



## Critical Infrastructure Regional Integrated Action Strategy

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### Overview

The following *Regional Integrated Action Strategy* is a compilation of action items, improvements and recommendations developed from several regional initiatives focused on transportation disruptions and other impacts to regional critical infrastructure that could affect regional supply chains. Workshops and exercises focused on regional manmade and natural disasters and included hundreds of representatives from public and private sector organizations over the past several years. These actions were developed with the assistance of local stakeholders and individual event planning teams, with coordination between the public and private sectors. Below is a brief summary of each exercise.

### Regional Exercise/Workshop Summary

#### **The Puget Sound Maritime Regional Transportation Recovery Initiative, FEMA Port Security Grant, 2013-14**

The Puget Sound Regional Maritime Transportation Disaster Recovery Initiative Regional Tabletop Exercise was designed to establish a learning environment to enable the maritime transportation community to review and understand the diverse requirements and issues to reinstate their respective operations quickly after a natural disaster. The exercise examined the recovery capability of Puget Sound region, incorporating a financial and economic simulation model to aid participants in identifying potential interdependencies between elements of critical infrastructure and allow clear communication of projected impacts of decision-making during the exercise.

#### **Evergreen Quake Exercise, 2012**

The Evergreen Quake 2012 Exercise Series included three exercises that tested the ability of local, state, federal, and tribal governments, and select private sector entities located within the Puget Sound area to collaboratively respond to and recover from large-magnitude earthquakes. Each of the exercises shared a common scenario but was designed independently, using information based on the scenario and overarching themes. The ultimate goal of the exercise series was to improve the collective operational readiness of exercise participants.

#### **US-Canada Maritime Commerce Resilience Initiative, USCG & Transport Canada, 2012**

The United States Coast Guard, Transport Canada and PNWER partnered in the development of a framework for swiftly managing traffic in the event of an emergency, with the goal of expediting maritime commerce recovery through regional collaboration between Canada and the United States. The pilot project included the planning and execution of several cross border, multi-sector workshops and a tabletop exercise which led to the development of a protocol framework for regional maritime commerce recovery.

### **Regional Recovery Interdependencies Workshop, WA Homeland Security Region 6, 2012**

This large scale regional workshop hosted by Microsoft, focused on business recovery and business resumption for the Puget Sound region following a major earthquake. The workshop explored the issues of infrastructure, government, physical security, employees/customers and suppliers. It was designed in three phased breakouts exploring: A) What would keep business from reopening; B) What could be done ahead of time to reduce the impact and to speed business resumption; and C) What should be included in government recovery plans to facilitate business resumption? As part of this effort, PNWER hosted King County, Pierce County, Snohomish County and city of Seattle leadership in meetings to encourage more regional collaboration and information sharing on disaster recovery planning

### **Comprehensive Community Bio Event Resilience Initiative, DHS Office of Health Affairs, 2010-2011**

The purpose of the exercise was to examine current health-related preparedness and management capabilities with a focus on communications; planning and management of resources, including staff; supply chains and logistics; public health/economic impacts; the executive decision making process; and to identify areas for improvement that can strengthen community resilience. The exercise was developed by local, state government and other stakeholders, and covered the greater Seattle area, cross-jurisdiction/state and cross-national border.

### **Blue Cascades Exercise Series, PNWER, 2002-2010**

The Blue Cascades tabletop exercises are scenario-based discussion events developed by and for key stakeholder organizations that have roles and responsibilities or significant interests in assuring the security and resilience of the Puget Sound Region and the critical infrastructures and essential service organizations that underpin citizens' health, safety and economic well-being. Developed and facilitated by the stakeholders themselves, the Blue Cascades exercises focus on all-hazards. The chief goal of these tabletop exercises is not to test plans and procedures, but rather to raise awareness of infrastructure interdependencies and associated vulnerabilities, impacts, and preparedness gaps, identifying 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 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, 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). *Blue Cascades VI* (2010) focused on a major flood of the Green River Valley combined with an associated resurgence of the H1N1 pandemic.

### **2010 Dam Sector Exercise Series – Green River Valley, U.S. Army Corps of Engineers**

The U.S. Department of Homeland Security (DHS), U.S. Army Corps of Engineers (USACE), Federal Emergency Management Agency (FEMA), and public and private stakeholders from the Green River Valley in the State of Washington collaborated in conducting the 2010 Dams Sector Exercise Series – Green River Valley (DSES-10) as a means to address regional disaster resilience issues. The DSES-10 effort

focused on the analysis of short- and long-term regional impacts resulting from a flood scenario affecting the King County communities of Auburn, Kent, Renton, and Tukwila. This flood scenario served as the triggering event to analyze impacts and interdependencies.

**Supply Chain Resilience Workshop, WA Homeland Security Region 6, November 2010.**

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. 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.

**Green River Infrastructure Interdependencies Workshop, Center for Regional Disaster Resilience, 2009**

Local government agencies, private stakeholders and other key organizations convened on November 12, 2009 in Seattle, WA to discuss potential impacts from a major flood in the Green River Valley and identify ways to mitigate consequences for public health and safety and the region's economy. The workshop was a collaborative initiative by the Center for Regional Disaster Resilience, the Washington Homeland Security Region 6 Critical Infrastructure Protection Working Group, in cooperation with the City of Tukwila and King County Office of Emergency Management. The workshop included discussions of infrastructure impacts and cascading failure caused by a potential flood. It also examined additional short-term mitigation measures that could be undertaken and development of a longer-term regional mitigation strategy to deal with potential flood impacts.

**Energy Assurance Workshop, US Dept. of Energy, 2009**

The overall goal of the Workshop was to provide information and increase the awareness of local governments of regional energy infrastructure systems and services; energy infrastructure dependencies and interdependencies; to enhance capabilities to prepare, respond, and recover from all-hazards energy emergencies; and to improve coordination and cooperation among all levels of government and regional energy providers. The Workshop was sponsored by the U.S. Department of Energy's Office of Electricity Delivery and Energy Reliability.

