



**READYCOMMUNITIES  
PARTNERSHIP**

**MILITARY BASE AND PORT COMMUNITY RESILIENCY INITIATIVE**

Charleston Advisory Committee Roundtable:  
Inter-Port Communications & Exercise Planning Session

*Roundtable Summary: Stakeholder Best Practices and Recommendations*

August 24, 2010  
82 Queen Street  
Charleston, SC

*First Edition*

*READYCOMMUNITIES PARTNERSHIP*

Charleston Advisory Committee

Roundtable Summary

August 24, 2010

Charleston, South Carolina

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*READYCOMMUNITIES PARTNERSHIP  
Military Base and Port Community Resiliency Initiative:*

August 24, 2010

82 Queen Street  
Charleston, South Carolina

With appreciation for their leadership:

*ReadyCommunities Partnership Advisory Board Hon. Chairman & Initiative Hon. Co-Chairman  
Hon. Asa Hutchinson, US Congressman (R-AR3, '97-'01), DHS Under Secretary ('03-'05)*

*Initiative Honorary Chairman  
Senator Mary L. Landrieu (D-LA)  
Senate Homeland Security and Governmental Affairs Committee*

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

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

*ReadyCommunities Partnership*  
*August 24, 2010 Charleston Roundtable*

*Charleston Roundtable Registrants/Participants*

Capt. Scott Beeson, Project SeaHawk  
John Cameron, Charleston Branch Pilots Association, Capt., U.S. Coast Guard (Ret.)  
Sean Caskie, VP Government and Commercial Services, Pax Mondial  
Bill A. Donaldson, Vice President, NC4  
Mike Donnelly, DoD Program Manager, NC4  
Frank Finley, Deputy Chief of Fire Administration, Charleston Fire Department  
Tanya Lin Jones, Manager, Emergency Response Team, Sprint Emergency Response Team  
Ken Kromer, Claims Manager, South Carolina State Ports Authority  
Cory Pharr, VP and Director of Government Relations, Maritime Association of South Carolina  
Lindy Rinaldi, Chief of Police, South Carolina State Ports Authority  
Michael G. Schmidt, PhD, Medical University of South Carolina  
Capt. Thomas B. Robertson, Jr., Special Operations Unit, City of Charleston Police  
Capt. Michael F. White, Jr., US Coast Guard Sector Charleston, Commander  
Troy Williams, Agent, Naval Criminal Investigative Service (NCIS)  
Ms. Rosalie J. Wyatt, National Director, ReadyCommunities Partnership

*Moderator*

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

*Co-Hosts*

Bill Donaldson, Mike Donnelly - NC4  
Tanya Lin, Sprint  
Sean Caskie, Pax Mondial

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (August 24, 2010, Charleston), p. 4/27

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Dr. Jerry Mechling, Faculty Chair, Harvard University Leadership Networked World (former)  
Mr. Joe Trippi, Principal, Trippi and Associates  
Ms. Rosalie J. Wyatt, President and National Director, ReadyCommunities Partnership  
Others

*Advisory Committee*

Capt. John Cameron, U.S. Coast Guard (Ret.)  
Mr. Dan Connole, Germane Systems  
Mr. Harris Kempner, Jr., Kempner Capital Management  
Police Chief Edward Kondracki, La Crosse, Wisconsin  
Mr. Antonio Oftelie, Harvard University  
Mr. Mike Rogers, The Citadel Alumni Association  
Charles Werner, former Chief, Charlottesville, Virginia Fire Department  
Others

*Committee of 100*

Mr. Robert Adams, President and CEO, Global Security Systems  
Ms. Debbie Hastings, Vice President, TX Oil and Gas Association  
Mr. James Hoffman, Salt Lake Community College, Institute for Public Safety & Criminal Justice  
Mr. Chuck Miller, CEO, Priority5  
Mr. Bryan Norcross; Former 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

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## *EXECUTIVE SUMMARY*

We are grateful to the leaders of Charleston, SC, a model city for community preparedness and resiliency, where the ReadyCommunities Partnership (RCP) has continued to develop its Military Base and Port Community Resiliency Initiative with the thought leadership and participation of local advisory committee members from the public, private, community and military sectors.

Earlier, ReadyCommunities Partnership demonstrated a communications link from Buffalo to Charleston through the Essential Public Network secure web portal to bring community stakeholders together in a real-time network, using NC4 technology in collaboration with Cisco.

Today, the partnership is planning a pilot project to expand the port network along the gulf and east coasts by identifying and engaging local Crisis Response Officers (CROs), to further develop RCP's grassroots Military Base and Port Community Initiative. In light of the adage, "If you know one port, you know (just) one port", the committee discussed a few risk scenarios to serve as a basis for further development of inter-port connectivity using the ReadyCommunities Partnership secure portal.

Since inception, RCP has advocated that corporate Crisis Response Officers (CROs), local critical infrastructure designees and other key stakeholders essential to community preparedness and resiliency, be identified, trained and credentialed to communicate through the Essential Public Network (EPN) secure portal. Overall, CROs can serve as an invaluable resource for community leaders to reinforce the local public sector response capacity. Inasmuch, please reference Appendix B for an article co-authored by an advisory committee member, advocating the role of the CRO.

