

READYCOMMUNITIES PARTNERSHIP
BRIEFING
BEST PRACTICES



PUBLIC / PRIVATE PARTNERSHIPS

INNOVATIVE SOLUTIONS FOR RESILIENT COMMUNITIES IN THE FIRST 72 HOURS OF CRISIS



American Red Cross

The American Red Cross Preparedness Team provides programs and services to help prepare individuals, families, schools and businesses for natural, human-caused and public health disasters and emergencies.

Working through chapters, education and training is disseminated to the American public by teaching communities about specific threats such as hurricanes, fires, earthquakes, terrorism or pandemic flu.

American Red Cross' goal is to build a culture of preparedness by encouraging Americans to understand their individual risk and geographical threats, and then accordingly take action to adopt specific preparedness behaviors needed to become safer and more prepared when disasters occur.

In 2006, over 10,000 Community Disaster Education (CDE) facilitators reached more than 5 million Americans participating in disaster education sessions offered through American Red Cross chapters.

Over 1 million school-aged children were reached through Masters of Disaster, a curriculum taught through schools, scouting groups, boys/girls clubs, and other youth centered organizations using lesson plans to teach about disaster and at the same time learn math, science and language arts and other subjects that meet national education standards.

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Avaya's IP Telephony solution enables Galveston County Emergency Communications District (GCECD) to leverage their MetroEthernet Network to connect all Public Safety Answering Points (PSAP) that handle incoming 911 calls. The PSAP network consists of eight (8) PSAPs, seven (7) of which are remote locations. Now, PSAP operators can be hundreds of miles away in a safe location without delaying the processing of a single 911 call. PSAP operators also can bridge a call between police, fire, and medical personnel to coordinate rescue and service efforts improving efficiency, ensuring business continuity, and enhancing emergency readiness response.

GCECD is in the process of deploying a wireless broadband network as a back up to the landline-based wide area network. The wireless network can carry 911 voice and related data. The Avaya solution also included a mobile PSAP that allows them to move to any location that has broadband access and be able to handle the 911 calls as long as the control equipment is operational. They are also in the process of building out a Mobile Operations Vehicle that will include a second mobile PSAP, Avaya IP Telephony & wireless broadband network access.

Galveston County spans an area of the Gulf Coast of Texas that requires its emergency services to be prepared to respond without a glitch should emergencies such as Hurricane Katrina strike. The District provides state-of-the-art emergency service radio communications, Enhanced 911 telecommunication service, data base maintenance, call-taker education, public education and is dedicated to maintaining an educated staff in order to keep pace with the fast paced technical advancements which bring about continued changes to the service.

Avaya delivers Intelligent Communications solutions that help entities transform their businesses to achieve marketplace advantage. More than one million businesses worldwide, including more than 90 percent of the FORTUNE 500® use Avaya solutions for IP Telephony, Unified Communications, Contact Centers and Communications-Enabled Business Processes. Avaya Global Services provides comprehensive service and support for all entities, small to large.

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Unicenter Service Catalog is designed to streamline delivery of IT services to end users by providing an online catalog that users can browse and select. For users, the Unicenter Service Catalog is a single point of contact for all IT services, from requesting desktop computers to requesting access to productivity applications or telecom services. Employees can check order fulfillment status to find out exactly when they can expect their new, fully configured laptop.

Unicenter Service Catalog helps promote IT business alignment and supports IT's expanding role as a service provider. It increases visibility into the complete fulfillment processes necessary to deliver IT services to meet business demands—including assets, systems, approvals, costs and associated service level commitments. It provides information to support demand planning, including what resources are being requested and used, by whom, how often and when.

Unicenter Service Catalog consists of features and capabilities necessary to deliver key user, business and IT benefits. These include an end user web store, an easy to use catalog service builder, support for complex layers of internal and external organizational hierarchy. It allows definition and map service offerings according to the user's business model, including the ability to provide services to multiple tenants or business units.