**SR 520 Bridges Catastrophic Failure Exercise, WSDOT, 2006-2007**

The Washington State Department of Transportation (WSDOT) hosted a tabletop exercise with Seattle area local jurisdictions, businesses and other key stakeholder organizations on November 29, 2006 to examine preparedness, response, and longer-term recovery issues associated with a catastrophic failure of the SR 520 Bridge. A follow on Action Planning conference took place in 2007 to identify and prioritize specific actions to address the recommendations from the exercise.

## Regional Integrated Action Strategy

The *Regional Integrated Action Strategy* specifies activities that have been recommended by stakeholders to address specific recommendations from workshops and exercises. The implementation level of each recommendation is listed along with the referenced initiative.

Significantly, the *Regional Integrated Action Strategy* is a flexible tool designed to be a “living document” and revised and updated as new needs arise and understanding of infrastructure interdependencies and disaster resilience requirements evolve. Availability of resources and changing stakeholder priorities based on perceived needs have been major determinants of activities undertaken.

### Categories

The following activities are organized by five specific categories. The top stakeholder identified action items are listed.

- **Communications & Information Sharing**
  - Emergency Backup Communications Systems Inventory and Assessment and Gaps.
  - Studies should be done to understand the impacts of decreased bandwidth and possibly compromised IT infrastructure on communications during an event and solutions identified, researched and tested with exercises. Internet Service Providers can become overwhelmed and the access/last mile can become extremely congested, impeding communications and remote operations during events. This activity will identify these shortfalls, recommend ways to expand coverage, and provide for redundancies to support disaster communications requirements.
  - Leverage work to date and additional capabilities to develop an operational regional all-hazards two-way information-sharing capability among government agencies and the broader stakeholder community. As part of this effort, delineate the role of local resources in information sharing, along with the roles of other key contributors to an information sharing system.
  - Collaborate with city, county, and state officials to combine efforts to create and maintain a regional transportation system website or map with a list and the status of all roads (state and local)
  
- **Transportation & Supply Chain Resilience**
  - Develop a comprehensive list of commercial port and maritime transportation key facilities and assets by pooling knowledge of government and commercial stakeholders.
  - **Develop a Regional Disaster Supply Chain Risk Assessment and Resilience Strategy** that covers:
    - Earthquake -related interdependencies impacts on disaster supply chains and potential mitigation measures, including alternative energy and communications means;
    - Roles and responsibilities and incident management and recovery processes;
    - Decision-making process, including procedures for prioritization of food, water and fuel allocations to infrastructures

- This strategy will result in the development of pre-established recovery priorities, resource requirements, and restoration timelines for the sector, facilitating a unified, efficient recovery for the sector following a disaster event.
  - **Supply Chain Study.** This activity will identify and assess critical supply chain dependencies and interdependencies for area businesses and those entities that are dependent upon them. Disasters can have cascading consequences that are felt far from their source. This activity will identify and map critical inter- and intraregional supply chain dependencies /interdependencies as well as recommend redundancies to mitigate potential service interruption. The focus of this activity will be to further refine regional infrastructure dependencies and interdependencies analysis, with particular focus on energy, water, wastewater, transportation systems, business continuity, and continuity of operations.
  - **Port Capabilities, Impacts, and Restoration Study.** In a significant flood (or other hazard) event, restoration of the Ports of Seattle and Tacoma is of the highest priority as numerous local, regional, and national supply chains depend upon them. Regional commercial throughput of manufactured goods and produce is a paramount economic factor for regional recovery, and restoration of these supply chains is a critical step in bringing businesses back online and reestablishing jobs and the flow of goods and services. The focus of this activity will be to perform a targeted study of the potential loss of port capabilities and associated impacts on regional supply chains as they pertain to economic recovery. The analysis will not only highlight the crucial position of the ports themselves, but will provide valuable insights into the priority of restoration of supporting infrastructure such as roads, bridges, communications, and other priorities.
- **Lifeline Infrastructure Systems**
  - 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 large-scale events that diminish the workforce on critical infrastructure and essential service providers under different scenarios, including pandemic.
- **Community and Economic Resilience**
  - 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.
  - Local government should continue to conduct outreach to area businesses and other organizations, provide forums to share continuity of operations planning best practices and approaches and assist small enterprises and other organizations that lack resources and expertise.
  - Examine policies to ensure that hospitals in collaboration with other healthcare providers and supply chain organizations develop and exercise business continuity plans.
  - Identify incentives to keep small businesses operating after a regional incident or disaster, and to return to the region if they have left, as well as what legal or policy provisions many need to be developed or changed. Explore ways to expand FEMA, Small Business Administration and other government disaster assistance programs and to appropriately provide assistance to the private sector.

- **Develop a strategy to address ethnic, cultural, and faith-based groups that:**
  - Identifies these groups and points of contact within them;
  - Builds on current public health and non-profit outreach activities to these groups;
  - Lays out a process of optimal ways to disseminate information based on an awareness of what types of communications and communication channels are most effective for particular groups;
  - Integrates these groups into preparedness activities and exercises.
- **Governance and Policy Coordination**
  - Create a long-term recovery advisory council made up of public and private stakeholders prior to an event and begin to talk through scenarios and priorities of the region. This activity will further develop, validate, and exercise a regional coordination structure for long-term recovery/restoration, with emphasis on a multi-agency, public-private construct capable of prioritizing and overseeing long-term recovery functions. This will include regional priorities agreed to in advance for emergency restoration of utilities and resources and emergency housing and business resumption options.
  - Regional Disaster Recovery Plan. The focus of this activity will be to develop and implement an overarching region-wide plan for long-term recovery and economic resilience, including recovery of critical infrastructures and business assets, consistent with National Recovery Framework. This plan will designate decision-making structures and authority for regional recovery and enable the prioritization of recovery activities.
  - Undertake a pilot project to identify legal and policy barriers, as well as requirements for effective cross border, cross-jurisdictional command and control.
  - 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.”)
  - Develop and conduct an exercise and training program for stakeholders on emergency management plans and incident and recovery chain-of-command procedures.