Earlier this year, the ReadyCommunities Partnership convened its Military Base and Port Resiliency Initiative symposium at the Senate Dirksen in Washington, DC, hosted by Senator Mary Landrieu (LA), Chairman of the Senate Homeland Security and Governmental Affairs Committee, Disaster Recovery Sub-Committee.

In the wake of Katrina and in the face of other potential large-scale man-made or natural threats, Senator Landrieu urged the ReadyCommunities Partnership to continue its work for the sake of national resiliency. Fortunately, when leveraging innovation and existing technology through solution-based engagement, we don't need to identify new resources and or invent anything new.

A summary of our August 24th discussion follows.

*Respectfully,*  
Rosalie J. Wyatt  
National Director  
ReadyCommunities Partnership

## *STAKEHOLDER BEST PRACTICES AND RECOMMENDATIONS*

Highlights of best practices and recommendations of the ReadyCommunities Partnership 2010 Charleston Roundtable participants are presented by the following subcommittees inclusive of roundtable excerpts and summary statements:

- 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*

ReadyCommunities Partnership, August 24, 2010; Charleston Roundtable  
*Best Practice and Recommendations*  
*Editorial Review Committee*

*Author and Editor*

Rosalie J. Wyatt, National Director, ReadyCommunities Partnership

*Co-Editors*

*Citizen/Community*

Mike Donnelly, NC4.

*Communications/Technology*

Bill Donaldson, NC4 (invited)

*Economics/Infrastructure*

John Cameron, Charleston Pilots Association (invited)

Rosalie J. Wyatt, ReadyCommunities Partnership

*Education/Training*

Jouni Keravuori, Pax Mondial.

*Fuel/Energy*

Rosalie J. Wyatt, ReadyCommunities Partnership

*Intelligence/Situational Awareness*

Mike Donnelly, NC4.

*Leadership/Sustainability*

Mike Donnelly, NC4

*Legal/Intergovernmental*

Bill Donaldson, NC4 (invited)

*Military/Security*

Steve Connor, SC State Ports Authority (invited)

*Public Health/Medical*

Michael Schmidt, PhD, Medical University of South Carolina.

*Transportation/Logistics*

No entries this symposium



## 1) CITIZEN/COMMUNITY

### *Symposium Overview:*

Notification for crisis preparedness and response through community-based organizations as well as digital communications are effective means of outreach.

### *Transcript Excerpts*

### *Symposium Best Practices:*

- “On cruise ship day we do notify through an electronic notification to the homeowner’s association, different people in the community” (*L. Rinaldi, SC State Ports Authority Police, p. 41*)

### Collaboration and Partnerships

### *Symposium Recommendations:*

- “You got to be able to go out and talk and know the people who to go to and who’s got the generators.” (*T. Williams, NCIS, p. 44*)

### *Overall Recommendations:*

Electronic notification during crisis is efficient, but not necessarily as effective as personal outreach when identifying resources or other important tasks.

## 2) COMMUNICATIONS / TECHNOLOGY

### *Symposium Overview:*

Fusion centers, DoD’s All Partners Access Network, and social media are a few of the means and tools for cross-sector communications during periods of crisis preparedness and response.

### *Transcript Excerpts:*

### *Symposium Best Practices:*

#### Fusion Centers

#### *Expanding Fusion Center Communications for All-Hazards*

- “We also provide a mechanism for the various fusion centers at the state level to coordinate and communicate and collaborate amongst each other on those finished intelligence reports, also on urging threat data. So what we’re trying to do is take that and expand it as a fusion center role. It has evolved into an all-hazard role as opposed to a specific counter-terrorism role, so this model that we’re providing is expanding into an all-hazard type of information-sharing mechanism...” (*B. Donaldson, NC4, p. 11*)

## DoD All Partners Access Network (APAN)

### *Integrated with Social Media, Ham Radio for Initial Response*

- "...a site called APAN, which is the All Partners Access Network, which was developed by the Department of Defense a few years ago. ...it was used for the very first time in a real world environment down in Haiti. And it took the opportunity to collect and create a single sort of source user network interface which almost like Facebook and some of these other things were allowed social networking people to say, "I have a need for this, I have a need for that, and let's all get together and figure out who we can draw from for this." It also allowed GeoChat, Twitter, Facebook and the blogs, along with ham radio and other non-professional broadcast mediums need to be integrated into the pre-event initial response." (S. Caskie, *Pax Mondial*, p. 8)

### *Example of Crisis Response Request Through APAN*

- "...an e-mail actually this morning off of that network... and she says, "There's a request for Air Cav for helicopters to transport, willing to entertain other methods of transport to move containers in Haiti. Do you know who we can contact that might help us with helicopter delivery of sea containers?" So right there somebody is asking that question and it's going to go out to 50,000 people involved in that network and somebody is going to come back and be able to say, "Yeah, I know this guy who can do this", and it's going to get moved." (S. Caskie, *Pax Mondial*, p. 9)

### *Symposium Recommendations:*

## Collaborative Communications for Preparedness and Response

### *Secure Portal*

- "...we're trying to do is replicate that model where we bring folks from the federal, state, local, private sector together in a shared mission space similar to the APAN type of system used at DOD to provide for the planning, the preparation, the prevention, the protection responsive recovery of major incidents. Based on our participation in the RCP conference with Senator Landrieu, and our active role in supporting DHS and DOD on other maritime domain security issues, we thought it would be a good idea..."(B. Donaldson, *NC4*, p. 11)

