The Lifeline Sectors Response Coordination Workshop

Participant Guide

This Workshop is designed to support the development of regional “information sharing” based exercise drills/modules in the electric, food and fuel/petroleum sectors for the purpose of accelerating public and private sector response and recovery activities along the East Coast.

September 4, 2014

In Partnership With:
Regional Catastrophic Planning Team (RCPT) – NY-NJ-CT-PA
Regional Catastrophic Planning Team (RCPT) – National Capital Region (VA-DC-MD-DE-PA-WV)
Multi-State Fleet Response Working Group
East Coast Corridor Coalition (EC3)
All Hazards Consortium
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## Agenda

**Date/Time:** Thursday, September 4, 2014, 8:00am – 4:00pm  
**Location:** Consolidated Edison Company of New York, The Learning Center (TLC), 43-82 Vernon Boulevard, Long Island City, NY 11101

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>8:00 am – 8:45am</td>
<td><strong>Networking Breakfast</strong></td>
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<tr>
<td>8:45 am – 9:00am</td>
<td><strong>Welcome and Administrative Remarks</strong></td>
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<tr>
<td></td>
<td>• Tom Moran, <strong>Executive Director</strong>, All Hazards Consortium</td>
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<tr>
<td></td>
<td>• Laura Stockstill, <strong>Critical Infrastructure Project Manager</strong>, Regional Catastrophic Planning Team NY-NJ-CT-PA</td>
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<td></td>
<td>• Carlos Torres, <strong>Vice President</strong>, Emergency Management, Consolidated Edison</td>
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<td></td>
<td>• Andy Tiao, <strong>Director</strong>, Emergency Management, Consolidated Edison</td>
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<tr>
<td>9:00 am – 9:30am</td>
<td><strong>Electric Sector Demonstration</strong></td>
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<td></td>
<td>Briefing on the results achieved in the electric sector during CATEX 2013, with demonstration of the Regional Fleet Movement Coordination Process</td>
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<td></td>
<td>• Tom Moran, <strong>Executive Director</strong>, All Hazards Consortium</td>
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<tr>
<td>9:30am – 10:15am</td>
<td><strong>Multi-Sector Briefings</strong></td>
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<td>Briefing on the “pre-storm” preparations activities in the Fuel, Food and Electric sectors for a large storm like SuperStorm Sandy</td>
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<td></td>
<td>• Jack Cowart, <strong>Terminal Manager</strong>, BP - Fuel Sector</td>
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<td></td>
<td>• Carmela Hinderaker, <strong>Director of Business Continuity</strong>, C&amp;S Wholesale Grocers – Food Sector</td>
</tr>
<tr>
<td></td>
<td>• Andy Tiao, <strong>Director</strong>, Emergency Management, Consolidated Edison - Electric Sector &amp; Timothy Hayes, <strong>Manager T&amp;D Operations Services &amp; Emergency Response</strong> Central Hudson Gas &amp; Electric Corporation</td>
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<tr>
<td>10:15am–10:30am</td>
<td><strong>Break</strong></td>
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<tr>
<td>10:30am–12:00pm</td>
<td><strong>Fuel Sector Finding Discussion</strong></td>
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<td></td>
<td>Facilitated panel discussion involving Food Sector operations professionals regarding several specific operational issues/chokepoints they faced during SuperStorm Sandy; the associated information; and the processes used to share information with state/local governments locally and regionally.</td>
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<td></td>
<td>• Jack Cowart, <strong>Terminal Manager</strong>, BP</td>
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<td>• Carlos Munguia, <strong>VP Operations</strong>, Northern Area, Kinder Morgan</td>
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<td></td>
<td>• Kathleen Madaras, <strong>Associate Director</strong>, Fuel Merchants, NY/NJ Trucking Assn.</td>
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<td></td>
<td>• Deb Mamula, <strong>Executive Vice President</strong>, Texas Oil and Gas Association</td>
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<tr>
<td>12:00pm–12:30pm</td>
<td><strong>Working Lunch Break</strong></td>
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<td>Time</td>
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<tr>
<td>12:30pm – 2:00pm</td>
<td><strong>Food Sector Finding Discussion</strong></td>
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</tbody>
</table>
|               |                                              | • **Carmela Hinderaker**, Director of Business Continuity, C&S Wholesale Grocers  
• **Steve Oswald**, Manager, Quality Assurance Division, Wakefern Foods  
• **Susan Morton**, Vice President, Marsh & McLellan  
• **Linda Doherty**, President, NJ Food Council |
| 2:00pm – 2:10pm | **Break**                                    |                                                                                                                                                                                                         |
| 2:10pm – 3:40pm | **Electric Sector Finding Discussion**      | Facilitated panel discussion involving Electric Sector operations professionals regarding several specific operational issues/chokepoints they faced during Super-Storm Sandy; the associated information; and the processes used to share information with state/local governments locally and regionally. |
|               |                                              | • **Andy Tiao**, Director, Emergency Management, Consolidated Edison  
• **John Shaner**, Retired, Emergency Management, PEPCO Holdings, Inc.  
• **Tom Born**, Manager, Emergency Management. Atlantic City Electric  
• **Bill Kelbaugh**, Manager, Emergency Preparedness, PECO Energy Company |
| 3:40pm – 4:00pm | **Wrap Up Session**                          | Provide a quick overview of accomplishments of the workshop and describe next steps and timeframes for the development of the regional information sharing drill template by the Sector Focused Working Groups. |
|               |                                              | • **Tom Moran**, Executive Director, All Hazards Consortium  
• **Laura Stockstill**, Critical Infrastructure Project Manager, Regional Catastrophic Planning Team NY-NJ-CT-PA |
INTRODUCTION

