

**Washington State Homeland
Security Region 6**

**Critical Infrastructure
Interdependencies Workshop**

November 4, 2010

AFTER ACTION REPORT

December, 2010

Unclassified

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ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is The Critical Infrastructure Interdependencies Workshop After Action Report (AAR)
2. The information gathered in this AAR is unclassified.
3. For more information on the Workshop and the AAR please contact the individuals listed below:

Points of Contact:

David Matthews
Region 6 Critical Infrastructure Protection Workgroup - Chair
Deputy CISO
City of Seattle Office of Information Security
Phone: 206-233-2764
David.Matthews@seattle.gov

Brandon Hardenbrook
Region 6 Critical Infrastructure Protection Workgroup
PNWER
Chief Operating Officer
Phone: 206-443-7723
Fax: 206-443-7703
Brandon.Hardenbrook@pnwer.org

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EXECUTIVE SUMMARY

The workshop provided stakeholders from all infrastructure sectors an opportunity to learn about regional initiatives in critical infrastructure protection and resiliency. Topics included coordination of Regional Critical Manufacturing and Supply Chain Resilience; Private Sector Resilience; and Emergency Communications and Information Sharing. The Washington State Homeland Security Region 6 Critical Infrastructure Protection Workgroup composed the planning team for the Workshop. The purpose of this After Action Report (AAR) is to provide a summary of the proceedings from the Workshop. Organizations should use this document as an information tool for understanding topics highlighted during the Workshop. The AAR meets the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines and is meant as a reference guide to the issues covered during the Workshop. The participant feedback forms provided a majority of the information on attendees' overall impression of the Workshop.

Major Strengths

The major strengths identified during this Workshop are as follows:

- The region has a developed relationship between the public and private sectors
- The workshop highlighted several interdependencies between the public and private sectors regarding supply chain and business continuity
- The organizations shared best practices for business continuity in the public sector

SECTION 1: EXERCISE OVERVIEW

The Critical Infrastructure Interdependencies Workshop was developed in cooperation with public, private and non-profit sectors. The workshop addressed the importance of supply chain resilience to manufacturing and the broader business community. Business leaders discussed supply chain and related continuity challenges and needs regarding business impacts, restoration decision-making, and potential areas of improvement. The working lunch session addressed the interdependencies between Washington and Alaska and the importance of regional supply chain resilience. The next session highlighted communications and information sharing. The session included a roundtable discussion on the status of information sharing initiatives and mechanisms, including social media followed by facilitated discussion by workshop participants on how an effective, integrated regional communications and information sharing strategy could be developed that includes the business community. The final session looked at developing a path forward towards supply chain continuity to improve regional coordination and broader business continuity. The goal of the Workshop was to provide attendees with knowledge of the capabilities available in the region for ensuring supply chain resilience and fostering collaboration between the public and private sectors. The following information highlights the details of the Workshop:

Exercise Details

Exercise Name

Critical Infrastructure Interdependencies Workshop

Type of Exercise

Workshop

Exercise Start Date and End Date

November 4, 2010

Duration

6 hours

Location

Hilton Seattle Airport Conference Center

Sponsor

WA HLS Region 6 Critical Infrastructure Protection Workgroup

Program

Fiscal Year 2008 State Homeland Security Grant Program

Mission

The mission was to identify critical manufacturing, supply chain resilience and information sharing capabilities

Capabilities

The National Preparedness Guidelines Target Capabilities List (TCL) was used to identify the following target capabilities discussed during the Workshop:

- Critical Infrastructure Protection
- Economic and Community Recovery
- Intelligence and Information Sharing and Dissemination
- Restoration of Lifelines

Exercise Planning Team Leadership

The Workshop was organized and developed by the Region 6 Critical Infrastructure Protection Workgroup. Speakers provided briefings on critical manufacturing, supply chain resilience and information sharing capabilities during the Workshop. PNWER assisted in the facilitation, logistics planning and overall development of the agenda and final report.

Participating Organizations

Organizations included private sector, public sector, tribes, non-profits and academia. See Appendix A for list of participating organizations at the Workshop.

Number of Participants

Over 130 Participants, representing private, non-profit, and public sectors throughout Region 6 attended the Workshop, as well as representatives from outside the region. (See Appendix A for complete list of participants)

SECTION 2: EXERCISE DESIGN SUMMARY

The Region 6 Critical Infrastructure Protection Workgroup recognized the need for an informative Workshop that allowed private, public, and non-profit sector members to receive briefings on supply chain issues and information sharing. The Workshop agenda was designed by regional stakeholders and addressed issues that have surfaced during previous events. A number of prior workshops and exercises have pointed to the need to identify and share best practices between public and private sector organizations. This Workshop also addressed the Region 6 CI/KR Strategic Plan for continued business and private sector outreach and cross sector collaboration. The workshop focused on the importance of supply chain resilience to manufacturing and the broader business community. Business leaders discussed supply chain and related continuity challenges and needs regarding business impacts, restoration decision-making, and potential areas of improvement. The working lunch session addressed the interdependencies between the States of Washington and Alaska and the importance of regional supply chain resilience. The next session highlighted communications and information sharing. The information sharing session included a roundtable discussion on the status of current initiatives and mechanisms, including social media followed by facilitated discussion by workshop participants on how an effective, integrated regional communications and information sharing strategy could be developed that includes the business community. The final session looked at developing a path forward towards supply chain continuity to improve regional coordination and broader business continuity. It also promoted future collaboration on regional disaster response issues by identifying stakeholders to join the WA State HLS Region 6 CIP working group. (See Appendix D for the Workshop agenda)

Exercise Purpose and Design

The Workshop was designed to provide an open discussion session for members of the private, public and non-profit sectors where they could share information and highlight best practices in the region. The purpose of this particular Workshop was to inform attendees on critical manufacturing, supply chain resilience and information sharing capabilities. Members of the Region 6 CIP Workgroup held conference calls and meetings to develop the workshop. The Workshop focused the importance of supply chain resilience and information sharing called for in the Region 6 CIP Strategic Plan.