From the IT viewpoint, Unicenter Service Catalog is a time-saving tool that supports efficient and effective delivery of IT services, manages service demand and communicates expectations of associated cost and service levels. Understanding the demand for IT services based on the request for service offerings helps budget and plan for IT equipment and personnel to adequately address business needs. For business units and individual users, Unicenter Service Catalog provides a unified and simplified point of contact to request the IT services they need to do the jobs effectively.

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Communications are always vital. During natural and other disasters, however, they become an absolute necessity. Cisco is in the IP communications business and has identified a need for a ready-to-go, plug-in solution for command center communications during emergencies.

The outcome: The Network Emergency Response Vehicle (NERV), a mobile communications vehicle which can act as a command center for on-the-ground disaster management as well as a central processing center for communications for that effort.

Through Cisco's IPICS technology, disparate radio systems are able to communicate with each other via IP translation.

The NERV also facilitates TelePresence, video surveillance, Wi-Fi, satellite communications, and IP telephony on-board.

This kind of capability allows those in the first 72 hours of an emergency to establish quickly much-needed communications links between responders, communities and agencies. NERV also provides an opportunity for emergency operations management and personnel to establish a framework for communication while allowing for access to information and resources.

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Christian Appalachian Project (CAP) is the twelfth largest human services charity in the United States. CAP provides a wide variety of direct services to some of the poorest and most at-risk populations in the nation while at the same time providing services designed to respond to the extensive needs of entire communities in the first 72 hours of a disaster.

CAP has been providing direct donations of in-kind goods, collection sites, trucking and distribution of disaster related relief and recovery supplies. CAP's Operation Sharing, a major gifts-in-kind program, has proven to be a critical component of CAP's disaster response and recovery services by providing trucking capacity, warehousing, distribution and delivery of goods and emergency relief supplies to a disaster site.

Building on its experience, CAP has significantly expanded its service area for disaster relief while developing significant additional capacities in its ability to provide response and recovery services within the Appalachian Region.

CAP cultivates and provides a comprehensive, collaborative network for grassroots, faith-based, non-profits, community-based and non-government organizations performing supportive or direct services that assist in disaster preparedness, response and recovery efforts. To enhance and support federal, state and local efforts related to response initiatives, it responds to mitigate the impact and facilitate the recovery of individuals, families and their communities.

CAP is experienced in swift reaction, rapid and accurate assessments of situations and draws upon its own substantial resources and connections as a part of its response activities.

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EDS helps municipalities develop effective emergency response systems through pilot projects and direct partnerships. In several case studies EDS has partnered with the cities of Anaheim, California and Montreal, Quebec among others. Specifically, EDS helped the municipalities to increase their ability to respond to disasters, streamline information sharing among stakeholders, and to integrate computer aided dispatch systems and launch virtual emergency management solutions.

In Anaheim, county officials worked in-hand with EDS to build an emergency management system "that would provide an integrated view of critical citywide operations within a robust, user-friendly and scalable emergency management solution." Anaheim officials to EDS they wanted to build a system which would cost relatively little to the tax payers.

The result was the Enterprise Virtual Operations Center - a web-based portal which can "operate as a daily tool for helping public safety first responders and key city decision-makers use technology to reduce the impact of, respond to and recover from every day incidents, natural disasters and life-threatening situations," a city press release read. In Montreal, EDS helped the city's firefighting officials incorporate a new computer-aided dispatch system as early as 1990.

Because of the new dispatch system, the city was able to increase its response time and the number of calls it could handle at any given moment. In Anaheim, city officials said the online portal helped to figuratively destroy departmental silos.

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Envisage has over 10 years of experience in handling specialized management training and resource allocation for military, federal law enforcement agencies, the Departments of Homeland Security and Justice and state law enforcement training organizations.

To help train first responders, Envisage has developed its *Acadis Readiness Suite* - an enterprise software system to collect, store, search and disseminate information on emergency personnel and physical assets to respond to critical incidents in the first 72 hours of a crisis. The system can be used to identify personnel with the specific skills sets required to effectively respond to a critical incident.