National public sector policy has embraced the notion that “Getting Business Back to Business” after an incident is an important resilience strategy for communities throughout our country. In tandem with this national strategy and the growing emphasis on public-private partnerships as a key to disaster preparedness, the Lifeline Sectors Response Coordination Workshop is being conducted to inform the development of regional information sharing exercises/drills to resolve operational issues and chokepoints within the electric, food and fuel sectors in the Northeast Region of the U.S.

PROBLEM STATEMENT

During large scale regional incidents (e.g. SuperStorm Sandy) multiple states and companies across multiple sectors are impacted in many ways. Large scale power outages, food store closures, and fuel shortages are only a few of the many local and regional issues that face government and the private sector as they respond to the disaster. It is during these regional, multi-state events that the private sector activates their mutual aid processes to draw assistance from around the country. The public sector at all levels of government also activates their response processes to support each other and bring resources to the impacted states. These multiple response processes raise challenges that need to be addressed:

1. How can confusion and duplication of effort be avoided when these simultaneous public and private sector response mechanisms activate?
2. How can more efficient regional information sharing processes be developed to address specific electric, food and fuel sector issues (e.g. operational chokepoints) that arise during regional response efforts?
3. Within a sector, what are the specific essential elements of information and processes/protocols used or needed in order to address the sector’s regional response issues/chokepoints?

The CATEX regional exercise series is facilitating public-private sector dialogues aimed at developing solutions for these issues. In CATEX 2013, the electric sector worked with multiple states and urban areas to develop a planning and exercise process that produced multiple operational results by expediting of electric sector operational information across multiple states. The outcomes of this process are now being used in the 2014 hurricane season.

PURPOSE

The Lifeline Sectors Response Coordination Workshop will leverage the electric sector’s regional planning and information sharing process along with the planning partners of the RCPT NY-NJ-CT-PA (Regional Catastrophic Planning Team) to extend this solution-building model to the food and fuel sectors in the Northeast. This regional information sharing process is central to the private sector’s response efforts when they activate mutual aid networks that bring in resources from across the region, country or from Canada and multiple states have to coordinate in order for this private sector response process to flow smoothly.

At the Workshop, electric, food and fuel sector representatives will discuss their sector’s preparation activities and response issues at the following time frames: -24 hours prior to impact and +24 hours after impact. Facilitated discussions will then validate sector issues and chokepoints that have already been identified and document new ideas. Workshop
participants will collectively discuss additional information needed to address specific electric, food and fuel sector operational issues/chokepoints and regional impacts that arise during responses to disasters. The regional information to be discussed will include:

1. Local and regional operational issues/chokepoints for Electric, Food and Fuel sectors
2. Essential Elements of Information (EEIs) needed to address each issue/chokepoint
3. Regional information sharing processes and protocols already in place for each issue/chokepoint
4. Participant recommendations on how to improve the processes for regional sharing of information

SCENARIO
The scenario background used for the Workshop discussions will be SuperStorm Sandy. The planning team and working groups have selected SuperStorm Sandy since it is a real-world scenario that had broad regional impacts across the electric, food and fuel sectors and highlighted response challenges that potentially translate to other incidents.

DESired OUTCOMES
The Lifeline Sectors Response Coordination Workshop will capture the information needed to develop simple, sector focused “information sharing exercise modules/drills” to be used in the CATEX 2014 drill in October/November 2014, or in future public or private sector exercises. These modules/drills will address specific operational issues that impact both public and private sector response efforts in each sector. Cross sector utilization of these modules/drills and information sharing products will be fostered by Sector Working Groups and the planning teams. In some cases, as was shown in the electric sector during the CATEX 2013 exercise, operational information sharing products may also be an outcome of the planning and exercise process.

