



BLUE CASCADES

Critical Infrastructure Interdependencies Regional Exercise Series

Updated Integrated Action Plan

May 2010

Overview

The following Integrated Action Plan is a compilation of the Action Plans developed from lessons learned from the first five Blue Cascades Regional Critical Infrastructure Interdependencies Exercises conducted from 2002 to date by stakeholders in the Puget Sound Region with neighboring states and provinces where infrastructure interdependencies extend. *(Note: The Action Plan from the latest exercise, Blue Cascades VI held in March 2010, is currently under development.)*

The Integrated Action Plan reflects a continuous process of improving all-hazards preparedness and resilience undertaken by the Puget Sound Partnership for Regional Infrastructure Security with the Pacific NorthWest Economic Region's Center for Regional Disaster Resilience. The Partnership is a cross-sector, multi-jurisdiction collaboration that works with State/Provincial and Federal partners to develop and implement disaster resilience activities, including those in the Integrated Action Plan, securing necessary funds and expertise for this purpose. The Pacific NorthWest Economic Region (PNWER), a State-chartered cross-national border consortium comprised of Washington, Alaska, Idaho, Montana, Oregon, British Columbia, Alberta, Saskatchewan and The Yukon, has acted as facilitator for the Partnership since its creation in 2002.

Blue Cascades Exercise Series

The following activities in the Integrated Action Plan are based on stakeholder-validated recommendations in the respective Blue Cascades Exercise After Action Reports and were approved by the stakeholders. ***(For the exercise reports and associated Action Plans, go to www.regionalresilience.org).*** The Blue Cascades tabletop exercises are scenario-based discussion-focused events developed by and for key stakeholder organizations that have roles and responsibilities or significant vested interests in assuring the security and resilience of the Puget Sound Region and the critical infrastructures and essential service organizations that underpin health and safety and the economy. The chief goal of these all-hazards tabletop exercises is to raise awareness of infrastructure interdependencies and associated vulnerabilities, impacts, and preparedness gaps, and identify potential solutions to make needed improvements. The after-action reports of the Blue Cascades Exercises are used to develop Action Plans of

stakeholder-recommended and prioritized activities. These activities may be short-term (one year or less), medium term (eighteen months to two years) or long-term (multi-year). All activities require cross-sector, multi-jurisdiction, and in most cases multi-discipline collaboration and expertise to implement.

Participants in the Blue Cascades exercises represent all levels of government, utilities, businesses and other private sector organizations, non-profits, and academic and community institutions. Blue Cascades I (2002) focused on a physical attack scenario; Blue Cascades II (2004) on cyber attacks and disruptions; Blue Cascades III (2006) on a major subduction zone earthquake; Blue Cascades IV (2007) on pandemic preparedness; and Blue Cascades V (2008) on disaster logistics and supply chains (food, water and fuel). The recently held Blue Cascades VI focused on a major flood of the Green River Valley combined with a resurgence of the H1N1 pandemic.

Participating Organizations in the Blue Cascades Exercise Series

Following are examples of key regional stakeholders among the hundreds of organizations from local to national levels who have contributed to the Blue Cascades exercises and Action Plans.

- University of Washington
- Port of Seattle
- Washington Department of Health
- Liberty Mutual
- Microsoft
- Puget Sound Energy
- U.S. Health and Human Services – ASPR
- King County Wastewater Treatment Division
- NorthWest Tribal Emergency Management Council
- AT&T
- British Columbia Health Ministry
- Pierce County Office of Emergency Management
- DHS Office of Health Affairs
- Carnation-Duvall Medical Reserve Corps
- CDC Seattle Quarantine Station
- City of Kent Emergency Management
- Costco Wholesale
- Beacon Capital Partners
- PEMCO Insurance
- King County Office of Emergency Management
- The Boeing Company
- Seattle/King County Public Health
- City of Seattle
- City of Tukwila
- Safeway Inc.
- Harborview Medical Center
- Virginia Mason Medical Center
- NWWARN
- City of Bellevue
- Overlake Hospital
- Seattle Office of Emergency Management
- Seattle Police Operations Center
- SMART Association
- Able Engineering
- Amgen
- CAC Real Estate Management
- City of Lynnwood
- Columbia Bank
- Dept of Information Services
- FEMA Region X
- Evergreen Hospital Medical Center
- JVR Health Readiness, Inc.
- MITRE Corp
- Northrop Grumman Corporation
- Pacific NorthWest Border Health Alliance
- U.S. Customs and Border Protection
- Frontier Bank / Washington FIRST Coalition