### *Social Media*

#### *Stakeholder Early Adoption Makes Preparedness Feasible*

- "...If you do it now, you get Twitter going and people joining those community pages and they understand what's going on, things come to their phone and they see it now they're comfortable using it when an event happens and they'll turn to it as a resource..." (S. Caskie, *Pax Mondial*, p. 8)

### *Practice Using Social Media Prior to a Large-Scale Crisis*

- “GeoChat, Twitter, Facebook, emergency broadcast systems via text messaging, these should be prepared, tested, and operated by event community leaders, drawing not only from first responders and stakeholders, but from the effected community as well, every single day.” (S. Caskie, *Pax Mondial*, p. 8)

*Easy, Effective Form of Communication*

- “Harnessing this medium for collation and transmission of instructions and the effect upon the public is cheap, easy, and effective. An added benefit of this kind of service is it doesn’t make the communications network fall under.” (S. Caskie, *Pax Mondial*, p. 8)

*Pre-Event Identification*

- “With these collaborative tools, the pre-event identification is already made. Disaster response teams and relief workers can identify risk zones and emerging threats more rapidly and ahead of time.” (S. Caskie, *Pax Mondial*, p. 8)

Policies and Solutions

*Policies and Regulations May Need to Be Realigned*

- “...technology is easy, that’s not challenging. It’s often the policies and regulations...that are of concern” (S. Caskie, *Pax Mondial*, p. 30)

*Preparedness and Response Solutions are a Function of the Locale*

- “Geographically and technologically. Because what may work in New York like gangbusters may not work in Charleston.” (S. Caskie, *Pax Mondial*, p. 30)

*Overall Recommendations:*

While social media was recommended as a readily available and efficient tool for preparedness and response, secure communications may otherwise be required. Based upon the “ReadyCommunities Partnership Charleston Portal Model: Identifying Local Critical Infrastructure to Enhance Community Resiliency”; the roundtable participants suggested plausible risk scenarios to serve as a basis for a Charlestonian advisory committee-driven pilot project to bring public and private sector leaders from the east and gulf coast communities into real-time communications for preparedness and response through the secure portal.

3) *ECONOMICS / INFRASTRUCTURE*

*Symposium Overview:*

Public-private collaboration through matching grants was highlighted as a funding solution for critical assets, such as a fire boat and project SeaHawk, when public resources are scarce.

*Transcript Excerpts:*

*Symposium Best Practices*

## *Partnerships*

### *Public-Private Funding: Solution to Funding a Critical Asset*

“...we in the private group, the pilots, have applied for a larger grant with a 25% match and we’re going to use private money, but a fire boat really should be a public asset. (Capt. J. Cameron, Charleston Branch Pilots Association, p. 19)

### *Symposium Recommendations:*

#### *Funding and Demanding Baseline Awareness*

- “SeaHawk is a fabulous concept, and unfortunately we haven’t been willing to fund the most essential part of it which is the non-stovepipe intel analysis.... funding and demanding of baseline level of awareness ... to plan, prepare, protect, respond is where I think we need to pay attention” (Capt. J. Cameron, Charleston Branch Pilots Association, p. 19, 20)

#### *Identification of Port and Base Contractors and Vendors: Avoid Sole Reliance Single Provider*

- “The Partnership wants to start with a communications scenario at the grassroots and drill down to uncover issues and recommend solutions. ...please locate the sheet in your folder with each of the community stakeholder groups represented by a circle including the port sector, the military sector, the public sector, the large institution sector and the private sector. For all of these sectors to be truly resilient independently and corporately, we must take the time to identify their contractors and vendors along the supply chain.” (R. Wyatt, ReadyCommunities, p. 3)
- “If we don’t do that we may not identify a potential critical gap which is sole reliance on one single provider.” (R. Wyatt, ReadyCommunities, p. 3)
- “...the Partnership wants to ...continue to work with you to ...have these local vendors and contractors identified in a virtual surge depot of the portal. We would have a GIS mapping overlay so that Mayor Riley and other leaders ...can ... (have) visibility on all of the assets as well as the weaknesses. And the point is not to emphasize weaknesses, but to identify those weaknesses and solve those potential problems, otherwise we may have an Achilles heel in our national security.” (R. Wyatt, ReadyCommunities, p. 4)

### *Overall Recommendations:*

Pre-event identification of local critical infrastructure vendors and contractors to the military base and port communities is important for the optimization of community resiliency during the early aftermath of a large-scale crisis. In part, this will help to avoid sole reliance on a single provider. Public-private collaboration through matching grants can be a funding solution for critical initiatives such as SeaHawk.

## *4) EDUCATION / TRAINING*

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (August 24, 2010, Charleston), p. 12/27

### *Symposium Overview:*

Community stakeholder training for preparedness for a large-scale crisis remains essential for an effective and resilient response.

