# CAPSTONE 14
# A FORMULA FOR REGIONAL RESPONSE

**PREFACE**

The shared threat of the New Madrid Seismic Zone (NMSZ) serves as a common denominator not only for the various levels of government response but also for private industry integration into the emergency management cycle, including response/recovery. The numerator is the capacity to respond to the threat. Ascertaining the capabilities of both the public and private sectors prior to an event is essential for effective, organized response. This seismic hazard and the consequences for property, life and basic services, including disruption of structures, infrastructures, communications, and transportation operations, warrant a proficient response from all partners and stakeholders. Capstone 14, through its three-year tenure, is an opportunity to develop a blueprint formulary for joint, coordinated response towards effecting community resiliency.

> **"Our ability to effectively respond to and recover from a disaster (natural or man-made) is dependent on our ability to operationally integrate with the private sector."**
> J. Monken, IEMA Director

**CAPSTONE 14 OVERVIEW**

CAPSTONE 14, in direct support of Presidential Policy Directive (PPD) - 8, is a three-year exercise continuum for the Central United States Earthquake Consortium (CUSEC) that involves the eight CUSEC member states of Alabama, Arkansas, Illinois, Indiana, Kentucky, Mississippi, Missouri, and Tennessee; the CUSEC associate states, Georgia, Iowa, Kansas, Louisiana, Nebraska, North Carolina, Ohio, Oklahoma, South Carolina, and Virginia; private industry, including Fortune 500, 100, corporate headquarters and small businesses partners; the four FEMA regions in direct support of CUSEC; and potentially the nation through the involvement of FEMA Headquarters, U.S. Department of Homeland Security and additional federal agencies (emergency support functions) participation.

CUSEC serves as the lead planning and execution arm for Capstone 14. The project goal is to first complete a full cycle of planning and exercising; then to evaluate the events, adjust plans, and update information; and finally, to exercise the restructured plan in 2014. CAPSTONE 14 will serve as a regional example of the emergency management community delivering on the promise of professional standards for planning and exercising. This unified approach supports all aspects of the National Earthquake Hazards Reduction Program (NEHRP) legislation, to include mitigation activities, preparedness, and response plans and critical infrastructure inventories and assessment plans.

**OBJECTIVES**

The global objectives of Capstone 14 are as follows:

1) A joint, regionalized, multi-state approach to preparedness, crisis management, and resiliency efforts by engaging private-public partnerships
2) Continued expansion of pre-crisis public-private partnerships
3) Disaster information exchange, situational awareness, and a common operating picture through a collective access portal
4) Joint training and exercise capabilities

**CAPSTONE 14 KICK-OFF**
The kick-off event for Capstone 2014 was a workshop in Hoffman Estates, Illinois, hosted by Sears Holdings Corporation on August 14-16, 2012. The purpose of this workshop was to enhance homeland security/emergency management public–private working alliances throughout the eight-state region. During the workshop, a series of outcome-based track sessions were conducted, in addition to two topical plenary sessions where public and private partners worked together to determine protocols for critical issues of mutual concern. These acute issues include disaster intelligence, communications, transportation/entry/movement of resources, joint training and exercises, volunteers/donations, physical/virtual business emergency operation centers, recovery, and resource identification/management.

During these sessions, participants identified issues and concerns that will require future public-private collaboration to find solutions and establish regionalized standards, forming the foundation for an integrated emergency management cycle and community resiliency. Also, the ground work for a private industry advisory council was introduced to advance and guide strategic vision as events move forward.

**SYNOPSIS – WORKSHOP DISCUSSIONS**
The workshop plenary and track session discussions were captured by subject matter scribes, and the facilitated commentary was documented and disseminated to participants. The handout (version 2.0) is included as an appendix to this strategy document. These issues of mutual concern provide the launch point for our follow-up strategy as we work towards solutions. The highlights from each plenary and track session discussion are extracted, and suggested actions are provided. Over the next two years, these identified issues will serve as the foundation for activities and exercises to engage the public and private sectors through state and regionalized approaches towards resolutions.

**Plenary Session: "Intelligence, the Disaster Dynamic"**
The definition of disaster intelligence has diverse connotations in both the public and private sectors. A communal understanding between the sectors for their disaster intelligence requirements is necessary for a common operating picture. Defining and sharing early-onset information, as well as continuing situational awareness allows for informed decision-making and helps avoid duplication and/or conflict of efforts for coordinated response. Additionally, it addresses the primary function of providing a more detailed assessment of the impact on the ground in an area affected by a disaster.

For consideration, a collective information gathering and management platform using cloud technology could interpret the data and filter it to a common access portal. Raw and steady state data, as well as information from social media aggregators, and Critical Infrastructure/Key Resources (CI/KR) disaster assessment tools are also vital to this information sharing strategy. Data from participants will likely be provided through RSS feeds, allowing one company to provide baseline information to multiple government entities simultaneously to avoid a duplication of effort and inconsistent information.

This initiative to share early-onset disaster intelligence among partners generates concern from information outreach spokespersons. Both public and private outreach personnel want the ability to evaluate the quality of outgoing information, identify information sources, and validate the quality of the sources to prevent the dissemination of inaccurate information to stakeholders and decision makers. How information was collected, evaluated, disseminated, and utilized is important from a credibility standpoint as well as for continuity of operations and community resilience. The need for timely information must be balanced with the importance of verification for accuracy. A system of sharing that includes real-time but raw information should also include the means to generate a Common Operating Picture (COP) that shares vetted, confirmed information (intelligence).

**Plenary Session: "Communication Collaboration"**
One challenge for communication collaboration is determining a communal platform for communication to achieve interoperability for public and private sector use. It is important to recognize variances in systems security requirements from both the public and private sector perspectives. Also the procedures, methods and priorities for establishing a cost-effective and reliable system of communication interoperability will require further planning and discussion. A determination if this is plausible and achievable between the sectors is a preliminary consideration moving forward.

**Track Session: "Solving the Transportation Riddle"**
States concede that variances in existing laws and authorities governing access/security encumber effective movement of private sector critical resources to stricken communities during catastrophic events. Also, variances in where authorities reside at the municipal, county, state, and federal levels create additional obstacles. The private sector has systems in place to identify their own employees/contractors and maintain secure databases of those authorized personnel. Government duplication of these efforts is neither cost effective nor constructive in establishing a collaborative response.

Consideration of a unified system that outlines requirements for accessibility of deployed private industry personnel and equipment is an avenue to begin addressing the identified issues/concerns. This system could also serve to identify the private sector personnel requiring access to a disaster site. An additional

consideration is to develop consistent methods for waivers regionally (reciprocity) for unhindered movement of these critical resources.

Concerns exist from the private sector perspective regarding realistic access/security movement of private industry critical resources into disaster-stricken areas. A regional solution is necessary to avoid negotiating each state's separate requirements for access authorizations and waivers. Based on discussion, there are three categories of private sector access into these areas: a) local employees in the stricken area attempting to gain access to their place of work; b) logistics/targeted supplies moving from outside the immediately affected area to deliver goods; and c) external teams/direct support assembled and deployed by a company to provide assistance to the general public or to their own affected infrastructure. Each of these categories needs and different type of access in terms of duration and a system of prioritization of access must be agreed upon as well.

A "centralized database" that issues credentials to companies per disaster is not recommended for efficient, regional transportation access. Maintenance and security of this database is not feasible, instead companies should retain internal lists of personnel and vehicles needing access based on a mutually agreed-upon set of criteria. Access control methods that serve as a "pointer" into company systems where the public sector can "view and verify" those employees, contractors and supplies already sanctioned by a company to access disaster sites warrants further discussion. The access control system should not be designed with the intent of producing a new type of ID card or credential that must be produced and distributed. Rather, it should only be a means of categorizing, prioritizing and tracking personnel needing access to an affected area.

Regarding the waiver issue, it is not realistic to presume states will change their legislation to a uniform consensus though reciprocity could be a consideration. By building a regional information system, the private sector can identify what states will be travelled through and enter data on a website that will include waiver requirements for each state where passage is needed. This information will be entered once and each state will review the request for waivers and provide authorization via the appropriate agency. The challenge will be an efficient and effective approval process during times of emergency that does not hinder response so coordination with State Departments of Transportation and the National DOT will be necessary.

**Track Session: "Training and Exercise: Realistic Requirements for Realized Response"**
In order to have effective, coordinated disaster response with the private sector, joint training and exercises between the public and private sectors need to occur prior to a catastrophic event. Shared access to information sites that contain public sector exercise and training dates provides the private sector an opportunity to participate in these events. Identification of the differences that exist in public sector versus private sector needs in training and exercises is another step towards

understanding how the other sector operates.  Collaborative planning processes for exercises should be implemented to ensure support for joint private sector inclusion in the planning and implementation processes by the public sector.

These issues require analysis and dissection of how to go beyond the concept of participation.  A starting point is an assessment process of the training/exercise needs of the public and private sectors within the region, then actual integration, prioritizing needs and accepting training standards from both sectors.  Private sector priorities are based on industry standards and regulations and public sector priorities are based on regulations and guidance.  An assessment process would include representatives from both sectors.  It is also important to recognize differences in the needs that exist between the sectors and outline a collaborative planning process for exercise development.  Targeted results are a common training platform and calendar as well as joint exercise development leveraging private sector expertise for realistic designs.

**Track Session:  "Undertaking Assistors:  Managing Aid and Assistance Effectively"**
Recognizing existing volunteer structures including private sector, public sector, Volunteer Organizations Active in Disaster (VOAD), and non-governmental organizations (NGOs), is important for effective, joint response as well as state and local volunteer management and coordination.  From a regionalized perspective, a standard system for managing volunteers and donations (solicited, unsolicited, and spontaneous) should be considered.  Dialogue between public and private entities is needed for corporate donations so that preferred methods of direct (provide donations), indirect (purchase for stricken communities) and/or monetary support are addressed and corporate coordinating centers/staging areas are pre-arranged prior to actual arrival.