**Puget Sound Critical Infrastructure Integrated Action Strategy**  
*(The highlighted recommended actions are the stakeholder identified priorities)*

**Section A – Communications & Information Sharing**

<b>Communications &amp; Information Sharing</b>			
<b>#</b>	<b>Recommended Action</b>	<b>Implementation Level</b>	<b>Exercise Reference</b>
<b>A1</b>	<b>Inclusion of media infrastructure representatives in NWWARN, workshops, seminars and training events</b>	<b>Local, State</b>	<b>Blue Cascades II</b>
<b>A2</b>	Undertake a <b>Virtual EOC Project</b> 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	<b>Local</b>	<b>Blue Cascades III</b>
<b>A3</b>	<b>Create and conduct targeted workshops and exercises that focus on communication, information sharing, and on pandemic roles and responsibilities</b> within each level of government, within sectors and on a regional basis	<b>Local, State</b>	<b>Blue Cascades IV</b>
<b>A4</b>	Undertake a Critical IT Resilience Assessment that includes Emergency Communications Contingency Plans to address warning and information sharing needs	<b>Local</b>	<b>Blue Cascades II</b>
<b>A5</b>	Create and undertake a <b>Regional Media Disaster Resilience Strategy</b> to involve broadcast and other appropriate media in emergency communications and overall role of media in disaster preparedness and management	<b>Local, State</b>	<b>Blue Cascades III</b>
<b>A6</b>	<b>Create a working group to develop a regional pandemic public information and communication plan</b> that includes: <ul style="list-style-type: none"> <li>• The types of information provided,</li> <li>• Target audiences, including multi-cultural groups</li> <li>• Types of media used</li> <li>• What messages should be conveyed</li> <li>• Key communicators</li> <li>• What vulnerabilities exist of communications systems that could impede information dissemination</li> </ul> Types of educational tools required	<b>Local</b>	<b>Blue Cascades IV</b>

A7	<p><b>Develop a system for sharing pandemic-related information and resources that can be used for planning and pandemic management purposes.</b> This system would be incorporated into regional emergency management planning and the Washington Information Fusion Center (WSFC), and also be part a broader statewide response and restoration disaster resource management system that focused on all-hazards disasters</p>	Local, State	Blue Cascades IV
A8	<p><b>Develop a public information plan on disaster supply chains</b> that includes:</p> <ul style="list-style-type: none"> <li>• The media ;</li> <li>• An event to educate elected officials;</li> <li>• Information on earthquake impacts and what the public can expect regarding food, water, fuel, and other critical supplies;</li> <li>• What services the government can and cannot provide ;</li> <li>• 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</li> <li>• Cross-sector exercises and workshops;</li> <li>• An experts group to provide information in coordination with emergency management before, during and after a disaster;</li> </ul> <p>A “crisis information” mechanism to put out and collect information via email, Twitter, or other social media/technology means</p>	State	Blue Cascades V
A9	<p><b>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.</b> Explore needs for additional study on radiological contamination issues (e.g., of water sources and water treatment plants)</p>	Local, State	Blue Cascades I
A10	<p><b>Emergency Backup Communications Systems Inventory and Assessment and Gaps.</b></p>	Local	Blue Cascades II
A11	<p>Develop and conduct an <b>Emergency Communications and IT Risk Assessment and Mitigation Workshop</b> to enable participants to go back to their enterprises and apply the lessons learned.</p>	Local	Blue Cascades II
A12	<p>Develop a <b>Key Stakeholder “Orange Pages”</b> of point-of-</p>	Local	Blue Cascades II



	contact information that leverages existing networks like HSIN, 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.		
<b>A13</b>	Develop a Disaster Supply Chain Public Outreach and Information Initiative with a cross-sector 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).	<b>Local, State</b>	<b>Blue Cascades V</b>
<b>A14</b>	Local, state and regional stakeholders need to develop a strategy for improved alert and warning, communications and two-way information sharing on health security and resilience that identifies what information needs to be conveyed, to what organizations and individuals, and how it will be coordinated and disseminated, ideally from a central focal point. The role of the Washington State Fusion Center in information sharing should be clearly defined, along with the roles of other key contributors to any information sharing system.	<b>Local, State</b>	<b>Blue Cascades VI</b>
<b>A15</b>	<b>Studies should be done to understand the impacts of decreased bandwidth and possibly compromised IT infrastructure</b> on communications during an event and solutions identified, researched and tested with exercises.  Internet Communication Systems Mitigation Actions. Internet Service Providers can become overwhelmed and the access/last mile can become extremely congested, impeding communications and remote operations during events. This activity will identify these shortfalls, recommend ways to expand coverage, and provide for redundancies to support disaster communications requirements.	<b>Local, State, and utilities</b>	<b>Blue Cascades VI</b>  <b>DSES-10 Green River Regional Resiliency Strategy</b>
<b>A16</b>	Utilize an existing work group of appropriate local government and key stakeholders to discuss and <b>determine realistic triggers for emergency alerts and activities for different scenarios.</b>	<b>Local</b>	<b>Blue Cascades VI</b>
<b>A17</b>	Produce a <b>survey of regional alert capabilities that assesses the effectiveness of systems and procedures and identifies ways to improve alert information</b> coordination and dissemination.	<b>Local</b>	<b>Blue Cascades VI</b>