Additionally, the Workshop will provide a unique opportunity to educate the attendees and panelists on:

- Valuable insight into the causes of these specific sector operational issues/chokepoints
- Cross sector information sharing issues, impediments, gaps, and opportunities
- The RDT&E (Research, Development, Test & Evaluation) process being used by the private sector to jointly drive out regional solutions with state/local government advisors
- The operational products already developed in the electric sector’s Multi-State Fleet Response Working Group during the CATEX 2013 exercise planning process
- Gaining knowledge of and leveraging existing government information, projects, research
- and processes that can immediately address private sector issues
- The private sector regional mutual aid processes and how they rely on the coordination between multiple state/local governments in order to maximize their effectiveness

SUMMARY
Improving operational information sharing has proven to have a positive measurable impact on public and private sector response efforts. Beginning to address regional, multi-state information sharing issues is a simple step towards building a shared perspective and resolving several sector operational issues and chokepoints quickly. The 2014 CATEX Lifeline Sectors Response Coordination Workshop will help to increase the public/private trust and pave the way for more improvements in the future for the purposes of improving regional resilience and expedites economic recovery.
OBJECTIVES

The Lifeline Sectors Response Coordination Workshop was designed with an overall objective to focus on improving the understanding of a multi-sector, regional (e.g. multi-state) response concept; improving local/regional information sharing processes between the private sector and state/local government to resolve specific operational issues; and achieving a change in the public/private sector’s attitude and process.

Specifically, the Workshop will help to identify:

1. Specific sector related operational issues, problems, or chokepoints
2. The essential elements of information needed to address each specific sector issue
3. The information sharing processes, protocols and organizations involved in sharing this information
4. Recommendations on how to improve and/or expedite the regional information sharing process in order to address these operational issues.

The Lifeline Sectors Response Coordination Workshop Planning Team designed the specific Workshop objectives as follows:

1. Form Sector Focused Working Groups (electric, food and fuel), with 6 to 8 sector operator participants in each.
2. Identify 2 to 3 operational issues/chokepoints in the “regional” (e.g. multi-state) response efforts for the electric, food & fuel sectors.
3. Identify sector focused “essential elements of information” and the existing information sharing “processes/protocols/organizations” relevant to each of these sector issues/chokepoints.
4. Gather recommendations on approaches to expedite, improve, coordinate or integrate information sharing processes relevant to each sector issue/chokepoint.
5. Document the Workshop and Sector Focused Working Group information to inform the planning of the future regional information sharing drill(s).

The Workshop is one step in the overall process to address sector issues/chokepoints. The Sector Focused Working Groups, who have been meeting all summer, will reconvene following the Workshop and begin to analyze the information and prioritize their sector’s operational issues/chokepoints into three categories in order to prioritize them and begin their focus:

- Short-term = 6-12 months
- Medium-term = 12-18 months
- Long-term = 18+ months

This is the same process already in use by the Electric Sector’s Multi-State Fleet Response Working Group. All issues/chokepoints will be catalogued for future use but only the Short Term issues will be addressed immediately.

To learn more about the Fleet Response Working Group’s Short/Mid/Long-Term objectives, RDT&E (Research, Development, Test & Evaluation) process and operational issues, visit: 
http://www.fleetresponse.org/about-us/objectives/
PARTICIPANTS

The participants for this Workshop will include both public and private sector representatives from around the East Coast but primarily the Northeast, centered on the program area of the Regional Catastrophic Planning Team NY-NJ-CT-PA (See RCPT background in Appendix).

Public Sector:

- Local/State/Federal Agencies
- Emergency Managers
- Transportation Managers
- Homeland Security Representatives
- Critical Infrastructure Specialists
- Law Enforcement
- Public Safety & Health

Private Sector:

- Operations Professionals from Owners/Operators of the Region’s Critical Infrastructure
  - Electric Sector
  - Food Sector
  - Fuel/Petroleum Sector
- Sector Trade Associations
- Sector Subject Matter Experts
- Other Sector Representatives (e.g. Water, Finance, Telecommunications, Rail, etc.)

The Workshop will feature three discussion panels comprised of private sector operations/business related representatives as shown below:

<table>
<thead>
<tr>
<th>FUEL SECTOR</th>
<th>NAME</th>
<th>COMPANY</th>
<th>TITLE</th>
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<tr>
<td></td>
<td>Jack Cowart</td>
<td>BP</td>
<td>Terminal Manager</td>
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<td>Carlos Munguia</td>
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<td>Kathleen Madaras</td>
<td>Fuel Merchants, NY/NJ Trucking Association</td>
<td>Associate Director</td>
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<td>Deb Mamula</td>
<td>Texas Gas &amp; Oil Association</td>
<td>Executive Vice President</td>
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<thead>
<tr>
<th>FOOD SECTOR</th>
<th>NAME</th>
<th>COMPANY</th>
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<tr>
<td></td>
<td>Carmela Hinderaker</td>
<td>C&amp;S Wholesale Grocers, Inc.</td>
<td>Director, Business Continuity</td>
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<td></td>
<td>Steve Oswald</td>
<td>Wakefern Foods</td>
<td>Manager, Quality Assurance Division, Wakefern Foods</td>
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<td></td>
<td>Susan Morton</td>
<td>Marsh &amp; McLellan</td>
<td>Vice President</td>
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<td></td>
<td>Linda Doherty</td>
<td>NJ Food Council</td>
<td>President</td>
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<thead>
<tr>
<th>ELECTRIC SECTOR</th>
<th>NAME</th>
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<th>TITLE</th>
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<td></td>
<td>Tom Born</td>
<td>Atlantic City Electric</td>
<td>Manager, Emergency Management</td>
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<td></td>
<td>Bill Kelbaugh</td>
<td>PECO Energy</td>
<td>Manager, Emergency Preparedness</td>
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<td></td>
<td>Andy Yao</td>
<td>ConEdison</td>
<td>Director, Emergency Management</td>
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<td></td>
<td>John Shaner</td>
<td>PEPCO Holdings Inc, Retired</td>
<td>Manager, Emergency Preparedness</td>
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WORKSHOP FORMAT

The purpose of the 2014 CATEX Lifeline Sector Response Coordination Workshop is to identify opportunities to expedite the regional flow of information between the private sector and state/local government for the purpose of accelerating disaster response and recovery activities along the East Coast.

