

Ms. Wyatt

I'd like to acknowledge the Port of Miami for hosting us today, in particular, Bill Johnson and Eric Olafson, who've been so warm and gracious and opened their doors to us after joining us at the Senate last March in Washington, DC.

They saw the value of bringing the stakeholders together from all sectors to highlight best practices and recommendations for military base and port community resiliency. So, thank you.

We'd also like to acknowledge our corporate sponsors and they include ESRI. We have Governor Geringer here with us today from Wyoming. He's been a stalwart with the Ready Communities Partnership since 2005.

Also, Sprint Corporation; we have both Tanya Lin-Jones and Dan Gillison here today, also with us since 2005. And you'll hear more about their capabilities later today.

We have NC4 Corporation's, Bill Donaldson. They are masters of secure portals offering a lot to the preparedness and response space, particularly when we talk about connecting the Gulf Coast, the Atlantic Coast and potentially the Caribbean in a communications portal.

And, we also have Exxon Mobil and Pax Mondial, for whom we do not have representative with us today, but they were with us at the Senate last March in Washington, DC.

I'd also like to acknowledge our local sector leadership here at the table today.

Each of the people at the head table will take a few minutes to highlight their best practices and recommendations. We have Lisa Samson from Southern Command. We have Curt Sommerhoff, Office of Emergency Management from Miami-Dade County. You know Tanya, Sprint; Captain Chris Scraba, US Coast Guard Sector Commander, Miami; Dan Gillison, Sprint Corporation; General Blum, former Deputy Commander Northern Command and former National Guard Bureau Chief; Bill Johnson, Port of Miami. You know Governor Geringer; Dr. Teo Babun of AmericasRelief Team, an NGO working closely here in Florida with Southern Command. We have Bill Read, the Director of the National Hurricane Center. And you know Bill Donaldson, and Cory Pharr,

another stalwart of the partnership. Cory is the VP of Government Relations for the Maritime Association of South Carolina. So, Bill, if you would like to make some welcoming remarks. (Rosalie J. Wyatt, ReadyCommunities Partnership)

Mr. Johnson

Thank you. Well good morning. It gives me great pleasure to welcome everyone to the Port of Miami, to our community here in Miami Dade County. Especially a great honor to welcome the Governor of the great State of Wyoming. It's not often that we have a Governor here at our Port so, we welcome you sir. Also, I would like to acknowledge again and recognize the General. General Blum is with us and it's a pleasure to have you here as well.

There are many others in the room with whom we work with on a continual basis to ensure that the Port of Miami is a safe and secure port and that we are ready and prepared as best as we can be for events.

Miami-Dade County, our community, is very pleased to co-host the Ready Communities Partnership symposium and field hearing today at the Port of Miami.

Today's agenda serves as a continuation of last year's meeting in Washington, which I attended, where we identified a number of best practices and recommendations for military base and port community resiliency.

Today's location here at our port is appropriate..0 The Port of Miami, as we all know is right, in the center of our hemisphere. I've just returned from a week in Brazil promoting our community, our state, in terms of international trade.

Right here at the Port of Miami, we're right at the nexus of the North and South America. And of course, as the largest container port in Florida and one of the leading container ports in America, as the world's busiest cruise port, the Port of Miami is a logical link to the Caribbean and really to all the Americas in terms of any type of crisis.

Last year our port played an important role following the devastating earthquakes in Haiti. And of course **the Port of Miami works closely with our many, many partners in the law enforcement community to ensure that we are ready and prepared. And of course we do that through our own Department of Emergency Management** and Curt is

with us today and he'll be one of the speakers and participants in today's forum.

We're pleased to have a strong ReadyCommunities Partnership here in South Florida. And of course our community, Miami-Dade County, has had quite a bit of experience responding to emergencies in the past. This is of particular importance right now, starting June 1st, with the commencement of the hurricane season.

I can tell you, having lived through Hurricane Andrew back in 1992; it really takes a lot of preparedness, but really an incredible amount of coordination and team effort to make sure that we are as ready and as prepared as we can be.

We look forward to working and sharing with you our best practices, and also to learn as much as we can today from this strong partnership to ensure that our community, and particularly this port, is as prepared as we can be.

I welcome you again and I hope that you have a great meeting and successful meeting. Thank you. (Bill Johnson, Port of Miami)

Ms. Wyatt

Thank you, Bill. Before I introduce General Blum, I would like to highlight our objectives for today. We'll be together for three hours and we're going to hear from you about your best practices and recommendations. And then conversely, you'll hear from the ReadyCommunities Partnership about our mission and objectives and then finally, **how we can work together to knit together our capabilities and highlight the Miami model for others to benefit.**

And now I would like to introduce to you our distinguished guest, General Blum, Steven Blum. Right now he serves as the Executive in Residence at Johns Hopkins School for Public Policy. His distinguished career includes having served as the Deputy Commander of Northern Command and also the National Guard Bureau Chief. He has a lot of pearls of wisdom to share with us. He'll be interacting with us throughout the morning and now I'd like to introduce him to you. General?

Gen. Blum

Thank you, Rosalie. I don't know about pearls of wisdom but I'm particularly happy to see everybody here today. And I just want to applaud this organization and this gathering for having the foresight to do it in a port, because if I had to describe what we have to do to make sure

that this port is prepared for what it could face and what it faces every day, and the challenges, as most of you know, every day is different.

And then when Mother Nature, or some accident or some untoward act would come toward a port, it is probably the most complex environment where police, firefighters, interagency, intergovernmental; in fact it goes international very quickly when you're talking about a port, because some of the vessels, depending on where they are at the time, are either under your control, under port control, under their own sovereign control under - and they have equities with international heads of state and nation states as well as, our local community, our state agencies, our federal agencies.

And most important, **the private sector that really holds the key to a lot of the solutions that we often overlook, particularly if we're in a formally organized organization such as the military or the coast guard.** Although the Coast Guard, frankly, sees this better than the other services do. And I'll freely admit that. You work with interagency and intergovernmental and across seems, and the local community private sector more easily and longer and better than perhaps anybody except maybe the National Guard; because of their dual role with responding to Governors as well as the President depending on what the mission is and what the authority is for them to respond.

So thanks for coming here, **because there's not a person here that doesn't hold a piece of the puzzle. Today we're not - this is a Rubik's cube. What Rosalie described would - if we were going to be really successful we would solve that Rubik's cube of all the varied problems and circumstances and problem sets that would face the Port of Miami and all those affected by the Port of Miami; which becomes that ring of concentric circles - goes very very wide and as I said international very quickly.** So we're not going to get that done in three hours.

But what I hope we will get done today is to realize it is a Rubik's cube.

And fixing the white line, or the orange line, or the red line on that Rubik's cube doesn't solve that puzzle. It's not solved until you can turn that little child's toy puzzle and if anybody - has anybody ever solved one of those? Good, good. Because I am a little bit intimidated when I get

two or three people who put their hand up and say, “Yeah, I can do that in 15 minutes.” I say, “Then get up here, because we need you.”

Because that’s really what we’re trying to do, it is a complex set of conditions, so if you just solve your problem, I may exacerbate your problem. Or if I solve her problem, I may have just made his issue worse.

So you have to do this, and the way that you do this is you have to know what each other’s issues are, what each other’s equities are, what each other’s capacity and capabilities are, and where the gaps are; so that everybody who has equities in the issue clearly understands what they can expect and what their role would be, and whose going to do what to and for whom, in what circumstance. And then where is the gap when all that good intended effort happens? What gaps still exist and who can close that gap or what can close that gap?

And that is what I hope we get to today. If we don’t get to anything else today, I hope at least we know - as I talked to you about earlier, when we walked in here you said to me, “What are we are going to get done in three hours?” I said, “I hope we go out of here with a longer list of what didn’t know than when we came in here.” That’s truly, I think, the value of this.

And, and hopefully I’m looking forward to moderating a dialogue, and a dialogue means two way. So - I’m going to be getting up from this chair, and it’s not because I don’t like the people I’m sitting with. I want - this isn’t church and I’m going to start in the back row and we’re going to involve you and bring you into this, because we want your time here to be worthwhile.

The problem that exists really is not that we don’t have the pieces and we don’t have the technology. The problem exists in about nine inches, which is the average distance between most people’s ears. That’s really where the problem exists.

And you will help us, hopefully, become a better model or - at least an example of where we have a community that realizes that it is a team of teams and it is a partnership, and that it’s really an all hands kind of response that’s necessary. But, it’s got to be a coordinated all hands response, so that everybody is not trying to do the same thing and somebody else is not doing what necessarily needs to be done. So thanks for coming today.

Thanks for taking this topic seriously and the time to do it is really now, while it is, except for the smoke in the air, it's not a crisis around here right now. Let's hope it stays that way, because things can change very quickly on us. So thanks for attending. And I'll thank you in advance for your willing participation in what we're going to do in the next two and a half hours. Thanks. (Steven Blum, Johns Hopkins School of Public Policy)

Ms. Wyatt Thank you, General. And when you do start roaming around, you can pick up that portable mic from the stand and just flip the switch on. Ok.

Gen. Blum Thank you.

Ms. Wyatt All right. Well, I think you can remove it.

Anyway, we will be summarizing the best practices and recommendations that are highlighted today and producing a summary document so your words will not have dissipated into thin air. We will capture the best of what you have to say and make it available to everyone, both in a printed format and as well online.

And now I would like to introduce to you the Chairman of our partner institute, the Community Institute for Preparedness, Response and Recovery, Mr. Jeb Carney. And he will outline for you the ReadyCommunities Partnership mission and objectives and how they relate to what you are doing here in Miami today. Jeb?

Mr. Carney Testing. Good. Thank you and thank you everybody here today and for having us. I've been working and fortunate to be working with Rosalie for a number of years, growing the ReadyCommunities Partnership from the fifth and final report of the Gilmore Commission. The Gilmore Commission was empanelled by Congress to study the weapons of mass destruction and to make recommendations. And unfortunately, 9/11 happened three years into the Commission's work. Congress decided to ask the Commission to stay two more years to see what they could recommend given that new reality. And so, for five years they put out a series of reports, and **in the last and final report the Gilmore Commission recommended that there be a larger role for the community, community organizations and the private sector in first response, planning and preparedness.**

And at that point it seemed logical, because a lot of first response, well all first response, was local response, and let me digress for a second. The thing that really empowered the continuation of the Gilmore Commission was that when 9/11 happened, when it occurred, Governor Gilmore was then Governor of Virginia and when the airplane hit the Pentagon, do you all know who the incident commander was? Yes, it was the fire chief of Arlington County. There you have the Secretary of Defense helping men and women out of the Pentagon. You had all manner of military officers there, but the man or the individual that had the authority was a local, and I think at one point a volunteer fire chief. So it was a system that worked, but it didn't have reach beyond the first responders.

And the Gilmore Commission said, "Well what about if you had the private sector and the community organizations working the same way?" What about in the community if they would be able to be involved just as robustly and just as certainly as Arlington County Fire Chief took command and everybody accepted that.

So what we have been doing, and actually, thanks to some of the individuals here, like Governor Geringer and Dan Gillison and Bill Donaldson, we were at the Kennedy School of Government in 2005, back when we were very young, and we came up with some ideas that we have fostered throughout a series of field hearings like this.

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

It doesn't make any sense, really, to ask people to "Lewis & Clark" this. You know, there are people doing fabulous things in areas around the country and so we're trying to capture those as Rosalie said.

Through this process of filming this event, **we'll be able to basically pull out into different emergency support functions, the different processes that people have figured out how to create workarounds, and to also come up with some new ideas, because that's how things progress.**

And we've had some great success in some of our other meetings coming in with things that would seem obvious on its surface, but only

resulted from the combination of the private sector and the public sector and the community organizations working together.

So thank you very much and again I do want to thank Governor Geringer for his continued leadership. He has a keen insight into how public policy forms and whether barriers to public policy and how solutions can be derived from clearer thinking.

And I'd like to thank Dan Gillison for staying with us all these years and his leadership, and Tanya for yours in this process. And also, Bill Donaldson. Bill and I have been working together since the very early days of the National Counter Terrorism Center to develop some processes that include the private sector into the public sector partner space. And Bill, you'll hear from him later today.

However, thank you very much and as we go through this process, please remember that what we're really attempting to do here today, as the General said, is to capture your ideas and please don't be shy.

This is going forward, a two way dialog between us. And I will say that as we go through this process, if you want to make a comment now, you don't have to stand on formality. Please raise your hand and let's go ahead, and start the give and take. So all right, thank you very much, Rosalie. (Jeb Carney, Community Institute for Preparedness, Response and Recovery)

Ms. Wyatt

Thank you, Jeb. Now I have the pleasure of introducing you formally to Governor Jim Geringer, former Governor of Wyoming, now Director of Policy and Strategy for ESRI Corporation, and he'll be speaking about situational awareness through leadership engagement. Governor?

Gov. Geringer

(Crack sound when tilting mic). And those were just my knees when I stood up. Well it's good to be here. Thank you for inviting me down to Miami. Spring has been a little bit late in Wyoming, and so two days ago it finally got into the 70s and that was just the wind velocity, no temperature also.