Exercise Objectives

The focus of the Workshop was to inform participants on following specific areas:

- Increase the Critical Infrastructure Protection capability in the region through outreach
- Highlight the Regional Information Sharing tools used to improve communications between the public and private sector
- Regional collaboration capabilities between the private and public sector

The Capabilities-based planning allowed the Workshop planning team to develop sessions derived from the Target Capabilities List (TCL). Presentations and discussion provided during the Workshop highlighted the following capabilities:

- Critical Infrastructure Protection
- Economic and Community Recovery
- Intelligence and Information Sharing and Dissemination
- Restoration of Lifelines

SECTION 3: WORKSHOP SYNOPSIS

Critical Infrastructure Interdependencies Workshop

Over 130 stakeholders from around the region attended to learn about and discuss supply-chain-related continuity challenges with manufacturers and business leaders, and the importance of all-hazards supply chain resilience to regional manufacturing and the broader business community. A key objective of the Workshop was to identify priority supply chain resilience needs and potential areas of improvement to strengthen the region's ability to rapidly recover from significant incidents and disasters. Participants were also provided the latest information on all-hazards communication and information sharing initiatives and mechanisms, including social media, and discussed how an effective, integrated regional communication and information sharing strategy could be developed that includes the business community.

Welcoming Introductions and Remarks

- Matt Morrison, CEO, Pacific Northwest Economic Region

Matt Morrison summarized the progress from the Regional Critical Infrastructures Interdependencies Workshops held in previous years, and also noted the lessons learned from the Blue Cascades series. He previewed the questions that would be posed to participants in the discussion sessions during the workshop.

- David Matthews, WA Homeland Security Region 6 (King County) CIP Working Group Chair & Deputy CISO, City of Seattle

David Matthews noted the wide-ranging projects which the CIP Working Group has been involved in, including the 520 Bridge Catastrophic Failure Tabletop exercise, the Green River Interdependencies Workshop, Blue Cascades exercises, Emerald Down exercise, and various initiatives with the Fusion Center. He also noted the PRISM project to be done over the next year and a half.

Opening Remarks: Importance of Supply Chain Resilience to Manufacturing and the Broader Business Community

- Ken Kirsch, Director of Security for Boeing Commercial Airplanes

Ken Kirsch said that the need to assure supply chains is critical to Boeing's business. Parts and subassemblies are brought into the Puget Sound Region to Boeing's facilities from more than 80 countries across the world. There has been a more than 50% increase in imports in the last five years. He said that when he looks at interdependencies, he sees a domino effect on downstream systems. Building resilient supply chains is key to national security and economic vitality.

Boeing keeps fewer airplane fuselages on the production floor and fewer parts locally in warehouse facilities than in earlier years, and thereby is even more dependent on secure supply chains to maintain the production flow. For example, there was a drop in the orders and production of Boeing 737s after the September 11, 2001 attacks, from 35 to 15 per month.

Production is back to 31 per month, but the number of fuselages on the production floor is down from 29 to 14. Production is planned to ramp up to 38 per month by 2013.

Key questions in planning increased aircraft production rates are: can the supplier deliver, and are all the steps in the supply chain secure? Boeing's business continuity program includes supplier continuity planning, and the company has established a Supply Chain Risk Integration Center. They train to real-world event scenarios, including natural disasters, terrorist incidents, and major infrastructure failure. Resilience planning also relies on close integration between government and industry, including proactive collaboration on government rule making.

Supply Chain Resilience Challenges

Representatives of regional manufacturing and supply chain companies highlighted infrastructure interdependencies that pose potential challenges to operational continuity. They also provided ideas for improvement.

- Moderated by Rod Hilden, Chief Security Officer, Port of Seattle
 - Dan Lewis, Director of Security, PACCAR Inc.
 - Todd Brown, Vice President – Security, Health, and Safety, Expeditors International
- Rod Hilden showed video describing port operations. Seattle-Tacoma is the third busiest container traffic port in the nation, with 4.2 million containers entering the ports every year. 30% of the goods entering the port are used in the region and 70% are transhipped to other regions, principally the Midwest. A strike involving longshoremen and terminal operators in 2002 cost the region \$1 billion per day the first week, escalating to \$2 billion per day the second week.

The Port has a wide range of interdependencies, including: personnel – vessel captains and crews, harbor pilots, longshoremen, and third party logistics and customs brokers; electric power and fuel; railroad yards; and loading equipment. The port is also dependent on emergency response and law enforcement, and services of various local, state, and federal agencies, and subject to regulations of, for example, U.S. Coast Guard and Customs.

Dan Lewis said that PACCAR's truck manufacturing business has 300 suppliers with a far-flung domestic and international network. Resilience of the supply chain requires close relationships with these suppliers and the dealer network. Interdependencies in the manufacturing business include: labor, parts, factory facilities, utilities, and systems.

Todd Brown described Expeditors International's business transporting goods through 250 offices worldwide. Supply chain security is dependent on upholding security standards throughout their global network. Expediter's business continuity plan encompasses crisis management teams, training, communication, and testing involving their employees, clients, systems, and facilities.