A18	<p><b>Leverage work to date and additional capabilities to develop an operational regional all-hazards two-way information-sharing capability among government agencies and the broader stakeholder community.</b>  As part of this effort, delineate the role of local resources in information sharing, along with the roles of other key contributors to an information sharing system.</p> <p>Collaborate with city, county, and state officials to combine efforts to create and maintain a regional transportation system website or map with a list and the status of all roads (state and local)</p>	Local, State	<p><b>Blue Cascades VI</b></p> <p><b>Puget Sound Maritime Transportation System Recovery Exercise</b></p>
A20	<p><b>Develop a Regional Bi-National Disaster Alerting Protocol and/or agreement.</b> This protocol and/or agreement should provide Alerting Levels to trigger associated pre-determined measures and mechanisms, at each level, to guide a progressive and timely increase in communication and information sharing among stakeholders. It can also provide triggers signaling regions, organizations and their supply chains to take pre-determined action to carryout and coordinate recovery activities</p>	State, Federal	<p><b>US-Canada Maritime Commerce Resilience Initiative</b></p>
A21	<p>Creation of a single source of information for business to keep aware of the situation and allow two-way communication (business emergency operations center and recovery center concept).</p>	State, local	<p><b>Regional Recovery Interdependencies Workshop</b></p>
A22	<p>Development of a long-term recovery communications strategy. Include infrastructure restoration priorities for roads, power, water/sewer, fuel, communications and transportation systems.</p>	State, local	<p><b>Regional Recovery Interdependencies Workshop</b></p>
A23	<p>Waterproof Buried Optical Communications Lines. The ingress of water into data cabling systems can have detrimental effects on fiber optic cables' ability to support high bit rate data transfer applications such as Ethernet.</p>	State, local and utilities	<p><b>DSES-10 Green River Regional Resiliency Strategy</b></p>
A24	<p>Regional Data Centers Assessment for Recovery Planning. Prevention, mitigation, and resiliency strategies focused on regional data centers should be undertaken based on assessments of the facilities.</p>	State, local and utilities	<p><b>DSES-10 Green River Regional Resiliency Strategy</b></p>
A25	<p><b>Regional Information Sharing Plan.</b> The focus of this activity will be to develop an overarching, all-hazards information sharing plan for the region that complies with the National Emergency Communications Plan (NECP), Washington State Interoperable Communications Plan,</p>	State, local	<p><b>DSES-10 Green River Regional Resiliency Strategy</b></p>

	<p>and NIMS. Integrating such standards, this plan will lay out an information sharing framework, as well as data standards, procedures, and practices for regional stakeholders that will support all phases of the disaster lifecycle. This plan is intended to foster and expedite horizontal communication and information sharing between regional partners (from government to government, from private sector to private sector, and from government to private sector). Is intended to also assist in delineating stakeholder roles and responsibilities.</p>		
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### Section B Transportation & Supply Chain Resilience

Transportation & Supply Chain Resilience			
#	Recommended Action	Implementation Level	Exercise Reference
B1	Establish a working group to develop systems and tools with which to quickly consolidate multi-modal transportation infrastructure status reports in support of resource routing decisions	Local, State	Evergreen Quake
B2	Develop 'low-tech' tools for transportation stakeholders to share multi-agency and multi-modal transportation status reports within the first days after a catastrophic event	Local, State	Evergreen Quake
B3	Develop and train to protocols for bringing a group together when alternate routing is required throughout the region	Local, State	Evergreen Quake
B4	Recommended a process for regionally collecting, analyzing and disseminating alternate route information to the public be reviewed, amended or developed. This should include multiple methods (GIS, websites, press releases, etc.) of delivery.	Local, State	Evergreen Quake
B5	<b>Develop a comprehensive list of commercial port and maritime transportation key facilities and assets</b> by pooling knowledge of government and commercial stakeholders	Local	Blue Cascades I
B6	<b>Hold a Seminar/Workshop on Regional Challenges of Just-in-Time Delivery</b> 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 and useful mitigation measures	Local, State	Blue Cascades III
B7	<b>Analysis of the use of Waterways for Disaster</b>	Local	Blue Cascades III

	<b>Response and Recovery</b> <i>focusing on the transport of goods and people after a major disaster.</i>		
<b>B8</b>	Undertake a <b>Maritime Regional Transportation Contingency Planning Initiative</b> . Joint initiative with the Coast Guard and the Puget Sound stakeholders on use of waterways for the transport of goods and people after a major disaster crippling the region’s roadways and bridges; would include a seminar focusing on engaging all critical infrastructure owners and managers dependent upon north/south transportation for service delivery.	<b>State, Federal</b>	<b>Blue Cascades II, III</b>
<b>B9</b>	<b>Work with local and State of Washington officials to develop a Resource Staging Needs Inventory and Resource Database</b> 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	<b>Local, State</b>	<b>Blue Cascades III</b>
<b>B10</b>	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	<b>State, Federal</b>	<b>Blue Cascades III</b>
<b>B11</b>	Create a Regional Cross Sector Transportation Work Group of key stakeholders	<b>State</b>	<b>Blue Cascades V</b>
<b>B12</b>	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.	<b>Federal</b>	<b>Blue Cascades III</b>
<b>B13</b>	<b>Develop a Regional Disaster Supply Chain Risk Assessment and Resilience Strategy</b> that covers: <ul style="list-style-type: none"> <li>• Earthquake -related interdependencies impacts on disaster supply chains and potential mitigation measures, including alternative energy and communications means;</li> </ul>	<b>Local, State</b>	<b>Blue Cascades V</b>  <b>DSES-10 Green River Regional Resiliency Strategy</b>