During the sessions various laws, rules, and regulations for requesting, accepting, and managing donations and volunteers during an emergency were discussed as well as how these protocols can impede private sector response.  Recognizing and addressing variances in laws and rules that prevent donations from being accepted require further examination and action.  Outcomes for managing aid and assistance effectively entail implementation of both a regionalized clearinghouse during catastrophic events as well as standards for managing solicited and unsolicited volunteers and donations.

**Track Session:  "Cyber vs. Citadel:  Frameworks for Functional Coordination"**
As more states across the country build Business Emergency Operations Centers (BEOCs), it is important to identify and evaluate the various information systems public and private sectors use to share, coordinate and disseminate critical disaster intelligence, both internally and externally.  In discussing the applications for physical and virtual BEOCs, both have merits that can be built upon towards a regional concept.

A common platform for situational awareness is needed using data collection and information sharing among the BEOCs.  It is also necessary to delineate types of data/information the private sector wants from government and what government can expect from the private sector.  This is an area that warrants more attention and problem solving because either party may not be aware of available data from the other partner, or how it could be useful to their partner in either steady-state or in response mode, and/or how the co-mingled data could provide a common operating picture beneficial to all partners.

It was concluded that both physical and virtual BEOC frameworks have strengths and weaknesses.  Limited space and physical disposition are concerns with the physical BEOC knowing that a regional disaster would require a company with a multi-state presence to send personnel to several locations.  As a result, the physical BEOC is most relevant for single-state disasters, catastrophic-level disasters where physical colocation can mitigate communication challenges and are useful for smaller companies who have a limited geographic presence or do not have an operations center of their own.

There was a consensus that virtual BEOCs would have more value and impact for information sharing reaching more private sector partners but common, accessible information sharing platforms and training are concerns.   A regionalized common access portal will be virtual and information shared must protect the security and trade secrets among/between public and private sector users as well as have a structured utility.  The common access portal must include a Geospatial Information Systems (GIS) component to aggregate and display data using overlays.   The information displayed should be user-defined, allowing the participants to structure what they are seeing based on relevance to their industry or operational needs. Baseline information should include data on utilities, transportation networks and weather while the remaining information is available based on what it "tagged" or requested by the user.  Input to the system must be available to all certified users and disclosure of the source of information should remain at the discretion of the contributor.  A joint collaboration between the CUSEC Board and the Private Sector Advisory Group (PSAG) will ensure the requirements of both sectors are satisfied for the common information sharing platform.

**Track Session:  "Whole Community Cooperation:  Recovery, Reputation and Realism"**
Public-private partnerships are vital to all aspects of the emergency management cycle.  Promoting visibility of public-private sector partnerships, business continuity and whole community recovery are integral to community resilience.  In striving to attain whole community cooperation, clarification on what is long-term versus short-term recovery was discussed between public and private partners for a collective understanding of recovery.  During the session, discussions defining long vs. short term recovery from the private vs. the public perspective were important in understanding how each sector conducted their planning for each type of recovery.  Establishing common terminology is necessary so each sector can commit

response and resources productively to a disaster to understand the terms of the commitment.

Short term recovery was a response that participants were most prepared to work through the issues. There was concurrence that joint, long-term recovery efforts need to occur to be effective. A suggested course of action was outreach and collaboration with organizations that conduct long-term recovery. Consideration for establishing a long-term community recovery sub-committee within the regional approach will be evaluated by the CUSEC Board and the PSAG for future establishment and/or building upon the Local Emergency Planning Committees (LEPCs) approach.

Another aspect of recovery involves how critical infrastructure restoration is prioritized. Both the public and private sectors will identify infrastructure necessary for effective response and recovery activities. This prioritization of recovery objectives for critical infrastructure will be included in the regionalized response as an outcome from this workshop. Also important was defining sector and public-private sector interdependencies. These clarifications provide a better understanding of how entities can be affected during disaster, how entities may not be able to immediately respond or recover, and how jointly the sectors can supplant each other through these interdependencies during times of crisis.

**Track Session: "Resourcing for Reliability"**
The National Incident Management System (NIMS) Typing, though used by various emergency management agencies at multiple levels of government, is not a viable approach to resource management for the private sector. Since varying resource management systems and methodologies exist, it is important from a regional standpoint to identify standardized resource management procedures that all partners can engage in during disasters. Rather than attempting to type all of the resources contained within the private sector, it is more important and effective to identify what companies possess the resources "typed" by the public sector. This will facilitate the acquisition of these resources in a more efficient manner without forcing companies to identify resources within a fluid inventory. Consideration should be given to advance resource mapping that would require a Geospatial Information Systems (GIS) platform. Advance resource mapping would be part of the common access portal as a means of narrowing the search for high-demand or unique resources following a disaster.

Mission Ready Packaging (MRP) is a concept to consider and introduce with "regionalized response" using standardized resource management procedures. Taking these procedures one step further, MRP considers the mission, limitations impacting the mission, support required, footprint of space needed and estimated cost. It is an opportunity for public and private partners to unify their response approach to avoid duplication and/or conflicting activities.

Through these workshop discussions, it was identified that private industry does not employ NIMS typing. Common terminologies and capabilities between the public and private sector for managing resources should be established. Also significant was recognizing, utilizing and managing private sector capabilities when the public sector is seeking assistance from the private sector, not just resources. There is a willingness to work with the public sector towards using MRPs and resource mapping to facilitate movement and delivery of goods, and to identify staging areas and routing for access to facilities. From the regionalized approach, these activities can be developed for effective, joint response activities.

**The Path Forward**
The NMSZ is a shared threat and common denominator among the public and private sectors for building a regional approach to the disaster lifecycle. As Capstone 14 advances over the next two years, numerous activities will employ a regional strategy for joint, coordinated response towards effecting community resiliency. This path forward includes intervals to develop standards for critical preparedness issues, formation of a private sector advisory group to ensure integration of private industry interests, protocol for CUSEC associate state engagement, and a dynamic timeline documenting current events leading up to the functional exercise in 2014.

The "path forward" began on September 11, 2012, with correspondence to all workshop participants advising them what to expect moving onward from the August 2012 workshop. Also, state emergency management agency directors conducted outreach to private industry partners who expressed interest in participating in an advisory group as a continuation of Capstone 14. An initial conference call was held on October 17, 2012, to establish the framework and intent of this group.

The private sector advisory group will work in tandem with the CUSEC Board of Directors for a shared vision of regionalized response for catastrophic events. Strategic solutions for public-private collaboration and coordination within the eight-state region will evolve from the workshop discussions. The solutions strategy will facilitate seamless integration of prevention, protection, response/recovery, and mitigation activities for emergency situations.

A regional training/exercise calendar with links to each of the CUSEC states is available on the CUSEC website (www.cusec.org) so private sector parties are aware of and can participate in these events. These postings should also result in independent, state-by-state, coordinated meetings and exercises with private sector partners for joint community preparation and response/recovery activities.

The December 2012 Regional Information Technology (IT)/Geographic Information Systems (GIS) Situational Awareness meeting hosted by the Kentucky Emergency Management Agency will initiate a working group to discuss and seek plausible measures towards a communications platform and communal portal. Other regional working groups still to be established include transportation, communications and resource allocations.

In 2013–2014, the exercise schedule becomes more aggressive, with the initial, mid-term and final planning conferences for the 2013 individual state tabletop and 2014 functional events. The final stage to Capstone 14 will occur as a multi-state, functional exercise over a 5 day span on June 16-19, 2014. Member states with their private sector partners will maximize the use of existing materials and concepts from NLE 2011 and the regional exercises will be incorporated into the exercise design. Associate states will be integrated into the mutual aid/Emergency Management Assistance Compact (EMAC) portion of the exercise. The challenge to plan, coordinate, and execute these events will task all participants but the concluding outcomes will deliver multi-functionality and resiliency for homeland security and the integrated emergency management cycle.

The CUSEC associate states' engagement in the Capstone 14 initiative serves to reinforce their existing assets of contingency planning, countermeasures, and sustenance to the member states in the event of a damaging central United States earthquake. While they may not be directly impacted by an earthquake, the associate states are organized to provide valuable support and resources to member states, if/when necessary. In fact, Capstone 14 can expand on the demarcation of associate state responsibilities through the timeline of collaborative events leading up to 2014.

In 2013, phases for a prototype through proof-of-concept will be developed for a disaster intelligence common access portal and communications platform. Sharing early-onset, "mash-up" situational awareness for a public-private common operating picture is vital to an effective, joint emergency management response and community recovery. Roundtable discussions with various private sector infrastructures continue to identify data, information and actionable intelligence applicable not only to their needs as a company but also to the whole community. Both the CUSEC Board and the Private Sector Advisory Group will administer this solutions-oriented model.

From issues identified at the workshop, solutions and standards for critical preparedness will be addressed during the CUSEC Board of Directors quarterly meetings, Private Sector Advisory Group quarterly meetings, collaborative work sessions/task assignments, and additional meetings and/or planning conferences. Management of these activities and efforts will be documented as the foundation for establishing a regionalized approach for joint public-private response/recovery to catastrophic events and community resiliency. This document is the first of several supplementary documents that summarize actions essential to deliver the concept and objectives of Capstone 14.

In conclusion, major strides will be made over the next two years to address mutual areas of concern for private-public working alliances in regard to the disaster lifecycle. If you are viewing this document as a first time introduction to Capstone 14, we welcome your interest and participation. If you are a participant from the August 2012 workshop, thank you for your involvement and support as we move forward.

**Plenary Sessions**

**Tuesday, August 14:  "Intelligence, the Disaster Dynamic"**
      (Common disaster intelligence collection and sharing protocol)

**The most difficult thing to come by immediately following a disaster is on-site intelligence of what is happening in the affected area.  Disaster intelligence seeks to bring together information for all sectors: public, private and the population at large to give responders the information they need to save lives.**

**PURPOSE:**  Participants will discuss and review platforms for delivery of intelligence through a single, consistent, and efficient process in order to develop a common operating picture.