### *Transcript Excerpts:*

#### *Symposium Recommendations:*

- “However, as we’ve seen by things like Hurricane Katrina, the BP oil spill and 9/11, massive events still have the ability to impact infrastructure in such a way as to overwhelm our emergency management and negate much of the training, technology, and response to that INAUDIBLE of our emergency personnel at least initially.” (*S. Caskie, Pax Mondial, p. 4*)
- “...we want to identify the training credentials of the Crisis Response Officers who will communicate with all the stakeholders through the secure web portal and social media.” (*R. Wyatt, ReadyCommunities Partnership, p. 40*)
- “...we have to create resilience in our national response efforts” (*S. Caskie, Pax Mondial, p. 4*).

#### *Overall Recommendations:*

Crisis response training and rehearsal with local Crisis Response Officers is integral to our nation's port and military base community's mission to remain ready and resilient for post crisis response.

## *5) FUEL / ENERGY*

### *Transcript Excerpts:*

#### *Symposium Recommendations:*

#### *Oil Spill Threat*

- “...but a scenario that you can’t control like a container ship fire really can mess up at least a portion of your port.... An oil spill, you know look at the spill in Philadelphia in 2006, ...heavy fuel all over the harbor and everybody that goes through it is going to drag it with them so the port would shut down. That would be probably a more debilitating position on DOD operations here than most plausible scenarios.” (*J. Cameron, Charleston Branch Pilots Association, p. 24*)

#### *Overall Recommendations:*

In case of an oil spill, collaborative plans to mitigate the impact should be in place and developed based on lessons learned.

## *6) INTELLIGENCE / SITUATIONAL AWARENESS*

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (August 24, 2010, Charleston), p. 13/27

*Symposium Overview:*

The committee highlighted RCP's history since 2005 in developing communication between port and military base communities. Secure portal technology fosters the exchange of intelligence and situational awareness through cross-sector communication and collaboration. The 'hub and spoke' model allows for closed communications in a secure environment followed by discretionary transmission to a broader group of stakeholders.

*Transcript Excerpts:*

*Symposium Best Practices:*

*Increasing Speed of Information Sharing*

- "With the advent of the iPad and new applications are coming out with the iPad where people can actually carry a map data and do things right there on the spot, actually write something on there and send it right away. The data packages are so small and the transfer of information can be so quick." (S. Caskie, Pax Mondial, p. 23)

*Hub and Spoke Communications Model*

- "On cruise ship day we do notify through an electronic notification to Homeowner's Association, different people in the community---what streets are closed, where to go. ... We do that on the peninsula because of the cruise ship ..." (L. Rinaldi, SC Ports Authority Police, p. 41)
- "...that hub in the spoke kind of model. Taking what's determined and validated in this closed environment, you know, with the stakeholders here, and then blast it out to, on a public basis to a broader audience." (B. Donaldson, NC4, p. 41)

*Symposium Recommendations:*

**ReadyCommunities Pilot Project: Inter-Port Communications**

*Model for Cross-Sector Communication and Port Security/Resiliency*

- "...the focus of this particular (inter-port communications) activity is to identify and exercise solutions to identify any gaps in the current process for information-sharing with partners at the federal, state, local level, and to support methods to increase and enhance the efficiency for port security and the resiliency of the port." (B. Donaldson, NC4, p. 12)
- "So we started in Charleston and then we moved up to Buffalo and we had similar initiatives of tying these disparate groups together. Once you have that accomplished then you can start sharing amongst the ports up and down the eastern seaboard and across the southeast which is really (part of the) Military Base and Port Community Resiliency Initiative." (B. Donaldson, NC4, p. 12)

- "...you know Buffalo, their major concern is snow storms, how they dig out from snow storms, how do they survive for 72 hours if there's a major blizzard that they can't handle by themselves...what are the agreements with the surrounding areas to bring in resources, are there hospital beds required, those kind of things where Charleston really doesn't face that type of a challenge, right. And Buffalo doesn't face the same type of hurricane challenge that you face here." (B. Donaldson, NC4, p. 12)

#### *Understand Partner Capabilities and Basic Elements of Response Plans*

- "...test and evaluate the capability of the various entities that I mentioned; the private sector, port security, DHS, the Coast Guard, other elements within DHS, the elements of DOD to include NCIS, U.S. Navy and others, NorthCom, the private sector, port security folks, the actual folks doing business at the port, as well as the state and local port security, port law enforcement, as well as the overall Charleston law enforcement and fire and rescue emergency management folks." (B. Donaldson, NC4, p. 13)

### **The Need for Inter-Port Coordination**

#### RCP Inter-Port Communications Pilot

- "...the focus of this particular (inter-port communications) activity is to identify and exercise solutions to identify any gaps in the current process for information-sharing with partners at the federal, state, local level, and to support methods to increase and enhance the efficiency for port security and the resiliency of the port." (B. Donaldson, NC4, p. 12)

#### *Every Port Has Their Own Plan, Therefore Need to Corroborate Between Ports*

- "If you know one port, you know one port." (Unclear, p. 26)
- "Your neighbors are the other port facilities like Savannah. And what if something were to occur there and they needed to draw on some of your resources? There's a need to understand not only how they operate but how you'd operate in coordination with them..." (S. Caskie, Pax Mondial, p. 26)