	<ul style="list-style-type: none"> <li>• Roles and responsibilities and incident management and recovery processes;</li> <li>• Decision-making process, including procedures for prioritization of food, water and fuel allocations to infrastructures</li> </ul> <p><b>Transportation Sector Recovery Analysis.</b> The focus of this activity will be to conduct an in-depth analysis of the restoration and recovery issues facing the transportation sector, taking into account redundant resources for the recovery of assets. This analysis will result in the development of pre-established recovery priorities, resource requirements, and restoration timelines for the sector, facilitating a unified, efficient recovery for the sector following a disaster event.</p>		
B14	<b>Designate practical and feasible pre-event points of distribution with alternate locations, and stockpiles of essential supplies</b>	Local	Blue Cascades V
B15	<b>Identify federal government, including defense assets and capabilities that could be used for disaster supply distribution</b>	Local, State, Federal	Blue Cascades V
B16	<b>In conjunction with the Regional Transportation Recovery Planning efforts, build upon existing capabilities to develop a regional transportation management system</b> 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.	Local, State	Blue Cascades V
B17	<b>Investigate military and commercial maritime, air transportation and other assets to assist in supply chain resilience.</b>	Local, State, Federal	Blue Cascades V
B18	<b>Through a cross-sector Disaster Supply Chain Coordination and Resource Management Work Group</b> incorporate the private sector and other key stakeholders into a Regional Resource Management System Development Initiative.	Local, State	Blue Cascades V
B19	<b>Recovery planning should be viewed as a shared responsibility involving emergency management, finance, information technology, external affairs, and business Personnel. Educate all port departments on recovery planning. Review gaps in skills and knowledge that emergency management and security reductions caused. Identify solutions to cover the gaps.</b>	Local	Puget Sound Maritime Transportation System Recovery Exercise
B20	<b>Ensure ports have disaster policies and include pay practice policies related to disasters and disaster</b>	Local, State	Puget Sound Maritime Transportation System

	<b>recovery activities. Update leave policies to include procedures for disasters and payment of employees in case of a disaster.</b>		Recovery Exercise
<b>B21</b>	<b>Integrate the maritime community and interests in local, regional and cross-border emergency management, and region-wide business continuity planning.</b>		US Canada Maritime Commerce Resilience Initiative
<b>B22</b>	Creation of a <b>Regional Transportation Resilience Working Group</b> with an Emergency Communications Subgroup and an Emergency Transportation Management Subgroup	Local	SR 520 Bridge Catastrophic Failure Exercise
<b>B23</b>	<b>Stage Flood Response Resources.</b> Currently, assets used to mitigate and respond to flood events are not dispersed in accordance with a comprehensive regional plan and are maintained by a variety of different individual entities.	Local	DSES-10 Green River Regional Resiliency Strategy
<b>B24</b>	<b>Supply Chain Study.</b> This activity will identify and assess critical supply chain dependencies and interdependencies for area businesses and those entities that are dependent upon them. Disasters can have cascading consequences that are felt far from their source. This activity will identify and map critical inter- and intraregional supply chain dependencies /interdependencies as well as recommend redundancies to mitigate potential service interruption.  The focus of this activity will be to further refine regional infrastructure dependencies and interdependencies analysis, with particular focus on energy, water, wastewater, transportation systems, business continuity, and continuity of operations.	Local, State, Federal	DSES-10 Green River Regional Resiliency Strategy
<b>B25</b>	<b>Regional Traffic Diversion Plan.</b> The focus of this activity will be to create an overall, integrated traffic diversion plan and corresponding public notification protocols for the region.	Local, State	DSES-10 Green River Regional Resiliency Strategy
<b>B27</b>	<b>Port Capabilities, Impacts, and Restoration Study.</b> In a significant flood (or other hazard) event, restoration of the Ports of Seattle and Tacoma is of the highest priority as numerous local, regional, and national supply chains depend upon them. Regional commercial throughput of manufactured goods and produce is a paramount economic factor for regional recovery, and restoration of these supply chains is a critical step in bringing businesses back online and reestablishing jobs and the	Local, State	DSES-10 Green River Regional Resiliency Strategy

flow of goods and services. The focus of this activity will be to perform a targeted study of the potential loss of port capabilities and associated impacts on regional supply chains as they pertain to economic recovery. The analysis will not only highlight the crucial position of the ports themselves, but will provide valuable insights into the priority of restoration of supporting infrastructure such as roads, bridges, communications, and other priorities.		
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### Section C, Lifeline Infrastructure Systems

Lifeline Infrastructure Systems			
#	Recommended Action	Implementation Level	Exercise Reference
C1	Identify potential resource shortfalls, both manpower and equipment, in regional, cross-border emergencies and develop plans for resource sharing and other contingency plans, including coordinated stockpiling of equipment	State, Federal	Blue Cascades I
C2	Hold additional <b>SCADA and Process Controls Security Workshops</b> for Utilities	Local, State	Blue Cascades II
C3	Undertake an assessment of the existing regional capacity for telecommuting and remote access	Local	Blue Cascades IV
C4	Develop modeling capabilities to better understand the impact of a pandemic and the critical infrastructure interdependencies associated with an outbreak	Local, State	Blue Cascades IV
C5	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 large-scale events that diminish the workforce on critical infrastructure and essential service providers under different scenarios, including pandemic.	Local, State	Blue Cascades IV
C6	Work with the State of Washington to develop a <b>Regional Risk Assessment System and Regional Plan for Telecommunications/Critical IT Infrastructure Resiliency</b> 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.	State	Blue Cascades II
C7	Undertake an assessment of the existing regional capacity for telecommuting and remote access in the event of a pandemic or other regional disaster.	Local, State	Blue Cascades IV