**OUTCOME:**  Develop a standard means for intelligence reporting and dissemination.

| Policy Point | Comment |
|---|---|
| Intelligence cycle—emphasis: Planning | Sources of information used today: <br> ▪ Rich/deep information <br> ▪ Utility status <br> ▪ Roadway information <br> ▪ Public safety <br> ▪ Public health <br> ▪ Supplies <br> ▪ Open sources/social media monitoring |
| Intelligence cycle—emphasis: Planning | During an event, the public sector should consider the situation from the private sector's perspective to identify what information is needed from them. Conversely, the private sector needs to consider the public sector's perspective in determining information needs. |
| Intelligence cycle—emphasis: Planning | Base list of public sector's intelligence needs: <br> ▪ Damage assessments (major, minor, total loss) <br> ▪ Percentage of insured and uninsured <br> ▪ Photos of losses |
| Intelligence cycle—emphasis: Planning | Base list of private sector's intelligence needs: <br> ▪ Technology tools <br> ▪ Information in a timely manner <br> ▪ Access points—where they can get in to do what they need to do <br> ▪ Credentialing criteria <br> ▪ Satellite/aerial imagery <br> ▪ Damage anomalies |
| Intelligence cycle—emphasis: Planning | Tools need developing.  What other components need to be included for public/private use?  A single location should not serve as a repository for all these items. |
| Intelligence cycle—emphasis: Planning | Through advance planning, consider communications alternatives when private sector assets are affected by a disaster that renders them unable to share/report disaster information about the company or surrounding area. |
| Intelligence cycle—emphasis: Planning | Thresholds should be charted and/or defined because they are different for everyone. Thresholds could be different between an energy company and the fusion center regarding the number of customers without power. A platform identifying the critical thresholds is needed. |

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| Intelligence cycle—emphasis: Planning | Private sector wants to receive information first, make an independent analysis, and receive the validated/vetted information/product later. |
| Intelligence cycle—emphasis: Collection and Collation | Create social media accounts during events, creating hash tags during certain events. |
| Intelligence cycle—emphasis: Collection and Collation | Logistics information is needed. Coordinate to know location of people, incident command post, exclusion areas, and shelter locations/availability. |
| Intelligence cycle—emphasis: Collection and Collation | Critical Infrastructure and Key Resources Disaster Assessment: Incorporate a tool to allow businesses in affected areas to report on the status of their facility. Use a 0-10 scale with color coding for consistency and implementation of a common platform. |
| Intelligence cycle—emphasis: Analysis | All information provided to/through the public sector must be vetted and validated prior to dissemination. Consider "rumor control" and misinformation issues; public and private sectors must work together to determine what/how information is provided and de-conflicted prior to release to the public and media. |
| Intelligence cycle—emphasis: Analysis | Prior to releasing intelligence, the public sector must validate and verify the information, regardless of the source. Collectively, we have to determine what/how/and when information is released and deconflicted. |
| Intelligence cycle—emphasis: Analysis and Dissemination | Formulate and disseminate information regarding critical infrastructure/key resources disaster assessment into a layered map for use in a common operating picture. Information for a map can come from anywhere, e.g. public, private, non-governmental organization, social media, etc. End State: Regional picture and an idea of regional impact. |
| Intelligence cycle—emphasis: Dissemination | Private sector needs information from state to respond to critical needs faster and more efficiently. |
| **Following are other issues raised during this plenary session.** ||
| Government does not know the mechanisms that exist in the private sector. Understanding the systems and structures is critical to joint operations and information sharing. ||
| The private sector doesn't know what is important to the state. They know what the private sector thresholds are, but not what the state needs. Concerns exist that the private sector will provide too much or not enough. ||
| Private sector and public sector should share information about resources close to the incident site and readily available for use, if necessary. ||

**Wednesday, August 15: "Communications Collaboration"**
             (Achieving regional interoperability of voice and wireless communications)

**Variances in systems, security requirements, and protocols will be discussed to determine a common platform for communications to achieve interoperability for public and private sector users. Participants will discuss and outline potential methods and priorities for establishing a cost-effective and reliable system of communications interoperability.**

**PURPOSE:** Participants will discuss methods and priorities for establishing a cost-effective and reliable system of communications interoperability.

**OUTCOME**: Develop standards for a regional interoperability voice and wireless communications plan.

| Policy Point | Comment |
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| Use common technology platforms to communicate | Long Term Evolution (LTE) is a standards based technology— any vendor's devices will work with any other vendor's devices. |
| Use common technology platforms to communicate | LTE is data only—this will be an overlay with Land Mobile Radio (LMR), not to replace current voice capabilities. Legislation was signed in February; the FirstNet board is yet to be named (next week). It is a state-by-state decision to opt-in or opt-out. There should be collaboration with other partners. |
| Use common technology platforms to communicate | Currently, a device exists that uses the cellular network and also satellite. The current model does not work that well; a new device of this type that can bridge the gap is needed. Motorola is not aware of a current device that can do everything including reach up to satellite. |
| Use common technology platforms to communicate | It is difficult to prevent interruption 100 percent; currently existing sites are not resistant to electromagnetic pulse.  Generator back-up will function off the commercial grid. |
| Use common technology platforms to communicate | Satellite phones failed due to system overload in several major disasters. Satellite voice communication takes a lot of bandwidth and a dedicated path. One work around is to use data communication, which takes less bandwidth. Mississippi has push-to-talk satellite radio systems, which are very expensive to purchase and use. |
| Establish regional communications governance structure | Consider provisions for hospitals:  wide net for who is included as a public safety responder. |
| Establish regional communications governance structure | Regarding private sector incorporation in regional Statewide Communications Interoperability Plan and voluntary adoption by private sector, the private sector needs to be included in development of any type of document. |
| Establish regional communications governance structure | Private sector partners are not engaged in state or local emergency planning groups. |
| Develop integrated standard operating procedures and policies | For an event of the magnitude of New Madrid, most, if not all, communications capabilities, including switching capabilities, will be lost.  System will have to be operated in the "old way," driving people out to sites, switching manually.  Though it may not be as smooth or as quick, it will continue to keep the system in operation. |

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| Develop integrated standard operating procedures and policies | Private sector to private sector communications—the National Interoperability Field Operations Guide (NIFOG) lists business-specific channels. Does Illinois or Mississippi have capabilities to communicate on these channels? At present, Illinois has not investigated incorporating the business specific channels. |
| Develop integrated standard operating procedures and policies | A large part of the bandwidth is utilized by the media. Satellite availability needs to be discussed as a policy decision, rather than an individual solution. Prioritization is necessary for satellite usage, and that prioritization needs to incorporate critical private sectors/non-governmental organizations. |
| Develop integrated standard operating procedures and policies | Private sector is going to do their own business recovery utilizing existing frequencies documented for business use in the NIFOG. |
| Develop integrated standard operating procedures and policies | Data is critical to daily operability. Follow-up: is it critical for interoperability as well? |
| Develop integrated standard operating procedures and policies | Ham radio should be integrated into existing plans for critical voice communications in disaster. |
| Implement coordinated training and exercises between the states | When standing up an emergency operations center (EOC) for exercise or real-world events, the first private sector partners to show up are the communications carriers; they are critical to solving problems and need to have a physical presence within the EOC. |
| **Following are other issues raised during this plenary session.** | |
| There is a struggle to abide by the timeline to erect a new state network or transfer from the existing structure due specifically to cost. We need to determine what support Motorola can provide, because grants will not cover the cost, even with $7 billion. Do states get credit for/can they leverage existing structures? | |
| Issues with LTE: <ul><li>Timeline unrealistic? Five years before equipment will be rolled out?</li><li>$7 billion not enough?</li><li>$2 billion can be borrowed against spectrum auction</li><li>Less grant money available</li><li>LTE not going to replace LMR (certainly not within the first five years)</li><li>LTE may incorporate voice in the future</li></ul> | |

**Track Sessions**

**"Solving the Transportation Riddle"**
> (Achieving seamless ability to gain access to a disaster site and transport supplies)

**All disasters start and end locally, but the countless resources needed to help a community respond and recover come from locations throughout the country. Various authorities, laws, and regulations can hinder effective movement of critical resources to stricken communities during catastrophic events, and participants will help to identify the means by which the public sector can facilitate the access of private sector personnel, vehicles and equipment to an area affected by a disaster.**

**PURPOSE:** Participants will identify authorities, laws, and regulations that hinder effective movement of critical resources to stricken communities during catastrophic events.

**OUTCOME:** Implement a regional system for transfer of goods, services and equipment to disaster stricken areas.

| Policy Point | Comment |
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| Identification of Personnel | First responsibility for companies is determining impact on their people and on their sustainability of operations. |
| Identification of Personnel | Local access is dependent on local recognition/acceptance of a credentialing system. |
| Identification of Personnel | How do you identify the "good guys" from the "bad guys"?  Looking to the Central United States Earthquake Consortium (CUSEC) to develop a protocol for credentialing.  Can identification credentials actually be timely tracked and data based? In Illinois, Tier 2 credentials can be issued and read through MABAS and ILEAS (fire and police mutual aid) |
| Movement of Resources | Routing of supplies is dependent on good intelligence. |
| Movement of Resources | Is there a need for weight/height waivers to facilitate commerce and resupplying resources into the area?  We need input from private sector—it's generally established that the operating hours of drivers cannot be waived (safety issue), so it becomes an issue of enforcement. |
| Movement of Resources | Refrigerated trucks may not be accessible for use as temporary morgues. If refrigeration is not available, the best option is temporary burial in sand (will not compromise DNA). |
| Movement of Resources | Need to establish Federal and State Department of Transportation regulations: Can weight/height/length be waived during emergency response? |
| Movement of Resources | Private sector needs to establish access to fuel source in order to respond. |
| Movement of Resources | Emergency Management Assistance Compact (EMAC) isn't private-sector friendly in regard to integrating private sector organizations into the resource response. |
| Movement of Resources | Need a coordinated element to identify "oasis" of response: staging areas for resources for citizens/disaster victims. |