Now what's the Governor of Wyoming doing in a Port of Miami? Well I bring you greetings from the State of Wyoming. The state of high altitudes, low multitudes, and great attitudes where you have to pull together.

That's where you learn the interdependency as quick as anything, because the neighbor you fought with one day may be the one that pulls you out of a snow bank the next.

I want to talk to you a little bit this morning about a combination of things, a combination of my experience as a senior executive. I've had a real checkered past. I've served in a blue suit for the US Air Force on the unmanned space program. I worked for a period of time for the activation of the peace keeper missile field in the area around Wyoming, Montana, Nebraska and the Dakotas. I've also been in the private sector quite a bit.

Information sharing and information integration becomes the key factor in any kind of situation awareness and leadership that needs to evolve in any kind of a crisis situation. But let me put it into the context of human nature as well.

As General Blum said, "there's something about what goes on inside people's heads that either is a factor of success or a factor that could lead to failure."

As we talk particularly about resilience in the port, resilience has to do with not just the security of the port, protecting against something, hardening it or creating redundancies if something fails, it also has a big impact on the economy.

And as the Director, Bill Johnson, mentioned there's a huge impact, positive impact, from the Port of Miami being here. **So, you need economic resilience as well as the resilience to bounce back for full capability.**

And then of course, the impact on people. You don't operate anything in this country without people and if they are not able to bounce back quickly, what happens?

So to put it into the perspective of a Governor, if a crisis is to be prevented at all or at least minimized, you don't get much attention for that. If I called a news conference as Governor and said, "Folks come on in. I want to tell ya today about seven crises I averted yesterday." I doubt if anybody would show up, and if they did, they'd probably send one of their junior reporters over just to get some experience, you know, get to know this guy.

But if a crisis happens, especially if something is rather sudden or catastrophic, like the floods along the Mississippi, look at what Memphis is going through right now. They were predicting all kinds of ways things were going to happen.

Not everybody thought it was going to happen, but once it occurs, the person who's in charge or designated to be in charge better be prepared and that's the worse time to start planning.

And if you did plan and you put it on the shelf, it's nothing more than a historic document. It has to be something that's incorporated into your daily routine and activities as well as in a crisis moment. So as we talk about resilience, we have to create an environment of multi-agency situational awareness; information sharing. No one activity stands alone by itself.

It either depends upon or is dependent upon by someone else. And that interdependency is something that we often think, "yeah I get it." But we don't realize it unless we've gone through something to work together. **So when it comes to situational awareness, a lot of it has to do with gathering the right information, the data that you can use to analyze.**

Today we're blessed with any number of technologies that allow us to view things. Google Earth, or our own much more sophisticated version of that where you not only display something - if something is displayed on a map on a wall - and one of my first experiences in working with ESRI as we know it by its acronym, the full designation is Environmental Systems Research Institute; which doesn't describe very well what geographic information systems software is, but it's a decision support tool.

I'd gone out to California to meet with the owner of the company and as we're coming in on final approach, the 2003 fires were well underway just north of the Los Angeles base and San Bernardino where I was flying in. It was a rather empty airplane that day for whatever reason so I slipped over to the window and took several pictures. That evening we went down to the incident command at the old Norton Air Force Base. General Blum, you might have been there. And the Forest Service had all these Forest Service maps that they were pasting on the wall trying to splice them together because the fire incident was on more than one map, so they were splicing them together and then sketching with a pen.

And I thought, “Wow, is that the best we can do?” Well, it turns out the **software that we have and the software that the people were using at the time with the large scale printers, large format printers, they were able to take a GPS reading of the perimeter of the fire, its progress over day to day, put it on a map and show the sequence of burn and where the resources could be deployed the next day, and it was dynamically updated.**

And that’s the key part about information sharing, is the information dynamic? Is the modeling dynamic? As we talk about the various elements of disaster response, it’s not just response. The Governor can be in deep doo doo if the Governor doesn’t respond appropriately or the President, or the Mayor, or the Fire Chief.

They need the information that’s timely; they need it in a way that’s understandable and actionable.

Sense, interpret and act. Sense what’s out there, that’s the data. Interpret, analyze it, and then act upon it.

In a multi-hazards environment where you have to plan for any number of things, both known and unknown, you have to have the opportunity to say “what do I need”.

Well, the all-hazards approach looks at the human element; it could be terrorism, it could be human error.

We don’t plan very much for human error, yet that’s one of the greatest possibilities for a circumstance; technical or technological things like chemical spill, something from a mobile source or stationary source where you have to protect yourself with whatever environment.

And then the natural disasters that we most commonly think about in this part of the country, hurricanes and fires and things like that. **But it’s the other element, the human element that can oftentimes come into play if we’re so dependent upon software systems and technology. Have we designed it such that a low probability, high impact event can be handled whether it’s a computer failure, we’re so web-based anymore. What’s the best way to do this?**

The best way is to plan in advance, identify the issues that could come up, fuse the intelligence, understand each other's capabilities. No port, no military installation, no business stands alone. You don't have everything at your fingertips that you need to apply the resources to a disaster situation.

If you don't know who else has the capacity that you lack, the gap analysis that was mentioned earlier, then how do you pull them in? They need to be routinely incorporated through planning, through preparation and practice.

And from a governor's prospective, the least done is that tabletop and actual demonstration exercise where you go through a scenario and you find out how each other works together. You find out your interdependencies. You find out what data could be gathered, and then you have to put it into a system to analyze and model. So you can say if this happens then that would be the result and here's where we'll intervene. Playing through those various scenarios is an advanced technology that's not used well enough. It gives you that perspective and that life experience so that when a real disaster occurs, rather slowly or rather suddenly, you can sense that something is happening.

Anticipation of an event, whether it is predicted in a weather event, an earthquake, or whatever else it might be, those make a big difference. That ability to pull the information together then depends on how we pull it together in a common operating picture. Situational awareness is what you have. It doesn't tell you what you need. Something has to say, "well here's what I have, here's what I need and how do I make up the difference?" That's the difference, that's the gap analysis. Pulling things together in a common operating picture or an analytical picture as well, gives you the opportunity to make decisions on a timely basis.

ESRI has been called upon in just about every major disaster lately. We were in Haiti, we were in Chile, we were in Japan. We're constantly there, called upon on forest fires because of the ability to consolidate information into an actionable common operating picture.

And if there's a designated incident commander, that's the person who calls the shots overall in strategy, but not without a lot of planning and preparation of others.

I want to go back to the point of incorporating it into your daily routines. Agencies that depend upon each other need to recognize that in a daily routine, in an annual routine, whatever it is in your normal operation of business, cause that gives you a sense of normality.

When something occurs that's a disruption, whether it's suddenly or evolving, you have to sense that disruption, anticipate it, plan for it, and then know who to call on. That means you might have several different entities, partners, who each have their own situational awareness for their activity, but they need to feed it into a common picture.

As an example, for when the – do you remember that when the bridge collapsed in Minneapolis, and we all watched those videos on TV? In order to get the public back to work and things functioning, a return to normalcy of whatever kind, a common operating picture was stood up for fire, for police, for the reconstruction of things that had to be going on, the transportation rerouting that had to be done.

There was an internal facing operating picture because there were several things that became sensitive that couldn't be released right away to the public;

but there was also a public face. And if there's one thing you have to constantly be aware of in today's age of technology; feed the public, feed the media. If you're not feeding the media they will find their own sources. If you're a reliable source of information, the media will come to you. They'll double check it, and you're going to be constantly prodded and poked and every, every expert in the world is going to be called upon. But you need to be prepared with solid information that demonstrates the capacity to respond correctly.

Those are, those are some of the key things that have to do with situational awareness and the use of technology to expand your capability.

But coming back to the planning and preparation. I can't over emphasize that enough. Most leaders don't anticipate how important that is. Gather the data, make it realistic, plan scenarios that test the

various elements, determine the vulnerabilities that have to be accounted for; the more likely events that are low impact, but the less likely events that are high impact. Then you make a determination as to the value of each. So there are probabilities assigned to the all-hazards as an input. There are values that can be placed on how important various things are; you play through the scenarios and you optimize as best you can through a common operating picture all the players that could be involved.

So it becomes a team effort and it doesn't mean that there's a hierarchy, a vertical integration where only one person at the top makes the decision. It becomes a concentric circle where people operate for their own activities. They're able to engage in their own activities, but share information in such a way that it's fully integrated; updated near real time, if not real time, so that you can make decisions on the fly.

That forest fire example back in the San Bernardino Forest, they were updating every other day and that's where you can put somebody in the line of fire, literally. Firefighters that are assigned to the wrong place, the **modeling that should have gone on ahead of time to say the fire will behave in this way** because it creates its own storm, its own atmospheric conditions, and **you can overwhelm a fire unit without even making that - by making a poor decision with the wrong analytics and the wrong information.**

So, being able to respond quickly when the event is underway, but I'll go **back again preparation and planning, modeling, running the scenarios and assigning values, determining the outcome, and then focusing on the areas that have the greatest return and provide the resilience so that people can get back to normal.** Thank you. (Jim Geringer, ESRI)

Ms. Wyatt

Governor, thank you for your important words about common operating picture and integrating that into our daily routine just as a modus operandi.

That makes me think of one of the ReadyCommunities Partnership initiatives which you'll hear about more later on today, which is that we **believe in the importance of identification of local critical infrastructure to the base and the port communities. And not only making that list, perhaps sitting down with an academic partner, and**

identifying and fortifying, backups for the vendors to the base and the port communities; so that in the event of a large scale or national crisis we're not looking around for the propane delivery guy who isn't showing up because, oh by the way, he's serving three other customers.

And, so, **we don't want to be caught off guard.** So, just that simple exercise can really be life and death in some situations. So we call that identification of local critical infrastructure and fortification.

I am going to now introduce to you Bill Donaldson of **NC4 Corporation.** **As we mentioned earlier, he's been a long standing partner of the ReadyCommunities Partnership, providing a portal - secure portal capability, a single sign on portal available to the partnership so that we could if we wanted to connect the Gulf Coast, the East Coast, and even the Caribbean in a secure dialogue; which can be a compliment to today's popular social media usage.** I know Bill has a response or some comments to make, especially, after hearing what the Governor had to say, so I'd like to introduce him now.

Mr. Donaldson

Good Morning. I have the distinct pleasure of following a Governor and General so a lot of the things that I was planning to remark on today have really just been covered by the Governor. But, as General Blum mentioned, there are gaps in the current processes, really what needs to be uncovered. The problems that occur as an event unfolds, if you don't have proper planning, proper processes in place, then a lot of mistakes are made during that response process.

For the past eight years, my singular focus has been on supporting the missions that rely on, information sharing for the intelligence community, the Department of Defense and the Department of Homeland security.

As General Blum pointed out, **the port represents kind of a unique environment. It consists of federal, state and local private sector organizations that all have to work together to plan, prepare and respond to all hazard type events.**

Over the past few years there have been a number of initiatives from the top down, from the federal sector down trying to push process, procedure and technology to the ports to state and local entities and those have really yielded less than optimal results.

Which is why we are here today still talking about this issue of bringing all those entities together in response to an all-hazards incident talking about the port. The success of the pilot programs that Jeb and Rosalie have help set up and run **really suggest that working from the local level, at the grass roots level up in a microcosm and then expanding upon that is really the best path to success.**

So what we're talking about is starting at the local level, at the port, if we can get the federal entities, the Coast Guard, the FBI, ICE, CBP and the state local law enforcement, fire and rescue emergency management and the private sector, port security, and private sector Maritime Association and others involved in an exercise; and try and evaluate the current process for planning, prevention, protection, and responding, and recovering from major incident, that will really allow us to identify the gaps that need to be filled, so that when an incident does occur, you minimize or mitigate the potential risks that are involved in responding to those exercises, duplication of effort and those kind of things.

The Governor mentioned planning and to that end, what we'd like to suggest is including Miami, the Port of Miami, as one of the exercise sites. We had great success in Buffalo. We've had successes in other cities and other ports; and what we're trying to accomplish is by creating a ground swell of point successes, and then tying those together, as Rosalie mentioned, we can come up with a model that we – can present up to Senator Landrieu and others as a model for success in moving forward, then moving that out across the country.

So that's really all I had to - for today. Thank you for your time. (Bill Donaldson, NC4)

Ms. Wyatt

Thank you, Bill.

I'll just mention that we have worked in Buffalo, the Buffalo-Niagara Region, and there we did develop a cross-boundary model for collaboration.

Detective Kevin Maloney has today 209 participants from various sectors communicating with one another through a portal in the event of a crisis, and in their part of the world they they are often faced with snow storms and they use the portal for coordination.

All right, now I would like to introduce to you Tanya Lin-Jones of Sprint Corporation. She is on our Corporate Advisory Board. She's also manager of the Emergency Response Team for Sprint. They have a lot of capability; they are very generous with it in the aftermath of crisis. They have countless cases of practical experience, and I'm sure they'd be more than glad to speak with you about how to integrate their capability with your organization. Tanya.