Todd Brown pointed to the 2007 San Diego County wildfires as a case study showing the importance of a continuity plan widely embraced throughout the company's operations, and the

need to plan with customers and service providers, and government agencies. He also said that the event showed the need for operations to be nimble — rigidity stifles resiliency.

Questioned on human capital plans and impacts, Rod Hilden said the Port includes mutual aid providers and contractors in emergency preparations, because in an incident in-house capabilities of the Port would be exceeded. Todd Brown said that the first priority after an incident was ascertaining the viability of the workforce. Dan Lewis related that in the Sierra El Mayor earthquake in April 2010, aftershocks continued to unsettle staff at a manufacturing plant in Mexicali even though the factory was up and running. Ken Kirsch from Boeing commented that there is an imbalance in demographics in the employee mix, with the average age of senior people being 51½, emphasizing the need to prepare for the next generation workforce.

Business Community Resilience

Key business leaders discussed supply chain and related continuity challenges and needs regarding business impacts, restoration, decision-making and potential areas of improvement with input from participants.

- Moderated by Jason Moulton, Safeway
- Timothy Kerns, Investigations Team Leader, Target Corporation
- Lisa Fryc, Director of Business Continuity, Starbucks Coffee Company

Jason Moulton described the extensive operations Safeway has across North America with 16 distribution points and 32 manufacturing facilities, and 44,000 items sold through 1725 stores from sources worldwide. Key interdependencies include transportation corridors; fuel for long-haul trucks and local operations; utilities; and telecommunications and banking services. He commented that an earthquake would probably be the greatest hazard threat to continuity of operations because of potential damage to the transportation infrastructure of roads and bridges.

The Auburn distribution center stores four days of fuel, relying on the fuel depot on Harbor Island, which is a land fill — considered at risk in any earthquake scenario. An interesting example of supply chain issues and the planning involved was the six plus months of preparation to deliver 630 million turkeys for Thanksgiving 2010, with 4 million pounds being received at the Auburn distribution facility alone, for delivery throughout western Washington, Idaho, Montana, and Alaska.

Timothy Kerns stated that Target is the nation's fifth largest retailer with 1800 stores and 38 distribution centers across the country. Target provides general merchandise, food, pharmacy, and banking services, and is a health provider. In addition to business continuity plans to keep stores operating or to recover from a disaster, the company seeks to have pre-established relationships with public-safety officials and with state and federal agencies, and maintains pre-assembled relief kits in many of its distribution centers to be able to provide support for response in an emergency. Target has a global crisis management structure with a corporate command center staffed 24 hours a day, which includes workspace for approximately 30 critical business partners.

Lisa Fryc said that Starbucks began including supply chains for its roasting plants in its business continuity plan in 2006, and has considered supply chain issues as a critical corporate function since October 2009. Participation in Green River planning has spurred upgrading the continuity plan to include longer-term recovery. This local issue — potential Green River flooding — has been recognized as having a global business impact for the company (because of the Kent roasting plant and Renton distribution center, and 42 suppliers determined to be in the flood zone). This has led to detailed look at supply chain issues and interdependencies and a company focus on understanding and mitigating supply chain risks.

Facilitated discussion on key focus areas that require attention to assure resilient, sustainable supply chains and the regional economy

1. What in your view are the most significant all-hazards supply chain and economic resilience concerns?
2. What do you see as some of the most important lessons learned on supply chain and economic resilience from major incidents and disasters — both local and outside the region?

Jason Moulton said that Safeway exercises “what if” scenarios. One result is that they have set up a five hour response time to supply stores from a different distribution center if necessary. In the event of a severe storm forecast, emergency supplies will be preferentially moved out to stores before the storm strikes.

Asked about the practicality of telecommuting, Jason Moulton said the value is somewhat limited for Safeway since over 80% of the employees work in the stores. But he commented that Safeway is working on satellite backup to the communication systems in the stores which are currently heavily reliant on internet connections. Lisa Fryc said that Starbucks recommends that all managers know how to remotely log on to internal company networks. Jim Crowe with the City of Kirkland said the infrastructure is not designed for emergencies, and he noted, for example, that satellite communications, like cell phone networks, can be saturated during a wide area disaster. He said they have a plan in emergencies for Ham radio operators to go to each fire station and other city facilities and to mutual aid suppliers to provide backup communications.

Other areas of concern raised after discussion at the tables: road access to get emergency services in and to get to work or home; resource availability and prioritization of supply chain issues; schools need to be open so children can go to school in order for parents to be able to go back to work; backup generators and fuel; water is needed to cool some equipment, besides, of course, for drinking and sanitation.

Luncheon Keynote: Interdependencies between Washington and Alaska and the importance of regional supply chain resilience

- John Madden, Director, Alaska Division of Homeland Security and Emergency Management
- Ken Murphy, Regional Administrator, FEMA Region X

John Madden emphasized the interdependencies between Washington State and Alaska, noting that 80% of the fuel in Washington comes from Alaska, and that Alaska receives almost all its food through Washington State. He noted, though, that we are here not just to examine interdependencies, but to act as leaders. He spoke to the importance of making plans for future disasters, instead of always reacting to an event that has already occurred—whether that is through new infrastructure protection plans, or creating partnerships with the private sector. He asked participants to acknowledge that weaknesses in infrastructure protection could happen in big, medium and small ways. As an example, he asked the participants to think of a camera. If the camera on a pipeline isn't working, he said, there is no surveillance, and without that there is no security, without which there could be an attack on the pipeline which would halt the refinery which could no longer run the generator thus stopping the electricity and with it the economy.