<p><b>C8</b></p>	<p>Washington State and Puget Sound Region local jurisdictions should work with energy service providers to:</p> <ul style="list-style-type: none"> <li>o Explore mechanisms for improved regional coordination and information sharing <ul style="list-style-type: none"> <li>— Among energy service providers and between energy service providers and local government.</li> </ul> </li> <li>o Develop a process to provide and update energy infrastructure point-of-contact information for energy emergencies.</li> <li>o Share detailed information on energy assurance plans and energy emergency management/continuity of operations plans, including priorities for service resumption in the Puget Sound Region.</li> <li>o Assess the state of current communications among city, county, State and power providers' emergency operations/coordination centers and identify areas for improvement.</li> </ul>	<p><b>State, local</b></p>	<p><b>Energy Assurance Workshop</b></p>
<p><b>C9</b></p>	<p><b>Long-Term Sewer Service Loss Study.</b> The focus of this activity will be to assess the potential for long-term sewer and water service disruption to large number of businesses and residents following a flood event. This activity will assess potential impacts, identify capabilities gaps, and suggest mitigation strategies to offset extended disruptions. In addition, it will identify restoration priorities and strategies and address issues involving fresh water, sewage and wastewater</p>	<p><b>local</b></p>	<p><b>DSES-10 Green River Regional Resiliency Strategy</b></p>
<p><b>C10</b></p>	<p><b>Environmental Recovery Knowledge Accumulation.</b> The focus of this activity will be to create a knowledge base using a structured template to gain a better understanding of environmental recovery issues faced by the region. Environmental issues may involve hazardous materials, debris cleanup and disposal, and soil/water contamination.</p>	<p><b>local</b></p>	<p><b>DSES-10 Green River Regional Resiliency Strategy</b></p>



## Section D, Community and Economic Resilience

Community and Economic Resilience			
#	Recommended Action	Implementation Level	Exercise Reference
D1	Hold a workshop that brings together private sector organizations with other interested organizations and local, state, and FEMA officials to discuss development of an emergency “business support team” modeled on ICS that a broad range of private sector organizations can adopt.	Local, State, Federal	Blue Cascades IV
D2	Undertake a study to help assess organizations’ pandemic business and operational continuity plans and develop plan templates to assist smaller organizations to develop their pandemic plans.	Local, State	Blue Cascades IV
D3	Build on efforts to develop a <b>Public-Private Business Continuity Outreach and Assistance Program</b> to provide public education outreach, help small and medium businesses understand the process	Local	Blue Cascades II
D4	Develop and conduct a tabletop exercise focused on special needs populations with non-profits and community groups	Local	Blue Cascades IV
D5	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	Local, State	Blue Cascades V
D6	A workshop to examine how food from disaster impacted stores could be used to feed displaced or special needs populations;	Local	Blue Cascades V
D7	Local government should continue to conduct outreach to area businesses and other organizations, provide forums to share continuity of operations planning best practices and approaches and assist small enterprises and other organizations that lack resources and expertise.	Local	Blue Cascades VI
D8	Survey hospitals and other large medical facilities on their security needs under various scenarios and build on existing arrangements with local law enforcement and security firms to assess available resources to determine requirements and alternative means to assure adequate security personnel.	Local	Blue Cascades VI
D9	Examine policies to ensure that hospitals in collaboration with other healthcare providers and supply chain organizations develop and exercise	Local, State, Federal	Blue Cascades VI

	<p><b>business continuity plans. Identify incentives to keep small businesses operating after a regional incident or disaster</b>, and to return to the region if they have left, as well as what legal or policy provisions many need to be developed or changed.</p> <p><b>Explore ways to expand FEMA, Small Business Administration and other government disaster assistance programs</b> and to appropriately provide assistance to the private sector.</p>		
D10	Develop and implement with business stakeholders a <b>regional economic bio-event resilience risk mitigation strategy</b> of targeted actions to address business continuity challenges and identify ways to make and incentivize improvements.	Local	Blue Cascades VI
D11	Undertake an <b>assessment of regional psychological and economic factors</b> that can affect post-event business retention and sustainability.	Local	Blue Cascades VI
D12	<p><b>Develop a strategy to address ethnic, cultural, and faith-based groups</b> that:</p> <ul style="list-style-type: none"> <li>Identifies these groups and points of contact within them;</li> <li>Builds on current public health and non-profit outreach activities to these groups;</li> <li>Lays out a process of optimal ways to disseminate information based on an awareness of what types of communications and communication channels are most effective for particular groups;</li> </ul> <p>Integrates these groups into preparedness activities and exercises.</p>	Local	Blue Cascades VI
D13	<p>Barging would be the most effective way to bring supplies in from the south into the</p> <ul style="list-style-type: none"> <li>North Puget Sound; however there is limited barging capacity in the region. <b>Obtain access to or develop a list for the Washington public ports that lists all of the barge owners on the west coast that different shippers could access.</b></li> </ul>	State Federal	<p>Puget Sound Maritime Transportation System</p> <p>Recovery Exercise Blue Cascades VI</p>
D14	<b>Promote the development of pre-incident agreements, accreditation equivalencies and mechanisms to share skilled labor personnel across the border and between trade unions and</b>	State, Federal State	US-Canada Maritime Commerce Resilience Initiative