Ms. Lin-Jones

Thank you Rosalie. Good morning everyone. I'm Tanya Lin-Jones. I'm the manager for Sprint's Emergency Response Team and we're dedicated individuals that really bring communications and short-term communications to emergencies, disasters, terrorist type events. This is what my team does full time for a living. I promise you we're not in the firehouse cooking chili all day too.

One of the things we do is we exercise with the agencies. And that's why we're here really, is to make sure the folks understand that these resources are here and available.

Governor Geringer said it best. He said, "plan, prepare and practice."

And that's really the message that we have here today, is we need to collaborate. So as you guys start to make your plans, **as you look at your port securities, as you look at hurricane preparedness throughout the state and how we work together, make sure that you identify those private sector partners that really can help bring infrastructure back to you; can help bring fueling stations back to you.**

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

So it's really planning and preparation. **Knowing and understanding, identifying those Corporate Response Officers early so that you already have those names, you already have those numbers. These folks are already credentialed to be able to come on to the incident site so that they can respond as quickly as possible.**

And then preparation, prepare. That's one of the things that my company does right now, is our **Emergency Response Team loves to work with**

your agencies. Talking about a full scale exercise where you're bringing the federal, state, and local, as well as the enterprise and private sector together. Allow us to come in and do that with you. Allow us to bring those critical communications, especially if you're relying on our communications during emergencies, during disasters. If you want to offload some of your critical traffic, keep your radio systems for your critical traffic, off load some of your mutual aid type services. These are the kinds of things that we provide.

We provide those short term communications during emergencies and disasters. So, if we can leave you with the same message that we've had here is really **plan, prepare, and practice.**

And that's one of the things that Sprints Emergency Response Team and Sprint can do. Anything to add, Dan? (Tanya Lin-Jones, Sprint)

Mr. Gillison

No. You said it all well.

Ms. Lin-Jones

All right, I appreciate it. Thank you.

Ms. Wyatt

Thank you, Tanya. Tanya used some language you may not have been familiar with unless you've been sticking with the Ready Communities Partnership.

She mentioned the Corporate Crisis Response Officer and that's a position that our organization advocates which is essentially a point person for every local institution who would be in communication with Curt Sommerhoff's organization, for example.

And I know he's advanced in this area. He may not be calling them Crisis Response Officers, but I know he has them already point persons for let's say a nursing home, a hospital, the port, a church, all the organizations in a community whom you need to know prior to crisis.

And I know Curt's organization is a model for this and so as we hear from him today we'll be able to highlight that and share that as a template with other organizations around the nation who aren't as mature or advanced as his organization. We are going to take a short break and when we come back we'll hear from the sector leaders seated here around the U-shaped table.

You will hear, as Eric told us there's a lot of capability and capacity here in Miami. Public-private partnerships are not new to Miami. You have a lot of expertise in that area. I know the Coast Guard excels in this area. Again, Curt Sommerhoff's organization and Dr. Teo Babun of AmericasRelief Team, so we'll just highlight those best practices. Matthew, do we have five or ten minutes? How are we doing on time? What time is it?

Mr. Minor (INAUDIBLE)

Ms. Wyatt Okay, we can take a ten minute break so that would be - what time do we need to come back?

Unknown (INAUDIBLE)

Ms. Wyatt Okay, 9:57 we'll see you back in your seats. Thank you.

Mr. Sommerhoff We're very pleased to be a host, Miami-Dade County, for the Ready Communities Partnership, so thank you very much.

In Miami-Dade we have a lot expertise that comes from experience as a lot of you probably know. **Since 1992 when Hurricane Andrew hit, we actually activated our Emergency Operations Center 45 times.**

The majority of those times have been for hurricanes and tropical storms, but there have been other activations as well. And as any of you've gotten a breath of air today have probably realized that we're also vulnerable to forest fires. Our geographical location is a blessing as you can see from the view behind me, but it can also be a curse in terms of the natural disasters and vulnerabilities we have here in Miami-Dade.

In the last ten years alone we've had to evacuate ten times for tropical storms and hurricanes. We've had to open shelters, transport people and literally tens of thousands of citizens here in Miami-Dade have been impacted by those protective actions.

Here in Miami-Dade we really have deployed a whole community concept to the way we do our disaster management and disaster response. And I'd like to talk to you today a little bit about some of how we can embrace that whole community concept and some of the things we've been doing for a number of years here.

One of the programs we have is the Local Mitigation Strategy Work Group (LMS) and this work group is a partnership between the Department of Emergency Management, our colleges and universities, our other local government agencies and our private sector partners. And this group has been significantly successful and is a model here in the State of Florida. We've actually brought in over 260 million dollars in hazard mitigation grant, that's hardened things like hospitals, police stations, fire stations, shelters. It has addressed the once flood-prone areas of Miami-Dade County with almost half of those mitigation dollars being addressed to flood mitigation. So, a hugely successful program and it's because we bring in so many different partners and we worked to not only improved infrastructure of government facilities and infrastructure but also private as well.

One of the examples of that is the University of Miami, a private university, but we saw a vulnerability there with some of the dormitories on the campus that if during an emergency they had to evacuate because those dormitories were unsafe, well that's space in our public shelters. So why not put shutters on those dormitories, have those folks be able to stay in place and reserve the space in those shelters for the public, other folks in the evacuating public.

So just one example of the LMS and one of the great things and kind of unique concepts that we even convinced FEMA was a good idea even though it was being a mitigation type thing for a private organization.

Our Business Recovery Program has just been identified by FEMA as a model practice. It's a new concept for us and it's one of the things we focused on since 2005 when we saw those significant events here in South Florida with hurricanes, that government doesn't do a fantastic job at things like opening up points of distribution and water and ice, certainly not as good a job as those folks in the private sector.

So what we spent our time focusing on is, let's get the streets cleared of debris. Let's get the lights back on. Let's get the traffic signals working again. Let's start restoring infrastructure so the businesses can get back up and running.

They do a much better job at being able to provide those needed commodities and distribution of goods to the public more so than we ever could. And that's part of the resiliency. **We want to engage all sectors**

and we want everybody to come back strong. We want the economy to come back strong as well. And by getting those businesses up and running, both large and small, it just goes to the strength of the viability of this community.

About a month ago, we launched an initiative here in Dade County in partnership with FEMA, it's called **CORE Communities Organized to Respond in Emergencies**. And what it did is, it's an org - it's a process of identifying community based and faith-based organizations here in the community. And some of these are - organizations we've known about or worked with before, and others are new that we just recently became acquainted with. **But on that first kind of SWOT analysis of those first 90 or so agencies we identified, we found out some very interesting things. We found that if just from this first assessment we were able to identify resources from these organizations; over 6,000 additional shelter spaces that were available through some of these organizations.**

Another 3,000 some volunteers that we had access to. A number of facilities that had commercial kitchens that could provide thousands more meals to displaced people in this community after a disaster. So some really significant things.

We hope what we build over the next year here in Dade County with FEMA will be a model for the rest of the country with CORE.

And lastly, one of the other unique things that we've just been reached out to do with the Department of Homeland Security, also as a pilot process, reached out to us - about doing some first responder credentialing.

We've all seen how, certainly **in an 9/11 type event when there's a regional or even beyond regional response to something catastrophic, there's that need for this type of a credentialing system**, and they reached out to us here in Miami-Dade to do some of that.

So, we're very anxious to get up and running with our police and fire counterparts to do some of that. You know here in Miami-Dade we're very resource rich.

We have one of the best police departments, fire departments. Our fire department is an Urban Search and Rescue Team that's nationally

recognized. They were deployed to Haiti. Both our police and fire departments have accreditations. We have just a lot of resources.

Just in December, I was just up the road here, just a couple of blocks away, speaking at an emergency management summit, and what I shared with the stakeholders at that summit was that regardless of having all these resources **when something significant happens in this community, something catastrophic happens in this community, those resources are not going to be enough.** They're going to be stretched.

And we've seen it before, when everybody needs public safety personnel and other personnel to respond at the same time, we can quickly become (INAUDIBLE).

And so my message was that emergency management, it's about strong communications, but it's about stronger partnerships. And it was, now is the time to start engaging all those partners. Everybody needs a role. Whether it's the public sector or private sector, the community-based organizations, the faith-based organizations.

As we - I spoke about before, **the resources are there. We just need to engage these folks and bring'em to the table.**

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

And I think it goes to what was being said earlier by both the Governor and the General, **it's about information and sharing resources and you got to get this information out. Information is power.**

You know, back in 2005, 2004, I'm sorry, after Hurricane Gene, we weren't impacted significantly down here in south Miami-Dade, but I was

deployed up to Palm Beach County to help support them right after they were impacted.

And you know, one of the unique things we saw up there is just like Miami-Dade, so many different municipalities. **And there was a challenge up there with all these different municipalities having different curfew hours.** And so while some people would go back to work in one city and or get off from work, let's say 5 o'clock, 6 o'clock, they'd cross the municipal line as they're going home and they'd be violating a curfew and arrested. So we were seeing these kinds of challenges and the curfew is, I think, a good example of the type of things we want to communicate to our business partners and our private sector partners.

Because I think another thing that can happen by government setting things like curfews, is the fact that private sector agency may be providing a resource that's critical to us getting back up on our feet and recovering quicker after a disaster. And they may communicate to us that, "you know what, if we only had, if we had three more hours in the day to spend getting our business back up and running, we could be back up and running weeks ahead of time and providing this key resource to the community." And I think that's something we need to take into consideration and know about.

And I think that the business continuity information network and having representation from the private sector in the EOC is one of the keys that allows us to do that.

We've been fortunate. Since 2005. we haven't had a significant event in this community. Not that we haven't been tested or had to jump out in front of some rather unusual type of things like the potential of a pandemic with H1N1, the potential of being impacted with oil from deep water horizon. And of course, just recently looking at the questions that have come up on nuclear safety and obviously we have a nuclear power plant in south Dade as a result of the Japan tsunami and the Fukushima Daiichi (nuclear power) plant.

So we have a lot of vulnerability, we have a lot of risk, we have a lot of resources, but we need even more partners, and hopefully we'll talk about some more of those opportunities here today. Thank you very much.

(Curt Sommerhoff, Miami-Dade County Department of Emergency Management)

Ms. Wyatt

Thank you, Curt. We heard all of your best practices. We'll capture those and summarize them. One that you mentioned I'd like to particularly highlight which is the **credentialing, and we advocate that through the Ready Communities Partnership, the identification of a Crisis Response Officer, the point person, who can then liaise with the private sector before crisis and credentialing of those individuals so that the local responder community knows who's allowed on site into the building first for expeditious response and recovery.**

I also want to share some good news with you. During the break we have **already identified an academic partner for the exercise I mentioned earlier about the identification of the local critical infrastructure and the fortification to avoid sole reliance on a single vender or supplier. And where is Elizabeth, if she could raise her hand. She is the Risk Management Officer at Nova South Eastern University and she's talking about how we might sit down at Port Everglades if not here at the Port of Miami and go through that so thank you, Elizabeth.**

Now I'm going to introduce Lisa Samson, the director of the J9, the partnering directorate of US Southern Command, and many of you may know that they are experts in partnerships, however many of you may not know so now we look forward to hearing what she has to say. Thank you so much.

Ms. Samson

Rosalie, thank you so much for the introduction and thank you to Ready Communities Partnership for having SOUTHCOM here to address this wonderful forum. Uhm, experts in partnering?

I don't know, but we are trying to be experts in four things, and I'll give it to you right up front. Four C's that I want you to remember: Collaboration, Communication, Coordination, and Cooperation.

To us that's the keys to having partnerships that can help us in steady state operations and in the time of a crisis. So, I wanted to start off with some of the lessons learned that we were talking about before with some of your colleagues here.

And for us at the Department of Defense, we learned that early and continuous collaboration with the private sector, that is the

nongovernmental organizations and academia during steady state, really helped the Department of Defense's ability to respond to a crisis more effectively.

This really, to us, is more than just looking at when we talk about doing a whole of government approach, we talk about at US Southern Command at having whole of society approach; bringing all the partners in, all our nontraditional partners and responding and training with us, how we can work collaboratively in all types of scenarios.

At U.S Southern Command, four years ago we opened a new directorate, the one that we just talked about, and how we integrated our interagency partners into our headquarters; aligning them to their functional areas so we could gain some of their expertise, so we could learn from their best practices.

We've also now started bringing in the private sector and the NGO and the academic community, to start training with us. We have now what we call annexes and our theater campaign plan where we offer guidance to our counterparts and how to deal directly with some of these nontraditional partners. So for us it has really come to bear.

Haiti, just as mentioned before and Chili was a proof of concept for us. The last time you want to hand out a business card or the worst time I should say is during a crisis. What we've learned over the years is that you want to build these types of relationships up front and early.

I was really pleased with some of the words that my other colleagues here, Tanya and the Governor and General Blum mentioned; nothing like planning, nothing like being prepared. And for us and in the military it's all about practicing. So we do that. We do tabletop exercises, we bring in our interagency partners and we learn from different scenarios, how we can try to do these kind of collaborations during steady state operations.