Ken Murphy stated that he is interested in understanding how the decisions which are made in the first few days following a catastrophic event affect what happens in the following days. He also noted the Evergreen Earthquake exercise around the Puget Sound area to be held in 2012, and looks to see what decisions should be made. Ken emphasized to participants that all disasters are local, but recovery and response can be global. He noted that the connection between Alaska and Washington is the perfect example of a disaster that doesn't happen in your state but can still cause difficulty for your organization/state. It's not just big things; it's all the little things. One example provided was that if Boeing needs a component from somewhere outside the region, then it really matters what happens in that location to ensure the supply chain can continue.

Communications and Information Sharing to Support Regional Economic Resilience

Included a roundtable highlighting the status of information sharing initiatives and mechanisms, including social media followed by facilitated discussion by workshop participants on how an effective, integrated regional communications and information sharing strategy could be developed that includes the business community

- Moderated by Hillman Mitchell, Director of King County OEM
- Lt. Ron Leavell, Washington State Fusion Center
- Carolyn Adolph, Public Insight Network, KUOW Public Radio
- Mary Robinson, Puget Sound Energy

Hillman Mitchell mentioned the concepts of “The Instrumented Community”, in which government agency and private sector vehicles and employees can serve as observers and report on an event, and “Geo Social Services”, in which members report in where they are and what is taking place.

Ron Leavell talked about the role of the Washington State Fusion Center in information sharing and regional resilience. He summarized information sharing initiatives including: the Northwest Warning, Alert, and Response Network (NWWARN), the Nationwide Suspicious Activity Reporting Initiative (NSI), the Automated Critical Asset Management System (ACAMS), public-private partnerships with the WA State Fusion Center, and the fusion liaison officer program. He described the Fusion Center and system as a multi-jurisdictional, multi-government level,

multi-disciplinary, public-private partnership.

Carolyn Adolph spoke of the Public Insight Network project to draw in the public through various methods and media including cell phones and cameras, and texting. Verification of the information communicated can be a challenge. Mitchell noted that a social network ranges from chaos to trusted parties.

Mary Robinson summarized Puget Sound Energy's (PSE) combined electric and natural gas system. The energy industry shares information through the North American Electric Reliability Corporation (NERC), the Electricity Sector Information Sharing and Analysis Center (ES-ISAC), the Western Energy Coordinating Council (WECC), and informal mechanisms. PSE's Emergency Operations Center communicates directly with state and county emergency management and other public officials and major business partners, and with the public through the media, including social media.

Facilitated Discussion on Communications and Information Sharing

1. In a major incident or disaster, what types of information would your organization want to receive to help assure supply chains and broader business and operations continuity? Where would your organization seek this information?
2. How could a regional information sharing capability be developed that could integrate relevant information from many sources to assist in meeting the continuity needs of local businesses and manufacturers?

Jason Moulton from Safeway said that an important source of information is alerts on road closures and hazards from the WA Department of Transportation and more detailed information can be obtained through direct relationships with officials. He noted that more thought needs to be given on where roadblocks are set up for road closures — where roadblocks are placed there is often no room to turn around, especially for large trucks. Jason Moulton said that Safeway communicates information to its employees through an internal internet alert site, and for redundancy information can be uploaded from central locations out of state.

Developing a Path Forward towards Supply Chain Resilience to Improve Regional Coordination and Broader Business Continuity

Questions for discussion:

1. What are some of the priority needs to assure resilient, sustainable regional supply chains and business/operations continuity?
2. What steps could we begin to take now to address these needs?

Ken Murphy said it was a priority to FEMA to examine the geography of Washington counties to identify potential hazards, address evacuation plans, and create short-, medium-, and long-term recovery plans unique to each county to help bring businesses and essential service back as quickly as possible.

SECTION 4: CONCLUSION

The Critical Infrastructure Interdependencies Workshop served as an informative session for private, non-profit and public sector members. The Workshop provided background on the current capabilities and best practices for Supply Chain Resilience. One of the primary takeaways participants gathered was a greater understanding of interdependencies. One participant from a consulting engineering firm noted that their most valuable take-away was a “better understanding of what the private sector is doing and opportunities to collaborate.” Another takeaway participants noted was a greater understanding of what businesses consider to be the essential services, with one participant from the Federal Government indicating the “interdependence on fuel, transportation, power, and IT by everyone invited.”

According to feedback forms, participants found the Workshop to be very good overall. A participant representing aerospace manufacturing wrote that “hearing best practices and lessons learned by others is helpful.” The opportunity to network and gain insight into the approaches of other organizations was frequently noted as a strength, with one participant, a lab consultant, noting that they had gained a “better understanding of the needs and concerns of the private sector, [such as] information, security, etc.”

Many participants acknowledge the benefit of workshops such as this, and emphatically recommended that further workshops occur in the future. IT and Cyber security were mentioned frequently by participants as recognized vulnerabilities, which they thought should be addressed in future infrastructure interdependency workshops. Participants also noted a desire to involve more small and mid-sized companies in workshops.