#### *Need for Non-Stovepipe Intel Analysis*

- "SeaHawk is a fabulous concept, and unfortunately we haven't been willing to fund the most essential part of it which is the non-stovepipe intel analysis. The intel analysis, the SeaHawk data, was done by independent task force officers..." (J. Cameron, Charleston Branch Pilots Association, p. 19)

#### *Preparedness Gaps, Threat Awareness & Information-Sharing: Foundation for Readiness*

- "...so you have to use each scenario as kind of a foundation to build your readiness on. But the information sharing is a problem all the way back to the awareness piece." (J. Cameron, Charleston Branch Pilots Association, p. 18)

#### *Value of Partnerships During Crisis Response*

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (August 24, 2010, Charleston), p. 15/27

- “We’ve a great working relationship, the Coast Guard, State Port Authority. We’re somewhat lucky here in Charleston because we do have an open line of communications. There are other things that need to be out there, I understand that. I wish it was but the limitations that local enforcement officers may have when it comes to what affects us on the state port’s property or in some cases the Navy base or something like this that’s not within our program, I mean I understand that. But, the thing is to generate communications like this, to bring a group together that we set down and talk I think it says an awful lot what y’all are trying to do---because you see the partners in here that no matter what happens we will be a partnership when things do go sour.” (*Capt. T. Robertson, City of Charleston Police, p. 37*)

#### *Understand Inter-Group Coordination Procedures and Policies*

- “...there needs to be a commonality in procedures and policy that needs to be coordinated. The sooner you know coordination scenarios between groups because you could end up having a cruise ship that would go there and can’t go there and has to come here, how do you handle those people, what sort of response do they offer... what we can do to help out because we have our problems and vice versa.” (*S. Caskie, Pax Mondial, p. 27*)

#### *Verified Intelligence for Accurate Response*

- “And if responder communities are not getting actual verified information through a fusion cell or something then they can respond to the wrong thing, you can show up at a dance with scuba gear when you need to be able to ---“ (*S. Caskie, Pax Mondial, p. 39*)

### **Information & Awareness**

#### *What Information Can We Share?*

- “...that will be the problem, what information can we share.” (*J. Cameron, Charleston Branch Pilots Association, p. 18*)

#### *Three Metrics for Successful Information Sharing*

- “...declassified CIA document on information sharing. It was published back in 1972, the document talked about the three key success metrics for successful information sharing program. One was the relationship between individuals sharing information, there needs to be a trust built initially and overtime. The second is the trust of the underlying medium for transferring the information, that it’s secure, and three, there needs to be relevance of data.” (*B. Donaldson, NCA, p. 44*)

#### *Awareness Needed as a Function of Each Organization, Stakeholder Group*

- “And what I’ve found going from government into the private sector is that the challenge is in each organization, each stakeholder group, finding the wherewithal to maintain awareness.” (*J. Cameron, Charleston Branch Pilots Association, p. 18*)

#### *Hazardous Location Awareness*

- “...that they had a greater chance of hitting a chemical plant than they did of actually getting back to the runway because they didn’t know the chemical plant was there. So we want to



talk about the potential, the secondary potential of an incident we need again to have awareness of where these parcels and hazardous materials are in order to trace it.” (J. Cameron, *Charleston Branch Pilots Association*, p. 24)

*Real-time Situation Awareness is Key*

- “...about situational awareness certainly that’s critical and that’s a lot of this rapid dissemination of (inaudible) data, it’s really awareness, it’s not necessarily all finished intel reports.” (B. Donaldson, *NC4*, p. 28)

*Sharing Emergency Preparedness/Response Policy Procedures, Not Business Models*

- “I think it’s only policy procedure congruity is what you’re looking for, it’s not necessarily that somebody shares their business model. Okay, here’s our emergency response book and the assets that we have to respond to this. We’ll show you mine, I’ll show you, you know.” (S. Caskie, *Pax Mondial*, p. 29)

*Awareness of Risks and Threats: Dynamic Metric of Response*

- I agree with the comment that you need to be aware of what the risks are, the threats are, and those are, that’s the dynamic metric of. But you can have a baseline of response (plans) even though it’s not the exact thing you anticipated, it could be civil. (Capt. M. White, *USCG*, p. 31)

**Situational Awareness & Information-Sharing Models**

*Hub and Spoke Dissemination of Information*

- “If all these people participate and an event occurs in a port each of you represent, you know there would be a representative from each of your organizations then you’re responsible as kind of a hub there to push it out to the rest of your organization from there and from the private sector the same way so it’s kind of a viral spread of information... that people need to know. You can get that out very rapidly using this mechanism.” (B. Donaldson, *NC4*, p. 28)

*Virtual Fusion*

- “I agree the SeaHawk, kind of force-feed the center initiative is a great thing but it was half done. And I think the promise of funding that came eight months ago didn’t really materialize. It’s unfortunate but I don’t - well that will impact that physical plan, the ability to do type of intel analysis that you described at that particular physical location, it doesn’t negate the benefit of fusing together information from all of these different parties. So I think if we can do that virtually at least we can salvage the capability that was expected from the SeaHawk.” (B. Donaldson, *NC4*, p. 36)

**Facilitator of Inter-Port Communication and Collaboration: Crisis Response Officers**

*Inter-Port Communications: Utilizing the CRO to Bring Together Disparate Organizations*