We, again, I can't emphasize enough, train as we fight. You know right now we have the hurricane season upon us, and where are we at? We're at the table discussing this, but I'm opening the door to further collaboration. It's good to see a lot of our partners who are here. We've done this, we've been there, we've done that.

What I would say is what's missing from our portion of it is that information sharing tool. Our partners can't readily access for us our

networks that are under the military construct, that .mil. Nowadays social media, who doesn't have information. In Haiti, Google was important incredibly, important.

How did we pass information out to all of our partners, yet the most **unbelievable thing in Haiti for us was the telecommunications off of a cell phone. Everybody knew where to get food, where to have medical assistance.**

Not only because of word of mouth, but because what we now learned is a useful tool is our cell phones. In Haiti it happened to us, so we're very thankful for that. I would leave with cause I wanted to not spend too much time but we want to be a willing and ready partner.

We are here to offer assistance, we're here to gain and learn from your expertise and your experience. For us and our command, as I was just talking to General Blum earlier, this is really a change in culture for us.

If it took us 20 years to become joint, meaning that all the military services could work together under a mandate under a Goldwater-Nichols Act, imagine when I go up to my directors, our generals, my counterparts and say, "We need to start calling the private sector. We need to start working with NGOs and the academic community." It's almost, it's a different dialect.

And so what I leave you with is building these relationships takes time. You have to learn each other's capacities. Get engaged so you learn how to synchronize your efforts. **Learn their lexicon so they know how to communicate with you.** So, I look forward for any type of engagement opportunities we can have with you and remember the four Cs. Thank you very much. (Lisa Samson, U.S. Southern Command)

Ms. Wyatt

Just wanted to ask General Blum if he has a comment.

Gen. Blum

Thanks. Lisa said something that rolled right off her tongue but it may not have made the impact it needs to make with you. So many organizations, well intended, think that they have an outreach program to the partners and the team of teams that they need to be successful.

The command that I served in twice, I was the Chief of Staff that stood up NORTHCOM right after 9/11 in 2002, and we wanted it bad as a nation

and we got it bad. Now I'm not throwing rocks at the organization. I'm just saying we didn't understand what we needed to understand.

They have an interagency cell at U.S. Northern Command that really is the one at the federal level that will work with you and the National Guard on the military side and the Coast Guard, but Southern Command is really further down the road in their interagency.

And when she said the word "integrated", I didn't see anybody perk up over that. But you have to understand that if you go to Colorado Springs, you'll see 50 or 60 young men and women, or maybe not so young, in suits and dresses that are in one room and they are the interagency cell. And all because of that, unintended because of that, they are kind of like the Maytag repairman. They get called when somebody wants to hear from them.

What SOUTHCOM has done, largely because of her, is that they have integrated those people that have equities in logistics and supplies and transportation, and they've put that in the staff section at U.S. Southern Command that deals with logistics and transportation and supply. They've taken people from their communications industry and put it in what they call it a J6, which is their signal or communications staff section so that when that staff has to plan, when that staff has to exercise, or when that staff has to make recommendations to the command to operate, it has the value of people who understand what people like you bring to the table. And what you bring to the table in the communications area, what others may bring to the table, your organization AmericasRelief Team is not a stranger to SOUTHCOM and usually you ride right in and they enable you to go in and do the job and they appreciate it.

The other combatant commands, but most important, U.S. Northern Command, which has responsibility for our country except for Hawaii and and Guam; because of their geographical dispersion, Pacific Command, needs to really take a page out of this book and you're not there yet. But you are so much further down the road to the right place to go than the command that I came from.

I will welcome the opportunity to get refreshed on where you are and then go see Bear McConnell and tell him how far he is behind you. I'd kind of enjoy that. But the reason I'm telling you that is, that they still don't have all of the people and organizations and equities represented that they need.

And it gets back to that Rubik's cube. Each one of you owns at least a tile of one of those colors.

Just two quick analogies or metaphors or war stories just to tell you what I'm talking about. You all remember Hurricane Wilma, anybody that lived in Florida remembers that. I'm sure, Curt, you remember that. So, one of the big things was, people wanted gasoline so they could to do what the Governor was asking them to do and that was get out of the area. And they couldn't get gas because why? Electricity was out and what runs the gas pumps? Electricity. So, here you got all the gas you need, but you have no way to get it out of the ground and in the pump and into your tank to get out of town to comply with a very logical and right decision to leave.

But, but you couldn't do it, and, because - now why did that happen? Because it was wished away in plans and it was not discovered in exercises, so that if the plan was faulty it could - the exercise would reveal the failing and you could go back and then the plan could be informed and improved. This has got to happen and it can't happen - no organization is the fount of all knowledge.

No organization has all the capacity and capability to solve any problem of significance. If you could it wouldn't be a problem. If you could do it yourself you would and it wouldn't be a problem. So, if it becomes a problem that means you're going to need somebody else and you need to know who that somebody else is and that's where we're going to get to in the next I guess hour ---

Ms. Wyatt

Hour.

Gen. Blum

- right? Ok.

Ms. Wyatt

Thank you, sir. Now it would be appropriate for me to introduce Dr. Teo Babun. He is a Southern Command partner to Lisa's organization. And I now have the privilege of introducing Dr. Teo Babun, the Director of AmericasRelief Team and NGO here in Miami with logistics capabilities and again, he might start out talking about the relationship with Southern Command. Sir?

Dr. Babun

Thank you, Rosalie. And, Commander, you made my day. I thought I was the only person in the whole country that was going around advocating for a Southern Command model for all the other Coms. But

you're absolutely right so you deserve a challenge coin from AmericasRelief Team (Teo Babun, AmericasRelief Team)

Gen. Blum

Thank you, thank you.

Dr. Babun

We appreciate the opportunity, Rosalie, to present the best practices and recommendations from an NGO perspective. However, I have to say that by far the most important NGO in times of crisis in our community is sitting here at the back of the room, the American Red Cross, represented by Sam Tidwell. They are by far the most important NGO in this community during times of crisis.

But perhaps we can add to the workshop by sharing our model for seaports and airports in the Caribbean and Central America as it relates to this disaster mitigation and crisis response. However, this is going to surprise Rosalie. As I'm working the room as we were trying to do, I noticed that and concluded that most of you have either heard of, reported on and even teach some of this SOP issues that we're talking about here today.

So, although these protocols are critical and indeed very important to disaster response, I will choose to take my time to discuss with you what I think is a most critical component of disasters that we learned, particularly during the worst disaster in the Western Hemisphere, during the earthquake in Haiti, and that is understanding the crisis and the theater of the crisis.

And we tend not to do that effectively before we put into effect our SOPs. And many of us do a very good job of creating tremendous SOPs, doing table exercises, on and on and preparing for all kinds of different aspects of a crisis and this is important. But, however, when it comes to the crisis itself, **we seem to have a sense of urgency to get involved in the disaster mitigation, disaster relief effort immediately without fully understanding the crisis itself and the theater of the crisis.**

And we believe that that happens often because we collectively don't give attention and create a team specifically for the purposes of not reading the Miami Herald and other newspaper accounts of what's going on in the region, but actually having gone beyond that and begin during the mitigation process, **during the preparation process to create a databank of information related to who we can access that can give us information on the theater that is going to be critical to providing disaster relief.**

And what are we talking about? We're talking about infrastructure issues, demographic issues as it relates to the crisis, logistics issues, transportation, warehousing, communications, even as we saw in Haiti.

As that moved every single day, tremendously, the entire picture was changed so you need to update the information very often, sometimes hourly as in the case of the disaster in Haiti.

The ports were destroyed. How would you bring disaster relief into the country? In the case of Haiti, you had to ultimately bring it through the Dominican Republic in convoys.

Some got desperate, brought trucks in immediately before convoys could be put together by the United Nations. What happened? They got jumped, they got stolen, the disaster relief was stolen and unfortunately in some cases the truckers were killed. But even after that happened and the convoys began to come in, there was no warehousing for the disaster relief.

Well that all comes together as to the lack of true knowledge of the theater that we're working in.

A suppliers issue as Rosalie keeps mentioning, this tremendous series of information regarding suppliers and backup suppliers. Security issues including food security. The capacity of the government and government agencies and the NGOs and others.

All having to do with this concept of really truly understanding the crisis itself before we begin implementing our SOPs.

So, forgive me for jumping outside of what I was supposed to talk about, but I think perhaps if I can just put a bug in your ears about the importance of that issue, than I accomplish something. Thank you.

Ms. Wyatt

Thank you, Dr. Babun, for highlighting the importance of understanding the theater before we rush right in. I have one question for you, Dr. Babun. Could you just let us know about your first engagement in the course of AmericasRelief Team?

Dr. Babun

With Haiti? With the Haiti crisis?

Ms. Wyatt

Sure, you could grab that mic there.

Dr. Babun

Well, unfortunately for us, because as the commander was talking about, because we have spent a lot of time in developing the protocols for disaster and building up our partnerships, our first level partners are the US Coast Guard, U.S. SOUTHCOM, and USAID.

So, following the Haiti crisis, our first level of activity was to reach out to our military partners and the government partners as they prepared to do assessment and then interestingly enough **in the case of Haiti, it was not USAID who did the first level of assessment of damage, it was the Coast Guard who did the first level assessment.**

And so it was important for us to have those contacts in order to determine where to get the right kind of information and then provide that information to others.

Interestingly enough, because of the bureaucracy, the Coast Guard reports were not getting to SOUTHCOM fast enough because they had to go through a series of protocols and so **we were providing SOUTHCOM with information coming from the Coast Guard before SOUTHCOM was getting it through the normal channels. So that kind of interaction that takes place when you know your partners and you've done your homework.**

Ms. Wyatt

Thank you, sir. That leads me to call next on Captain Chris Scraba, the Sector Commander for the Coast Guard here in Miami. The Coast Guard is near and dear to the ReadyCommunities Partnership heart. My father served in the Coast Guard in California in the 40s and we've (RCP) worked closely with the Coast Guard in Charleston, in particular, and we're thrilled to get to know you today sir.

Capt. Scraba

Thank you very much, Rosalie. Ladies and gentlemen thank you very much, Governor and General, thank you.

What I'd like to first start out with, a couple of months ago, I was briefing a newly elected senator and congressman from the State of Florida, and after the briefing they both looked at me and they said the Coast Guard is on the frontlines of homeland security 24/7 on a daily basis.

And one of the gentlemen was 23 years in the Army, just came back from several tours in Baghdad and in Afghanistan, but after this briefing when I told him we were 49 nautical miles away from an ungoverned area off in the Bahamas where we have migrates, we have drugs, we have other

nefarious individuals who come from countries that we call special interest aliens, because of the potential threat that they may bring which eventually could cause a threat to this great nation.

When you look at the previous speakers, the first, the governor and general talking about port security and the importance of port security to the economic security of the United States;

Just a couple of statistics when you look at the region itself, when you look at **the Port of Miami and the Port of Port Everglades, those two ports take in from a revenue perspective, 31 billion dollars and they employ 300,000 people just in this region.**

However, that's only about 20 percent of what LA/LB brings in, which is our largest port on the west coast. So, when you look at the magnitude associated with the infrastructure within a port and the importance of insuring that that is protected, that's what we try to do here.

In your handouts, we've provided you a Venn diagram of what every sector commander is required to do to be a collaborator, communicator, cooperater as a Federal Maritime's Security Coordinator.

In my title I have five coordinators that I have to do. I'm a SAR Mission Coordinator for Search and Rescue. I'm a Federal Maritime Security Coordinator as part of the area Maritime Security Plan. And then I'm also a Federal-On-Scene Coordinator, and knock on wood, Curt, hopefully we don't have to deal with a Deepwater Horizon.

But, for many of you, to let you know, **there will be drilling off the coast of Cuba which starts here in September. And that's a very critical thing that we're looking at and why we have these partnerships.**

When I look at today what I want to speak about is the Federal Maritime's Security Coordinator, we have an area Maritime's Security Committee, and what that Venn diagram is made up of is you have the federal regulators and federal agencies that are the first circle.

In the second part is the state and local law enforcement, emergency management, critical fire department, police department, critical first responders to help us for a contingency that we may come across.

Then the third part is what we're really here today about, is partnerships with industry and trying to leverage that expertise to ensure that they're there to provide us first-hand information.

AmericasRelief talked about being the conduit between two stove pipes of DOD with SOUTHCOM and DHS, the Coast Guard, and what became the connecting line between those two lines that made an H is the conduit between DOD and DHS. And we work very, very closely with SOUTHCOM on a daily basis as well as the combatant commanders.

But when you go back to this area, the Maritime's Security Committee; what we're trying to do this year and you'd given us the impetus to continue to do this is expand the private partnerships.

When you look at what General Blum is talking about with fuel coming in with Hurricane Wilma, **40 percent of all the petroleum products for the State of Florida come into one port, Port Everglades. Forty-five percent come into Tampa-St. Pete. Those two ports are very critical.**

Having on our area Maritime's Security Committee, the petroleum, private industry is critical to ensuring that we know from an expertise perspective what they bring to the table, what critical infrastructure needs to be started up so that gas can actually work at the gas stations, so the electronic grid, the electrical grid is working so that the gas can actually be pumped there and more importantly brought into the harbor and brought into the port, so that it can be transferred to all the local entities that's its required to be transferred to.