APPENDIX A: PARTICIPANT AND ORGANIZATION LIST

Allen Alston
Safety Officer & Emergency Planner
King County Wastewater Treatment
206-684-1156
allen.alston@kingcounty.gov

Kathleen Appenrodt
Policy Analyst
U.S. Department of Homeland Security
(202) 447-3894
Kathleen.Appenrodt@hq.dhs.gov

Barbara Banks
Senior Disaster Recovery Services Specialist
Liberty Mutual Agency Markets
206-473-4882
barbara.banks@libertymutual.com

Chris Barlow
Security Manager
AlliedBarton Security Services
425-207-6360
cbarlow@starbucks.com

Stacy Bartoletti
President and COO
Degenkolb Engineers
206-605-9410
sbartoletti@degenkolb.com

Jean-Francois Berche
Northwest Territory Manager
SunGard Availability Services
(206) 659-7273
jf.berche@sungard.com

Tony Billera
Business Development
IvyCorp
206-605-2650
tony.billera@gmail.com

Bryant Bradbury
Technology Infrastructure Manager
City of Seattle, Finance and Administration
206-684-0294
bryant.bradbury@seattle.gov

William Brooks
Assistant Security Director
Kemper Development Company
425-460-5732
bbrooks@kemperdc.com

Todd Brown
Vice President - Security, Health and Safety
Expeditors International
Todd.Brown@expeditors.com

Shad Burcham
Emergency Management Program Manager III
King County Office of Emergency Management
206-205-4072
shad.burcham@kingcounty.gov

Mary Ann Chapman
PSGP Fiduciary Agent
Marine Exchange of Puget Sound
206-285-2880
machapman@marineexchangesea.com

Maralyn Chase
Washington State Representative
Washington State Legislature
(206) 366-2604
chase_ma@leg.wa.gov

Jennifer Chi
Program Manager
Public Health Seattle & King County
206 263 8664
jennifer.chi@kingcounty.gov

Rebecca Clark
UASI Coordinator
City of Bellevue OEM
rclark@bellevuewa.gov

Sharon Clark
Northwest Regional Risk Manager
Expeditors International
Sharon.Clark@expeditors.com

Dennis Conte
Facilities Supervisor
City of Renton
425-430-6643
dconte@rentonwa.gov

Claude Cox
Risk Manager/emergency manager
SpokaneTribe/NWTEMC
509-315-6612
safetygem@aol.com

Jim Crowe
Deputy Fire Marshal
City of Kirkland
(425) 587-3600

Ed Cunningham
Program Manager
AT&T
206-790-9362
ed.cunningham@att.com

Terry Davis
Chief Scientist
iJet Onboard
425-503-5511
Terry.Davis@iJetOnboard.com

Dave DeHaan
Director of Emergency Management
City of Everett Office of Emergency Management
425-257-8109
ddehaan@ci.everett.wa.us

Steven Dische
Senior Counter Terrorism Specialist/Homeland
Security Advisor
Pacific Northwest National Laboratory
steven.dische@pnl.gov

Ron Dowbysh
Corporate Security Director
Weyerhaeuser
253 924-2040
ron.dowbysh@weyerhaeuser.com

Dan Downing
CEO and President
Advantage Factory, Inc.
360-840-0396
dand@advantagefactory.com

Lawrence Eichhorn
Emergency Management Coordinator
Seattle Department of Transportation
(206) 684-7574
lawrence.eichhorn@seattle.gov

Mike Fann
Captain
Seattle Police Department
206-684-9239
michael.fann@seattle.gov

Marvin Ferreira
Manager, Health, Safety & Security
APM Terminals, Tacoma
253-680-4416
marvin.ferreira@apmterminals.com

Joe Fewel
Detective
Washington State Fusion Center/Seattle Police
Dept.
206-262-2457
joseph.fewel@wsfc.wa.gov

Emily Fleming
Analyst
Washington State Fusion Center
206-262-2064
emily.fleming@wsfc.wa.gov

Joseph Fletcher
Associate Technical Fellow
The Boeing Company
206-999-2895
joseph.m.fletcher@boeing.com

Johanna Forkner
Tactical Operations Team Manager
FAA - Air Traffic Organization - Western Service
Center
425-203-4526
Johanna.Forkner@faa.gov

Lisa Fryc
 Director of Business Continuity
 Starbucks Coffee Company
 lfryc@starbucks.com

Laura Gallez
 Development & Emergency Preparedness
 Supervisor
 Southwest Suburban Sewer District
 206432-3513
 laurag@swssd.com

Lindsey Garrison
 Emergency Management Program Technician
 City of Tacoma
 253-591-5955
 lgarrison@cityoftacoma.org

Chris Gough
 Officer
 Seattle Police Operations Center
 206-684-5090
 goughc@seattle.gov

Tracey Graham
 Principal Program Manager BCM
 Microsoft
 425-422-5335
 tracey.graham@microsoft.com

Jamie Gravelle
 Emergency Management Coordinator
 Emergency Services Coordinating Agency (ESCA)
 425-776-3722
 Jamie@ESCA1.com

George Hadley
 Mayor
 City of Normandy Park
 206-244-4256
 George.Hadley@ci.Normandy-Park.WA.US

Michelle Harden
 VP Sales
 IvyCorp
 425-869-2000
 michelle@ivycorp.net

Brandon Hardenbrook
 Deputy Director / COO
 Pacific Northwest Economic Region
 206-443-7723
 brandon@pnwer.org

Kandice Harkins
 Safety Specialist
 Seattle Children's Hospital
 206592-2312
 kandiceharkins123@yahoo.com

Chris Hartinger
 Sr. Specialist
 Starbucks Coffee Company
 206318-6265
 charting@starbucks.com

Rod Hilden
 Chief Security Officer
 Port of Seattle
 Hilden.R@portseattle.org

John Himmel
 Emergency and Security Manager
 Washington State Department of Transportation
 (360) 705-7973
 himmelj@wsdot.wa.gov

David Holcomb
 Protective Security Advisor
 U.S. Department of Homeland Security
 206-327-1173
 david.holcomb@dhs.gov