Training and skills data from *Acadis* can be directly loaded onto a credential (smart ID badge) allowing crisis managers to instantly identify who is in a staging area, allow/deny passage into hot zones, and provide vital skill data to incident commanders. Furthermore, *Acadis* may be used to communicate with other systems, via XML data exchange, supporting interagency coordination and mutual aid agreements.

The coordination of human capital and physical assets during a crisis, coupled with the ability to measure readiness, is an integral component to a community's survivability during and after the first 72 hours of crisis. Access to the tools and technology required to share vital information with local, State and Federal response organizations can be a significant factor in saving lives and rapidly recovering from crisis.

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ESRI has been a world leader in the geographic information system (GIS) software industry for more than 30 years. ESRI provides powerful GIS solutions to more than 300,000 clients around the world. Headquartered in Redlands, California, ESRI has regional offices throughout the United States, several subsidiary companies overseas, and more than 2,200 business partners, which include 400 authorized instructors and partner education centers who work with ESRI to provide software, data, and hardware that complement ESRI's suite of GIS software.

Working with location information, ESRI's GIS software and solutions give first responders the power to solve problems while organizations around the world, that include local, state, and federal government agencies, are using ESRI GIS software to make smart and timely decisions.

Software developed by ESRI is built on standard and open information technology and has been designed to operate with all relational database management systems.

ESRI software is developed with open (nonproprietary) development tools, and is built on new, modern, object-component software standards that are easily customized and embedded for a wide range of application needs. From desktop GIS to GIS for the enterprise, ESRI Internet software revolutionizes the way users can access and interact with Internet mapping and GIS data at the desktop, making the promise of distributed GIS a reality that is easy to accomplish.

ESRI will continue to be a leading provider of mapping technology that meets the needs of today's competitive market.

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With more than 40 years of business continuity and disaster recovery experience, IBM can deliver integrated, customized solutions for businesses and data as well as help to manage events which may harm or pose a challenge to business or community resiliency. Business continuity is vital to business success. Continuity has become a concern that extends far beyond IT. And with the number of threats to business increasing, the worst-case scenario "insurance policy" approach to business continuity has become woefully inadequate.

IBM business continuity and resiliency services can help, from planning and design through implementation and management. Our services go well beyond traditional disaster relief. We help companies build resilience into every layer of their business by anticipating the potential impact of a wide range of threats. IBM's business continuity experts have identified three categories of threats that must be addressed in a continuity program. Our comprehensive portfolio addresses all three categories: business-driven, data-driven and event-driven.

IBM provides an integrated set of service products designed to help your business continue operating under virtually any circumstance:

Business continuity assessment; Designed to identify overall risks and vulnerabilities of your environment; Evaluates plans, processes, procedures, roles and responsibilities for the continuity program; Maps IT to your critical business processes;

Business continuity planning and design; Creates plans for implementing business continuity; Creates a design for a business continuity plan, including processes; Business continuity validation and testing, including table top, field and simulated exercises; Evaluates via a workshop your response capabilities based on specific scenarios;

Business continuity program management; Provides management of your resilience program, including managed services solutions, high availability solutions and reporting.

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The Leadership for a Networked World (LNW) Program at the Harvard Kennedy School helps leaders to understand and respond to the challenges and opportunities created by information and communication technology and network-enabled business models.

Current efforts of the LNW Program are focused on the “cross-boundary” challenges of innovation and change moving across traditional organizational boundaries: departments, jurisdictions, branches of government and sectors of society.

LNW is a key partner in the advancement of the Ready Communities Partnership and the identification and development of national best practices that address the challenges facing communities during the first 72 hours of crisis.

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The Medical University of South Carolina has begun a collaboration to create the National Center for Disaster Mental Health Research with Dartmouth Medical School, the University of Michigan, Yale University and the University of Oklahoma.

The new center's goal is two-fold. First, it seeks to establish the disaster research infrastructure needed to conduct a comprehensive research study of a major disaster. Secondly, after the infrastructure is in place, an actual study of a future natural disaster or terrorist attack can take place as it unfolds.