The Governor talked about planning, preparing, and practicing. As part of the area Maritime's Security Committee, it is our job in a collaborative effort, Lisa I'm stealing your word, but it's our job in a collaborative effort to ensure that we do tabletop exercises, ensure we do planning.

And especially for the people in the audience that are in this area, the night that Osama Bin Laden was taken down we had seven news stations in Port Everglades because by coincidence it had been planned three months in advance, there was a federal, state, local, and private industry active shooter exercise that was going on. Because of the emphasis recently of the lone wolf active shooter scenarios those are exercises we're planning. There is one scheduled in Miami here in about a month.

Yesterday in West Palm Beach we did a mass rescue operation. A month ago in Ft. Lauderdale we did a mass rescue operation.

A month ago in Port of Miami we did a radio hazard nuclear exercise with our dirty bomb being in a container off the port. And in the second **scenario that day was a dirty bomb in a container at the pier and trying to find the gaps of what do we have for capabilities? How do we streamline to get the issues resolved to insure that the weapon itself was no longer going to be a threat, but more importantly working together on a collaborative effort to resolve that issue.**

And I think it's important when you look at the planning that goes in and Governor, you hit the nail on the head. There's always going to be gaps.

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

- Ms. Wyatt Captain Scraba, thank you for your leadership, sir. Now we'd like to call upon Hector Pesquera. We heard from Bill Johnson earlier today about the Port of Miami with his welcoming remarks. And now Hector is going to provide a brief overview of the best practices of the Port of Miami. He is the Assistant Director for Port Security, is that correct, Hector?
- Mr. Pesquera Yes. (Hector Pesquera, Port of Miami)
- Ms. Wyatt Thank you, sir.
- Unknown INAUDIBLE
- Mr. Pesquera Good morning. I prepared a statement which, which has been submitted for the record, but I think I'll be remiss if I don't mention something here which I think is critically important. I know everyone has touched upon it.

The Governor had done it, the General done it, and everyone else have done it.

But we can prepare, we can coordinate, we can exercise, we can plan, we can do everything. If you do not have that partnership, if you do not bring those stakeholders together, if you don't build that relationship based on trust, based on admiration, based on mutual respect, it's not going to work. I've been throughout many, many crises and the most important thing is the human interaction.

I'm very fortunate to be a part of this port of first responders, crisis team here in which all the stakeholders know exactly what they need to do but their parochial hats are out, we're in together, we move forward, and we get things done. I've been here three years and I have yet to have an incident or an issue that I have not picked up the phone, called Chris Scraba, called the Captain, called Bill Olejasz, call anyone and have those issues resolved.

You don't do that in many of the jurisdictions in the United States unfortunately. And I think it's all based on the trust. It will take time, but you have to make sure that works, because that link is critical in the whole scheme of things. As much as you can do and as much preparation as you can do. And yes we train. Absolutely, and we're very fortunate to have the Coast Guard lead in the training exercises. They really do a very good job. And yes we do prepare ourselves. And yes, every year we go through the plans and we a COOPs and a hurricane plan, everything is fine and dandy. If that relationship is not there, don't think it will work. Ultimately the human being takes over and it's just the way it works. And I mean, I don't think you could deprogram that in us. So, please make sure you have those relationships, that you cultivate it, because that is the whole key to the success. Thank you.

Ms. Wyatt

Thank you, Hector, for reinforcing the importance of establishing the relationships early. An example of a relationship that we can leverage is one with the Maritime Association of South Carolina. We have Corwin Pharr, with us today, who traveled from Charleston. And he is responsible for relationships throughout the Maritime Association. He's part of the ReadyCommunities Partnership and now we'll hear from him. Thank you.

Mr. Pharr

Sorry. Well, thanks, Rosalie I appreciate that. Well, I almost feel like I'm going to be covering a lot of the same ground that we've already gone

over, especially a couple of things that for example, that Curt mentioned here. Seems like that we all sort of evolved into the same best practices that once we find a form that works, that we keep seeming to reinvent it all over the place.

One of the things that I wanted to discuss is something that we have evolved is called **our Port Emergency Information Center. And that's what's grown into a new thing we call it ESF24 actually. Not ESF18, but ESF24 up in Charleston.**

Sometime way back when in the late 90s I believe it was '98, '99, we had Hurricane Floyd threaten the State of South Carolina and the Carolina Coast and the evacuation did not go well. It was, in fact, it was just a horrible evacuation. People were stuck on the interstates for hours and it forced a reevaluation of a lot of our plans, not only for the state in general but also here in the maritime community.

And, subsequent to that **we formed our Emergency Information Center Group and began working with a combination of our federal partners, our state partners, and then local industry to - how would we reconstitute the Port of Charleston.**

Not just declaring the harbor open as per the heavy weather plan, but how would we reconstitute business, resume operations in Charleston. And the concept of information-sharing was prime in that.

Sometime later we had another storm the following season and somebody casually remarked that was the first time they had heard on the news media that the Port of Charleston was planning to close at a certain time, the operations were going to cease, and this was a first, literally the first that they'd ever heard in all the years of evacuations and threats and everything else, when the port itself was going to close.

So we went ahead and began research and stand up our Emergency Operations Center, or sorry, **Emergency Information Center and which is exactly what it sounds like. It's simply a location, with coms and everything else to provide the most current, up-to-date information related to the Maritime Transportation System.**

And this is probably a good place to interject that a lot of this would not have been possible without the preexisting relationships that we already had formed over the years through operations meetings and

everything else with folks like the Coast Guard, and the customs and the port authority, private terminal operators, the county and others who are all very, very much involved in creating our new, our at that time new Emergency Information Center.

But we've found a permanent location for it. It's actually integrated into you know, today the emergency response plans for heavy weather or for any other natural or manmade disaster that might occur. **Today the Information Center is incorporated into exercises.**

In fact, we have a table top exercise coming up in August because it's been rescheduled. But, in August for trade resumption following an incident in Charleston. So, we're going, after we do that we have integration into the public sector.

We actually have our own desk in the County Emergency Operations Center. We have training that goes on with the County, with the EOC. We provide training to our members who constitute the information center. We provide our own credentialing and access for early return.

That way key personnel are able to return to an area and help restart the critical infrastructure in that area be it warehousing, distribution, other logistics services. Something as simple as just having a place to, having a warehouse to store goods following a storm. Excuse me.

What, where we're moving toward in the future is what we call or what has dubbed ES24. This is actually a project that got started outside of the Maritime's Industry. It was started by our local chamber and was to begin to actually incorporate the private sector into emergency response as its own defined emergency support function. And they would be able to provide everything, information on you know, what hotels were able to receive relief workers, what other existing infrastructures out there is still available and up and running and get people back in. We just walked in and said, "well, if you want a place to start here's, here's the Emergency Information Center plan. Go ahead and take this thing and work from it." And so we've been developing that in conjunction with them.

We still have our own little sandbox, because the specialized nature of Maritime community, but the Metro Chamber now is being developed this concept out throughout the Charleston Metro Area. So, we think it will be a very successful project here in the future and we look forward to seeing

where it goes. And I believe that's really all I had to cover other than just go back and reaffirm what everyone has said that, you know, a lot of our original creation of this and it's continue to exercise as integration, could not have been possible without the fact that we have regular monthly meetings, face-to-face meetings with our partners and continue to engage each other in face-to-face discussions about building relationships and solving problems; trying to hit'em off before they get to be a real issue there. So, thanks, Rosalie, appreciate it. (Corwin Pharr, Maritime Association of South Carolina)

Ms. Wyatt Thank you, Cory. Thank you Cory. Curt, since he mentioned the OEM, I thought you might have a comment or question for him?

Mr. Sommerhoff Cory, how - in terms of your port traffic, how significant is it and I guess what role has the private sector played in an engagement in terms of your partnership? (Curt Sommerhoff, Miami-Dade County Department of Emergency Management)

Mr. Pharr Well in, in terms of port traffic, of course, pretty much significant. We're in the top ten in container traffic. We have similar, you know, financial numbers and everything else that we related to folks a minute ago. In terms of engaging our partners, do you mean like with the Coast Guard sector or Maritime sector and further out into the . . .

Mr. Sommerhoff I'm thinking more of those nontraditional, private sector and other nongovernmental organizations that you engage.

Mr. Pharr Oh. Ok. That, yeah. Well, **we were one of the test communities for building the tool box for the Community and Regional Resiliency Initiative, and a number of our people who serve on our own emergency preparedness functions became involved in the CARRI Program and we started that outreach into the community through East Cooper Community Outreach**, for example.

It's a service organization that goes out and works in the more disadvantaged communities. **We have folks who go out and work now with the churches in the area. Because for many people, that is their trusted source of information. They are going to believe what their pastor tells 'em before they're going to believe what somebody in a suit comes and tells 'em.** And that's where the nontraditional means of getting out, getting it out to the public; but trying to use that as a venue to get out to the small isolated communities, different folks. And, tell them

why that it's important that you be prepared, that you do your own planning for response and recovery. We work with folks trying to do the community emergency response team training, provide basic awareness training and planning. So we, yeah, we work with the CARRI model, there to develop that. So I think that would probably be the best answer to your question is, is where that's going.

Ms. Wyatt

Okay. Thank you. Does anybody else have a question for Cory, no? Okay. Now we are going to hear from Bill Read, the Director of the Hurricane Center here in Miami.

Mr. Read

Well, thank you. One of the hazards of coming to a meeting like this that you really don't know what to expect and you're the last speaker, is you've totally eviscerated what I was going to say. But not to fear, I'm never at a loss for words.

I have a very different approach. Most of my career was working in forecast offices, and **if you guys don't know your forecast office, you got to breakdown in communication. That is your key to getting support for your port and how you interact on the weather hazards.**

When I came to the Hurricane Center, the first thing I learned was this is fantastic. I only have to focus on one part of the problem. What's going to happen if a major hurricane affects your area? The fires out in the west, that's Pablo's job at the EFO. The airport forecast when there's a fire burning at the gas pumps that Pablo's problem. The daily rain forecast, that's his problem. I actually get to enjoy weather now and watch it once and awhile. I've got eleven Top Guns. They eat, live and breathe and sleep hurricanes. I can tell by their time stamps on their texts and their emails during the season, they never get away from it. And that's what I encourage them to do, be immersed and that's our version of situational awareness. You know that, you live with that weather, because that is your job is to know it.

Your job, and this is the best practice I've seen for people that have to deal with impacts of weather, is embed weather in your daily life. First thing when you get up, after you've said a prayer, is check the weather. It effects what you do. The last thing you do before you go to bed, check the weather. You will not be surprised if you just follow that simple, simple little practice.

Best practices that I've seen that work, that fit right in with this is, is one I call **embed your partners in your operations**. Here are some examples that we use at the hurricane center. **We have what's known as a hurricane liaison team. I have a FEMA employee.** He happens to be a meteorologist, but he is a FEMA employee. He knows FEMA right and left, knows all their acronyms, knows the people. He works twenty – he works all year round at my center. Right now - he would be here now, he got the invite, but he is training more people in FEMA to work - they come in during - **to augment the staff during an event**. He's training them this week so they'll be ready for hurricane season. And we brief everybody. We'll start at a state EOC level, it's a governmental liaison that we work. We start at the regional and state level people and build on up to the federal level. And it starts - actually it goes the other way.

When we have a storm that's five days away, we might only be briefing some DHS folks and interested parties and the Coast Guard and other DOD units that have operations that might be impacted at sea, for example. When you get close to landfall and a major port's due to be impacted you'll have the President of the United States in the situation room asking you tough questions. But it's a face with a name. **The trust is built by having the FEMA employee who is trusted by their people, running the show for me.**

We also teach. That, that's an important aspect too. **We teach a FEMA course. We're the subject matter experts. It's a FEMA course, they bring the FEMA folks in and we teach 75 emergency managers a year. It takes three weeks.** So it's about all the time, the resource of both FEMA and us can spare to do that, but again we're inculcating what we do in our coastal communities by training the emergency management community on what we do.

Navy liaison. I have a naval weather officer on staff. It's a **Navy billet on staff. He actually knows everything the hurricane specialists do.** He's trained to do their job. He handles the briefings to the fleet and I think to other DOD entities on that. An example of how that's paid off. Hurricane Earl last year, **using our probability forecast that a lot of people say they don't understand, he had trained Navy Norfolk on how to use these. By his briefing them during the event the decision was made not to sortie the fleet; saved six million bucks by not having to sortie the fleet. In the past, it would have been a risk they weren't willing to take at any probability and they would have sortied.**

Media access. We have, we operate a media pool. We actually designed the building to incorporate media during operations. In the current economy there's less of 'em, but when you have a land falling situation from about 36 hours on in, their going to want to be in the room. And we have access to every one of the major networks in both Spanish and English to get the word out during a crisis operation.

