of the ports and port communities in Florida and across the nation is critical. 85% of Florida's petroleum traffic comes in to Port Everglades and Tampa-St. Pete, and PortMiami is the largest container port in Florida and the world's business cruise port and link to the Caribbean.

Transcript Excerpts:

Symposium Recommendations:

***Environmental Changes***

- "...There is one unique study going on in Norfolk, Virginia; Sea Level Rise. And that project has not been completed but it's something that must be considered, because we know the climate is not stagnant, it will change." (*D. Bohl, U.A. Army Corps of Engineers, p. 45*)

Symposium Best Practices:

***85% Petroleum Traffic for Florida Handled by Port Everglades and Tampa-St. Pete***

- "40 percent of all the petroleum products for the State of Florida come into one port, Port Everglades. Forty-five percent come into Tampa-St. Pete. Those two ports are very critical." (*C. Scraba, U.S. Coast Guard, Sector Miami, p. 32*)

Overall Recommendations:

Potential changes to sea levels should be considered when developing preparedness and response plans.

6) INTELLIGENCE / SITUATIONAL AWARENESS

Symposium Overview:

Sprint's Emergency Incident Management Teams work to understand the theatre before participating in disaster response. Miami-Dade's Emergency Operations Center manages a Business Recovery Program with private sector participants who communicate through Business Continuity Information Network software provided by Florida International University. The U.S. Coast Guard Sector Miami's Maritime Security Committee has engaged participation of private industry, including the petroleum sector.

Transcript Excerpts:

Symposium Recommendations:

***Understand the Theater of Crisis, the Ecosystem Prior to Response***

- "...we seem to have a sense of urgency to get involved in the disaster mitigation, disaster relief effort immediately without fully understanding the crisis itself and the theater of the crisis...during the preparation process to create a databank of information related to who we can access, that can give us information on the theater that is going to be critical to providing disaster relief." (*T. Babun, AmericasRelief, p. 29*)
- "...are we getting involved with the crisis before we truly understand the crisis? So, does that mean are we reacting and over reacting or are we actually understanding, taking a step back, and understanding that whole ecosystem of what that is and then dealing with it?" (*D. Gillison, Sprint, p. 61*)
- "The ports were destroyed. How would you bring disaster relief into the country? In the case of Haiti, you had to ultimately bring it through the Dominican Republic in convoys. Some got desperate, brought trucks in immediately before convoys could be put together by the United Nations. What happened? They got jumped, they got stolen, the disaster relief was stolen, and unfortunately in some cases the truckers were killed. But even after that happened and the convoys began to come in, there was no warehousing for the disaster relief." (*T. Babun, AmericasRelief, p. 29*)
- "Because we didn't have the visibility on what needed to be where, and then have some system in place to deliver that substance to the need." (*S. Blum, Johns Hopkins School of Public Policy, p. 43*)

***Information Sharing and Situational Awareness: Dynamic and Timely***

- "...Information sharing and information integration becomes the key factor in any kind of situation awareness and leadership that needs to evolve in any kind of a crisis situation." (*J. Geringer, ESRI, p. 9*)
- "So when it comes to situational awareness, a lot of it has to do with gathering the right information, the data that you can use to analyze." (*J. Geringer, ESRI, p.10*)
- "And that's the key part about information sharing, is the information dynamic? Is the modeling dynamic?" (*J. Geringer, ESRI, p. 11*)
- "They (governors) need the information that's timely; they need it in a way that's understandable and actionable." (*J. Geringer, ESRI, p. 11*)
- "...it's about information and sharing resources and you got to get this information out. Information is power." (*C. Sommerhoff, Miami-Dade OEM, p. 22*)

***Emergency Information Center***

- "...our (Port) Emergency Information Center... a location, with coms and everything else to provide the most current, up-to-date information related to the Maritime Transportation System." ... a lot of this would not have been possible without the

www.readycommunities.org, rjwyatt@wyattcgi.com

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 26/43

preexisting relationships that we already had formed over the years... with folks like the Coast Guard, and the customs and the port authority, private terminal operators, the county and others.... Today the Information Center is incorporated into exercises.” (C. Pharr, *Maritime Association of South Carolina*, p. 35)