- “The idea is to take this and go to another southern port, and the next would be down to the ports along the Mississippi and the Gulf Coast. And then be able to come back to Congress and Senator Landrieu with a report showing that by utilizing a Crisis Response Officer type

scenario using the technology for bringing together disparate organizations from the private sector, the state, local, public sector, law enforcement, etc., and the federal sector, the Coast Guard, DOD, Navy and NCIS and so on, we can really enhance and diminish the threat picture at the ports...” (B. Donaldson, NC4, p. 14)

*Identifying Crisis Response Officers: Trusted Liaisons*

- “...through this initiative ... I’ve got to find the Crisis Response Officers in each of those areas and get the private sector involved to provide a trusted source to work with law enforcement, public safety, emergency management folks, ... to kind of set the stage, identify the issues, plan for, based on the capabilities of task lists, for example, what the major resources that would be required for the type of incidents that would occur.” (B. Donaldson, NC4, p. 12)

*Train and Credential Crisis Response Officers*

- “Let me just add to that and state that the Ready Communities Partnership Crisis Response Officer is the point person that we envision for each of the local institutions. For example, the Medical University of South Carolina, churches, and the nursing home would all have a point of contact with the public sector prior to crisis; but they would be identified, trained, and credentialed.” (R. Wyatt, ReadyCommunities Partnership, p. 17)

*Overall Recommendations:*

Development of inter-port collaboration depends upon each port having its own preparedness and response plan. The value and role of the Corporate Crisis Response Officer within port and military base communities in providing situational awareness for preparedness and response was discussed. Inter-port communications and collaboration for regional preparedness and response is important, in light of the adage, “If you know one port, you know one port.” As stated by Capt. John Cameron, the crux of preparedness is for each stakeholder group to find the wherewithal to determine awareness, and to determine what information to share.

**7) LEADERSHIP / SUSTAINABILITY**

*Symposium Overview:*

The corporate Crisis Response Officer was discussed as a leadership model and integral tool for inter-port and military base community communications and collaboration to reinforce the public sector response capacity during the response to a large-scale crisis.

*Transcript Excerpts:*

*Symposium Best Practices:*

**Leadership Models**

**Corporate Crisis Response Officers**

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*RCP Corporate/Community Crisis Response Officer*

*A Private Sector Liaison for Pre-Coordination of Resources for Large-Scale Crisis*

- "... recognizing that while the community as a whole has a responsibility to be self-sufficient there really wasn't a mechanism in place to put the private sector or the community that could help respond...so you don't have to scurry around and find out who has the ice, who has the water, who has the generators, and you don't have a competing interest for those generators from the military base or the other major critical infrastructure, institutions, or organizations." (*B. Donaldson, Priority5, p. 11*)
- "Envision a CRO, Crisis Response Officer, for all of the vendors and contractors and that they're communicating with each other." (*R. Wyatt, ReadyCommunities Partnership, p. 17*)

*Developing the Corporate CRO Program: Baseline for Awareness*

- "So, the concept of a Crisis Response Officer---in communities has to be developed to a baseline standard of again awareness and planning and then funded appropriately." (*J. Cameron, Charleston Branch Pilots Association, p. 19*)

*Identifying Crisis Response Officers: Private Sector Trusted Liaisons*

- "...through this initiative ... I've got to find the Crisis Response Officers in each of those areas and get the private sector involved to provide a trusted source to work with law enforcement, public safety, emergency management folks, ... to kind of set the stage, identify the issues, plan for, based on the capabilities of task lists, for example, what the major resources that would be required for the type of incidents that would occur." (*B. Donaldson, NC4, p. 12*)

*Train and Credential Crisis Response Officers*

- "Let me just add to that and state that the Ready Communities Partnership Crisis Response Officer is the point person that we envision for each of the local institutions. For example, the Medical University of South Carolina, churches, and the nursing home would all have a point of contact with the public sector prior to crisis; but they would be identified, trained, and credentialed." (*R. Wyatt, ReadyCommunities Partnership, p. 17*)

*Utilizing the CRO to Bring Together Disparate Organizations*

- "The idea is to take this and go to another southern port, and the next would be down to the ports along the Mississippi and the Gulf Coast. And then be able to come back to Congress and Senator Landrieu with a report showing that by utilizing a Crisis Response Officer type scenario using the technology for bringing together disparate organizations from the private sector, the state, local, public sector, law enforcement, etc., and the federal sector, the Coast Guard, DOD, Navy and NCIS and so on, we can really enhance and diminish the threat picture at the ports..." (*B. Donaldson, NC4, p. 14*). *Repeated at Intelligence/Situational Awareness.*

*Symposium Recommendations:*

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## **Preparedness & Response Planning**

### *Identify the Weak Links Prior to Crisis*

- "...identifying ahead of time the weak links is going to be the key..." (S. Caskie, *Pax Mondial*, p. 5)

### *Address Preliminary Issues*

- "But in order to apply new methods to crisis response, we need to understand the stakeholder engagement requires several key issues to be addressed in advance ... mainly identification response of community implementers, historical awareness of the locality and players and a continual understanding of the environment, both technologically and geographically." (S. Caskie, *Pax Mondial*, p. 5)