	<b>organizations.</b> Governments, bi-national organizations, and Barging would be the most effective way to bring supplies in from the south into the North Puget Sound; however there is limited barging capacity in the region. <b>Obtain access to or develop a list for the Washington public ports that lists all of the barge owners on the west coast that different shippers could access.</b>		<b>Puget Sound Maritime Transportation System Recovery Exercise</b>
D15	<b>Create employee availability, service needed and service available hubs to facilitate business resumption and share resources. Promote the development of pre-incident agreements, accreditation equivalencies and mechanisms to share skilled labor personnel across the border and between trade unions and organizations.</b> Governments, bi-national organizations, and	State, local, and Federal	<b>Regional Recovery Interdependencies Workshop</b>  <b>US-Canada Maritime Commerce Resilience Initiative</b>
D16	<b>Identify incentives to keep small businesses operating after a regional incident or disaster,</b> and to return to the region if they have left and explore What legal or policy provisions many need to be developed or changed <b>Create employee availability, service needed and service available hubs to facilitate business resumption and share resources.</b>	State, local	<b>Comprehensive Community Bio Event Resilience Initiative</b>  <b>Regional Recovery Interdependencies Workshop</b>
D17	<b>Local and state governments should consider providing tax incentives to small businesses that can demonstrate they have emergency response and business continuity plans.</b> <b>Identify incentives to keep small businesses operating after a regional incident or disaster,</b> and to return to the region if they have left and explore What legal or policy provisions many need to be developed or changed	State, local	<b>SR 520 Bridge Catastrophic Failure Exercise</b>  <b>DSES-10 Green River Regional Resiliency Strategy</b>  <b>Comprehensive Community Bio Event Resilience Initiative</b>
D18	<b>EOC Business Liaison Function.</b> Implement a business liaison desk/function in regional Emergency Operations Centers (EOCs) at the municipal and county levels. <b>Local and state governments should consider providing tax incentives to small businesses that can demonstrate they have emergency response and business continuity plans.</b>	Local, State	<b>DSES-10 Green River Regional Resiliency Strategy</b> <b>SR 520 Bridge Catastrophic Failure Exercise</b>  <b>DSES-10 Green River Regional Resiliency Strategy</b>
D19	<b>Business Resource Team.</b> The focus of this activity will be to devise and implement a regional business resource team to assist in keeping local businesses	Local, State	<b>DSES-10 Green River Regional Resiliency Strategy</b> <b>DSES-10 Green</b>

	running (permit, inspection, transportation, etc.) and return them to full operation following an event. <b>EOC Business Liaison Function.</b> Implement a business liaison desk/function in regional Emergency Operations Centers (EOCs) at the municipal and county levels.		<b>River Regional Resiliency Strategy</b>
<b>D20</b>	<b>Business and Resident Attrition Avoidance Activities.</b> The prevailing view among regional stakeholders is that businesses and individuals will leave the region following a catastrophic event. This will result in overall negative impacts to the region in terms of loss of population, small businesses, and critical industries, as well as slowed recovery. The focus of this activity will be to conduct a study to identify best practices; propose policies and incentives to keep businesses operating following a disaster event and return them to operational capacity as quickly as possible (through cleanup, inspections, permits, etc.); and institute and promote loan programs for residents and businesses, including appropriate training and guidance. <b>Business Resource Team.</b> The focus of this activity will be to devise and implement a regional business resource team to assist in keeping local businesses running (permit, inspection, transportation, etc.) and return them to full operation following an event.	<b>Local, State</b>	<b>DSES-10 Green River Regional Resiliency Strategy</b> <b>DSES-10 Green River Regional Resiliency Strategy</b>
<b>D21</b>	<b>Private Sector Economic Development and Long-Term Recovery Engagement.</b> The focus of this activity will be to engage private sector companies and public sector planners in the establishment of a Regional Recovery Authority, Regional Planning Task Force, or other organizational entity whose mission will be to develop a regional strategy that recognizes the economic values and priorities of restoration from the private sector perspective. <b>Business and Resident Attrition Avoidance Activities.</b> The prevailing view among regional stakeholders is that businesses and individuals will leave the region following a catastrophic event. This will result in overall negative impacts to the region in terms of loss of population, small businesses, and critical industries, as well as slowed recovery. The focus of this activity will be to conduct a study to identify best practices; propose policies and incentives to keep businesses operating following a disaster event and return them to operational capacity as quickly as possible (through cleanup, inspections, permits, etc.); and institute and promote loan programs for residents and businesses, including appropriate training and	<b>Local, State</b>	<b>DSES-10 Green River Regional Resiliency Strategy</b> <b>DSES-10 Green River Regional Resiliency Strategy</b>

	guidance.		
D22	<b>Private Sector Economic Development and Long-Term Recovery Engagement.</b> The focus of this activity will be to engage private sector companies and public sector planners in the establishment of a Regional Recovery Authority, Regional Planning Task Force, or other organizational entity whose mission will be to develop a regional strategy that recognizes the economic values and priorities of restoration from the private sector perspective.	Local, State	DSES-10 Green River Regional Resiliency Strategy

### Section E, Governance and Policy Coordination

Governance and Policy Coordination			
#	Recommended Action	Implementation Level	Exercise Reference
E1	<b>Identify existing mutual aid agreements and other shared arrangements;</b> explore improving them and creating new arrangements, if necessary	Local, State	Blue Cascades II
E2	Leverage existing or emerging processes of other states and regions for a cost-effective <b>Credentialing System</b> for essential personnel necessary for response and recovery/restoration activities.	State	Blue Cascades III
E3	<b>Pursue grants/undertake a Subduction Zone Earthquake Infrastructure Interdependencies/Tsunami Impacts Study.</b>	State, Federal	Blue Cascades III
E4	<b>Work with the State of Washington on Staging for Disaster Response and Recovery</b> to determine what is being planned in other jurisdictions and make recommendations on possible improvements. Construction trade representatives should be included	State	Blue Cascades III
E5	<b>Establish a Disaster Restoration Work Group to work with the State of Washington</b> 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.	State	Blue Cascades III
E6	<b>Create a Work Group to work with Local and State of Washington agencies to examine Interdependencies Impacts of Evacuations and Sheltering in Place Plans</b> under certain scenarios	Local, State	Blue Cascades III
E7	<b>Examine state laws related to social distancing and other preventative measures</b> during a pandemic	State	Blue Cascades IV
E8	<b>Provide an inventory of federal agency services</b> that could be provided in major emergency situations.	Federal	Blue Cascades I

