



BLUE CASCADES III Prioritized Action Plan and Integrated BLUE CASCADES Series Action Plan *(Revised per the June 29, 2006 Puget Sound Partnership Meeting)*

Short-Term (6 months-1 year)

1. Create a **Work Group to 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. Also 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. **(Priority 1)**
2. 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. **(Priority 3)**
3. 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. Create an **Incident Management Issues Workgroup** as a follow-up to the Workshop 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. **(Priority 4)**
4. Development of **Common Assumptions on Worst Case Scenarios**. **(Priority 5)**
5. Develop and conduct an **Emergency Communications and IT Risk Assessment/Mitigation Workshop** to enable participants to go back to their enterprises and apply the lessons learned. Workshop will focus on gaps and possible mitigations and how they might be used, as well as how to develop situational awareness. Workshop in addition will raise awareness and reinforce need for all organizations to include within their contingency plans provisions for backup systems to assure redundancy to deal with outages of phone, cell phone, and internet access. Workshop would result in a **Website for Risk Assessment and Emergency Communications Information** that could be widely distributed via media, public forums, etc. **(Priority 6)**
6. 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.

7. Hold additional **SCADA Security Workshops** for interested stakeholder organizations.
8. 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.
9. 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.
10. Complete an **Interdependencies Identification Template with Information Sharing Procedures**
 - a. Provide for users to share some portion of results to help synchronize plans
 - b. Use the template to improve supply chain management and to analyze supply chain and identify important interdependencies that could impact logistics.
11. 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.

Medium-Term (2 years)

12. 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.
13. 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.
14. Undertake a **Critical IT Resilience Assessment that includes Emergency Communications Contingency Plans** to address warning and information sharing needs. Assessment should focus on upgrading of NW WARN and development of alternate communications and IT systems, service and restoration prioritization, and sources of necessary emergency equipment and supplies.
15. 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.
16. Undertake a **Waterway Contingency Planning Initiative**. This joint 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. Goal is to work out protocols for establishing contingency plans with private sector, public ferries, and DOD shipping/transport assets.

17. 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.
18. Develop and implement a **Regional Exercise Program with a Single Clearinghouse/Schedule** for such exercises (will include smaller, targeted exercises that look at specific areas of risk as well as Canadian exercises cross-border in scope).

Longer-Term (multi-year)

19. 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. The regional strategy would assure interoperability and compatibility among stakeholder communications and information systems. **(Priority 2)**
20. Pursue grants/undertake a **Subduction Zone Earthquake Infrastructure Interdependencies/Tsunami Impacts Study**.
21. 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.
22. 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.

BLUE CASCADES Series Integrated Action Plan

Action Plan Activities Completed

BLUE CASCADES I:

- 1. Increase understanding of regional and cross-border interdependencies**
- 2. Hold an additional interdependencies exercise** focused on a port scenario; encourage broad participation in, local, regional, national and international exercises
- 3. Work with state, provincial and local government and private sector organizations to develop, and include interdependencies injects in exercises**
- 4. Develop a comprehensive list of commercial port and maritime transportation key facilities and assets** by pooling knowledge of government and commercial stakeholders

BLUE CASCADES II:

- 5. Creation of a Puget Sound Regional Partnership for Infrastructure Security**
- 6. Establishment of a Regional Cyber Security “Council.”**
- 7. “Securing SCADA and Process Controls” Workshop.”**

Activities Initiated or Underway

BLUE CASCADES I:

- 1. Infrastructure Interdependencies template** for stakeholders to use for risk assessments.

BLUE CASCADES II:

- 2. “Partnering for Regional Preparedness” Web-based Resource (will have different elements tailored to stakeholder needs, e.g., a dedicated cyber security link for the Cyber Security Council; will be for information on best practices, regional capabilities, calendar of upcoming workshops, exercises, and other events)**
- 3. Inclusion of media in NW-WARN, workshops, seminars and training events.**
- 4. Information Sharing Protocols** (needed to support several of the Action Plan projects).

5. **NIMS Awareness Workshop** (training underway for both public and private regional stakeholders-WA Homeland Security Institute)
6. Develop a **Cyber Security and First Aid Handbook**
7. Develop a **BLUE CASCADES Exercise Program**
8. **Cyber Security and Incident Response Awareness Workshop** (develop formats customized for stakeholder personnel, media and general public)
9. **Interoperable regional communications system** leveraging existing systems that would enable the dissemination of accurate and timely information for security and emergency management purposes
10. **Identify existing mutual aid agreements and other shared arrangements;** explore improving them and creating new arrangements, if necessary.

BLUE CASCADES III:

11. Hold additional **SCADA Security Workshops** for interested stakeholder organizations.
12. 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.
13. 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.
14. 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.
15. 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.
16. 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.
17. Pursue grants/undertake a **Subduction Zone Earthquake Infrastructure Interdependencies/Tsunami Impacts Study.**

Action Plan Activities Not Yet Addressed

BLUE CASCADES I:

- 1. Convene a meeting of public and private sector organizations to brief/coordinate on respective emergency response plans**
- 2. Canvas stakeholders to identify existing mechanisms (e.g., for threat and law enforcement information exchange, mutual aid pacts, common alert and warning systems)**
- 3. Create a regional, cross-border, multi-sector **Information Sharing and Analysis Center (ISAC)****
- 4. 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**
- 5. List and provide an inventory of federal agency services that could be provided in major emergency situations**
- 6. Undertake a pilot project to identify legal and policy barriers, as well as requirements for effective cross border, cross-jurisdictional command and control.**
- 7. Working with state and local government, build upon exiting 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)**
- 8. Technology Consortium to assist in defining requirements and providing solutions**

BLUE CASCADES II:

9. Expedited Clearance Process

10. Puget Sound Region “Infrastructure Security Yellow Pages” for stakeholders to use to provide information on stakeholder emergency and security points-of-contacts. (See #26 below that calls for an **Orange Pages**).

11. Infrastructure Security Handbook

12. Puget Sound Regional Information Sharing and Analysis Center (will include an enhanced NW WARN and link to other existing information exchange and analysis capabilities in the region, including INFRAGARD; would track information on threats and

cyber/physical attacks and assess trends, as well as other functions determined by stakeholders)

13. Cyber Incident Threshold Criteria for Emergency Operation Center Stand up

14. Integrated Incident Management System with Private Sector and other key organizations incorporated into NIMS

15. Prolonged Power Emergencies Workshop (develop formats customized for stakeholder personnel, media and general public)

16. 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.”)

17. Emergency Backup Communications Systems Inventory and Assessment

BLUE CASCADES III:

- 18.** 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.
- 19.** 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.
- 20.** 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.
- 21.** 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.
- 22.** Create a **Work Group to 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. 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.

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medical supplies, food, water, tires; create a “wish list” of resources that organizations may need.

33. 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.