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| Movement of Resources | Unpredictability of the earthquake scenario makes planning very, very difficult. No one really understands the magnitude, destructive power and extent of impact. There is no solution to the transportation riddle. A better approach is to determine the capacity of your transportation base and to determine deficiencies and vulnerabilities. |
| Movement of Resources | Establish staging areas and convoys going into the affected area. Could the federal government commandeer resources going into the area? The affected area could well become a "combat zone" competing for scarce resources. |
| Accessibility | Need a "one-stop shop" for the eight affected states, establishing a common operating picture for the assessment of needs. |
| Accessibility | A web-based placarding system, such as Pegasus, creates placards quickly, providing immediate information to law enforcement authorities and expediting access. Virtual USA and e-placarding provide an immediate roster of shipped items to the affected area. |
| Accessibility | It is cumbersome for private sector shippers to check access to the region on eight separate websites. |
| Accessibility | It is important to create an infusion of cash back into the affected area, particularly if electronic payments are interrupted. |
| Accessibility | Bridges and overpasses will be the highest priority for access restoration; bridge inspections will have to be done after every aftershock. |
| Accessibility | People-movement (evacuation) is a higher priority than transportation for business re-supply to the area. |
| Accessibility | Private sector (Wal-Mart, Sears) has a good plan for movement of resources and continuity of operations. Small or medium-sized businesses aren't prepared to re-supply and are more dependent on other shipping systems. |
| Accessibility | Security clearance is a greater issue than credentials. Are you who you say you are? Do you belong here? |
| Accessibility | CUSEC could be a real asset to evaluate the state statutes on access and trucking regulations and to become a clearinghouse to establish some uniform protocols/model for uniform regulations. |
| Accessibility | Air space restrictions are critical to small airfields and large shippers such as FedEx or UPS. There will be interrupted claims on shipping outside the affected area because of impacts on FedEx, Memphis, or UPS, Louisville. |
| Accessibility | To gain access and egress from the disaster area, private sector partners will have to be self-sufficient (fuel, food, water). |
| Accessibility | Evacuation routes and service-delivery routes should be coordinated between states. |
| Accessibility | Regarding waivers, every state has different rules. The Department of Transportation representative in the State Emergency Operations Center (SEOC) can provide that information through the National Motor Carrier Administration. |
| Accessibility | The fusion center in Illinois has a traffic analyst position managing data on traffic accidents and fatalities that could be transitioned to provide information on accessibility. |

| Following are other issues raised during this track session. |
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| In Florida and Texas (hurricane states), fuel stations are required to stay open and have stand-by generators to supply fuel; this should be a standard among CUSEC states. |
| Private sector corporations are varied in size; smaller companies have different barriers to response than very large (Fortune 500) corporations |
| Private sector resources aren't without limit. There is a need to define limitations and capabilities for efficiency and integration with public resources to facilitate response/recovery. |
| Large, iconic organizations can't have a relationship with state emergency management. These large organizations need to develop a database of contacts (three deep) for state emergency management. |
| A common operating picture is necessary to provide private sector organizations with the current status on electric grid, security concerns, communications operability, fuel supply, and resource needs—establishing "cloud" architecture would provide this common situational awareness. |
| Internal communication within the organization is critical to assessing situational awareness. |
| What is the expectation of the National Guard response?<br>  ▪ Provide labor to help move assets at beginning of event.<br>  ▪ As an event transitions to recovery, the Guard is statutorily prohibited from competing with private sector transport assets.<br>  ▪ Missions include sandbag-filling, surveillance and reconnaissance, and perhaps enforcing civil order and law enforcement.<br>Many NG assets are also first-responders in another capacity and may not be available, and up to 40 percent may be victims. (An example from Illinois: of 10,000 troops on a roster, only 1,500 were available for a flood response in 2011.) |
| How do we establish and foster cooperation among competing private sector organizations to talk to one another, establish communications capability, and share information? Private sector organizations may be fierce competitors for market-share but routinely talk to one another and share information on matters of public safety and security. |
| A lot of transportation issues are access issues. From a corporate perspective, information exchange is controlled by corporate attorneys, with concerns from a liability standpoint. Establishing a trust relationship with neighboring states is critical to sharing information. |
| Big corporation liability issues limit the information provided to state and local public sector agencies. |
| FEMA has established private sector liaisons in each of 10 regions to help develop policy with private sector organizations. |
| Small business response is a family response first; then, the business responds.  Focus on the small business is very tough in the early days and weeks.  Many small businesses won't survive. |
| Large Fortune 500 corporations located in the disaster zone incentivize their recovery because they are employers and are key to economic recovery of the region. |
| CUSEC should establish a repository of transportation requirements among affected states in order to create timely, actionable waivers and expedite transportation access to an affected region. |

**"Training and Exercise: Realistic Requirements for Realized Response"**
        (Training and exercise plan to support implementation of strategy)

**Training and exercise are critical to maintaining both public and private sector organizations' ability to respond, but they are rarely executed between the sectors. Additionally, the differences in training and exercise vernacular, combined with the cost, can undermine the ability of an organization to maintain an effective response posture and promote efficient operations. Participants will work to promote efficiencies in joint training and regionalized exercises using traditional, mobile and virtual platforms.**

**PURPOSE:** Participants will identify and discuss the utilization of interoperable platforms to promote joint training and exercises between the public and private sectors.

**OUTCOME:** Initiate a standard training and exercise platform to support the achievement of additional CAPSTONE 14 preparedness activities and continuing joint augmentation.

| Policy Point | Comment |
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| Assessment of training/exercise needs | Private sector is constantly conducting risk analyses and reassessments that then become the baseline for exercise design. |
| Assessment of training/exercise needs | Coordination between public and private sectors has to go both ways; one entity can't be responsible for everything. |
| Assessment of training/exercise needs | Private sector exercises can be difficult to implement at the local store level compared to the corporate level due to legal/budget issues. |
| Assessment of training/exercise needs | Communication has to be a two-way street between public and private organizations to create a dialogue to identify training and exercise needs/opportunities. Public-private interactions have to take place as early as possible for an exercise to be successful. Real world incidents often drive private sector exercise involvement by highlighting issues. |
| Integration between public and private sector | Exercises play a critical role in preparing private sector organizations to interact with the public sector. Public-private exercises allow for both entities to learn not only what each other has but also how they go about completing their mission. Including private sector participants allow for public organizations to learn about and test new technologies being implemented by the private sector during the exercise. |
| Integration between public and private sector | Industry associations play a vital role in creating a bridge between public and private sector integration. |
| Integration between public and private sector | Working with Local Emergency Planning Committees (LEPCs) and other local councils can serve as a conduit to better incorporate private sector participants in exercises. |
| Integration between public and private sector | The private sector must be involved in exercise design from the beginning for "buy in." Considerations include: budget/economic, staffing, value proposition/net benefit. |
| Integration between public and private sector | Integrate the private sector into posting exercises on the National Exercise Scheduler System (NEXS). |
| Integration between public and private sector | Private sector has had success in getting employees to take part in preparedness training off hours by creating a "family event" around the training to which workers can bring their entire family. Can this be used to enhance public sector efforts? Can we find/use a best practice for both public/private sectors? |

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| Integration between public and private sector | Private sector organizations need to be involved in public sector training efforts to understand the structures, policy, and management of response and recovery efforts. The private sector needs to understand how response/recovery un-fold for government and how the company can play a role or expedite recovery efforts. |
| Integration between public and private sector | Public sector organizations need to be involved in private sector training efforts to understand what is required for response and recovery and what expectations may be placed on government during events. |
| Prioritizing training/exercise needs | All states should have a common training and exercise calendar available to private sector organizations. Training and exercise events are occurring within states, and private sector should be participating. There needs to be better coordination between public and private sectors to develop multi-year training and exercise plans. The public sector too often focuses on response plans and doesn't incorporate private sector plans in exercises. States need to better advertise their training and exercise calendars to the private sector. Public and private have two very different ideas when it comes to training needs: private sector has to be concerned about its bottom line and doesn't always see the benefit in participating. |
| Prioritizing training/exercise needs | Entities need to focus less on "lights and sirens" and focus more on the training/exercise of preparedness/recovery. Exercises do not all have to be "high speed" to be effective; even what seems like a simple exercise can have huge benefits by familiarizing participants and locating gaps in the plan. |
| Prioritizing training/exercise needs | Funding for training is an ongoing issue that will hinder efforts (e.g. CERT). Can we maximize training between public/private through web-based programs to exercise fiscal economy and still deliver training? Can we use this as a base for exercises? How do we coordinate local, state, national outreach/planning efforts for exercises? |
| **Following are other issues raised during this track session.** ||
| Exercises allow companies to interact with state governments and to identify roles/responsibilities prior to an event. Participation assists in the development of "push packages." Exercises serve as a gateway to create new partnerships. The concepts and objectives meeting should be conducted separately with the private sector to ensure their needs are properly gathered and not overshadowed by the public sector. ||
| Private sector certification identifying a company as being disaster resilient is necessary to encourage companies to participate in emergency preparedness training/exercises. If employees are prepared for a disaster, they will be more likely to return to work quickly post disaster. DHS/FEMA PS-PREP and American Red Cross (ARC) Ready Rating are two programs designed to assist in getting private sector organizations better prepared for disasters. ||
| Exercises have to truly take the system to the brink; too often exercises only test the routine operations and do not hit on the serious issues. ||
| Interaction can take place at the local level store at the same time states are reaching out at the 10,000-foot level with corporations to develop partnerships. ||
| Public sector needs to let the private sector know how they can assist and let the private sector determine how that can benefit them. ||

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| Develop a method to promote exercises to the private sector to "recruit" private sector interest/involvement. Chambers of Commerce are often untapped resources in developing public-private partnerships. |
| There needs to be a database of points of contact from the private sector identifying who could be contacted for exercise involvement, similar to how all the state exercise training officers are listed. |
| Exercise design can be complicated due to the public sector planning for worst-case scenarios vs. the private sector looking at the most probable scenarios. |
| LLIS offers an excellent tool for private and public sectors to share best practices from exercises. |
| If there is not already a CUSEC channel on Lessons Learned Information Sharing (LLIS), one should be created for public/private entities to share information on future/past exercises. |

**"Undertaking Assistors:  Managing Aid and Assistance Effectively"**
     (Finding a common strategy to manage volunteers and donations)

**While companies are taking an even more active role than ever in volunteer work, integrating them with volunteer organizations and government response has proved challenging.  Participants will work to enhance the public and private sector abilities to accept and effectively utilize volunteer aid and donations.**

**PURPOSE:** Participants will identify various laws, rules, and regulations for requesting, accepting, and managing donations and volunteers during an emergency.