The forecast offices provide your decisions support on much the same way. When I was in Houston, I was actually involved in putting together the annual hurricane exercise for the Houston- Galveston Area Port, and I usually scared them all to death, and they didn't want to invite me back. And they were real - I just took real storms and ran 'em up the west coast to Galveston Island. That's how vulnerable the port is.

Okay. Two challenges we've heard all the good news here. **I think there's some things that keep going by disaster after disaster. Land use policy. I call it land misuse policy. We allow all kinds of building between the 100 year flood plain and the 500 year flood plain.** The Mississippi flood event is being referred to as epic. Now, if my house or your house was being flooded that would be epic. This is the third time in less than a century that flood has occurred. It is nowhere close to the worse case scenario for a flood event.

But look at all the stuff that's under, is vulnerable to flooding in there. Hurricane Katrina. **We hear all about how we've rebuilt the levees and they protect the city of New Orleans. They don't tell you, it protects it to at best a low-end category 3.** Now how many category 4 hurricanes do you think are in the history or in the future for New Orleans, Louisiana; for Galveston, Texas; for Miami, Florida; for Tampa, Florida?

You're all ports. You're all going to get wacked someday. Hopefully not in your career. But it is there. And we, we just ignore it we just keep going right by.

We have an event it does 100 billion dollars damage, and no one changes their land use policy. To me that is non-resilient. If we don't attack that problem, all we're doing is dealing with the response and saving lives; which is important, but we're, you know.

And then, Bill Johnson, it was great. He gave me a new story to add to my talks. He explained how he didn't real – we're talking about the hurricane readiness of this building and how the glass is hurricane resistant. He has

a great high-rise condo down on South Beach built in 2001; guess what they didn't make impact glass then. He didn't know until after he moved in there that he was not getting in a hurricane resistant building. So you figure someone knowledgeable like Bill Johnson doesn't do it, think about all your citizens that move here thinking that if they're buying in an incorporated area where lots of good practices and stuff that they're buying into resilient property. Or your build – your company is building in a resilient place. Nonsense. We're not, we're not stepping up to the plate on that. And it can be done. They're plenty of people that have shown us how to do it.

And I guess the next - the last thing I want to say on the challenge of that is, watching our economy go, **the next few disasters that cost the tax payer 100 billion dollars, what happens when there's a paradigm shift and all the elected officials from inland places say, "we're not going to do this anymore." And change the law so that we don't throw money after, good money after bad on these problems, then what's going to happen? (Bill Read, National Hurricane Center)**

Thank you very much.

- Ms. Wyatt Bill, thank you. I'm glad you could be with us today. General, do you have any comments or questions for any of the panelists so far?
- Gen. Blum No, I really have some comments and questions for them and I want to get them...
- Ms. Wyatt Ok, we will - after our break. Let me ask Dan, do you want to weigh in at this point or wait till later?
- Mr. Gillison I'll wait until later. (Daniel Gillison, Sprint)
- Ms. Wyatt Ok. All right. I think it's time for a break, isn't that right Jeb?
- Mr. Carney Yes. (Jeb Carney, Community Institute for Preparedness, Response and Recovery)
- Ms. Wyatt Okay, everybody let me just check the schedule I think it's a ten minute break is that right, Matthew?
- DISC 2 Break

Gen. Blum

. . . and, kind of stick a microphone in your face and ask you a question and try to evoke an answer. Is there anybody here from Home Depot? Is there anybody here from Lowes? Is there anybody here from Wal-Mart? Oh yeah, there is, hello Anna.

Ok. We heard everybody talking a little bit earlier today about the importance of when there is a disaster, try to keep things as normal as possible and use places that people are used to going anyhow to get the services they don't traditionally get at places like Wal-Mart. But Wal-Mart would be a great partner. You're talking about distribution points and logistics system that can be flexible and agile to the market. It can also be flexible and agile in a disaster.

And I didn't mean to embarrass you, but I want to highlight the fact that in my view, **Wal-Mart, Home Depot, Lowes and big outfits like that have redundant systems that have good situational awareness of what they have in stock and inventory, have good logistics systems in place to be able to move the commodities around and could also be points of distribution;** so that when you go to Wal-Mart when we talked about Katrina, somebody brought it up with the Enfamil and the PediaSure that we didn't have a place to distribute it to the people that had it.

So we had diapers in places where they didn't need it. We had infant child's food stuff in places where they didn't need it. We had water in places that didn't need it. We had the right stuff in the wrong place which is just as bad as not having it.

So, if you go down and talk to people in Mississippi and Louisiana about Katrina, you'll run into two kinds of people. People that'll tell you how wonderful everything was and how abundant the supplies were and how quick the response was and then your going to find people that are going to give you the exact opposite view and their both right, and they're BOTH right.

Because we didn't have the visibility on what needed to be where and then have some system in place to deliver that substance to the need.

So let's, where is Ray Barreto? Do you want to tell us what piece of the Rubik's cube you got, Ray?

Mr. Barreto

I sure will. Hi my name is, Ray Barreto. I work for the Miami-Dade Fire Department. A little bit about our Fire Department. **We're the sixth**

largest fire department in the United States. We're one of two of the largest fire departments that have been accredited.

We got accredited last year which looks at best practices throughout the nation.

In fact, the International Chief's Association Magazine, a couple of years ago, put out a article which they stated New York City, Phoenix, Arizona, and Miami-Dade County were they three premiere fire departments in the country. So, we're very blessed down here. We have a fire department that has a lot of resources. We have four bell helicopters. We have two fire boats. We have countless suppressions, tankers. We have the specialties like TRT, HazMat, a US&R (urban search and rescue) team, marine operations. We even have a venom bank, which provides venom for - we get calls throughout the country. We even sent venom to Iraq before on a snake bite.

So we have a great capability, and a lot of that is **we get involved with our partners, our Marine Ops Bureau at the port. We meet with the Coast Guard. We meet with FWC, Miami Police Department, City of Miami, City of Miami Fire Department and we belong to Region 7 meetings, the domestic regional, domestic task force.**

And I think a lot of the depth of our department is we're open to change.

And I have a saying in my area and it was a theme that was brought up here a lot about practice, but I always say, **let's practice on the probabilities, not the possibilities, and let's know the basics.** Because a *Military Base and Port Community Resiliency* lot of times we get caught up in a lot of what's going on and we forget about the basics. And **if our guys are well disciplined and can do the basics, they can do everything and practice is what it takes.** (Ray Barreto, Miami-Dade Fire Department)

Gen. Blum

And don't let the labels fool ya, because everybody that's gotten up here is, including the Governor, got up and gave ya the name of his company. But the name of his company doesn't tell ya what they really do. And calling somebody the fire chief doesn't tell ya really what capability and capacity they bring. For instance, if you got a cruise ship that pulls in here and people been exposed to a chemical, either by accident or deliberate attack, the decontamination of those people is

probably going to be you guys. And yet you don't think of the fire department in that way.

Everybody's been aware of what's going on out in Mississippi right now. Everybody's aware of what went on in Katrina. Corps of Engineers either gets the credit or the blame no matter whenever something like that happens and we're lucky enough to have a Corps representative here. Dave, you want to kind of talk about what you bring to the table?

Mr. Bohl

Thank you, sir. Thank you it's a pleasure to be here, representing the Corps of Engineers in this very important and exciting endeavor. Okay.

At USACE our mantra is "going from good to great" and understanding that is actually what you're doing here, okay. The Corps as a family, enthusiasm drives us. It's our passion to do things great. From our leaders and all our participants and family in the Corps of Engineers, you know us, our presence in the port, navigational channels, navigational waterways.

You know, I can only echo what the General, what the Governor has said. It's paramount; situational awareness, partnership connectivity.

Our best practices in the culture I live in and I work in, we call it the 800 pound gorilla; electric grid, water, wastewater, fuel.

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

Additionally, I would like to say that I understand there is a lot of development going down here at the port. **There is one unique study going on in Norfolk, Virginia; Sea Level Rise. And that project has not been completed but it's something that must be considered,**

because we know the climate is not stagnant, it will change. The Corps is here to help. (David Bohl, U.S. Army Corps of Engineers)

Gen. Blum And you do listen to the local community before you make a decision if they provide it. Right? So don't wait, cause they're going to make some decisions that are going to have some great impact. **So those of you in the local community need to know to get in there and let them know how their decision impacts you before they make the decision. Much easier to change it before they announce it then it is to untie that knot when it's done.**

Ms. Wyatt General.

Gen. Blum Yeah.

Ms. Wyatt Bill -

Gen. Blum Anybody up at the U-shaped table, Bill?

Mr. Read Sure. I'd like to plug the Corps on another aspect that you reminded me of something that we do as a matter of routine. **The Corps is responsible for the background engineering work on our hurricane evacuation studies.** And I had a chance this year to fly with us down the East Coast tour, a guy named Joe Vetri, you may or may not know and... It's amazing the amount of work that has to go into making an evacuation plan for complicated cities like we have in the United States and it's the Corps' job to make it work.

Ms. Wyatt Thank you.

General Blum Thanks a lot. Anybody else up here? Okay, were going to go to Jay. Jay, you've got two minutes to tell us about your organization and how it fits in.

Mr. Brickman Well, General, the biggest way we fit in is that I'm a graduate of John's Hopkins. (Jay Brickman, Crowley Maritime Corporation)

Unknown INAUDIBLE

Mr. Brickman In relation to Crowley Maritime, most of you probably don't know us. **The way we fit into this, on a number of different ways, we operate with an incident command team in a normal course of business.**

We have response areas in Alaska for petroleum recovery. In the case of Haiti which, we've spoken about, we worked with initially with US TRANSCOM to set up the white paper for unified response. And in the white paper, one of the things that Teo talked about, we set up the convoy, we set up vessels going from Florida into Rio Haina, Dominican Republic, the convoys going over to Port au Prince.

Concurrently with that, **we have another group which is called Titan Salvage. They went in with sea planes into Port au Prince with divers and we did an appraisal of the port which was presented to U.S. TRANSCOM. Ultimately, we cleaned out the obstacles in Port au Prince, set up a beach landing operation there, and then also put in floating barges so that vessels could ultimately come into the port and work there.**

In addition to that **we have the USAID warehouse for disaster response here in Miami.** And we also have a contract with FEMA for response and in the Caribbean.

Gen. Blum

And you can never have a disaster that you never see the Red Cross show up, right? So you want to talk about the Red Cross for about two minutes, sir?

LTC. Colmenares

Yes. I'd love to, thank you. And I first want to say "thank you" to Dr. Babun for your kind words about the Red Cross. AmericasRelief Team is certainly a leadership humanitarian organization here and Dr. Babun is a great mentor for me and for the Red Cross in this part of the world. So we appreciate that. And I think it highlights how we as NGOs really depend up on each other. We all have the same mission and we serve the people in different ways with different levels of expertise. And we know that we have to collaborate to make it effective and efficient. So we appreciate that.

What does the American Red Cross do? Well, we support the survivors. We do that through sheltering, food, mass care and we do it with volunteers.

And as **FEMA director Fugate so frequently has said, "the best way for a community to recover is to be involved in its recovery and using volunteers from the community to respond and help recover" is very critical to what we do. We do a lot of this with starting through**

prevention, building resiliency in the community from the individual starting with first aid training.

I think that someday, as Mr. Read talks, about we're going to feel an impact here and I don't think people understand how separate this community is going to be with the infrastructure when it really goes down. How separate we are. How with islands and canals and such and such.

So individuals need to know how to respond and take care of themselves, be prepared for three to five days before anybody can get to them and be able to take care of themselves and their family through first aid, learn first aid. And so we teach people how to respond when - in a first aid emergency and learn CPR.

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

The Governor talked about resiliency, that emergency situational awareness is so critical. It absolutely is. I wanted to echo that, because we need to know as a Red Cross, where are the people that really need it.

Those that can go to Wal-Mart as soon as we can get the roads open and people, we want them to go to Wal-Mart. **It's the people who can't get to Wal-Mart that the Red Cross is concerned about helping and that's what we do.**

General Blum, you're right. We appreciate the partnership with the U.S. Southern Command and under Lisa's leadership. This is so critical to us because **the Red Cross is involved with all levels of government. We want make sure that we're at the planning table with each of you, because American Red Cross is always in the middle of response wherever and whenever humans are affected.** Thanks. (Antonio Colmenares, American Red Cross Miami)

Gen. Blum

Thank you very much. Anybody at the U-shaped table? Okay, then we'll go over to my friend.

Mr. Matos Thank you, sir. Great. First of all, thank you very much, Rosalie, for the kind invitation. (Jorge Matos, General Dynamics Information Technology)

Ms. Wyatt You're welcome.

Mr. Matos It's an honor to be here and share some of the experiences. I'm Jorge Matos and I represent General Dynamics Information Technology. I'm the site lead here in South Florida. You've all probably heard of us. We have a lot of skilled professionals in our labor force. We're a global company. We have a lot of expertise, just by hearing everybody, here in the table talk about all the different areas when crisis hits. Deliberate planning, crisis response and information gathering, all that ties in together in which obviously General Dynamics has a lot of experience in this area.