Panel Sessions
The Workshop will feature three separate “sector” panel discussions. The panels will be comprised of FOOD, FUEL & ELECTRIC SECTOR operational representatives that will discuss specific operational issues and chokepoints that occurred during the first day (+24) following the landfall of SuperStorm Sandy.

The specific focus of these panels will be on improving and/or expediting local and regional private/public information sharing.

The operational issues to be discussed have been identified by the members of the three informal CATEX Sector Focused Working Groups formed in early 2014. These groups have been meeting throughout the summer.

Panel Discussions
These three facilitated panels will be focused on the specific operational issues as follows:

1. Discuss and validate the Operational Issues as listed in the Appendix Section
2. Discuss what “Essential Elements of Information” are needed to address each issue/chokepoint
3. Discuss what current and/or needed Processes, Protocols & Organizations that are required to communicate this information locally and regional across multiple states to support coordination and private sector mutual aid
4. Provide recommendations on how to expedite/improve regional information sharing

Panel Format
1. Beginning with the Fuel Sector, the panel will describe/discuss each identified operational issue on the sector slide in the Appendix Section along with the following related information described above
2. While the panel is discussing these operational issues, the audience at their tables will be prompted to write down their ideas on the feedback forms provided in their Workshop packets
3. At the end of the panel session, several tables will be given the opportunity report out on their top recommendations. Once this report out is completed, the session is completed
4. Panelists will return to their seats and the next panel will begin to set up
5. FUEL sector will go first; the FOOD sector; then ELECTRIC sector
6. See the Agenda for more details
ACKNOWLEDGEMENTS

The Lifeline Sectors Response Coordination Workshop was produced with funding from the Federal Emergency Management Agency under the Regional Catastrophic Preparedness Grant Program and in partnership with the following organizations and groups:

- The Regional Catastrophic Planning Team (RCPT) – NY-NJ-CT-PA
- The Regional Catastrophic Planning Team (RCPT) – National Capital Region (VA/DC/MD/DE/PA/WV)
- The Multi-State Fleet Response Working Group
- The North Atlantic Mutual Assistance Group (NAMAG)
- The All Hazards Consortium (AHC)

We would also like to express our appreciation to the organizations that are participating and supporting this Workshop:

<table>
<thead>
<tr>
<th>American Logistics Aid Network (ALAN)</th>
<th>API</th>
<th>ARCOS</th>
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<tr>
<td>BP</td>
<td>C &amp; S Wholesale Grocers Inc.</td>
<td>Central Hudson Gas &amp; Electric</td>
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<tr>
<td>CEVA Logistics</td>
<td>CITGO</td>
<td>ConEd</td>
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<td>Connecticut Power &amp; Light (Northeast Utilities)</td>
<td>DHS Customs and Border Protection</td>
<td>DHS- Infrastructure Protection</td>
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<td>DHS Science &amp; Technology</td>
<td>Edison Electric Institute (EEI)</td>
<td>FEMA</td>
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<td>FEMA Region I</td>
<td>FEMA Region II</td>
<td>FEMA Region III</td>
</tr>
<tr>
<td>First Energy</td>
<td>Fuel Merchants- NY/NJ Motor Truck Assn</td>
<td>Georgia Power/Southern Company</td>
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<td>Hughes Network Systems</td>
<td>I-95 Corridor Coalition</td>
<td>JCP&amp;L (First Energy)</td>
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<td>Kinder Morgan</td>
<td>MEMA</td>
<td>Motorola</td>
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<tr>
<td>New York State Department of Transportation</td>
<td>New York State Dept of Transportation</td>
<td>Newark/Jersey City UASI</td>
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<td>NJ Board of Public Utilities</td>
<td>NJ BPU</td>
<td>NJ Food Council</td>
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<td>NJ Motor Truck Association</td>
<td>NJ Office Homeland Security &amp; Preparedness</td>
<td>NJ State Police</td>
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<td>Northeast Utilities</td>
<td>Nustar Energy</td>
<td>NYC Mayor's Office of Recovery and Resilience</td>
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<td>NYC OEM</td>
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<td>NYCDOT</td>
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<td>NYCEDC</td>
<td>NYS Motor Truck Association</td>
<td>NYSDOT</td>
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<td>O&amp;R</td>
<td>PBF Energy</td>
<td>PECO Energy</td>
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<td>PEPCO Holdings Inc. (PHI)</td>
<td>Perth Amboy Terminal</td>
<td>Philadelphia Office of Emergency Management</td>
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<td>Port Authority of NY/NJ</td>
<td>PSC- Department of Public Service</td>
<td>PSE&amp;G</td>
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<td>RCPGP Supply Chain Resilience</td>
<td>Red Cross</td>
<td>Resilience</td>
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<td>Sourcemap Inc.</td>
<td>Southeastern Electric Exchange</td>
<td>Sunoco Logistics at Eagle Point in West Deptford</td>
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<td>Sysco Foods</td>
<td>Texas Oil and Gas Association</td>
<td>Unutil Corporation</td>
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<tr>
<td>U.S. Department of Energy</td>
<td>U.S. Department of Transportation</td>
<td>Verizon</td>
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<td>Wakefern Foods</td>
<td>WV Oil Marketers &amp; Grocers Assn, known as OMEGA</td>
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</tbody>
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APPENDIX