- North Seattle Community College
- Pacific Northwest National Laboratory
- Port of Tacoma
- Qwest Field and Event Center
- Seattle City Light
- Setracon Inc.
- Sprint Nextel
- Symetra Financial
- The Tauri Group
- Tribune Television Northwest – KCPQ/KMYQ-TV
- U.S. Coast Guard
- Washington State Housing Finance Commission
- Washington Trucking Associations
- Water Environment Federation
- Wright Runstad & Company
- Snohomish PUD
- Sound Transit
- U.S. Postal Inspection Service
- U.S. Army Corps of Engineers
- Olympic Pipeline, BP Logistics
- JP Morgan Chase/ Washington Mutual
- Unified Grocers
- Beacon Capital
- Overlake Hospital
- Children's Hospital
- University of Washington – PNW Seismic Network
- Bonneville Power Administration
- Washington State Association of Police Chiefs
- Washington Department of Agriculture
- Washington Association of School Principals
- Washington State Homeland Security Region 6 Critical Infrastructure Protection Committee

Integrated Action Plan

The Integrated Action Plan specifies those activities in the respective first five Blue Cascades Exercise Action Plans that have been completed, are underway, or are yet to be initiated. As in the individual Action Plans, these activities are categorized by estimated time of completion—short-term, medium term and long-term. The Integrated Plan is a flexible tool that is meant to be a “living document” and to be revised and updated as new needs arise and understanding of infrastructure interdependencies and disaster resilience requirements evolve. At present, of the activities in the Integrated Action Plan, many have been largely completed or underway. Availability of resources and changing stakeholder priorities based on perceived needs have been major factors governing which activities have been completed, are ongoing, or yet to be addressed.

Activities Completed To Date

BLUE CASCADES I:

- 1. Increase understanding of regional and cross-border interdependencies** (*Accomplished through dozens of seminars, workshops, exercises and other activities developed by PNWER and stakeholders since 2002*)
- 2. Hold additional interdependencies exercises;** encourage broad participation in, local, regional, national and international exercises (*ongoing with Blue Cascades Series and other exercises*)

- 3. Work with state, provincial and local government and private sector organizations to develop, and include interdependencies injects in exercises** (*ongoing*)
- 4. Develop a comprehensive list of commercial port and maritime transportation key facilities and assets** by pooling knowledge of government and commercial stakeholders (*Regional initiative led by Port of Seattle with key stakeholders and PNWER*)
- 5. Convene a meeting of public and private sector organizations to brief/coordinate on respective emergency response plans** (*ongoing with Blue Cascades Series and other exercises*)
- 6. Identify potential resource shortfalls (manpower and equipment) in regional, cross-border emergencies and develop plans for resource sharing** and other contingency plans, including coordinated stockpiling of equipment (*Continuing focus in Blue Cascades Exercises*)

BLUE CASCADES II:

- 7. Create a Puget Sound Regional Partnership for Infrastructure Security** (*Accomplished in 2002 with PNWER taking on the role of Partnership facilitator and administrator*)
- 8. Establishment of a Regional Cyber Security “Council.”** (*Accomplished with creation of Northwest Alliance for Cyber Security*)
- 9. Conduct “Securing SCADA and Process Controls” Workshop.”** (*Developed by PNWER with stakeholders and Idaho National Laboratory*)
- 10. Infrastructure Interdependencies template for stakeholders.** (*Customized for Puget Sound stakeholders by Argonne National Laboratory under U.S. Department of Homeland Security Science and Technology sponsorship with PNWER and Puget Sound Partnership Interdependencies Work Group*)
- 11. Canvas stakeholders to identify existing mechanisms (e.g., for threat and law enforcement information exchange, mutual aid pacts, common alert and warning systems)** (*Accomplished as part of the Pilot Project conducted in 2008-09 by PNWER with the Washington State Fusion Center and the Puget Sound Partnership Information Sharing Work Group to develop a Cross-Sector Information Sharing Capability*)
- 12. NIMS Awareness Workshop** (*training ongoing for both public and private regional stakeholders-WA Homeland Security Institute*)
- 13. Develop a BLUE CASCADES Exercise Program** (*Blue Cascades Series started with development of Blue Cascades II in 2004*)