Many of the investigators from Dartmouth who will be working on the NCDMHR are affiliated with the current National Center for PTSD, while others from Michigan's School of Public Health are skilled in post-disaster epidemiology and survey research.

Yale scientists have been credited with "expertise in the neurobiology of human stress response." The University of Oklahoma's Health Sciences Center will help develop a child epidemiology and services research center inside the NCDMHR.

In November of 2006, MUSC participated in the Southeast Regional Meeting of the NCORP Advisory Council hosted by the National Council for Readiness and Preparedness, the City of Charleston, Charleston County Emergency Preparedness, and the South Carolina Department of Health and Environmental Control. MUSC's role was vital in showcasing the "community fusion" model of participation among community stakeholders and local, state and federal agencies to increase community preparedness and response operations.

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NC4 is a global leader in Situational Readiness solutions, offering situational awareness, situational response and secure communications and collaboration solutions to businesses and government to improve awareness, prevention, protection, response and recovery.

NC4's ESP Group, a subsidiary, manages the Essential Public Network (EPN), a secure communication and collaboration extranet portal. EPN is a forum of more than 120 public and private sector leaders coordinating to develop a stakeholders' partnership for creating a secure network for non-governmental users. This secure network supports the coordination of private sector organizations in response to a terrorism event or natural disaster. The EPN system has been certified and accredited for handling data at the Sensitive But Unclassified (SBU) level, providing a secure platform for federal agencies to disseminate SBU threat information to enhance national situational awareness, prevention and protection capabilities.

The Department of Homeland Security (DHS) recently selected NC4 to deliver a secure web-based extranet portal. The HSIN-Intelligence portal provides DHS Intelligence & Analysis with a trusted secure platform for the rapid dissemination of intelligence data at the Controlled Unclassified Information (CUI) level to 10,000 users including representatives from the DHS Intelligence Enterprise as well as a nationwide community of State, Local, Tribal, and Private Sector (SLTP) customers, and Federal and International partners. The portal will also be utilized to support State Fusion Centers by providing a secure environment as well as a suite of core tools for collaboration at the CUI level amongst intelligence analysts nationwide. NC4 provides the Extranet Secure Portal (ESP) service via its secure application service provider model.

NC4's External Situational Awareness (ESA) offering provides customers with a higher level of preparedness. NC4 monitors global incidents around-the-clock through its NC4 Incident Monitoring Centers (NIMCs), advising customers when an incident might impact their business operations, based on customized key risk criteria. Customers are alerted within minutes to incidents near their facilities that could potentially pose a threat to their employees' lives and safety, their physical assets and their continuity of business operations.

When a significant incident occurs, NC4's Situational Response offering E Team allows emergency response personnel to collaborate and manage efforts across multiple organizations, from a single common view and coordination point. E Team is a leading incident management solution with proven interoperability and real world experience.

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Partner Best Practices



National Federation of Independent Business

The backbone of the U.S. economy is small business, giving a community its vitality and strength. During times of crisis and emergency, small businesses provide a valuable service by helping federal, state and local emergency management officials within the first 72 hours to mitigate possible dangers to a community.

The National Federation of Independent Business has partnered with Corporate Crisis Response Officers Association to provide a mechanism for private sector and non-profit communities to share resources and information so that valuable assets are protected and communities can remain resilient.

The Essential Public Network allows the transfer of information and data, communications, resources and news to travel between the private, public and non-profit sectors through trusted channels of communication over the Internet.

Close to 70 percent of all Americans are employed by small businesses. Leveraging small business assets and resources through collaborative partnerships like the Essential Public Network will help communities prepare, mobilize and respond during the first 72 hours of a crisis.

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Previstar's Continual Preparedness System (CPS) is a web-based information management system that enhances situational awareness, strategic level decision support, and tactical execution for all-hazard preparedness, response, recovery and reimbursement. CPS is the only incident management solution driven by NIMS and ICS and is Safety Designated.

