



*Pacific NorthWest
Economic Region*

Regional Resilience: *Prerequisite for Defense Industry Base Resilience*

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Mission Assurance/DIB Resilience Myths

- **There is an industrial base “sector”**
- **Mission assurance equates to**
 - **Protection (e.g., securing/hardening) of DOD “critical assets and key resources”**
 - **Developing self-sufficient, survivable mission-critical bases and facilities**
- **In a major disaster, the priority focus of military facilities should be on relocating critical assets and equipment**



Mission Assurance/DIB Resilience Realities

- Focus must be not just inside but *outside* the fence, cross-sector, grass roots to national level, all threats (including aging and deteriorating infrastructures) all-hazards and regional in scope
- All disasters are local
- All trust is local



The Resilience Tautology

- **Resilient DOD assets and industrial base organizations require resilient regions;**
- **Regional resilience requires an understanding of infrastructure interdependencies and associated vulnerabilities, consequences of disruptions under specific scenarios, and risk-based mitigation**
- **Regional risk assessment and management requires collaboration and information-sharing among key stakeholders, which includes regional DOD assets and industrial base organizations**



Scoping the Problem

- ***Region***—any area defined as such by “key stakeholders” that has a particular culture and coincides with infrastructure service areas;
 - Can be a city, state, multi-jurisdictional area, and/or cross national borders
- ***Key stakeholders***—private and public sector infrastructures and organizations, non-profits, academic/research and community institutions, other entities that play significant roles in providing essential products and services and/or which are necessary for disaster preparedness and management



Building Resilience Beyond the Fence: Regional Interdependencise Initiatives

Requires:

- **Recognition by one or more influential local leaders of the importance of regional cooperation/addressing interdependencies**
- **Willingness of a state entity, local government or a cross-sector non-profit to mobilize and facilitate a public-private partnership**
- **Have a process to enable regional stakeholders to build trust, share information, and identify vulnerabilities and solutions**
- **Develop ways to provide encouragement, technical expertise, resources, and sustainability to improve disaster resilience**
- **Provide best practices that key stakeholders can customize to fit regional and organizational needs/cultural norms**



Regional Partnering Process

1. Have “core” organizations willing to take on leadership role to bring broad key stakeholder base together and build trust
2. Hold a “kick-off” interactive Critical Infrastructure Resilience (CIR) workshop to raise awareness and facilitate networking
3. Enable key stakeholders to design and conduct an infrastructure interdependencies tabletop “exercise”
4. Produce an exercise report that identifies gaps and recommends solutions
5. Assist stakeholders to develop a prioritized Action Plan of activities for inclusion in existing preparedness plans
6. Define project requirements, secure funding and technical assistance for implementation



Status of Some Regional Interdependencies Initiatives

- Pacific Northwest Partnership for Regional Infrastructure Security (*Blue Cascades Series*)
- San Diego Regional Homeland Security Initiative (*Golden Matrix* held April 2003)
- Gulf Coast Regional Partnership for Infrastructure Security (*Purple Crescent Series*—curtailed by Katrina)
- Great Lakes Partnership Initiative
- Iowa Partnership for Homeland Security (*Amber Waves*, May, 2004)
- Canadian Interdependencies Initiative (*Links Series*)
- Maryland Regional Interdependencies Initiative

Blue Cascades Regional Exercise Series

- **Blue Cascades I (June 2002)**—focused on physical attacks
- **Blue Cascades II (Sept. 2004)** focused on both cyber and physical disruptions
- **Blue Cascades III (March 2006) Recovery & Restoration from major earthquake**
- **Blue Cascades IV (January 2007) focus on pandemic CI impacts**





Blue Cascades IV Objectives

- 1. Provide a realistic expectation of pandemic impacts on regional infrastructures/essential service providers and communities**
- 2. Provide basic understanding of existing local, state, and federal preparedness plans, policies, regulations, and available resources**
- 3. Assess the level and effectiveness of communication on and coordination of public- private sector and other organizational preparedness and continuity of business or operations plans**
- 4. Examine roles and missions of local, state/provincial, and federal (civilian/defense) agencies and other key stakeholders**
 - How intelligent ad hoc decisions are made under changing situations**
- 5. Create an integrated After Action Report that identifies shortfalls and points toward cost-effective mitigation measures**



Some Key Lessons Learned

- No knowledge base of pandemic impacts re interdependencies effects and related vulnerabilities
- Need for cross-jurisdiction, cross-sector cooperation/coordination
- Information sharing—mechanisms and procedures
- Roles and responsibilities—“who’s in charge?”
- Response/recovery challenges many and varied
- Public information needs huge/role of media as a “first responder” and communicator needs exploring
- Major Cyber/Com resilience challenges make telecommuting no silver bullet