**OUTCOME:**  Implement a regionalized standard for managing solicited and non-solicited volunteers and donations (good/services).

| Policy Point | Comment |
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| Corporate Volunteer Teams | Organizing corporate employees and training is on-going and/or in-place for some companies. Tying into existing local opportunities through emergency management agencies (EMAs), Volunteer Organizations Active in Disaster (VOAD), and Community Organizations Active in Disaster (COAD) will enhance the existing programs and create a pathway for new partnerships/teams. This will not work with larger private sector organizations as they have small teams of employees dealing with this on a nationwide scope. They do not have time, so how can government help them? |
| Corporate Volunteer Teams | The concept of internal corporate teams versus volunteering externally needs to be addressed. Who is volunteering and where do they come from? Is a volunteer cross-assigned? How can we verify a volunteer's availability and role? Corporate offices tend to handle this versus the local branches or divisions. How do people choose what to do? |
| Corporate Volunteer Teams | Tie corporate teams into existing local opportunities through EMA, VOAD/COAD. What is the liability to the corporations for sending external teams? Pre-affiliation somewhere is key. |
| Corporate Volunteer Teams | It's suggested that the local/state EMA be contacted to see what is needed initially during an event as far as volunteers and donations—coordinate with the volunteer reception center (VRC) if it exists. Tie in what is needed through a business emergency operations center. |
| Corporate Volunteer Teams | There is a need for corporate skill and expertise in managing donations. It's important to find specialties corporations can bring to a disaster. |
| Corporate Volunteer Teams | Flexibility is key to being involved – regarding what both corporations and government want to do during response. Determine best communication method for sharing needs with private sector (Business Emergency Operations Center/Public-Private Partnership). |
| Corporate Volunteer Teams | Use National Donations Management Network (NDMN) through the Aid-Matrix system for donations. How does this interact with what the private sector wants to do?  Who decides what goes where? |

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| Spontaneous Volunteers/Donations | Messaging to the public is critical. Need to work with the media on messaging to discourage spontaneous volunteers and un-needed donations (e.g. clothing) and specify ways people can help. Donations are a bigger drain on government than volunteers in terms of management. States only want donations that come from a trusted volunteer organization.<br>Social media can be used to collect information on spontaneous volunteers. A consistent screening/vetting process is necessary. Affiliation with a volunteer organization should be encouraged before an event occurs.<br>Another concern is the drain volunteers have on businesses in terms of "competition." |
| Utilizing a standard system for managing volunteers and donations | Establish similar and/or coordinated Community Points of Distribution (CPODs or PODs). Considerations include: public and private sector sites for efficiency and coordination; staff and volunteers who are trained to this task; organized POD (one system, not a bunch of spontaneous PODs as they compete for resources); who decides what goes where?<br>Needs of the community will not be met without coordination. Private sector wants to have trust in those they donate to, like national VOAD members and faith-based organizations.<br>Work through the local chamber of commerce to filter out donations/needs. The approach needs to be from the bottom up. |
| Utilizing a standard system for managing volunteers and donations | Use the 211 system to filter out issues. |
| Utilizing a standard system for managing volunteers and donations | Documentation not only for providing donations/volunteers for match to FEMA but also for corporations is very important. |
| Utilizing a standard system for managing volunteers and donations | Use a centralized clearinghouse for what is needed. (Globalhands system used internationally.) |
| Utilizing a standard system for managing volunteers and donations | Lots of variables exist; may not be a one size fits all approach. |
| Utilizing a standard system for managing volunteers and donations | Can a regional management structure be accomplished for volunteers and donations? Perhaps start the planning process through CUSEC. |
| Utilizing a standard system for managing volunteers and donations | Government being able to accept donations is not viable now. How/should we look at this? The concept of government being involved in donations at all is a policy issue. The process to get things and people where they need to be is too challenging. Need to eliminate red tape between supplies and people who need them. |
| **Following are other issues raised during this track session.** ||
| Establish process where government can be the connector between the donator and the receiver. Private sector is figuring out how to help and communicate clearly on how government can help them during disasters. ||

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| Tax base and economic impact on jobs—volunteers won't spending money in the community if they get exact service for free (food, housing, etc.). |
| Government employees supervising volunteers or doing work on private property is not allowed in most states. How/should we look at this? |
| Long-term recovery teams in communities can and should involve private sector. |
| Ensure employees are individually prepared so that they can help their business get back on its feet as quickly as possible; they have a vested interest in community redevelopment. |
| Credentials needed for individuals organized into teams |
| Consider liability issues if teams are deployed externally.  Legislative changes may be needed. |
| Consider possibility of volunteering turning into contract work/procurement issues down the road. |

**"Cyber vs. Citadel:  Frameworks for Functional Coordination"**
        (System to share GIS data, create common operating picture and exchange data)

**Nationwide, public and private sector organizations battle similar impediments to effective and timely coordination and dissemination of information.  During a disaster disparate systems of sharing information can negatively impact the ability to respond.  Participants will work to ensure the development of a common operating picture and real-time situational awareness.  Additionally, participants will discuss the need for physical and virtual Business Emergency Operations Centers (BEOCs) and how each can best be utilized.**

**PURPOSE:** Participants will identify and evaluate the various information systems private and public sector utilize to share, coordinate, and disseminate critical disaster intelligence, gain situational awareness, and discuss the application of both physical and virtual business emergency operation centers.

**OUTCOME:**  Develop a system for data collection and sharing across physical and virtual BEOCs.

| Policy Point | Comment |
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| Need for physical BEOCs | Physical BEOCs provide face to face communication, but these relationships need to be established prior to an event. States need to reach out to these companies and invite their participation. Utility and communication infrastructure have permanent seats inside emergency operation centers (EOCs). |
| Need for physical BEOCs | Both physical and virtual BEOCs have strengths and weaknesses. Space in physical BEOCs will never be enough to include everyone in the private sector; virtual BEOCs provide more information, but training is needed for proper use. |
| Need for physical BEOCs | Most states will never be able to just have a physical BEOC. A combination of both is necessary, because most companies cannot have employees in all states' EOCs. |
| Need for physical BEOCs | For a company to have a BEOC, the private sector needs a cost benefit analysis.  CEOs are the audience to be convinced of the need for BEOC participation. The concern is redundancy of efforts. |
| Need for physical BEOCs | Some companies have a more robust staff than others. It is difficult in a large response to receive and supply feedback to each state or region because they are not coordinated.  A business with a small staff wouldn't be able to coordinate all this.  (Need a synchronized "battle rhythm.") <br> Virtual has such an impact in a large scale event.  Through a virtual BEOC, more representatives from more areas can participate without physically being in the same room. |
| Regional triggers for virtual activation | A major trigger obviously would be major public services like transportation that consistently affect all businesses. |
| Regional triggers for virtual activation | Regional triggers for activation of BEOCs have been National Weather Service/weather events and impacted houses for insurance companies. A virtual activation concept may not be necessary if constant updating is available (real-time); it's not feasible if manpower requirements offset benefits. |

| How information is structured and shared | Need the ability to map what would impact a specific business. Each individual can take what criteria are important and use that as a filter for that data to make it important to each business. There are concerns with the validity of information provided via virtual. |
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| How information is structured and shared | Companies do not like to share inventory levels because it is proprietary and it changes constantly. A better idea is to use a "tasking" method, where the public sector says, "I have a mission, and this is what I need to accomplish it…" Companies could monitor these and decide whether they could respond. |
| How information is structured and shared | Public and private sector organizations battle similar impediments to effective and timely coordination and dissemination of information:<br>■ Accuracy of information is a concern, e.g. chasing information that appears on news and answering questions created by media outlets.<br>■ Trying to create critical information requirements<br>■ Timely coordination with private sector. It's necessary to ensure we are not duplicating information; try to plug into all levels (federal, state and local) so we are not answering same question multiple times. |
| How information is structured and shared | Impediments to private sector participation are:<br>■ Lack of common terminology<br>■ Lack of common goals<br>■ The way information is collected and how it is used<br>■ No commonality in terms of severity<br>■ Transition of workforce |
| How information is structured and shared | Look at the distribution list for this information. How do you decide who can see what and partner with State? It's necessary to make sure the contacts are up-to-date and maintain a current list of the private sector employees involved. It's also important to know the interdependencies of the sectors (ripple effect). |
| How information is structured and shared | A common platform for sharing information among the BEOCs is necessary. WebEOC has to be customized to fit each situation/group. Information has been shared using SharePoint and access controlled through permission given prior to events. Kentucky has used Virtual USA to publish data in real time |
| How information is structured and shared | Fear exists in the private sector regarding sharing proprietary information and sharing information in general with the government.<br>■ Private sector would be willing to develop a relationship if the public sector would initiate.<br>■ Mission tasking has helped with concerns about proprietary information. Private Sector makes the decision when to step up and share information. |
| How information is structured and shared | During a disaster, disparate systems of sharing information can negatively impact the ability to respond. A consistent theme is that it is confusing to the private sector when there is no consistency as to where to find information and who to approach and partner with in each state. Agreements are needed to protect proprietary information so businesses will feel better about sharing. |