Jenny Holladay
 U.S. Department of Health & Human Services
 Jenny.Holladay@acf.hhs.gov

Joe Huden
 NW WARN Technical Administrator
 Northwest Warning, Alert and Response Network
 425-223-2987
 jhuden@whidbey.com

Kimberly Hughes
 Director of Security -Operations
 Microsoft (Securitas Security Services USA)
 425-705-8062 x58062
 v-kihugh@microsoft.com

Jim Hutchinson
TFER Project Manager
Washington State Emergency Management
Division
253-512-7120
j.hutchinson@emd.wa.gov

Robert Isaman
Planning/Transportation Infrastructure Program
Manager
Washington State Emergency Management
Division
253-512-7054
r.isaman@emd.wa.gov

Stanley Jackson
Security Chief
King County
(206) 296-3490
Jack.Jackson@kingcounty.gov

Jerry Jensen
Expeditors International
Jerry.Jensen@expeditors.com

Mary Jesse
CEO
IvyCorp
425-890-5351
mary@ivycorp.net

Sandy Johnson
Thurston County Emergency Services
JohnsonS@co.thurston.wa.us

Debbie Kellogg
Representative Maralyn Chase
206 774 7970
kellogg.debbie@gmail.com

Timothy Kerns
Investigations Team Leader
Target Corporation
Timothy.Kerns@target.com

Gerald Kiernan
Chief Scientist
Pacific Northwest Economic Region
gпкиernan@comcast.net

Ken Kirsch
Director of Security for Boeing Commercial
Airplanes
Boeing
kenneth.j.kirsch@boeing.com

Hans Kueck
Economic Development Specialist
Pierce County Economic Development Division
253-798-2335
hkueck@co.pierce.wa.us

Ron Leavell
Lieutenant
Washington State Fusion Center
ron.leavell@wsfc.wa.gov

Megan Levy
Program Coordinator
Pacific Northwest Economic Region
206-443-7723
megan.levy@pnwer.org

Dan Lewis
Director of Security
PACCAR Inc
425-468-7519
dan.lewis@paccar.com

Don Lincoln
Assistant Chief
Tukwila Police Dept.
206-431-3667
dlincoln@ci.tukwila.wa.us

William Lokey
Program Director
Witt Associates
253-572-2262
wlokey@wittassociates.com

Jim Lovett
AVP- NW Business Continuity Emergency Mgmt
Bank Of America
206-358-3624
james.w.lovett@bankofamerica.com

Tim Lupher
Port Recovery
U.S. Coast Guard
206-217-6110
timothy.s.lupher@uscg.mil

Stephanie MacLachlan
Senior Program Manager
KPFf Consulting Engineers
206-719-8950
stephanie.maclachlan@kpf.com

John Madden
Director
Alaska Homeland Security and Emergency
Management Dept.
907-428-7000
john.madden@alaska.gov

Edward Madura
Facility Security Officer
Port of Everett
425-259-5428
EDM@portofeverett.com

Heidi Mahy
Senior Staff Scientist
Pacific Northwest National Laboratory
206 528 3347
heidi.mahy@pnl.gov

Mike Maloy
I.T. Manager
2-1-1 & Crisis Clinic of King County
206-461-3210
MMaloy@CrisisClinic.org

Patrick Marcham
Deputy Federal Preparedness Coordinator
FEMA Region X
425-495-4037
Patrick.Marcham@dhs.gov

David Matthews
Deputy CISO
City of Seattle
206-233-2764
david.matthews@seattle.gov

Siri McLean
Plans & Training Manager
UW Emergency Management
206-897-8081
sirim@uw.edu

Brian McNary
Director, Global Risk Group
Pinkerton Consulting & Investigations
415307-5273
brian.mcnary@ci-pinkerton.com

Roberta Miner
Business Continuity Manager
REI
253395-8181
rminer@rei.com

Hillman Mitchell
Director
King County Office of Emergency Management
hillman.mitchell@kingcounty.gov

Keith Mitchell
Insurance/Contracts Manager
King County Risk Management
206-296-1727
keith.mitchell@kingcounty.gov

Patrick Moore
President
Integral GIS, Inc.
206-782-7600
patrick@integralgis.com

Matt Morrison
CEO
Pacific Northwest Economic Region
206-443-7723
matt.morrison@pnwer.org

Jason Moulton
Loss Prevention Director
Safeway Inc.
425-201-6336
jason.moulton@safeway.com

Steve Moye
Water/Sewer Tech
Coal Creek Utility District
425-235-9200
smoye@ccud.org

Steve Myers
Programs Manager
Pacific Northwest Economic Region
206-443-7723
Steve@pnwer.org

John Niles
Global Telematics
niles@globaltelematics.com

Lise Northey
Acting Program Manager
Regional Catastrophic Preparedness Grant
Program
206-733-9552
lise.northey@seattle.gov

Suzanne Nott
Information Technology Business Continuity and
Disaster Recovery Coordinator
Washington State Patrol
360-705-5180
suzanne.nott@wsp.wa.gov

Daniel Olson
Director of Operations
Aronson Security Group
206-442-0034
daniel.olson@aronsonsecurity.com

Del Ostenberg
Emergency Manager and Safety Officer
Colville Tribe
509-634-1199
del.ostenberg@colvilletribes.com

Vernon Owens
Emergency Preparedness Coordinator
Bellevue Office of Emergency Management
VOwens@bellevuewa.gov

Jeff Parsons
Infrastructure Program Manager
Washington State Emergency Management
Division
(253) 512 7065
j.parsons@emd.wa.gov