One of our newest initiatives that I just wanted to let you all know is that as a supporter of many missions throughout the world, we are now **involved in a soft power stability operations campaign. What does that mean? That means that we are reaching out to private and public partners to establish and build relationships to share experiences and to look at different areas that we can collaborate and obviously join forces in promoting different efforts in many different areas.**

One of the areas that we're experts in is, that I've heard before is simulations and training. We have a lot of expertise there. One other area that was mentioned here before was identification. We are leaders in biometrics, facial and other identification.

So, I would be very interested to talk to anybody that is interested in that. But we're happy to be here. We're happy to be present and it's an honor to have shared a lot of opportunities with you. Thank you.

Gen. Blum Thank you. Look around in here and basically if we weren't doing this, I guess this would be a loading area or staging area for a cruise line, right? Where's Carnival, is Carnival here? Ah ha. Do have some role to play in this you think?

Mr. Corrigan Thank you. Rosalie, thank you for the opportunities. It's a pleasure to be here. A few notes and consideration; first on communication we have discussed how important communication is.

Game plans are to be developed and lines of communication established. Both need to be reviewed and tested from time to time, as many of you already mentioned. As you know, people move from company to company and one government job to another.

During Katrina, one endless task, as we were involved in the post-Katrina, hurricane, one emergency staff was introducing and one FEMA employee to the next one, usually, the plan during a conference call. **In New Orleans, there was an issue at the beginning to receive fresh water and FEMA officials that we spoke with, they didn't know that there was a contingency plan to receive water from the (INAUDIBLE) Fruit Company in Florida. But by (INAUDIBLE), 100 of them, we found out this information come from the United States Coast Guard.**

In terms of support, cruise ships can provide immediate shelter for homeless and the government workers. Homeless do not want to be accommodated on ships as they believe they would miss out opportunity to receive more long-term government provided shelter such as trailer, etc.

Ships are an ideal refuge for first responders and their families. Possible shortcoming of course, access to shipping port post-hurricane, subject to a survey of the main waterways that is usually done by the Coast Guard, (INAUDIBLE) could be delayed based on the removal of (INAUDIBLE), etc.

A ship cannot operate in port for a limited amount of time as they need a supply of fresh water, food and fuel. How long a ship can stay in port without replenishment will depend on the number of people that are accommodated on board. A ship can, however, produce water; but in order to do so, they have to leave port, go outside and use their evaporator in order to do so. Of course, this production of water is to a limited quantity. Thank you very much. (Brendan Corrigan, Carnival Cruise Lines)

Gen. Blum

Excellent. Another great example of something that's sitting right under our nose, and if you don't think about its traditional normal use you miss the capabilities; the enormous capabilities and capacity that floating city really has at a time when you need it to be probably performing a different purpose. There's a couple of consultants in here, where are you? Raise

your hand if you want to say anything. Okay, I'll come to you and then I'll come to you, all right?

Mr. Maes

Good morning, everybody and thank you for the opportunity for letting us to participate. I'm James Maes, I'm with ABS Consulting. Some of you may know our company.

We're the ones who actually **bring the Coast Guard MSSRAM, Maritime Safety Security Risk Assessment Model. And it's the tool that the Coast Guard uses to measure, quantify risk, mostly focused on terrorism type of events,** but I don't want to necessarily do a commercial for the company.

I like the whole concept of having the discussion here about resiliency. And in the course of doing some risk studies for ports up and down the East Coast; we did Charleston, Jacksonville, Canaveral and Port of Palm Beach and we didn't do Miami, but I was the Captain of Port in Miami and I used to have Hector's job as the Director of Security here in Miami. So I sort of understand Miami as well.

But the whole concept of resiliency is how big you draw the box. For the federal government, for example, it's continuity of government. For Miami-Dade County it's maybe continuity of operations. And you get down to businesses, it's business continuity.

So, as you start looking at how big you draw the box, one of the things we probably ought not forget is our workforce. Similar to what the Red Cross was talking about survivors, we really should be looking at our workforce. And in order for people to - in order for the region to be resilient, then the workforce has to show up to work. And so people have to be prepared with their plans. In the Coast Guard we had recall list, we had accountability lists. But we really have to make sure that the responsibility of resiliency comes all the way down to the individuals.

And so as you start working on your exercises and training programs and things like that, it'd be really good to include the media for example, because the media is one of those ways to get good information to your workforce to tell them when to get here.

And one final thing is, we would put out the word for example, when I was in Coast Guard, that the Port of Miami was closed. And the issue was

raised by Cory I think about South Carolina and Charleston; well, closing a port means a bunch of different things. **Closing a port means for example, no ships are coming in, no containers should be coming onto the port or the workforce shouldn't show up to work.** And so we have to be very clear about what we talk about when we say things like **"closing the port"**.

Thank you. (James Maes, ABS Consulting)

Gen. Blum

Thank you. Uh, where's uh, Jared's over here, right?

Mr. LAST?

Thank you. Just to point out I'm probably one of the few people in the room who's actually managed a crisis with Hector. At the time, he was the Special Agent in charge of the FBI here in Miami and I was the Prosecutor in the State Attorney's office responsible for coordinating all violent gang and drug gang enforcement.

A few observations and suggestions sort of taking away from this morning. The first is every circus needs its ring master. All of us are here because this is something we take seriously and presumably our organizations take this seriously. **But the best intended organizations, the best intended individuals, are going to be scattered if they are not coordinated. And then those agencies are going to need to coordinate amongst themselves. There needs to be a single person responsible in any particular incident.** I don't remember who it was who referred to the Arlington Fire Chief.

Train, train, train. When I was a DEA Agent, we had a division training coordinator who had a screen saver running across his computer monitor and I thought it was brilliant. It said that, **"you will not rise; you're not going to rise to the occasion you're going to sink to your level of training."** I thought that was brilliant and I think that echoes a lot of what some people were saying here this morning.

With respect to the Venn diagram that Captain Scraba had, there was one agency that I didn't see and would like to, and that's DEA. DEA is, you may or may not all know, a lot of contraband moves in and out of the Port of Miami. And DEA has a tremendous amount of intelligence on that subject. Actually, without going into great detail, ran an investigation that would have not been successful but for the sources we had within a transportation organization. So, **I don't know if DEA is already**

involved, but I certainly encourage their involvement in what you're doing.

And then finally just some rules I sort of share with a lot of my clients, and I'm going to sort of pass them along here. The first is something especially relevant to private sector clients, and that is that **no person should ever manage his or her own crisis.** The second is, **in a critical incident, time is a factor.** And then the last is that **the key to success is knowing what to do, knowing how to do it, having the resources to get it done, and then the ability to leverage those resources.** (Jarrett Wolf, Jarrett Wolf Law Firm)

Gen. Blum

Thank you. And Chris, there's a whole lot of things that are not on that Venn diagram, but don't feel bad about it. Those are just some suggestions. One of them that's not on there is customs, right? And, and you're not here just because you're a pretty face, so how about telling these people what you bring to the table.

Mr. Olejasz

Thank you General. Morning everybody. My name is Bill Olejasz. I'm currently the Acting Port Director for CBP Field Operations here at the Port of Miami. And I made a few notes here I'll just go over. **CBP has established contingency plans to ensure that the nation's borders are protected against terrorists and instruments of terror, while at the same time fostering our nation's economic security and the lawful flow of international trade passengers.**

So that's one of the main things that we do, and even though, if we have a hurricane or some other major incident, that's what we're going to ensure that we do to secure the borders.

After disaster or emergency situations, CBP's top priority is to get the port up and running. CBP provides emergency response to our employees, so that we can get them back to work. As Captain Maes said, that's one of the main things. We have to take care of our people, make sure that they and their families are good so that we can get them back here to open up the ports of entries.

CBP, we conduct yearly conferences to plan for hurricanes and all natural and manmade disasters. Throughout the year we conduct tabletops and field exercises for hurricanes, mass migration, radiological threats and terrorist threats.

One of the things that – we were talking about Lowes and Wal-Mart and all that, one of the things that **CBP has, is we have a warehouse established in West Dade, and what we do is we have all basic supplies there - water, MREs, generators, chain saws, all these things that we can use in order to get our officers to take care of their homes and their families so that they can come back to work.**

CBP also - we have a list of 45 officers that have been trained and they are ready to deploy within 24 hours anywhere. Back before Katrina and Ike we already had people stationed in the Panhandle that were ready to move in once the storm passed.

For the earthquake that took place in Haiti, we set up off - Operation Safe Return, which we deployed officers to Haiti to work with the State Department to ensure that U.S. citizens could get back to the states.

We also set up designated airports where the private flights flying out of Haiti could come in and they could be cleared, pre-cleared, cleared once they got here.

As far as our local response, I think we're second to none and one of the things that we keep hearing about here is the partnerships in the interpersonal communication, skills that we have within our groups.

And I can tell you that working with Chris, Hector, and Al, these are some of the main players here at the Port of Miami; and we have a really strong communication and relationship and we work together. We can pick up the phone anytime and call each other.

And, finally, I just wanted to say and just repeating what everyone else pretty much said is, **it's critical here for the port operations to get them back up and running as soon as possible after any event and preparation and communication is the key.** (Bill Olesjasz, Port of Miami)

Gen. Blum

Thank you. Armando, you want to talk about - what happens when you lose a port and how you create one real quick? Okay.

Mr. Varona

What he's referring to is, after the earthquake in Haiti, I worked for Seaboard Marine. Seaboard was founded in 1983. We service about 30 countries, mostly throughout the Americas, many are in areas prone to

natural disasters like earthquakes or hurricanes. But the case he's referring to is the case of Haiti.

And what we did was - I mean no matter what plan you've got in place, I mean we've got plenty of contingency plans and - you can never envision that the port is going to be completely knocked out.

What happened was that our CEO got in a plane, flew to the Dominican Republic, chartered a helicopter, took a bunch of experts in the field and he flew over into an area called La Foto, which is owned by Seaboard.

Seaboard Corp. is our parent company and they had a flour company that was wiped out during the earthquake. But they flew in, they assessed the damage, and they looked at the property and they quickly realized that some of the facilities could be utilized as a port. And what we did was some of our ships are what you call roll-on, roll-off. So they've got ramps similar to like a giant ferry and we were able to put a ship into Haiti within one week of the disaster.

And, and that's basically that when you look at these plans, they've got to **be flexible, you've got to be creative, and you got to be able to adapt on the fly.** And that would be the only thing I would add. (Armando Varona, Seaboard Marine)

Gen. Blum

That's a pretty big add. Because had that not happened, we'd a lost a lot of lives and would have delayed the response. I'm going to save the best for last, because if I don't, I'm going to get a ticket and towed off that parking lot. Is there in anybody that has something they want to say before I do this. Okay, you got it, you got the last word before I turn it over to Governor.

R. Barretto

Thank you, sir. Well, kind of an overview about the **Miami Dade Police Department. We are one of the largest in the Southeastern United States. Cover about 2,400 square miles of unincorporated within Dade County. About 3,000 sworn officers and another 1,400 civilian employees.** I'm actually a small part of that.

I'm actually the Captain and the Police Commander here at the Port of Miami with a cavalry of about 40 police officers including four lieutenants and three sergeants.

I'm going to echo what Bill from CBP and Hector mentioned earlier. Definitely communication is the key. Obviously, General, you mentioned capabilities and capacities that is very important here.

An island here at the port and when a disaster occurs or a situation happens, we, by communicating know what each other's capabilities for each agency is and how we address these casualties. We have communication from and partnerships with all the agencies including my FBI partner who's here.

Again CBP, City of Miami Police Department, which is the port, is not their jurisdiction, but they're right on the other side of the bridge, so they're an important component to us if we have to shut down the bridge for whatever reason.

We have also the communications with the civilian personnel here at the port and the administration and obviously those are the capabilities that we need to address any concern.

Through Hector Pesquera, we have quarterly law enforcement meetings where we meet with all our partners and address any concerns that my happen.

Anytime there's an issue with a cruise company or a tenant here at the port, we immediately call up a meeting and are able to communicate with each other. Which - so once again, you know, I'm just kind of reiterating that communication is definitely the key.

Training, we continually train here at the port with all our partners. We hold regular exercises or regular operations at the port, like multiagency operations. And we include all our partners. To me that's as important as training. Our regular operation is definitely as important training.

So, as you can see training, obviously and partnership, and communication is definitely the key to success here at the port. (A. Ferrerr, Miami-Dade Police Department, Seaport Operations Section)

Gen. Blum How many law enforcement jurisdictions are represented just here in the port?

A. Ferrerr We have approximately ten. (A. Ferrerr, Miami-Dade Police Department, Seaport Operations Section)

Gen. Blum Ten and that's local, state and federal?

(INAUDIBLE)

Gen. Blum **Ten different law enforcement agencies on this small piece of ground. Governor.**

Gov. Geringer I just thought I'd offer a couple of observations after listening to a very fascinating discussion. The first thing I would note right off the bat is that each person here who has spoken or has taken notes, has reflected a capability or a talent or a service that can be provided in making that awareness to each other is a very important part. It comes down to what do you do from here?