Sector Operational Issues/Chokepoints
Regional Catastrophic Planning Team Background
History of CATEX
Frequently Asked Questions
## Fuel Sector

### Example of Identified Operational Issues

<table>
<thead>
<tr>
<th>Operational Issue #1</th>
<th>Operational Issue #2</th>
<th>Operational Issue #3</th>
<th>Operational Issue #4</th>
<th>Operational Issue #5</th>
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</thead>
<tbody>
<tr>
<td>Waivers</td>
<td>Situational Awareness</td>
<td>Wholesale Fuel</td>
<td>Retail Fuel</td>
<td>Surge Predictions</td>
</tr>
<tr>
<td>Fuel distribution companies didn’t understand where and when waiver information was to be issued from. This caused delays in the supply chain process. Private sector needs regional processes and procedures for regulatory waivers in the post-disaster environment for both corporate (fuel company) &amp; independent (jobbers) distribution organizations.</td>
<td>Fuel companies were not aware of the current status of state/regional critical infrastructures (e.g. road/bridge closures, flooding, power outages, wind restrictions, etc.) Fuel sector companies need for a more effective regional communication process that expedites the distribution of information on the status of critical infrastructure within a state or multiple states in the aftermath of crisis.</td>
<td>Public sector needs to know where the fuel is (e.g. gas and diesel) and how to get it to the pumps. There is a general lacking or understanding on how fuel inventories are managed and monitored on the regional level.</td>
<td>The public and private sectors both need to know which gas/diesel stations in the impacted state/region have power and fuel available for purchase.</td>
<td>Fuel &amp; petroleum sector needed more timely and accurate flood and surge models from government in order to avoid damage to their tanks and equipment.</td>
</tr>
</tbody>
</table>

### Data Sources:
- Fleet Response WG integrated planning meetings during 2013
- Sector SME’s from Regional Mutual Aid Groups, Edison Electric Institute, I-95 Corridor Coalition, and electric sector companies
- SANDY Experiences in Electric Sector
- RCPT NJ/NY/CT/PA Projects, Meetings, Webinars & Reports
# Food Sector

## Example of Identified Operational Issues

<table>
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<tr>
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<th>Operational Issue #4</th>
<th>Operational Issue #5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restoration Estimates</td>
<td>Situational Awareness</td>
<td>Regional Directory</td>
<td>Impact Awareness</td>
<td>Weigh Stations</td>
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The food sector is highly dependent upon electric & fuel sectors. They need to have accurate power restoration estimates for a given area/state/region so they can proactively plan their utilization of their generators & fuel supplies at their stores and warehouse facilities. Longer outages may trigger the food sector's need for rerouting their logistics plans to relocate frozen/ perishable food supplies to other facilities in other areas/states.

Food distribution companies/independents needed more detailed and timely information on the current status/impacts to state/regional critical infrastructures (e.g. road/bridge closures, flooding, power outages, wind restrictions, fuel supplies... etc.). This is critical to inbound fleets/resources.

Private sector did not have a good list of state contacts within the region to reach out to resolve operational issues (e.g. toll station backups, security/safety, status of communications, access to restricted areas, etc...). Public sector did not have a shared regional understanding of the immediate and long-term impacts on the food sector and the sector’s response requirements. There also is an inconsistent regional coordination with food sector between states due to lack of resources and infrequences of large scale regional events.

Weigh stations across the region(s) need situational awareness from private sector on supply chain movements. Weigh stations also need a better process to expedite information flow and approvals for overweight vehicles through weigh station in both impacted and non-impacted states.

For example, overweight food sector tanker trucks would responding to SANDY were held up and/or sent home at some regional weigh stations due to various reasons.