### ***Partnerships***

#### ***Multi-Agency***

- “And if you did plan and you put it on the shelf its nothing more than a historic document. It has to be something that’s incorporated into your daily routine and activities as well as in a crisis moment. So as we talk about resilience, we have to create an environment of multi-agency situational awareness, information sharing.” (J. Geringer, *ESRI*, p. 10)

#### ***Tool Needed to Connect Military with Private Sector***

- “...What I would say is what’s missing from our portion of it is that information sharing tool. Our partners can’t readily access for us our networks that are under the military construct, that .mil.” (L. Samson, *U.S. Southern Command*, p. 25)

#### ***Plan in Advance, No Entity Stands Alone***

- “The best way is to plan in advance, identify the issues that could come up, fuse the intelligence, understand each other’s capabilities. No port, no military installation, no business stands alone. You don’t have everything at your fingertips that you need to apply the resources to a disaster situation.” (J. Geringer, *ESRI*, p. 11)

### ***Data***

#### ***Gather, Interpret and Act***

- “...the way that you do this is you have to know what each other’s issues are, what each other’s equities are, what each other’s capacity and capabilities are, and where the gaps are; so that everybody who has equities in the issue clearly understands what they can expect, and what their role would be, and whose going to do what to and for whom, in what circumstance. And then where is the gap when all that good intended effort happens? What gaps still exist and who can close that gap or what can close that gap? (S. Blum, *Johns Hopkins School of Public Policy*, p. 5)
- “Sense, interpret, and act. Sense what’s out there, that’s the data. Interpret, analyze it, and then act upon it.” (J. Geringer, *ESRI*, p. 11)

#### ***Plan Scenarios, Determine Vulnerabilities and Assign Probabilities***

- “But coming back to the planning and preparation. I can’t over emphasize that enough. Most leaders don’t anticipate how important that is. Gather the data, make it realistic, plan scenarios that test the various elements, determine the vulnerabilities that have to be accounted for; the more likely events that are low impact, but the less likely events that are high impact. Then you make a determination as to the value of each. So there are

www.readycommunities.org, rjwyatt@wyattcgi.com

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

probabilities assigned to the all-hazards as an input. There are values that can be placed on how important various things are; you play through the scenarios and you optimize as best you can through a common operating picture all the players that could be involved.” (J. Geringer, ESRI, p. 11)

#### *Assess the Theater*

- “...during the preparation process to create a databank of information related to who we can access that can give us information on the theater that is going to be critical to providing disaster relief.” (T. Babun, *AmericasRelief*, p. 29)

#### ***Common Operating Picture***

##### *Real Time Information Sharing and Decisions*

- “...through a common operating picture all the players that could be involved.... They’re able to engage in their own activities, but share information in such a way that it’s fully integrated; updated near real time, if not real time, so that you can make decisions on the fly.” (J. Geringer, *ESRI*, p. 14)
- “Anticipation of an event, whether it be predicted in a weather event, an earthquake, or whatever else it might be, those make a big difference. That ability to pull the information together then depends on how we pull it together in a common operating picture.” (J. Geringer, *ESRI*, p. 12)
- “When something occurs that’s a disruption, whether it’s suddenly or evolving, you have to sense that disruption, anticipate it, plan for it, and then know who to call on. That means you might have several different entities, partners, who each have their own situational awareness for their activity, but they need to feed it into a common picture.” (J. Geringer, *ESRI*, p. 13)
- “As that moved every single day, tremendously, the entire picture was changed so you need to update the information very often, sometimes hourly as in the case of the disaster in Haiti.” (T. Babun, *AmericasRelief*, p 29)

#### ***Let Partners Know About Contingency Plans***

- “In New Orleans, there was an issue at the beginning to receive fresh water and FEMA officials that we spoke with, they didn’t know that there was a contingency plan to receive water from the (INAUDIBLE) Company in Florida. But by (INAUDIBLE), 100 of them, we found out this information come from the United States Coast Guard.” (B. Corrigan, *Carnival Cruise Lines*, p. 40)

#### ***Establish Internal Facing Picture***

- “There was an internal facing operating picture because there were several things that became sensitive that couldn’t be released right away to the public...” (J. Geringer, *ESRI*, p. 13)