### *Cohesive Stakeholder Buy-In Prior to Crisis*

- "However, as I mentioned previously the principals of the distillery method require an advanced and cohesive buy-in for stakeholders. Stakeholders aren't just you guys but it's the community at large itself. How do we do that? For example, contrary to typical and current event litigation actions overseas where initial response has been assessment, in other words government agencies locally and internationally, have teams that review what event has occurred and then reconnaissance begins. I suggest, and what we're all doing here today, is the initial response occurs pre-event." (S. Caskie, *Pax Mondial*, p. 5)

### *Baseline Level of Awareness*

- "So again, funding and demanding of baseline level of awareness so that you can ... plan, prepare, protect, respond is where I think we need to pay attention, some attention anyway." (J. Cameron, *Charleston Branch Pilots Association*, p. 20)

### *Community-Level Leadership and Engagement*

- "...it's the Federal Emergency Management Agency, but the leadership has to come from the local community." (M. Donnelly, *NC4*, p. 30)

### *Overall Recommendations*

Preparedness for response in the aftermath of a large-scale crisis might begin with understanding weak links, and include a baseline level of awareness, stakeholder buy-in, and community-level leadership.

## **8) LEGAL/ INTERGOVERNMENTAL**

### *Symposium Overview:*

Collaboration between government entities was addressed in the context of preparedness and response plans.

### *Transcript Excerpts:*

### *Symposium Recommendations:*

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## Development of Preparedness and Response Plans

### *Address Local Needs*

- "...Buffalo, their major concern is snow storms, how they dig out from snow storms, how do they survive for 72 hours if there's a major blizzard that they can't handle by themselves. What are the agreements with the surrounding areas to bring in resources, are there hospital beds required, those kind of things where Charleston really doesn't face that type of a challenge.... And Buffalo doesn't face the same type of hurricane challenge that you face here." (*B. Donaldson, NC4, p. 12*)

### *Understand Partner Capabilities*

- "...evaluate the capability of the various entities that I mentioned; the private sector, port security, DHS, the Coast Guard, other elements within DHS, the elements of DOD to include NCIS, U.S. Navy and others, NorthCom, the private sector, port security folks, the actual folks doing business at the port, as well as the state and local port security, port law enforcement, as well as the overall Charleston law enforcement and fire and rescue emergency management folks." (*B. Donaldson, NC4, p. 13*)

### *Overall Recommendations:*

Understanding of public and private sector needs and capabilities within the military base and port community is a prerequisite to the development of optimal preparedness and response plans for community resiliency.

## 9) MILITARY / SECURITY

### *Symposium Overview:*

The value and utilization of regional networks for preparedness and response planning was highlighted.

### *Transcript Excerpts:*

### *Symposium Best Practices:*

#### *Regional Workgroups*

- "We actually have a very strong group of my counterparts from Savannah, Jacksonville, and Roanoke, Virginia, and we meet regularly twice a year... we work together and we have very open discussions and it's good, we are in contact." (*L. Rinaldi, SC State Ports Authority Police, p. 27*)

### *Symposium Recommendations:*

#### Response Capacity

##### *Impact of a Crisis on Local Response and Outlying Communities*

- "... (certain events would) impact the outer communities that surround it. (*L. Rinaldi, SC State Ports Authority, p. 21*)

- From the law enforcement perspective, it affects our resources and ability to respond to something else because the forces are focused here. (*K. Kromer, SC State Ports Authority, p. 21*)

*Overall Recommendations:*

Due to the potential impact of a large-scale crisis on a community and its surrounding communities, local and regional partnerships and other measures for reinforcing the local response capacity should be explored and developed.

*10) PUBLIC HEALTH / MEDICAL*

*Symposium Overview:*

The roundtable addressed public health/medical indirectly through the discussion about the identifying and training Corporate Crisis Response Officers who would potentially serve to mitigate the impact of a large-scale crisis.

Inasmuch, please reference Appendix B for an article, *Can American Business Survive the Coming Pandemic?*, co-authored in 2009 by Asa Hutchinson, RCP Honorary Advisory Board Chairman and Michael Schmidt, PhD, Medical University of South Carolina, which proclaims the importance of establishing corporate Crisis Response Officers. The article outlines a paramount call to action for corporate preparedness, in light of the threat of a pandemic or other large-scale crisis. The bottom line is that when a company thinks and practices preparedness, corporate stakeholders and their surrounding communities will be prepared.

*11) TRANSPORTATION / LOGISTICS*

*Symposium Overview:*

No entries this roundtable.

## Appendix A

### 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 objective here is not to reinvent but to apply this work using current private technology, best practices and innovation at the local level through compatible, common-sense solutions that facilitate the coordination between military, public, private and community sector organizations. Other non-local participants in the ReadyCommunities Partnership can provide market experience, academic and technical tools in order to meet requirements as they are identified during the exercise.

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

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## Appendix B

*By Michael Schmidt, PhD, Medical University of South Carolina*

The following article, co-authored by Asa Hutchinson and Michael Schmidt, PhD, in 2009 has greater utility now than ever before. In view of the threat of a large-scale or national crisis, the article proclaims the importance of establishing corporate Crisis Response Officers; a call to action for corporate preparedness. The bottom line is that when a company thinks and practices preparedness, corporate stakeholders and their surrounding communities will be prepared.