### Data Sources:
- Fleet Response WG Integrated planning meetings during 2013
- Sector SME’s from Regional Mutual Aid Groups, Edison Electric Institute, I-95 Corridor Coalition, and electric sector companies
- SANDY Experiences in Electric Sector
- RCPT NJ/NY/CT/PA Projects, Meetings, Webinars & Reports
### Electric Sector

**Example of Identified Operational Issues**

<table>
<thead>
<tr>
<th>Operational Issue #1</th>
<th>Operational Issue #2</th>
<th>Operational Issue #3</th>
<th>Operational Issue #4</th>
<th>Operational Issue #5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Assistance</td>
<td>Toll Stations</td>
<td>Situational Awareness</td>
<td>State Regulations</td>
<td>Sensitive Information</td>
</tr>
</tbody>
</table>

- Regional states need to better understand the electric sector’s Mutual Assistance process and how fleet movement relates to each state, the downstream impacts of delays, the timing of movements, and its coordination across multiple states and FEMA regions at times.
- Electric Sector needs to expedite their fleet movement through regional toll stations to avoid long delays. This can become a major choke point for out of region company trucks (e.g., from the South East Region companies) when they are deployed into foreign regions (e.g., the Northeast Region) like during SANDY.
- Private & Public sectors need process for regional situational awareness/coordination of utility fleet movement with multiple states during response phase of large scale regional storms/power outages. Private sector needs regional road/bridge closures, flooding, wind restrictions, waivers, etc...
- Private sector needs an efficient method to learn and comply with each state’s requirements for Fleet Movement at the regional/national level (e.g., permits, roadway conditions, resources, weigh stations, commercial motor vehicles routes, and tolls, etc...)
- Private sector needs a method quickly to share sensitive fleet movement operational information with operators in states to be sued for operational purposes only. A private sector based trusted process is critical to the private sector in order to be effective.

### Data Sources:
- Fleet Response WG integrated planning meetings during 2013
- Sector SME’s from Regional Mutual Aid Groups, Edison Electric Institute, I-95 Corridor Coalition, and electric sector companies
- SANDY Experiences in Electric Sector
- RCPT NJ/NY/CT/PA Projects, Meetings, Webinars & Reports
Regional Catastrophic Planning Team Background

Established in 2008, the **Regional Catastrophic Preparedness Grant Program (RCPGP)** is a groundbreaking Department of Homeland Security initiative to encourage collaborative emergency planning in America’s largest urban regions.

The RCPGP has three primary goals:
- Fix Shortcomings in Existing Plans
- Build Regional Planning Communities
- Link Operational and Capabilities-Based Resource Planning

The NY-NJ-CT-PA RCPGP Project Area is comprised of the New York City, Northern New Jersey, Bridgeport Combined Statistical Area, a thirty county area over the four states. With a population of 22,000,000 people, the area is home to 1 out of every 14 Americans.

The Regional Catastrophic Planning Team (RCPT) is a multi-state steering committee that guides the RCPGP-funded activities in this region.

RCPT members represent the interests of many stakeholders in their communities, including counties, cities, private businesses, nonprofit groups, and volunteer organizations. The objectives of RCPT projects are to assess the current state of regional emergency planning, review existing protocols for regional operations, and describe opportunities for beneficial collaboration.

For more information: [www.regionalcatplanning.org](http://www.regionalcatplanning.org)
The History of CATEX

Since 2008, the Northern New Jersey and New York City urban areas, along with several counties in Connecticut and Pennsylvania had formed a Regional Catastrophic Planning Team (RCPT) in support of the FEMA Regional Catastrophic Planning Grant Program.

The RCPT NY-NJ-CT-PA has been undertaking regional planning projects across a wide variety of topics that included regional representatives from the public and private sectors.

At the same time, the National Capital Region (NCR) urban area was also participating in the RCPGP Grant Program. The NCR RCPT was comprised of the states of Virginia, Maryland, West Virginia, Delaware, Pennsylvania and the District of Columbia.

The NCR RCPT VA-WV-DC-MD-PA-DE also developed multi-state projects and plans focused on preparing the region of large scale man-made or natural disasters.

A major consensus finding of the RCPGP on the East Coast in 2011 was that expediting the restoration of Private Sector Life-Line Sector (e.g. power, food, fuel, water, etc.) are the key to faster recovery of local and regional communities/businesses and lessens the need for federal government intervention.

Through joint integrated planning of the states and urban areas of the mid-Atlantic and Northeast Regions, these needs and activities were merged and the planning was integrated to form a Regional Integrated Planning & Governance Framework.
This regional framework was comprised of two (2) regional working groups

- The private sector’s **Multi-State Fleet Working Group** and
- The public sector’s **East Coast Corridor Coalition (EC3) Working Group**

These regional working groups focused on regional issues that spanned the I-95 and I-83 corridors with the private sector. The groups focused on three areas:

1) Integrated Planning for expediting getting business back to business following disasters
2) Annual Exercises (e.g. the **CATEX (CATastrophic EXercise) annual exercises**)
3) Joint Development of Operational Solutions & Products

**CATEX 2013**

The initial CATEX 2013 exercise was a multi-state, private sector functional exercise to fulfill the requirements of the 2012 RCPGP grant guidance. CATEX started in 2013 with a National Capital Region (NCR) funded exercise involving the states of VA, WV, MD, DE, PA and DC making up the NCR and their supporting utilities. This exercise, although limited to the FEMA Region III geographic region, but was carefully monitored by the other states of NY, NJ and even NC. CATEX 2013 was used as a foundation for the planning of CATEX 2014.