- 14. Regional Preparedness Web-based Resource** (*Web-sites developed by PNWER's Center for Regional Disaster Resilience and other organizations*)
- 15. Inclusion of media in NWWARN, workshops, seminars and training events.** (*Ongoing with Blue Cascades Series and other exercises*)
- 16. Prolonged Power Emergencies (Energy Assurance) Workshop** (*U.S. DOE-sponsored event held June 2009*)

BLUE CASCADES III:

- 17. Hold additional SCADA Security Workshops** for interested stakeholder organizations (*Ongoing activity*)
- 18. Complete a Pacific Northwest Natural Gas Electricity Interdependency Study** that examines natural gas supplies in Washington, Idaho and Oregon, including cross-border, and assesses vulnerabilities, as well as impacts to electrical power sector under certain scenarios. (*Accomplished by PNWER with energy and other stakeholders*)
- 19. Hold a Seminar/Workshop on Just in Time Delivery** starting with one or a few sectors, e.g., food distribution and developing contingency plans for possible disasters to help assure understanding of interdependencies and their role during a disaster. (*Accomplished with the training seminar and Blue Cascades V exercise*)
- 20. Develop and conduct a Seminar on Use of Waterways for Disaster Response and Recovery** focused on the transport of goods and people after a major disaster. (*The Regional Catastrophic Planning Grant program is currently funding a regional transportation strategy that includes a maritime component.*)

BLUE CASCADES IV:

- 21. Creation of a regional key stakeholder Pandemic Resilience Working Group** within the Puget Sound Partnership to begin to develop requirements for a regional holistic strategy for pandemic preparedness, response and restoration that builds upon and augments existing state, local, and federal government/private sector and other plans. (*Accomplished after the Blue Cascades IV Pandemic Preparedness Exercise; recast as Comprehensive Community Bio-Event Resilience (CCBER) Work Group, which is currently providing oversight and guidance to a CCBER Pilot Project PNWER is undertaking with U.S. DHS Office of Health Affairs sponsorship*)
- 22. Establishment of a subgroup within the Pandemic Resilience Working Group to develop requirements for criteria for what critical infrastructures and essential service providers are deemed essential during a pandemic,** and within those organizations what personnel are deemed essential. (*Accomplished through the CCBER Pilot Project with development of the Blue Cascades VI exercise*)

Activities Underway

BLUE CASCADES I:

1. **Create a Technology Consortium** to assist in defining requirements and providing solutions *(The PNW Center for Regional Disaster Resilience has developed a number of programmatic areas focusing on homeland security and resilience projects with assistance in/cooperation with research institutions and other technical service providers)*

BLUE CASCADES II:

2. **Cross-Sector Information Sharing and Analysis Fusion System** *(A Concept of Operations was developed by PNWER and the Washington State Fusion Center with key regional stakeholders in 2009 for the cross-sector information sharing capability; work continues on operationalizing this capability with WSFC and Information Sharing Work Group)*
3. **Interoperable regional communications system** leveraging existing systems that would enable the dissemination of accurate and timely information for security and emergency management purposes *(Underway)*
4. **Identify existing mutual aid agreements and other shared arrangements;** explore improving them and creating new arrangements, if necessary. *(Underway through exercises and workshops)*
5. Build on King County and City of Seattle efforts to develop a **Public-Private Business Continuity Outreach and Assistance Program** to provide public education outreach, help small and medium businesses understand the process. *(Underway by jurisdictions particularly in regard to H1N1 and Green River Flood threat)*
6. Undertake a **Maritime Regional Transportation Contingency Planning Initiative**. This joint initiative with the Coast Guard and the Puget Sound Partnership and broader PNWER member stakeholders will entail series of meetings on use of waterways for the transport of goods and people after a major disaster crippling the region's roadways and bridges and include a seminar focusing on engaging all critical infrastructure owners and managers dependent upon north/south transportation for service delivery. *A related initiative is included as part of the Regional Catastrophic Planning Grant program's Transportation Plan.*
7. Undertake a **Critical IT Resilience Assessment that includes Emergency Communications Contingency Plans** to address warning and information sharing needs. *(The Emerald Down exercise was held in King County in May 2010 to examine regional cyber impacts on business and key infrastructure resources as a step toward this assessment)*

BLUE CASCADES III:

- 8. Create and undertake a **Regional Media Disaster Resilience Strategy**** to involve broadcast and other appropriate media in emergency communications and overall role of media in disaster preparedness and management.
- 9. Leverage existing or emerging processes of other states and regions for a cost-effective **Credentialing System**** for essential personnel necessary for response and recovery/restoration activities. *(Work on credentialing ongoing at state, local, and organizational levels)*
- 10. Pursue grants/undertake a **Subduction Zone Earthquake Infrastructure Interdependencies/Tsunami Impacts Study****. *(Ongoing within earthquake research community)*
- 11. **Integrated Incident Management System with Private Sector and other key organizations**** incorporated into NIMS. *(Concept for workshop to focus on this challenge is being explored by PNWER with regional stakeholders)*
- 12. **Work with the State of Washington on Staging for Disaster Response and Recovery**** to determine what is being planned in other jurisdictions and make recommendations on possible improvements. Construction trade representatives should be included. *(Ongoing)*
- 13. **Establish a Disaster Restoration Work Group to work with the State of Washington**** to determine roles and responsibilities and a process to prioritize restoration of infrastructure, how resources would be identified, and how they would be brought to bear on the rebuilding of the region. *(An initial draft has been developed by the state homeland security committee and sent to the Governor's office for review)(The Regional Catastrophic Planning Team is in the process of developing a restoration work group)*
- 14. **Create a Work Group to work with the State of Washington to examine Interdependencies Impacts of Evacuations and Sheltering in Place Plans**** under certain scenarios. *(A regional evacuation and sheltering plan is being developed in preparation for a Green River flood)*
- 15. **Work with State of Washington to develop a Resource Staging Needs Inventory and Resource Database**** of critical goods that may be needed during and after a disaster, e.g., medical supplies, food, water, tires; create a "wish list" of resources that organizations may need. *(King County and Thurston County are currently developing resource management systems)*
- 16. Develop and implement a **Regional Exercise Program with a Single-Point Clearinghouse/Schedule**** for exercises that include smaller, targeted exercises that look at specific areas of risk as well as Canadian exercises cross-border in scope. *(Washington State EMD and King County OEM currently host regional exercise schedules on SharePoint site).*

17. Work with the State of Washington and the U.S. Army Corps of Engineers to develop a **Regional Transportation Resilience Assessment** that assesses the extent of limitations and economic impacts in a major disaster associated with interstate dependencies (e.g. Alaska’s need for food or Oregon’s for oil), addressing logistic choke points and co-located critical infrastructures, including alternative transportation modes and paths that could be reconfigured or laced together to support recovery of a region. *(The Regional Catastrophic Planning Team, through a FEMA Grant, is developing a regional Transportation Plan that will address many of these issues across an eight county region in Washington State. Similar work is ongoing to address transportation impacts related to a Green River flood)*
18. **Undertake an assessment of the existing regional capacity for telecommuting and remote access** in the event of a pandemic. *(Some Puget Sound Region organizations are testing telecommuting capabilities in exercises, e.g., the Port of Seattle, AT&T, and the City of Seattle.)*

BLUE CASCADES IV:

19. **Develop and conduct a pandemic tabletop exercise for media.**
20. **Develop and conduct a tabletop exercise focused on vulnerable populations with non-profits and community groups.** *(A Statewide Disaster Preparedness Assessment for the Philanthropic Sector in Washington State was conducted by United Way, The Gates Foundation and the Seattle Foundation in cooperation with many local and state agencies and non-profits)*
21. **Identify and determine how to access federal services and resources to assist with pandemic response and recovery.** *(Issue is being addressed in the CCBER Work Group as part of the Comprehensive Community Bio-Event Resilience Pilot Project)*
22. **Spread ICS and NIMS training opportunities focusing on pandemics and encourage the private sector to develop protocols based on these standards.** *(Issue is being addressed in the CCBER Work Group as part of the Comprehensive Community Bio-Event Resilience Pilot Project)*
23. **Undertake a study to examine organizations’ pandemic business and operational continuity plans and develop plan templates to assist smaller organizations** to develop their pandemic plans. *(PNWER is currently developing a regional community bio-event resilience gap analysis as part of the CCBER Pilot Project that covers pandemics. This initiative will lead to a regional road map to help communities identify what is needed to make a community more resilient)*
24. **Create and conduct targeted workshops and exercises that focus on communication, information sharing, and on pandemic roles and responsibilities** within each level of

government, within sectors and on a regional basis. (*Underway with three completed CCBER Project workshops and Blue Cascades VI exercise*)

25. Develop modeling capabilities to better understand the impact of a pandemic and the critical infrastructure interdependencies associated with an outbreak. (*Pacific Northwest National Laboratory with regional stakeholders and other organizations are working on these capabilities for the Puget Sound Region*)

26. Create a working group within the Puget Sound partnership to develop a regional pandemic public information and communication plan that includes:

- The types of information provided,
- Target audiences, including multi-cultural groups
- Types of media used
- What messages should be conveyed
- Key communicators
- What vulnerabilities exist of communications systems that could impede information dissemination
- Types of educational tools required.