E9	<p><b>Undertake a pilot project to identify legal and policy barriers</b>, as well as requirements for effective cross border, cross-jurisdictional command and control.</p> <p><b>Region-wide Inventory and Assessment of Existing Physical and Cyber Disaster/Attack Preparedness Capabilities</b> (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.”)</p> <p><b>Develop and conduct an exercise and training program for stakeholders on emergency management plans and incident and recovery chain-of-command procedures.</b></p>	Local, State	<p>Blue Cascades I</p> <p>Blue Cascades II</p> <p>Blue Cascades V</p>
E10	<p><b>Develop pre-disaster agreements among government and organizations to deal with legal and liability issues and potential environmental or regulatory constraints</b></p>	Local, State	Blue Cascades V
E11	<p><b>Develop procedures to enable expeditious removal of spoiled food and other hazardous waste and address public sanitation needs after a disaster.</b></p>	Local	Blue Cascades V
E12	<p><b>Best practices to address all-hazards, including health work place-related policy issues should be identified and incorporated into a single information resource</b> that can be shared among regional stakeholders and incorporated in emergency and continuity of operations plans and procedures. Legal issues and policy gaps that impact preparedness should be addressed and avenues for changing them identified where possible.</p>	Local	Blue Cascades VI
E13	<p><b>Develop procedures, including a coordination process, for public guidance on vaccine availability and distribution</b> for pandemics</p>	Local	Blue Cascades VI
E14	<p>Develop a hardcopy and on-line <b>brochure of examples of legal and liability issues associated with disaster preparedness, response, recovery, or mitigation for private sector and government organizations.</b> The brochure should also identify best practices to deal with work place-related policy and liability issues.</p>	Local	Blue Cascades VI

E15	<b>Develop a brochure</b> (hardcopy and electronic) <b>outlining disaster assistance available from various federal sources</b> with criteria and guidelines for applying.	Local	Blue Cascades VI
E16	<b>Identify areas where mutual aid agreements could assist with port recovery planning and operations. Establish mutual aid agreements between ports, agencies, and the private sector, as identified above</b>	State, local	Puget Sound Regional Maritime Transportation System Recovery Exercise
E17	<b>Ports should ensure disaster recovery concerns are addressed in all of their business dealings with labor unions.</b> Ports should encourage labor unions to consider developing mutual aid agreements with the other labor and trade unions to ensure there is flexibility and disaster related clauses in the agreements.	State, local	Puget Sound Maritime Transportation System Recovery Exercise
E18	<b>Assign a port position to act as a recovery coordinator</b> or hire a recovery coordinator to work with port departments and terminal tenants	Local	Puget Sound Maritime Transportation System Recovery Exercise
E19	<b>The port would benefit by increasing their participation (i.e. more departments and executive leadership) in trainings and drills.</b> This training should include additional functional drills with follow up evaluations and recommendations for improvement	Local	Puget Sound Maritime Transportation System Recovery Exercise
E20	<b>Develop a bi-national accord that references existing frameworks, protocols, agreements, plans, procedures, communication and information-sharing mechanisms, and other tools</b> that can be used or leveraged to build cross-border maritime commerce resilience and expedite recovery	State, Federal	US-Canada Maritime Commerce Resilience Initiative
E21	<b>Create a long-term recovery advisory council</b> made up of public and private stakeholders prior to an event and begin to talk through scenarios and priorities of the region. <b>Development of a multi-agency/multi-jurisdiction coordination and decision-make structure</b> is necessary to address regional preparedness, response and particularly long-term recovery <b>Regional Disaster Management Structure for Long-Term Recovery.</b> This activity will further develop, validate, and exercise a regional coordination structure for long-term recovery/restoration, with emphasis on a multi-agency, public-private construct capable of prioritizing and overseeing long-term recovery	State, Local	Regional Recovery Interdependencies Workshop  Green River Infrastructure Interdependencies Workshop  DSES-10 Green River Regional Resiliency Strategy

	<p>functions. This will include regional priorities agreed to in advance for emergency restoration of utilities and resources and emergency housing and business resumption options.</p> <p><b>Regional Disaster Recovery Plan.</b> The focus of this activity will be to develop and implement an overarching region-wide plan for long-term recovery and economic resilience, including recovery of critical infrastructures and business assets, consistent with National Recovery Framework. This plan will designate decision-making structures and authority for regional recovery and enable the prioritization of recovery activities.</p>		
E22	<p><b>Common Operational Maps.</b> The focus of this activity will be to develop and disseminate up-to-date maps displaying a common operational picture to use for communication with the public and private industry prior to, during, and in the wake of events. In order to effectively respond and coordinate appropriately during disaster events, it is necessary for all parties to be able to understand one another and speak in a common operating language based on a shared situational awareness and operating picture.</p>	Local, State	DSES-10 Green River Regional Resiliency Strategy
E23	<p><b>Essential Personnel Presence, Credentialing, and Certification.</b> Utilities, service providers, and government agencies generally lack sufficient numbers of personnel to provide coverage for extended periods of emergency response activities. Enhancing CI/KR worker credentialing and access to a disaster area during a national crisis or event.</p>	Local, State	DSES-10 Green River Regional Resiliency Strategy
E24	<p><b>Inspectors/Inspections Coordination.</b> An essential feature of facilitating a rapid recovery and restoration of operations in the wake of a disaster event, especially for critical facilities and utilities, is prompt inspection and certification. The focus of this activity will be to facilitate inspections /inspector interoperability and cross-jurisdictional participation. This will involve the compilation and regular update of a database of potential inspectors including contact information, the development of preexisting relationships and agreements with inspectors, the coordination of inspections among multiple stakeholders, and the development of policies and procedures that allow for out-of-region inspectors to serve the region.</p>	Local, State	DSES-10 Green River Regional Resiliency Strategy DSES-10 Green River Regional Resiliency Strategy
E25	<p><b>Mutual Aid and Cooperative Agreements</b></p>	Local, State	DSES-10 Green River



	<b>Assessment, Update, and Expansion.</b> The focus of this activity will be to take stock of and compile a directory of all of the mutual aid, cooperative agreements, and Memorandums of Understanding (MOUs) existing among regional partners.		<b>Regional Resiliency Strategy</b>
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