Angela Reistad
Manager, Business Continuity Planning
Starbucks Coffee Company
(206) 318-8487
areistad@starbucks.com

Mary Robinson
Manager Operations Continuity
Puget Sound Energy
425-462-3887
mary.robinson@pse.com

Robert Romocki
Dam Safety Program Manager
U.S. Army Corps of Engineers
206 764 3545
robert.e.romocki@usace.army.mil

Jodie Ryan
Mission Advocate - HSIN
U.S. Department of Homeland Security -
Washington State Fusion Center
206-920-6459
jryan@bstonetech.com

Julie Sadovich
Director
U.S. Department of Health and Human Services
Juliana.Sadovich@acf.hhs.gov

Christopher Sailer
Manager, Protective Intelligence
Bill & Melinda Gates Foundation
206-321-0324
chris.sailer@gatesfoundation.org

Paula Scalingi
Director
PNWER Center for Regional Disaster Resilience
paula@pnwer.org

Brian Sherrod
 Research Geologist
 U.S. Geological Survey
 253-653-8358
 bsherrod@ess.washington.edu

Paul Shukovsky
 Disaster Recovery Coordinator
 Pierce County Dept. of Emergency Management
 253-798-2219
 pshukov@co.pierce.wa.us

Russell Sonmore
 Regional Catastrophic Program Manager
 Washington State Emergency Management
 Division
 253-512-7083
 r.sonmore@emd.wa.gov

Josh Spain
 Emergency Operations Coordinator
 Public Health Seattle & King County
 206-263-8728
 joshua.spain@kingcounty.gov

Lyz Staman
 Health Safety & Emergency Manager
 Northwest Harvest
 206-923-7473
 lyzs@northwestharvest.org

Lisa Swanson
 Public Safety Solutions Specialist
 ESRI
 360-754-4727 ext 8960
 Lswanson@esri.com

Terry Swanson
 Security/LP Manager
 Safeway Inc.
 425-201-6338
 terry.swanson@safeway.com

Dan Swatman
 Network Administrator
 Olympic Pipe Line
 425-235-7714
 danswatman@gmail.com

Mark Thomas
 Homeland Security Division Commander
 Washington State Patrol
 206-389-2728
 mark.thomas@wsp.wa.gov

Pat Thomas
 Project Manager
 The Boeing Company
 206-544-7758
 patrick.j.thomas2@boeing.com

Timothy Thomas
 Security Manager
 Washington State Convention Center
 (206)694-5027
 tim.thomas@wscc.com

Gennie Thompson
 Management Administrator
 Northwest Warning, Alert and Response Network
 206-262-2396
 gthompson@nwwarn.org

Christine Trefanenکو
 Emergency Planning & Business Continuity
 Manager
 Terasen Gas
 604-592-7494
 christine.trefanenکو@terasengas.com

Anne Tyler
 Project Liaison
 U.S. Coast Guard Sector Puget Sound
 206 217-6219
 anne.k.tyler@uscg.mil

Chris Utzinger
 Emergency Logistics Program Manager
 Washington State Emergency Management
 Division
 253 512 7059
 c.utzinger@emd.wa.gov

Ramiro Valderrama
 Managing Director
 Audax Corp
 425 898 0777
 ramirov@audaxllc.com

Daniel Vicente
Director of Security
Westfield Southcenter Mall
206 246 2304
dvicente@pscsite.com

Robert Vork
Project Manager
ICF International
571-213-0079
rvork@icfi.com

Michael Warfel
Commissioner
King County Fire District 40
425-457-0621
mwarfel@parametrix.com

Shirley Warthen
VP, Application Administration Manager
Union Bank
425-514-0752
Shirley.Warthen@UnionBank.com

Mark Wesolowski
Emergency Planning Manager
Puget Sound Energy
mark.wesolowski@pse.com

Dale Westerlin
Terminal Operations manager
Totem Ocean Trailer Express
253-238-8474
dwesterlin@totemocean.com

Bruce Williams-Burden
Owner
Critical Images
206-316-7595
critical.images@gmail.com

Laurie Willis
Emergency Preparedness
The Boeing Company
206-200-6283
laurie.a.willis@boeing.com

Vicki Wills
Information Technology Manager
City of Seattle
vicki.wills@seattle.gov

Kathleen Wilson
Site Development Inspector
City of Seattle
(206) 390-7837
kathleen.wilson@seattle.gov
khwbhw@gmail.com

APPENDIX B: PARTICIPANT FEEDBACK FORM

4th Annual Regional Critical Infrastructure Interdependencies Workshop
PARTICIPANT FEEDBACK FORM
 November 4th, 2010
 Hilton Seattle Airport Conference Center
 Seattle, Washington

Overall impression and general comments on the Workshop- **Please rate each component on a scale of 1-5 (5 being excellent /valuable; 1 being not valuable)**

Exercise	Excellent	Very Good	Satisfactory	Fair	Poor	N/A
Overall Impression of Workshop	5	4	3	2	1	N/A
Quality of the Presentations	5	4	3	2	1	N/A
Quality of Discussion Session	5	4	3	2	1	N/A
Utility of Information Provided	5	4	3	2	1	N/A

1. What industry or type of organization do you represent?

2. Did the Workshop meet your objectives? *(Please Circle One)* **Yes** **No**
Somewhat

3. What, if any, was the most valuable ‘take away’ or insight you gained from the Workshop?

4. Would you be interested in be part of a Supply Chain Resilience Work group?
(Please Circle One) **Yes** **No**

5. Based on the Workshop today and your experiences, what improvements to supply chain resilience and broader preparedness would you recommend for the region?