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| How information is structured and shared | A common platform is needed for sharing information among the BEOCs. In- sector communication needs to be established and networked.  A system of communication needs to be mapped out. Private sector access to points of authority in early stages is important. Suggestion:  take the scoring system suggested by Director Monken for critical infrastructure (or something similar) and use it for all BEOC sectors to communicate the status of their sector in all states. |
| How information is structured and shared | Additional information needs:<br>▪ Private Sector would like access to road closures information quickly through a consistent platform<br>▪ Better integration with National Weather Service with on-the-ground spotter networks is needed.<br>▪ Use the Wastewater Response Agency Response Network for situational awareness. |
| How information is structured and shared | A consistent system to list resource needs and a way to communicate the private sector's ability to respond to these requests/needs is needed. |
| How information is structured and shared | Private Sector wants states to coordinate with federal government and each other because some large companies are already pushing data up and would like ONE source to push information to. |
| How information is structured and shared | Private sector would like a common operating platform that can share the following information from the public sector:<br>▪ Timing of resources and restoration of infrastructure<br>▪ General scope of area's condition, mapping tool<br>▪ Possibility of escalation and other vulnerabilities<br>▪ Condition of infrastructure<br>▪ Communication availability/capabilities<br>▪ Scale and duration of event<br>▪ Transportation routes<br>▪ Valid points of contact<br>▪ Better dissemination of general state of affairs of the community to the public<br>▪ Road conditions<br>▪ Electricity status<br>▪ Real time situation reports<br>▪ What credentials will be honored and where to get them<br>▪ Small businesses want to know the restoration timetable<br>▪ Common operating picture on restoration<br>▪ Standard operating procedures<br>▪ Situational awareness that is verified and validated<br>▪ How to access locations and who to contact<br>▪ Organic response and response status<br>▪ More access to the same National Weather Service updates the government receives<br>▪ Information guidelines available to public in one location<br>▪ What resources/information does government need?<br>▪ U.S. government feed for the National Integration Center<br>▪ National Operation Center monitoring product<br>▪ Credentialing information |

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| How information is structured and shared | What information should the private sector share with the public sector?<br>• Ability to perform<br>• Resource availability before and after contracts have been depleted<br>• What businesses are open/store operation (some large businesses such as Sears already push this out to the Department of Homeland Security)<br>• Intelligence regarding conditions of infrastructure<br>• Valid points of contact<br>• Communication capabilities<br>• Staging capabilities<br>• Providing the current state of operations in a consistent manner  (like Director Monken illustrated)<br>• If facilities can be used as staging centers (Pilot Flying J)<br>• Restoration of services per sector<br>• Co-location of command center<br>• Personal accountability for employees and where they are<br>• What the limiting factors are for restoration of business<br>• Resource availability (e.g. generators, nurses, physician, shelters)<br>• Response status<br>• Inventory levels—which businesses do not like share this information due to proprietary issues and know who to provide this inventory issue to (contact list)<br>• Operational/status capability of stores |
| How information is structured and shared | FEMA issues:<br>• FEMA could share the status of the shipment of supplies and communicate better (after the states have met threshold)<br>• FEMA wants valid real-time reports from states |
| How information is structured and shared | What does the big picture mean to businesses?<br>• Gas, electric, roads<br>• Situational reports |
| **Following are other issues raised during this track session.** ||
| Commercial concerns for liability of professional engineers ||
| Is it worth talking about a private sector resource manager for all sectors? ||
| Private Sector needs a better understanding of with WHOM to build partnerships and relationships.  National associations? Local associations? Sometimes it boils down to what will give you the biggest "footprint." ||
| The wall between public and private can be lowered if the public sector approaches the private sector as true partners, not participants. ||
| How do private sectors help and contribute while fitting this into a business model? Private sector needs to change existing assumptions based upon their emergency plans; don't assume you will have the help of the public. ||
| Private sectors need to know the State's priorities for restoration of services at the state and community levels. ||
| States would like a more robust list of critical infrastructure from companies. ||

How can we improve collaboration between sector members? (Electrical and Power companies used as example.) Policies need to be developed company-to-company and state-to-company concerning release of information protocol.

In a catastrophic event, the private sector needs to know what areas are priorities. Cities? Areas with most resources? What is the priority of restoration?

State would like to have legal point of view: long term impact on businesses so the State can better evaluate the damage assessment.

**"Whole Community Cooperation:  Recovery, Reputation, and Realism"**
(Creating a common strategy to support community resilience and recovery)

**There is a need to foster relationships between Public and Private Sector Partners in emergency preparedness and response. Participants will discuss the means and mechanisms that could be used to promote regional visibility of public-private sector partnerships and promote whole community concepts to maintain a collective reputation for efficiency following a disaster.  In addition, participants will identify mechanisms for joint partnerships within their community necessary to effectively recover and ensure business continuity when disaster assistance runs out.**

**PURPOSE:**  Participants will discuss ways to promote regional visibility of public-private sector partnerships and promote business continuity and whole community recovery following a disaster.

**OUTCOME:**  Develop and incorporate regional priorities for informing and educating the public on public-private sector partnerships in support of whole community recovery following disaster.

| Policy Point | Comment |
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| Long vs. Short term recovery | Short term recovery:  Can we put definitions in a box? Timeframes can't be established for some actions until incident occurs, i.e. life safety, immediate actions. The distinction is clear in some industries and not so clear in others. Is it possible to do long term recovery planning before an event?  Are there too many variables?<br>Long term recovery:  This will be determined after event. What do we need to do to return to pre-incident conditions? Definitions may change based on type and magnitude of event.<br>Should there be another category:  immediate term, rather than short-term? |
| Long vs. Short term recovery | Short term recovery covers the basics and keeping people alive. Long term recovery involves restoration of services, etc.<br>Short term is 72 hour-period. Long term recovery requires the support of other sections of a corporation.<br>Critical Community Infrastructure is anything that will allow citizens to remain in their homes—power, water (short-term), what will get money flowing again (long-term). |
| Long vs. Short term recovery | Recovery is the return to an altered normal; you never return to exactly what you had before disaster. All must accept that the quality of service may be altered and the reality of business decisions (e.g. business may not stay in disaster area when it rebuilds). Must address problem of bringing people back to disaster area. |
| Long vs. Short term recovery | Short term recovery issues include people being able to go to work, immediate needs are being met, and power and water are restored. Pharmacies need to be up as soon as possible because of life sustaining drugs, etc. |

| Long vs. Short term recovery | The public sector has a harder time achieving long term recovery planning than the private sector. It's helpful to establish a local long term recovery committee to look at the long term. Long term recovery planning has to be a joint effort; neither the public sector nor the private sector can do it alone. |
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| | Are the public/private sectors reaching out to long term recovery organizations? They need to work together and form partnerships in advance and learn from past disasters. Long term community recovery committees can be held up as a best practice. |
| Long vs. Short term recovery | FEMA has a Building Science Branch that develops and produces multi-hazard mitigation guidance focusing on creating disaster-resilient communities to reduce loss of life and property. Short term recovery deals with immediate actions. Long term recovery needs include: looking at rebuilding using earthquake resistant construction techniques, looking at science of construction and building accordingly, and looking at adopting building codes right now. |
| Long vs. Short term recovery | Short term recovery is driven by the public sector; long term recovery is driven by the private sector to consider economic realities. The ability to recover depends on the size of the business; large business has more capability to recover. |
| Long vs. Short term recovery | Common terminology is important; need to be talking about the same thing regarding Critical Infrastructure (policy issue). Disasters begin and end locally and individually—the individual has responsibilities. Definitions are different due to levels of government or private sector/other groups. |
| Long vs. Short term recovery | Public sector has to rely on the private sector to drive recovery—public sector can't do it alone. It has been a lesson learned to plan and prepare with the private sector before disaster. How do we get private sector to the table? |
| Long vs. Short term recovery | The whole community approach to recovery has to be done in advance; it can't wait until a disaster strikes. The whole community should be incorporated in recovery planning process. Look at economic impact, too, and prioritize restoration. It can't be same for all communities. |
| Long vs. Short term recovery | How to get people to the table to plan for recovery? Establish a steering committee, and then branch out to the rest of the community. The steering committee should represent all sectors; the model is built at a higher level. |

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| Public/Private Partnership outreach and marketing | Project Impact was a good program to encourage public/private partnerships, building smarter, and mitigation practices. The program should be revitalized.<br>Can Green Building practices be used to encourage earthquake mitigation? How do we get the need to do this into the public's consciousness? Incentives for mitigation? Use public/private partnerships to drive this? It needs to get to a point where there is value/benefit to all involved in the building process before building codes and mitigations will be accepted. It is profit driven. Elected officials need to be behind building codes, not just private sector. People think "it won't happen here again," so they don't rebuild stronger. It has to hit people in their pockets or they won't change—has to be financially driven. |
| Public/Private Partnership outreach and marketing | Partnerships should be developed within the private sector, e.g. retail partnerships within retail sector. It will benefit communities to get the private sector up and running. If the public sector doesn't help, the private sector will do it themselves. |
| Public/Private Partnership outreach and marketing | We need to look at the community and bring all sectors to the table to assist in short and long term recovery. The government needs to open its eyes to bring in all assistance. |
| Public/Private Partnership outreach and marketing | Resilience? Challenges? Building codes? People, government and companies will ignore the need if they can. Entities need incentives for participation in planning, e.g. tax benefits. On the flip side, some companies are proactive—paying what is necessary to stay in business, keeping business and community up and going, seeing the need to invest—so incentives won't work. There is disagreement in this area. |
| Public/Private Partnership outreach and marketing | Local Emergency Planning Committees (LEPCs) have public/private membership, so this may be a place to start with long term recovery planning in advance of an event, including identification of critical community infrastructure. However, LEPCs are focused on chemical companies. How can public/private sectors be encouraged to work together? Sectors have been doing what we need to do but not doing it in partnership. They need to share information, come together to meet the challenge, and accomplish more together. A distinction should be made between the ideal and the realistic. Not all will participate, but an effort to get as many to participate as possible should be made. |
| Public/Private Partnership outreach and marketing | Opportunities for participation need to be created. The will is there, but who is responsible for creating the opportunity--public sector, local level? Since there is no single model, do we need to allow for various models and have a template rather than a set model? The problem with templates is they are developed and not used. Since participation is not mandated, it is each attendee's responsibility to return home and create opportunities, tear down boundaries, keep it flexible, and make a user friendly/realistic system. |
| Public/Private Partnership outreach and marketing | Businesses need guidance on who to contact in each local jurisdiction. There need to be consistent/similar guidelines; it can't be different every place. A tool should be developed to bring a group together to build a scalable, flexible toolbox. Should long term recovery committee be the lead, with assistance from emergency management? |