### ***Check the Weather***

- "...if you guys don't know your forecast office, you got a breakdown in communication. That is your key to getting support for your port and how you interact on the weather hazards." (B. Read, *Hurricane Center*, p. 38)
- "Your job, and this is the best practice I've seen for people that have to deal with impacts of weather, is embed weather in your daily life. First thing when you get up, after you've said a prayer, is check the weather. It effects what you do. The last thing you do before you go to bed, check the weather. You will not be surprised if you just follow that simple, simple little practice." (B. Read, *Hurricane Center*, p. 39)

### Symposium Best Practices:

#### ***Private Sector Leadership and Engagement***

##### ***Facilitation of Information Flow***

- "...we were providing SOUTHCOM with information coming from the Coast Guard before SOUTHCOM was getting it through the normal channels. So that kind of interaction that takes place when you know your partners and you've done your homework." (T. Babun, *AmericasRelief*, p. 31)

##### ***Emergency Incident Management Teams***

- "All of us in the private sector have our own continuity of operations organizations, or as we have inside of that, our incident Emergency Incident Management Team. To that point, we understand that we've got to know how to respond, but we first got to take that understanding of what's the theater? What's the true incident and how should we handle it?" (D. Gillison, *Sprint*, p. 62)

#### ***Government Leadership and Engagement***

##### ***EOC Business Recovery Program***

- "...Business Recovery Program for a minute, we have an Emergency Operation Center with over 70 positions in it our different stakeholders. Our ESF18, our Business Recovery folks have a seat in our emergency operation center, and they're able to communicate with other private sector organizations through a software called the Business Continuity Information Network. Something developed by Florida International University and it allows us to communicate through this private sector partner who's in the EOC, privy to all the information we're sharing with our other stakeholders. And they can get this information out to the rest of the private sector and the county." (C. Sommerhoff, *Miami-Dade OEM*, p. 22)

##### ***Coast Guard Conducted the First-Level Assessment***

- "...in the case of Haiti, it was not USAID who did the first level of assessment of damage, it was the Coast Guard who did the first level assessment." (T. Babun, *AmericasRelief*, p. 30)

www.readycommunities.org, rjwyatt@wyattcgi.com

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 29/43

### ***Maritime Security Committee Engagement of Petroleum/Private Industry***

- “Having on our area Maritime’s Security Committee petroleum, the private industry is critical to ensuring that we know from an expertise perspective what they bring to the table, what critical infrastructure needs to be started up so that gas can actually work at the gas stations, so the electronic grid, the electrical grid is working so that the gas can actually be pumped there... and brought into the port, so that it can be transferred to all the local entities....” (*C. Scraba, U.S. Coast Guard, Sector Miami, p. 33*)

#### Overall Recommendations:

Participants discussed the importance of partnerships, data management and common operating pictures to community resiliency and the critical importance of understanding the theater prior to response. Additionally, with respect to protecting sensitive information during the early aftermath of crisis, the importance of establishing an internal facing picture was highlighted. ESRI's Gov. Geringer advised that "execution is everything" and that data, plans and situational awareness without action for resiliency is comparatively without value.

## 7) LEADERSHIP / SUSTAINABILITY

#### Symposium Overview:

Crowley Maritime has demonstrated private sector leadership through implementation of an incident command structure within their internal operations. Through the Maritime Safety Security Risk Assessment Model, the U.S. Coast Guard quantifies risk related to terrorism events. The Hurricane Center has partnered with FEMA to teach Emergency Managers.

#### Transcript Excerpts:

#### Symposium Recommendations:

##### ***Plan for Known and Unknown***

- “In a multi-hazards environment where you have to plan for any number of things, both known and unknown, you have to have the opportunity to say what do I need.” (*J. Geringer, ESRI, p. 11*)
- “...plan, prepare, and practice...” (*T. Lin-Jones, Sprint, p. 18*)

##### ***Leverage Resources***

- “...the key to success is knowing what to do, knowing how to do it, having the resources to get it done, and then the ability to leverage those resources.” (*J. Wolf, Law Firm of Jarrett. Wolf, p. 52*)