Military personnel, first responders, emergency managers, and medical organizations have used Previstar CPS to protect schools, prepare for bioterrorism attacks, safeguard the Salt Lake City Winter Olympics, and recover from the multiple 2004 Florida hurricanes and Hurricane Katrina. Previstar takes users beyond status boards by providing a single and integrated solution that combines:

- Common operating pictures, multi-dimensional situational awareness, GIS mapping
- All hazards step-by-step incident planning wizard
- Online training of standard industry courses and user defined curriculum such as specific roles, functions, and organizational plans
- Exercise capability that tests and validates plans
- Comprehensive resources management including resource needs and shortfall reports
- Mass casualty scenario based predictive modeling
- Strategic and data driven decision support
- Common operating pictures, multi-dimensional situational awareness, GIS mapping
- Multi-level, incident activated notifications
- Dynamic and integrated ICS Forms
- Operational work flow, tracking, and on demand reporting

The systems web based and modularized architecture provides a flexible and scalable solution that enhances stakeholder interoperability, both vertically and horizontally across organizational boundaries.

By combining architecture with a unique suite of capabilities, CPS facilitates a unified approach to planning and response by enabling agencies with different political, legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively for all hazards incidents.

Finally, organizations with preexisting systems can select from the CPS capability suite to augment functional gaps and create more comprehensive solutions for their communities.

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Since Siemens was founded more than 150 years ago, its corporate responsibility programs at the local and international levels have contributed to communities where employees live and work through programs like Caring Hands and Siemens Generation21.

To help with recovery efforts on the Gulf Coast, Siemens has been working with the American Red Cross to generate more than \$2.8 million in donations, in addition to helping rebuild by giving power generators to hospitals in Houston and Louisiana, telecommunications equipment to emergency control centers, water treatment and heart-imaging equipment to Houston-area hospitals.

Siemens provides a broad range of systems, products and services to the nation's most technologically advanced enterprises: Public Safety and Homeland Security; Integrated Building Solutions and Energy and Environmental Solutions; Public Health, Information and Communication; Transportation and Water and Wastewater Solutions; and to private businesses.

Siemens is a world leader in automation and control, information and communications, lighting, medical, power, transportation and water technologies.

Sustainable success is Siemens' number one priority - a focus on meeting the needs of its customers and creating value for communities and employees. Innovations generated in its laboratories in cooperation with customers, business partners and universities are its greatest strength. Siemens' global network of innovation is developing new products and services for a world that – while limited in resources – is boundless in possibilities.

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In the first 72 hours of a crisis, Sprint's main objective is to help a community's businesses and customers regain communications using the Enterprise Incident Management Team and the internal Business Continuity Program. Through response, restoration, resumption, and recovery, the company's Field Operations personnel help to coordinate with local authorities and provide initial damage assessments.

Sprint also works to help businesses streamline and hone their continuity of operations (COOP) strategies through utilizing high-speed wireless data services for teleworking and teleconferencing for real-time situational awareness and field reporting.

Sprint uses several tools to help leverage existing community resources; namely the Direct Connect, Priority Connect, Wireless Priority Service (WPS) services, Direct Talk units, GPS enabled handsets, camera phone, laptop wireless card, and Blackberry devices.

Federal, state and local responders as well as government agencies utilize this walkie-talkie service. Currently, the service is used by 50,000 federal law enforcement and homeland security employees and more than 1,000,000 state and local first responders.

Because the communications infrastructure can be complex, Sprint's specialized Emergency Response Teams help train and assist emergency operations every day of the year across the entire country. The ERTs can implement Rapid Deployment Solutions quickly, delivering equipment and personnel to help manage and maintain communications.

And if all communications infrastructure fail, Sprint can deliver Satellite Cell Sites on Light Trucks (SatCOLTs) which provide a complete mobile capability that can be deployed anywhere for several weeks without maintenance.

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Partner Best Practices



Target

Target is committed to innovative philanthropy, which means contributing to the community through funding as well as sharing expertise in areas like forensics and leadership development.

One example of this is the Twin Cities Security Partnership (TCSP), which Target founded with the FBI in 2004. The TCSP brings together community safety agencies at all levels including police, sheriffs, the ATF and even the Secret Service with major employers in the area to build relationships, receive training and share information on potential community security issues.

