



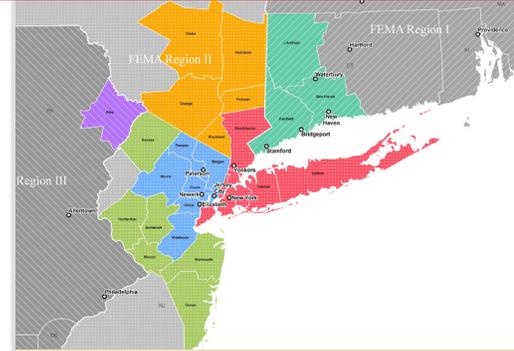
# Catastrophic Response

Coordination | Communication | Unity of Effort

*Working together makes us stronger*

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The consequences of catastrophes include disruption of the fragile web of critical infrastructure that sustains us. The role of the emergency manager with respect to these complex and interdependent systems has never been clear. But first principles tell us that our duty is, as much as possible, to comprehend them. With groundbreaking projects like those described in this newsletter, the New Jersey Office of Homeland Security and Preparedness is leading the nation in innovative analyses that advance our understanding. This work will allow us to be more effective before and after the incident, to better target limited resources, and to more effectively support the recovery of critical infrastructure with information and problem-solving.



## EXEC'S PODIUM

## REGIONAL REALITY

EDWARD DICKSON – *Director New Jersey Office of Homeland Security & Preparedness*



A few short months ago, I was appointed by Governor Christie as the Director of the Office of Homeland Security and Preparedness (OHSP) in New Jersey. I would like to take this opportunity to introduce myself to you and to accentuate

the importance of our regional approach to preparedness as a whole.

I concluded a 25-year career with the Federal Bureau of Investigation (FBI), working in both an investigative and executive management capacity. Following the attacks of September 11, 2001, I served as Assistant Special Agent in Charge (ASAC) of the FBI Newark Division's National Security Branch. During this time, I realized the criticality of coordinating resources among Federal, State, and local agencies and integrating the private sector while dealing with an event that had no regard for jurisdictional boundaries. While the efforts of all involved in the response and investigation were ultimately successful, the availability of regional coordination and communication plans would have streamlined this massive response and recovery.

Following retirement from the FBI, I spent several years in the private sector as Director of Investigations for the Deposit Trust & Clearing Corporation (DTCC), located in New York. As such, I was responsible for a robust portfolio of investigative, audit, and risk requirements. I also gained a better understanding of the significance

of redundancy, preparedness, and response and recovery in response to an event, and specifically, how the private sector conducts that response.

Very early on in my role at OHSP, I learned of the work being done by the RCPT. I am pleased to find that the foundation for the most comprehensive emergency preparedness and catastrophic regional planning effort in the nation is quite mature in the NY-NJ-CT-PA region. The RCPT's effort with private and public sector organizations and critical infrastructure owners and operators throughout the multi-state area is much to be proud of.

Finally, it is clear to me that planning and preparing for the worst-case events is a priority in protecting the people and property of our State and our region. Our representatives from New Jersey, working in coordination with those from New York City, New York State, Pennsylvania, Connecticut, and those communities within, have built the foundation for future regional planning. I am hopeful that this foundation is utilized by FEMA and other federal agencies as they map out their planning for any major regional event. It is the continued integration of our constituents and all levels of government, with the private sector, that will truly prepare us for a future catastrophic event that may impact this most critical and populated region of the United States.

## NEWS

### Emergency Preparedness and Planning Initiative (EPPI) 2012

From July 28 through 31, several members of the Regional Integration Center (RIC) team participated in Connecticut's statewide hurricane exercise as part of its emergency preparedness and planning initiative. The exercise used incident specifics from a historic 1938 Category 3 hurricane that devastated much of New England to challenge participants in local emergency operations centers (EOCs), Department of Emergency Management and Homeland Security (DEMHS) regional offices, and state agencies, to simulate what their town, region, or agency's actions and activities would be 72 hours pre-landfall through seven days post-landfall. Over the course of the four-day exercise, participants demonstrated their ability to activate and strategically staff their operating centers, communicate and organize effectively using WebEOC, open and operate shelters, clear and make roads safe despite downed power lines, and, most important, coordinate complex operations horizontally across jurisdictional lines and vertically between their town, region, and state.

The exercise was a tremendous success, providing valuable communications and coordination practice to all jurisdictions and agencies involved, and reinforcing the critical partnerships between the public sector and private utility providers and workers.



Connecticut Lt. Governor Wyman at the State's EOC during EPPI 2012

## Building Back Better: A Playbook for Smart Recovery Spending

What if you've got \$200 billion in property damage alone, not to mention hundreds of thousands of housing units in your city made uninhabitable? What you do in the first days and weeks of your response can determine what your city looks like in 10 years.

The \$200 billion in property loss in this region doesn't even account for the shock to households, the demise of neighborhoods, or the devastation of the regional economy that such a catastrophe would bring. When billions of dollars of Federal support for recovery begin to flow through the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grants for Disaster Recovery (CDBG-DR), emergency managers must be sure programs can direct money quickly to the most urgent needs. All jurisdictions have different recovery needs, and while CDBG-DR programs can be tailored at the community level, the complicated HUD administrative structure is an obstruction to recovery. Recent history has shown us that such complicated regulations have stopped money from getting to the people and projects that need it. In addition, the billions available after a catastrophe can overwhelm the local public housing authorities that are the administrators of the funds; a year after Katrina, Louisiana received 175 times its 2005 CDBG allocation, and to date has gotten \$13.4 billion.