##### ***Execution is Everything***

- “For all the things we can do to have a vision, to plan to prepare, to train, it doesn’t matter if you can’t execute. Execution is the most important element of all the planning

and exercising and hardening and identification we can do. And the key part to execution is trust and Hector commented on that very elegantly.” (J. Geringer, *ESRI*, p. 57)

### ***Empowerment through Knowledge***

- “My hat is off to Curt and his team here in Miami...It goes to a quote from Aristotle, “knowledge allows us to do by choice what others do by constraint of fear.” So, you’re doing it from being empowered with information.... I think you mentioned you found 6,000 beds and 3,000 volunteers through doing some due diligence and finding out what was out there. So, it’s all being empowered with that information and then us as a community, what we do with it.” (D. Gillison, *Sprint*, p. 62)

### ***Trust***

- “..So the key, the collaboration, cooperation, all those things nobody initially does not do; but what happens is if you haven’t established the basis of confidence and trust, you’re less apt to follow through. And in a case where people’s feelings get rather hardened and they won’t talk to each other, it doesn’t matter how good the plan was.” (J. Geringer, *ESRI*, p. 58)
- “Hurricane Katrina was preceded by an exercise and the exercise was written that could’ve scripted Katrina coming in. And it was actually practiced. And yet, even with that preparation and practice and simulation, it didn’t go well. And I think the key thing missing was confidence and trust.” (J. Geringer, *ESRI*, p. 58)

### ***Tabletop Exercises***

- “And from a governor’s prospective, the least done is that tabletop and actual demonstration exercise where you go through a scenario...You find out your interdependencies... what data could be gathered...put it into a system to analyze and model. So you can say if this happens then that would be the result and here’s where we’ll intervene.” (J. Geringer, *ESRI*, p. 12)

### ***Team Effort***

- “So it becomes a team effort and it doesn’t mean that there’s a hierarchy, a vertical integration where only one person at the top makes the decision. It becomes a concentric circle where people operate for their own activities.” (J. Geringer, *ESRI*, p. 14)

### ***NGO Teams Extend Reach***

- “Then we coordinate with community partners, both the faith-based organizations and community organizations, get ‘em involved before a disaster strikes so that we work as a team afterwards. We are dependent upon their reach. They have communities and our job is, at Red Cross, to help support them so that they can fulfill their reach with their communities.” (A. Colmenares, *American Red Cross*, p. 48)

### ***Large NGO Leadership and Engagement***

www.readycommunities.org, rjwyatt@wyattcgi.com

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 31/43

### ***Cross-Sector Planning***

- "...the Red Cross is involved with all levels of government. We want to make sure that we're at the planning table with each of you, because American Red Cross is always in the middle of response wherever and whenever humans are affected." (A. Colmenares, *American Red Cross*, p. 48)

### ***Private Sector Engagement Private Sector Technology Solutions***

- "...involved in a soft power stability operations campaign. What does that mean? That means that we are reaching out to private and public partners to establish and build relationships to share experiences and to look at different areas that we can collaborate and obviously join forces in promoting different efforts in many different areas.... simulations and training.... We have a lot of expertise there.... We are leaders in biometrics, facial and other identification." (J. Matos, *General Dynamics Information Technology*, p. 49)

### ***Crisis Response Officer***

- "...As I think through it in terms of the Crisis Response Officer, that is that role, scope and mission of that point person to say, "What are your assets, what are your resources, and how do you bring them to bear on this situation? And how do we deploy them and how do we build a repository of those so that we consistently can deploy them?" (D. Gillison, *Sprint*, p. 62)

### ***Planning and Preparedness***

- "...preparation and planning, modeling, running the scenarios, and assigning values, determining the outcome; and then focusing on the areas that have the greatest return and provide the resilience so that people can get back to normal." (J. Geringer, *ESRI*, p. 14)

### ***Identify Gaps***

- "So ...at the port, if we can get the federal entities, the Coast Guard, the FBI, ICE, CBP and the state local law enforcement, fire and rescue emergency management and the private sector, port security, and private sector Maritime Association and others involved in an exercise; and try and evaluate the current process for planning, prevention, protection, and responding, and recovering from major incident, that will really allow us to identify the gaps that need to be filled, so that when an incident does occur, you minimize or mitigate the potential risks that are involved in responding to those exercises, duplication of effort." (B. Donaldson, *NC4*, p. 16)

### ***Identify Private Sector Partners to Bring Local Critical Infrastructure Back***

- "...as you look at your port securities... hurricane preparedness throughout the state and how we work together, make sure that you identify those private sector partners that



really can help bring infrastructure back to you; can help bring fueling stations back to you” (*T. Lin-Jones, Sprint, p. 17*).