“By bringing leaders together to build relationships on a regular basis, we’re ready to all work together in the event of a crisis,” said Tony Heredia, director of investigations for Assets Protection at Target.

The TCSP meets quarterly and is facilitating unprecedented partnerships between the business community and law enforcement. In fact, the FBI is considering using this model for new partnerships across the country.

These relationships in the Twin Cities paid off after the I-35W bridge collapse when business partners like Target were able to quickly deliver needed supplies to the site.

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Limited wireless broadband and telecommunications service in rural Vermont diminishes communities' abilities to access and share information without the use of traditional telephone lines. However, a new partnership between the State of Vermont and TerreStar Networks is designed to test TerreStar's innovative mobile satellite and terrestrial communications network's effectiveness at improving broadband and wireless coverage to rural and under-served areas of Vermont.

Additionally, this demonstration project will test the ability of state police officials to use the service provided by TerreStar to share large amounts of information quickly and interoperably.

TerreStar's partnership with Vermont to deploy the network will help fill "gaps" in radio and wireless communications and will look to enhance Governor Jim Douglas's E-State Initiative to provide universal cellular and broadband coverage everywhere and anywhere within Vermont's borders. TerreStar's network will be North America's first 4G all IP integrated mobile satellite and terrestrial communications network that will provide universal access and tailored applications throughout North America over conventional wireless devices.

The capabilities provided by TerreStar will help rural and under-served communities obtain the access to information-sharing they need to facilitate response and recovery operations in remote areas.

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U.S. Northern Command

U.S. Northern Command (USNORTHCOM) was established Oct. 1, 2002 to provide command and control of Department of Defense (DoD) homeland defense efforts and to coordinate defense support of civil authorities.

USNORTHCOM's specific mission: to anticipate and conduct Homeland Defense and Civil Support operations within the assigned area of responsibility to defend, protect, and to secure the United States and its interests.

USNORTHCOM plans, organizes and executes homeland defense and civil support missions, but has few permanently assigned forces. The command is assigned forces whenever necessary to execute missions, as ordered by the president and secretary of defense.

USNORTHCOM's civil support mission includes domestic disaster relief operations that occur during fires, hurricanes, floods and earthquakes. Support also includes counter-drug operations and managing the consequences of a terrorist event employing a weapon of mass destruction.

The command provides assistance to a Lead Agency when tasked by DoD. Per the Posse Comitatus Act, military forces can provide civil support, but cannot become directly involved in law enforcement. In providing civil support, USNORTHCOM generally operates through established Joint Task Forces subordinate to the command. USNORTHCOM will become involved in local, state and federal agencies only after the capabilities of the localities are overwhelmed.

When the scope of the disaster is reduced to the point that the Lead Agency can again assume full control and management without military assistance, USNORTHCOM will exit, leaving the on-scene experts to finish the job.

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The National Blueprint for Secure Communities is a dynamic, ever-changing resource, written and compiled by community sector leaders, responders and experts, that identifies:

1) The challenges facing communities during the first 72 hours of crisis; 2) recommendations, ideas and best practices that might address the challenges; and 3) tools that the private and community sectors can provide to the public sector that augment and increase response and recovery capability.

For instance, in meetings with communities such as Galveston and Charleston, a number of best practices were identified and entered into the National Blueprint describing cross-sector collaborations that can be examples for other communities which are exploring ways to forge new partnerships.

Working in partnership with the John F. Kennedy School of Government/Leadership for a Networked World (KSG/LNW) at Harvard University, the Community Institute for Preparedness, Response and Recovery (CIPRR) and the Corporate Crisis Response Officers Association (CCROA) are reaching out to first responders, local officials, the private and community sectors and citizens in these and other communities throughout the nation to develop the National Blueprint.

The Blueprint will be an asset for use during the third National Congress for Secure Communities in December of 2008. The Congress will help develop templates for the 5 community pilot projects that each year serve as roadmaps for any community working to increase their public sector response capability during the first 72 hours of crisis by leveraging the assets and volunteers of the private and community sectors.

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