CATEX 2013 produced a number of operational solutions and educational products that supported expedited power restoration efforts in the private sector:

**CATEX 2013 Operational Results**

- **Establishment of Multi-State Fleet Response Working Group** - In response to the cooperative experience during Super-Storm Sandy, the electric sector organized a meeting in Philadelphia in January 2013 and invited EC3 members, FEMA, electric sector executives, and other sectors to attend and discuss the outcomes from Sandy and to plan a way forward. From this meeting, the Multi-State Fleet Response Working Group was formed to focus on expediting power and supply-chain restoration efforts across multiple state lines.
b. **The EULO (Electric Utility Liaison Guide) Guide** – requested by government to better manage expectations of the private sector Energy Liaison Officers within EOCs.

c. **Expediting Fleets Through State Toll Stations** – requested by private sector, was the single biggest “response chokepoint” in electric sector (and other supply chain sectors) during major regional events like Katrina, Irene, and Sandy.

d. **FLEET-MOVE Service** – requested by private sector, provides access to national database of centralized state entrance and pass through requirement websites, and systems information databases.

e. **The Regional Fleet Movement Coordination Process** – requested by private sector to expedite power restoration efforts across multiple state lines.

f. **FLEET OPEN/CLOSED Service** – Coming in 2014, requested by public and private sectors, (used during SANDY as the Daily Private Sector Resource Reports) designed to help locate open places of business that provide gasoline/diesel fuel, food/coffee, medications & medical supplies, retail stores and hotel rooms during a prolonged power outage within a city, county, state, region or across the United States.

g. **Educational Webinars** – Ten (10) educational webinars to help educate public and private stakeholders on operational needs and identify opportunities to leverage resources and investments in order to get business back to business faster, resulting in increased resiliency of their agencies, businesses, and communities.

h. **Training Products** – 10+ training products and videos

i. **2014 Hurricane Season Resources Webpage** – requested by public and private sectors, a jointly developed resource that centralized all EC3/Fleet WG products in a single location to support both public and private sector response efforts for the upcoming hurricane season for expediting power and supply chain restoration and regional/national education.

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**CATEX 2014**

CATEX 2014 will build on the success of CATEX 2013 and add the Food and Fuel Sectors into the planning and exercise process.

CATEX 2014 will focus on developing “sector specific” exercise modules for the life-line sectors (e.g. electric, food, fuel) that can be used in any future government (local/state/federal) and/or private sector exercises.

**FUTURE CATEXs**

Going forward, the CATEX Annual Information Sharing Exercise Series looks to sustain the overall planning framework and expand the effort to include:

- Planning for CATEX 2015 & 2016
- Develop additional sector drills and template
- Sustain the education process for both public and private sector
- Integration of additional life-line sectors (telecommunications, rail, water, etc…)
- Closer coordination with other local, regional and national private sector trade associations
- Expand the secure information sharing capabilities
- Supporting response and recovery operations at the regional level across more regions
- Further coordination with federal agency partners
FREQUENTLY ASKED QUESTIONS

1) What is CATEX?

CATEX (Catastrophic Exercise) is a regional “information sharing based” exercise series being conducted by multiple states and private sector organizations that focuses on rapid restoration of power and supply-chain sectors following disasters along the East Coast.

CATEX was formed out of FEMA’s Regional Catastrophic Planning Grant Program (RCPGP) designed to promote regional planning for future large scale and/or catastrophic events (e.g. SANDY).

CATEX produces “information sharing” based products designed to expedite information flow between multiple states and the life-line sectors (e.g. power, food, fuel, etc.) in order to help communities, governments and businesses get back to business faster following natural, man-made or accidental disasters.

CATEX information sharing modules/drills, once tested, can then be integrated into future public and/or private sector exercises around the U.S.

CATEX sector specific drills can be email based; are easy to use; can be performed within 30 minutes to 4 hours based on need; and can be used as injects into larger exercises.

CATEX 2014 consists of several tabletops exercises and workshops conducted around the Mid-Atlantic and Northeast Regions over the course of the year.

The CATEX 2014 exercise is supported with funding from the NYC/NY RCPT, the NCR UASI, and the private sector; will be expanded to include nine states in FEMA Regions 2 & 3; and will again involve all the major companies along the nine-state corridor.

CATEX has a major private sector supporting base of over a dozen utilities; the Edison Electric Institute (EEI), NJ Food Council; American Petroleum Institute (API); the states/cities in the mid-Atlantic and Northeast regions; FEMA, US-DOE, US-DOT and DHS.

2) What is the problem that CATEX 2014 is addressing?

Multi-state, multi-sector coordination and information sharing to resolve sector specific operational choke points during disaster response and recovery efforts.