- “...As we look at the infrastructure of the United States, of the over the 76% of the infrastructure in the United States is owned by the private sector. So, you have to have that collaboration, and you have to have that cooperation when you’re looking to execute.” (*D. Gillison, Sprint, p. 61*)

#### ***Caring through Actions***

- “...people don’t care how much you know until they know how much you care.” (*D. Gillison, Sprint, p. 54*)

#### ***Augment Resources through Partnership***

- “...when something significant happens in this community, something catastrophic happens in this community, those resources are not going to be enough.” (*C. Sommerhoff, Miami-Dade County OEM, p. 21*)
- “...the resources are there. We just need to engage these folks and bring’em to the table.” (*C. Sommerhoff, Miami-Dade County OEM, p. 22*)

#### ***Waive Curfews to Enable Recovery***

- I think another thing that can happen by government setting things like curfews, is the fact that private sector agency may be providing a resource that’s critical to us getting back up on our feet and recovering quicker after a disaster. And they may communicate to us ...if we had three more hours in the day to spend getting our business back up and running, we could be back up and running weeks ahead of time....” (*C. Sommerhoff, Miami-Dade OEM, p. 23*)

#### ***Practice on the Probabilities, Know the Basics***

- “...let’s practice on the probabilities not the possibilities and let’s know the basics... if our guys are well disciplined and can do the basics, they can do everything and practice is what it takes.” (*R. Barreto, Miami-Dade Fire Department, p. 43*)

#### ***Be Open to Change***

- “And I think a lot of the depth of our department is we’re open to change.” (*R. Barreto, Miami-Dade Fire Department, p. 44*)

#### ***Build the Next Generation***

- “...Always engage the young people. Give them the model to look forward to so that they become a key part to resilience in the future.... build the next generation.” (*J. Geringer, ESRI, p. 60*)

### ***Training***

- "...you're not going to rise to the occasion; you're going to sink to your level of training." (*J. Wolf, Law Firm of Jarrett Wolf, p. 52*)

#### ***Set Realistic Training Goals***

- "...as you talk about training and objectives and so on, the importance of realistic achievable goals, I think is important as you go through that process; cause what we're trying to do is very complex." (*B. Donaldson, NC4, p. 63*)

#### ***Adaptability on the Fly***

- "...be flexible, you've got to be creative, and you got to be able to adapt on the fly..." (*A. Varona, Seaboard Marine, p. 55*)

#### ***First Responder Family Care***

- "...we have to build a plan for the families of our first responders, so that our first responders can focus on the incident and they can give their full attention to it because they know that their families are safe." (*D. Gillison, Sprint, p. 60*)

### Symposium Best Practices:

#### ***Private Sector Leadership and Engagement***

##### ***Incident Command***

- "...we operate with an incident command team in a normal course of business." (*J. Brickman, Crowley Maritime, p. 46*)

##### ***Quantify Risk***

- "...bring the Coast Guard MSSRAM, Maritime Safety Security Risk Assessment Model. And it's the tool that the Coast Guard uses to measure, quantify risk, mostly focused on terrorism type of events..." (*J. Maes, ABS Consulting, p. 51*)

#### ***Government Sector Leadership and Engagement***

##### ***Hurricane Center Partners with FEMA to Teach Emergency Managers***

- "We teach a FEMA course. We're the subject matter experts. It's a FEMA course; they bring the FEMA folks in and we teach 75 emergency managers a year. It takes three weeks." (*B. Read, Hurricane Center, p. 40*)

### Overall Recommendations:

Common sense leadership can make a difference in whether or not a recovery is successful including the importance of trust, following-through with plans, leveraging resources, tabletop exercises, planning for the unknown, development of the youth for the future and care for the families of first responders.

