



# Overview

## ***“Regional Integrated Systems and Planning Initiative”***

***A New Business Model for Emergency Management  
and Getting Businesses “Back to Business”***

### **The Need**

The DHS-sponsored State, Port & UASI (Urban Areas Security Initiatives) Grant Programs have provided the states, ports and major urban areas in the AHC’s region with funding to conduct planning, projects, procurements, training and exercises since 2003. Over the past years, state and local governments have been working on many similar issues and initiatives – including Catastrophic Event Planning, Fusion Centers/Information Sharing, Critical Infrastructure Protection, Port Security, Credentialing/Access Management and Regional Collaboration.

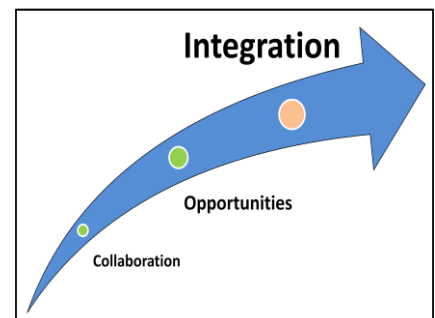
At the same time, private sector owners/operators have been planning and investing in projects and initiatives of their own – designed to understand their threats, protect their assets and people, promote information security, and support their business continuity efforts.

Many of these government and private sector initiatives are “interdependent” upon each other. Coordinating these public and private efforts is a fundamental step towards improved regional coordination, response, and resiliency. Developing a full understanding of each other’s needs is fundamental to building the trust and sustainable partnerships to begin to coordinate and integrate efforts.

### **Background**

Over the past five years, the AHC has conducted regional multi-state conferences and workshops focused on a wide variety of emergency management topics of “common interest”. These workshops produced reports or “white papers” that outlined the common issues and recommendations of the regional states and also served as a tool to help focus specific efforts, coordinate on grants, create specific policies and organize projects within the government arena.

In 2010, the AHC’s Board reviewed and approved a multi-year regional grant investment justification (IJ) designed to fund a regional initiative for three years and to focus the AHC’s efforts on projects of high value which could involve and integrate private sector infrastructure owners and operators. The IJ would be open to any state, county, UASI or port to join at any time. Additionally, a business model was created to allow private sector operators to support the enabling framework needed to support the ongoing sustainment of this initiative.



In early 2011, the AHC’s Board officially tasked the AHC to focus on conducting “project” focused regional integrated systems and planning workshops/symposiums with the private sector owner/operators. The deliverables from these workshops would be simple, clear, actionable and measurable.

### **Overview**

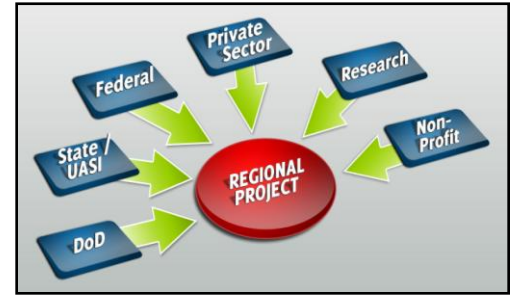
Effective disaster preparation, response and recovery require a coordinated, pre-planned effort that combines both private and public resources. In the past, public sector agencies have planned and led these efforts, with private entities focusing on their own continuity needs. However, the prevailing wisdom now states that effective community resilience requires these activities to be coordinated in partnership.

It is with this understanding that the AHC’s new **“Integrated Systems and Planning Initiative”** was launched by the states and UASIs. This initiative is the next step in the maturing process of public/private partnerships for the AHC states and Tier 1 UASIs (e.g. major urban areas of NY, NJ, PA and DC).



The goals of this effort are to build trust & partnership around specific projects; integrated public and private sector systems/planning efforts; and sustain the process and projects that best result in a mutual benefit to all parties.

Today there are several concrete examples of how this new **“Integrated Systems and Planning Initiative”** is integrating systems, funding and resources from the Department of Defense, DHS Science and Technology, DHS/FEMA, the Department of Justice, the US Coast Guard, state and local government, and non-profit and private sector organizations into the same regional project(s). See figure for more details.



The steps to success for this initiative include:

**Step 1.** Provide opportunities to allow for the integration of public and private sector efforts relating to emergency management and homeland security.

**Step 2.** Achieve government recognition that from an EM and HS perspective, our responsibility is “outside the fence” (i.e. outside the property line); although we promulgate regulations for safety and security, we also need to concentrate on those systems that will allow the maintenance of critical operations. This will allow businesses to keep going and our communities to remain viable both before and after an event.

**Step 3.** Broaden information systems so as to allow for better sharing of information between the public and private sectors – especially with regard to security, response and recovery operations, and building awareness of the newest threats facing our nation and critical infrastructure.