6. What issues were not addressed that you would like included in follow-up activities?

7. In the event of a catastrophic incident, an issue that has been identified as a concern is providing private sector input to the long term recovery process would you be interested in being part of a work group to address this issue.

(Please Circle One) **Yes** **No**

8. What suggestions do you have to get business involved in regional resilience planning and two-way information sharing and communications?

9. This is the 4th Interdependencies Workshop. What other issues scenarios or themes would you like to see an interdependencies workshop address in the future?

10. Would you be interested in serving on the WA State HLS Region 6 (King County) Critical Infrastructure Protection Work group?

(Please Circle One) **Yes** **No**

Optional:

Name _____

Title _____

Organization _____ Email: _____

**Thank you for your feedback. Please return it to organizers as you leave.
If you are interested in discussing your observations or providing additional information for the summary report, please contact Steve Myers at Steve.Myers@pnwer.org**

PART II – PARTICIPANT FEEDBACK SUMMARY

Rating	Excellent	Very Good	Satisfactory	Fair	Poor
	5	4	3	2	1
Overall Impression	33%	60%	7%	0%	0%
Quality of the Presentations	37%	59%	4%	0%	0%
Workshop Discussion	32%	60%	4%	4%	0%
Workshop Information	40%	53%	7%	0%	0%

APPENDIX C: ACRONYMS**Table C.1: Acronyms**

Acronym	Meaning
AAR	After Action Report
ACAMS	Automated Critical Asset Management System
CIP	Critical Infrastructure Protection
CI/KR	Critical Infrastructure/Key Resources
DHS	U.S. Department of Homeland Security
ECC	Emergency Coordination Center
EOC	Emergency Operations Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
NERC	North American Electric Reliability Corporation
NSI	National Suspicious Activity Report Initiative
NWWARN	Northwest Warning Alert and Response Network
OEM	Office of Emergency Management
PNWER	Pacific NorthWest Economic Region
TCL	Target Capability List
WECC	Western Energy Coordinating Council
WSFC	Washington State Fusion Center

APPENDIX D: WORKSHOP AGENDA

4th Annual Regional Critical Infrastructure Interdependencies Workshop Agenda
Hilton Seattle Airport & Conference Center
17620 International Blvd
Seattle, Washington 98188-4001

8:30 a.m. Welcome and Introductions

- Matt Morrison, CEO, Pacific Northwest Economic Region

8:45 am Welcoming Remarks

- David Matthews, WA Homeland Security Region 6 (King County) CIP Working Group Chair & Deputy CISO, City of Seattle

9:00 a.m. Opening Remarks - Importance of Supply Chain Resilience to Manufacturing and the Broader Business Community

- Ken Kirsch, Director of Security for Boeing Commercial Airplanes

9:15 a.m. Supply Chain Resilience Challenges- Representatives of regional manufacturing and Supply Chain companies will highlight infrastructure interdependencies that pose potential challenges to operational continuity and ideas for improvement with input from participants

- Moderated by Rod Hilden, Port of Seattle (invited)
- Dan Lewis, Director of Security, PACCAR Inc.
- Todd Brown, Vice President - Security, Health and Safety, Expeditors International

9:45 am Panelist Questions and Answers

10:00 a.m. Break

10:30 a.m. Business Community Resilience - Key business leaders discuss supply chain and related continuity challenges and needs regarding business impacts, restoration decision-making, and potential areas of improvement with input from participants

- Moderated by Jason Moulton, Safeway
- Timothy Kerns, Investigations Team Leader, Target Corporation
- Lisa Fryc, Director of Business Continuity, Starbucks Coffee Company

11:15 a.m. Facilitated discussion on key focus areas that require attention to assure resilient, sustainable supply chains and the regional economy

Questions for Discussion

1. What in your view are the most significant all-hazards supply chain and economic resilience concerns?

2. What do you see as some of the most important lessons learned on supply chain and economic resilience from major incidents and disasters—both local and outside the region?

12:00 p.m. Luncheon Keynote - Interdependencies between Washington and Alaska and the importance of regional supply chain resilience

- John Madden, Director, Alaska Division of Homeland Security and Emergency Management

1:30 p.m. Ken Murphy, Regional Administrator, FEMA Region X

1:45 p.m. Communications and Information Sharing to Support Regional Economic Resilience - session Includes a roundtable highlighting the status of information sharing initiatives and mechanisms, including social media followed by facilitated discussion by workshop participants on how an effective, integrated regional communications and information sharing strategy could be developed that includes the business community

Roundtable

- Moderated by Hillman Mitchell, Director of King County Office of Emergency Management
- Lt. Ron Leavell, Washington State Fusion Center
- Carolyn Adolph, Public Insight Network, KUOW Public Radio
- Mary Robinson, Puget Sound Energy

2:30 p.m. Facilitated Discussion with Workshop Participants

1. In a major incident or disaster, what types of information would your organization want to receive to help assure supply chains and broader business and operations continuity?
 - Where would your organization seek this information?
2. How could a regional information sharing capability be developed that could integrate relevant information from many sources to assist in meeting the continuity needs of local businesses and manufacturers?

3:00 p.m. Developing a Path Forward towards Supply Chain Resilience to Improve Regional Coordination and Broader Business Continuity

Questions for discussion:

1. What are some of the priority needs to assure resilient, sustainable regional supply chains and business/operations continuity?
2. What steps could we begin to take now to address these needs?

3:30 p.m. Adjourn

APPENDIX E: RESOURCES