Next Steps after Blue Cascades IV

- **Review of exercise report by Scenario Design Team followed by review and validation by exercise participants**
- **Action Planning Workshop to create strategy of prioritized, specific short-term (one-year), medium-term (18 months-two years) and longer-term projects to address readiness gaps**
- **Incorporation of Action Plan projects into integrated Action Plan, state, local, and private sector plans**
- **Cooperative development of requirements/project implementation**



Value of a Regional “ Exercise”

- Builds awareness of interdependencies and their impacts
- Generates cooperation among diverse individuals/organizations
- Identifies, validates, and helps prioritize shortfalls
- Leads to collaborative cross-sector and other solutions
- Can be used by organizations “in-house”
- Can be used on a regional or state basis
- Sensitizes staff and management



Examples of Cooperative Regional Projects of benefit to DOD/DIB

- **Development of Regional Cyber Security/Resilience Coordination mechanism**
- **Integrated Biological Restoration Demonstration (IBRD)**
- **PNW Columbia River Basin Risk Assessment and Mitigation Study**
- **Automated Interdependencies ID Template**



Examples of Projects, cont.

- **Regional Information Fusion Center with Con Ops that includes Key Stakeholders through analysts (virtual and in situ) and information sharing protocols that address:**
 - **Data collection—what, how, and by whom**
 - **Assessment—who, how**
 - **Dissemination—who gets what and how**
 - **Access—multiple levels of security**
 - **Data storage and virtual sharing arrangements**
- ***Envisioned:* Analytic tools for key stakeholders to identify, assess interdependencies and disruption impacts/risk for infrastructure protection/resilience**



Moving Beyond the “Will do” to the “How To Achieve” DIB Resilience

DOD Should:

- **Help develop, sustain, and be integral members of, regional partnerships focused on interdependencies**
- **Be part of regional preparedness planning and exercises, information sharing and analysis, and disaster management**
- **Work with state, local government, federal agencies and key stakeholders to develop and implement cooperative pilot projects and other activities**
- ***Develop policies, procedures, and guidelines to make the above happen***

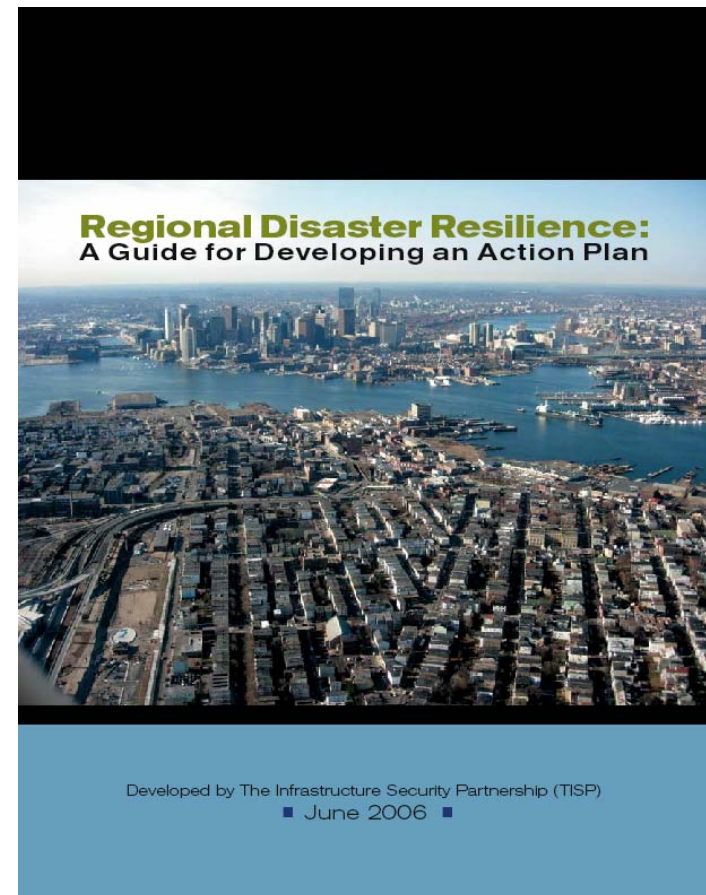


Greatest Benefit of All: Overcoming Distrust/Fostering Cooperation

- **Regional Interdependencies Initiatives provide a “business case” for organizations, regions and nations to overcome deep-rooted differences, suspicions, and stove-piped thinking**
- **Enables them to focus on how they can partner with perceived competitors to increase their own readiness and the resilience of the region**

The Infrastructure Security Partnership *Guide for Regional Disaster Resilience*

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