## 8) LEGAL/ INTERGOVERNMENTAL

### Symposium Overview:

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 34/43

Leaders from PortMiami and the Miami-Dade Fire Department highlighted the importance of cross-boundary partnerships for preparedness and response, and Bill Read of the Hurricane Center recommended embedding key partners in communications operations hubs.

#### Transcript Excerpts:

#### Symposium Recommendations:

##### ***Update the Land Use Policies***

- "...the next few disasters that cost the tax payer 100 billion dollars, what happens when there's a paradigm shift and all the elected officials from inland places say, "We're not going to do this anymore." And change the law so that we don't throw money after, good money after bad on these problems, then what's going to happen?" (B. Read, *Hurricane Center*, p. 41)

##### ***Put Memos of Understanding in Place***

- "...when there's a legal problem involved. Put protocols in place in advance that say, "...if I need to suspend or provide a waiver who can give that authority." Have that agreement in place. The Governor has emergency powers and can do many of those things. The Mayor can. In other words, find out who in advance can issue at least some sort of a waiver should that become necessary and build that in." (J. Geringer, *ESRI*, p. 59)

##### ***Understanding Ports: A Complex and Unique Environment***

- "...a port, it is probably the most complex environment where police, firefighters, interagency, intergovernmental; in fact it goes international very quickly...because some of the vessels, depending on where they are at the time, are either under your control, under port control, under their own sovereign control under - and they have equities with international heads of state and nation states as well as, our local community, our state agencies, our federal agencies." (S. Blum, *Johns Hopkins School of Public Policy*, p. 4)
- "...the port represents kind of a unique environment. It consists of federal, state and local private sector organizations that all have to work together to plan, prepare, and respond to all hazard type events." (B. Donaldson, *NC4*, p. 15)

#### Symposium Best Practices:

##### ***Government Leadership and Engagement***

##### ***Hurricane Liaison Team with Embedded Partners***

- "...embed your partners in your operations. ... at the hurricane center...we have what's known as a hurricane liaison team. I have a FEMA employee... to augment the staff

during an event...The trust is built by having the FEMA employee who is trusted by their people, running the show for me.” (B. Read, *Hurricane Center*, p. 39)

- “...a Navy billet on staff. He actually knows everything the hurricane specialists do... using our probability forecast...he had trained Navy Norfolk on how to use these. By his briefing them during the event the decision was made not to sortie the fleet; saved six million bucks.... In the past, it would have been a risk they weren’t willing to take at any probability and they would have sortied.” (B. Read, *Hurricane Center*, p. 40)

#### ***Cross-Sector Partnerships***

- “...PortMiami works closely with our various partners in the law enforcement community to ensure that we are ready and prepared. And of course we do that through our own Department of Emergency Management...” (B. Johnson, *PortMiami*, p. 2).
- “...we get involved with our partners, our Marine Operations Bureau at the port. We meet with the Coast Guard. We meet with FWC, Miami Police Department, City of Miami, City of Miami Fire Department... we belong to Region 7 meetings, the domestic regional, domestic task force.” (R. Barreto, *Miami-Dade Fire Department*, p. 43)

#### Overall Recommendations:

Memorandums of understanding with potential vendors should be put in place prior to crisis and land use policies should be reviewed and updated in consideration of catastrophic storms. Port environments are complex with intergovernmental partners and resiliency plans must be addressed in this context.

## 9) MILITARY / SECURITY

#### Symposium Overview:

The importance of private sector credentialing to facilitate early return and recovery was highlighted by Cory Pharr of the Maritime Association of South Carolina. Additionally, CBP and the Miami-Dade Police Department highlighted their robust capabilities with sworn officers and civilian employees for response and recovery.