| Public/Private Partnership outreach and marketing | The need exists to make people feel a sense of wellbeing through the return of power, water, etc.  People are told they should be self-sufficient for 72 hours. After that time period, people start to get desperate—they don't realize how lack of power and other conveniences will impact their lives. |
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| Public/Private Partnership outreach and marketing | Does there have to be a return on investment or other value to businesses for them to plan ahead?  Or does it depend on the business?  Some participate because of their standing/reputation in the community.  Large companies have local stores that are integral parts of communities. Profit is not the only incentive. "Value" can mean different things to different companies. |
| Public/Private Partnership outreach and marketing | Rebuilding a major employer after a disaster can cause a community to grow.  Public/private partnership can be used to bring the employer back better than before. When the state offer incentives to a company, the community overall is stronger, which benefits the state, as well. |
| Public/Private Partnership outreach and marketing | Contractors aren't included in the private sector—they are treated differently. Contractors hire people when they come in after a disaster. They bring something to the table and want to be part of the solution. There should be a common understanding of the rules of engagement between public and private sectors, and they need to be workable for everyone. States have procurement rules regarding contracting issues and can't show favoritism to certain contractors. Certain rules must be adhered to in order to get Public Assistance reimbursement. |
| Public/Private Partnership outreach and marketing | Clear, coordinated and consistent messaging should go out to the public about what is expected from them, e.g. individuals need to be prepared to take care of themselves for a while.  We need to do a better job of marketing the message to the whole community, developing universal messages to all organizations, schools, etc. to encourage preparedness and self-sufficiency. |
| Public/Private Partnership outreach and marketing | Utilities want customers to know power will be back right away (issues of reliability/reputation). There needs to be a balance between this and creating a false expectation of safety. Manage expectations during event by providing reasonable updates to the population. |
| Public/Private Partnership outreach and marketing | What can public/private partners do to get the message out and encourage the public to take it seriously?  Develop a strategy using websites-Ready.gov, etc. to address whole community. The messages are already developed; now they need to be distributed through various means—grocery stores, utilities, websites, etc.  Use shock factor messages (e.g. are you ready for this disaster?) with graphic impact. People may take it more seriously (cigarette ad example). Use themes from year to year to educate and repeat periodically (Ready To Go – extend to all sectors). Studies show fear campaigns don't work over the long term. Use positive reinforcement such as Target's Ready Kits in stores |

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| Critical Infrastructure Prioritization | Collectively, public and private sectors must define what is "critical" and what must be restored first or in what order to ensure that inter/intra dependencies are in-place. One system may be more important than another for recovery efforts. Public and private sectors need an understanding of short term criticality. |
| Critical infrastructure prioritization | Community has to make decisions; decisions can be made in advance. Hazard mitigation plans are updated periodically and can be used as a foundation for these advance decisions.<br>What is the role/approach of a community in restoring government after a catastrophic disaster? Roles need to be defined regarding how to involve the whole community in recovery. |
| Critical infrastructure prioritization | It is difficult to determine in advance of a disaster the prioritization of critical infrastructure in a general sense. It is community-based and situation-specific, but guidelines need to be developed ahead of time. Many issues surround critical infrastructure prioritization, depending on the industry: determination of core and second wave priorities; type of disaster; risk assessment/ranking. |
| Critical infrastructure prioritization | A map should be created of existing interdependencies, supply chain, and what is lost when critical infrastructure is lost. This needs to be done first so planning can be built on that. It should be a community effort to accomplish interdependency mapping. Look at what sustains life…water, power, other necessities to sustain human existence, sanitation (disease prevention, public morale). |
| Critical infrastructure prioritization | The banking industry provided an example of critical infrastructure and restoration prioritization during a large scale event. Banks are heavily dependent on power and data communications. People need access to cash, and banks don't want to lose customers. The bank branches have different priority levels based on many factors. The ranking, which is done in advance and is not published, helps determine who gets generators, temporary bank trailers, etc. during an event. |
| Critical infrastructure prioritization | Private sector representatives must realize that response/recovery is about the "whole," not about an individual company, sector, or business site. Everyone is in the game together. |
| Critical infrastructure prioritization | Utilities can determine priorities for restoring facilities/customers. Public sector determines priorities for response and recovery for the public/responders. Coordinating and defining these will make response and recovery easier and better understood. |
| Critical infrastructure prioritization | Need to think beyond power restoration to other things like railroads, etc. Need to look at broadening the definition of critical infrastructure. It depends on the community—what is there, what do they depend on? |
| Critical infrastructure prioritization | Need to identify services that need to be reopened/provided immediately to support people in the disaster area. Facilitate access for resupply trucks—private sector trucks may not be on priority list for access to disaster area (except perhaps utility trucks). Access issues can't be resolved on a community-by-community basis—a broader based/regional approach to access is needed. |

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| Critical infrastructure prioritization | Communications is first critical infrastructure: everything relies on it. We need electricity to communicate now to advise public of situation, emergency instructions, etc. |

| **Following are other issues raised during this track session.** |
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| Joplin Hospital used a four-phase approach to response and recovery. Can this be a model or best practice? |
| Corporations are made up of individuals, so the public sector needs to treat the private sector as such, i.e. encourage them to develop plans and prepare for disasters. No businesses should be ignored, regardless of size. |
| Jurisdictions must have mitigation plan to get FEMA mitigation funding. FEMA tries to inspire mitigation projects, eliminate risk, and avoid damage in the future. How is the private sector engaged? State can help manage unique community situations. |

"**Resourcing for Reliability"**
    (Developing a standard platform for resource identification and management)

**Participants will identify and develop methods to allow for a consistent process that aligns private and public sector resource identification with existing NIMS typing and industry standards, outlines capabilities within the public and private sector and implements processes for consistent regionalized resourcing. Participants will also discuss the utility of joint resource mapping and the possibility of private sector mission-ready packaging of supplies.**

**PURPOSE:** Participants will discuss processes and protocols for varying resource management systems to allow for consistent typing and allocation of resources between private and public entities.

**OUTCOME:** Develop a regionalized system for comprehensive resource management and visibility.

| Policy Point | Comment |
|---|---|
| NIMS Typing | Are all the common items for private sector resources typed? Most of private sector does not type resources or even know what NIMS typing is. Typing does not work for water and food commodities. |
| NIMS Typing | It might be beneficial for the private sector to map and type resources in some fashion, but not necessarily NIMS Resource typing. |
| NIMS Typing | Do not ask for specific resources and how much; ask instead for the capability. Each organization can then determine what is available and what can be provided. This is a two-way communication pattern for public and private sector requests. |
| Resource Mapping | Private sector can share the mapping of private sector resources (mission-ready packages). |
| Resource Mapping | The public sector will ask the private sector for a list of everything they have. It's better if the public sector tells the private sector what is needed. The public sector EMA does not necessarily ask specifically what the private sector organization (e.g. hospitals) needs. Once the public sector knows what the private sector's needs are, then the public sector can help coordinate that. The public sector should make contact with the private sector before a disaster and build relationships. Publicly traded companies do not want to share inventory lists and levels; however, they can be contacted and asked if they can provide a capability. |
| Resource Mapping | When the private sector gets resources from the public sector, who is paying for it? We need to bridge the gap between public and private and determine who is going to pay for the requested/needed resources. |

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| Resource Mapping | The public sector can:<br>▪ Facilitate movement of goods and help facilitate staging areas, routing, and access to facilities to get the goods delivered.  It can facilitate what the private sector needs through their normal channels.<br>▪ Coordinate with law enforcement to get resources into the affected area in a timely manner.<br>▪ Share information with local emergency management. Emergency Management might be able to coordinate with private sector to move resources. A majority of the private sector group does communicate with local emergency managers. |
| Resource Mapping | It's a benefit for the public sector to get retail stores open because they can provide needed resources at the local level.  Public sector should make it a priority to coordinate the opening of routes so the private sector business can open.  The federal side can assist private sector with locating the resources needed (provide a contact). |
| Resource Mapping | Pre-approve waivers (procurement) so that purchasing can be expedited during an event |
| Resource Mapping | Appropriate for the public and private sector to communicate with each other. Private sector might not sell resources but will donate items to the public sector |
| Resource Mapping | Louisiana has a BEOC with private sector associations and businesses. Resource requests go through the state; if they can't be filled, the request is pushed to the BEOC to be filled. Is this a best practice or model that can be used? |
| Resource Mapping | Private sector has resources to share/provide with the public sector but is not sure how to go about making those connections. |
| Resource Mapping | Have locals talk to locals, but also provide that information back to corporate for situational awareness.  Corporate has access to more resources than a single store at the local level. |
| Resource Mapping | How do I share what resources I have with the public sector?  I have resources but whom do I contact to tell them I have them? |
| Resource Mapping | The mapping of resources is compared against available routes during disasters so it can be determined where to get resources. |
| Mission Ready Packaging | Disaster teams that go to affected areas to get the stores back up and running also work with the employees to provide what they need to keep working if they have been affected.<br>Private sector companies with response teams are mostly self-sufficient and bring sustainment with them.<br>Access to buildings is a problem; we are self-reliant with our resources. |
| Mission Ready Packaging | Does the private sector plan for specific disasters and identify what resources might be needed? The larger companies do, but the small businesses don't plan for specific disasters. |
| Mission Ready Packaging | Make sure that when you request resources, you know what to ask for and make sure it comes with everything it needs to be usable/operational. Example: generators need an electrician to hook them up, and you need to know what capability you need and if it can be hooked up to the facility. |

| Following are other issues raised during this track session. |
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| Establish two-way communication with public and private sectors.  Focus on figuring out how we can help each other instead of an "I need" mentality.  Build relationships. BEOC is a great concept and can be that two-way communication piece for the private sector to share information about the status of our businesses and, in return, obtain critical information (e.g. transportation issues) from the public sector. <br> Share aerial imagery of the areas private sector might/will be staging at because of logistical requirements or resources. |
| Emergency Management Assistance Compact (EMAC) does not cover the liability for civil engineers and personnel other than volunteer doctors and nurses. Authority rests with the entity, but that is not the case in healthcare and hospitals. |
| Are there meetings similar to this occurring in other states?   Some states are meeting with the private sector and trying to build those relationships and share information. |
| Private sector could use disaster intelligence to help determine if their employees/team members are okay and what they may need from the company. |
| Private sector says that some of the "resources" they would need are transportation (access) and security (securing of stores and commodities). |
| BEOC is a good tool for the private sector to get information and share information |
| Add a private sector listing to EMAC; states could contract with the private companies and deploy them to another state as resources. EMAC is looking at a pilot for the private sector similar to the state-to-state EMAC process |
| Public sector procurement laws are very strict, and the public sector cannot speak to the private sector about resource needs.  Pre-disaster we have to go through a formal process to set up something with private entities. Procurement laws can be waived during a disaster, but it can take time to get those resources. |