One of the key roles for following up is that somebody needs to be the point of contact.

The most powerful person in the room often times is the convener, not the person speaking, but the one who convenes the others who are speaking.

As I watched the different little groups being - exchange information around the room and the exchange of business cards and contact information, my personal observation is as soon as you get back to the office, if not before, send that person a note or ask a question. Even if it's some little thing. It establishes a connection that you may need sometime in the future.

For the wide variety of things that have been said here today, I'm thinking, "oh yeah, I should have thought of that." It doesn't matter if it came from my mouth, it came from somebody's mouth. Now I need to remember who said that. And if I don't remember, but I have the question, I have the contact card.

I want to compliment ReadyCommunities for initiating and convening this particular group today. It's been a powerful way to get the point across.

And for several speakers who said, "well, gosh, what I was going to say was already said by the previous speaker." Let me give you a rule one of politics. If I haven't said it, it hasn't been said yet. Perhaps another way to put that is, if something is repeated more than once, it affirms what you know but weren't sure if it was the right thing. That affirmation coming from other people makes a big difference. Oh yeah, they agree with me. Now I know we can work together.

And I want to come back to something that Hector said, and was touched on a couple of other people, and Jay, you and I were commenting earlier about how things didn't go so well in Louisiana after Katrina.

For all the things we can do to have a vision, to plan, to prepare, to train, it doesn't matter if you can't execute. Execution is the most important element of all the planning and exercising and hardening and identification we can do. And the key part to execution is trust and Hector commented on that very elegantly.

One of the reasons for networking, like today, convening to discuss even informally, in many ways it's going to be a decentralized activity; because each person here is going off to do what they think is important. I didn't detect anybody in the room that wasn't willing to share information or to cooperate.

So the key, the collaboration, cooperation, all those things nobody intentionally does not do; but what happens is if you haven't established the basis of confidence and trust, you're less apt to follow through. And in a case where people's feelings get rather hardened and they won't talk to each other, it doesn't matter how good the plan was.

Jay reminded me, Jay Brickman here in the front. **Hurricane Katrina was preceded by an exercise and the exercise was written that could've scripted Katrina coming in. And it was actually practiced. And yet, even with that preparation and practice and simulation, it didn't go well. And I think the key thing missing was confidence and trust.** So that's, that's one thing to keep in mind.

One of the things that we haven't talked too much about today, we have talked a little bit about media. We talked about some of the social media. We saw during the Deepwater Horizon, we started posting all of the social media messages that were coming in; (INAUDIBLE), Twitter, YouTube, Facebook.

Facebook isn't too easy to post, but **Twitter is georeferenced. Everything has to do with location. As data becomes more available from a whole wide variety of things, you have a challenge to decide what is meaningful and authoritative. So, as we talk about gathering data and exchanging information, you have to put a mechanism in to**

access the quality of that information. That doesn't mean not to accept the social media, because that can be a very valuable tool.

Turning that the other way, **the quickest way for a speedy assessment is mobile workers in the field. The smart phones today are as good as any computer on your desk or can be. That information coming in means you have citizens as sensors. You have designated people as sensors.**

Maximize that use, the **E311 that local governments use extensively, can be a valuable tool to knowing where a damage assessment has yet to occur, but if nothing else, the frequency of a social media being posted on a known site gives you the ability to evaluate and access quickly.** I better get out there and find out what's going on or dispatch already mobile worker so that they can get over there and do it.

And especially with the younger generation coming up. I was reminded the other day by one of our grandchildren who said, "Grandpa, e-mail is for old people." And I thought hmm. I'm supposed to use those other means. Yes, I'm on Facebook, yes I do Twitter, and I do all those things. I tweet, I guess is the way to put it.

Another element that has not been discussed much here today, **if it actually emerges to a crisis situation and you have to act, you have to have finance contracting and accounting in place. No matter how quickly people want to volunteer, things become expensive and you can't go on without being paid.**

And that's a key element, because that can stop everything, especially **when there's a legal problem involved. Put protocols in place in advance that say, "if I need to suspend or provide a waiver who can give that authority." Have that agreement in place. The Governor has emergency powers and can do many of those things. The Mayor can. In other words, find out who in advance can issue at least some sort of a waiver should that become necessary and build that in.**

In the final comment and I've eluded to it, partly, is building the next generation. I ran into a group of 4-H kids. Has anybody here ever been in 4-H? That's unusual, I'm not sure.

Gen. Blum

They haven't solved the Rubik's cube either.

Gov. Geringer

They haven't solved the Rubik's cube either, okay. 4-H is a youth group that has its roots in agriculture, but it's both urban, suburban, and well, actually rural as well. There's a group of kids in Georgia, they were high school students, younger high school. And they heard about what might happen in an evacuation if somebody had to leave and they weren't able to leave, they didn't have automobile or transportation or whatever.

This group of kids got together - we gave them the software so they could do this activity, and they found out who would be willing to designate a church, or a meeting place for older people or people who are vulnerable in some fashion; where they could either call for a ride or meet for a ride. And they gave them a map and contact information, emergency contact information, so when there was a forecast of a hurricane about to hit Georgia or at least the aftermath could, these people could contact or assemble. And it was just a group of kids who got together and did that.

Never underestimate the long range. **Always engage the young people. Give them the model to look forward to so that they become a key part to resilience in the future.** It's a key part for whatever we do. We tend to think, "well, only older people can assess this." Involve the kids as much as you can. You **build the next generation.**

So, I compliment again Rosalie and Jeb for setting up this meeting. **I hope that what comes out of this is a designation of how all of you will work together.** It doesn't depend on me on others at this head table necessarily. It depends on how you follow through. You'll not regret it. Thank you.

Ms. Wyatt

Thank you, Governor. And now, Dan Gillison has a few closing remarks.

Mr. Gillison

Well I would like to thank ReadyCommunities, first and foremost, for putting this together. And secondly, building on what the Governor said; "don't miss the opportunity" and "don't miss the opportunity to repeat what's been said." So, way to be a straight man for my comments Governor, because I don't think I'm going to say anything that hasn't already been said. So thank you very much.

The biggest thing I want to speak to is - a couple of things. First of all, you all wouldn't invest this time if you didn't care.

And as we all know, people don't care how much you know until they know how much you care.

So, to all of you all that have invested your time this morning, thank you for doing what you do. And for those that are in the First Responder Community, we know that you care more than anybody and you look out for us, the citizens, and we appreciate it very much. And one of the things that I have observed is that, our after action reports (AAR) teach us a lot of lessons. It's really that execution. Do we take those and do we do something with them?

To that point, I know of some communities that after Katrina they looked at the after action report, and one of the first things they did is said, **“we have to build a plan for the families of our first responders”**, so that **our first responders can focus on the incident and they can give their full attention to it because they know that their families are safe**. So, hopefully that's one that's being built in other areas. I know that in the Midwest they are starting to do that, so that their first responders can give all their time to it.

In terms of public safety for us, I've been kind of mind mapping and listening and I think it goes to what Lisa was saying and I tried to take very copious notes, she talked about the four C's Collaboration, Communication, Coordination and Cooperation. I want to speak to two of those; cooperation and collaboration.

And while it's not lost on me that we're sitting in the Carnival terminal if you will, as I look back and I also know that there is an ocean out there, that there're several cruise liners, there's also several carriers. And as Carnival has an excellent value proposition that separates them from the others, we would like to think we have that too. But we don't have our heads in the sand. We know we're just one carrier, and we know that in terms of what you need to do, you need to have all of us at the table, that's the right thing.

As we look at the infrastructure of the United States, of the over the 76% of the infrastructure in the United States is owned by the private sector. So, you have to have that collaboration, and you have to have that cooperation when you're looking to execute. And as you look to execute, I think it goes back to the comment about the theater of the crisis, as the doctor talked to.

And the theater of the crisis, you've got to look at that theater of the crisis from the standpoint of, **are we getting involved with the crisis before we**

truly understand the crisis? So, does that mean are we reacting and overreacting or are we actually understanding, taking a step back, and understanding that whole ecosystem of what that is and then dealing with it?

As we look full circle to all of that, it goes to the private sector in terms of continuity of operations. **All of us in the private sector have our own continuity of operations organizations, or as we have inside of that, our incident Emergency Incident Management Team. To that point, we understand that we've got to know how to respond, but we first got to take that understanding of what's the theater? What's the true incident and how should we handle it?**

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

My hat is off to Curt and his team here in Miami for what you're doing in terms of your CORE program and what you've done there. It goes to a quote from Aristotle, "knowledge allows us to do by choice what others do by constraint of fear." So, you're doing it from being empowered with information. I think you mentioned you found 6,000 beds and 3,000 volunteers through doing some due diligence and finding out what was out there. So, it's all being empowered with that information and then us as a community, what we do with it.

We're here because we care. We've been involved since 1995, because we care. We understand the importance of the Crisis Response Officer. We understand the importance of that first 72 hours after an incident. And we also understand that it's about collaboration.

So to that point, we enjoying being with you. And from my standpoint, I care because on 9/11 my brother who was stationed at the Pentagon, we couldn't locate him for two days. I had two friends on the plane that hit the tower.

And then we go to Katrina and I lived there for 12 years. And then we go full circle for me to Virginia Tech and my daughter knew three of the students who were shot.

So, when I look at this, this is not about something that is a job for me; this is something that I care about. I now have a nephew who lives here in Miami and I thank you all for what you do, because you are going to make him safer. And to all of you all and for what you do, **it's about all of us collaborating and cooperating and working together.** So, thank you very much.

Ms. Wyatt

Thank you Dan, Dan Gillison. Bill, do you have any closing comments?

Mr. Donaldson

Sure. You know, learn from your mistakes is something that I think came across. And one of my mistakes earlier was not to reaffirm some of the comments from the General and the Governor.

Some highlights of notes that I've taken a couple of pages or so here, include the importance of identifying the vulnerabilities early on.

And to someone's comment over here, to look at what the realistic threats are and plan and train for realistic threats and the basics; getting the basics down, cause as we've heard, no one really anticipated that the earthquake would actually take out the port and restrict resources being deployed to Haiti. So you can't – you didn't really plan for that. So even though you plan, prepare, and train and modify your plans based on what you learned from training, there's always going to be a curve ball thrown.

So that's why those basics are important. The collaboration is important, and having that integrated team approach from early on and through the conclusion of a recovery process. Building trust, amongst the individuals involved. And also **as you talk about training and objectives and so on, the importance of realistic achievable goals, I think is important as you go through that process, cause what we're trying to do is very complex.**

As was mentioned earlier, there are over ten law enforcement organizations, there's emergency management, there's private sector.

There's a lot of coordination to be done. So I'd just like to finish up by thanking Rosalie and Jeb, the ReadyCommunities, Governor, General, our panel here, all of you that have come, that do care about this topic and want to actually help achieve the objectives that we set before us of integrating this public, private sector community to enhance the ability to recover. Thank you, everyone.

Ms. Wyatt

Thank you, Bill. Jeb, do you have any comments about next steps?

Mr. Carney

Thank you, Rosalie, and again I echo everybody's comments. Thank you very much for coming today. We've heard a lot of new information today, and it's going to be exciting to be able to go through and harvest some of the ideas and some of the comments that were made today. And, Bill, and Hector, thank you very much for hosting us today. I do appreciate it. Eric, thank you for all your work, and Richie, wherever you are, thank you also here.

And then also again, thanks to some of our founding members of the ReadyCommunities Partnership who are here with us today, and for the General - for your guidance and leadership here, most appreciated.

I think the next steps are really quite simple. We are going to go through the transcript, we're going to tease out the things that you all have discussed, and the things that are sort of hidden between the lines. And we're going to look at how you've affirmed each other and who has basically made new points and others who have reinforced old points.

What I would like to propose though, which I haven't done before, but I'd like to propose that because of Bill's generosity in the past, that **perhaps we open up an EPN Portal for everybody here and let's bring in and invite everybody on to the portal and let's go ahead and do this process through the portal. And I'll explain that in a second.**

And if we do that, then what we could do is then we could propose that Hector, that you could see how that process works. And then what we could then look for is a way to set up a portal for Miami, a pilot project, where people could actually see how you're working together.

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

So I think that that's maybe the next step, Rosalie, is that we invite everybody into the pilot. We - they can see how we go through this process. We will make the transcripts available through the portal. We will post other materials so that you can start to see how it can work. You

can also use it for your own purposes. So Doctor, if you decided for instance, to correspond with Matthew and do some actual work, you can see how you can set up groups and what an incredibly valuable tool this might be and how everybody can start to get some visibility on what other people are doing or what you want them to see.

So why don't we go ahead and leave it at that, thanking everyone and for the blessings of a beautiful day, and Rosalie, I think we have lunch now for everyone.

Ms. Wyatt

That's true, and I have one more person to thank. We wouldn't be from Northern Virginia or Washington, DC if we didn't thank one more person. I would like to acknowledge AmericasRelief Team and Matthew Minor, in particular, for their role in facilitating our outreach here locally. So thank you very much.