(Issue is being addressed in the CCBER Work Group as part of the Comprehensive Community Bio-Event Resilience Pilot Project)

27. Examine state laws related to social distancing and other preventative measures during a pandemic. (*Issue is being addressed in the CCBER Work Group as part of the Comprehensive Community Bio-Event Resilience Pilot Project*)

28. Undertake state, local, and private sector coordination of pandemic continuity planning and test in field exercise. (*Groundwork is being laid by the CCBER Pilot Project*)

29. With technical assistance from relevant federal agencies and leveraging existing capabilities, undertake an assessment of local and regional interdependencies, effects and consequences associated with impacts of a pandemic on critical infrastructure and essential service providers under different pandemic scenarios. (*PNWER, with funding from the DHS Office of Health Affairs, is currently working with regional stakeholders to understand community pandemic and other bio-event impacts and preparedness gaps in the Puget Sound region*)

30. Develop a system for sharing pandemic-related information and resources that can be used for planning and pandemic management purposes. This system would be incorporated into regional emergency management planning and the Washington Information Fusion Center (WSFC), and also be part of a broader statewide response and restoration disaster resource management system that focused on all-hazards disasters. (*A concept to develop a capability along these lines is being developed by PNWER with the DHS Office of Health Affairs and the WSFC*)

BLUE CASCADES V:

- 31. Investigate NWWARN and other information sharing mechanisms and methods that could be used to collect and coordinate resource data and to push out information to appropriate stakeholders;** (*Work is underway to coordinate information sharing and distribution around a Green River flood scenario*)
- 32. Create a regional inventory of normally available private sector, non-profit including philanthropic and other key stakeholder resources and supplies that could be readily mobilized after a major disaster. Develop an inventory of where to get additional resources in the event of a disaster.** (*King County and Thurston County are currently developing resource management systems that could be extended to cover a broad range of resources*)
- 33. Create a Regional Cross Sector Transportation Work Group of key stakeholders.** (*The regional Catastrophic Planning Team has established a Transportation working group to assist in developing a regional transportation plan*)
- 34. Develop a public information plan on disaster supply chains that includes:**
 - The media ;
 - An event to educate elected officials;
 - Information on earthquake impacts and what the public can expect regarding food, water, fuel, and other critical supplies;
 - What services the government can and cannot provide ;
 - Provisions for public message coordination among local government with food, water, and fuel and other essential service providers to deal with public and media inquiries
 - Cross-sector exercises and workshops;
 - An experts group to provide information in coordination with emergency management before, during and after a disaster;
 - A “crisis information” mechanism to put out information via email, Twitter, or other technology means.(*A number of these issues are being addressed as a result of Green River flood planning*)

Action Plan Activities Not Yet Addressed

BLUE CASCADES I:

- 1. List and provide an inventory of federal agency services that could be provided in major emergency situations**
- 2. Undertake a pilot project to identify legal and policy barriers,** as well as requirements for effective cross border, cross-jurisdictional command and control.

- 3. Working with state and local government, build upon existing radiological response guidelines to develop a public education initiative. Create a central clearing house for radiological preparedness, response, recovery information for the general public, media, and government and business/infrastructure organizations.** Explore needs for additional study on radiological contamination issues (e.g., of water sources and water treatment plants)

BLUE CASCADES II:

- 4. Expedited security clearance process** for employees to have access to threat assessments and other information that would otherwise require a security clearance.
- 5. Puget Sound Region “Infrastructure Security Yellow Pages”** for stakeholders to use to provide information on stakeholder emergency and security points-of-contacts.
- Develop a **Key Stakeholder “Orange Pages”** of point-of-contact information that leverages NWWARN, e.g., phone numbers, radio frequencies, and other contact alternatives, within sectors and cross-sector with critical customers, service providers, contractors, and others deemed necessary to meet contingency planning requirements. Develop procedures for keeping this resource up-to-date.
- Develop an Infrastructure Security Handbook.
- Cyber Incident Threshold Criteria for Emergency Operation Center Stand up. (*The Emerald Down exercise was held in King County in May 2010 to examine regional cyber impacts on business and key infrastructure resources as a step toward this assessment*)
- 9. Region-wide Inventory and Assessment of Existing Physical and Cyber Disaster/Attack Preparedness Capabilities**, e.g., mechanisms, plans, procedures, methodologies, approaches, communications systems, sensors, and tools. Will provide a baseline of what has been done to avoid “recreating the wheel.”
- 10. Emergency Backup Communications Systems Inventory and Assessment.**
- Develop a set of **Common Assumptions on Worst Case Scenarios** to enable organizations to have a common foundation in which to base their risk assessments plans and exercises.
- Develop and conduct an **Emergency Communications and IT Risk Assessment and Mitigation Workshop** to enable participants to go back to their enterprises and apply the lessons learned.
- Work with the U.S. Coast Guard to develop and conduct a targeted conference-style **Workshop on Roles and Responsibilities** focused on incident management issues related to maritime security. Create an **Incident Management Issues Workgroup** as a follow-up to the Workshop on Roles and Responsibilities to begin to delineate roles and missions, thereby

leveraging existing federal, state, and local response plans and knowledge of response, recovery, and restoration needs from lessons learned.

14. Undertake a **Virtual EOC Project** that can link first responders and local and private sector Emergency Operations Centers to local radio stations to provide notification of outages, threat information, and general information when phone lines, common networks, and email are not available. *(King County and some of the other jurisdictions have virtual EOC's set up)*
15. Work with the State of Washington to develop a **Regional Risk Assessment System and Regional Plan for Telecommunications/Critical IT Infrastructure Resiliency** along with criticality criteria to prioritize telecom and IT infrastructure assets. Should include a vulnerability assessment of regional telecommunications from a disaster resilience perspective and should take into account probability of certain scenarios to ascertain shortfalls.

BLUE CASCADES IV:

16. **Develop guidelines on how to create a pandemic resilient “robust” IT system for small businesses.**

BLUE CASCADES V:

17. **Develop a Regional Disaster Supply Chain Risk Assessment and Resilience Strategy**

Will cover:

- Earthquake -related interdependencies impacts on disaster supply chains and potential mitigation measures, including alternative energy and communications means;
 - A Workshop as part of the *Shakecast* project to work with stakeholders for this purpose,
- Roles and responsibilities and incident management and recovery processes;
- Decision-making process, including procedures for prioritization of food, water and fuel allocations to infrastructures and locations;
- A Workshop to examine how food from disaster impacted stores could be used to feed displaced or special needs populations;

18. **Develop pre-disaster agreements among government and organizations to deal with legal and liability issues and potential environmental or regulatory constraints;**

19. **Designate practical and feasible pre-event points of distribution with alternate locations, and stockpiles of essential supplies;**

20. **Identify federal government, including defense assets and capabilities that could be used for disaster supply distribution;**

21. **Develop and conduct an exercise and training program for stakeholders on emergency management plans and incident and recovery chain-of-command procedures;**

- 22. Develop procedures to enable expeditious removal of spoiled food and other hazardous waste and address public sanitation needs after a disaster;**
- 23. In conjunction with the Regional Transportation Recovery Planning Project, develop a regional transportation management system** in close coordination with relevant state agencies to address re-routing of shipments of essential supplies and other emergency transportation issues associated with food, fuel, water delivery, and other essential needs.
- 24. Investigate military and commercial maritime, air transportation and other assets to assist in supply chain resilience;**
- 25. Create a cross-sector Disaster Supply Chain Coordination and Resource Management Work Group** to incorporate the private sector and other key stakeholders into the Regional Resource Management System Development Initiative now getting underway;
- 26. Disaster Supply Chain Public Outreach and Information Initiative**
- 27. Set up a cross-sector Disaster Supply Chain Outreach and Education Work Group and undertake phased Implementation of Regional Disaster Supply Chain Risk Assessment and Mitigation Strategy** activities to develop procedures, tools, systems for prevention, mitigation needs as outlined in the Strategy.

BLUE CASCADES VI

To be added after Action Plan is developed.