#### Transcript Excerpts:

#### Symposium Best Practices:

##### *Private Sector Leadership and Engagement*

##### ***Credentialing for Early Return***

- “We provide our own credentialing and access for early return.” (C. Pharr, *Maritime Association of South Carolina*, p. 37)

##### *Government Leadership and Engagement*

##### ***Officers Ready to Deploy***

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

- “CBP also - we have a list of 45 officers that have been trained and they are ready to deploy within 24 hours anywhere. Back before Katrina and Ike we already had people stationed in the Panhandle that were ready to move in once the storm passed.” (*B. Olejasz, PortMiami CBP, p. 54*)

### ***Miami-Dade Police Department Capacity***

- “...Miami Dade Police Department. We are one of the largest in the Southeastern United States. Cover about 2,400 square miles of unincorporated within Dade County. About 3,000 sworn officers and another 1,400 civilian employees.” (*Capt and Police Commander at Port, Miami-Dade Police Department/PortMiami, p. 55*)
- “I’m actually the Captain and the Police Commander here at PortMiami with a cavalry of about 40 police officers including four lieutenants and three sergeants.” (*Capt. and Police Commander, Miami-Dade Police Department/PortMiami, p. 55*)
- “...Ten different law enforcement agencies on this small piece of ground (Miami).” (*S. Blum, Johns Hopkins School of Public Policy, p. 56*).

#### Overall Recommendations:

Working in collaboration with the public sector, the Corporate Crisis Response Officer will be piloted as a means for augmenting the public sector response capability during crisis response in preplanned ways, allowing the public sector to remain focused on their priorities.

## 10) PUBLIC HEALTH / MEDICAL

#### Symposium Overview:

LTC Colmenares of the American Red Cross Miami advised that family members should learn first aid to facilitate care in the first five days following a crisis.

#### Transcript Excerpts:

#### Symposium Recommendations:

- “So individuals need to know how to respond and take care of themselves, be prepared for three to five days before anybody can get to them and be able to take care of themselves and their family through first aid, learn first aid. And so we teach people how to respond when - in a first aid emergency and learn CPR.” (*A. Colmenares, American Red Cross Miami*)

#### Overall Recommendations:

This section will be further developed in subsequent symposia.

## 11) TRANSPORTATION / LOGISTICS

www.readycommunities.org, rjwyatt@wyattcgi.com

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 37/43

## Symposium Overview:

Private sector best practices were highlighted including salvage operations for port readiness, formation of a disaster response logistics hub and hurricane evacuation studies. Representation from the American Red Cross highlighted the importance of volunteer responders in carrying out their mission to respond to survivors. Additionally, PortMiami was highlighted as the largest container port in Florida, the world's busiest cruise port and link to the Caribbean. Following the earthquake in Haiti, leaders at PortMiami worked in collaboration with the State Department to return American citizens back to the USA through Operation Safe Return. Brendan Corrigan of Carnival Cruise Lines advised that cruise ships can and have provided temporary shelter for survivors post disaster.

## Transcript Excerpts:

### Symposium Best Practices:

#### Private Sector Leadership and Engagement

##### ***Hurricane Evacuation Studies***

- “The Corps is responsible for the background engineering work on our hurricane evacuation studies.” (*B. Donaldson, NC4, p. 46*)

##### ***Disaster Response Logistics Hub***

- “...we have the USAID warehouse for disaster response here in Miami.” (*J. Brickman, Crowley Maritime, p. 47*)

##### ***Titan Salvage: Port Readiness***

- “...we have another group which is called Titan Salvage. They went in with sea planes into Port au Prince with divers and we did an appraisal of the port which was presented to US TRANSCOM. Ultimately, we cleaned out the obstacles in Port au Prince, set up a beach landing operation there, and then also put in floating barges so that vessels could ultimately come into the port and work there.” (*J. Brickman, Crowley Maritime, p. 47*)

##### ***Temporary Housing on Ships***

- “...cruise ships can provide immediate shelter for homeless and the government workers. Homeless do not want to be accommodated on ships as they believe they would miss out opportunity to receive more long-term government provided shelter such as trailer, etc.” (*B. Corrigan, Carnival Cruise Lines, p. 50*)
- “...Ships are an ideal refuge for first responders and their families. Possible shortcoming of course, access to shipping port post hurricane, subject to a survey of the main waterways that is usually done by the Coast Guard...” (*B. Corrigan, Carnival Cruise Lines, p. 50*)

#### NGO Sector Leadership and Engagement

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 38/43

### ***Volunteer Responders***

- “What does the American Red Cross do? Well we support the survivors. We do that through sheltering, food, mass care, and we do it with volunteers.” (A. Colmenares, *American Red Cross*, p. 47)