### **CAN AMERICAN BUSINESS SURVIVE THE COMING PANDEMIC?**

**CO-AUTHORED BY HON. ASA HUTCHINSON, FORMER MEMBER OF CONGRESS (AR, 1997-2001); DHS UNDER SECRETARY FOR BORDER AND TRANSPORTATION SECURITY (2003-2005), AND READYCOMMUNITIES PARTNERSHIP ADVISORY BOARD CHAIRMAN.**

**MICHAEL G. SCHMIDT, PH.D. PROFESSOR OF MICROBIOLOGY, DIRECTOR OFFICE OF SPECIAL PROGRAMS, MEDICAL UNIVERSITY OF SOUTH CAROLINA, CHARLESTON, SOUTH CAROLINA, SCHMIDTM@MUSC.EDU.**

Louis Pasteur, the father of microbiology, said in a lecture at the University of Lille in 1854 that "*Dans les champs de l'observation le hasard ne favorise que les esprits prepares*", "*Chance favors only the prepared mind*". The emergence of an influenza virus, *Novel Influenza A (H1N1, swine origin)*, that has the potential of becoming the first pandemic variant of this virus in the 21<sup>st</sup> century certainly requires prepared minds of governments, healthcare and the private sector if we are to mitigate the effects that this virus will have on the health and well-being of our societies.

Additionally, in the event of a large-scale or national crisis, there's simply not enough money, resources or personnel for government to protect America's businesses and employees everywhere all of the time. So what can we do?

Consider what happened over the course of the months April and May. We witnessed for the first time the true meaning of globalization with respect to how quickly an airborne contagion could spread across the planet in way not even the prepared mind of Pasteur could have imagined. How did we fare and were we prepared? These are the questions we must answer.

Most would say we fared well, that while the virus was highly contagious, it was limited in its ability to cause serious mortality. We witnessed the surge on the limited resources available to both our private and public healthcare systems very early on in the epidemic. And, as the virus spread across forty-six countries infecting well over 12,000 people we learned the value of disseminating accurate and timely information to limit the consumption of those valued resources. Much of the credit for the response thus far goes to the preparation and effective coordinated implementation of pandemic flu plans by international, national and local public health departments.

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However, while the this particular variant of the common flu virus provided us a dress rehearsal of how best to respond to this type of crisis, it also highlighted the need for continued vigilance with our planning efforts and underscored the need for *Crisis Response Officers* (CRO) within local private sector facilities.

Right now, while there are many companies with security officers primarily responsible for one's facility and employees, there are only a small percent of companies well positioned with designated CROs serving one's facility in relationship to the broader community to contribute to community resiliency in the first 72 hours of a large-scale or national crisis.

CROs need to be in every large and small business in America for our nation to be sufficiently prepared for and optimize our potential for resiliency in the next virus, natural disaster or terrorist attack.

Consider the role of the CRO in the context of this most recent crisis. First, like politics, it is important to remember that all crises are local. Accordingly, it was observed that the CRO for many private sector concerns that arose during the outbreak served as the natural or key point of contact between the corporation and the local public health department because they had already collaborated to develop an integrated plan for the community to control the outbreak and shepherd limited resources.

Secondly, the CROs took ownership for the crisis within the management structure of the corporation for developing plans and then coordinating their implementation while recognizing that the paramount goal was to help their employees and their families prepare, respond and most importantly recover from crisis.

Thirdly and ideally, CROs would also be credentialed and integrated into the local Citizen Corps Councils to facilitate, training, communication and preparedness/response protocols.

The CRO concept is not new to government and military operational commands. However, recent disasters and this most recent public health crisis illustrate the need for this important position to be staffed and developed within the private sector to support response and recovery efforts.

We were fortunate that this new variant of Influenza A, H1N1 was limited in its ability to cause serious mortality. But what if it had? Recall that this virus is still the flu. It is subject to the genetic perturbations of shift and drift where the genetic traits limiting its virulence and mortality can easily change. This virus continues its march around the globe and it is uncertain whether or not it will temper or become more virulent.

*Mother Nature* has provided us an object lesson that preparation is priceless and we should take heed. The lessons learned these past two month were many. First and foremost we learned of the paramount need to effectively manage available resources during times of crisis. We recognized the value of a pre-established menu of roles and resources to facilitate and expedite the right solution and course of action rather than brainstorming at the last minute.

Also, we appreciated that many public sector agencies depended on the logistics and resource capabilities of private sector contractors to deliver, manage and maintain the necessary supplies of reagents and medications. We also learned of their logistical limitations but then witnessed the efficiency and speed of delivery of these key resources made possible through the application of best practices developed through years of competition and speed.

All this took place through a networked partnership amongst the CROs of the private sector, or those acting as CROs for the private sector even if not yet recognized as such within the organizational structure, and the public sector. Thus, the intangible value of the CRO for any skeptic was made tangible or proven.

This epidemic has taught us that time is of the essence when it comes to infectious disease. This virus circumnavigated the globe in less than 2 weeks arguing the need for faster mobilization, better communication, increased vigilance most importantly planning. All those involved, in this our most recent response, should be commended and encouraged for Influenza respects no border and interacts with all of humanity for better or worse.

*Now is the time to plan. Establish and embrace your CRO.*