# Acronyms and Abbreviations

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|---|---|---|
| **ACS** | - | Alternate Care Site |
| **AHIMT** | - | All Hazard Incident Management Team |
| **ALERRT** | - | Advanced Law Enforcement Rapid Response Training |
| **APR** | - | Air Purifying Respirator |
| **ASIS** | - | American Society for Industrial Security |
| **ATA** | - | American Truckers Association |
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| **BEOC** | - | Business Emergency Operations Center |
| **BOMA** | - | Building Owners and Managers Association |
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| **CAD** | - | Computer Aided Dispatch |
| **CASM** | - | Communications Assets Survey and Mapping |
| **CBRNE** | - | Chemical, Biological, Radiological, Nuclear, or High-Yield Explosive |
| **CCMST** | - | Citizen Corps Mobile Support Team |
| **CCP** | - | Citizen Corps Program |
| **CCTV** | - | Closed Caption Television |
| **CDC** | - | Centers for Disease Control and Prevention |
| **CDP** | - | Center for Domestic Preparedness |
| **CERFP** | - | CBRNE Enhanced Response Force Package |
| **CERT** | - | Community Emergency Response Team |
| **CHF** | - | Computerized Hot Files |
| **CHRIS** | - | Criminal History Records Information System |
| **CIA** | - | Central Intelligence Agency |
| **CIKR** | - | Critical Infrastructure and Key Resources |
| **CIRCOM** | - | Critical Incident Response Command |
| **CIS** | - | Critical Infrastructure Specialist |
| **CISSP** | - | Certified Information Systems Security Professional |
| **COAD** | - | Community Organizations Active in Disasters |
| **COG** | - | Councils of Government |
| **COML** | - | Communications Unit Leader |
| **COOP** | - | Continuity of Operations Plan |
| **CPIC** | - | Crime Prevention and Information Center |
| **CPPP** | - | Community Preparedness Planning Process |
| **CRCL** | - | Civil Rights and Civil Liberties |
| **CRI** | - | Cities Readiness Initiative |
| **CRPT** | - | Catastrophic Response Planning Team |
| **CST** | - | Civil Support Team |
| **CUSEC** | - | Central United States Earthquake Consortium |
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| **DEMRT** | - | Dental Emergency Medicine Readiness Team |
| **DHS** | - | Department of Homeland Security |
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| **EAS** | - | Emergency Alert System |
| **EMA** | - | Emergency Management Agency |
| **EMAC** | - | Emergency Management Assistance Compact |
| **EMPG** | - | Emergency Management Performance Grant |
| **EMS** | - | Emergency Medical Services |
| **EOC** | - | Emergency Operations Center |
| **EOP** | - | Emergency Operations Plan |

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|---|---|---|
| **ERT** | - | Emergency Response Team |
| **ERT: BC** | - | Emergency Response to Terrorism: Basic Concepts |
| **ESDA** | - | Emergency Services and Disaster Agency |
| **ESF** | - | Emergency Support Function |
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| **FBI** | - | Federal Bureau of Investigation |
| **FDA** | - | Food and Drug Administration |
| **FERP** | - | Food Emergency Response Plan |
| **FEMA** | - | Federal Emergency Management Agency |
| **FHWA** | - | Federal Highway Administration |
| **FIMS** | - | Facility Incident Management System |
| **FLETC** | - | Federal Law Enforcement Training Center |
| **FLIR** | - | Forward Looking InfraRed systems |
| **FOUO** | - | For Official Use Only |
| **FRAC** | - | First Responder Authentication Card |
| **FUSA** | - | First U.S. Army |
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| **GIS** | - | Geographic Information System |
| **GPS** | - | Global Positioning System |
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| **HAZMAT** | - | Hazardous Material |
| **HIDTA** | - | High Intensity Drug Trafficking Area |
| **HSGP** | - | Homeland Security Grant Program |
| **HSIN** | - | Homeland Security Information Network |
| **HURT** | - | Heavy Urban Rescue Team |
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| **ICS** | - | Incident Command System |
| **IDM** | - | Identity Management |
| **IMT** | - | Incident Management Team |
| **IRF** | - | Initial Reaction Force |
| **ISA** | - | Infrastructure Security Awareness |
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| **JHAT** | - | Joint Hazard Assessment Team |
| **JICS** | - | Joint Incident and Command System |
| **JOC** | - | Joint Operations Center |
| **JTTF** | - | Joint Terrorism Task Force |
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| **LEADS** | - | Law Enforcement Agencies Data System |
| **LEPC** | - | Local Emergency Planning Committee |
| **LMS** | - | Learning Management System |
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| **MDC** | - | Mobile Data Computer |
| **MMRS** | - | Metropolitan Medical Response System |
| **MRC** | - | Medical Reserve Corps |
| **MST** | - | Mobile Support Team |
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| **NCBRT** | - | National Center for Biomedical Research and Training |
| **NCIC** | - | National Crime Information Center |
| **NCSA** | - | National Center for Supercomputing Applications |
| **NECP** | - | National Emergency Communications Plan |
| **NFPA** | - | National Fire Protection Association |

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|---|---|---|
| **NG** | - | National Guard |
| **NIBRS** | - | National Incident Based Reporting System |
| **NICU** | - | Neonatal Intensive Care Unit |
| **NIMS** | - | National Incident Management System |
| **NIOSH** | - | National Institute for Occupational Safety and Health |
| **NLETS** | - | National Law Enforcement Telecommunications System |
| **NOAA** | - | National Oceanic and Atmospheric Administration |
| **NRC** | - | Nuclear Regulatory Commission |
| **NRP** | - | National Response Plan |
| **NTTF** | - | National Terrorism Task Force |
| **NVS** | - | National Veterinary Stockpile |
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| **ODP** | - | Office for Domestic Preparedness |
| **ORE** | - | Operational Readiness Exercise |
| **OSHA** | - | Occupational Safety and Health Administration |
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| **PKI** | - | Public Key Infrastructure |
| **PNG** | - | Private and Nongovernmental Committee |
| **POC** | - | Proof-of-Concept |
| **PPE** | - | Personal Protective Equipment |
| **PRD** | - | Personal Radiation Detector |
| **PRND** | - | Personal Radiation Nuclear Detection |
| **PSA** | - | Public Service Announcement |
| **PSAP** | - | Public Safety Answering Point |
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| **QRF** | - | Quick Reaction Force |
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| **RAID** | - | Reconnaissance and Aerial Interdiction Detachment |
| **RCPGP** | - | Regional Catastrophic Preparedness Grant Program |
| **RCT** | - | Regional Containment Team |
| **RDD** | - | Radiological Dispersal Devices |
| **RDS** | - | Regional Distribution Sites |
| **RFP** | - | Request for Proposal |
| **RHIDE** | - | Response Handbook for Incidents, Disasters and Emergencies |
| **RIID** | - | Radio-isotope Identification Detector |
| **RPC** | - | Regional Planning Coordinator |
| **RSS** | - | Receiving, Staging and Shipping |
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| **SABER** | - | Sounding of the Atmosphere using Broadband Emission of Radiometry |
| **SAME** | - | Specific Area Message Encoding |
| **SCBA** | - | Self Contained Breathing Apparatus |
| **SCUBA** | - | Self Contained Underwater Breathing Apparatus |
| **SCIP** | - | Statewide Communications Interoperability Plan |
| **SEOC** | - | State Emergency Operations Center |
| **SHSP** | - | State Homeland Security Program |
| **SIEC** | - | Statewide Interoperability Executive Committee |
| **SLATT** | - | State and Local Anti-Terrorism Training |
| **SLGCP** | - | State and Local Government Coordination and Preparedness |
| **SNS** | - | Strategic National Stockpile |
| **SOP** | - | Standard Operating Procedure |
| **SPEEDS** | - | Special Purpose Event Expedient Decontamination System |

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| **STR** | - | Strategic Technology Reserve |
| **SWAT** | - | Special Weapons and Tactics |
| **SWIC** | - | Statewide Interoperability Coordinator |
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| **TEMS** | **-** | Tactical Emergency Medical System |
| **TICP** | - | Tactical Interoperable Communications Plan |
| **TIU** | - | Technical Investigations Unit |
| **TDM** | - | Travel Demand Management |
| **TOPOFF** | - | Top Official |
| **TSA** | - | Transportation Security Administration |
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| **UASI** | - | Urban Area Security Initiative |
| **UAWG** | - | Urban Area Working Group |
| **UCP** | - | Unified Command Post |
| **UPS** | - | Uninterruptible Power Supplies |
| **US&R** | - | Urban Search and Rescue |
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| **VDCT** | - | Volunteers and Donations Coordination Team |
| **VIPS** | - | Volunteers in Police Service |
| **VISTA** | - | Volunteers in Service to America |
| **VMST** | - | Volunteer Management Support Team |
| **VOAD** | - | Voluntary Organizations Active in Disaster |
| **VoIP** | - | Voice over Internet Protocol |
| **VPN** | - | Virtual Private Network |
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| **WMD** | - | Weapons of Mass Destruction |