### Government Sector Leadership and Engagement

#### ***Largest Container Port in Florida, World’s Busiest Cruise Port and Link to Caribbean***

- “...at PortMiami, we’re right at the nexus of the North and South America. And of course, it’s the largest container port in Florida and one of the leading container ports in America. As the world’s busiest cruise port, PortMiami is a logical link to the Caribbean and really to all the Americas in terms of any type of crisis.” (B. Johnson, *PortMiami*, p. 2)

### ***Operation Safe Return***

- “For the earthquake that took place in Haiti, we set up off - Operation Safe Return, which we deployed officers to Haiti to work with the State Department to ensure that US citizens could get back to the states. We also set up designated airports where the private flights flying out of Haiti could come in and they could be cleared, pre-cleared, cleared once they got here.” (B. Olejasz, *PortMiami CBP*, p. 54)

#### Overall Recommendations:

Resiliency post-crisis can be attributed to innovation, partnerships and resourcefulness when leveraging assets and solutions in the transportation and logistics sector.

## PILOT PLANNING NEXT STEPS

To implement key recommendations outlined in this field hearing summary and pilot planning session, the ReadyCommunities Partnership will promote the following exercises and tools:

*Identification and Fortification of Local Critical Infrastructure, and Crisis Response Officers*  
To identify and fortify the local critical infrastructure in America's strategic communities, the ReadyCommunities 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.

*Identification and Fortification of Local Critical Infrastructure*  
"...already identified an academic partner for the exercise I mentioned earlier about the identification of the local critical infrastructure and the fortification to avoid sole reliance on a single vendor or supplier. ... Elizabeth... is the Risk Management Officer at Nova South Eastern University and she's talking about how we might sit down at Port Everglades if not here at PortMiami..." (R. Wyatt, ReadyCommunities Partnership, p. 24)

*Crisis Response Officer (CRO)*  
"We've been involved since 1995, because we care. We understand the importance of the Crisis Response Officer. We understand the importance of that first 72 hours after an incident. And we also understand that it's about collaboration." (D. Gillison, Sprint, p. 62)

*Include PortMiami as a Pilot Site for East Coast, Gulf Coast and the Caribbean Connectivity through the Essential Public Network, a Secure Portal*  
"The Governor mentioned planning and to that end, what we'd like to suggest is including Miami, PortMiami as one of the exercise sites. We had great success in Buffalo. We've had successes in other cities and other ports; and what we're trying to accomplish...by creating a ground swell of point successes...tying those together, as Rosalie mentioned, we can come up with a model that we – can present up to Senator Landrieu and others as a model for success in moving forward, then moving that out across the country." (B. Donaldson, NC4, p. 16).

"...perhaps we open up an EPN Portal for everybody here and let's bring in and invite everybody on to the portal and let's go ahead and do this process through the portal.... look for is a way to set up a portal for Miami, a pilot project, where people could actually see how you're working

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.



together. And you all would decide how that would come together, you know and I know that there are going to be questions about actually who does a lot of the work. Well, we'll contribute a lot of that work. And Bill has been gracious in the past to contribute the portal for these types of demonstrations and pilots.” (J. Carney, CIPRR, p. 64)

#### *As We Proceed*

As we proceed, we can continue the work established in Buffalo, Galveston, Charleston, Johnson County, Kentucky and at the Senate in Washington, DC to further develop stakeholder connectivity and situational awareness for crisis preparedness planning and response in the southeast and gulf coast port communities as follows:

- 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.
- 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 then fortify local critical infrastructure by avoiding sole reliance on a single provider.

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.

#### *Follow-up*

“One of the key roles for following up is that somebody needs to be the point of contact.” (J. Geringer, ESRI, p. 57)

#### *How to Participate*

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

## APPENDIX

### ReadyCommunities Partnership Military Base and Port Community Resiliency Initiative Overview

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 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

[www.readycommunities.org](http://www.readycommunities.org), [rjwyatt@wyattcgi.com](mailto:rjwyatt@wyattcgi.com)

Copyright © 2012, ReadyCommunities Partnership/CCROA, All rights reserved.

RCP Military Base and Port Community Resiliency Initiative Field Hearing Summary (5-10-11, PortMiami), p. 42/43

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.

(Copyright 2008, Community Institute for Preparedness, Response and Recovery)