During large regional events like Sandy many issues arise:

- Widespread power outages
- Flooding causes evacuations of citizens
- Businesses close
- Fuel/Food/Water/Housing Shortages develop
- Public/Private Resources are quickly overwhelmed
- Communications networks damaged or overwhelmed
- Coordination between various public/private efforts is extremely challenging
- Multiple inter-dependent sectors have to coordinate with multiple states in order to respond and recover in a coordinated fashion
- Without understanding the individual sector issues, public/private sectors cannot begin to address the information that needs to go to the correct people to address specific problems when they occur
Public and private sector leaders develop a huge appetite for situational awareness and trends. These information requests can place unneeded burdens on responders while they are in response mode.

The private sector would like to develop regional processes with government that can work during both "blue sky days", "gray sky days" and "catastrophic or black sky days"

The public sector needs regional processes that respect individual jurisdictional processes yet allow for improved coordination.

Many people feel that the same mistakes are made during every major event.

There needs to be a regional process of "operational information sharing" that develops over time and can be institutionalized in order to survive the personnel turnover from elections and retirement.

There is a need to put regional multi-state processes in place to educate public and private stakeholders, legislators, governors, managers and executives on specific sector issues and available solutions to avoid duplication of efforts.

It is during these regional, multi-state events that the private sector activates their mutual aid processes to assist each other from around the country. State and local government also activate their response processes to support each other with resources.

As the public and private response mechanisms before to gear up to respond, how is confusion and duplication of effort avoided?

There are many who believe that simple, effective operations based information sharing between private/public sector operations personnel is a major component to the answer. Building a mutual understanding on a specific problem is critical before any solution can be offered.

**The private sector wants to know:**

1) How do we get our utility fleets through toll/weigh stations faster in the pass through states in order to get them into the impacted states?
2) How can our inbound supplies and resources, provided by our company and our contractors know the current conditions of power, roads, bridges, flooding, security, etc… in the impacted state(s) before they get there?
3) What does government need help with?
4) Who do we contact in a given state to resolve our unforeseen operational issues that develop?
5) How can we find fuel for our trucks and generators faster?
6) How do we coordinate with multiple states at the same time?
7) And the list goes on and on….

**The public sector wants to know:**

1) Where is there fuel and how can we get it to the fueling stations/tanks/generators?
2) What does the private sector need help with within our state? Our region?
3) Who do we contact in a given sector to resolve our unforeseen operational issues that develop?
4) What process does the private sector use regionally to deliver food and fuel to the impacted states?
5) How do we know when the private sector resources will arrive? What routes?
6) And the list goes on and on….

CATEX 2014 will provide an approach used in the electric sector during the CATEX 2013 exercise that has helped to address specific electric sector operational choke points and developed information sharing solutions that are now being used across the East Coast.

Using this process, CATEX 2014 will look to identify key information sharing choke points in the fuel and food sectors that recur repeatedly during disasters.

3) How is a “Sector Operational Issue/Chokepoint” defined for CATEX 2014?
Most private sector Owners and Operators see “Operational Choke Points” as external factors “outside their fence or sphere of control” that are essentially either the responsibility of government or effected by government regulations. There can be several categories of chokepoints that impact both public and private sectors:

**A. Laws and regulations that limit the movement of goods through normal “supply chains” during emergencies.**
Most companies have built their operations based on “blue sky” days (non-emergency conditions) while adhering to all federal, state and local requirements. During major regional emergencies or after catastrophic events (accidents, man-made or natural), these legal and regulatory requirements often hinder, not only key owners and operators, but all of the public sector including the general citizenry that rely on these public & private sector services and industries. The ability to address and/or waive these hindrances to allow for the quicker movement of goods and services allows for the acceleration of any recovery.

**B. Public & private sector’s ability to share critical and sometimes sensitive operational information with each other for the purpose of accelerating response and recovery activities.**
Although significant progress has been made in sharing Intel and threat information to the various sectors through a network of State Fusion Centers, there remains a major challenge in sharing critical operational and recovery status information to key life-line sector owners/operators and businesses during major disasters or regional catastrophic events. Government's ability to improve “near real time” information sharing is essential in accelerating local and regional recovery for both the public and private sector.

4) **What are some more specific examples of sector operational choke points?**

Based on many discussions with sector representatives in the SFWGs, here are some examples:

1) In the food sector, inbound milk trucks were delayed at regional weigh stations because they were overweight in other states. They were turned around and sent back because weigh station operators needed to open the tanker to inspect the contents; this would break the seal of the tanker and violate other regulations. So the trucks were sent home.

2) In the electric sector, inbound utility fleets came from around the country and Canada to support NJ & NYC areas. These fleets were delayed along the way in multiple states at toll stations and weigh station’s due to normal procedures in those states at that time. The states they were passing through were not aware of the regional situation and there was no process in place to expedite these utility fleets through their state so that they could arrive at the impacted states faster.

3) In the fuel sector, many choke points focused around expediting waivers that impacted fuel transport for gasoline and diesel fuel. Once these waivers were issued, getting that information out and across the region to potential inbound fleets was a challenge. Inbound resources also need the situational awareness on the ground in the impacted state(s) in order to plan their response efforts more effectively.