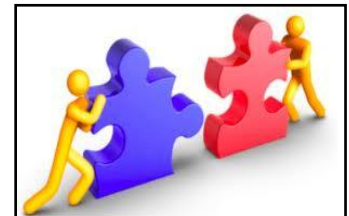
**Step 4.** Institute joint planning for bringing business back to business – offering an understanding of common business and government operations/requirements and their critical linkages to any major response and recovery effort.

The AHC’s role in this process is to:

1. **Convene and facilitate** integrated planning meetings
2. **Produce** meeting summary reports
3. **Identify opportunities** for integration and partnership through targeted project workshops, webinars and publications
4. **Create and manage a regional database** of people and projects
5. **Share information** on specifically-identified opportunities and partnerships as the result of such efforts
6. **Provide ongoing status reports** for members on the status of projects, partnerships and new opportunities
7. **Facilitate a handoff process** of successful regional efforts to DHS and other federal agencies as seed projects that should be considered, supported and/or sustained by federal government resources
8. **Explore sustainment** of certain efforts by integrating private sector owner/operator involvement/resources with state/local government projects

In summary, both the public and private sectors have the common goals of:

- Protecting government citizens and private sector workers
- Protecting government property/private sector facilities
- Protecting the businesses, industries and critical infrastructure that make our nation strong and allow businesses to grow and communities to thrive



The **Integrated Systems and Planning Initiative** will help to convene people and facilitate the process of fostering coordinated initiatives and investments in the future – helping to bring about these goals.



## Approach

In 2011, the AHC will conduct a series closed-door, public/private **Integrated Systems and Planning (ISP)** meetings between states/UASIs and private sector owner/operator representatives.

### Key Sectors Invited:

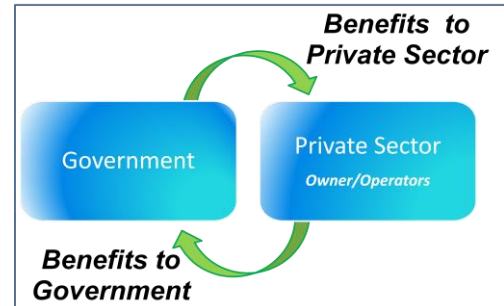
- Power
- Telecommunications
- Food / Agriculture
- Shelters/Housing/Commercial
- Information Technology
- Transportation
- Medical
- Water
- Finance
- Chemical
- Others as needed

### Major Topic Areas to Discuss:

1. Catastrophic Event Planning
2. Fusion Centers / Information Sharing
3. Critical Infrastructure Protection / Resiliency
4. Business Continuity / Government Continuity

### Focus of Discussions:

1. Overview of key funded project(s)
2. Identify gaps and opportunities for integration
3. Develop requirements and approaches
4. Discuss possible solutions and remedies with program managers and R&D representatives
5. Identify partnerships and "match" opportunities
6. Gain commitments to the partnerships once a clear value proposition has been established



### Format of ISP Meetings:

- 1. Project / Initiative Presentations by Government & Private Sector**
  - a. To educate government and private sector parties on the key regional projects already underway
  - b. To identify opportunities for partnership and "match"
  - c. To reduce overlap of efforts, remove obstacles and expedite outcomes
  - d. To coordinate public/private projects and planning going forward
- 2. Discussion on Identifying Gaps / Needs / Requirements / Opportunities**
  - a. To identify common gaps/needs/requirements
  - b. Identify opportunities to integrate systems and planning efforts
  - c. To help coordinate planning and investments
- 3. Discussion on Possible Solutions / Approaches**
  - a. To inform everyone on public/private sector Research & Development efforts
  - b. To identify potential solutions/approaches to address needs or requirements
  - c. To organize and align the solution providers with regional public/private sector needs
  - d. To create and sustain a regional network of public and private sector partners and associations so as to sustain planning efforts through natural political and budgetary changes
- 4. Executive Summary Report**
  - a. To provide private sector and government executives with a written, high-level briefing on the results, the recommendations and the opportunities that resulted from the meeting

## Deliverables and Expected Outcomes

The expected outcomes of the **Integrated Systems and Planning Initiative** are:

1. An informal Regional Private Sector Owners/Operators Working Group or Advisory Committee to work with government leadership on key efforts, provide recommendations, plan future meetings and coordinate efforts
2. A report that analyzes and summarizes the meeting information
3. Creation and maintenance of a regional database of contact information, projects and solutions
4. Coordinate private sector "match" development to support grant requirements
5. Coordinate private sector investment into the systems and planning integration process
6. Project sustainment via joint government-private sector support