One piece of the solution is our **CDBG-DR Playbook**, which is an easy-to-use recovery tool. If you are an emergency manager planning for housing recovery, this tool can help you. It makes it easier to identify the right programs that target your needs, and helps adapt those programs to your local requirements while guiding you around the known obstacles in the CDBG-DR funding process. It is designed by and for those who are building a vision for the housing recovery mission—deciding which programs to implement—and those who are in charge of funding the programs and ensuring the success. You are the right audience for this playbook if you are a Federal, State, or local emergency manager, a non-governmental or community-based organization, or a business.

The **CDBG-DR Playbook** has three key components: a Program Catalog with 60 one-page summary sheets of programs likely to suit the challenges of our region; a Waiver Guide that contains summary sheets of 41 waivers for HUD regulations that enable programs in the catalog to be implemented efficiently; and a Resource Annex that includes a glossary of key terms and additional material about working with CDBG-DR funding. (For copies, contact Cynthia Barton.)



RIC Disaster Housing Planning Team

## Catastrophic Blackout: How vulnerable are we?

The recent electric grid collapse in India left half the country and 600 million people without power. The North American electric grid has a sophisticated balancing system that helps protect us from that type of failure, but our critical infrastructure systems are complex and interconnected, and that makes us uniquely vulnerable. As some of the images from India showed, electric power outages mean much more than no air conditioning, no lights, or no computer; they can bring transportation systems, financial systems, and other vital activities and services to a halt. A widespread or long-term power outage in our region would have cascading effects across the systems we rely on in our everyday lives and for emergency response. To better grasp those cross-system impacts, the RCPT's **Critical Infrastructure Resiliency Project (CIRP)** is building on its energy sector work of FY08 to examine dependencies between critical systems, and has engaged Los Alamos National Laboratory to conduct an Energy Dependencies Assessment of water/wastewater systems, emergency communications systems and economic activity. Los Alamos and the Regional Integration Center, under the leadership of Cherrie Black and Laura Stockstill, convened water and wastewater utility operators in Northern New Jersey, New York City, Long Island, and Connecticut, and have collected the input of a planning team of regional partners and subject matter experts. Study findings will provide a foundation for a new round of collaborative strategy-building workshops with

system owner/operators and public safety agencies, which in turn will inform mitigation and resiliency-building plans. Our electric grid may not have the same vulnerabilities as those revealed in India, but our dependence on a complex network of critical infrastructure systems, all reliant in some way on electric power, means that the impacts of a large outage would be more profound. Although we cannot expect to prevent all power outage disasters, our CIRP assessments will help us understand the potential effects of a catastrophic outage on our most important systems, which is essential for our ability to prepare, respond effectively, and minimize the negative consequences.



Connecticut EOC during EPP1 2012

## RCPT Partners with Power Sector

This summer has provided evidence of the vulnerabilities of electric power systems to seasonal weather events, with outages experienced in several states around the country and here in the NY-NJ-CT-PA region. Although the design of our electric distribution system makes power disruptions an unavoidable reality, our utility providers have the experience, resources, and mutual assistance agreements to prepare and respond quickly to typical storms. But for catastrophic incidents beyond the scale of "typical" disasters, there have been few tests of our response capabilities. The RCPT's CIRP has been working to advance preparedness by forging partnerships between the energy sector and emergency management agencies. Power industry representatives and public agencies both contributed to the development of a regional coordination plan, the **Regional Infrastructure Protection Plan (RIPP) for Electric Power Restoration**, which also provides a strategy and tool kit for local jurisdictions to

support the power restoration work of utilities.

The **RCPT Rolling Blackouts Workshop** last fall was another successful collaboration between the electric power industry and public safety agencies, examining the particular emergency response requirements of intentional, rotating blackouts, which have challenges distinct from the more typical accidental blackouts. These "Rolling Blackouts" are a type of protective, grid-management strategy that might be required following catastrophic-level damage to our regional power systems; however, managing the impacts of this type of outage must take place at a local level. The **Rolling Blackouts Guide for Public Agencies** (Annex H to the RIPP) provides the planning guidance and operations-level tools needed for public safety agencies to prepare for that task. (The guide is available upon request from Laura Stockstill.)

### STAY TUNED

#### New Jersey/New York Port Resiliency Planning Team

The Port of New Jersey and New York is the third largest in the United States and the busiest on the East Coast. In 2010, 4,811 ships entered the harbor carrying over 32 million metric tons of cargo valued at over \$175 billion. Restoring its critical operations would be among the top priorities following a catastrophe in this region. New Jersey Office of Homeland Security & Preparedness Deputy Director Joseph Picciano has convened a Port Resiliency Planning Team comprised of public and private sector stakeholders to take a hard look at the port and the critical infrastructure within it.

This innovative project is called the **NJ/NY Port Resiliency, Recovery, and Resumption of Trade Project**. It analyzes critical sectors (including transportation, chemical manufacturing, water, energy, and telecommunications) in and around the port to understand their vulnerabilities and to identify critical first steps that could be taken to expedite their recovery.